

# Blackpool Council

13 February 2018

To: Councillors Mrs Callow JP, G Coleman, Galley, Hunter, Matthews, Mitchell, Roberts, Ryan and Singleton

The above members are requested to attend the:

## **TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE**

Wednesday, 21 February 2018, 6.30 pm  
Committee Room A, Town Hall, Blackpool

### **A G E N D A**

#### **1 DECLARATIONS OF INTEREST**

Members are asked to declare any interests in the items under consideration and in doing so state:

(1) the type of interest concerned either a

- (a) personal interest
- (b) prejudicial interest
- (c) disclosable pecuniary interest (DPI)

and

(2) the nature of the interest concerned

If any member requires advice on declarations of interests, they are advised to contact the Head of Democratic Governance in advance of the meeting.

#### **2 MINUTES OF THE LAST MEETING HELD ON 13 DECEMBER 2017** (Pages 1 - 8)

To agree the minutes of the last meeting held on 13 December 2017 as a true and correct record.

#### **3 PUBLIC SPEAKING**

To consider any applications from members of the public to speak at the meeting.

**4 EXECUTIVE AND CABINET MEMBER DECISIONS** (Pages 9 - 18)

To consider the Executive and Cabinet Member Decisions within the portfolios of the Leader of the Council and Deputy Leader of the Council, taken since the last meeting of the Committee.

**5 FORWARD PLAN** (Pages 19 - 36)

To consider the content of the Council's Forward Plan, March 2018 - July 2018, relating to the portfolios of the Leader of the Council and Deputy Leader of the Council.

**6 KEY PRIORITY REPORT: CORPORATE HEALTH** (Pages 37 - 42)

To present performance against the Corporate Health suite of performance indicators for the period 1 April 2017 - 31 December 2017.

**7 FINANCIAL PERFORMANCE MONITORING AS AT MONTH 9, 2017/2018** (Pages 43 - 96)

To consider the level of spending against the Council's Revenue and Capital budgets for the first nine months to 31 December 2017.

**8 TRANSIENCE PROGRAMME AND SELECTIVE LICENSING** (Pages 97 - 116)

To consider an update on the evaluation of the Transience Programme and Selective Licensing.

**9 HIGHWAYS ENGINEERING SERVICE - LEAN REVIEW** (Pages 117 - 140)

To consider the LEAN Review of the Highways Engineering Services and efficiencies identified.

**10 SCRUTINY WORKPLAN** (Pages 141 - 150)

To consider the Workplan and to monitor the implementation of Committee recommendations, together with any suggestions that Members may wish to make for scrutiny review topics.

**11 DATE OF NEXT MEETING**

To note the date and time of the next meeting as Thursday, 25 April 2018, commencing at 6pm.

**Venue information:**

First floor meeting room (lift available), accessible toilets (ground floor), no-smoking building.

**Other information:**

For queries regarding this agenda please contact Sandip Mahajan, Senior Democratic Governance Adviser, tel: 01253 477211, e-mail [sandip.mahajan@blackpool.gov.uk](mailto:sandip.mahajan@blackpool.gov.uk)

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# Agenda Item 2

## MINUTES OF TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE MEETING - WEDNESDAY, 13 DECEMBER 2017

### Present:

Councillor Hunter (in the Chair)

Councillors

Mrs Callow JP  
G Coleman

Galley  
Mitchell

Ryan  
D Scott

### In Attendance:

Mr Alan Cavill, Director of Place

Mr Antony Lockley, Director of Strategic Delivery

Mr Steve Thompson, Director of Resources

Mr Peter Legg, Head of Economic and Cultural Services

Mr Mike Taplin, Head of Adult Learning / Senior Programme Manager

Mr Scott Butterfield, Corporate Development Manager

Mr Sandip Mahajan, Senior Democratic Governance Adviser

Councillor Simon Blackburn, Leader of the Council

Councillor Fred Jackson, Cabinet Member for Highways and Environmental Services

Councillor Mark Smith, Cabinet Member for Regeneration, Enterprise and Economic Development

### 1 DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

### 2 MINUTES OF THE LAST MEETING HELD ON 25 OCTOBER 2017

The Committee agreed that the minutes of the Tourism, Economy and Resources Scrutiny Committee meeting held on 25 October 2017 be signed by the Chairman as a correct record.

### 3 PUBLIC SPEAKING

The Committee noted that there were no applications to speak by members of the public on this occasion.

### 4 EXECUTIVE AND CABINET MEMBER DECISIONS

The Committee considered the Executive and Cabinet Member decisions, within its remit, taken since the last meeting of the Committee on 25 October 2017.

Members referred to decision PH58/2017 'Strategic acquisition at Blackpool Airport Enterprise Zone' of the Helicentre for £423,500 and enquired what governance and management structure would be adopted and what would happen to staff at the existing operator. Members also referred to PH59/2017 'Town Centre Investment - Purchase of

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the Hop Public House'. The decision involved the purchase of the Public House for £264.5k to allow wider strategic development and potentially up to £120k for conversion or demolition. Members noted that the two purchases had been funded from capital receipts and prudential borrowing and enquired what proportions were involved.

Councillor Simon Blackburn, Leader of the Council explained that the Council would be responsible for governance and management so was developing appropriate structures. An operating company and land holding and enterprise company would be formed and wholly owned by the Council. Independent directors would be appointed and the Council's political groups would put forward their nominees as other directors. Mr Alan Cavill, Director of Place explained that staff working with the existing operator, Squire Gate Operations Limited, would continue to be contracted to undertake the same roles going forward. The Leader added that the Council adhered to the Joseph Roundtree Foundation's Living Wage which could mean improved conditions for some transferred staff.

Mr Alan Cavill reported that £500k of capital receipts had been used to fund the two purchases supplemented by prudential borrowing. He added that significant rental income per annum was anticipated from the Helicentre site.

In response to a further question relating to the strategic use of the Hop Public House site, the Leader advised that up-to-date details of the Phase Three of the Talbot Gateway (Central Business District) development would be available publicly in due course.

Members noted decision EX32/2017 'Sundry debt, business rates, council tax and housing benefit overpayment write offs' which involved large financial amounts and queried the reasons for the £424.5k of overpayments.

The Leader agreed that the housing benefit overpayments were significant but needed to be considered within the context of £85m worth of housing benefit payments in total. Mr Steve Thompson, Director of Resources explained that there were various causes resulting in overpayments but generally linked to timing of claims, e.g. a change in a claimant's circumstances requiring entitlement re-calculation might only take effect after some overpayments had been made. The Department for Work and Pensions were responsible for providing a lot of information which often took time getting over to the Council. The Department, Council and claimants could make errors. Sometimes there would be fraudulent claims. He added that if the Department for Work and Pensions made errors then it would be possible to claim overpayments back through the Council's annual Housing Benefit Subsidy claim to the Department. There had been overpayments going back some time which had recently been reviewed to ensure only active cases remained.

Members enquired if it was possible to comment upon the content for the Local Transport Plan (2011-16) which would be running as an extended Plan until April 2018. The Leader welcomed any comments for consideration and suggested that they were sent direct to him and Councillor Fred Jackson, Cabinet Member for Highways and Environmental Services.

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**5 FORWARD PLAN**

The Committee considered the items contained within the Forward Plan, December 2017 - April 2018, relating to the portfolios of the Cabinet Members whose responsibilities fell within the remit of the Committee.

Members referred to the forthcoming decision EX/24/2017 'Town Centre Investment' and enquired when development works were expected to commence on the Houndshill Car Park site and when business tenants would be secured.

Councillor Mark Smith, Cabinet Member for Regeneration, Enterprise and Economic Development confirmed that development would be progressing shortly. The Leader explained that development principles concerning the site extension and usage had needed to be agreed with partners. These included the developer being responsible for securing tenants, some negotiations were completed and some ongoing. He added that the developer was proactive and tenants were expected to move in during 2018. Returns on investment would then start to be made.

Members noted the forthcoming decision EX/8/2017 'Applications for Loans above £500k' and enquired how many applications had been made. The Leader reported that a business loans target of £60m had been set and applications for £71.3m had been received. Some loans had been agreed and others were at negotiation stage with due diligence / heads of terms to be completed. He added that it was hoped to issue agreed loans within the current financial year 2017-2018.

Members referred to the forthcoming decision EX/19/2017 'Housing Strategy' and queried if developing sheltered housing would be included within the Strategy. Mr Antony Lockley, Director of Strategic Delivery reported that the Strategy would be considered at the start of 2018 and provided an overall strategic direction including links to sub-strategies. The Homes and Ageing Population Strategy came within the broader Housing Strategy and would incorporate sheltered housing requirements.

**6 FINANCIAL PERFORMANCE MONITORING AS AT MONTH 7 2017/2018**

Mr Thompson, Director of Resources presented the level of spending against the Council's Revenue and Capital budgets for the first seven months to 31 October 2017. He reported that performance had been improving over the previous quarter but had declined for month seven (October 2017) of the financial year. Collection of Council Tax and Business Rates had seen improvements year-on-year.

In response to a suggestion that financial reporting summaries of Children's Services had been more effectively presented in the past, Mr Thompson explained that the relevant detail was still contained within the report appendices. He added that the recent budget impact had been mainly due to increasing costs within Children's Services primarily Children's Social Care which had a forecast overspend of £4.62m. However, that needed to be considered within the context of the Council's budget having reduced by £137m in recent years with government funding reductions.

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The Leader added that service demand pressures (from families requiring support or other action) were not predictable and demand could be skewed by a small number of cases. He added that initiatives included recruiting temporary administrative staff in 2018 would free up time for social workers to focus on supporting families, in particular identifying children who could be safely released from Child Protection Plans which required time as producing court orders for consideration was required.

Members enquired if families coming in from areas outside of Blackpool were increasing pressures and whether family planning was being promoted.

The Leader explained that Children's Social Care was working with families who were mostly established in Blackpool. Family Planning and sexual health awareness were important. He cited effective approaches, e.g. Long Acting Reversible Contraceptives (LARCs) for women which had reduced teenage pregnancies and added that men needed to take responsibility too. He added that focused positive action such as creating aspirational goals for young people could reduce demand pressures.

He referred to schools which were important for supporting young people. Primary schools were more effective for pastoral care than secondary school academies. These could be more focused on academic and other targets. It was important to build good working relationships with secondary school head-teachers and this was being pursued effectively at a senior level within the Council and with regional government officials. Other approaches included use of people to act as 'role models' to encourage young people. Young people and families needed to understand healthy relationships.

Members referred to the ten year Better Start Programme which had a budget of £45m from 2015 to 2025 to reduce problems through developing effective support for families particularly in deprived wards. The Leader explained that change took time and that the Better Start Programme aimed to reduce pressures at early stages of pregnancy and a child's life. Good development for a child in their first three years was known to have a positive longer-term impact. However, change took time and the Programme had been running less than three years.

The Leader added that the Better Start Programme was robustly monitored including reports to the Resilient Communities and Children's Scrutiny Committee. Officials from The Big Lottery, which funded the Programme, were keen that innovation was applied and changes made to secure effective outcomes. He added that the Better Start Board also had a new independent chair.

Members noted that there was a contradiction in the report referring to delays in taking out any new long-term borrowing and then reference to having increased both new short-term and long-term borrowing. The Leader confirmed that short-term and long-term borrowing had increased. He explained that the period for receiving loan applications through to issuing funding was in the region of three months. He added that loans could be delayed due to the applicant so it was important for effective timings. He re-iterated that £71.3m loans had been applied for and the full amount could be given within the current financial year. He added that risks were considered but loans could still fail to deliver optimum returns. Interest returns on the loans would take some time to come through.



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Members noted that Treasury Management had a good investment performance record but this did not appear to still be the case. Mr Thompson explained that there was a savings target (of £1.8m) within the budget and that investment returns, on the Business Loans of potentially £71.3m, would be delivered in due course. He expected Treasury Management performance to improve over the next month.

Members noted that working cash balances were at risk being closer to £2m rather than the target £3m. Mr Thompson gave assurance that the £3m target was being pursued.

Members queried why there had been delays with implementing on-street parking changes which had resulted in those budget targets not being met. The Leader explained that the Highways Service had planned to implement the changes in good time but now that the major roadworks programme around town had started it was more appropriate to reschedule the parking changes. In response to some new yellow lines having reduced parking spaces, he explained that these were not connected issues.

Members referred to the Print Services reduced income and review which had taken some time to complete. Mr Cavill explained that staff had been given the opportunity to take forward their income suggestions but the targets sought had not been achieved so the service review was now required. Staff would be consulted with a new service planned to come into effect from the start of the 2018-2019 financial year in April 2018.

Members enquired what the cost of the Illuminations Switch-on event had been to the Council and queried why the cost of Very Important Persons (VIP) tickets for the Live Wire event had been lower than usual as this could have impacted upon revenue. Mr Cavill explained that switch-on costs had been in the region of £200k. The Leader added that the Live Wire event had been outsourced to the Sands Venue who had been responsibility for ticket pricing but more tickets had been sold. Next year, in 2018, it was proposed to combine the Switch-on and Live Wire events as a more cost-effective approach.

**7 REPORTING THE USE OF EXTERNAL CONSULTANTS 2016/2017**

Mr Thompson, Director of Resources presented consultancy spend across the Council for 2016-2017.

Members referred to the Blackpool Museum Project for the Winter Gardens which they welcomed as a 'museum in Blackpool' and expressed confidence in the ability of officers to deliver the project. However, they queried why survey costs had been so high, sought assurance that the museum proposals would not incur unnecessarily high costs on surveys and that cost control would be robust to ensure sustainability.

The Leader reported that structural survey work had been necessary and that most of the costs had been secured through the Heritage Lottery Fund. He added that the project site was also considered by the Lancashire Enterprise Fund as a scheme of wider Lancashire and northern regeneration interest. He confirmed that there was close working with officers to ensure robust challenge and value for money. He explained that the next stage would be for seeking project approval by the Heritage Lottery Fund and the Department for Culture, Media and Sport.

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**8 COUNCIL PLAN PERFORMANCE REPORT Q2 2017/2018 - ENTERPRISE SKILLS AND ECONOMIC INCLUSION**

Mr Scott Butterfield, Transformation Manager, Corporate Delivery Unit presented progress with Council Plan performance indicators for the period 1 April 2017 to 30 September 2017 with reference to Enterprise Skills and Economic Inclusion. Both Heads of Service were present to answer any detailed questions including on their Service Overview reports (Agenda Item 9 refers) which were considered as part of the performance report item.

Mr Butterfield explained that a revised approach had been developed with seven comprehensive indicators of which four had recent comparative data and three were measured annually. One performance indicator on numbers of new businesses started within the financial year 2016-2017 was not meeting its target and explanatory detail was provided within an 'exceptions' commentary page.

Members welcomed the presentational format which highlighted by colour whether targets were on track or not. They noted that many people had been supported into work through the 'Positive Steps into Work' programme from 2014-2015 but queried why numbers had been far lower for the last year 2016-2017.

Mr Peter Legg, Head of Economic and Cultural Services explained that each year there were a number of employer related projects. During 2014-2015, the 'Work Programme' was the most significant support programme stemming from the Department for Work and Pensions. It was an established programme having been running for several years. Referrals to that Programme had been high and many people had been supported into work. However, since then referral numbers had decreased. Other programmes had started since 2014-2015 which meant less dependence on one programme. The new programmes had fewer referrals, i.e. less people to support so one challenge was ensuring that they remained sustainable.

He cited the new Healthworks Centre in the town centre which housed nearly forty project staff supporting people. People being supported had a wide range of complex needs including mental health difficulties, substance abuse and other issues such as transience representing real challenges across Blackpool so it took longer to help them. Blackpool had higher than average numbers of people out of work and with complex needs.

Mr Legg acknowledged that there had been limited success with the new programmes to date but the market was well understood for taking forward work. He gave assurance that the programmes aimed to support all people and added that the Department for Work and Pensions had recognised that the 'Work Programme' had not been effective in supporting people with complex needs so the new approach had been advocated. He added that a new 'Health and Work' programme had been commissioned to start early in 2018. Members referred to a previous 'Enterprise Challenge' which had been modelled on the national Dragon's Den competition concept to promote young entrepreneurs. It had been good value for money and had attracted good interest. They enquired if a similar concept could be done again. Mr Legg acknowledged that the concept had had been effective with a number of businesses started in the event that were still running.

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He added that other concepts had taken place albeit with slightly less success although innovative schemes were still being explored. He referred to the 'You can do it' programme which offered businesses external funding of £40k focusing on young people aged 16 to 24 years old. He confirmed that he would review the 'Enterprise Challenge' concept and what had made it come with the potential to run a similar event.

Mr Legg referred to a successful Enterprise Week held in November 2017 across eleven wards which had attracted over 300 people. The next such event would be bigger.

He referred to the staffing within the Economic and Cultural Service supporting people. There were only two Small and Medium Enterprise (SME) Advisors. One Advisor focused on supporting day-to-day operational activities of businesses and the other Advisor supported new businesses within the first three years of activity from getting started through to sales and marketing and becoming sustainable.

Mr Mike Taplin, Head of Adult Learning / Senior Programme Manager added that some potential new business people attended 'Getting Started' support groups. They were able to gain skills and develop confidence.

**9 ENTERPRISE, SKILLS AND ECONOMIC INCLUSION**

This overview item on Enterprise, Skills and Economic Inclusion was considered as part of the previous item on the Council Plan performance indicators for the same service areas.

**10 SCRUTINY WORKPLAN**

Members referred to the impact of recent localised flooding including electricity failures and the need to ensure that lessons were learnt to ensure that effective preventive, response and support measures were in place for the future. They were keen that prompt consideration was given to the issue. Reference was made to a Scrutiny Review undertaken in 2013 and needing to review progress with the implementation and effectiveness of recommendations.

It was proposed that an initial meeting should be held involving the Chairman, Vice-Chairman and Head of Flood Management and Environmental Protection to discuss progress with the previous review, current issues and work, focus for any Scrutiny review and potential added value. It could then be decided whether the item should be considered at the February 2018 meeting taking into account the Annual Flood Report 2016-2017 that was currently scheduled for the April 2018 meeting. Members particularly wished that United Utilities should be invited and encouraged to attend the relevant Committee meeting. The Consumer Council for Water could also be invited.

Members added that they wanted the efforts of staff and volunteers in responding to recent events to be noted.

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The Committee agreed:

1. To approve the Scrutiny Workplan subject to adding a potential report for the February 2018 meeting on progress with work from the Scrutiny Flooding Review held in 2013, recent flooding issues in late 2017 and the response, support for people and preventative measures.
2. To note the 'Implementation of Recommendations' table.

**11 DATE OF NEXT MEETING**

The Committee noted the date and time of the next meetings as 1) the Budget Scrutiny Consultation meeting on Friday 9 February 2018 commencing at 10am in Committee Room A, Blackpool Town Hall; and 2) the regular Committee meeting on Wednesday 21 February 2018 commencing at 6pm in Committee Room A, Blackpool Town Hall.

**Chairman**

(The meeting ended at 7.45 pm)

Any queries regarding these minutes, please contact:  
Sandip Mahajan, Senior Democratic Governance Adviser  
Tel: 01253 477211  
E-mail: sandip.mahajan@blackpool.gov.uk

<b>Report to:</b>	<b>TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Sharon Davis, Scrutiny Manager
<b>Date of Meeting:</b>	21 February 2018

## EXECUTIVE AND CABINET MEMBER DECISIONS

### 1.0 Purpose of the report:

1.1 The Committee to consider the Executive and Cabinet Member decisions within the portfolios of the Leader of the Council, Deputy Leader of the Council and Cabinet Member for Projects and Partnerships, taken since the last meeting of the Committee.

### 2.0 Recommendation(s):

2.1 Members will have the opportunity to question the Leader of the Council or the relevant Cabinet Member in relation to the decisions taken.

### 3.0 Reasons for recommendation(s):

3.1 To ensure that the opportunity is given for all Executive and Cabinet Member decisions to be scrutinised and held to account.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered:

None.

### 4.0 Council Priority:

4.1 The relevant Council Priority is "The economy: Maximising growth and opportunity across Blackpool".

## **5.0 Background Information**

- 5.1 Attached at the appendix to this report is a summary of the decisions taken, which have been circulated to Members previously.
- 5.2 This report is presented to ensure Members are provided with a timely update on the decisions taken by the Executive and Cabinet Members. It provides a process where the Committee can raise questions and a response be provided.
- 5.3 Members are encouraged to seek updates on decisions and will have the opportunity to raise any issues.

## **5.4 Witnesses/representatives**

- 5.4.1 The following Cabinet Members are responsible for the decisions taken in this report and have been invited to attend the meeting:

- Councillor Simon Blackburn, Leader of the Council
- Councillor Gillian Campbell, Deputy Leader of the Council
- Councillor Fred Jackson, Cabinet Member for Environmental Services and Highways
- Councillor Mark Smith, Cabinet Member for Regeneration, Enterprise and Economic Development.

Does the information submitted include any exempt information?

No

### **List of Appendices:**

Appendix 4 (a) Summary of Executive and Cabinet Member decisions taken.

## **6.0 Legal considerations:**

- 6.1 None.

## **7.0 Human Resources considerations:**

- 7.1 None.

## **8.0 Equalities considerations:**

- 8.1 None.

**9.0 Financial considerations:**

9.1 None.

**10.0 Risk management considerations:**

10.1 None.

**11.0 Ethical considerations:**

11.1 None.

**12.0 Internal/ External Consultation undertaken:**

12.1 None.

**13.0 Background papers:**

13.1 None.

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DECISION / OUTCOME	DESCRIPTION	NUMBER	DATE	CABINET MEMBER
<p><b>DOMESTIC WASTE SERVICE DELIVERY</b> The Cabinet Member agreed the recommendations as follows:</p> <ol style="list-style-type: none"> <li>1. To agree to the domestic waste service being brought under the umbrella of Blackpool Council from April 2019.</li> <li>2. To authorise the Director of Community and Environmental Services to form a Corporate Project Board to oversee the transition of the service back under the umbrella of Blackpool Council, with the Head of Procurement and Projects taking a project lead role.</li> <li>3. To authorise the Director of Community and Environmental Services to consider the most effective operating model and whether the service is delivered in-house or arms-length as a wholly owned company of Blackpool Council and to refer the matter for a decision to the Executive.</li> </ol>	To consider the position in relation to the domestic waste contract, which is currently operationally managed by Veolia and due to come to an end in March 2019, and whether to bring the service back under the umbrella of Blackpool Council.	PH1/2018	12 January 2018	Councillor Fred Jackson, Cabinet Member for Environmental Services and Highways
<p><b>EVALUATION OF SELECTIVE LICENSING IN THE SOUTH BEACH AREA</b> The Executive resolved to note the review of the operation of the South Beach Selective Licensing Scheme.</p>	To consider an update on the Selective Licensing scheme in the South Beach area, which ran from March 2012-March 2017, including a review of the impact of selective licensing in South Beach, and looks at what the scheme has achieved for the area.	EX1/2018	15 January 2018	Councillor Mrs Christine Wright, Cabinet Member for Housing
<p><b>INCOME AND DEBT RECOVERY STRATEGY 2018 - 2021</b> The Executive resolved to approve the Income and Debt Recovery Strategy 2018 - 2021, as attached at Appendix 3a, to the Executive report.</p>	To consider an update on a new Income and Debt Recovery Strategy covering the period from 2018 until 2021.	EX2/2018	15 January 2018	Councillor Simon Blackburn, Leader of the Council

<p><b>COUNCIL TAX – SETTING THE BASE 2018/2019</b>  The Leader of the Council agreed the recommendations as follows:</p> <ol style="list-style-type: none"> <li>1. To approve the calculation of the Council’s tax base for 2018/2019.</li> <li>2. That in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992 and the Local Authorities (Calculation of Council Tax Base) (Amendment) (England) Regulations 2003, declare that the Council Tax base for 2018/2019 should be 36,219 properties.</li> </ol>	<p>To consider the Council Tax base for 2018/2019.</p>	<p>PH4/2018</p>	<p>30 January 2018</p>	<p>Councillor Simon Blackburn, Leader of the Council</p>
<p><b>NATIONAL NON-DOMESTIC RATE RETURN 1 FOR 2018/2019</b>  The Leader of the Council agreed the recommendation to formally approve the National Non-Domestic Rate Return 1 for 2018/19 as attached at Appendix A.</p>	<p>To complete a National Non-Domestic Rate Return 1 (NNDR 1) each year.</p>	<p>PH5/2018</p>	<p>30 January 2018</p>	<p>Councillor Simon Blackburn, Leader of the Council</p>
<p><b>FINANCIAL PERFORMANCE MONITORING AS AT MONTH 9 2017/18</b>  The Executive resolved as follows:</p> <ol style="list-style-type: none"> <li>1. To note the report.</li> <li>2. To support the recommendation of the Director of Resources that £2,505,000 is vired from Education Basic Needs Funding and added to the Children’s Services budget non-recurrently, this would have the effect of improving the forecast level of Working Balances from £1,828,000 to £4,333,000.</li> <li>3. To continue to lobby Government (Ministry of Housing, Communities and Local Government and the Department for Education in particular) along with other local authorities facing similar pressures, the Local Government Association and the Association of Directors of Children’s Services for more funding to cope with the mounting</li> </ol>	<p>To consider the level of spending against the Council’s Revenue and Capital budgets for the first nine months to 31 December 2017.</p>	<p>EX3/2018</p>	<p>5 February 2018</p>	<p>Councillor Simon Blackburn, Leader of the Council</p>

<p>demand and new burdens presenting in Children’s Services.</p> <p>4. To require the respective directors and Director of Resources to continue to closely monitor and manage service financial and operational performances, specifically Children’s Services, Strategic Leisure Assets and Parking Services.</p> <p><b>Note - this is a separate item on the Tourism, Economy and Resources Scrutiny Committee meeting agenda.</b></p>				
<p><b>GENERAL FUND REVENUE BUDGET 2018/19</b></p> <p>The Executive resolved as follows:</p> <p>1. To recommend to Council an increase in income of £150,000 from car parking and the Council’s wholly owned Companies as part of its budget savings proposals (ref. paragraphs 7.1 and 7.2 and line 2.22 of Appendix 2).</p> <p>2. To recommend to Council the level of net expenditure for the draft General Fund Revenue Budget 2018/19 of £124,365,000 (ref. paragraph 6.2).</p> <p>3. To recommend to Council a level of budget savings of £5.35m, (ref. paragraphs 7.1 and 7.2 and Appendix 2)</p> <p>4. 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).</p> <p>5. To recommend to Council that the target level of working balances remains at £6m (ref. paragraph 10.4).</p> <p>6. To recommend a detailed review of earmarked reserves takes place at Provisional Outturn 2017/18 to reprioritise and unearmark funds to replenish working balances to their target level in</p>	<p>To consider the proposal for Blackpool Council’s draft General Fund Revenue Budget 2018/19.</p>	<p>EX4/2018</p>	<p>5 February 2018</p>	<p>Councillor Simon Blackburn, Leader of the Council</p>

<p>2018/19 should this be necessary (ref. paragraph 10.4).</p> <ol style="list-style-type: none"> <li>7. To note the report of the Budget Scrutiny Review Panel as attached at Appendix 3.</li> <li>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 9 February 2018.</li> <li>9. To consider any further facts and information which subsequently come to light and report the details to the meeting of the Executive on 19 February 2018.</li> </ol> <p><b>Note - this item was considered by the Executive on 5 February 2018 and then the Tourism, Economy and Resources Scrutiny Committee on 9 February 2018. Minutes of the meeting will be considered by the Executive on 19 February 2018 when final recommendations will be made to Council.</b></p>				
<p><b>CAPITAL PROGRAMME 2018/19 TO 2020/21</b>  The Executive resolved as follows:  To recommend to Council -</p> <ol style="list-style-type: none"> <li>1. To approve the Capital Programme for 2018/19 as set out at Appendices A and B, including the in-year contingency of £1,076,000.</li> <li>2. To adopt the Single Capital Pot approach as outlined in Section 4 with a top slice of 12.5% to allow for investment in key priority areas and overspends that are not otherwise fundable (reference paragraph 4.2).</li> <li>3. That Executive approvals will continue to be required for all Prudential borrowing schemes (reference paragraph 3.1)</li> </ol>	<p>To consider the 2018/19, 2019/20, 2020/21 Capital Programme.</p>	<p>EX5/2018</p>	<p>5 February 2018</p>	<p>Councillor Simon Blackburn, Leader of the Council</p>

<p>4. To approve the Capital Prudential Indicators as identified in Appendix C.</p>				
<p><b>TREASURY MANAGEMENT STRATEGY 2018/19</b>  The Executive resolved as follows:  To recommend to the Council:  1. To adopt all the Elements of the Treasury Management Strategy 2018/19 and to approve the Prudential Indicators and Limits for 2018/19 to 2020/21 which are set out in Annex B to the Executive report.  2. To approve the Prudential Indicators and Limits for 2018/19 to 2020/21 which are set out in Annex C to the Executive report.  3. To approve the Minimum Revenue Provision Policy Statement for 2018/19, which will ensure a prudent Minimum Revenue Provision charge in the annual statement of accounts. The policy is set out within Annex D to the Executive report.</p>	<p>To consider the Treasury Management Strategy Report 2018/19 and its annexes A, B, C and D.</p>	<p>EX6/2016</p>	<p>5 February 2018</p>	<p>Councillor Simon Blackburn, Leader of the Council</p>
<p><b>PROPOSED RENT REVIEW 2018/19</b>  The Executive resolved as follows:  To recommend to the Council that:  1. A rent reduction of a minimum of 1% is implemented for all Housing Revenue account properties in 2018/19.  2. The minimum level of Housing Revenue Account balances remain protected at £1 million, as previously agreed.  3. That de-pooled services (as detailed in Appendix C) and that other service charges (as detailed in Appendices D and E) are charged as outlined.</p>	<p>To consider the level of rents and service charges to be charged in connection with Housing Revenue Account dwellings during 2018/19.</p>	<p>EX7/2018</p>	<p>5 February 2018</p>	<p>Councillor Mrs Christine Wright, Cabinet Member for Housing</p>
<p><b>BLACKPOOL AIRPORT ENTERPRISE ZONE MASTERPLAN</b>  The Executive resolved as follows:</p>	<p>To approve and adopt the Blackpool Airport Enterprise Zone Masterplan (as set out at Appendix 7a to the</p>	<p>EX8/2018</p>	<p>5 February 2018</p>	<p>Councillor Mark Smith,</p>

<ol style="list-style-type: none"> <li>1. To approve and adopt the Masterplan (as set out at Appendix 7a to the Executive report) as the strategic framework for project delivery and for use as part of the planning process.</li> <li>2. To delegate to the Director of Place the authority to make minor amendments as necessary, after consultation with the relevant Cabinet Member, that may result from the adoption and approval process with partner organisations.</li> </ol>	<p>Executive report and as amended) as the Masterplan to provide the strategic framework for the development and delivery of the Enterprise Zone and to be given appropriate weight by the decision taker and/or policy maker as part of the planning process.</p> <p>Appendix 7a, to the Executive report, contains the Masterplan and a Masterplan Summary Report as published for public consultation. The Blackpool Airport Enterprise Zone Masterplan Consultation Report sets out a number of changes to both the Masterplan and Masterplan Summary Report. Once approved by each partner organisations both the Masterplan and the Masterplan Summary Report will be edited and published.</p>			<p>Cabinet Member for Regeneration, Enterprise and Economic Development</p>
<p><b>REVIEW OF HACKNEY CARRIAGE/PRIVATE HIRE CRIMINAL CONVICTIONS' POLICY</b></p> <p>The Executive resolved to approve the revised Hackney Carriage and Private Hire Convictions Policy, including the proposed amendments, as outlined in Appendix 8 (a) of the Executive Report.</p>	<p>To consider proposed the recommendations amendments to the Hackney Carriage/Private Hire Criminal Convictions Policy.</p>	<p>EX9/2018</p>	<p>5 February 2018</p>	<p>Councillor Gillian Campbell, Deputy Leader of the Council (Tourism, Economic Growth and Jobs)</p>

<b>Report to:</b>	<b>TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Sharon Davis, Scrutiny Manager
<b>Date of Meeting:</b>	21 February 2018

## FORWARD PLAN

### 1.0 Purpose of the report:

1.1 The Committee to consider the content of the Council's Forward Plan March 2018 to July 2018, relating to the portfolios of the Leader of the Council, Deputy Leader of the Council and Cabinet Member for Projects and Partnerships.

### 2.0 Recommendation(s):

2.1 Members will have the opportunity to question the Leader of the Council and / or the relevant Cabinet Member in relation to items contained within the Forward Plan within the portfolios of the Leader of the Council and Deputy Leader of the Council.

2.2 Members will have the opportunity to consider whether any of the items should be subjected to pre-decision scrutiny. In so doing, account should be taken of any requests or observations made by the relevant Cabinet Member.

### 3.0 Reasons for recommendation(s):

3.1 To enable the opportunity for pre-decision scrutiny of the Forward Plan items.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered:

None.

### 4.0 Council Priority:

4.1 The relevant Council Priority is "The economy: Maximising growth and opportunity across Blackpool"

## **5.0 Background Information**

5.1 The Forward Plan is prepared by the Leader of the Council to cover a period of four months and has effect from the first working day of any month. It is updated on a monthly basis and subsequent plans cover a period beginning with the first working day of the second month covered in the preceding plan.

5.2 The Forward Plan contains matters which the Leader has reason to believe will be subject of a key decision to be taken either by the Executive, a Committee of the Executive, individual Cabinet Members, or Officers.

5.3 Attached at Appendix 5 (a) is a list of items contained in the current Forward Plan. Further details appertaining to each item is contained in the Forward Plan, which has been forwarded to all members separately.

## **5.6 Witnesses/representatives**

5.6.1 The following Cabinet Members are responsible for the Forward Plan items in this report and have been invited to attend the meeting:

- Councillor Simon Blackburn, Leader of the Council
- Councillor Mark Smith, Cabinet Member for Regeneration, Enterprise and Economic Development
- Councillor Mrs Christine Wright, Cabinet Member for Housing.

Does the information submitted include any exempt information?

No

### **List of Appendices:**

Appendix 5 (a) Summary of items contained within Forward Plan  
March 2018 to July 2018.

## **6.0 Legal considerations:**

6.1 None.

## **7.0 Human Resources considerations:**

7.1 None.

## **8.0 Equalities considerations:**

8.1 None.



**9.0 Financial considerations:**

9.1 None.

**10.0 Risk management considerations:**

10.1 None.

**11.0 Ethical considerations:**

11.1 None.

**12.0 Internal/ External Consultation undertaken:**

12.1 None.

**13.0 Background papers:**

13.1 None.

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**EXECUTIVE FORWARD PLAN - SUMMARY OF KEY DECISIONS****(MARCH 2018 TO JULY 2018)****\* Denotes New Item**

Anticipated Date of Decision	Matter for Decision	Decision Reference	Decision Taker	Relevant Cabinet Member
April 2018	Consideration of a new Housing Strategy for Blackpool.	19/2017	Executive	Cllr Mrs Wright
March 2018	Town Centre Investment	1/2018	Executive	Cllr Smith
March 2018	Applications for Business Loans above £500,000.	2/2018	Executive	Cllr Blackburn
March 2018	To agree strategic acquisitions in or adjoining the Enterprise Zone (this item to be considered in private by virtue of Paragraph 3 of Schedule 12a of the Local Government Act 1972 Information relating to the financial or business affairs of any particular person (including the authority holding that information))	3/2018	Executive	Cllr Smith
March 2018	Powers under the Housing and Planning Act 2016	5/2018	Executive	Cllr Wright
April 2018	Central Leisure Quarter Masterplan	6/2018	Executive	Cllr Smith
April 2018	Blackpool Airport Business Plan	7/2018	Executive	Cllr Blackburn
March 2018	Social Housing Allocations Policy	8/2018	Executive	Cllr Wright
April 2018	Homelessness Prevention Strategy <b>Note - Action Plan for review by Tourism, Economy and Resources Scrutiny Committee (April 2018)</b>	9/2018	Executive	Cllr Wright
March 2018	Local Transport Plan 2018-2023	10/2018	Council	Cllr Jackson

Anticipated Date of Decision	Matter for Decision	Decision Reference	Decision Taker	Relevant Cabinet Member
April 2018	Lancashire and Blackpool Flood Risk Management Strategy  <b>Note - Annual Flooding Report for review by Tourism, Economy and Resources Scrutiny Committee (April 2018) which may include reference to the Strategy.</b>	11/2018	Executive	Cllr Jackson

**EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> <b>Ref N° 19/2017</b>	Consideration of a new Housing Strategy for Blackpool.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor Mrs Christine Wright, Cabinet Member for Housing
<b>Date on which or period within which decision is to be made</b>	March 2018
<b>Who is to be consulted and how</b>	Consultation with internal and external stakeholders by invitation and through the Council's website.
<b>How representations are to be made and by what date</b>	Public consultation on the draft strategy in June 2017 through the Council's website.
<b>Documents to be submitted to the decision maker for consideration</b>	A covering report and the strategy document.
<b>Name and address of responsible officer</b>	Alan Cavill, Director of Place Alan.Cavill@blackpool.gov.uk Tel: (01253) 477006

**EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b>  Ref N <sup>o</sup> 1/2018	Town Centre Investment
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor Mark Smith, Cabinet Member for Regeneration, Enterprise and Economic Development
<b>Date on which or period within which decision is to be made</b>	February 2018
<b>Who is to be consulted and how</b>	Senior Officers
<b>How representations are to be made and by what date</b>	None Applicable
<b>Documents to be submitted to the decision maker for consideration</b>	Report
<b>Name and address of responsible officer</b>	Alan Cavill, Director of Place e-mail: alan.cavill@blackpool.gov.uk Tel: (01253) 47 7006

### **EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b> <b>Ref N° 2/2018</b>	To consider any applications for Business Loans from the Council's Business Loan Fund that exceed the key decision threshold.  If any such applications are received the Director of Finance will present the application and a report to the next meeting of the Executive.
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor Simon Blackburn, Leader of the Council
<b>Date on which or period within which decision is to be made</b>	February 2018
<b>Who is to be consulted and how</b>	N/A
<b>How representations are to be made and by what date</b>	N/A
<b>Documents to be submitted to the decision maker for consideration</b>	Report of the Director of Resources Loan application
<b>Name and address of responsible officer</b>	Steve Thompson, Director of Resources, Resources Directorate, Blackpool Council, Number 1 Bickerstaffe Square, Talbot Road, Blackpool, FY1 3AH  e-mail:steve.thompson@blackpool.gov.uk Tel: (01253) 478505

**EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b>  <b>Ref N° 3/2018</b>	To agree strategic acquisitions in the Enterprise Zone  (this item to be considered in private by virtue of Paragraph 3 of Schedule 12a of the Local Government Act 1972 Information relating to the financial or business affairs of any particular person (including the authority holding that information))
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor Mark Smith, Cabinet Member for Regeneration, Enterprise and Economic Development
<b>Date on which or period within which decision is to be made</b>	February 2018
<b>Who is to be consulted and how</b>	Fylde Borough Council (for any acquisitions that fall within their boundary) Commercially confidential and sensitive.
<b>How representations are to be made and by what date</b>	N/A
<b>Documents to be submitted to the decision maker for consideration</b>	Report(s) supported by External Valuations and Justification report and Enterprise Zone Masterplan.
<b>Name and address of responsible officer</b>	Alan Cavill, Director of Place Alan.Cavill@blackpool.gov.uk Tel: (01253) 477006



**EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for decision</b>  Ref 4/2018	The Housing and Planning Act 2016 introduces a range of measures to crackdown on “rogue” landlords, namely,  Civil Penalties  Extended Rent Repayment Orders  Rogue Landlord Database  Banning Orders.  Decision required to empower duly authorised officers of the Public Protection Division to utilise these powers.
<b>Decision making individual or body</b>	Executive
<b>Relevant Cabinet Member</b>	Councillor Mrs Christine Wright, Cabinet Member for Housing
<b>Date on which or period within which decision is to be made</b>	March 2018
<b>Who is to be consulted and how</b>	No consultation is required or proposed
<b>How representations are to be made and by what date</b>	Not Applicable
<b>Documents to be submitted to the decision maker for consideration</b>	Community and Environmental Services Department Enforcement Policy.  D.C.L.G. Guidance “Civil Penalties under the Housing and Planning Act 2016.  Matrix of Proposed Penalties
<b>Name and address of responsible officer</b>	Tim Coglan , Service Manager (Public Protection)  e-mail: tim.coglan@blackpool.gov.uk  Tel: (01253) 478376

**EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b>  Ref N <sup>o</sup> 6/2018	Central Leisure Quarter Masterplan
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor Mark Smith, Cabinet Member for Regeneration, Enterprise and Economic Development
<b>Date on which or period within which decision is to be made</b>	April 2018
<b>Who is to be consulted and how</b>	Senior Officers Relevant stakeholders
<b>How representations are to be made and by what date</b>	None Applicable
<b>Documents to be submitted to the decision maker for consideration</b>	Report
<b>Name and address of responsible officer</b>	Alan Cavill, Director of Place e-mail: alan.cavill@blackpool.gov.uk Tel: (01253) 47 7006

**EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for Decision</b>  Ref N <sup>o</sup> 7/2018	Blackpool Airport Business Plan
<b>Decision making Individual or Body</b>	Executive
<b>Relevant Portfolio Holder</b>	Councillor Mark Smith, Cabinet Member for Regeneration, Enterprise and Economic Development
<b>Date on which or period within which decision is to be made</b>	March 2018
<b>Who is to be consulted and how</b>	Fylde Borough Councillors and officers, Lancashire LEP and landowning stakeholders within designated Blackpool Airport Enterprise Zone boundary.
<b>How representations are to be made and by what date</b>	The Masterplan production for Blackpool Airport will include extensive stakeholder consultation
<b>Documents to be submitted to the decision maker for consideration</b>	Blackpool Airport Enterprise Zone Masterplan
<b>Name and address of responsible officer</b>	Alan Cavill, Director of Place Alan.Cavill@blackpool.gov.uk Tel: (01253) 477006

**EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for decision</b>  Ref 8/2018	Social Housing Allocations Policy
<b>Decision making individual or body</b>	Executive
<b>Relevant Cabinet Member</b>	Councillor Mrs Christine Wright, Cabinet Member for Housing
<b>Date on which or period within which decision is to be made</b>	March 2018
<b>Who is to be consulted and how</b>	The consultation report will include the results of surveys of local residents.  Discussions have also taken place other with Registered Social Landlords and other housing providers
<b>How representations are to be made and by what date</b>	Representations were sought in writing by 18 December 2017
<b>Documents to be submitted to the decision maker for consideration</b>	Executive Report  Evaluation of Consultation responses
<b>Name and address of responsible officer</b>	Andrew Foot, Head of Housing  e-mail: Andrew.foot@blackpool.gov.uk  Tel: (01253) 476339

**EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for decision</b>  Ref 9/2018	Homelessness Prevention Strategy
<b>Decision making individual or body</b>	Executive
<b>Relevant Cabinet Member</b>	Councillor Mrs Christine Wright, Cabinet Member for Housing
<b>Date on which or period within which decision is to be made</b>	March 2018
<b>Who is to be consulted and how</b>	Relevant stakeholders and interested parties
<b>How representations are to be made and by what date</b>	Representations are sought in writing by 1 February 2018
<b>Documents to be submitted to the decision maker for consideration</b>	Executive Report Evaluation of Consultation responses
<b>Name and address of responsible officer</b>	Andrew Foot, Head of Housing e-mail: Andrew.foot@blackpool.gov.uk Tel: (01253) 476339

**EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for decision</b>  <b>Ref 10/2018</b>	Local Transport Plan 2018-2023
<b>Decision making individual or body</b>	Executive
<b>Relevant Cabinet Member</b>	Councillor Fred Jackson, Cabinet Member for Environmental Services and Highways
<b>Date on which or period within which decision is to be made</b>	March 2018
<b>Who is to be consulted and how</b>	Relevant stakeholders and interested parties Key transport organisations Neighbouring Councils Transport for the North
<b>How representations are to be made and by what date</b>	Representations are sought in writing by 1 February 2018
<b>Documents to be submitted to the decision maker for consideration</b>	Executive Report Draft Local Transport Plan
<b>Name and address of responsible officer</b>	Alan Cavill, Director of Place Alan.Cavill@blackpool.gov.uk Tel: (01253) 477006

**EXECUTIVE FORWARD PLAN - KEY DECISION:**

<b>Matter for decision</b>  <b>Ref 11/2018</b>	Lancashire and Blackpool Flood Risk Management Strategy
<b>Decision making individual or body</b>	Executive
<b>Relevant Cabinet Member</b>	Councillor Fred Jackson, Cabinet Member for Environmental Services and Highways
<b>Date on which or period within which decision is to be made</b>	April 2018
<b>Who is to be consulted and how</b>	Relevant stakeholders and interested parties Neighbouring Councils
<b>How representations are to be made and by what date</b>	Representations are sought in writing by 1 February 2018
<b>Documents to be submitted to the decision maker for consideration</b>	Executive Report Draft Strategy
<b>Name and address of responsible officer</b>	John Blackledge, Director of Community and Environmental Services John.blackledge@blackpool.gov.uk Tel: (01253) 478400

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<b>Report to:</b>	<b>TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Ruth Henshaw, Delivery Development Officer
<b>Date of Meeting:</b>	21 February 2018

## KEY PRIORITY REPORT: CORPORATE HEALTH

### 1.0 Purpose of the report:

1.1 To present performance against the Corporate Health suite of performance indicators for the period 1 April 2017 - 31 December 2017.

### 2.0 Recommendation(s):

2.1 To comment upon the report and highlight any areas for further scrutiny.

### 3.0 Reasons for recommendation(s):

3.1 To ensure constructive and robust scrutiny of performance against the Council Plan 2015-2020.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered: N/A

### 4.0 Council Priority:

4.1 The relevant Council Priority is:

"Organisational Resilience - ensure the efficient, effective and sustainable running of the organisation to enable us to deliver quality services".

### 5.0 Background information

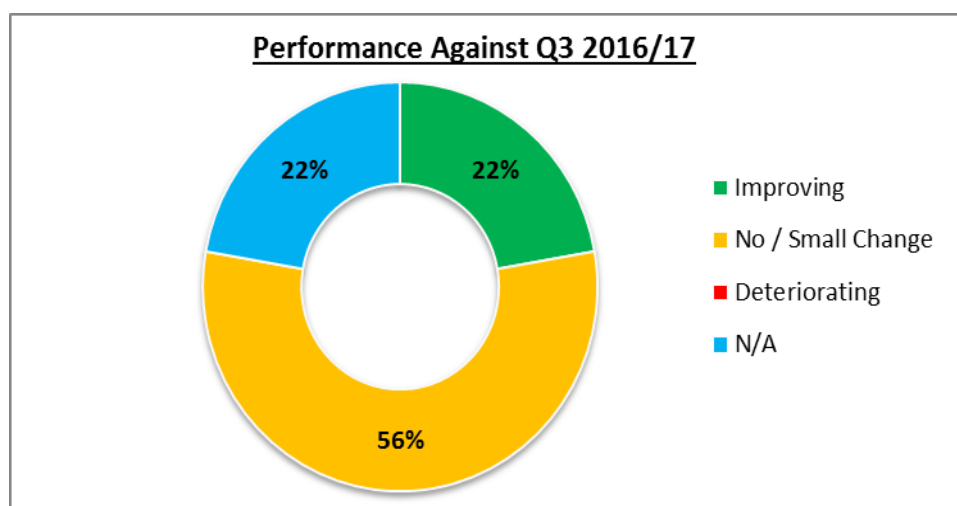
5.1 Performance against the priorities in the Council Plan 2015 - 2020 is measured using a core set of key performance indicators, developed in consultation with the Corporate Leadership Team.

5.2 To allow for sufficient time and attention to be given to performance against the Council Plan 2015 - 2020, the Committee will consider a series of themed reports over the course of the year. The theme of this report is Corporate Health.

5.3 The primary focus of this report is the most recent performance data available - which is for April - December 2017. Performance comparisons against previous years and national data (where this is available) can be found in **Appendix 6 (a) - Corporate Health Key Performance Indicators (KPI) Summary**.

## 6.0 Overview of Corporate Health Performance

6.1 There are ten indicators within the performance basket for Corporate Health. Performance is reported on a quarterly basis for nine indicators and annually for one indicator. The chart below shows current performance for the 9 quarterly indicators compared with the same period in 2016-2017:



6.2 In Quarter Three, two indicators are showing an improvement in performance with the remaining five indicators showing little or no change in performance. There are two indicators where it is not appropriate to compare performance with the same period last year as performance can only be judged against the annual target. These indicators are the value of efficiency savings achieved and the value of outstanding debts.

6.3 There are no indicators showing a significant deterioration in performance this quarter and therefore there is no exception report included in this key priority report.

Does the information submitted include any exempt information?

No

**List of Appendices:**

Appendix 6 (a): Corporate Health Key Performance Indicators (KPI)  
Summary

**7.0 Legal considerations:**

7.1 None

**8.0 Human Resources considerations:**

8.1 None

**9.0 Equalities considerations:**

9.1 None

**10.0 Financial considerations:**

10.1 None

**11.0 Risk management considerations:**

11.1 None

**12.0 Ethical considerations:**

12.1 None

**13.0 Internal/ External Consultation undertaken:**

13.1 N/A




**14.0 Background papers:**



















14.1 None

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**Corporate Health Key Performance Indicator:**

Performance as at 31 December 2017

KEY:			
	Performance is improving	<b>DoT</b>	Direction of Travel
	Small change in performance	<b>A</b>	Annual
	Performance is deteriorating	<b>N/A</b>	Not Applicable

Leader of the Council												
	Indicator	Outturn 2014/15	Outturn 2015/16	Outturn 2016/17	DoT	Q1 17/18	Q2 17/18	Q3 17/18	DoT	Target	DoT	Notes
					2014/15 v 2016/17				Previous Performance		Performance Against Target	
Corporate Health	Average number of working days lost due to sickness absence per FTE	10.67 days per FTE	10.55 days per FTE	9.47 days per FTE		10.31 days	9.57 days	10.79 days		10 days		10.79 days compared to 10.48 days in Q3 2016/17.
	Average number of working days lost due to sickness absence per FTE (Council - Current staff only)	9.71 days per FTE	8.84 days per FTE	8.2 days per FTE		8.82 days	8.06 days	9.05 days		No Target Set	N/A	9.05 days compared to 8.2 days in Q3 2016/17.
	% staff turnover (Council - Permanent excluding, death, Tupe, redundancy)	7.76%	7.57%	8.64%		8.88%	8.16%	8.4%		No Target Set	N/A	8.4% compared to 8.64% in Q3 2016/17.
	% of IPAs in the HR system (Council)	Data unavailable	69%	70%		46%	56%	70%		85%	N/A	70% compared to 68% in Q3 2016/17.
	Average completion rate of mandatory training (Council)	44%	81%	78.9%		75%	76%	77%		85%	N/A	77% compared to 78% in Q3 2016/17
	Value of efficiency savings achieved (Council)	£15,799,000	£25,236,100	£25,124,000		£4,132.5m	£8,603.5m	£12,110.4m	N/A	£18.7m	N/A	
	% of undisputed invoices for commercial goods and services that are paid within 30 days of such invoices being received (Council)	92.74%	93.85%	95.45%		95.02%	94.14%	94.16%		93%		94.16% compared to 95.45% in Q3 2016/17.
	Value of outstanding debts (Council)	£5,442,226	£8,622,720	£5,798,761		£8,954,932	£9,361,400	£7,125,189	N/A	No Target Set	N/A	No target set re: value of outstanding debts, however the Council aims to achieve the target of 89% of sundry debt collected in 2017/18.
	No. of exceptions from Contract Procedure Rules approved (Council)	60	87	75		24	11	20		<60		20 compared to 19 in Q3 2016/17. Cumulative total to date is 55.
	Number of term renewable contracts expired before new provider in place ( Council)	New PI			New PI	A	A	A	A	N/A	N/A	

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<b>Report to:</b>	<b>TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Steve Thompson, Director of Resources
<b>Date of Meeting:</b>	21 February 2018

## FINANCIAL PERFORMANCE MONITORING AS AT MONTH 9 2017/18

### 1.0 Purpose of the report:

1.1 To monitor the performance of the level of spending against the Council's Revenue and Capital budgets for the first nine months to 31 December 2017.

### 2.0 Recommendation(s):

2.1 To comment upon the report and highlight any areas for further scrutiny.

### 3.0 Reasons for recommendation(s):

3.1 To ensure financial performance against the Council's Revenue and Capital Budget is kept under review by members.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

None.

### 4.0 Council Priority:

4.1 The relevant Council Priority is:

"The economy: Maximising growth and opportunity across Blackpool".

### 5.0 Background Information

5.1 See reports and appendices.

5.2 Is the Corporate Delivery Unit aware of this report? Yes

The Corporate Delivery Unit has been working with Resources to ensure any service Transformation required by budget savings are addressed in the Delivery Unit workplan.

5.3 Does the information submitted include any exempt information? No

**5.4 List of Appendices:**

Report

Appendix 1 - Revenue Summary

Appendix 2 - Schedule of Service forecast overspendings

Appendix 3a - Chief Executive

Appendix 3b - Governance and Partnership Services

Appendices 3b/c - Ward Budgets

Appendix 3d - Resources

Appendix 3e - Places

Appendix 3f - Strategic Leisure Assets

Appendix 3g - Community and Environmental Services

Appendix 3h - Adult Services

Appendix 3i - Children's Services

Appendix 3j - Public Health

Appendix 3k - Budgets Outside the Cash Limit

Appendix 4 - Capital Monitoring

Appendix 5 - Cash Flow Summary

Appendix 6 - General Fund Balance Sheet Summary

**6.0 Legal considerations:**

6.1 None.

**7.0 Human Resources considerations:**

7.1 See reports and appendices.

**8.0 Equalities considerations:**

8.1 An Equalities Impact Assessment was produced as a part of the budget setting process and remains relevant.

**9.0 Financial considerations:**

9.1 See reports and appendices.

**10.0 Risk management considerations:**



10.1 Impact of financial performance on Council balances. Financial performance against approved Revenue and Capital budgets.

**11.0 Ethical considerations:**

11.1 None.

**12.0 Internal/ External Consultation undertaken:**

12.1 None.

**13.0 Background papers:**

13.1 None.

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**BLACKPOOL COUNCIL**  
**REPORT**  
**of the**  
**DIRECTOR OF RESOURCES**  
**to the**  
**EXECUTIVE**  
**5<sup>TH</sup> FEBRUARY 2018**

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**FINANCIAL PERFORMANCE MONITORING AS AT MONTH 9 2017/18**

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**1. Introduction**

- 1.1 This report is the standard monthly financial performance monitoring report, which sets out the summary revenue budget position for the Council and its individual directorates for the first 9 months of 2017/18, i.e. the period to 31<sup>st</sup> December 2017, together with an outlook for the remainder of the year. The report is complemented with an assessment of performance to date of balances and reserves, income collection, the Council's latest Capital Programme and statements relating to Cash Flow Summary and Balance Sheet Summary.
- 1.2 The report for the first 8 months of 2017/18, i.e. the period to 30<sup>th</sup> November 2017, was to be presented to this same meeting of the Executive. Therefore, as this more up-to-date report is available at the same time, the month 8 report will not now be presented.

**2. Report Format**

- 2.1 Separate reports have been prepared for each of the Council's core areas of responsibility:
- Appendix 3a - Chief Executive
  - Appendix 3b - Governance and Partnership Services
  - Appendix 3b/c - Ward Budgets
  - Appendix 3d - Resources
  - Appendix 3e - Places
  - Appendix 3f - Strategic Leisure Assets
  - Appendix 3g - Community and Environmental Services
  - Appendix 3h - Adult Services
  - Appendix 3i - Children's Services
  - Appendix 3j - Public Health
  - Appendix 3k - Budgets Outside the Cash Limit.

These incorporate summary financial statements which continue to be prepared on a full accruals basis and focus on the forecast revenue outturns for 2017/18. There is an accompanying narrative to explain Page 47 of significant variance from budget and to

highlight any areas of potential pressure along with action plans agreed with service managers to address them.

2.2 The combined effect of the directorates' financial performances is aggregated in a summary financial statement at Appendix 1 which mirrors the Council's Revenue Budget Book. This summary allows proactive month-on-month monitoring of the Council's forecast working balances to be undertaken to ensure appropriate and prudent levels are maintained. Appendix 2 highlights on a 12-month rolling basis those services which trip the designated overspending reporting threshold.

### 3. Directorates' Budget Performance

3.1 As a supportive measure to give services every chance to deliver a break-even budget, the Executive agreed at its meeting on 19<sup>th</sup> June 2017 to write-off all service overspends and carry forward the 2016/17 underspend of £287k on Ward Budgets.

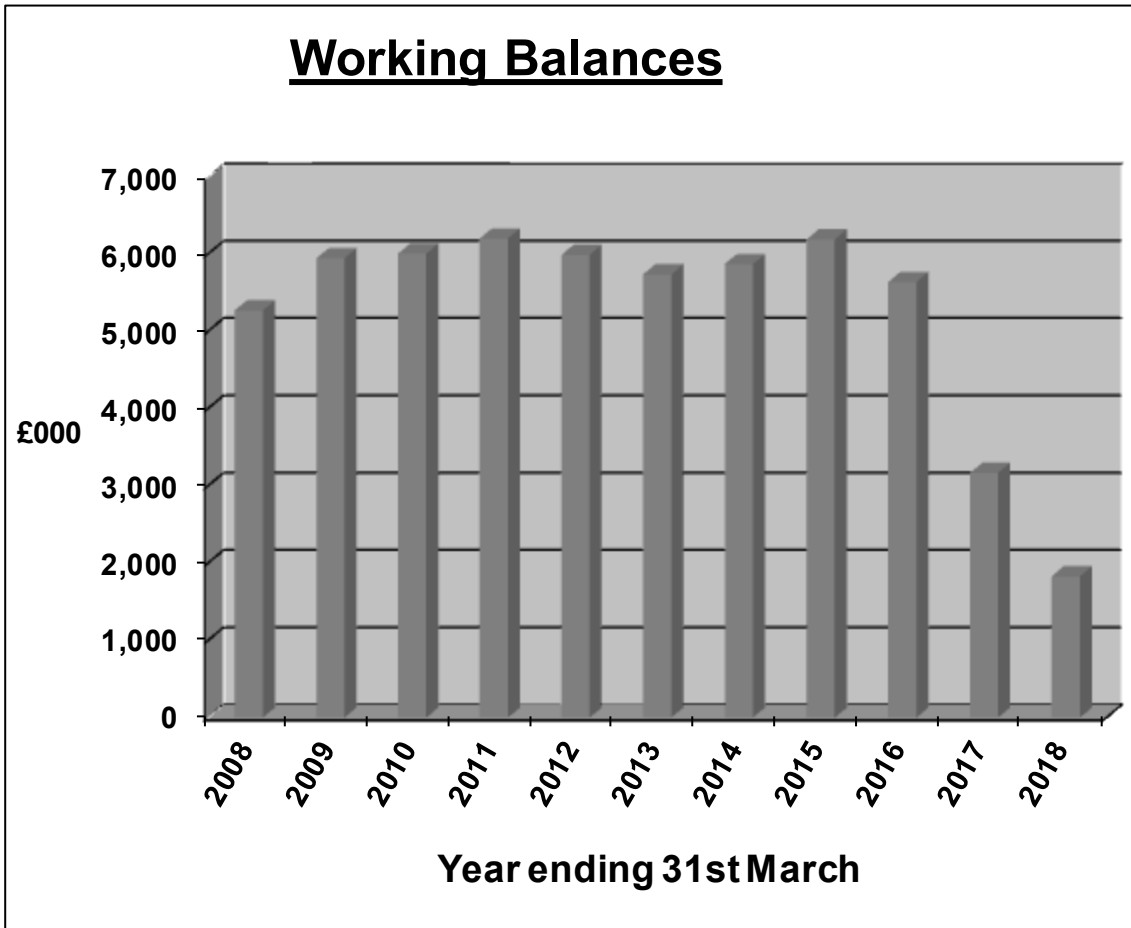
3.2 The impacts of directorates' revenue budget performance and progress in achieving planned savings fall upon the Council's working balances. The main areas accounting for the month 9 forecast overspend of £4,338k for 2017/18 are summarised below:-

Directorate	Service	Forecast Variance £000
Children's Services	An overspend of £5,413k is forecast. Children's Social Care is forecast to overspend by £5,298k, mainly due to a significant increase in the numbers since budgets were set with a peak of 549 at the end of May 2017. Since then numbers had been reducing, however demand and complexity of cases increased during the last three months worsening the position by £1.27m. By the end of December LAC numbers have reached <b>539</b> . There are overspends in Education of £304k predominately relating to the Special Educational Needs (SEN) Transport Service and is partly due to demand pressures and the savings target which is forecast not to be achieved and the Education Services Grant of £185k due to the loss of funding arising from the grant ceasing from September 2017 although this is partly offset by a transitional grant and the charging of retained education functions to the Dedicated Schools Grant (DSG). A number of solutions to try and mitigate the cost pressures around LAC are being implemented. A procedure has been introduced whereby all new admissions into care must be approved by the Senior Service Manager and, in those cases where the child is 12 years or over, by the Director of Children's Services. A new Commissioning role has been created, the purpose of which will be to scrutinise and challenge the cost of the most expensive external placements and review the options for stepping children down into more affordable provision. The post was appointed to during August 2017. The Independent Placement Overview Panel now meets on a weekly basis and an additional	5,413

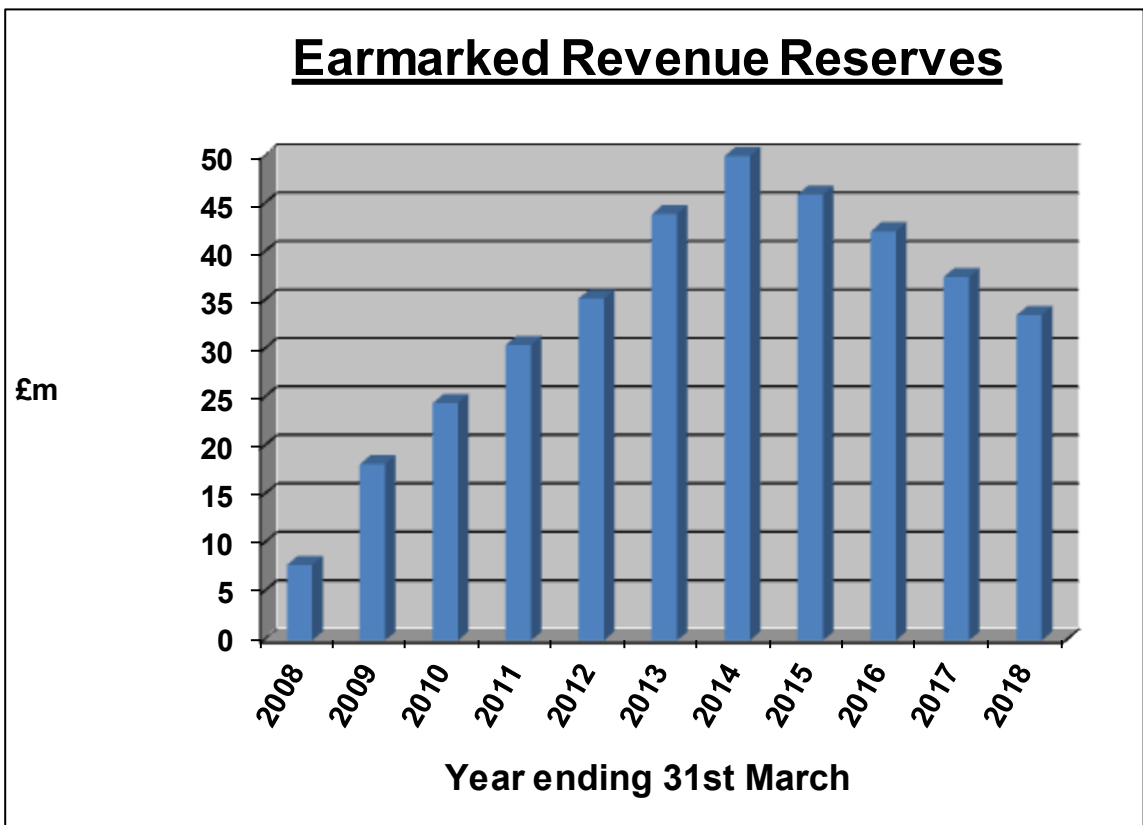
	<p>Panel has been introduced for the short-term to review placements for LAC who are 16 years or over. It is anticipated that a number of children will successfully step down from residential settings to supported accommodation placements resulting in savings which are assumed in the forecast. Other developments include the recent introduction of an 'edge of care' model through the reconfiguration of Argosy children's home and the Blackpool Young People's Service which will enable young people to be more effectively helped to prevent the need for higher level service interventions. The PAUSE project, which seeks to reduce multiple removals of children at birth from families, is in the implementation stage and should ultimately help to reduce the number of new-born admissions into the care system.</p>	
Budgets Outside the Cash Limit	<p>An overspend of £801k is forecast. Parking Services is £716k down mainly due to the delay in implementing 'on-street parking' schemes, loss of parking spaces and prudential borrowing costs. The position has deteriorated due to on-street parking schemes no longer being feasible and the operation of the free parking scheme during December. Concessionary Fares are forecasting a pressure of £120k relating to a forecast increase in bus and tram patronage. Treasury Management is forecasting an overspend of £30k which is an improvement on month 7 by £486k. The Council is currently using temporary borrowing to finance Prudentially-funded capital expenditure and the resultant saving partially offsets the Business Loans Fund which has a savings target of £1,800k. The cost to the Council of supporting the Subsidiary Companies is an underspend of £65k due to the reducing balance payback of prudentially-borrowed schemes and savings on the cost of historic pension payments.</p>	801
Places	<p>An overspend of £298k is forecast. Growing Places has a pressure of £164k mainly due to the prudential borrowing charge relating to Bonny Street. Visitor Economy is expecting a £129k overspend. This is mainly due to reduced income particularly in Print Services. A review of Print Services is underway.</p>	298
Resources	<p>An overspend of £147k is forecast. Property Services is forecasting a £86k overspend based on the current pace of property rationalisation, demolition delays to redundant properties and pressure from rental income within the Central Business District. Revenues and Exchequer Services is forecasting a £85k overspend due to a service restructure and income pressure.</p>	147

Strategic Leisure Assets	Strategic Leisure Assets is forecasting a £1,174k pressure. In accordance with the original decision for this programme by the Executive on 7 <sup>th</sup> February 2011, the projected overspend on Strategic Leisure Assets will be carried forward and transferred to Earmarked Reserves. The forecast cumulative deficit as at 31 <sup>st</sup> March 2018 is £6,603k. This incorporates the increased debt financing costs associated with both the former Tower Lounge development and essential Tower steel structure renewal, together with increased marketing and insurance costs and revised income profile. The Leisure Assets portfolio is currently forecast to break-even, in-year, during 2021/22.	Net nil
Community and Environmental Services	An underspend of £3k is forecast. Leisure and Catering is forecasting a £109k overspend due to income pressures and Street Cleansing and Waste is forecasting a £18k overspend due to pressures on disposal costs and income at the Household Waste Recycling Centre (HWRC). These are mainly offset by funding from Reserves and additional income. The £856k PFI Grant is no longer available and is being considered along with Lancashire County Council in the review of the operation of the recycling plants, with the risk being covered against the specific Waste PFI reserve in 2017/18.	(3)
Governance and Partnership Services	An underspend of £220k is forecast. This is due to a combination of income and maintenance pressures within Registrars and Cremation Services and a forecast underspend on Wards.	(220)
Adult Services	An underspend of £598k is forecast. Adult Commissioning Placements are forecasting an underspend of £250k as a result of releasing one-off income and unallocated accruals, offset by in-year planned slippage of the Housing Related Support savings target. The remaining underspends are mainly due to staffing.	(598)
Contingencies /Reserves	Review of Contingencies and Reserves and calculated release in part to General Fund. The Contingency line includes corporate savings that are managed centrally e.g. £1.5m Procurement saving. Corporate Leadership Team are reviewing all services and savings targets which includes a review of all vacant posts, discretionary spend and how some services are delivered to drive out this forecast underspend.	(1,500)
<b>Total</b>		<b>4,338</b>

3.3 The graph on the following page shows the impact on the level of Council working balances in-year together with the last 10 years' year-end balances for comparison:



3.4 Whilst the Council maintains working balances to address any in-year volatilities, it also maintains a number of Earmarked Revenue Reserves for such longer-term commitments as future Private Finance Initiative payments and uncertainties within the new Localised Business Rate system. In order to present a complete picture of the Council's financial standing an equivalent graph to that of working balances is shown below:



#### **4. Directorate Budget Savings Performance**

- 4.1 As at 31<sup>st</sup> December 2017 65% of the 2017/18 savings target has been delivered. The full-year forecast predicts that 77% (78% last month) will be achieved by the year-end, which takes into account anticipated pressures and savings.
- 4.2 The full-year effect of the 2017/18 savings in 2018/19 amounts to 71% of the 2017/18 target which reflects the non-recurrent savings and recurrent in-year pressures/savings, the largest being the overspending in Children's Social Care. This overspend is mainly due to a significant increase in the numbers and complexity of looked after children since budgets were set.

#### **5. Proposed In-year Mitigation for Children's Services**

5.1 The financial position of Children's Services is unsustainable and impacting adversely on the Council's key financial performance conditions. There is a requirement to find an in-year solution that buys time for the Director of Children's Services' plans to gain traction. A review of reserves has highlighted that Education Basic Needs funding would provide the best solution, though the capital to revenue transfer would need to be technically managed:

- Basic Needs Funding is a Central Government grant devolved to local authorities for the provision of sufficient school places
- there is a current balance of £2,505k with no further demand in the current year, which is expected to be topped up in 2018/19
- over the last 10 years the Council has front-loaded £3,280k of its own funding plus land for the purposes of providing sufficient school places
- Basic Needs Funding is an unringfenced grant in local authorities' gift how to deploy
- its deployment to Children's Social Care would keep the funding within Children's Services

It is recommended that the full balance of £2,505k is applied in-year.

#### **6. Collection Rates**

##### **6.1 Council Tax**

At the end of month 9 the amount collected for Council Tax (excluding Police and Fire precepts) was £38.9m and the collection rate was 76.5%. This compares to £36.7m and 76.1% at the same point in 2016/17. The amount collected has actually risen by £2.2m which is mainly due to increases in both the Council Tax rate and base.

In the light of the reductions in discount and the introduction of the Local Council Tax Reduction Scheme the target collection rate is still 97.5% over a 4-year collection period as approved on 27<sup>th</sup> January 2017 as part of the setting of the Council Tax Base for 2017/18.

##### **6.2 Council Tax Reduction Scheme (CTRS)**

The Council Tax Reduction Scheme was introduced on 1<sup>st</sup> April 2013. The Scheme ensures that support to pensioners continues at existing levels. Working-age claimants are



means-tested to establish entitlement and a percentage reduction (currently 27.11%) is applied at the end of the assessment to establish the level of support provided. From 1<sup>st</sup> April 2017 the scheme was amended so that certain vulnerable groups would have the 27.11% reduced to 13.56%. This has the effect of reducing the amount to be collected.

At the end of month 9 the amount collected (excluding Police and Fire precepts) in respect of the Council Tax Reduction Scheme and Council Tax for those who have to pay CTRS, either for the first time or in addition to a proportion of their Council Tax, was £1.90m and the collection rate was 50.4%. This compares to £2.09m and 48.4% at the same point in 2016/17.

The likely impact for 2017/18 is that the underlying rate of collection of Council Tax Reduction Scheme will be under greater pressure than 2016/17 due to accumulated arrears and limits on the amount that can be recovered from Attachment of Benefits.

### 6.3 Business Rates

Prior to 1<sup>st</sup> April 2013 Business Rate income was collected by billing authorities on behalf of central government and then redistributed among all local authorities and police authorities as part of Formula Grant. From 1<sup>st</sup> April 2013 the income relating to Blackpool is shared between central government (50%), the Council (49%) and the Fire Authority (1%). Consequential adjustments were made to the Formula Grant equivalent.

At the end of month 9 the amount collected for Business Rates was £38.0m and the collection rate was 75.0%. This compares to £40.2m and 73.8% at the same point in 2016/17. The increase of 1.2% compared to the previous year equates to £0.9m, though changes in both the Business Rate multiplier and base (due to the Revaluation in April 2017 and other movements) have made negative contributions of £3.1m, offset by a compensating increase to the NDR Top-up amount. The Council's share of business rate yield continues at 49%.

From April 2014 Business Ratepayers have been entitled to elect to pay by 12 monthly instalments instead of over 10 months. This has allowed businesses more time to pay. However, over 650 business rate summonses were issued in the 9 months to the end of December.

The audited Business Rate cumulative surplus as at 31<sup>st</sup> March 2017 is £785k. The Council's share of this is £385k (49%).

## 7. Capital Monitoring Performance

7.1 All active capital schemes have been included within Appendix 4. The purpose is to present the overall position of capital spend. The schemes are shown individually where total scheme budget is greater than £500k and grouped as "other schemes" otherwise. As in previous financial years the emphasis regarding capital monitoring will be on scheme variance rather than in-year progress since many schemes cross financial years such as the major housing developments. Therefore, some degree of flexibility for the management of slippage is necessary in order to balance the overall capital programme each year to the funding allocations available.

7.2 The report includes the capital programme at month 9. The figures have changed significantly from month 3 as this represented the programme approved by the Executive

in February 2017. Since that date a number of additional schemes have been approved and are now included.

7.3 As at month 9 an overall nil variance on capital schemes is anticipated.

## **8. Summary Cash Flow Statement**

8.1 As part of the reporting format for this financial year a summary cash flow statement is included at Appendix 5. This provides a comparison of the actual cash receipts and payments compared to forecast for 2017/18.

8.2 During the first 9 months of the year, the Council's net cashflow has resulted in fluctuations in short-term net investment/borrowing balances. However, overall temporary borrowing has increased since 31<sup>st</sup> March 2017 mainly due to a £36.7m up-front payment to the Lancashire County Pension Fund and the early repayment of the £18.4m Local Government Reorganisation (LGR) Debt to Lancashire County Council. The Council is currently using temporary borrowing to finance Prudentially-funded capital expenditure. While temporary investment rates and temporary borrowing rates are low the Treasury team is delaying taking any new long-term borrowing to fund planned capital expenditure. As a result the delay in taking new long-term borrowing means that interest charges are lower than expected. In contrast, the take-up of loans from the recently expanded Business Loans Fund is slower than anticipated and this means that an adverse variance is currently forecast for 2017/18.

## **9. Summary Balance Sheet**

9.1 In order to provide a complete picture of the Council's financial performance, Appendix 6 provides a snapshot of the General Fund balance sheet as at the end of month 9. The key areas of focus are any significant movements in debtors, cash and cash equivalents, bank overdraft and creditors, as these impact upon the Council's performance in the critical areas of debt recovery, treasury management and Public Sector Payment Policy.

9.2 Over the 9-month period there has been a reduction in other long-term liabilities of £18.4m. This reduction is due to the repayment of loan debt with Lancashire County Council relating to the Local Government Reorganisation of 1998. This debt has been replaced with short-term borrowing for the time being. The remaining increase in short-term borrowing of £25.2m and an increase in long-term borrowing of £7.1m reflects borrowing in advance at low interest rates to fund the capital programme (£27.9m) and to fund the increase in long-term assets (£19.3m). The increase in long-term assets is due to an increase in business loans granted and the purchase of shares in Blackpool Airport.

## **10. Conclusions and Recommendations**

10.1 Over the period 2011/12 – 2017/18, the cumulative Budget savings amount to £137m which is now greater than the Council's annual Net Requirement Budget and even more starkly the compound effect over the 7-year period exceeds £1/2 billion of resource that has been removed from the Blackpool economy. This reflects one of the highest cuts per head of population across local authorities in England and in an environment of growing demands upon services as commensurate of an authority with such recognised pockets of significant deprivation.

- 10.2 The Medium-Term Financial Sustainability Strategy 2016/17 – 2021/22 always identified 2017/18 as the critical financial year to navigate, being the last of the very high Budget gap years to bridge and following 6 years of significant erosion of Government funding. This is now proving to be the case.
- 10.3 There is a worsening of the position compared to month 7 of £373k. Working balances are estimated to fall by £4,338k against the budgeted position over the year. This fall is in the context of the audited, adjusted working balances at the start of the year of £6,166k.
- 10.4 By far the Council's biggest financial risk and pressure is the demand growth in Children's Social Care. This is not unique to Blackpool – Local Government Association (LGA) research as recent as 9<sup>th</sup> August 2017 concluded that "Children's services are at breaking point (nationally) with 75% of councils overspending to keep vital protections in place". The review found that in 2015/16 councils surpassed their children's social care budgets by £605m in order to protect children at immediate risk of harm. 172,290 children in England and Wales were subject to child protection inquiries in 2015/16, compared to 71,800 in 2005/06 – a 140% increase in just 10 years. The equivalent figure for Blackpool is more than double this increase at 328%.
- 10.5 If this forecast position became the actual outturn, then in accordance with the Council's Financial Procedure Rules within its Constitution, the forecast revenue outturn 2017/18 within this report contravenes both the two specific conditions that excess spending does not:
1. exceed 1% (= £4.2m) of the authority's total gross revenue expenditure; or
  2. have the effect of reducing the authority's Working Balances below 50% of their normal target level (= £3.0m).

In the context of £34m of Earmarked Revenue Reserves and with 3 months of the financial year remaining officers are working diligently and expeditiously to improve the position such that Working Balances of at least £3.0m are reached, but as we get closer to the year-end this does become more difficult. Revised service and financial plans are underway, including the review of non-essential spend and delays to filling non-front line vacancies.

- 10.6 The Executive is asked:
- i) to note the report;
  - ii) to support the recommendation of the Director of Resources in paragraph 5.1 that £2,505k is vired from Education Basic Needs Funding and added to the Children's Services budget non-recurrently, this would have the effect of improving the forecast level of Working Balances from £1,828k to £4,333k;
  - iii) to continue to lobby Government (Ministry of Housing, Communities & Local Government and the Department for Education in particular) along with other local authorities facing similar pressures, the Local Government Association and the Association of Directors of Children's Services for more funding to cope with the mounting demand and new burdens presenting in Children's Services; and

- iv) to require the respective directors and Director of Resources to continue to closely monitor and manage service financial and operational performances, specifically Children's Services, Strategic Leisure Assets and Parking Services.

Steve Thompson  
Director of Resources

22<sup>nd</sup> January 2018

## Blackpool Council

Revenue summary - budget, actual and forecast:

BLACKPOOL COUNCIL							
FORECAST GENERAL FUND POSITION AS AT 31 MARCH 2018							
SUMMARY							
APP.	GENERAL FUND NET REQUIREMENTS	BUDGET	EXPENDITURE		VARIANCE		2016/17 (UNDER)/OVER SPEND B/FWD £000
		ADJUSTED CASH LIMITED BUDGET £000	EXPENDITURE APR - DEC £000	PROJECTED SPEND £000	FORECAST OUTTURN £000	F/CAST FULL YEAR VAR. (UNDER) / OVER £000	
3(a)	CHIEF EXECUTIVE	693	1,246	(553)	693	-	-
3(b)	GOVERNANCE & PARTNERSHIP SERVICES	1,662	1,732	10	1,742	80	-
3(b/c)	WARD BUDGETS	557	147	110	257	(300)	(287)
3(d)	RESOURCES	6,411	1,786	4,772	6,558	147	-
3(e)	PLACES	4,037	1,623	2,712	4,335	298	-
3(f)	STRATEGIC LEISURE ASSETS	1,042	3,093	(877)	2,216	1,174	-
3(g)	COMMUNITY & ENVIRONMENTAL SERVICES	42,564	25,678	16,883	42,561	(3)	-
3(h)	ADULT SERVICES	52,461	27,375	24,488	51,863	(598)	-
3(i)	CHILDREN'S SERVICES	37,644	24,825	18,232	43,057	5,413	-
3(j)	PUBLIC HEALTH	23	1,362	(1,339)	23	-	-
3(k)	BUDGETS OUTSIDE THE CASH LIMIT	14,280	10,882	4,199	15,081	801	-
	CAPITAL CHARGES	(30,477)	(22,858)	(7,619)	(30,477)	-	-
	<b>NET COST OF SERVICES:</b>	<b>130,897</b>	<b>76,891</b>	<b>61,018</b>	<b>137,909</b>	<b>7,012</b>	<b>(287)</b>
	CONTRIBUTIONS:						
	- TO / (FROM) RESERVES	(4,186)	-	(5,468)	(5,468)	(1,282)	
	- 2016/17 SERVICE UNDERSPENDS	(287)	-	(287)	(287)	-	
	- REVENUE CONSEQUENCES OF CAPITAL	185	-	185	185	-	
	CONTINGENCIES	(6,813)	-	(8,205)	(8,205)	(1,392)	
	LEVIES	452	-	452	452	-	
	<b>CONTRIBUTIONS, etc.</b>	<b>(10,649)</b>	<b>-</b>	<b>(13,323)</b>	<b>(13,323)</b>	<b>(2,674)</b>	
	<b>TOTAL NET EXPENDITURE TO BE MET FROM PUBLIC FUNDS</b>	<b>120,248</b>	<b>76,891</b>	<b>47,695</b>	<b>124,586</b>	<b>4,338</b>	
	ADDED TO/(TAKEN FROM) BALANCES	-	-	(4,338)	(4,338)	(4,338)	
	<b>NET REQUIREMENT AFTER WORKING BALANCES</b>	<b>120,248</b>	<b>76,891</b>	<b>43,357</b>	<b>120,248</b>	<b>-</b>	
<b>GENERAL BALANCES AS AT 1st APRIL 2017</b>							<b>6,166</b>
In-year (reduction in) / addition to General Fund Working Balances							(4,338)
<b>ESTIMATED UNEARMARKED WORKING BALANCES AS AT 31st MARCH 2018</b>							<b>1,828</b>

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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	<b>Blackpool Council</b>															
2																
3	<b>Schedule of Service forecast annual overspendings over the last 12 months</b>															
4																
5																
6																
7	<b>Directorate</b>	<b>Service</b>	<b>Scrutiny Committee</b>		<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>July</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
8			<b>Report</b>		<b>2017</b>	<b>2017</b>	<b>2017</b>	<b>2017</b>	<b>2017</b>	<b>2017</b>	<b>2017</b>	<b>2017</b>	<b>2017</b>	<b>2017</b>	<b>2017</b>	<b>2017</b>
9					<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
10																
11	CHILDREN'S SERVICES	CHILDREN'S SOCIAL CARE			5,432	5,916	5,916			3,926	3,956	3,995	4,032	4,620	4,926	5,298
12	STRATEGIC LEISURE ASSETS	STRATEGIC LEISURE ASSETS			668	618	618			878	878	878	878	878	1,174	1,174
13	CHILDREN'S SERVICES	EDUCATION								153	161	150	120	113	89	304
14	CHILDREN'S SERVICES	EDUCATION SERVICES GRANT			83					175	175	184	185	185	185	185
15	PLACES	GROWING PLACES			200	195	195			92	92	92	90	90	232	164
16	PLACES	VISITOR ECONOMY			380	212	212			80	80	80	80	159	159	129
17	COMMUNITY & ENVIRONMENTAL SERVICES	LEISURE AND CATERING												87	109	109
18	RESOURCES	PROPERTY SERVICES			158	180	180			155	195			95	87	86
19	RESOURCES	REVENUES & EXCHEQUER SERVICES								95	88	92	77	82	88	85
20	GOVERNANCE & PARTNERSHIP SERVICES	LIFE EVENTS & CUSTOMER CARE			102	219	219									80
21	PLACES	ECONOMIC DEVELOPMENT & CULTURAL SERVICES								103	103	103	103	103	103	-
22	ADULT SERVICES	ADULT SAFEGUARDING			137	143	143									-
23	COMMUNITY & ENVIRONMENTAL SERVICES	HIGHWAYS AND TRAFFIC MANAGEMENT SERVICES				88	88									-
24	COMMUNITY & ENVIRONMENTAL SERVICES	INTEGRATED TRANSPORT			101											-
64																
65		<b>Sub Total</b>			<b>7,261</b>	<b>7,571</b>	<b>7,571</b>	-	-	<b>5,657</b>	<b>5,728</b>	<b>5,574</b>	<b>5,565</b>	<b>6,412</b>	<b>7,152</b>	<b>7,614</b>
66																
67		Transfer to Earmarked Reserves (note 3)			(668)	(618)	(618)	-	-	(878)	(878)	(878)	(878)	(878)	(1,174)	(1,174)
68																
69		Other General Fund (under) / overspends			(3,805)	(4,483)	(4,483)	-	-	(1,304)	(1,312)	(1,263)	(1,343)	(1,569)	(1,920)	(2,102)
70																
71		<b>Total</b>			<b>2,788</b>	<b>2,470</b>	<b>2,470</b>	-	-	<b>3,475</b>	<b>3,538</b>	<b>3,433</b>	<b>3,344</b>	<b>3,965</b>	<b>4,058</b>	<b>4,338</b>
72																
73																
74	Notes:															
75																
76	1. The Executive of 11th February 2004 approved a process whereby services which trip a ceiling for overspending against budget of £75,000 or 1.5% of net budget where															
77	the controllable budget exceeds £5m are required to be highlighted within this monthly budgetary control report. They are required to develop and submit a recovery plan															
78	over a period not exceeding 3 years which is to be approved by the respective Portfolio Holder. The services tripping this threshold are listed above together with their															
79	respective financial performance over a 12-month rolling basis for comparison of progress being made.															
80																
81	2. The Strategic Leisure Assets overspend reflects the in-year position.															
82																
83	3. In accordance with the original decision for this programme by the Executive on 7th February 2011, the projected overspend on Strategic Leisure Assets will be carried forward and transferred to Earmarked Reserves.															
84																

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## Blackpool Council - Chief Executive

### Revenue summary - budget, actual and forecast:

FUNCTIONS OF THE SERVICE	BUDGET	EXPENDITURE			VARIANCE	2016/17 (UNDER)/OVER SPEND B/FWD £000
	2017/18					
	ADJUSTED CASH LIMITED BUDGET £000	EXPENDITURE APR - DEC £000	PROJECTED SPEND £000	FORECAST OUTTURN £000	F/CAST FULL YEAR VAR. (UNDER) / OVER £000	
CHIEF EXECUTIVE						
NET EXPENDITURE						
CHIEF EXECUTIVE	596	420	176	596	-	-
HUMAN RESOURCES, ORGANISATION AND WORKFORCE DEVELOPMENT	78	(517)	595	78	-	-
<b>CHIEF EXECUTIVE TOTAL</b>	<b>674</b>	<b>(97)</b>	<b>771</b>	<b>674</b>	<b>-</b>	<b>-</b>
CORPORATE DELIVERY UNIT	90	13	77	90	-	-
HOUSING	(71)	1,330	(1,401)	(71)	-	-
ASSISTANT CHIEF EXECUTIVE	19	1,343	(1,324)	19	-	-
<b>TOTALS</b>	<b>693</b>	<b>1,246</b>	<b>(553)</b>	<b>693</b>	<b>-</b>	<b>-</b>

### Commentary on the key issues:

#### Directorate Summary - basis

The Revenue summary (above) lists the outturn projection for each individual service within the Chief Executive's Directorate against their respective, currently approved, revenue budget. Forecast outturns are based upon actual financial performance for the first 9 months of 2017/18 together with predictions of performance, anticipated pressures and efficiencies in the remainder of the financial year.

This Directorate now includes the School Improvement Data Team transferred from Children's Services to the Corporate Delivery Unit.

Housing Services has transferred from the Places Directorate. This service, along with the Corporate Delivery Unit, now falls under the Director of Strategy and Assistant Chief Executive.

#### Chief Executive

This service is forecasting a break-even position for 2017/18.

#### Human Resources, Organisation and Workforce Development

This service is forecasting a break-even position for 2017/18.

#### Corporate Delivery Unit

This service is forecasting a break-even position for 2017/18.

**Housing**

This service is now forecasting a break-even position. This is due to prudential borrowing costs of £30k for the Foxhall Village development being offset by cost savings within the service.

**Budget Holder – Mr N Jack, Chief Executive**

## Blackpool Council – Governance and Partnership Services

### Revenue summary - budget, actual and forecast:

FUNCTIONS OF THE SERVICE	BUDGET	EXPENDITURE			VARIANCE	2016/17 (UNDER)/OVER SPEND B/FWD £000
	2017/18					
	ADJUSTED CASH LIMITED BUDGET £000	EXPENDITURE APR - DEC £000	PROJECTED SPEND £000	FORECAST OUTTURN £000	F/CAST FULL YEAR VAR. (UNDER) / OVER £000	
<b>GOVERNANCE &amp; PARTNERSHIP SERVICES</b>						
<b>NET EXPENDITURE</b>						
DEMOCRATIC GOVERNANCE	1,997	1,806	191	1,997	-	-
CORPORATE LEGAL SERVICES	86	(135)	221	86	-	-
LIFE EVENTS & CUSTOMER CARE	(421)	61	(402)	(341)	80	-
<b>GOVERNANCE &amp; PARTNERSHIP SERVICES</b>	<b>1,662</b>	<b>1,732</b>	<b>10</b>	<b>1,742</b>	<b>80</b>	-
WARDS	557	147	110	257	(300)	(287)
<b>TOTALS</b>	<b>2,219</b>	<b>1,879</b>	<b>120</b>	<b>1,999</b>	<b>(220)</b>	<b>(287)</b>

### Commentary on the key issues:

#### Directorate Summary - basis

The Revenue summary (above) lists the outturn projection for each individual service within Governance and Partnership Services against their respective, currently approved, revenue budget. Forecast outturns are based upon actual financial performance for the first 9 months of 2017/18 together with predictions of performance, anticipated pressures and efficiencies in the remainder of the financial year, all of which have been agreed with the head of service.

#### Democratic Governance Service

The Democratic Governance Service is forecasting a break-even position for 2017/18.

#### Corporate Legal Services

This service is currently forecasting a break-even position.

#### Life Events & Customer Care

This service, which used to be called Registration and Bereavement Services, is now forecasting a pressure of £80k. This is due to the current forecast level of income and maintenance pressures within the Registrars and Cremation Services. The pressure has increased again this month as predictions that income may increase during the year continue not to come to fruition.

#### Ward Budgets

Ward budgets are expected to underspend in 2017/18.

**Budget Holder - Mr M Towers, Director of Governance and Partnership Services.**

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**Blackpool Council**  
**Ward Budgets**  
**2017/18**  
**Month 9**

## Wards

Ward	Councillors	Total No. of Requisitions Submitted	No. of Requisitions Approved	No. Awaiting Approval	Total No. of Requisitions Completed	Total 2017-18 Budget	Budget Committed to <u>Approved</u> Schemes	Remaining 2017-18 Budget
Anchorsholme Ward BC1001	Cllr. Galley Cllr. A Williams	10	10	0	8	£33,860.71	£23,775.47	£10,085.24
Bispham Ward BC1002	Cllr. Clapham Cllr. Maycock	7	7	0	5	£18,970.88	£8,368.27	£10,602.61
Bloomfield Ward BC1003	Cllr. Cain Cllr. Hobson	9	9	0	5	£21,607.99	£9,187.28	£12,420.71
Brunswick Ward BC1004	Cllr. Blackburn Cllr. G Coleman	4	4	0	2	£43,502.55	£4,299.80	£39,202.75
Claremont Ward BC1005	Cllr. I Taylor Cllr. L Williams	13	13	0	8	£17,686.86	£16,100.64	£1,586.22
Clifton Ward BC1006	Cllr. Hutton Cllr. L Taylor	17	17	0	12	£26,909.39	£17,250.14	£9,659.25
Greenlands Ward BC1007	Cllr. Ryan Cllr. Mrs Wright	12	12	0	11	£44,818.81	£9,775.78	£35,043.03
Hawes Side Ward BC1008	Cllr. D Coleman Cllr. Critchley	9	9	0	7	£34,145.90	£15,111.97	£19,033.93
Highfield Ward BC1009	Cllr. Mrs Henderson MBE Cllr. Hunter	7	7	0	6	£32,074.75	£10,818.10	£21,256.65
Ingthorpe Ward BC1010	Cllr. Cross Cllr. Rowson	4	4	0	3	£38,621.69	£13,231.06	£25,390.63
Layton Ward BC1011	Cllr. Mrs Benson Cllr. Mitchell	5	5	0	3	£15,822.52	£8,463.33	£7,359.19
Marton Ward BC1012	Cllr. Singleton Cllr. Elmes	9	9	0	9	£27,902.68	£11,045.06	£16,857.62
Norbreck Ward BC1013	Cllr. Callow Cllr. Mrs Callow	6	6	0	4	£15,220.91	£12,522.15	£2,698.76
Park Ward BC1014	Cllr. Campbell Cllr. Kirkland	6	6	0	4	£35,494.79	£9,351.44	£26,143.35
Squires Gate Ward BC1015	Cllr. Cox Cllr. Humphreys	5	5	0	5	£19,861.41	£9,163.15	£10,698.26
Stanley Ward BC1016	Cllr. Roberts Cllr. Stansfield	4	4	0	4	£41,566.00	£1,770.94	£39,795.06
Talbot Ward BC1017	Cllr. I Coleman Cllr. Smith	3	3	0	2	£32,503.85	£2,144.00	£30,359.85
Tyldesley Ward BC1018	Cllr. Collett Cllr. Matthews	7	7	0	6	£37,587.71	£5,285.05	£32,302.66
Victoria Ward BC1019	Cllr. Jackson Cllr. Owen	9	9	0	7	£31,458.31	£19,639.31	£11,819.00
Warbreck Ward BC1020	Cllr. Scott Cllr. Mrs Scott	4	4	0	3	£31,785.91	£5,003.00	£26,782.91
Waterloo Ward BC1021	Cllr. O'Hara Cllr. Robertson BEM	6	6	0	4	£30,680.00	£15,144.00	£15,536.00

<b>Ward Totals</b>	<b>156</b>	<b>156</b>	<b>0</b>	<b>118</b>	<b>£632,083.62</b>	<b>£227,449.94</b>	<b>£404,633.68</b>
<b>Unallocated Budget</b>	-	-	-	-	<b>-£30,000.00</b>	<b>£0.00</b>	<b>-£30,000.00</b>
<b>Income Budget</b>	-	-	-	-	<b>-£45,000.00</b>	<b>£0.00</b>	<b>-£45,000.00</b>
<b>Area Ward Totals</b>	<b>156</b>	<b>156</b>	<b>0</b>	<b>118</b>	<b>£557,083.62</b>	<b>£227,449.94</b>	<b>£329,633.68</b>

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## Blackpool Council - Resources

### Revenue summary - budget, actual and forecast:

FUNCTIONS OF THE SERVICE	BUDGET	EXPENDITURE			VARIANCE	2016/17 (UNDER)/OVER SPEND B/FWD £000
	2017/18					
	ADJUSTED CASH LIMITED BUDGET £000	EXPENDITURE APR - DEC £000	PROJECTED SPEND £000	FORECAST OUTTURN £000	F/CAST FULL YEAR VAR. (UNDER)/ OVER £000	
RESOURCES						
NET EXPENDITURE						
PROCUREMENT & PROJECTS	141	(73)	183	110	(31)	-
BENEFITS	(948)	(1,615)	668	(947)	1	-
REVENUES & EXCHEQUER SERVICES	1,231	779	537	1,316	85	-
CUSTOMER FIRST	20	(202)	225	23	3	-
ICT SERVICES	301	(696)	994	298	(3)	-
ACCOUNTANCY	51	(320)	359	39	(12)	-
RISK SERVICES	82	(244)	344	100	18	-
PROPERTY SERVICES (Incl. INVESTMENT PORTFOLIO)	5,533	4,157	1,462	5,619	86	-
<b>TOTALS</b>	<b>6,411</b>	<b>1,786</b>	<b>4,772</b>	<b>6,558</b>	<b>147</b>	-

### Commentary on the key issues:

#### Directorate Summary - basis

The Revenue summary (above) lists the outturn projection for each individual service within Resources against their respective, currently approved, revenue budget. Forecast outturns are based upon actual financial performance for the first 9 months of 2017/18 together with predictions of performance, anticipated pressures and efficiencies in the remainder of the financial year, all of which have been agreed with each head of service.

#### Procurement and Projects

The favourable variance of £31k is due to an over-achievement against current and prior years' savings targets in respect of staff savings and additional income.

#### Benefits

The Benefits Service is forecasting an overspend of £1k on a gross budget of £3.8m. Whilst new claims processing times have recently increased due to staff vacancies, the overall processing time for new claims for Housing Benefit, new claims for Council Tax Reduction and changes in circumstances notifications is 19 days; this is within the current target of 21 days.

#### Revenues and Exchequer Services

Revenues and Exchequer Services are forecasting an overspend of £85k. This is in part due to a service re-structure in 2017/18 within the Revenues Service and a long-standing income pressure in Payroll. This has been addressed within the review of budgets for 2018/19.

#### Customer First

Customer First is forecasting an overspend of £3k on a gross budget of £1.1m.

### **ICT Services**

ICT is forecasting an underspend of £3k on a gross budget of £4.4m.

### **Accountancy**

Accountancy is forecasting an underspend of £12k on a gross budget of £1.8m.

### **Risk Services**

Risk Services are forecasting a £18k budget pressure but additional income opportunities are continuously being pursued.

### **Property Services (incl. Investment Portfolio)**

Property Services are forecasting an overspend of £86k. This projection is based on the current pace of property rationalisation and demolition delays to redundant properties. There is also a forecast pressure from rental income within the Central Business District until all units are filled and any rent-free periods lapse.

### **Summary of the revenue forecast**

After 9 months of the financial year Resources are forecasting a £147k overspend. The Directorate continues to operate on the basis of not filling staff vacancies other than in exceptional circumstances.

**Budget Holder - Mr S Thompson, Director of Resources**



## Blackpool Council – Places

### Revenue summary - budget, actual and forecast:

FUNCTIONS OF THE SERVICE	BUDGET	EXPENDITURE			VARIANCE	2016/17 (UNDER)/OVER SPEND £000
	2017/18					
	ADJUSTED CASH LIMITED BUDGET £000	EXPENDITURE APR - DEC £000	PROJECTED SPEND £000	FORECAST OUTTURN £000	F/CAST FULL YEAR VAR. (UNDER) / OVER £000	
PLACES						
NET EXPENDITURE						
ECONOMIC DEVELOPMENT & CULTURAL SERVICES	307	(982)	1,294	312	5	-
GROWING PLACES	349	675	(162)	513	164	-
VISITOR ECONOMY	3,381	1,930	1,580	3,510	129	-
<b>TOTALS</b>	<b>4,037</b>	<b>1,623</b>	<b>2,712</b>	<b>4,335</b>	<b>298</b>	<b>-</b>

### Commentary on the key issues:

#### Directorate Summary – basis

The Revenue summary (above) lists the outturn projection for each individual service within the Places Directorate against their respective, currently approved, revenue budget. The forecast outturn of £298k overspend is based upon actual financial performance for the first 9 months of 2017/18 together with predictions of performance, anticipated pressures and efficiencies in the remainder of the financial year, all of which have been agreed with each head of service.

#### Economic Development and Cultural Services

This service is expecting a £5k overspend. The income pressure relating to the Grundy Art Gallery has been alleviated in month 9 by the use of reserves no longer required for their original purpose.

#### Growing Places

This service is expecting a £164k overspend by the year-end. This relates to the prudential borrowing charge on Bonny Street. The pressure in Planning has reduced due to increased income.

#### Visitor Economy

This service is expecting a £129k overspend by the year-end. Visit Blackpool is forecasting an overspend of £50k due to events expecting to come in over budget. Print Services are now not expecting to bring in as much income as forecast causing an overspend of £100k – a review is underway and it is hoped that this overspend can be brought down with cost savings. A saving of £21k is forecast in Visitor Services due to vacant posts. The Illuminations service was forecasting an overspend of £30k due to the saving put forward regarding additional income from digital advertising which will not now happen in 2017/18, however, enough additional income from schemes and sponsorship has now been generated to bring this service to breakeven.

**Budget Holder – Mr A Cavill, Director of Place**

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## Blackpool Council – Strategic Leisure Assets

### Revenue summary - budget, actual and forecast:

FUNCTIONS OF THE SERVICE	BUDGET	EXPENDITURE			VARIANCE	2016/17 (UNDER)/OVER SPEND B/FWD £000
	2017/18					
	ADJUSTED CASH LIMITED BUDGET £000	EXPENDITURE APR - DEC £000	PROJECTED SPEND £000	FORECAST OUTTURN £000	F/CAST FULL YEAR VAR. (UNDER) / OVER £000	
STRATEGIC LEISURE ASSETS						
NET EXPENDITURE						
STRATEGIC LEISURE ASSETS	1,042	3,093	(877)	2,216	1,174	-
<b>TOTALS</b>	<b>1,042</b>	<b>3,093</b>	<b>(877)</b>	<b>2,216</b>	<b>1,174</b>	<b>-</b>

### Commentary on the key issues:

#### Directorate Summary - basis

The Revenue summary (above) lists the outturn projection for the Service against its respective, currently approved, revenue budget. The forecast outturn is based upon actual financial performance for the first 9 months of 2017/18 together with predictions of performance, anticipated pressures and efficiencies in the remainder of the financial year, all of which have been agreed with the head of service.

#### Key Issues

The Leisure Asset portfolio projected outturn for 2017/18 is currently £1,174k, taking the forecast cumulative deficit as at 2017/18 year-end to £6,603k. This position incorporates the increased debt financing costs associated with both the former Tower Lounge development and essential Tower steel structure renewal, together with increased marketing and insurance costs and revised income profile.

The Leisure Asset portfolio is currently forecast to break-even, in-year, during 2021/22.

In accordance with the original decision for this programme by the Executive on 7<sup>th</sup> February 2011, the projected overspend on Strategic Leisure Assets will be carried forward and transferred to Earmarked Reserves.

**Budget Holder – Mr A Cavill, Director of Place**

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## Blackpool Council – Community and Environmental Services

### Revenue summary - budget, actual and forecast:

FUNCTIONS OF THE SERVICE	BUDGET	EXPENDITURE			VARIANCE	2016/17 (UNDER)/OVER SPEND B/FWD £000
	ADJUSTED CASH LIMITED BUDGET £000	EXPENDITURE APR - DEC £000	2017/18		F/CAST FULL YEAR VAR. (UNDER) / OVER £000	
			PROJECTED SPEND £000	FORECAST OUTTURN £000		
<b>COMMUNITY &amp; ENVIRONMENTAL SERVICES</b>						
<b>NET EXPENDITURE</b>						
BUSINESS SERVICES	458	530	(131)	399	(59)	-
LEISURE AND CATERING	3,064	3,337	(164)	3,173	109	-
PUBLIC PROTECTION	(23)	(947)	924	(23)	-	-
HIGHWAYS AND TRAFFIC MANAGEMENT SERVICES	15,409	9,658	5,720	15,378	(31)	-
STREET CLEANSING AND WASTE	18,622	8,639	10,001	18,640	18	-
COASTAL AND ENVIRONMENTAL PARTNERSHIPS	4,364	3,098	1,266	4,364	-	-
INTEGRATED TRANSPORT	670	1,363	(733)	630	(40)	-
<b>TOTALS</b>	<b>42,564</b>	<b>25,678</b>	<b>16,883</b>	<b>42,561</b>	<b>(3)</b>	<b>-</b>

### Commentary on the key issues:

#### Directorate Summary - basis

The Revenue summary (above) lists the outturn projection for each individual service within Community and Environmental Services against their respective, currently approved, revenue budget. Forecast outturns are based upon actual financial performance for the first 9 months of 2017/18 together with predictions of performance, anticipated pressures and efficiencies in the remainder of the financial year, all of which have been agreed with each head of service.

#### Business Services

There is a £59k surplus due to additional funding taken from reserve to assist in funding pressures across the Directorate.

#### Leisure and Catering

There is a forecast pressure of £109k on income across the service. Catering Services faced a £135k pressure due to a number of schools leaving the service, which has had to be carefully managed through the budget management process. The service will be reconfigured to address the ongoing pressure from the loss of business.

#### Highways and Traffic Management Services

There is a £31k surplus due to additional scheme income.

#### Street Cleansing and Waste

Street Cleansing and Waste is £18k over budget due to pressures on disposal costs and income at the Household Waste Recycling Centre (HWRC).

The £856k PFI Grant is no longer available and is being considered along with Lancashire County Council in the review of the operation of the recycling plants, with the risk being covered against the specific Waste PFI reserve in 2017/18.

**Integrated Transport**

Vehicle Maintenance continues to make a small surplus following the RPI uplift.

**Conclusion – Community and Environmental Services financial position**

As at the end of month 9 the Community and Environmental Services Directorate is forecasting an overall underspend of £3k for the financial year to March 2018 as detailed above. The pressure due to the loss of the Waste PFI grant has been offset against reserves in 2017/18.

**Budget Holder - Mr J Blackledge, Director of Community and Environmental Services**

## Blackpool Council - Adult Services

### Revenue summary - budget, actual and forecast:

FUNCTIONS OF THE SERVICE	BUDGET	EXPENDITURE			VARIANCE	2016/17 (UNDER)/OVER SPEND B/FWD £000
	ADJUSTED CASH LIMITED BUDGET £000	2017/18		F/CAST FULL YEAR VAR. (UNDER) / OVER £000		
		EXPENDITURE APR - DEC £000	PROJECTED SPEND £000		FORECAST OUTTURN £000	
<b>ADULT SERVICES</b>						
<b>BETTER CARE FUND POOLED BUDGET</b>						
BLACKPOOL COUNCIL	17,774	12,127	5,412	17,539	(235)	-
BLACKPOOL CCG	6,974	5,231	1,743	6,974	-	-
TOTAL GROSS EXPENDITURE	24,748	17,358	7,155	24,513	(235)	-
BLACKPOOL COUNCIL - BCF GRANT	(7,385)	(5,539)	(1,846)	(7,385)	-	-
BLACKPOOL COUNCIL - CORE BUDGET	(4,185)	(3,139)	(1,046)	(4,185)	-	-
BLACKPOOL CCG	(13,178)	(9,884)	(3,294)	(13,178)	-	-
TOTAL CONTRIBUTIONS	(24,748)	(18,562)	(6,186)	(24,748)	-	-
CARRY FORWARD OF BETTER CARE FUND	-	-	235	235	235	-
<b>BETTER CARE FUND POOLED BUDGET NET EXPENDITURE</b>	-	<b>(1,204)</b>	<b>1,204</b>	-	-	-
<b>NET EXPENDITURE</b>						
BETTER CARE FUND	4,185	968	3,217	4,185	-	-
ADULT SOCIAL CARE	4,301	3,700	460	4,160	(141)	-
CARE & SUPPORT	5,401	3,037	2,332	5,369	(32)	-
COMMISSIONING & CONTRACTS TEAM	846	344	370	714	(132)	-
ADULT COMMISSIONING PLACEMENTS	37,071	20,521	16,300	36,821	(250)	-
ADULT SAFEGUARDING	657	9	605	614	(43)	-
<b>TOTAL COUNCIL FUNDED SERVICES</b>	<b>52,461</b>	<b>28,579</b>	<b>23,284</b>	<b>51,863</b>	<b>(598)</b>	-
<b>TOTALS</b>	<b>52,461</b>	<b>27,375</b>	<b>24,488</b>	<b>51,863</b>	<b>(598)</b>	-

### Commentary on the key issues:

#### Directorate Summary – basis

The Revenue summary (above) lists the latest outturn projection for each individual service within the Adult Services Directorate against their respective, currently approved, revenue budget. Forecast outturns are based upon actual financial performance for the first 9 months of 2017/18 together with predictions of performance, anticipated pressures and efficiencies in the remainder of the financial year, all of which have been agreed with each head of service.

#### Better Care Fund

The Better Care Fund (BCF) is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible. A requirement of the programme is that Blackpool Council and Blackpool Clinical Commissioning Group (CCG) pool budgets via a section 75 agreement for these shared services. The value of the pooled budget has increased from £17.4m in 2016/17 to £24.7m in 2017/18 mainly as a result of the Improved Better Care Fund (iBCF) grant announced in the Spring 2017 budget.

### **Adult Commissioning Placements (Social Care Packages)**

The Adult Commissioning Placements Budget is forecasting a £250k underspend as a result of releasing one-off income and unallocated accruals, offset by in-year planned slippage of the Housing Related Support savings target.

### **Commissioning & Contracts Team**

Commissioning & Contracts is currently forecast to be £132k underspent on their staffing budget as a result of integrating the commissioning team with Blackpool CCG.

### **Care & Support**

Care & Support is currently forecast to be underspent by £32k on a gross budget of £11m.

### **Adult Social Care**

Adult Social Care is currently forecast to be £141k underspent due to vacant posts within the service.

### **Adult Safeguarding**

The Adult Safeguarding Division is forecasting an underspend of £43k on their staffing budget due to the vacant Principal Social Worker post.

### **Summary of the Adult Services financial position**

As at the end of December 2017 the Adult Services Directorate is forecasting an overall underspend of £598k for the financial year to March 2018 on a gross budget of £76m.

### **Budget Holder – K Smith, Director of Adult Services**



## Blackpool Council – Children’s Services

### Revenue summary - budget, actual and forecast:

FUNCTIONS OF THE SERVICE	BUDGET	EXPENDITURE			VARIANCE	2016/17 (UNDER)/OVER SPEND B/FWD £000
	2017/18					
	ADJUSTED CASH LIMITED BUDGET £000	EXPENDITURE APR - DEC £000	PROJECTED SPEND £000	FORECAST OUTTURN £000	F/CAST FULL YEAR VAR. (UNDER) / OVER £000	
<b>CHILDREN'S SERVICES</b>						
<b>NET EXPENDITURE</b>						
LOCAL SCHOOLS BUDGET - ISB	19,372	15,631	3,741	19,372	-	-
LOCAL SCHOOLS BUDGET - NON DELEGATED	370	282	88	370	-	-
EDUCATION	22,658	14,432	9,772	24,204	1,546	-
EARLY HELP FOR CHILDREN AND FAMILIES	50	38	4	42	(8)	-
BUSINESS SUPPORT AND RESOURCES	675	440	223	663	(12)	-
DEDICATED SCHOOL GRANT	(43,951)	(33,032)	(11,625)	(44,657)	(706)	-
CARRY FORWARD OF DSG UNDER/(OVER) SPEND	(174)	-	(994)	(994)	(820)	-
<b>TOTAL DSG FUNDED SERVICES</b>	<b>(1,000)</b>	<b>(2,209)</b>	<b>1,209</b>	<b>(1,000)</b>	<b>-</b>	<b>-</b>
CHILDREN'S SERVICES DEPRECIATION	2,011	1,508	503	2,011	-	-
EDUCATION	2,748	1,074	1,978	3,052	304	-
EARLY HELP FOR CHILDREN AND FAMILIES	4,758	502	3,969	4,471	(287)	-
CHILDREN'S SOCIAL CARE	28,151	23,432	10,017	33,449	5,298	-
BUSINESS SUPPORT AND RESOURCES	1,485	856	560	1,416	(69)	-
LOCAL SERVICES SUPPORT GRANT	-	(14)	(4)	(18)	(18)	-
EDUCATION SERVICES GRANT	(509)	(324)	-	(324)	185	-
<b>TOTAL COUNCIL FUNDED SERVICES</b>	<b>38,644</b>	<b>27,034</b>	<b>17,023</b>	<b>44,057</b>	<b>5,413</b>	<b>-</b>
<b>TOTALS</b>	<b>37,644</b>	<b>24,825</b>	<b>18,232</b>	<b>43,057</b>	<b>5,413</b>	<b>-</b>

### Commentary on the key issues:

#### Directorate Summary – basis

The Revenue summary (above) lists the latest outturn projection for each individual service within the Children’s Services Directorate against their respective, currently approved, revenue budget. Forecast outturns are based upon actual financial performance for the first 9 months of 2017/18 together with predictions of performance, anticipated pressures and efficiencies in the remainder of the financial year, all of which have been agreed with each head of service.

#### Children’s Social Care

Children’s Social Care is forecasting an overspend of £5.30m, primarily due to a significant increase in the numbers of Looked After Children (LAC) since budgets were set. At this point, numbers were around 500, which still represented the highest LAC per 10,000 population nationally. However, numbers continued to rise and had reached 529 at 31st March 2017, increasing to a peak of 549 at the end of May 2017. Since then numbers had been reducing month on month, and this trend was reflected in the financial forecast as at September 2017. However, both demand levels and complexity of cases have increased since October which has worsened the forecast position over the last three months by £1.27m in total. LAC numbers at Month 9 stand at 539.

A number of solutions to try and mitigate the cost pressures around LAC are being implemented. A procedure has been introduced whereby all new admissions into care must be approved by the Senior Service Manager and, in those cases where the child is 12 years or over, by the Director of Children's Services.

In addition, a new Commissioning role has been created, the purpose of which will be to scrutinise and challenge the cost of the most expensive external placements, and review the options for stepping children down into more affordable provision. This post was appointed to during August 2017.

The Independent Placement Overview Panel now meets on a weekly basis, and an additional Panel has been introduced for the short-term to review placements for LAC who are 16 years or over. As a result of this, it is anticipated that a number of children will successfully step down from residential settings to supported accommodation placements, which will create net savings for the current year across placement budgets in excess of £600k. These savings are assumed within the current forecast.

Other developments in the service include the recent introduction of an 'edge of care' model through the reconfiguration of Argosy children's home. Blackpool Young People's Service (previously known as the Vulnerable Adolescent Hub) will enable services to work more effectively with young people to prevent the need for higher level service interventions. The PAUSE project, which seeks to reduce multiple removals of children at birth from families, is in the implementation stage, and should ultimately help to reduce the number of new-born admissions into the care system.

### **Dedicated Schools Grant Funded Services**

The Dedicated Schools Grant (DSG) is the funding stream that supports the Schools Budget, which includes amounts that are devolved through the Individual School Budget (ISB), together with centrally-retained pupil-related services as listed in the revenue summary. Any under or overspends against services funded by the DSG will be carried forward to 2018/19 and, in the case of overspends, become the first call on the grant in that year.

### **Education**

The overspend in the Education division predominantly relates to the Special Educational Needs (SEN) Transport Service, and is partly due to demand pressures and also due to the savings target that has been applied in the current year but is not forecast to be achieved.

### **Early Help for Children and Families**

The underspend in the Early Help division is primarily due to vacancy savings across various teams.

### **Education Services Grant**

The Education Services Grant (ESG), which historically has supported a number of services within the directorate, ceased with effect from September 2017. The gap in 2017/18 is partly covered by a transitional grant and the charging of retained education functions to the Dedicated Schools Grant (DSG), however, there is a remaining pressure of £185k in the current year, rising to £283k in 2018/19.

**Summary of the Children's Services financial position**

As at the end of December 2017 the Children's Services Directorate is forecasting an overspend of £5.413m for the financial year to March 2018.

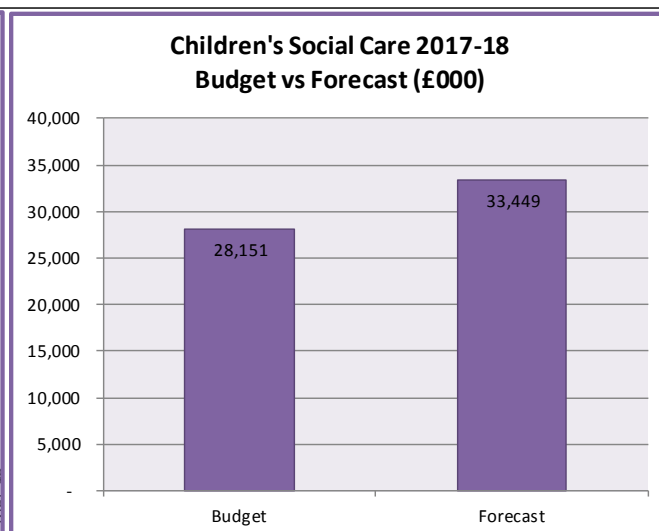
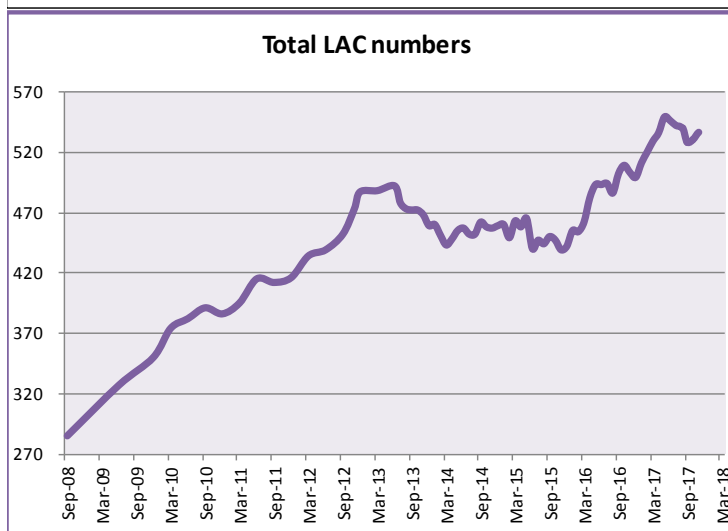
**Budget Holder – Mrs D Booth, Director of Children's Services**

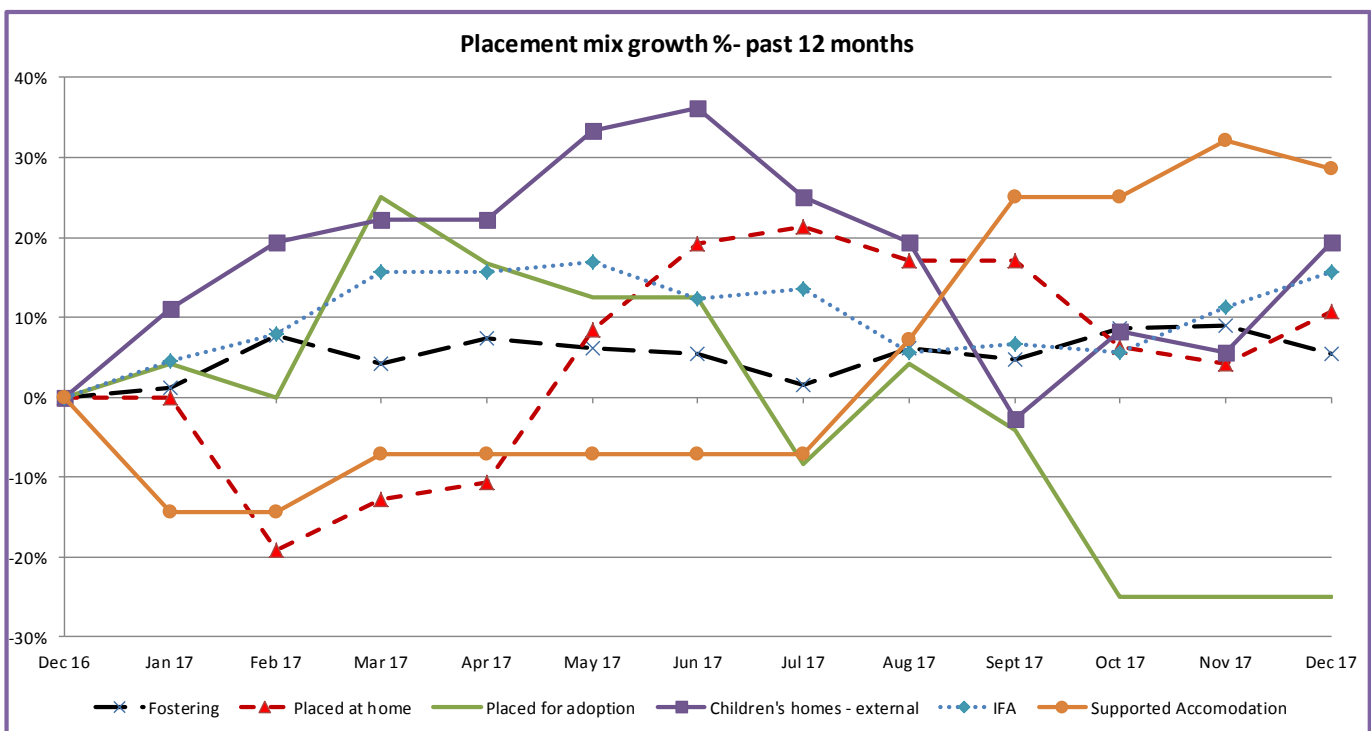
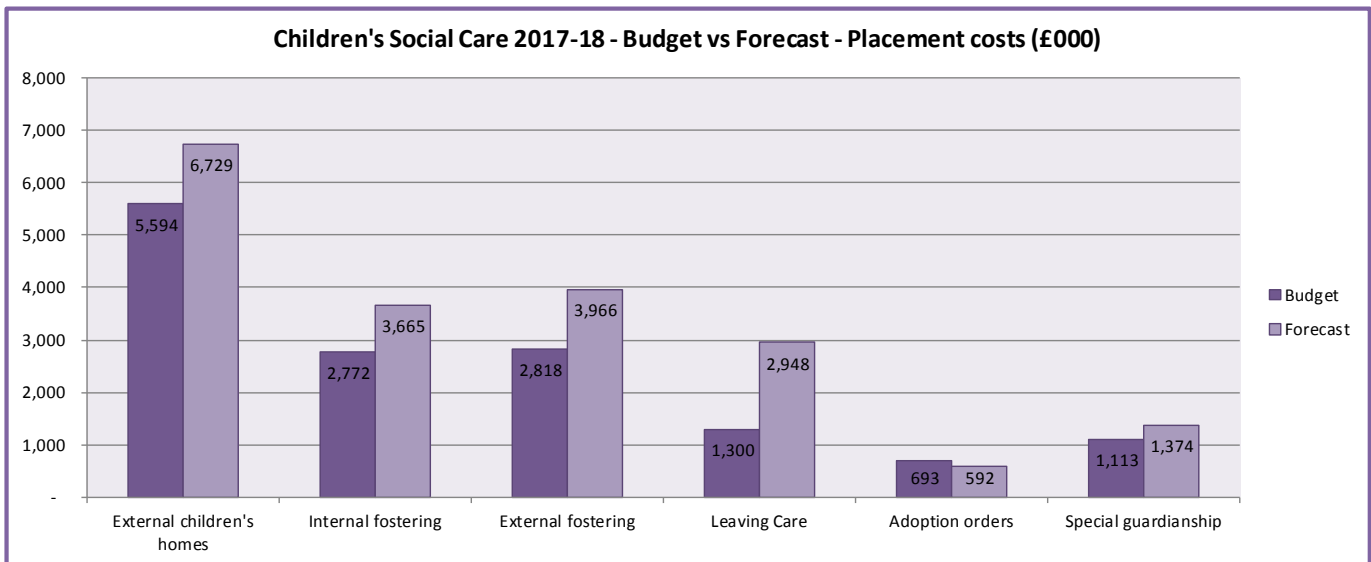
## Children's Social Care Trends

Date	External Placements Projection						Supported Accommodation projection (annualised)			Internal Fostering Projection			Total LAC Numbers
	Fostering			Residential			FTE	£000's	£ per placement	FTE	£000's	£ per placement	No.
	FTE	£000's	£ per placement	FTE	£000's	£ per placement							
Dec-08	8.67	411	47,453	27.50	2,624	95,423	no data	no data	no data	no data	no data	no data	285
Mar-09	8.77	403	45,979	28.07	2,772	98,747	no data	no data	no data	208.91	2,510	12,015	323
Jul-09	12.10	466	38,549	40.85	4,290	105,007	no data	no data	no data	no data	no data	no data	334
Mar-10	13.35	513	38,445	39.02	4,295	110,083	no data	no data	no data	263.88	2,889	10,946	374
Jun-10	20.43	765	37,428	34.20	3,473	101,534	no data	no data	no data	304.83	3,357	11,012	382
Mar-11	22.69	860	37,912	36.73	3,536	96,272	no data	no data	no data	303.23	3,329	10,977	395
Jun-11	29.54	1,108	37,508	33.62	3,430	102,023	no data	no data	no data	303.23	3,329	10,977	395
Sep-11	30.35	1,129	37,191	33.90	3,457	101,982	no data	no data	no data	316.95	3,527	11,128	412
Dec-11	31.91	1,184	37,118	35.16	3,580	101,808	no data	no data	no data	312.85	3,496	11,175	416
Mar-12	32.68	1,223	37,424	34.27	3,488	101,780	no data	no data	no data	315.07	3,507	11,131	434
Jun-12	49.27	1,816	36,858	36.47	3,710	101,727	no data	no data	no data	296.18	3,480	11,750	439
Sep-12	53.37	1,903	35,657	36.70	4,264	116,185	no data	no data	no data	290.42	3,345	11,518	452
Dec-12	55.80	1,987	35,611	38.08	4,498	118,121	no data	no data	no data	290.55	3,372	11,606	487
Mar-13	57.36	2,028	35,355	38.89	4,645	119,447	no data	no data	no data	291.27	3,377	11,594	488
Jun-13	71.93	2,604	35,202	30.01	3,349	111,596	no data	no data	no data	298.00	3,542	11,887	492
Sep-13	70.51	2,515	35,667	29.05	3,240	111,523	no data	no data	no data	293.58	3,496	11,908	472
Dec-13	68.22	2,494	36,560	29.02	3,398	117,073	no data	no data	no data	292.11	3,455	11,828	459
Mar-14	72.82	2,480	34,058	29.76	3,525	118,473	no data	no data	no data	295.49	3,474	11,757	443
Jun-14	70.35	2,527	35,928	24.74	2,537	102,561	no data	no data	no data	266.65	3,422	12,833	457
Sep-14	69.41	2,614	37,655	23.09	2,799	121,210	no data	no data	no data	258.39	3,248	12,570	462
Dec-14	68.73	2,664	38,760	23.09	2,870	124,281	no data	no data	no data	265.56	3,313	12,474	459
Mar-15	71.13	2,856	40,155	23.23	2,993	128,868	no data	no data	no data	262.93	3,253	12,374	463
Jun-15	71.30	2,896	40,625	22.02	3,254	147,777	no data	no data	no data	250.74	3,144	12,541	440
Sep-15	71.48	2,862	40,040	26.39	3,772	142,934	no data	no data	no data	251.13	3,151	12,549	450
Dec-15	71.41	2,945	41,243	26.60	3,862	145,196	no data	no data	no data	250.66	3,115	12,428	442
Mar-16	72.39	3,056	42,215	27.09	3,958	146,120	no data	no data	no data	250.97	3,125	12,453	462
Jun-16	73.79	3,110	42,145	25.62	4,025	157,136	18.39	710	38,608	256.45	3,239	12,630	493
Sep-16	75.24	3,216	42,750	31.40	5,337	169,996	22.67	938	41,376	255.78	3,245	12,688	502
Dec-16	78.60	3,383	43,038	34.41	6,055	175,954	27.39	1,124	41,037	258.78	3,327	12,857	499
Mar-17	80.88	3,519	43,502	35.35	6,352	179,669	30.13	1,278	42,416	263.33	3,390	12,872	529
Jun-17	95.87	3,924	40,933	42.55	6,445	151,450	23.99	1,462	60,946	272.43	3,603	13,227	546
Sep-17	92.89	3,808	40,991	36.90	5,959	161,487	33.48	1,939	57,928	272.60	3,602	13,213	528
Oct-17	93.32	3,834	41,089	38.17	6,189	162,156	32.52	1,917	58,950	276.98	3,649	13,174	530
Nov-17	94.62	3,897	41,191	39.42	6,395	162,217	34.98	2,073	59,272	277.49	3,655	13,174	537
Dec-17	96.09	3,966	41,277	41.38	6,729	162,623	34.43	2,009	58,358	278.33	3,665	13,169	539

**Note:**

The variance between the current total number of Looked After Children (539) and the total internal fostering and external placement numbers (450 FTE) is children with care orders, adoption placements etc. They are still classed as LAC but do not incur any commissioned costs.





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## Blackpool Council – Public Health

### Revenue summary - budget, actual and forecast:

FUNCTIONS OF THE SERVICE	BUDGET	EXPENDITURE			VARIANCE	2016/17 (UNDER)/OVER SPEND B/FWD £000
	ADJUSTED CASH LIMITED BUDGET £000	EXPENDITURE APR - DEC £000	2017/18		F/CAST FULL YEAR VAR. (UNDER) / OVER £000	
			PROJECTED SPEND £000	FORECAST OUTTURN £000		
<b>PUBLIC HEALTH</b>						
<b>NET EXPENDITURE</b>						
MANAGEMENT AND OVERHEADS	1,386	1,260	126	1,386	-	-
NHS HEALTH CHECKS - MANDATED	145	42	103	145	-	-
CHILDREN (5-19) - PUBLIC HEALTH PROGRAMMES	600	600	-	600	-	-
CHILDREN'S 0-5 SERVICES	2,500	2,362	138	2,500	-	-
TOBACCO CONTROL	694	177	517	694	-	-
MENTAL HEALTH AND WELLBEING	91	34	57	91	-	-
SEXUAL HEALTH SERVICES - MANDATED	2,216	1,822	394	2,216	-	-
SUBSTANCE MISUSE (DRUGS AND ALCOHOL)	3,124	2,403	721	3,124	-	-
HEALTHY WEIGHT/WEIGHT MANAGEMENT	2,628	1,916	712	2,628	-	-
MISCELLANEOUS PUBLIC HEALTH SERVICES	5,553	4,932	621	5,553	-	-
GRANT	(18,914)	(14,186)	(4,728)	(18,914)	-	-
<b>TOTALS</b>	<b>23</b>	<b>1,362</b>	<b>(1,339)</b>	<b>23</b>	<b>-</b>	<b>-</b>

### Commentary on the key issues:

#### Directorate Summary – basis

The Revenue summary (above) lists the latest outturn projection for each individual scheme against their respective, currently approved, revenue budget. Forecast outturns are based upon actual financial performance for the first 9 months of 2017/18 together with predictions of performance, anticipated pressures and efficiencies in the remainder of the financial year, all of which have been agreed with the service leads.

#### Public Health Grant

The Public Health Grant is a central government grant which is ring-fenced. The ring-fencing has now been extended from March 2018 to March 2020.

The grant conditions require quarterly financial reporting of spend against a prescribed set of headings and spend of the grant must link explicitly to the Health and Wellbeing Strategy, Public Health Outcomes Framework and Joint Strategic Needs Assessment.

#### Payment by Results (PbR)/ Activity-based Commissioning

A number of Public Health schemes' payments are linked to activity. The aim of Payment by Results (PbR) is to provide a transparent, rules-based system for payment. It rewards outputs, outcomes and supports patient choice and diversity. Payment will be linked to activity. This does, however, raise a number of challenges when determining accurate budgetary spend/forecast spend.

#### Summary of the Public Health Directorate financial position

As at the end of December 2017, the Public Health Directorate is forecasting an overall spend of the full grant, £18,914,000, for the financial year to March 2018.

**Budget Holder – Dr Arif Rajpura, Director of Public Health**

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## Blackpool Council – Budgets Outside the Cash Limit

### Revenue summary - budget, actual and forecast:

FUNCTIONS OF THE SERVICE	BUDGET	EXPENDITURE			VARIANCE	2016/17 (UNDER)/OVER SPEND B/FWD £000
	2017/18					
	ADJUSTED CASH LIMITED BUDGET £000	EXPENDITURE APR - DEC £000	PROJECTED SPEND £000	FORECAST OUTTURN £000	F/CAST FULL YEAR VAR. (UNDER)/ OVER £000	
<b>BUDGETS OUTSIDE THE CASH LIMIT</b>						
<b>NET EXPENDITURE</b>						
TREASURY MANAGEMENT	10,617	8,096	2,551	10,647	30	-
PARKING SERVICES	(4,097)	(2,610)	(771)	(3,381)	716	-
CORPORATE SUBSCRIPTIONS	191	116	75	191	-	-
HOUSING BENEFITS	2,021	1,505	516	2,021	-	-
COUNCIL TAX & NNDR COST OF COLLECTION	304	231	73	304	-	-
SUBSIDIARY COMPANIES	(1,067)	160	(1,292)	(1,132)	(65)	-
LAND CHARGES	(52)	(64)	12	(52)	-	-
CONCESSIONARY FARES	4,263	2,017	2,366	4,383	120	-
EMPLOYERS PREVIOUS YEARS' PENSION LIABILITY	2,890	2,167	723	2,890	-	-
NEW HOMES BONUS	(790)	(736)	(54)	(790)	-	-
<b>TOTALS</b>	<b>14,280</b>	<b>10,882</b>	<b>4,199</b>	<b>15,081</b>	<b>801</b>	-

### Commentary on the key issues:

#### Directorate Summary - basis

The Revenue summary (above) lists the latest outturn projection for each individual service categorised as falling 'outside the cash limit' and thereby exempt from the cash limited budget regime. Forecast outturns are based upon actual financial performance for the first 9 months of 2017/18 together with predictions of performance, anticipated pressures and savings in the remainder of the financial year, which have been agreed by each designated budget manager.

#### Treasury Management

Treasury Management is forecasting an overspend of £30k. The Council is currently using temporary borrowing to finance Prudentially-funded capital expenditure. While temporary investment rates and temporary borrowing rates are low the Treasury team is delaying taking any new long-term borrowing to fund planned capital expenditure. This mainly offsets the Business Loans Fund which has a savings target of £1,800k.

#### Parking Services

This service is forecasting a pressure of £716k, this pressure is mainly due to the delay in implementing 'on-street parking' schemes, loss of parking spaces and prudential borrowing costs. The position has deteriorated with 'on-street parking' schemes being no longer feasible and the operation of the free parking scheme during December. As at Week 41 (w/e 7th January) parking income is at £4.7m with patronage at 1,095,423. Car park patronage is down by 42,814, however income is up by £103,173 on 2016/17. On-Street Pay and Display is down on patronage by 29,623 and income is down by £4,886.

**Subsidiary Companies**

This service is now forecasting a favourable variance of £65k. This is mainly due to the reducing balance payback of prudentially-borrowed schemes and savings on the cost of historic pension payments.

**Concessionary Fares**

This service is forecasting a pressure of £120k which relates to a forecast increase in bus and tram patronage.

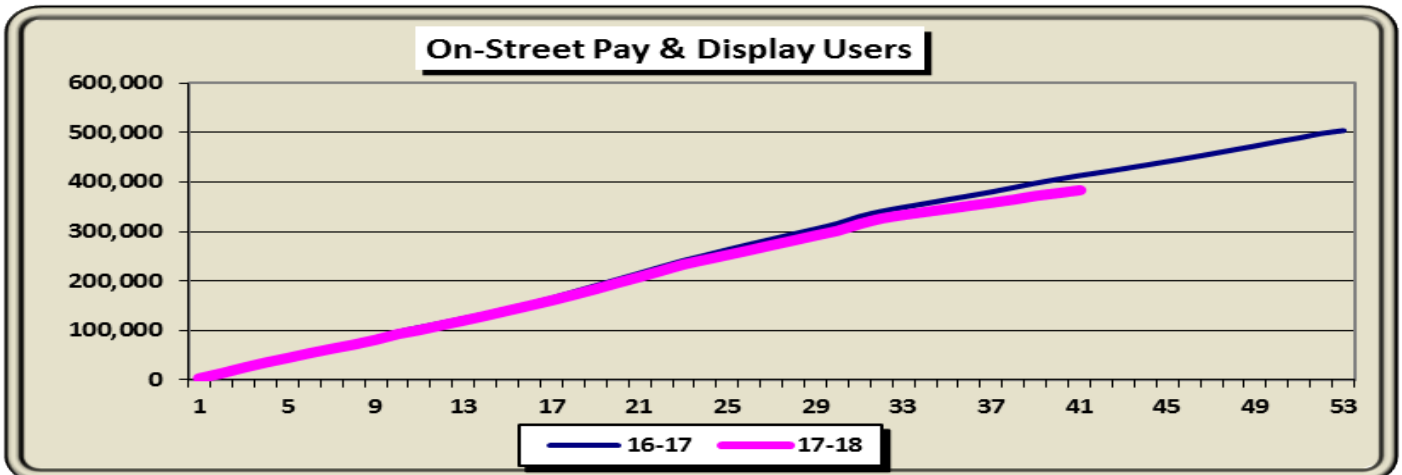
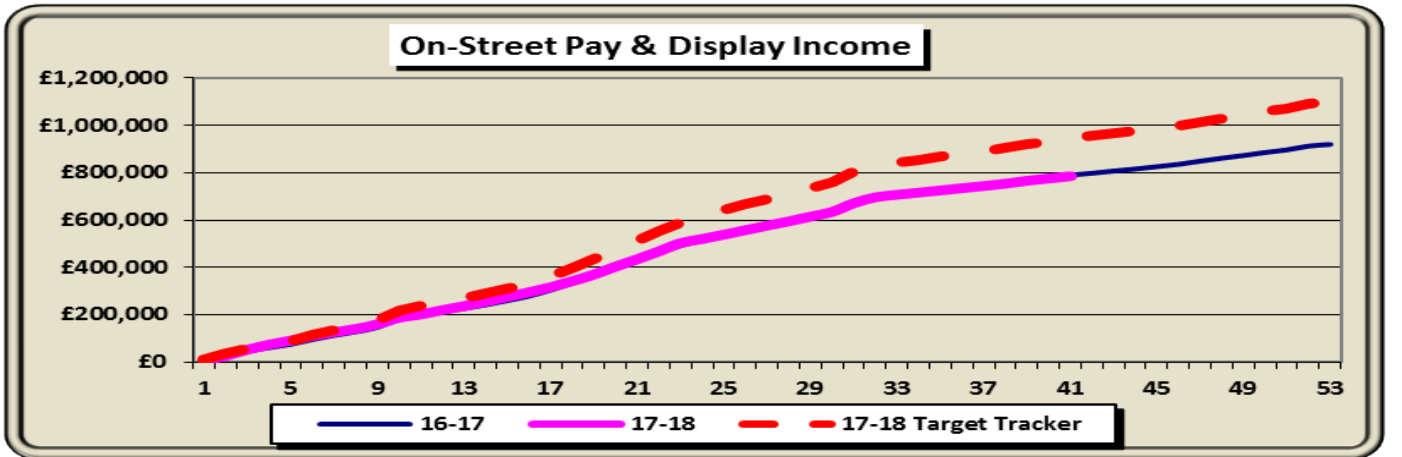
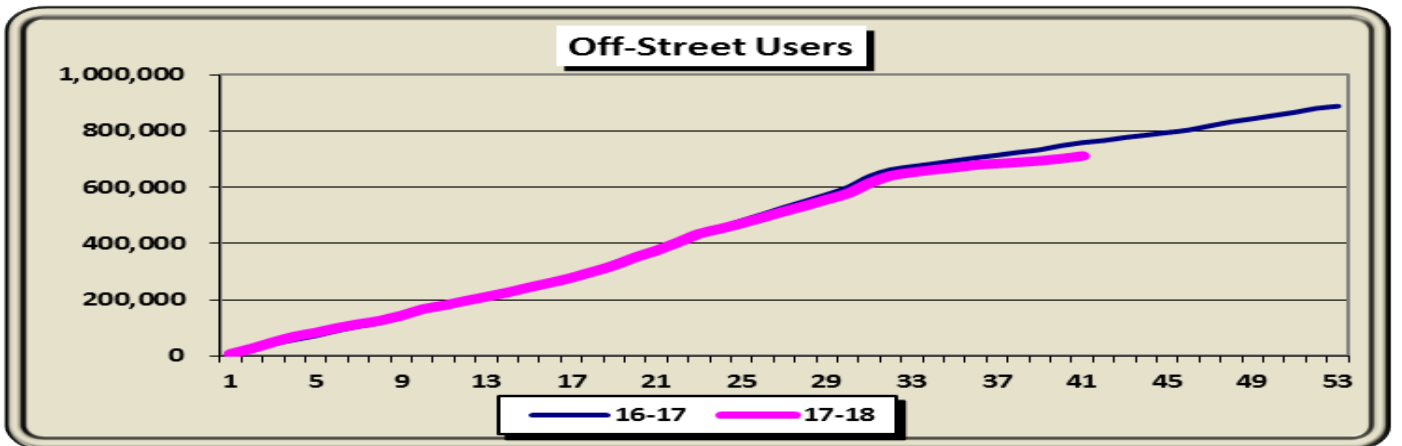
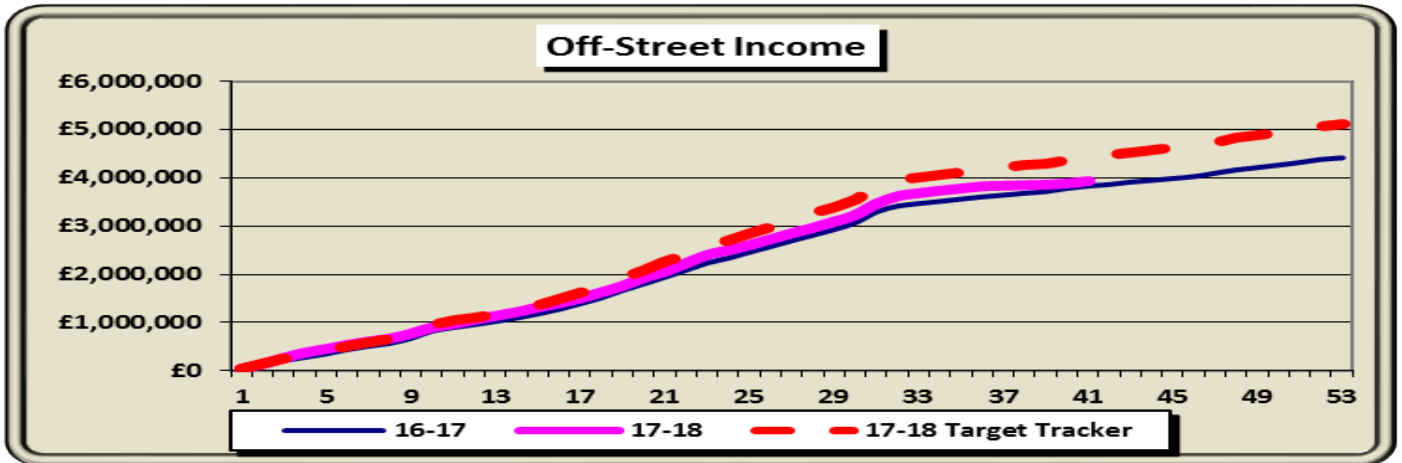
**Land Charges**

This service is forecasting a break-even position for 2017/18.

**Summary of the revenue forecasts**

After 9 months of the financial year, the Budgets Outside the Cash Limit services are forecasting a £801k overspend.

Car Parking Trends



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**2017/18 CAPITAL MONITORING  
MONTH 9**

	<b>Total Scheme Budget</b>	<b>Spend as at 31/3/17</b>	<b>Budget Brought Forward 2016/17</b>	<b>Capital Programme 2017/18 as approved by Exec.</b>	<b>Total Available Budget 2017/18</b>	<b>Spend to Date April -Dec</b>	<b>Forecast to Year End</b>	<b>Forecast Variance</b>	<b>Notes</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Director Responsible for Resources</b>									
<b>Property and Asset Management</b>									
Central Business District Phase 1	40,432	37,810	2,622	-	2,622	310	-	-	
Office Accommodation Strategy	1,408	1,408	-	-	-	-	-	-	
Syndicate	1,600	1,716	(116)	-	(116)	(7)	-	-	
ICT Refresh	1,650	850	-	800	800	161	639	-	
Clifton Street Redevelopment	776	776	-	-	-	(18)	-	-	
CLC Remodeling scheme	859	21	838	-	838	468	370	-	
Municipal Building Works	1,095	870	225	-	225	1,529	-	-	
Other Resources Schemes	1,192	697	13	486	499	158	341	-	
<b>Total Resources</b>	<b>49,012</b>	<b>44,148</b>	<b>3,582</b>	<b>1,286</b>	<b>4,868</b>	<b>2,601</b>	<b>1,350</b>	<b>-</b>	
<b>Director Responsible for Adult Services</b>									
Support to Vulnerable Adults - Grants	4,188	2,637	66	1,485	1,551	805	746	-	
Other Adult Services Schemes	4,203	2,453	1,310	440	1,750	104	646	-	
<b>Total Adult Services</b>	<b>8,391</b>	<b>5,090</b>	<b>1,376</b>	<b>1,925</b>	<b>3,301</b>	<b>909</b>	<b>1,392</b>	<b>-</b>	

**2017/18 CAPITAL MONITORING  
MONTH 9**

	<b>Total Scheme Budget</b>	<b>Spend as at 31/3/17</b>	<b>Budget Brought Forward 2016/17</b>	<b>Capital Programme 2017/18 as approved by Exec.</b>	<b>Total Available Budget 2017/18</b>	<b>Spend to Date April -Dec</b>	<b>Forecast to Year End</b>	<b>Forecast Variance</b>	<b>Notes</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Director Responsible for Community and Environmental Services</b>									
Anchorsholme Seawall	27,515	24,761	2,753	-	2,753	-	500	-	
Coastal Protection Studies	1,463	1,289	174	-	174	81	93	-	
Marton Mere Pumping Station & Spillway	505	462	43	-	43	-	-	-	
Marton Mere HLF	360	296	63	-	63	35	-	-	
<b>Transport</b>									
Blackpool/Fleetwood Tramway	99,990	95,638	4,353	-	4,353	2,581	1,772	-	
Sintropher	1,903	2,780	(876)	-	(876)	-	-	-	
Bridges	11,365	6,021	635	3,511	4,146	902	3,244	-	
<b>Total Community and Environmental Services</b>	<b>143,101</b>	<b>131,247</b>	<b>7,145</b>	<b>3,511</b>	<b>10,656</b>	<b>3,599</b>	<b>5,609</b>	<b>-</b>	

**2017/18 CAPITAL MONITORING  
MONTH 9**

	<b>Total Scheme Budget</b>	<b>Spend as at 31/3/17</b>	<b>Budget Brought Forward 2016/17</b>	<b>Capital Programme 2017/18 as approved by Exec.</b>	<b>Total Available Budget 2017/18</b>	<b>Spend to Date April - Dec</b>	<b>Forecast to Year End</b>	<b>Forecast Variance</b>	<b>Notes</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Director Responsible for Place</b>									
<b>Housing</b>									
Foxhall Village	12,500	10,892	1,608	-	1,608	1,118	490	-	
Work towards Decent Homes Standard	4,263	-	-	4,263	4,263	2,283	1,980	-	
Queens Park Redevelopment Ph2	12,202	5,365	-	5,251	5,251	3,620	1,631	-	
Other	96	68	27	-	27	4	23	-	
<b>Others</b>									
College Relocation/Illumination Depot	12,905	13,924	(1,119)	100	(1,019)	-	-	-	
Leisure Assets	62,099	61,409	40	650	690	3	687	-	
Conference Centre	26,600	-	-	8,000	8,000	1,713	6,287	-	
Leopold Grove	557	357	200	-	200	136	64	-	
Spanish Hall roof & façade	1,995	20	100	1,875	1,975	104	1,871	-	
Airport Acquisition	4,500	-	-	4,500	4,500	4,320	180	-	
Airport Marr Land	625	-	-	625	625	615	-	-	
CBD Phase 2 - Hotel	24,500	133	1,488	3,500	4,988	843	410	-	
- Wilkinson's	6,300	6,279	21	-	21	-	-	-	
BHS Acquisition	6,500	-	-	6,500	6,500	22	-	-	
Other	875	-	12	863	875	774	101	-	
<b>Transport</b>									
Local Transport Plan 2015/16	1,730	1,545	185	-	185	185	-	-	
Local Transport Plan Project 30 2015/16	826	826	-	-	-	-	-	-	
Local Transport Plan 2016/17	860	643	217	-	217	217	-	-	
Local Transport Plan Project 30 2016/17	583	583	-	-	-	-	-	-	
Local Transport Plan Quality Corridor 2016/17	82	82	-	-	-	-	-	-	
Local Transport Plan ITM 2016/17	165	-	165	-	165	165	-	-	
Local Transport Plan 2017/18	1,066	-	-	1,066	1,066	753	313	-	
Local Transport Plan Project 30 2017/18	523	-	-	523	523	-	523	-	
Local Transport Plan Quality Corridor 2017/18	200	-	-	200	200	-	200	-	
Quality Corridor	6,600	603	-	1,779	1,779	543	1,236	-	
Intelligent Traffic Management	1,510	-	-	1,510	1,510	1,510	-	-	
<b>Total Place</b>	<b>190,662</b>	<b>102,729</b>	<b>2,944</b>	<b>41,205</b>	<b>44,149</b>	<b>18,928</b>	<b>15,996</b>	<b>-</b>	

**2017/18 CAPITAL MONITORING  
MONTH 9**

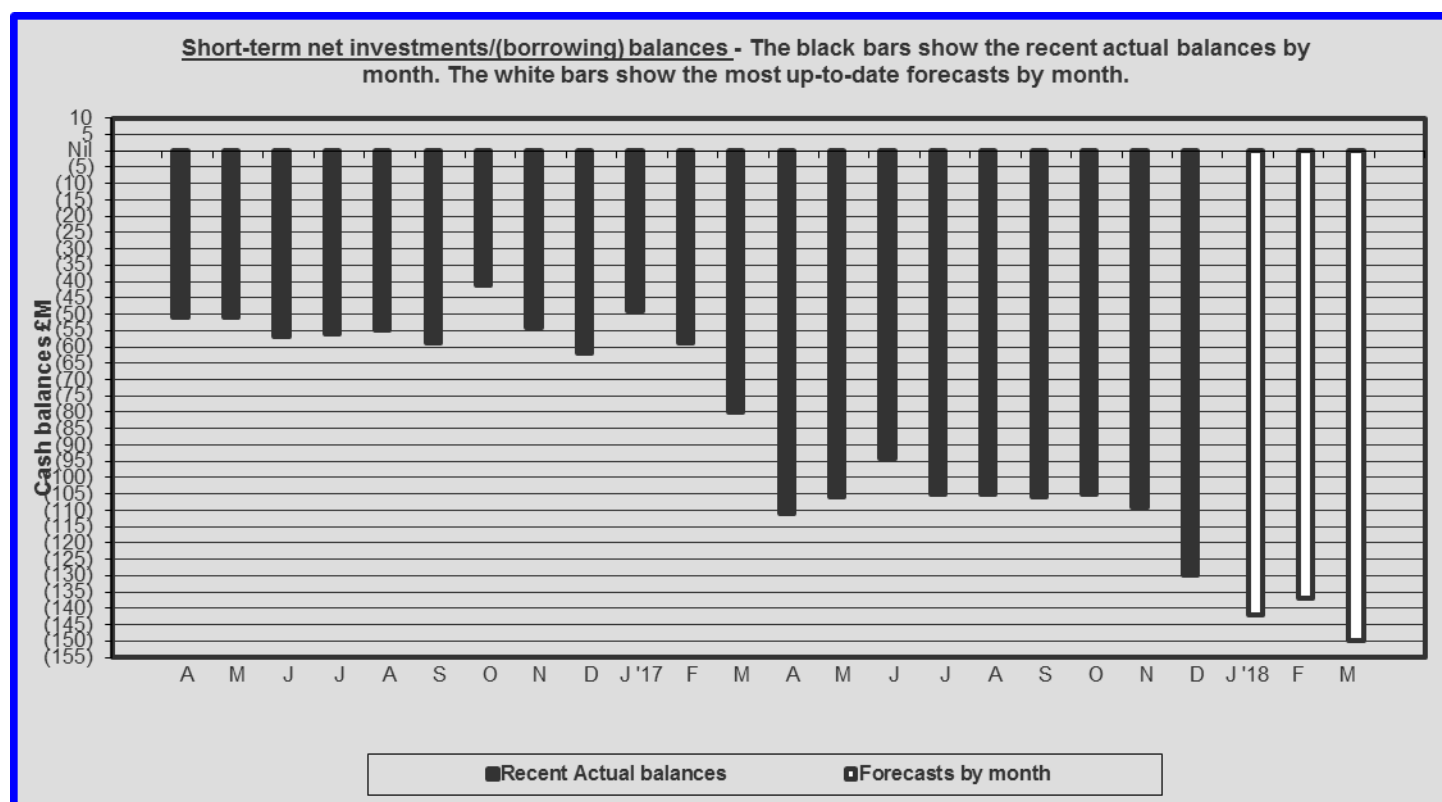
	<b>Total Scheme Budget</b>	<b>Spend as at 31/3/17</b>	<b>Budget Brought Forward 2016/17</b>	<b>Capital Programme 2017/18 as approved by Exec.</b>	<b>Total Available Budget 2017/18</b>	<b>Spend to Date April -Dec</b>	<b>Forecast to Year End</b>	<b>Forecast Variance</b>	<b>Notes</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Director Responsible for Children's Services</b>									
Devolved Capital to Schools	360	141	129	90	219	7	212	-	
Christ The King	5,160	5,117	(917)	960	43	-	-	-	
Westbury Feasibility Plan	555	541	14	-	14	-	-	-	
Woodlands Development Scheme	1,500	86	1,414	-	1,414	1,230	184	-	
Demolition Aspire	390	228	162	-	162	163	-	-	
Basic Need	3,238	260	2,177	801	2,978	14	-	-	
Condition	696	72	196	428	624	78	446	-	
Early Years	362	49	313	-	313	313	-	-	
Other Children's Schemes	643	528	79	35	114	30	84	-	
<b>Total Children's Services</b>	<b>12,904</b>	<b>7,022</b>	<b>3,567</b>	<b>2,314</b>	<b>5,881</b>	<b>1,835</b>	<b>926</b>	<b>-</b>	
<b>CAPITAL TOTAL</b>	<b>404,070</b>	<b>290,236</b>	<b>18,614</b>	<b>50,241</b>	<b>68,855</b>	<b>27,872</b>	<b>25,273</b>	<b>-</b>	



## Blackpool Council

Cash summary - budget, actual and forecast:

CASH FLOW - SUMMARY - 17/18							
FULL YEAR CASH FLOW ORIGINAL BUDGET (*)	APR-DEC CASH FLOW ORIGINAL BUDGET (*)	APR-DEC CASH FLOW ACTUAL	JAN - MAR CASH FLOW FORECAST	(*) THE CASH FLOW BUDGET IS CONSISTENT WITH THE REVENUE BUDGET AND THE CAPITAL PROGRAMME IN TOTAL. THE BUDGETED CASH FLOW PHASING IS BASED ON DETAILED EXPECTATIONS AND PAST EXPERIENCE	APR - DEC MORE / (LESS) CASH ACTUAL vs ORIGINAL BUDGET	JAN - MAR MORE / (LESS) CASH FORECAST vs ORIGINAL BUDGET	FULL YEAR MORE / (LESS) AS NOW FORECAST vs ORIGINAL BUDGET
£M	£M	£M	£M		£M	£M	£M
75	57	55	19	<b>RECEIPTS</b>			
105	86	71	19	Housing Benefit & Subsidy	(2)	1	(1)
12	9	10	3	Council tax and NNDR	(15)	-	(15)
27	20	27	6	VAT	1	-	1
87	66	77	26	RSG & BRR	7	(1)	6
98	73	88	25	Other Grants	11	5	16
3	3	320	9	Other Income	15	-	15
9	9	379	29	Money Market Transactions Received	317	9	326
				Receipt of Loans	370	29	399
416	323	1,027	136	<b>RECEIPTS - NORMAL ACTIVITIES</b>	704	43	747
9	7	7	2	<b>PAYMENTS</b>			
225	163	205	63	Police & Fire	-	-	-
-	-	-	-	General Creditors	(42)	(1)	(43)
104	78	108	23	RSG & BRR	-	-	-
68	51	49	16	Salaries & wages	(30)	3	(27)
90	95	656	137	Housing Benefits	2	1	3
496	394	1,025	241	Money Market Transactions Paid Out	(561)	(142)	(703)
				<b>PAYMENTS - NORMAL ACTIVITIES</b>	(631)	(139)	(770)
<b>(80)</b>	<b>(71)</b>	<b>2</b>	<b>(105)</b>	<b>NET CASH FLOW IN/(OUT)</b>	<b>73</b>	<b>(96)</b>	<b>(23)</b>
A	B	C	D		= C less B	= D less (A-B)	

Cash - short-term net investments/(borrowing) balances:

**Commentary on Cash Movements during the year:**

The summary on the previous page provides a comparison of the actual cash receipts and payments compared to the forecasted cash receipts and payments.

During the first 9 months of the year, the Council's net cashflow has resulted in fluctuations in short-term net investment/borrowing balances. However, overall temporary borrowing has increased since 31<sup>st</sup> March 2017 mainly due to a £36.7m up-front payment to the Lancashire County Pension Fund and the early repayment of the £18.4m Local Government Reorganisation (LGR) Debt to Lancashire County Council. The Council is currently using temporary borrowing to finance Prudentially-funded capital expenditure. While temporary investment rates and temporary borrowing rates are low the Treasury team is delaying taking any new long-term borrowing to fund planned capital expenditure. As a result the delay in taking new long-term borrowing means that interest charges are lower than expected. In contrast, the take-up of loans from the recently expanded Business Loans Fund is slower than anticipated and this means that an adverse variance is currently forecast for 2017/18.

The chart of actual and forecast month-end balances shows temporary investment and borrowing levels throughout the year. The forecast shows the level of borrowing that may be required to cover planned capital expenditure up to 31<sup>st</sup> March 2018.

## Blackpool Council

Balance Sheet / Working capital:

BALANCE SHEET 2017/2018				
LAST Y/END		CURRENT	CHANGE	NEXT Y/END
31 Mar 17 Actual £000s		31 Dec 17 Actual £000s	Movement since 31 Mar 17 £000s	31 Mar 18 Forecast £000s
777,280	Property, Plant and Equipment	805,152	27,872	830,000
32	Intangible Assets	32	-	-
36,436	Long-term Assets	55,709	19,273	65,534
	Current Assets			
41,583	Debtors	43,870	2,287	66,000
479	Inventories	404	(75)	475
9,878	Cash and cash equivalents	11,450	1,572	9,500
<b>865,688</b>	<b>Total Assets</b>	<b>916,617</b>	<b>50,929</b>	<b>971,509</b>
	Current Liabilities			
(91,697)	Borrowing Repayable within 12 months	(135,250)	(43,553)	(130,000)
(55,720)	Creditors	(53,840)	1,880	(52,000)
	Long-term Liabilities			
(84,701)	Borrowing Repayable in excess of 12 months	(91,772)	(7,071)	(94,700)
(16,073)	Capital Grants in Advance	(16,073)	-	(14,000)
(12,718)	Provisions	(13,765)	(1,047)	(14,000)
(365,166)	Other Long Term Liabilities	(346,724)	18,442	(345,000)
<b>239,613</b>	<b>Total Assets less Liabilities</b>	<b>259,193</b>	<b>19,580</b>	<b>321,809</b>
(58,846)	Usable Reserves	(56,580)	2,266	(52,267)
(180,767)	Unusable Reserves	(202,613)	(21,846)	(269,542)
<b>(239,613)</b>	<b>Total Reserves</b>	<b>(259,193)</b>	<b>(19,580)</b>	<b>(321,809)</b>

Commentary on the key issues:

In order to provide a complete picture of the Council's financial performance, the above table provides a snapshot of the General Fund balance sheet as at the end of month 9. The key areas of focus are any significant movements in debtors, cash and cash equivalents, bank overdraft and creditors as these impact upon the Council's performance in the critical areas of debt recovery, treasury management and Public Sector Payment Policy.

The balance sheet has been prepared under International Financial Reporting Standards (IFRSs). Temporary investments are included within cash and cash equivalents along with bank balance and cash in hand. Usable reserves include unallocated General Fund reserves and earmarked revenue reserves. Unusable reserves are those that the Council is not able to use to provide services. This category includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets were sold.

Over the 9-month period there has been a reduction in other long-term liabilities of £18.4m. This reduction is due to the repayment of loan debt with Lancashire County Council relating to the Local Government Reorganisation of 1998. This debt has been replaced with short-term borrowing for the time being. The remaining increase in short-term borrowing of £25.2m and an increase in long-term borrowing of £7.1m reflects borrowing in advance at low interest rates to fund the capital programme (£27.9m) and to fund the increase in long-term assets (£19.3m). The increase in long-term assets is due to an increase in business loans granted and the purchase of shares in Blackpool Airport.

<b>Report to:</b>	<b>TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Andrew Foot, Head of Housing
<b>Date of Meeting:</b>	21 February 2018

## TRANSIENCE PROGRAMME AND SELECTIVE LICENSING

### 1.0 Purpose of the report:

1.1 To consider an update on the evaluation of the Transience Programme and Selective Licensing.

### 2.0 Recommendation(s):

2.1 To comment upon the report and highlight any areas for further scrutiny.

### 3.0 Reasons for recommendation(s):

3.1 To keep the Committee updated and ensure that progress has been achieved.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered: None

### 4.0 Council Priority:

4.1 The relevant Council Priority is:

“Communities: Creating Stronger Communities and Increasing Resilience”.

### 5.0 Background information

5.1 At the meeting of 21 July 2016, the Committee requested that an evaluation report of the Transience Programme be considered at a future meeting once it had been completed. Members also requested an update on how the programme was being marketed. This report sets out the initial work on evaluation of the Transience Programme and recent work to evaluate the impact of Selective Licensing in the

South Beach area that was reported to Executive on 15 January 2018.

- 5.2 The dominance of poor quality privately rented housing, often converted from former guest houses, has led to intense concentrations of deprivation, and an environment that fosters poor health, crime, welfare dependence and lack of opportunity in inner Blackpool. This in turn leads to local partners having to commit significant resources in responding to acute health, social care, educational and employment needs as well as dealing with crime and anti-social behaviour.
- 5.3 The Transience Programme is aligned and coordinated with the implementation of Selective Licensing inspections of private rented properties. It introduces a pro-active preventative doorstep and drop in approach to public service delivery, linked to wider initiatives to improve housing, supporting and expanding community groups and provision and improving the attractiveness of deprived communities.
- 5.4 The Transience Programme has been externally funded since 2015, following a successful bid for Transformation Challenge Award (TCA) funding that enabled work to move from South Beach into Claremont and then the Central area of Blackpool. The Programme was due to end in March 2018 but there has been sufficient funding to enable an extension of the programme to September 2018.
- 5.5 An evaluation has been commissioned so that it can inform the transition to a new model of neighbourhood service delivery in inner Blackpool at the end of the Programme. The evaluation will set out whether the approach has been effective, what can be done better or what is missing, and what elements are most important to retain when the funding comes to an end. This will then enable a succession plan to be developed by summer 2018.
- 5.6 The evaluation will be completed by the end of March 2018. So far, only initial findings based primarily on stakeholder interviews have been provided, with further work on outcomes within the area, including the views of local residents, still to be completed.
- 5.7 The initial report sets out the objectives, a theory of change, and findings from stakeholders. The positive findings include:
- The Programme has picked up significant numbers of people and properties needing intervention but which would otherwise have gone unnoticed.
  - The work has prevented issues from escalating into acute need.
  - The work has improved connections between services to help get better and quicker outcomes for service users
  - Multi-agency working enables services to understand and address issues that would not otherwise be identified.
  - Skills and knowledge have been shared between services so that more issues are

identified and intelligence shared.

- Staff have been motivated by being able to deliver a better service to residents through multi-agency working. The right allocation of individuals and effective management was important to success and had worked well in some areas but not others.

#### 5.8 Areas for improvement include:

- There has not been a consistently clear view of the aims, objectives, and roles of each partner
- Licensing is still not recognised by landlords as being effective
- Some organisations have not always allocated sufficient resources to the work
- Evaluation of outcomes has been limited during the programme - monitoring has focused on activity, and has in some cases been hampered by the lack of availability of the right information.
- There is still a need for better coordination of voluntary sector activities within the inner neighbourhoods.

#### 5.9 Draft recommendations from the initial report include:

- It remains important to address the primary driver of transience of an over-supply of poor quality, easily accessible, accommodation in inner Blackpool by seeking local control of Local Housing Allowance levels.
- A more systematic link should be established between the work of the housing enforcement team and Blackpool Housing Company so that every opportunity is taken to offer landlords a way out when their properties require significant investment.
- Ensure agreement on a clear theory of change to guide the future work of the Transience Programme so that all partners have the same understanding of how the aims will be delivered.
- Adopt a new outcomes focussed monitoring framework. This will be developed as part of the current evaluation work.
- Implement mobile technology for data collection, for the People's Team as well as for housing enforcement officers.
- All partners need to collect data on the support offered to individuals that can then be aggregated; currently data is not collected and shared consistently at the level of individuals.
- Further develop the low level mental health support that is immediately available to individuals identified through the Transience Programme work.

#### 5.10 With regard to the marketing of the Transience Programme, there has been a reluctance to give a high profile to work which is so embedded within the property inspection programme linked to selective and additional licensing. It is also time

limited with uncertainty currently on how elements of the work will continue beyond the end of the Transformation Challenge Award funding in September 2018. The challenge now is to ensure that there is a clear succession plan as soon as possible after the evaluation has been completed and that all partners and local residents are made aware of the plans for neighbourhood service delivery in each area going forward.

- 5.11 An evaluation has also been completed of the Selective Licensing Scheme that ran in the South Beach area from March 2012 - March 2017, with a report which went to the Executive on 15 January 2018. A copy of the report is attached at Appendix 8 (a). Selective licensing requires that private landlords obtain a licence and comply with licence conditions for each property that they let within the designated area.
- 5.12 The evaluation found that selective licensing powers have enabled local authority enforcement officers to gain access to nearly all of the private rented properties in the area through a comprehensive inspection programme to check compliance with licensing conditions. Without licensing, local authorities can only require landlords to provide access to their properties where there is reason to believe that the property standards are in breach of Housing Health and Safety Rating System requirements, usually following complaints.
- 5.13 The inspection programme has led to thousands of property condition issues being identified and addressed. In South Beach, 85 enforcement notices and 737 schedules of work were issued during the licensing programme period. The large majority of these would not have been picked up and addressed without licensing.
- 5.14 The statutory ground for introducing the scheme in South Beach was high levels of anti-social behaviour (ASB) linked to privately rented properties. The dedicated ASB officer has worked with landlords and residents to help resolve complaints of ASB in the licensing area. This officer has encouraged safe reporting of ASB, encouraging tenants and landlords to acknowledge their responsibilities and make a real difference in improving the South Beach community. From the introduction of licensing in South Beach to the end of the programme, ASB levels have fluctuated, but there has been an overall trend of a small rise in ASB reports linked to private rented properties from the start of the programme in 2012-2013 before a reduction by the end of the five year period.
- 5.15 As well as enabling compliance with licence conditions to be checked, support has been offered to vulnerable tenants through the Transience Programme, and the Police and Fire and Rescue Service have also been able to identify and respond to issues that would not otherwise have been identified. Across the area nearly half of all the residents met through the multi-agency inspection programme have received some form of intervention, including access to a GP or a dentist, support for improved mental or physical health, social isolation, or employment or volunteering



opportunities.

- 5.16 Additional funding from the Transience Programme has secured the ASB Officer to remain based in the South Beach area until September 2018, when that funding programme runs out. This resource continues to respond to residents and landlords in resolving incidents of ASB.
- 5.17 The need for a further licensing scheme in South Beach has been kept under review, in anticipation of an extension of the scope of Houses of Multiple Occupation (HMO) Mandatory Licensing by Government following consultation in December 2016. The Ministry for Communities and Local Government (formerly known as Department for Communities and Local Government or DCLG) published its response to consultation in late December 2017, confirming a small extension to the scope of the scheme. Work will now be carried out to understand what this means for South Beach, and then ascertain what further action and resource is still required in this area to ensure that progress is maintained and that residents feel safe, secure and supported in their communities.
- 5.18 In conclusion, the Transience Programme and Selective Licensing in South Beach have delivered support for many hundreds of residents and significant improvements in property conditions. Following the completion of the Transience Programme evaluation, a succession plan will be developed to take forward the findings and incorporate the key elements of the Transience Programme into developing neighbourhood service delivery models. The unique focus of the model is an emphasis on pro-actively reaching out to residents who need support, linking up with the development of community activities, and delivering improvement across a whole neighbourhood. Emerging work on family centres and joined up delivery of health and social services at the neighbourhood level present an excellent opportunity to continue to deliver this kind of pro-active support.

Does the information submitted include any exempt information?

No

**List of Appendices:**

Appendices 8 (a) - Executive Report (South Beach Selective Licensing Evaluation Report)  
Appendices 8 (b) - South Beach Selective Licensing Evaluation Report

**6.0 Legal considerations:**

6.1 None

**7.0 Human Resources considerations:**

7.1 The human resources implications of the ending of Transformation Challenge Award funding for the Transience Programme will be determined as part of the succession plan.

**8.0 Equalities considerations:**

8.1 None applicable

**9.0 Financial considerations:**

9.1 The full costs of the Transience Programme to the end of September 2018 will be met from the Transformation Challenge Award.

**10.0 Risk management considerations:**

10.1 The principal risk at this point is that there is no ordered transition from the work of the Transience Programme into future neighbourhood service delivery. The evaluation has been commissioned to determine which elements have been most effective and to plan for support for vulnerable individuals and communities beyond September 2018.

**11.0 Ethical considerations:**

11.1 None

**12.0 Internal/ External Consultation undertaken:**

12.1 None

**13.0 Background papers:**

13.1 None

## Appendix 8 (a)

<b>Notice of</b>	<b>EXECUTIVE</b>
<b>Decision Number:</b>	EX1/2018
<b>Relevant Officer:</b>	Andrew Foot, Head of Housing
<b>Relevant Cabinet Member:</b>	Councillor Mrs Christine Wright, Cabinet Member for Housing
<b>Date of Meeting:</b>	15 January 2018

### EVALUATION OF SELECTIVE LICENSING IN THE SOUTH BEACH AREA

#### 1.0 Purpose of the report:

1.1 This report updates the Executive on the Selective Licensing scheme in the South Beach area which ran from March 2012 - March 2017. It sets out a review of the impact of selective licensing in South Beach, and looks at what the scheme has achieved for the area.

#### 2.0 Recommendation(s):

2.1 To note the review of the operation of the South Beach Selective Licensing Scheme.

#### 3.0 Reasons for recommendation(s):

3.1 Selective Licensing is a key component of the Council's approach to address issues commonly occurring as a result of poor quality privately rented accommodation; it can improve management, reduce the impact of anti-social behaviour arising from privately rented homes and help improve the quality of life for local residents. An evaluation ensures that future policy is based on evidence and best practice.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

None, evaluation of the scheme is essential to ensure the Council's future actions are in line with best practice.

#### **4.0 Council Priority:**

4.1 The relevant Council Priority is:

“Communities: Creating stronger communities and increasing resilience”

#### **5.0 Background Information**

5.1 A Selective Licensing scheme ran in the South Beach area from March 2012 - March 2017. The scheme was adopted because in 2012 the area had high levels of anti-social behavior associated with private rented property in the area and it was believed that the introduction of a Selective Licensing scheme along with other measures would improve management of privately rented properties and thereby lead to an improvement in the social conditions in the area. Selective Licensing requires that private landlords obtain a licence and comply with licence conditions for each property that they let within the designated area.

5.2 Selective Licensing was intended to be one of part of a wider series of measures to promote improvements in the management of private rented properties, increasing standards across the sector. This approach included supporting existing residents and establishing a stronger community, and a better residential offer for the area.

5.3 Full findings from the South Beach scheme are detailed in this report at Appendix 2a.

#### **5.4 Key Findings**

5.5 Selective Licensing powers have enabled local authority enforcement officers to gain access to nearly all of the private rented properties in the area through a comprehensive inspection programme to check compliance with licensing conditions. Without licensing, local authorities can only require landlords to provide access to their properties where there is reason to believe that the property standards are in breach of Housing Health and Safety Rating System requirements, usually following complaints.

5.6 The inspection programme has led to thousands of property condition issues being identified and addressed. In South Beach 85 enforcement notices and 737 schedules of work were issued during the licensing programme period. The large majority of these would not have been picked up and addressed without licensing.

5.7 The statutory ground for introducing the scheme in South Beach was high levels of

anti-social behaviour linked to privately rented properties. The dedicated Anti-Social Behaviour Officer has worked with landlords and residents to help resolve complaints of anti-social behaviour in the licensing area. This officer has encouraged safe reporting of anti-social behaviour, encouraging tenants and landlords to acknowledge their responsibilities and make a real difference in improving the South Beach community. From the introduction of licensing in South Beach to the end of the programme, anti-social behaviour levels have fluctuated, but there has been an overall trend of a small rise in anti-social behaviour reports linked to private rented properties from the start of the programme in 2012/13 before a reduction by the end of the 5 year period.

5.8 As well as enabling compliance with licence conditions to be checked, support has been offered to vulnerable tenants through the Transience Programme, and the Police and Fire Service have also been able to identify and respond to issues that would not otherwise have been identified. Across the area nearly half of all the residents met through the multi-agency inspection programme have received some form of intervention, including access to a GP or a dentist, support for improved mental or physical health, social isolation, or employment or volunteering opportunities.

5.9 Next Steps

5.10 Additional funding from the Transience Programme has secured the Anti-Social Behaviour Officer to remain based in the South Beach area until September 2018, when that funding programme runs out. This resource continues to respond to residents and landlords in resolving incidents of anti-social behaviour.

5.11 The need for a further licensing scheme in South Beach has been kept under review in anticipation of an extension of the scope of HMO Mandatory Licensing by Central Government following consultation in December 2016. The Department for Communities and Local Government published their response to consultation in late December 2017, confirming a small extension to the scope of the scheme. Work will now be carried out to understand what this means for South Beach, and then ascertain what further action and resource is still required in this area to ensure that progress is maintained and that residents feel safe, secure and supported in their communities.

5.13 Is the Corporate Delivery Unit aware of this report? Yes

The Corporate Delivery Unit has been central in the evaluation of the Selective Licensing scheme. The Unit assisted in the delivery of the evaluation.

5.14 Does the information submitted include any exempt information? No

5.15 **List of Appendices:**

Appendix 8 (b): Selective Licensing Evaluation for South Beach

6.0 **Legal considerations:**

6.1 None.

7.0 **Human Resources considerations:**

7.1 There is a continued presence in South Beach of an Anti-Social Behaviour Officer and a dedicated Housing Enforcement Officer.

8.0 **Equalities considerations:**

8.1 An Equalities Impact Assessment was completed on the original proposal to meet the requirements of Section 149 of the Equality Act 2010. The assessment found that the selective licensing proposal would not adversely affect people with any of the key protected characteristics.

9.0 **Financial considerations:**

9.1 Funding for the continuing dedicated roles in South Beach will end in September 2018.

10.0 **Risk management considerations:**

10.1 The principal risk is that progress made in South Beach will be lost over time if property conditions deteriorate or there is a resurgence in anti-social behaviour linked to poor property management. Conditions in the area will continue to be monitored and the need for further licensing reviewed.

11.0 **Ethical considerations:**

11.1 None.

12.0 **Internal/ External Consultation undertaken:**

12.1 None.

13.0 **Background papers:**

13.1 None.

**14.0 Key decision information:**

- 14.1 Is this a key decision? Yes
- 14.2 If so, Forward Plan reference number: 3/2017
- 14.3 If a key decision, is the decision required in less than five days? No
- 14.4 If **yes**, please describe the reason for urgency:

**15.0 Call-in information:**

- 15.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No
- 15.2 If **yes**, please give reason:

**TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE**

**16.0 Scrutiny Committee Chairman (where appropriate):**

Date informed: 5 January 2018 Date approved:

**17.0 Declarations of interest (if applicable):**

17.1 None.

**18.0 Executive decision:**

18.1 The Executive agreed the recommendation as outlined above namely:

To note the review of the operation of the South Beach Selective Licensing Scheme.

**18.2 Date of Decision:**

15 January 2018

**19.0 Reason(s) for decision:**

Selective Licensing is a key component of the Council's approach to address issues commonly occurring as a result of poor quality privately rented accommodation; it can improve management, reduce the impact of anti-social behaviour arising from privately rented homes and help improve the quality of life for local residents. An evaluation ensures that future policy is based on evidence and best practice.

**19.1 Date Decision published:**

16 January 2018

**20.0 Executive Members in attendance:**

20.1 Councillor Blackburn, in the Chair

Councillors Benson, Campbell, Cross, Jackson, Kirkland, Smith, I Taylor and Mrs Wright

(Apologies were received from Councillor Cain who elsewhere on official Council business.)

**21.0 Call-in:**

21.1

**22.0 Notes:**

22.1 The following non-Executive member was in attendance: Councillor L Taylor.



## The South Beach Selective Licensing Scheme - Key Findings and Lessons Learned

### 1.0 Introduction

Blackpool Council's first Selective Licensing programme was introduced in the South Beach area in March 2012 for a period of five years. The scheme was adopted due to high levels of anti-social behaviour associated with private rented property in the area and it was believed that the introduction of a selective licensing scheme along with other measures would improve management of privately rented properties and thereby lead to an improvement in the social conditions in the area.

#### 1.1 The objectives for the Licensing Scheme in South Beach were to:

- Improve property standards within the private rented sector;
- Reduce transience and churn by attracting a good calibre of residents, encouraging them to settle in the area on a long term basis, helping to create stable communities;
- Help raise perceptions of the area amongst residents and the wider community;
- Reduce the levels of anti-social behaviour and crime.

#### 1.2 Selective Licensing was intended to be one of part of a wider series of measures to promote improvements in the management of private rented properties, increasing standards across the sector. Blackpool Council looked to also provide:

##### (a) A better residential offer

Actions have been taken to address the underlying imbalance in the housing offer in South Beach and ensure that the on-going transition from guest house to residential use leads to a mix of better quality homes. Investment at Crystal Road and Rawcliffe Street did help establish better residential character and home ownership but were limited in extent and came to an end early into the life of the selective licensing scheme. The Foxhall Village development has also added to the mixed residential offer, with a higher standard of property and levels of home ownership, leading to a more sustainable community. At the end of the programme, My Blackpool Home has been able to acquire properties in this area, reduce their density, and bring them up to a more desirable standard.

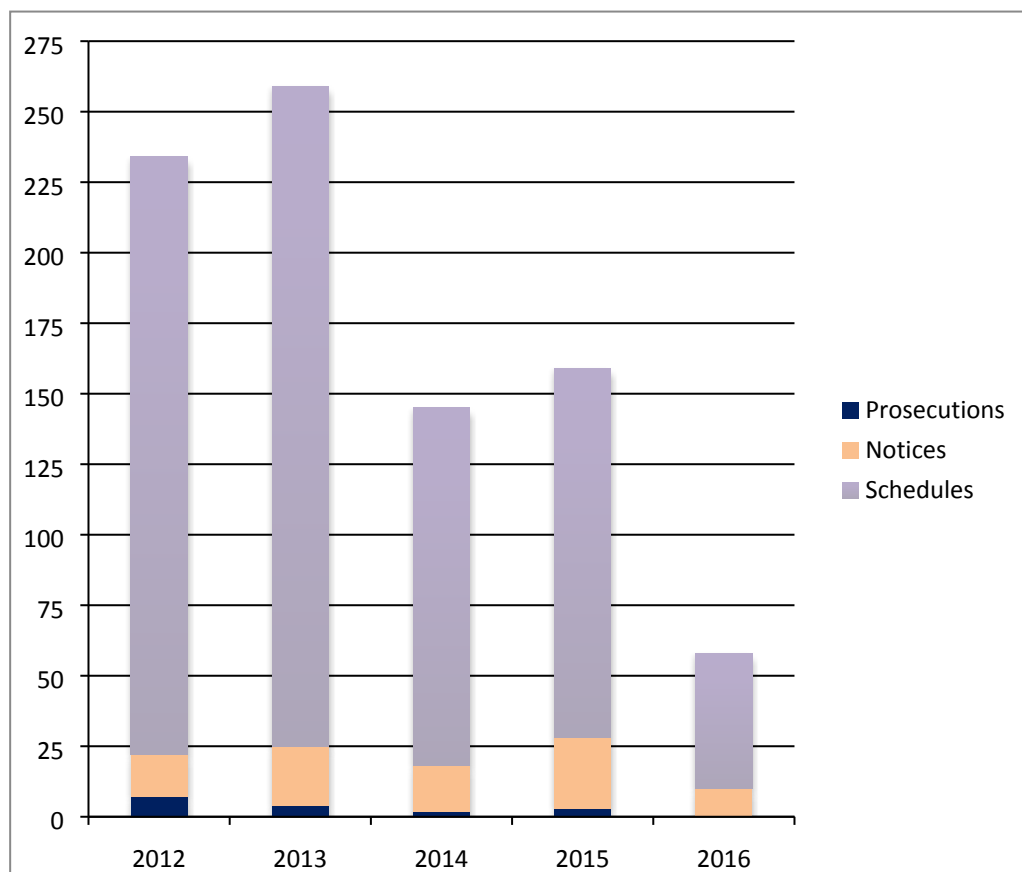
(b) Supporting existing residents and establishing a stronger community

While Selective Licensing addressed property management in the private rented sector, other measures also sought to help tackle anti-social behaviour and enable residents to become more settled. In particular, investment by Public Health in a small team to reach out to residents and get them plugged into support and community activities has run alongside the licensing programme. This formed an important part of the comprehensive property inspection programme that ran across the area for 12-15 months from late 2012. A community drop-in to provide mutual support for isolated individuals has continued at St Peter's Church throughout the programme.

- 1.3 The inspection programme ensured compliance with the licensing conditions, and was also used to identify any other property condition issues. The inspections were undertaken in partnership with the Police and Fire Service. The Police were available to deal with any illicit activity and offer reassurance to residents and the Fire service carried out fire safety checks; gave advice and fitted free smoke detectors.
- 1.4 An Anti-Social Behaviour Officer was based in the area and dealt with enquiries and complaints of anti-social behaviour from landlords and tenants. The dedicated Anti-Social Behaviour Officer encouraged higher levels of reporting through an increased capacity to resolve complaints.

## 2.0 A review of the impact of licensing on poor property condition

2.1 The licensing scheme has led to significant work to address poor property conditions; 752 schedules of work were issued to landlords for breaching the basic Housing Health and Safety Rating System standards, with 87 notices served, and 16 prosecutions for failure to take the required action.



This is in an area of 875 licensed properties. The reducing number of schedules and notices over time reflects both a less intensive approach after the initial inspection programme, but also improving conditions in the area.

2.2 Licensing schemes of this nature have allowed officers to get behind the doors of some of the most vulnerable people in our town. The multi-agency approach has allowed the Council to address poor property conditions whilst at the same time actively working with landlords and tenants to address these vulnerabilities, and educate landlords on providing better standards of management for their tenants.

- 2.3 Thanks to the multi-agency approach taken to the inspection programme, by the end of the scheme over 48% of South Beach residents had received some level of engagement, from registration with basic health services, to support into employment.
- 2.4 Lancashire Fire and Rescue Service were able to offer free fire safety advice, whilst also assisting landlords in risk management within their properties, in some cases significantly decreasing the chance of a fire related incident.
- 2.5 Blackpool Council commissioned research to explore stakeholders' perceptions of the South Beach licensing scheme. The majority of stakeholders were generally positive about selective licensing and both its role in improving standards across the private rented sector and the wider approach to improving people's lives within the area.
- 2.6 Overall the multi-agency approach was well received by stakeholders, reflecting positively on the impact on staff morale and adopting new working models; interventions and support have been successfully offered to individuals who were 'under the radar' and would not have been identified by other methods. Stakeholders felt that more planning before the scheme started would have strengthened the understanding of all partners of expected outcomes, roles and responsibilities and information sharing requirements.
- 2.7 However, some other stakeholders were unclear of the impact that the scheme has had on the area, with landlords in particular critical of some of the approaches and communication. More work is needed to build the relationship between public sector agencies and landlords, particularly around communication and enabling better landlords to play a greater role in delivering positive outcomes in the area.

### **3.0 A review of the impact of licensing on Anti-Social Behaviour and Crime reporting <sup>1</sup>**

- 3.1 Provided below is an overview of anti-social behaviour and crime data for the South Beach area. For both anti-social behaviour and crime, the first graph details average anti-social behaviour /crime data for privately rented properties in the area, which has been mapped for us by the Police analyst using northings and eastings information. The second graph provides average anti-social behaviour /crime data for the whole of the licensed area, regardless of tenure. The curved line across each graph represents the mean average over the data period.
- 3.2 Anti-social behaviour in both the privately-rented sector properties and full area graphs highlights the increased reporting of anti-social behaviour during the summer months, due to increased levels particularly around youth nuisance during this

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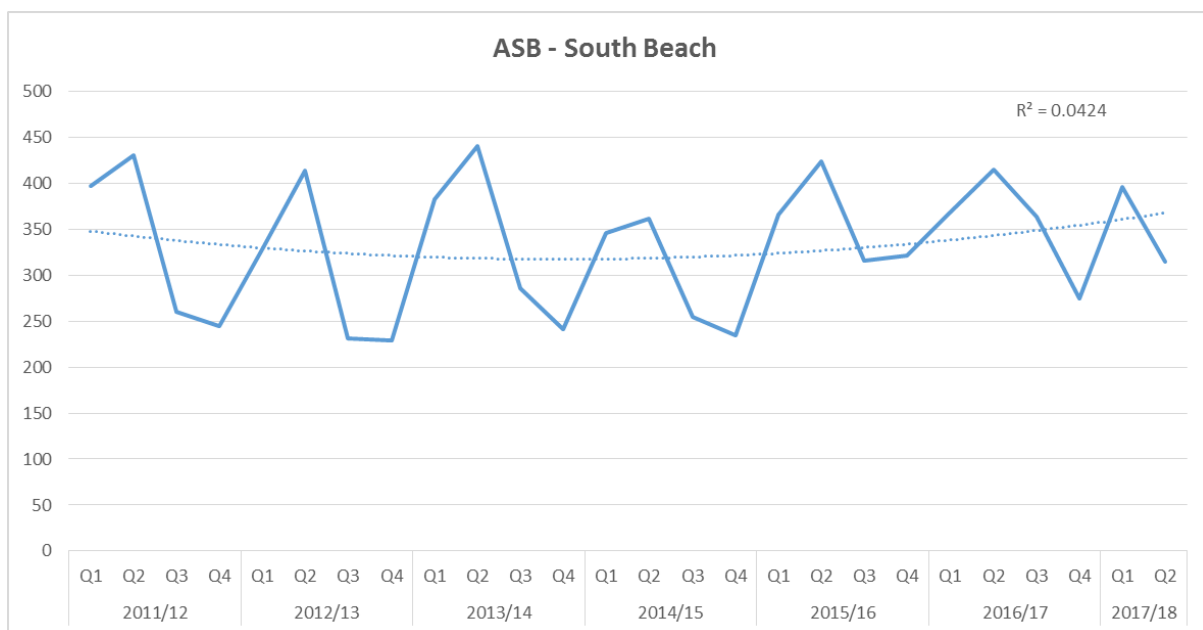
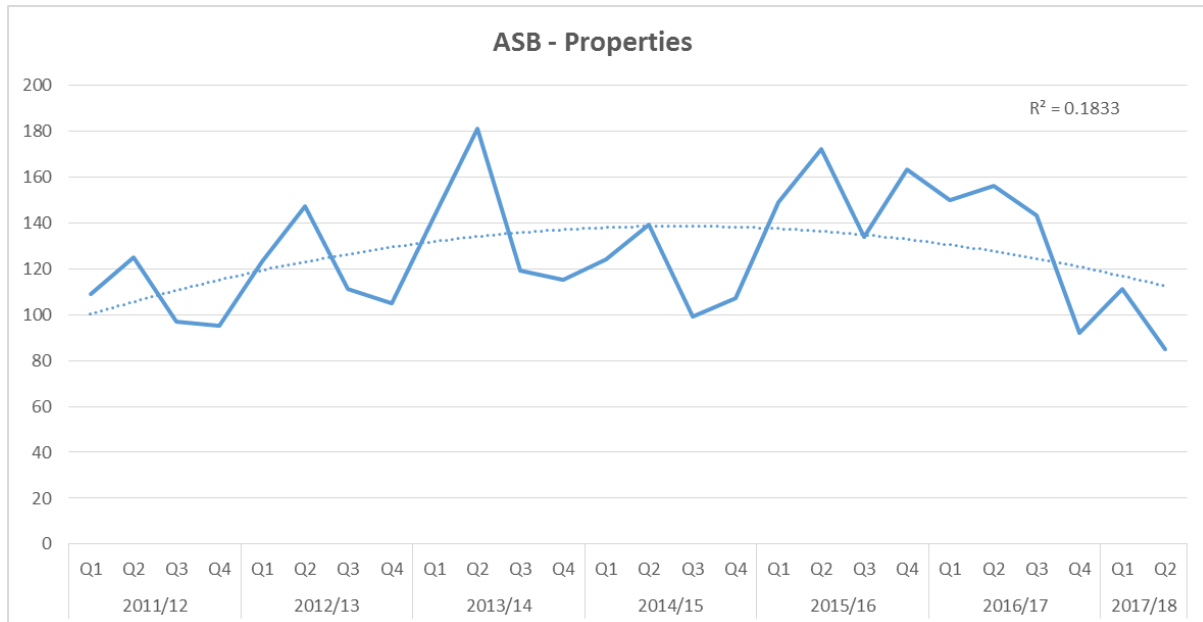
<sup>1</sup> ASB and Crime figures provided by Lancashire Constabulary

period. This peak can be seen for each year consistently. The mean average over the data period shows that levels of anti-social behaviour have remained fairly static, seeing a reduction at the end of the scheme compared to the beginning.

- 3.3 There are many factors affecting reported levels of anti-social behaviour. For example, increased resources in an area may in fact result in an increase in reporting – residents feeling empowered and confident to report without fear of reprisals. The presence of an Anti-Social Behaviour Officer in the area should encourage this increased level of reporting.
- 3.4 The Anti-Social Behaviour Officer in the area has been working to resolve incidents in South Beach. A local residents group has lobbied to retain this role because they can report matters in confidence and know that action will be taken. Detailed below are some case studies where the role has seen positive results:
- The Police were in receipt of low level intelligence regarding street level drug dealing. Intelligence was not sufficiently verified to obtain a warrant in respect of the address. Working with the Anti-Social Behaviour Officer and local Neighbourhood Policing Officers they visited neighbouring properties and obtained statements under anti-social behaviour legislation (anonymised). Following on from this they created a “Cone Cam”; a motion activated camera concealed within a traffic cone, to monitor the rear of the premises. Over several weeks they were able to demonstrate sufficient suspicious activity and obtain relevant intelligence to justify a drugs warrant. Following the execution of the warrant, drugs activity ceased and local businesses and residents expressed their thanks;
  - A tenant with drug and alcohol issues causing annoyance to local residents. The Anti-Social Behaviour Officer began by speaking with the landlord who stated he had done all he could and was now pursuing an eviction. The Anti-Social Behaviour Officer assisted him by issuing a Community Protection Warning and arranging for the support team to engage with the tenant. Over a period of several months the Anti-Social Behaviour Officer paid regular visits to tenant and ultimately issued a Community Protection Notice. The Anti-Social Behaviour Officer then supported the landlord further by supplying an evidential statement regarding interventions with the tenant in order to assist him in obtaining a possession order;
  - A vulnerable couple were being victimised by local youths over a period of several months resulting in a large number of Police logs and call outs. The Anti-Social Behaviour Officer sourced funding for target hardening measures at the couples’ address. He then developed action plan with local Police to ensure a number of disruption tactics including the overt installation of two cameras. As result of these measures the ASB Officer succeeded in identifying two local youths who were

subsequently interviewed and cautioned by Police colleagues. As a result the number of incidents dropped to zero.

### South Beach anti-social behaviour Figures 2011/12 – 2017/18



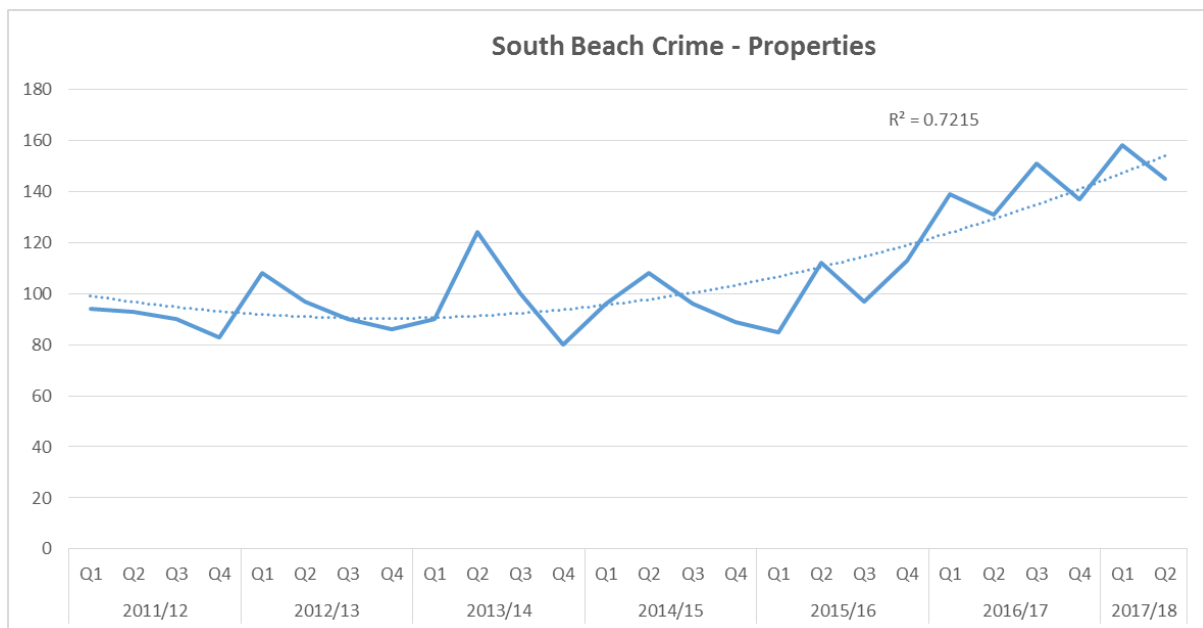
3.5 Crime figures in the area have shown an increase. We are working with Lancashire Constabulary to break this down and understand why this is the case. However what we are able to determine at this point is that according to the most recent published

ONS Crime data,<sup>2</sup> crime across England and Wales has gone up consistently. Some of the suggested reasons for this include continuing improvements made to recording systems within Police forces across the country and also of course, genuine increases in some categories of crime.

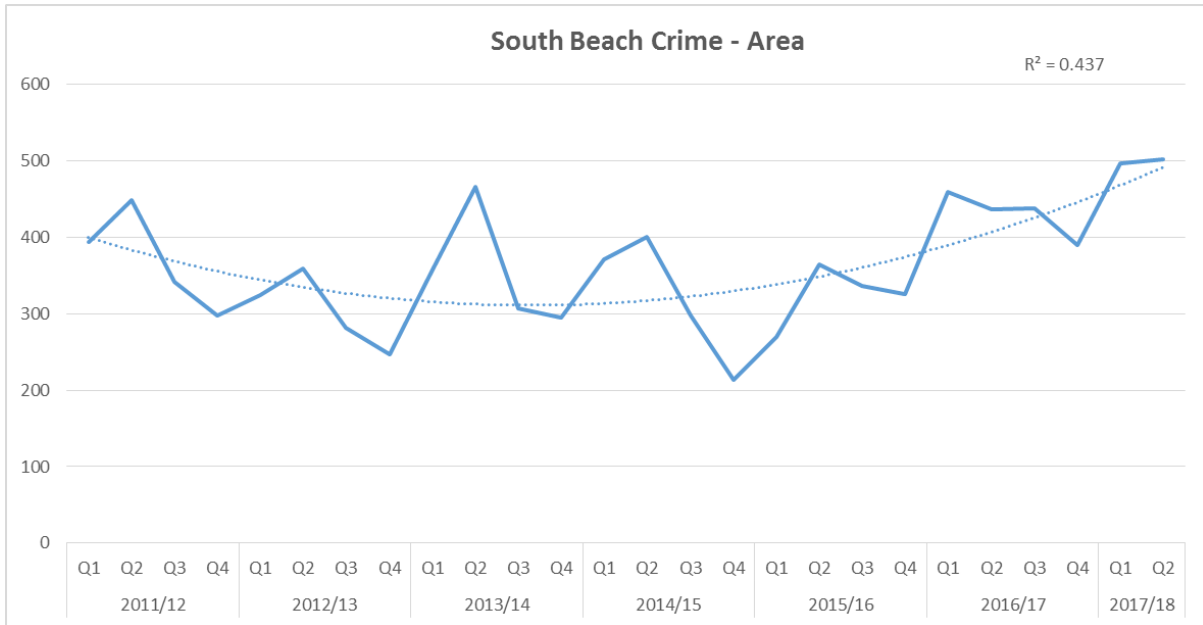
3.6 Data obtained from Lancashire Constabulary – which at the time of writing this report is provisional and has not yet been finalised nor published by ONS – shows that **bar one** Police Force across England and Wales, **all** have seen significant increases in crime.

3.7 The provisional data comparison from April - August 2017 compared with the same period in 2016, shows an approximate increase in crime of 16% across Lancashire. The provisional figures show an estimated average increase of around 24%, with some other Police Forces in the North West seeing increases of over 50%.

### South Beach Crime Figures 2011/12 – 2017/18



<sup>2</sup> Crime in England and Wales: year ending June 2017. Obtained from [www.ons.gov.uk](http://www.ons.gov.uk)



#### 4.0 Conclusion

- 4.1 Deprivation levels across the inner areas of Blackpool are the highest in the country. Selective Licensing in South Beach has enabled the comprehensive inspection programme to access and support the most vulnerable individuals and families, and get behind the front doors of the properties in which they live. Poor property condition has been identified across the area; and housing enforcement officers have had to step in and issue many hundred schedules of work to bring these properties up to the minimum standard as detailed in the Housing, Health and Safety Rating System.
- 4.2 Multi-agency working has assisted in tackling the most prolific offenders in the area and encouraged heightened reporting of anti-social behaviour from residents, tenants and landlords alike. Officers have supported the South Beach community and provided extra resources to tackle the issues of most importance to those who live there.



<b>Report to:</b>	<b>TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Neil McArdle, Network Planning Officer
<b>Date of Meeting:</b>	21 February 2018

## HIGHWAYS ENGINEERING SERVICE - LEAN REVIEW

### 1.0 Purpose of the report:

1.1 To consider the LEAN Review of the Highways Engineering Services and efficiencies identified.

### 2.0 Recommendation(s):

2.1 To comment upon the report and highlight any areas for further scrutiny.

### 3.0 Reasons for recommendation(s):

3.1 To ensure constructive and robust scrutiny of the report. It is also a requirement of the Department for Transport's self-assessment to maintain the incentive funding level.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered: N/A

### 4.0 Council Priority:

4.1 The relevant Council Priorities are

“The economy: Maximising growth and opportunity across Blackpool”

“Communities: Creating stronger communities and increasing resilience”

### 5.0 Background information

5.1 This report reviews the Highways Engineering Service's current practices and rates.

5.2 The report looks at the internal processes of the Engineering Services team at Layton and compares rates against external organisations and other local authorities and demonstrates Value for Money (VfM). It also identifies some future efficiencies, some of which have already been made.

**List of Appendices:**

Appendix 9 (a) - Lean Review

Appendix 9 (b) - detailed findings and solutions

Does the information submitted include any exempt information?

No

**6.0 Legal considerations:**

6.1 None

**7.0 Human Resources considerations:**

7.1 None

**8.0 Equalities considerations:**

8.1 None

**9.0 Financial considerations:**

9.1 None

**10.0 Risk management considerations:**

10.1 None

**11.0 Ethical considerations:**

11.1 None

**12.0 Internal/ External Consultation undertaken:**

12.1 None.

**13.0 Background papers:**

13.1 [Department for Transport - Self-Assessment for Incentive Funding](#)

# Blackpool Council

## Highways and Traffic Services

### LEAN Review 2017/18

Blackpool Council



## **Background**

Blackpool Council's road network is one of the authority's biggest and most valuable assets, worth £648m.

Blackpool's road network is a vital element of the town's local economy. Over 64,000 residents have access to a motor vehicle in Blackpool, while 44% of tourists use the town's highways network to visit the town. Over 17 million tourists visit each year, contributing around £33bn to the economy and supporting around 24,000 jobs.

Maintaining and upgrading the road network to a high standard:

- ensures safe and sustainable access to shops, schools, healthcare and other amenities for residents
- enables efficient business operations
- provides good access routes for visitors into and around the town

## **Investment in the road network**

Blackpool Council has a Road Asset Management Strategy (RAMS) that analyses the requirements for its road network and carries out treatments in the most cost-effective and timely way.

Through Project 30, Blackpool Council has invested heavily over the last five years, with a £30m project resurfacing 40 miles of carriageway and footway. As well as improving 20% of the entire network, this investment also targeted areas of the town that had high levels of highway insurance claims from members of the public. Project 30 has now been successfully completed.

The project, assisted by recent government reforms on claims, has substantially reduced the pay-outs for tripping claims from 2010 which was almost £2m to £282k in 2016/17. This looks to go even further with total pay-outs in November 2017 only reaching £75k with four months of FY 2017/18 to go. Every member of the highways team was involved in this project and, since its completion, have continued to work on reducing the risk of highway defects resulting in insurance claims.

In addition to Project 30, a £3.6m project, funded from prudential borrowing, delivered repair and renewal works to Yeadon Way, a vital thoroughfare into the town from the M55. This project was completed on time and under budget.

Blackpool Council was successful in a bid for funding via the Department for Transport's Highway Challenge Fund and the Local Enterprise Partnership. The funding supports a bridge maintenance investment programme of over £11m, which is currently ongoing until 2018/19. Many of these bridges are in a poor state of repair. The investment programme

will ensure that all 10 bridges are brought up to a good standard, to prevent the future risk of sudden failure and the associated economic and social impact on the town.

Investment on an annual basis includes a planned patching programme which improves roads with larger highway defects and which has resulted in over £500,000 of essential works in key areas of the residential network susceptible to tripping claims.

## **Safety maintenance**

A robust safety maintenance regime is in place, which identifies and repairs safety problems on the highway on a reactive basis. Most of this maintenance is carried out by Blackpool Council's Highways Engineering Services team.

## **Department for Transport self-assessment**

The Department for Transport (DfT) requires all highway authorities to score themselves against a range of criteria which show how far each authority has progressed in achieving efficient and sustainable management strategies for its highway assets. Authorities are banded 1 – 3, with 1 being the lowest.

Blackpool Council achieved the highest band in the self-assessment completed in February 2017 and will again in 2018.

## **LEAN review**

### **Objective**

The objective of a Lean review is to provide better value for customers by eliminating any processes that do not add value or are wasteful. This means establishing that all aspects of the service are efficient, provide value for money and deliver good customer service.

Blackpool Council Highways undertook a Lean review in order to:

1. Provide transparency and clarity about activities and cost
2. Understand where processes required change to improve efficiency
3. Benchmark and update the repairs ordering system and schedule of rates for the Engineering Services in-house service delivery
4. Improve management information and ensure consistency between different functions such as policy and finance

## Scope

The Lean review focused primarily on the activities, processes and systems of the internal Engineering Services team based at Layton Depot.

However, the review also encompassed higher level activities relating to workstreams, policy and accountancy to ensure efficiency and eliminate any duplication in work.

<i>Teams/Stakeholders</i>	<i>Funding Streams</i>
Highways & Traffic Management	Integrated Transport Block (ITB)
Highways Engineering Services	Highways Capital Allocation (HCA)
Transport Policy	Self-assessment authority banding allocation
Accountants	Bid funding
Procurement	<i>Documents</i>
External Contractors	Council Plan
Portfolio holder, Environmental Services & Highways	Road Asset Management Strategy (RAMS)
Residents	Local Transport Plan (LTP)
	Legislation and statutory instruments

## Staffing resources

<i>Highways and Traffic</i>	
Officers	8
Streetworks Inspectors	3
Administrative staff	2
<i>Highways Engineering Services</i>	
Officers	2
Administrative staff	2
Highway Inspectors	6
Tramway staff	8
Operatives	13
<i>External contractor: Bethells</i>	

## Roles

Strategic Leader	Will Britain, Head of Highways and Traffic Management, Blackpool Council
Operational Leader	Mark Anderson, Engineering Manager, Blackpool Council
Operational Team	Highways Engineering Services, Blackpool Council
Critical Friend	Paula Claytonsmith, Director of Strategy & Government Affairs, Gaist
Expert	Neil Mc Ardle, Highway Asset Management Officer, Blackpool Council

## **Purpose**

The first task was for the team to define the purpose of the service.

Example 1 - *“to enable the flow of all traffic for all users on the existing network and to improve it where/when we can in a safe, secure, unobstructed manner in a timely way”*

As thorough as this definition is, this is nevertheless an organisational and hierarchical view of the purpose of the service. A systems approach requires the thinking to be from the ‘outside in,’ i.e. from the customer’s perspective, and it took some lengthy debate, discussion and numerous attempts at defining purpose before the team agreed on:

*“Make the network work in the best possible way” (for all users)*

The ‘for all users’ was added in brackets because most customers focus on how the network works in the best possible way for their own individual needs whereas the Council must ensure that the highway service creates a balance for the needs of all road users.

## **Activity: Workstreams**

A thorough review was undertaken on each workstream, broken down into type (e.g. schemes, planned maintenance, reactive maintenance)

The review included:

- How do we receive work?
- What types of task exist?
- How is it actioned?
- Who does what and when?

System diagrams were mapped to show all activities:

1. A high-level overview of the workflow for all highway and traffic activities
2. Highway and traffic demand workflow
3. Highways enquiry process
4. Highway defect job process

*(See Appendix A for workflow diagrams)*

Once the workflows had been mapped, each process was analysed to highlight any inefficiencies, duplication or other issues, along with an estimate of the cost in terms of time spent on inefficient processes. Solutions were then identified to rectify problems or improve the workflows.

The main findings were as follows:

1. Implement closer working with the Policy team to ensure awareness of any changes to the LTP programme

2. Improvements to the ESB software are required e.g. mapping, search criteria
3. A flexible management reporting system within the ESB software is required
4. A future move to mobile electronic devices linked to ESB would reduce duplication and allow more information to be recorded in real time
5. A more efficient bulk-ordering system for Engineering Services highway items would reduce job delays

*(See Appendix B for detailed findings and solutions to date)*

### **Activity: Engineering Services**

This is an in-house service which comprises 31 staff working on over 9,800 repair jobs at a cost of £480,000 per year, repairing 88% of the safety defect reports that come into Highways. (The remaining 12% are carried out by other contractors).

The team receive and record jobs, select and order the appropriate materials, deploy operatives to undertake the reactive repairs, and log the action taken.

The expertise of the Engineering Services operatives may also be required for planned maintenance works from the annual programme. In these cases, a team from the external contractor is deployed to provide reactive repair duties.

Benchmarking was carried out against private companies and with other local highway authorities to compare costs and to review the outdated schedule of rates for Engineering Services work. Market testing included:

1. Comparison of Engineering Services scheme costs against private sector contractors on the Council's framework
2. Comparison by job role (hourly and daily rate) against a number of private companies
3. Comparison of schedule of rates for each type of highway works with other authorities in the Local Councils Road Improvement Group (LCRIG)

The findings are as follows:

#### **Private sector:**

1. Blackpool Council are comparable with Company B, the lowest priced on the Council's framework, for all scheme work apart from Series 1100: Kerbs, Footways and Paved areas. Including Series 1100, Blackpool Council are comparable with Company C, at 10-11% more expensive than Company B, and are less expensive than Company A.
2. Blackpool Council are below the average market rates for an engineer, senior engineer and engineer-manager, and are mid-point for a flagger/welder. However, Blackpool Council rates are higher than the comparators for a technician/labourer and principal engineer.



**Local authority rates:**

1. Comparing all types of highway works (where comparisons are available), Blackpool Council Engineering Services rates are cheaper than Local Authority 1, with Local Authority 1's works costing overall an additional £2,446.78.
2. In comparison with Local Authority 2, a breakdown of rates shows that Blackpool Council overall are more expensive by £2,455.25. However, this is comparing Blackpool as a small unitary to large county shire which can achieve economies of scale due to its size.

NB: Blackpool Council Engineering Services rates include employer's NI and pension contribution.

**Conclusion****Workstreams**

The systems refinements that are required have been split into three phases. The first, most expensive, phase was estimated to cost £5,850.00 but will provide value for money by reducing errors, duplication and staff time. Phase 2 and 3 are yet to be costed and cannot be started until Phase 1 is completed, tested and signed off.

A minimum of 1,328 hours of 'wasted' staff time can be saved each year by introducing all the proposed changes (Phase 1 – 3) to improve the processes and systems. In implementing the recommendations identified by the review, the council will instead be making best use of valuable officer time to achieve the required standards of service at a time when work demands are increasing significantly. For example, enquiries have increased by 23% in the last 3 years whilst the service has lost 3 members of staff – doing more for less.

The improvements will also enable staff to deal more effectively with enquiries and Member requests. The changes to the system provide a more intuitive method of working which helps officers to communicate in a more efficient manner and focuses on productive and efficient service delivery to customers.

Phase 1 is nearly complete with the identified actions either achieved or in progress.  
*(See Appendix B for detailed findings and solutions to date)*

**Engineering Services**

From the analysis undertaken, it can be demonstrated that Blackpool Council provide competitive value for money. Based on the results of the market testing, the Council is more expensive in the provision of a technician/labourer and for schemes relating to kerbs, footways and paved areas. However, this needs to be set against the value of training, quality assurance and local knowledge which the Engineering Services team provide. Unlike

external contractors, the Engineering Services team also have the expertise to cover a wide range of highway tasks, from individual reactive repairs to larger planned maintenance schemes.

Blackpool Council has cheaper rates through the Engineering Services team for highway works compared to Local Authority 1, and compares well with the larger Local Authority 2 rates which achieve economies of scale through larger county-wide programmes.

An in-house service retains costs and income within the Council whilst providing local jobs for local people. The Engineering Services supports Core Objective CO9 in contributing to the Council's strategy to reduce economic inequalities through a commitment to skills development and employment opportunities for Blackpool's residents.

By retaining a strong internal Engineering Services, Blackpool Council is also able to generate significant revenue through delivery of construction works as part of S38 and S278 agreements with developers.

Material costs can be reduced for Engineering Services if it can acquire materials in partnership with larger local authorities, and this will be explored further through LCRIG.

### **Recommendations**

The recommendations arising from the Lean Review 2017/18 are:

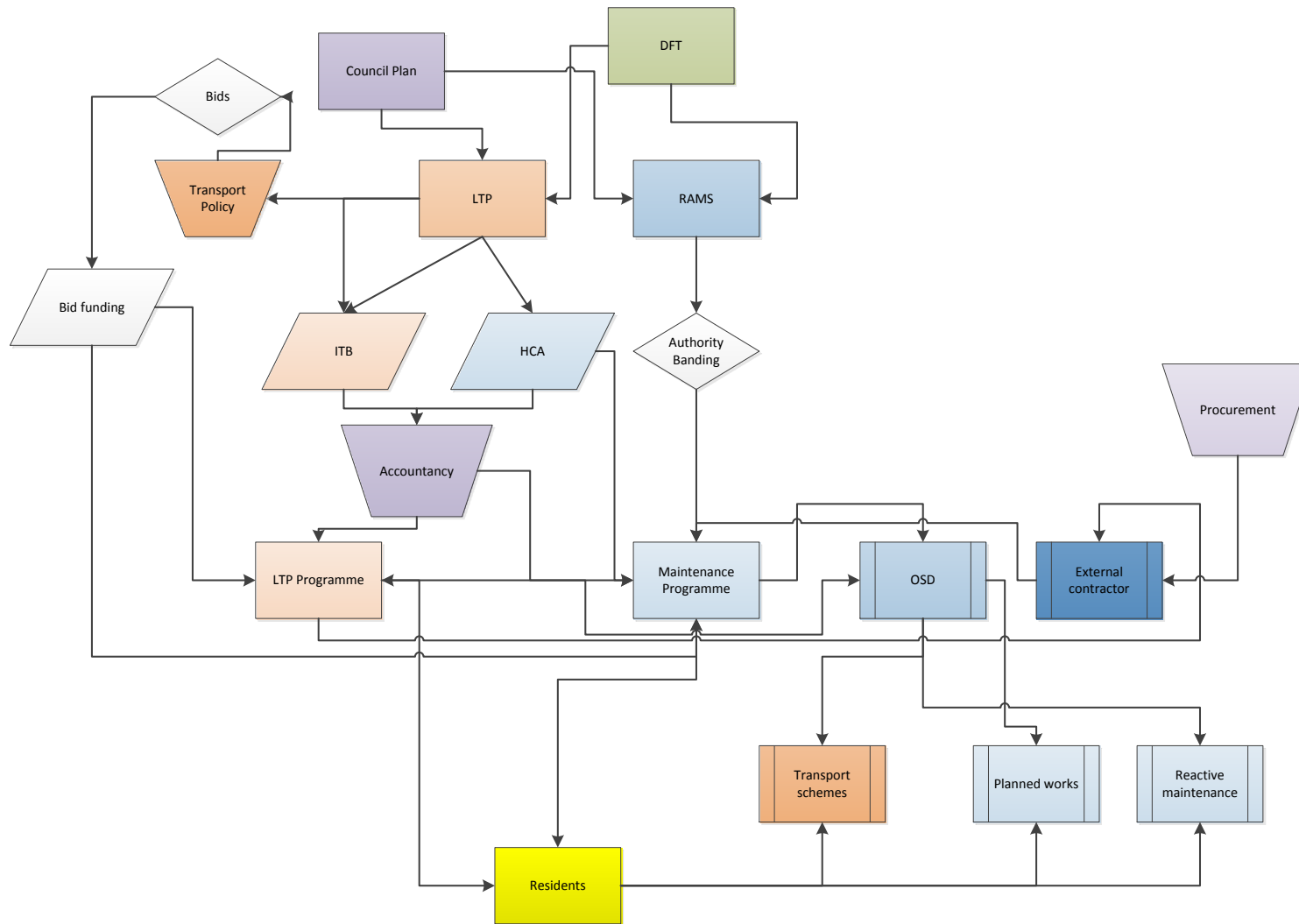
1. Implement Phase 1 of the Systems Refinements in conjunction with IT and the system provider
2. Work up costs and number of development days required to implement Phase 2 and 3 of the Systems Refinements.
3. Explore mobile working options in the longer term, once Systems Refinements are enabled
4. Continue to provide reactive repairs and planned schemes through the in-house Engineering Services
5. Explore the sharing of materials procurement with other local authorities to reduce costs
6. A further review is scheduled for 2023/24.

### **Implementation**

The changes to the ESB system for Phase 1 are to be completed by Quarter 4, 2017-8. This date ties in with the proposed Highways Permit Scheme which requires additional resource from the Highways and Traffic team to function.

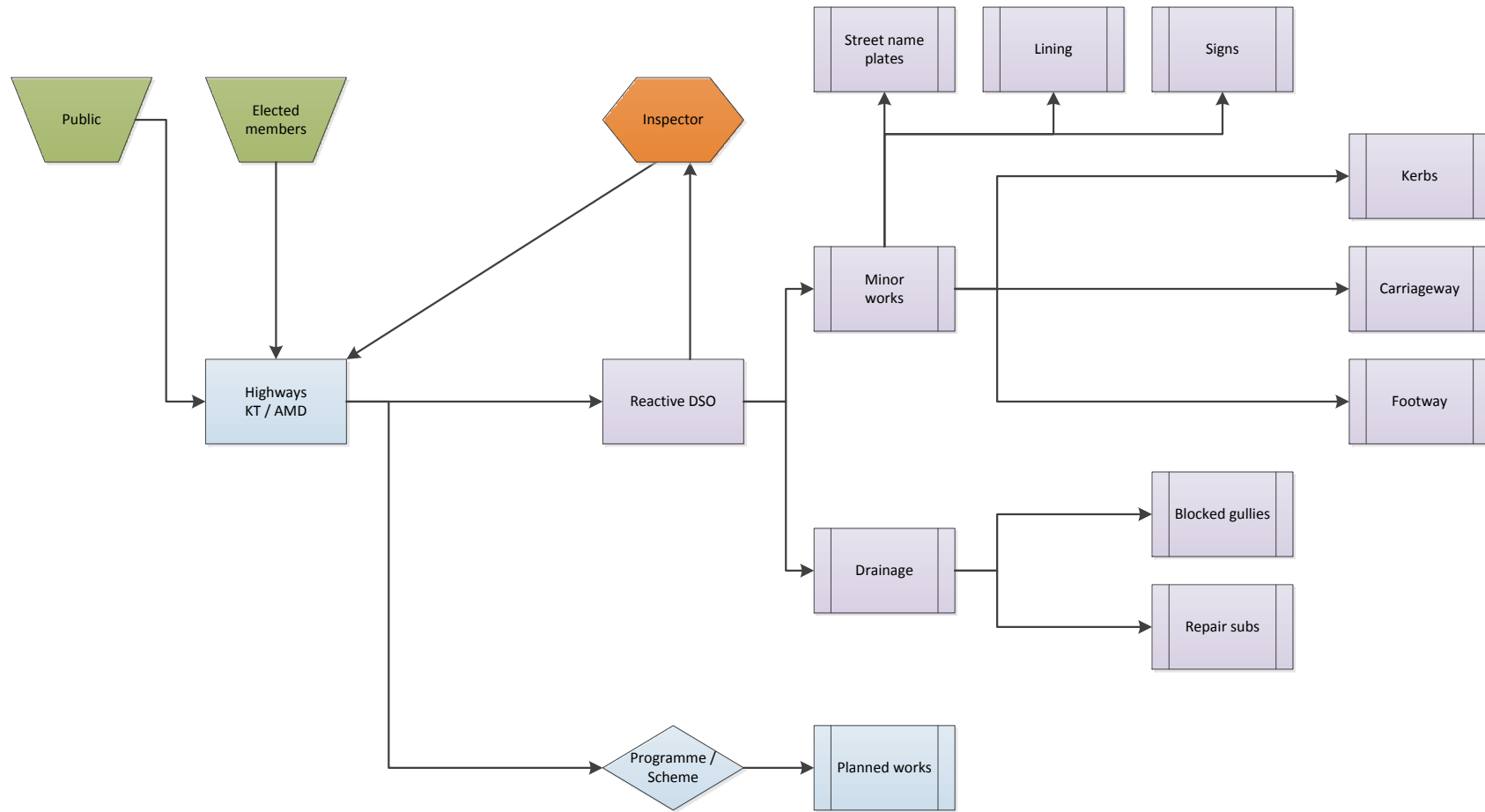
Phase 2 and 3 will be costed with proposed target dates following the completion of Phase 1. The current estimate for Phase 2 is approximately £5,000.

High level overview

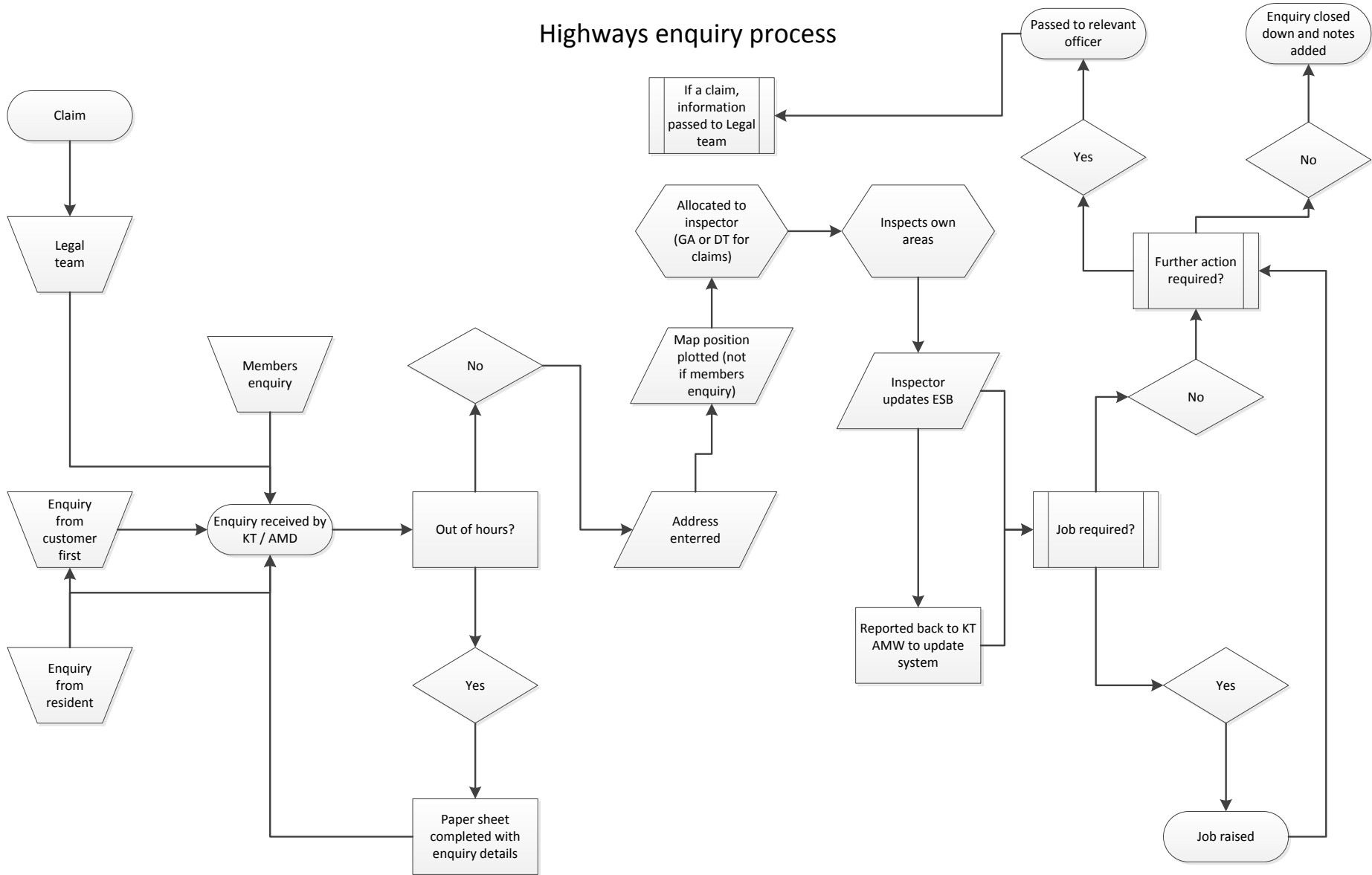


### Highways & Traffic demand work-flow diagram

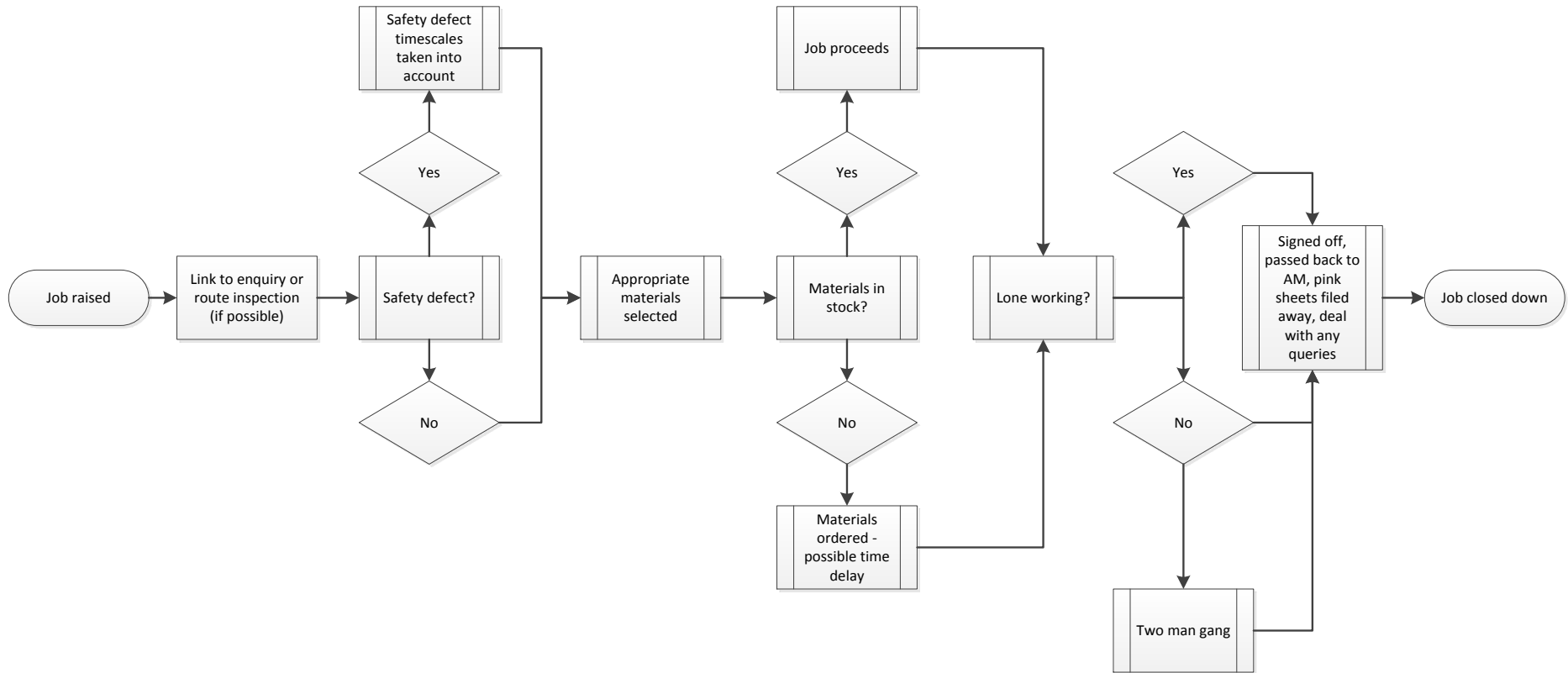
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### Highways enquiry process



### Highways defect jobs process



[Appendix B - Detailed findings and solutions.xlsx](#)

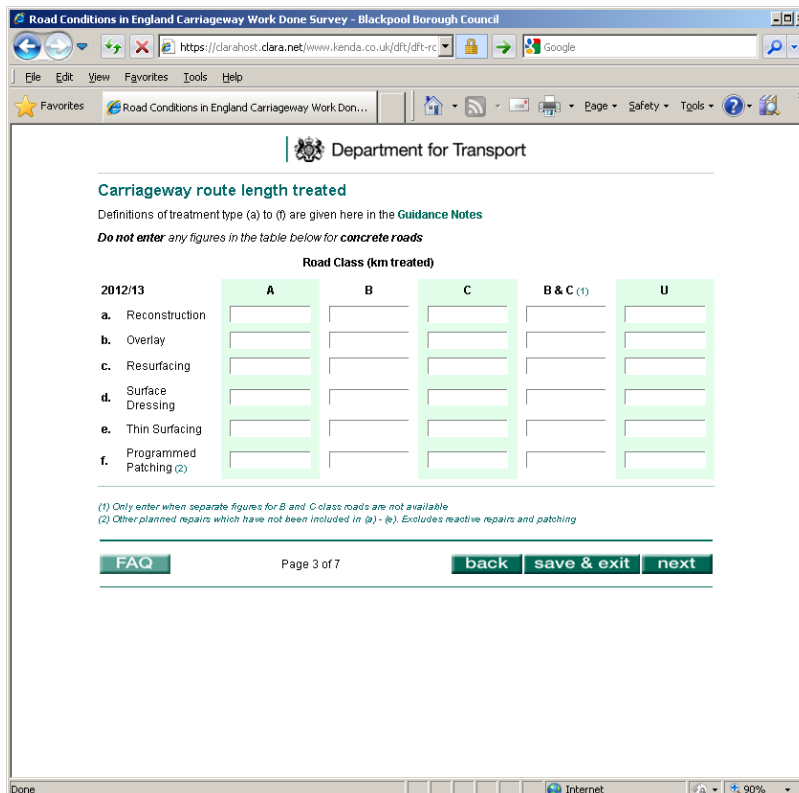
[Note – this is attached as a separate PDF document.](#)

### List of required reports

Flexible reports required

### Highways & Traffic

#### 1. DfT return



2. Carriageway route length / area treated, by Road Class and type.
3. Amount spent on pothole repairs by year
4. Amount spent on claims by year
5. Number of potholes ordered for repair
6. Number of third party insurance claims received relating to potholes
7. Number of third party insurance claims settled relating to potholes
8. Average cost of claims settled relating to potholes
9. Total cost of claims settled relating to potholes

### Highways Inspectors

1. Inspections completed within timescale (current report is difficult to use)
2. Number of enquiries per inspector
3. Enquiries inspected within timescale
4. Possible: Distance inspected per inspector
5. Possible: Report of who has completed a defect



**Engineering Services**

1. Number of Potholes: carriageway and footway
2. Number of Viafix cold-lay repairs
3. Number of Gullies
4. Number of Kerbs
5. Number of Drainage
6. Number of Category Jobs
7. Number of jobs rechargeable
8. Number of jobs per inspector
9. Number of jobs left by due date
10. Number of jobs failed
11. Number of jobs completed by (name/job title)

**HIGHWAYS AND TRAFFIC MANAGEMENT SERVICES**  
**GENERAL FUND OUTTURN YEAR ENDING 31 MARCH 2016**  
**HIGHWAYS AND TRAFFIC MANAGEMENT SERVICES**

SUBJECTIVE ANALYSIS	2015/2016 ADJUSTED CASH LIMIT £ '000	2015/2016 ACTUALS £ '000	2015/2016 VARIATION £ '000
-	-	-	
<b><u>EXPENDITURE</u></b>			
EMPLOYEES	1,804	1,775	(29)
PREMISES	297	472	174
TRANSPORT	269	310	41
SUPPLIES AND SERVICES	322	1,799	1,477
THIRD PARTY PAYMENTS	411	1,786	1,375
TRANSFER PAYMENTS	-	-	-
SUPPORT SERVICES (NOT INCLUDED BELOW)	5	3	(2)
CAPITAL CHARGES (NOT INCLUDED BELOW)	2	-	(2)
<b>TOTAL EXPENDITURE</b>	<b>3,110</b>	<b>6,144</b>	<b>3,034</b>
<b><u>INCOME</u></b>			
CUSTOMER & CLIENT RECEIPTS	422	912	(489)
GOVERNMENT GRANTS	-	-	-
RECHARGES	340	352	(12)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	605	2,989	(2,384)
<b>TOTAL INCOME</b>	<b>1,367</b>	<b>4,252</b>	<b>(2,885)</b>
<b>CONTROLLABLE NET EXPENDITURE</b>	<b>1,743</b>	<b>1,892</b>	<b>149</b>
CDS	210	210	-
CAPITAL CHARGES	12,276	12,276	
RECHARGES (CDS INCOME)	-	-	-
<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	<b>12,486</b>	<b>12,486</b>	
<b>TOTAL NET EXPENDITURE</b>	<b>14,229</b>	<b>14,378</b>	<b>149</b>
<i>COST PER '000 POPULATION</i>	11	12	1

**Testing the Market (1) Framework comparison**

As part of this review, the scheme costs of Blackpool Council's Engineering Services were compared initially to three contractors – Company B came out at the cheapest. Blackpool Council were not the most expensive and were comparable with Company C as 10%-11% more expensive than Company B. Company A's costs were 14% more than Company B. Excluding Series 1100, Blackpool Council are comparable to Company B, within 1.5%.

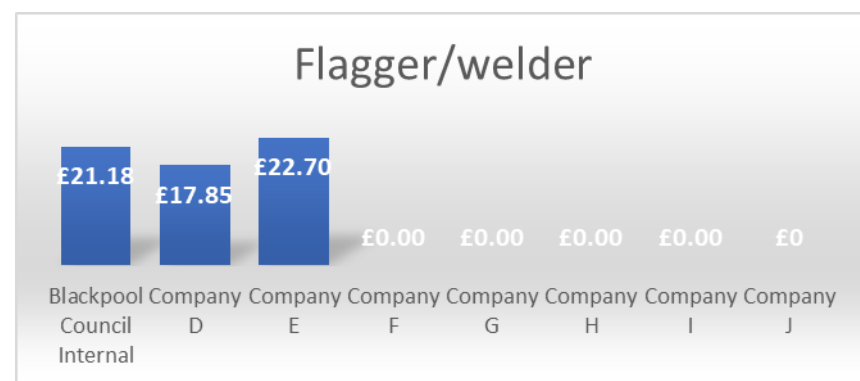
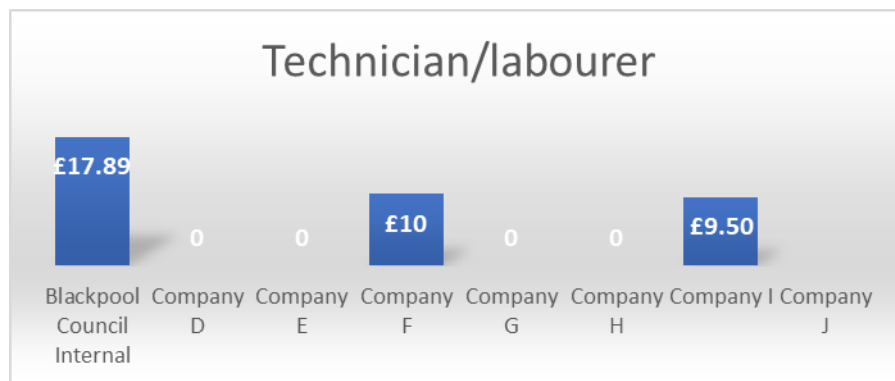
<b>Financial Summary</b>				
<b>Series</b>	<b>Company A</b>	<b>Company B</b>	<b>Company C</b>	<b>Blackpool Total</b>
Series 100 Preliminaries	46,898.04	29,596.63	43,450.00	10,860.00
Series 200 Site Clearance	-	-	-	-
Series 500 Drainage	45,373.69	40,194.03	35,663.25	38,823.50
Series 600 Earthworks	34,962.41	34,358.13	49,704.00	55,937.00
Series 700 Pavements	8,863.39	4,750.66	4,960.50	7,839.60
Series 1100 Kerbs Footways, Paved areas	70,920.35	68,008.66	66,914.20	87,256.00
Series 2700 Accommodation Works and Works for Statutory Undertakers	11,722.52	14,807.37	9,475.00	13,780.00
<b>Sub-Total</b>	218,740.40	191,715.47	210,166.95	212,852.10
<b>Out of Hours Enhancements</b>	-	-	-	-
<b>Total</b>	<b>218,740.40</b>	<b>191,715.47</b>	<b>210,166.95</b>	<b>212,852.10</b>
Series excluding 1100	£ 147,820.05	£ 123,706.81	£ 143,252.75	£ 125,596.10

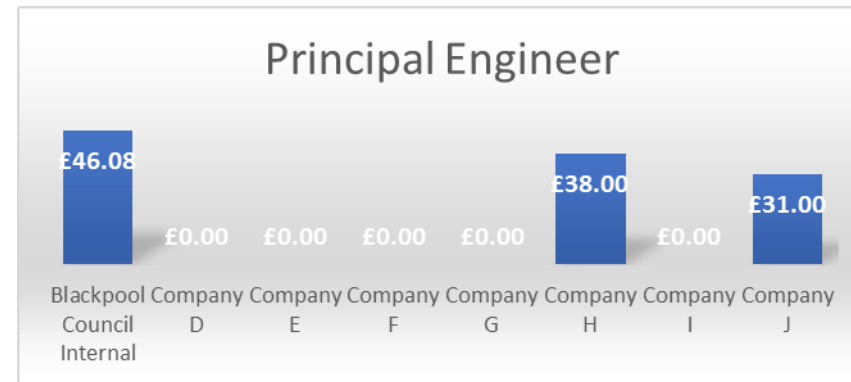
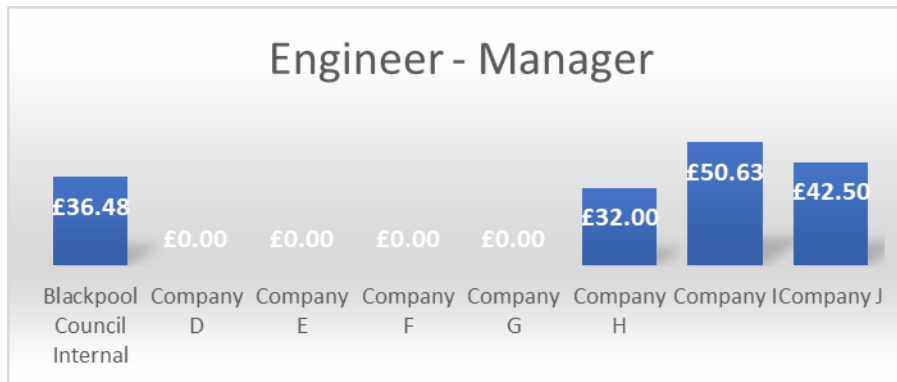
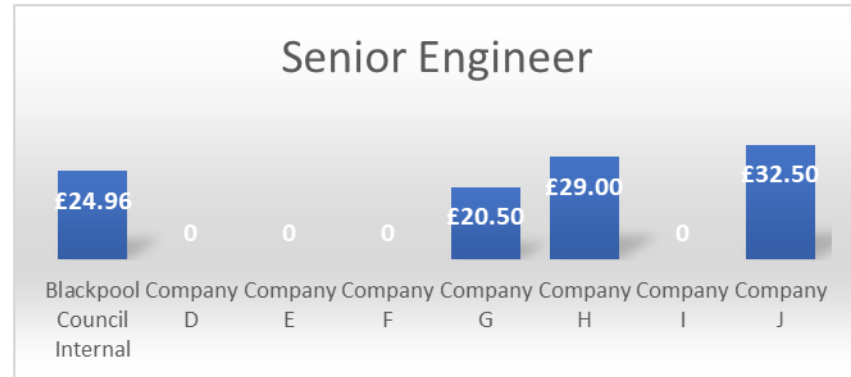
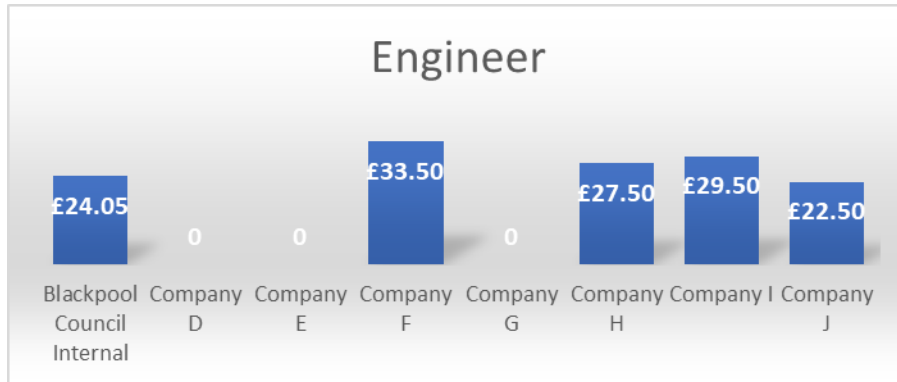
**Testing the market (2)**

Additionally, Blackpool Engineering Services job roles by SOR were compared to a number of other companies.

	Technician/Labourer		Flagger/Welder		Engineer		Senior Engineer		Engineer - Manager		Principal Engineer	
	TOTAL HOURLY RATE	Total Day Rate	TOTAL HOURLY RATE	Total Day Rate	TOTAL HOURLY RATE	Total Day Rate	TOTAL HOURLY RATE	Total Day Rate	TOTAL HOURLY RATE	Total Day Rate	TOTAL HOURLY RATE	Total Day Rate
BC Internal	£17.89	£143.12	£21.18	£169.44	£24.05	£192.40	£24.96	£199.68	£36.48	£291.84	£46.08	£368.64
Company D			£17.85	£142.80								
Company E			£22.70	£181.60								
Company F	£10.00	£80.00			£33.50	£268.00						
Company G							£20.50	£164.00				
Company H					£27.50	£220.00	£29.00	£232.00	£32.00	£256.00	£38.00	£ 304.00
Company I	£9.50	£76.00			£29.50	£236.00			£50.63	£405.00		
Company J					£22.50	£180.00	£32.50	£260.00	£42.50	£340.00	£31.00	£248.00

The Blackpool Council rate for Technician / Labourer is 79%-88% higher than the two companies who supplied figures. The Principal Engineer rate was also higher at 21%- 49% with two different companies. The roles in between, however, were mostly lower than the market rate; a Flagger / Welder ranged between 7% cheaper to 19% more expensive, an Engineer ranged from 28% cheaper to 7% more expensive. A Senior Engineer ranged from 23% cheaper to 22% more expensive and an Engineer Manager ranged from 28% cheaper to 14% more expensive.





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Appendix 9 (b)

System Refinements, Recommendations and Progress

High level overview	Occasions	Day / Week/ Month	Time spent	Work-around	Estimated minutes lost per year (min)	Estimated hours lost per year (min)	Solutions	Target Time
1. Potential issues with changes to the LTP programme 'going under the radar'. Closer working with the Policy team on programme and budgets has been implemented following the last RAMS board which should remedy this.	NA		NA	NA	NA		Phase 1 Enhanced meetings introduced - no longer an issue.	Completed
<b>Highways &amp; Traffic demand</b>								
2. No issues	NA		NA	NA	NA		NA	NA
<b>Highways enquiry process</b>								
3. ESB – Desktop and Web versions of the software do not function in the same way. When undertaking a search the web version may omit records the desktop version actually finds. This also can happen the other way around. Also there are better search criteria, ie dates to search between, on web based version. Another minor example of this is where one command can have different names in each version, e.g. 'complete' and 'close'.	5-10	Daily	10 mins	NA	11,100.0	185.0	Phase 1 See below	Completed
4. ESB – cannot change plot location if incorrect. Possible issues if Customer First initially receive the enquiry and plot location incorrectly.	5-10	Daily	10 mins	NA	11,100.0	185.0	Phase 1 Plot location can be set subsequently both on web and client - training issue or identify the software problem.	Completed
5a. ESB - Members' enquiries has no map view version of ESB.	2-3	Weekly	5 mins	NA	520.0	8.7	Phase 1 Requires an amendment to the Members' enquiry template adding in location field for highways related enquiries. Need to amend permission sets to enable notes for the highways team. N.B these changes will require sign-off from Democratic Services as owners of this process.	Completed
5b. ESB - Cannot add notes to Members' enquiries in the web version of ESB.	2-3	Weekly	10 mins	NA	1,040.0	17.3	Phase 1 System updated	Completed
6. Out of hours working – currently this is paper based only and only entered on the next working day. This is a particular issue at weekend as next working day for input of information is Monday.	2-3	Mainly after weekends	15 mins	This duplication could be avoided if it was possible for the out-of-hours operative to enter the information on a robust electronic device linked to ESB in future. Alternatively, the duty officer could enter the details as	1,560.0	26.0	Phase 2	2018
7. Claims – Duplication from typing information from LACHS to ESB, possible transcription errors, by the officer in Legal. LACHS produces regular exports from its datatables: it must be possible to import this information directly into ESB. It would be useful if Legal could update ESB with claim outcomes either manually or 'automatically'.	12	Weekly	30 mins	Review the link between ESB and LACHS	360	6	Phase 1 Import automatically is always a possibility if LACHS export is in a well-known format (e.g csv). Needs some initial set-up (accessible file share to drop the import files) and an importer writing. Manual import is possible with same caveats as the automatic but requires same level of work so automatic is better option.	Completed
<b>Defects job process</b>								
8. Gangs currently still use a paper system - more information could be filled in, i.e. duration of job.	30-40	Daily	5 mins	Possible move in the future to move to electronic devices. See 6 above.	33,300.0	555.0	Phase 2	2018
9. Not all items are in stock so they need to be ordered which delays jobs being completed.	1-2	Weekly	15 mins to order, 1 month delay	Could ESB produce an average list of required items per month / year and use this to bulk	780.0	13.0	Phase 3	2018
10. ESB – tickets with extra work when onsite are a problem. A ticket can be amended from '1 kerb used' to '3 kerbs'.	2-3	Daily	5-10	NA	11,100.0	185.0	Phase 3	2018
<b>General comments</b>								
11. ESB inspection network cannot import the latest condition polygons. The inspectors require a 3 monthly update, perhaps upload-able by their team. They are currently using 2010 condition survey layer when the most recent version is August 2016.	6 routes per day	Daily	5-10	Use of GRP / AS eliminates this issue, but requires the use of 2 apps - this would increase time by approx 2 mins each time	6,660.0	111.0	Phase 1 System updated	Completed
12. ESB needs to be reviewed in order to obtain the best efficiency from the service and clarity from management reporting. Examples of this, along with issues highlighted above, can be seen in how maintenance jobs are created, with job descriptions in free text and not standardised 'lists' or 'drop-down tables' which stymies management reporting and decision making – an officer effectively has to go through a list of jobs line by line – which is unacceptable. List of reports required.	Reports required weekly and monthly on various issues	Monthly / Weekly	3 hours	List of reports required - list identified	2160	36	Phase 1 Needs 'tightening up' on the data entry side: this will massively improve the reporting. Quote based on definition of what is required. Need to add in any new fields that the reports require - expect simple field amendments and new fields. Approx 3 days' work subject to detail required	In progress, due Q4 2017/18
13. Update SOR within ESB	NA	NA	NA	NA			Phase 1 Further updates due Q3 2017	In progress, due Q4 2017/18
14. Permit Scheme	NA	NA	NA	NA			Phase 1 Symology training	Q4 2018/19

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<b>Report to:</b>	<b>TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Sharon Davis, Scrutiny Manager
<b>Date of Meeting:</b>	21 February 2018

## SCRUTINY WORKPLAN

### 1.0 Purpose of the report:

1.1 The Committee to consider the Workplan and to monitor the implementation of Committee recommendations, together with any suggestions that Members may wish to make for scrutiny review topics.

### 2.0 Recommendation(s):

2.1 To approve the Committee Workplan, taking into account any suggestions for amendment or addition.

2.2 To monitor the implementation of the Committee's recommendations/action.

### 3.0 Reasons for recommendation(s):

3.1 To ensure the Workplan is up to date and is an accurate representation of the Committee's work.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered:

None.

### 4.0 Council Priority:

4.1 N/A

## **5.0 Background Information**

### **5.1 Scrutiny Workplan**

- 5.1.1 The Scrutiny Committee Workplan is attached at Appendix 10 (a). The Workplan is a flexible document that sets out the work that the Committee will undertake over the course of the year.
- 5.1.2 Committee Members are invited, either now or in the future, to suggest topics that might be suitable for scrutiny in order that they be added to the Workplan.

### **5.2 Monitoring Implementation of Recommendations**

- 5.2.1 The table attached at Appendix 10 (b) details the recommendations that have been made by the Tourism, Economy and Resources Scrutiny Committee and an update for Members as to the implementation of those recommendations.
- 5.2.2 The Committee is recommended to monitor its recommendations over the course of the year.

### **5.3 Scrutiny Review Checklist**

- 5.3.1 The Scrutiny Review Checklist is attached at Appendix 10 (c). The checklist forms part of the mandatory scrutiny procedure for establishing review panels and must therefore be completed and submitted for consideration by the Committee, prior to a topic being approved for scrutiny.
- 5.3.2 The Committee is recommended to place an emphasis on the priorities and performance of the Council when considering requests for scrutiny reviews.

Does the information submitted include any exempt information?

No

#### **List of Appendices:**

Appendix 10 (a) - Tourism, Economy and Resources Scrutiny Committee Workplan

Appendix 10 (b) - Monitoring Committee Recommendations table

Appendix 10 (c) - Scrutiny Review Checklist

## **6.0 Legal considerations:**

- 6.1 None.

**7.0 Human Resources considerations:**

7.1 None.

**8.0 Equalities considerations:**

8.1 None.

**9.0 Financial considerations:**

9.1 None.

**10.0 Risk management considerations:**

10.1 None.

**11.0 Ethical considerations:**

11.1 None.

**12.0 Internal/ External Consultation undertaken:**

12.1 None.

**13.0 Background papers:**

13.1 None.

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<b>Tourism, Economy and Resources Scrutiny Committee - Work Programme 2017-2018</b>	
25 April 2018	<ol style="list-style-type: none"> <li>1. S19 Flood Investigation Report</li> <li>2. Flood Risk Management and Drainage Annual Report</li> <li>3. Bathing Water Quality Annual Report</li> <li>4. Financial Reporting</li> <li>5. Priority One - Key Priority report: Infrastructure and Town Centre Regeneration</li> <li>6. Tourism Performance Update</li> <li>7. Homelessness Action Plan (proposed to move this to 6 June 2018 meeting)</li> </ol>
6 June 2018	<ol style="list-style-type: none"> <li>1. Provisional Revenue Outturn 2017/2018</li> <li>2. Treasury Management Outturn Report 2017/2018</li> <li>3. Annual Performance of the Blackpool Community Safety Partnership.</li> <li>4. Annual Council Plan Performance report on whole of Priority One, complete with 'Blackpool Outcomes'</li> </ol>
12 Sept 2018 (date tbc)	<ol style="list-style-type: none"> <li>1. Tourism Performance Update</li> </ol>

<b>Items covered during 2017-2018</b>	
21 June 2017	<ol style="list-style-type: none"> <li>1. Provisional Revenue Outturn 2016/2017</li> <li>2. Treasury Management Outturn Report 2016/2017</li> <li>3. Annual Performance of the Blackpool Community Safety Partnership.</li> <li>4. Bathing Water / Flood Risk Management</li> <li>5. Council Plan Overview Annual Report</li> </ol>
13 Sept 2017	<ol style="list-style-type: none"> <li>1. Financial Reporting</li> <li>2. Priority One - Key Priority report: Visitor and Cultural Economy (to include Tourism Performance Update)</li> <li>3. Car Parking 2016/2017 Performance</li> </ol>
25 Oct 2017	<ol style="list-style-type: none"> <li>1. Financial Reporting</li> <li>2. Waste Collection</li> <li>3. 3GS Evaluation</li> </ol>
13 Dec 2017	<ol style="list-style-type: none"> <li>1. Financial Reporting</li> <li>2. Priority One - Key Priority report: Enterprise, Skills, and Economic Inclusion Enterprise, Skills, and Economic Inclusion Overview report</li> <li>3. Engagement of Consultants Annual Report</li> </ol>
9 Feb 2018	<ol style="list-style-type: none"> <li>1. Budget Consultation Meeting</li> </ol>
21 Feb 2018	<ol style="list-style-type: none"> <li>1. Priority Performance report - Corporate Health Performance</li> <li>2. Financial Reporting</li> <li>3. Transience Update and Selective Licensing Evaluation</li> <li>4. Highways - Findings of LEAN review</li> </ol>

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**TOURISM, ECONOMY AND RESOURCES SCRUTINY - ACTION TRACKER**

Colour code: red = significant risk of missing deadline / not being completed (mitigation required); amber = some risk; white = new action; green = complete

**GREEN ACTIONS ARE ONLY SHOWN FOR THE IMMEDIATE MEETING FOLLOWING COMPLETION OF ACTION (FULL LIST AVAILABLE IF REQUIRED)**

**AMBER ACTIONS - REC NO'S – [NONE CURRENTLY]**

**NEW ACTIONS - SEE END OF LIST - REC NO's [NONE CURRENTLY]**

REC NO.	DATE OF REC.	RECOMMENDATION	TARGET DATE	RESPONSIBLE OFFICR	UPDATE (NOTE - ANY EXTENSIVE RESPONSES ARE FURTHER BELOW AFTER THE END OF THE TABLE)	RED AMBER GREEN
1	21.07.17	To request that in the event of the Combined Authority developing a Lancashire Local Transport Plan, the Committee had the opportunity to consider the impact of the Plan in Blackpool, before its final approval.	No current target date	Alan Cavill, Director of Place	21.02.18 As the proposals for a Combined Authority have gone no further, Members requested to confirm that this action is taken off as 'complete' (the Blackpool Local Transport Plan should still be considered in the future, current Plan extended to April 2018).	Green
2	21.07.17	To request that the evaluation report with a section on how the transience programme was being marketed be considered at a future meeting of the Committee once it had been completed.	February 2018	Andy Foot, Head of Housing	21.02.18 On the meeting agenda. Action completed.	Green

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## SCRUTINY SELECTION CHECKLIST

### **Title of proposed Scrutiny:**

The list is intended to assist the relevant scrutiny committee in deciding whether or not to approve a topic that has been suggested for scrutiny.

Whilst no minimum or maximum number of 'yes' answers are formally required, the relevant scrutiny committee is recommended to place higher priority on topics related to the performance and priorities of the Council.

Please expand on how the proposal will meet each criteria you have answered 'yes' to.

	Yes/No
The review will add value to the Council and/or its partners overall performance:	
The review is in relation to one or more of the Council's priorities:	
The Council or its partners are not performing well in this area:	
It is an area where a number of complaints (or bad press) have been received:	
The issue is strategic and significant:	
There is evidence of public interest in the topic:	
The issue has potential impact for one or more sections of the community:	
Service or policy changes are planned and scrutiny could have a positive input:	
Adequate resources (both members and officers) are available to carry out the scrutiny:	

**Please give any further details on the proposed review:**

**Completed by:**

**Date:**