

# Public Document Pack

## Blackpool Council

2 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**

Friday, 9 February 2018, 10.00 am  
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 GENERAL FUND REVENUE BUDGET 2018-2019 CONSULTATION WITH NON DOMESTIC RATEPAYERS AND TRADE UNIONS** (Pages 1 - 116)

To discuss and undertake consultation with Non Domestic Ratepayers and Trade Unions regarding the General Fund Revenue Budget 2018-2019.

Members and Attendees will have the opportunity to ask questions and seek clarification from officers regarding the draft Budget.

Specific observations and comments can be made that will be passed to the Executive for consideration at its meeting on 20 February 2018.

**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 Advisor, tel: 01253 477211, e-mail: [sandip.mahajan@blackpool.gov.uk](mailto:sandip.mahajan@blackpool.gov.uk)

Copies of agendas and minutes of Council and committee meetings are available on the Council's website at [www.blackpool.gov.uk](http://www.blackpool.gov.uk).

30 January 2018

**MEMBERS OF TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE**

**BUDGET CONSULTATION MEETING - NON-DOMESTIC RATEPAYERS AND TRADE UNIONS**

Please find enclosed the report and appendices for the Budget Consultation Meeting, to discuss the Council's proposed budget for 2018-2019, on **Friday 10 February 2018, 10.00** in Committee Room A , Blackpool Town Hall.

The report and appendices were considered by the Executive on 5 February 2018 and are for Members and attendees to comment upon. A summary of the consultation discussion will be forwarded to the Executive to consider at its budget meeting on 20 February 2018. The Executive's budget recommendations will be considered for approval by Budget Council on 28 February 2018.

Sandip Mahajan, Senior Democratic Governance Advisor

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<b>Report to:</b>	<b>EXECUTIVE</b>
<b>Relevant Officer:</b>	Steve Thompson, Director of Resources
<b>Relevant Cabinet Member:</b>	Councillor Simon Blackburn, Leader of the Council
<b>Date of Meeting:</b>	5 February 2018

## GENERAL FUND REVENUE BUDGET 2018/19

### 1.0 Purpose of the report:

- 1.1 To consider the proposal for Blackpool Council's draft General Fund Revenue Budget 2018/19 as outlined in the report circulated to Members under separate cover.

### 2.0 Recommendation(s):

- 2.1 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).
- 2.2 To recommend to Council a level of budget savings of £5.5m (ref. paragraphs 7.1 and 7.2 and Appendix 2)
- 2.3 To recommend to Council that the Chief Executive be authorised to take any necessary steps to ensure all staffing savings are achieved (ref. paragraph 8.1)
- 2.4 To recommend to Council that the target level of working balances remains at £6m (ref. paragraph 10.4)
- 2.5 To recommend a detailed review of earmarked reserves takes place at Provisional Outturn 2017/18 to reprioritise and un earmark funds to replenish working balances to their target level in 2018/19 should this be necessary (ref. paragraph 10.4)
- 2.6 To consider the report of the Budget Scrutiny Review Panel as attached at Appendix 3 and consider any actions arising from that review.
- 2.7 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.
- 2.8 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.

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

3.1 To enable progression to the next stage of the consultation and scrutiny process.

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? Not applicable - the report once approved will become the Council's new approved budget.

3.3 Other alternative options to be considered:

As outlined in the Budget report.

**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 The purpose of this report is to determine the overall level of net expenditure to be included in the General Fund Revenue Budget for 2018/19 and to identify a budget savings plan that will ensure a balanced Budget.

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

The Corporate Delivery Unit will be 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:**

Budget Report  
Appendix 1- General Fund Budget  
Appendix 2- Savings Summary  
Appendix 3 – Budget Scrutiny Review Report  
Appendix 4 - Equality Analysis  
Appendix 5 - Assessment of Significant Financial Risks  
(All circulated to members under separate cover)

**6.0 Legal considerations:**

6.1 None

**7.0 Human Resources considerations:**

7.1 Human Resources considerations are outlined in the budget report, circulated to members under separate cover.

**8.0 Equalities considerations:**

8.1 An Equalities Analysis forms Appendix 4 to the budget report.

**9.0 Financial considerations:**

9.1 As outlined in the Budget report, circulated to members under separate cover

**10.0 Risk management considerations:**

10.1 As outlined in the Budget report circulated to members under separate cover. Appendix 5 forms an Assessment of Significant Financial Risks to Substantiate Target Level of Un-earmarked Working Balances.

**11.0 Ethical considerations:**

11.1 None

**12.0 Internal/ External Consultation undertaken:**

12.1 Consultation will take place at a meeting with both the Trade Unions and Business Ratepayers on 9 February 2018. It has also taken place at meetings of the community engagement groups and wider consultation has taken place via the Council's extensive corporate communication methods which include website, social media and media briefings.

**13.0 Background papers:**

13.1 Budget working papers

**14.0 Key decision information:**

14.1 Is this a key decision? Yes

14.2 If so, Forward Plan reference number: 28/2017

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:



**BLACKPOOL COUNCIL**  
**REPORT**  
**of the**  
**DIRECTOR OF RESOURCES**  
**to the**  
**EXECUTIVE**  
**on**  
**5 FEBRUARY 2018**

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**GENERAL FUND REVENUE BUDGET 2018/19**

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**1. Purpose**

- 1.1 The purpose of this report is to determine the overall level of net expenditure to be included in the General Fund Revenue Budget for 2018/19 and to identify a budget savings plan that will ensure a balanced Budget.

**2. Context**

- 2.1 Local government in England is now seven and a half years into a period of public sector austerity, which will continue until at least 2019/20 per the Autumn Statement of 2015.
- 2.2 The current Medium Term Financial Sustainability Strategy (MTFSS) covering the period 2016/17 – 2021/22 was approved by Executive on 12 September 2016 and presented a financial outlook, an assessment of risks and indication of the Council’s challenges over these 6 years. Whilst Central Government funding does decline over this period, the unprecedented opportunity to accept a Government offer of guaranteed funding to 2019/20 presented the Council with greater certainty than ever before to be able to prepare a medium-term budget that allowed for flexibility and informed risk-taking.
- 2.3 The key principles of the approved Medium Term Financial Sustainability Strategy are that:
- the statutory obligation to balance the Council’s budget in each year of the period
  - resourcing services in line with Council priorities
  - embedding a culture of value for money and efficiency savings in all activities
  - keeping Council Tax levels as low as possible
  - maximising the level and resilience of the resources of cash, assets and people by attracting grants, generating additional income or creating partnering arrangements
  - ensuring significant risks are identified and mitigated where possible
  - ensuring financial reserves reflect the levels of business and risk
  - optimising capital spending freedoms.
- 2.4 Once the Revenue Budget for 2018/19 has been approved, work will commence on updating the Medium Term Financial Plan to maintain a rolling 3-year budget.

### **3. The Local Government Finance Settlement 2018/19**

3.1 The Local Government Finance Settlement sets the amount of Central Government funding available to councils. The Secretary of State for the Department for Communities and Local Government (as was formerly named) announced the Provisional Local Government Finance Settlement for 2018/19 on 19 December 2017. The Final Settlement is expected to be announced in early February 2018.

3.2 The Settlement Funding Assessment (SFA) for Blackpool Council is split between resources received via Revenue Support Grant, an assessment of its share of Business Rates collectable plus a Top-up element from the 6<sup>th</sup> year of the Business Rates Retention Scheme. The Provisional SFA amounts to £66,200,000 in 2018/19. This compares with the Settlement Funding Assessment in 2017/18 of £69,646,000. However, the Ministry of Housing, Communities and Local Government (MHCLG) contacted local authorities on 18 January 2018 to advise that the VOA had published their final revised data on the change in rateable value between rating lists for 2010 and 2017. The MHCLG confirmed that they only used provisional data – from October 2017 – for the change in rateable values that were used at Provisional Settlement and in the existing Revaluation calculator. They will therefore be amending the tariffs and top-ups published in the Provisional Local Government Finance Settlement and these amendments will be included as part of the Final Settlement.

### **4. Other Funding 2018/19**

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

#### **4.2 New Homes Bonus (NHB) Grant**

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

The 4-year cumulative figure for 2018/19 has been confirmed as £464,551 with an in-year element of £15,050.

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

The Housing Benefit subsidy scheme is the means by which local authorities claim subsidy from the Department for Work and Pensions (DWP) towards the cost of administering HB in their local areas. Benefit schemes of rent rebates for tenants of a local authority and rent allowances for private tenants are provided for by the Social Security Contributions and Benefits Act 1992 and the Social Security Administration Act 1992 (as amended). Claimants obtain these benefits either by direct application to the authority or by applying simultaneously for income support/jobseekers allowance and HB to the DWP. Eligibility for, and the amount of, HB is determined in all cases solely by the local authority. The

Council received Housing Benefit Admin Subsidy grant in 2017/18 of £908,000 and this will be reduced by 11% to £810,000 in 2018/19.

#### 4.4 Public Health Grant

The transfer of Public Health services and their responsibility to local government from April 2013 brought with it ringfenced grant funding.

On 21 December 2017 the Secretary of State issued details of the Public Health allocations for 2018/19. The total amount of £3.215bn is in line with what had previously been announced as part of the Spending Review 2015, which represents a cash reduction of -2.6%. With current CPI of 3.1% the reduction for 2018/19 is -5.5% effectively in real terms.

Blackpool's allocation for 2017/2018 was £18,914,000 which will be reduced to £18,428,000 for 2018/19.

#### 4.5 Better Care Fund (BCF)

The Better Care Fund 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.

The BCF has been created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them integrated health and social care services, resulting in an improved experience and better quality of life.

In March 2017 NHS England, the Department for Health and the Department for Communities and Local Government published the 2017/19 Integration and BCF planning requirements. Under the Mandate, NHS England is required to ring-fence £3.58 billion for 2017/18 rising to £3.65 billion in 2018/19 within its overall allocation to Clinical Commissioning Groups (CCGs) to establish the BCF. For 2017/18 the remainder of the £5.128 billion fund was made up of the £431 million Disabled Facilities Grant (DFG) and a new £1.115 billion grant allocation to local authorities to fund adult social care, first announced in the 2015 Spending Review: the Improved Better Care Fund (iBCF). The Spring Budget 2017 included a significant increase in iBCF allocations. For 2018/19 the remainder of the £5.617 billion fund will be made up of the £468 million DFG and £1.499 billion iBCF grant to local authorities.

Blackpool's Health and Wellbeing Board has approved a pooled budget of £25.1m in 2017/18 rising to £27.3m in 2018/19.

#### 4.6 Dedicated Schools Grant (DSG)

The Dedicated Schools Grant (DSG) is paid in support of the local authority's schools budget. It is the main source of income for the schools budget, Early Years and High Needs pupils. Local authorities are responsible for determining the allocation of the grant in consultation with local schools forums. Local authorities are responsible for allocating the Schools Block of the grant to individual schools in accordance with the local schools' funding formula. The DSG in 2017/18 prior to Academy Recoupment was £106.5m and the

provisional allocation for 2018/19 is £108.8m whose further allocation has been approved by the Blackpool Schools Forum on 16 January 2018. The increase is mainly due to the introduction of national formulas for the Schools Block and the High Needs block, both of which have resulted in increased allocations for Blackpool, and the full year effect of the entitlement to 30 hours of childcare for working parents within the Early Years block.

#### 4.7 Education Services Grant (ESG)

Up to and including financial year 2016/17, education functions provided by local authorities were funded from the Education Services Grant (ESG). For 2016/17 the Council received £77 per pupil in relation to the pupils in schools maintained by the authority (general funding allocation) and £15 for each pupil in all schools and academies in respect of responsibilities retained for every pupil within the Blackpool boundary (retained duties allocation). From 1<sup>st</sup> April 2017 the ESG ceased. The general funding allocation was replaced by transition funding at a rate of £20 per pupil between April and August 2017, and a new School Improvement grant from September 2017 onwards, and the retained duties allocation became part of the Dedicated Schools Grant.

#### 4.8 Core Spending Power

The Core Spending Power figures include the SFA, Council Tax, the Improved Better Care Fund, NHB, Transitional Grant (not applicable), Rural Services Delivery Grant (not applicable), and the Adult Social Care Support Grant. The table underneath shows Blackpool's Core Spending Power for 2018/19:

<b>Core Spending Power</b>	<b>2017/18</b>	<b>2018/19</b>
	<b>£m</b>	<b>£m</b>
Settlement Funding Assessment (SFA)	69.7	66.2
Compensation for under-indexing the business rates multiplier	0.6	1.0
Council Tax Requirement	48.4	50.2
Cumulative Adult Social Care Precept Flexibility	2.4	4.0
Improved Better Care Fund	5.4	7.6
New Homes Bonus	0.9	0.5
2017/18 Adult Social Care Support Grant	0.9	0.0
<b>Total</b>	<b>128.3</b>	<b>129.5</b>
Change in Provisional Revenue Spending Power		1.2
Percentage Change		+0.94%

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

### 5. Revenue Budget 2017/18 – Projected Outturn

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

- 5.2 Line 21 of this summary shows that it is now estimated that a sum of £1,833,000 will be taken from working balances as at 31<sup>st</sup> March 2018.

The main areas of budgetary variance are set out below:

	<b>£000</b>
Children's Services	2,908
Strategic Leisure Assets	1,174
Parking Services	716
Places	298
Resources	147
Concessionary Fares	120
Governance and Partnership Services	80
Ward Budgets	(300)
Adult Services	(598)
Other	(38)
<b>Net Service Overspendings 2017/18</b>	<b>4,507</b>
<b>Net Adjustment from Contingencies / Reserves</b>	<b>(2,674)</b>
<b>Net Overspending 2017/18</b>	<b>1,833</b>

- 5.3 The reasons for the overspendings are well documented in the Council's monthly Financial Performance Monitoring reports and recovery plans are all in place with the most challenging being the required reduction in Looked After Children numbers in Children's Services. The Tourism, Economy and Resources Scrutiny Committee continuously scrutinises overspending services to seek assurances that effective remedial action is being taken.

- 5.4 In accordance with previous convention any overspendings on service budgets as at 31 March 2018 will be recovered in the following year 2018/19, but this will need to be revisited and reviewed at Provisional Outturn in the context of the exceptional pressures faced by Children's Services in-year.

## **6. Cash Limited Revenue Budget 2018/19**

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

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

6.2 The cash limit upon the Revenue Budget for 2018/19 is £124,365,000 (line 22 of Appendix 1 summary). This represents the maximum sum of net expenditure which is sustainable within the resources available.

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

- Internal pay levels to rise on average by 2.0% for the period from 1st April 2018 to 31st March 2019 in line with the latest employer’s pay offer and the payment of at least the National Living Wage to all contracted staff
- the payment of annual increments
- voluntary 5 days’ unpaid leave on average to continue
- a non-pay inflation contingency, to address contractual commitments and valid non-pay pressures @ 2.2%
- the latest estimates of Settlement Funding Assessment
- interest rates to rise slowly in 2018/19 but to remain at low levels
- the Council fulfils its statutory obligation to balance its Budget.

## 7. Budget Gap 2018/19 and Methodology for Delivering

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

	<b>£m</b>
Reduction in Revenue Support Grant	4.8
Changes in Business Rates, Council Tax and Grants, e.g. Improved Better Care Fund	(7.5)
Pay awards, increments, NI and pensions	2.0
Non-pay inflation	4.2
Service developments and demand pressures	2.0
<b>Budget Gap 2018/19</b>	<b>5.5</b>

7.2 Savings Programme (the ‘Efficiency Plan’)

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

In a move away from the conventional approach of Priority-Led Budgeting, a Savings Programme constituting 7 thematic workstreams has been developed and finessed over the last 18 months:

- i) Technical savings – these covered areas such as debt and PFI restructurings, review of reserves and provisions, use of capital receipts and capital to revenue transfers and review of Council Tax Reduction Scheme.
- ii) Income generation and management – between 2015/16 and 2016/17 fees and charges income increased by £3.3m (or 8.5%) and will continue to be optimised along with returns on business loan investments, Growth and Prosperity initiatives and traded services.

- iii) Procurement and commissioning - maximising best value from the market place through an innovating commissioning regime to reduce third-party spend and deliver targeted social value.
- iv) Demand management and self-help initiatives such as the current Channel Shift project work.
- v) Transformational efficiency measures under the direction of the Chief Executive's Delivery Unit with a focus on 'upstream' prevention.
- vi) Structural reform:
  - internally with Council services being the provider of first choice
  - collaborating and partnering with the Council's own companies (as has already progressed significantly with the adoption of the Companies Governance Framework)
  - across the wider public sector including the local Public Sector Board, Healthier Lancashire & South Cumbria and One Public Estate
  - with the private and voluntary sectors.
- vii) Service reductions and cuts, which were considered once i) – vi) had been exhausted.

This exercise has generated the necessary service budget target savings of **£5.5m** in 2018/19. These are listed at Appendix 2 along with the summary actions required to deliver them and have previously been considered by Executive on 11<sup>th</sup> December 2017 at the very start of the consultation process. As part of the consultation on the budget, a dedicated cross-party Budget Scrutiny Panel was established to undertake an in-depth scrutiny review of the proposals across the seven thematic workstreams and residual directorate targets that had been identified in the savings programme contained within the Medium-Term Financial Sustainability Strategy. The Panel met on the 12 December 2017 and its report is attached at Appendix 3.

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

## **8. Other Considerations**

### **8.1 Staffing Implications**

As part of the £5.5m savings target it is anticipated that in the year 2018/19 there will be 50 redundancies and in addition there are a further 20 employees in temporary contracts which will come to an end and up to 40 vacant posts will be deleted. These staffing reductions will come about as a result of services ceasing, reducing or being reconfigured and delivered differently.

Early retirements and voluntary redundancies have been encouraged in order to mitigate compulsory redundancies. In addition there is a high level of scrutiny and governance in relation to ongoing recruitment and retention to ensure that any natural wastage through staff turnover will be prioritised before any compulsory redundancies take place. Where

jobs are replaced employees who are at risk or on notice have an opportunity to apply for these vacancies prior to them being advertised Council-wide.

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

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

The costs of redundancies have been managed centrally through an earmarked reserve. This reserve has been depleted each year by approximately £2m to cover redundancy payments and associated pension strain if it is required. This reserve is forecast to fall to nil by March 2018 but will be replenished from the consequences of the Minimum Revenue Provision restructuring, which was approved as part of the 2016/17 Treasury Management Strategy.

## 8.2 Financial / Economic Context

Together with all other sectors of the national economy, the Council's finances have been affected by the measures being taken to recover from the economic downturn. The Chancellor announced as part of the Autumn Statement 2016 that the Government had abandoned its commitment to reduce public sector net borrowing to a surplus by the end of this Parliament. It is now planning for a deficit of £35bn in 2019/20, compared to the surplus of £10bn planned for at Budget 2016. The Chancellor stated that the Government is committed to the overall plans for departmental resource spending until 2019/20, which were set out at Spending Review 2015.

The effect of the economic climate continues to impact upon the ability to pay for some and make others more cautious in terms of personal spending. The overall effect will be to make collection of income due to the Council, both council tax and fees & charges, more difficult. However, regeneration investment in the town together with its ever improving tourism offer is attracting growing 'staycation' numbers which are bolstering the town's tourism economy.

Interest Rates - The outlook for short-term interest rates is that they will continue at the present historically low levels with a possible slight upturn in 2018/19. Interest receivable on temporary investments will continue at modest levels and debt restructuring opportunities will be kept under continuous review to minimise interest payments.

## 8.3 Business Loans Fund

The 2017/18 Budget increased the Loans fund to £100m. Loans are available to businesses across the Fylde coast and strongly linked to growing and safeguarding the local economy. The Council has approvals and expressions of interest totalling over £71m of loans as of 31<sup>st</sup> December 2017, of which £36m have been drawn down so far. These loans have created / safeguarded 937 jobs.



## 8.4 Equalities Analysis

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

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

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

## 9. Capital Expenditure

- 9.1 The Council’s Capital Programme for 2018/19 – 2020/21 is also to be considered in a separate report to this meeting. Debt financing costs for the capital programme have been included in the revenue budget on the basis of the indicative borrowing allocations received from Government and any Prudential borrowings.
- 9.2 The size and value of the Capital Programme is set in accordance with those allocations plus any available external grants, Prudential borrowing schemes (for which the costs are to be separately funded from service budgets), capital receipts and revenue contributions. Schemes being financed by Prudential borrowing continue to require specific approval of the Executive.
- 9.3 Future revenue costs of capital schemes will also have to be contained within existing bottom-line budgets, except where provision has specifically been agreed in advance.

## 10. Working Balances and Reserves

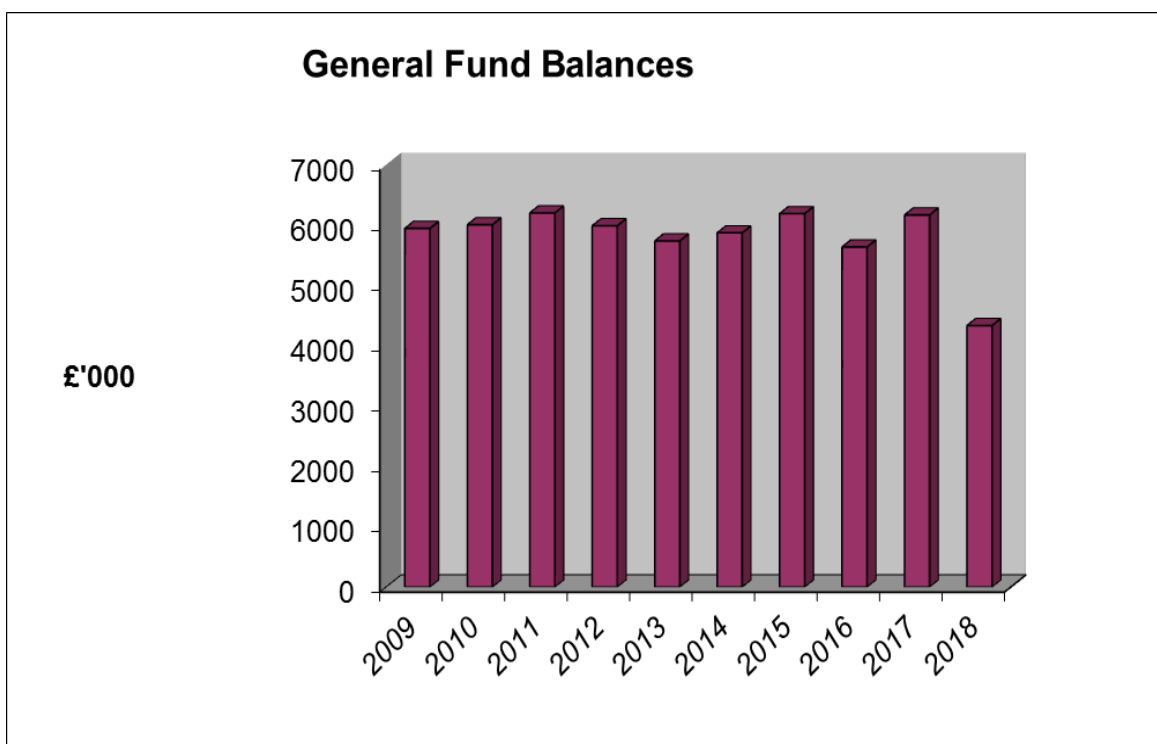
- 10.1 Section 25 of the Local Government Act 2003 imposes a duty upon the Council’s statutory finance officer to report on the robustness of the estimates and the adequacy of reserves.
- 10.2 The proposed budget for 2018/19 is underpinned and reinforced by Council-wide risk management and robust budget setting and monitoring processes.
- Risk Management – Risk management processes are embedded across the Council. A strategic risk register is maintained and a Corporate Risk Management Group meets quarterly to review the risks contained in the register. The strategic risk register identifies the key risks facing services in the delivery of Council priorities and which are scrutinised regularly by the Audit Committee. In addition, the recommendation concerning the level of the general working balances included in this budget is itself a product of a risk-based assessment.
  - Budget Setting – Accountancy staff work with budget holders to comprehensively review all budgets on an annual basis. The budgets set are cash limited. Instances of unavoidable growth, service demand pressures and new developments are identified and scrutinised as part of the budget process, together with other issues such as

meeting new legislative requirements and statutory obligations.

- **Budget Monitoring** – Monitoring is carried out on a monthly basis with effect from month zero and highlights any significant variances and areas of risk, both for current and future years, with regular reports being presented to the Executive and Tourism, Economy and Resources Scrutiny Committee. This provides an opportunity to take action to mitigate such variances. Bearing in mind the importance of successfully delivering budget savings in the current financial year, detailed monthly reports on progress in achieving savings have been reported to the Corporate Leadership Team.

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

10.4 In addition to the Council’s general working balances a number of specific revenue reserves have been established to cover specific risks and uncertain commitments. Without these specific reserves the Council’s general working balances would need to be set at a higher level. Taking into account specific reserves it is the opinion of the Council’s statutory finance officer that the Council should continue to plan for a level of general working balances of **£6m**. This level is necessary in view of the scale of the Council’s gross revenue budget and associated risks. An assessment of the significant risks and the steps which are being taken to mitigate these risks are set out in appendix 5. In setting the proposed budget and savings programme of £5.5m it is not realistic to assume that this target can be achieved via contributions from revenue budgets. It is therefore proposed that a detailed review of earmarked reserves will be undertaken at Provisional Outturn 2017/18 with a view to reprioritising and ‘unearmarking’ sufficient reserves to replenish working balances to their target level in early 2018/19 should this be necessary.



## **11. Capping**

- 11.1 Under schedule 5 of the Localism Act 2011 the Government introduced a requirement to hold a local referendum when proposed council tax increases are deemed excessive. On 19<sup>th</sup> December as part of the Provisional Local Government Settlement it was announced that an increased council tax referendum threshold of 3% would apply for 2018/19.
- 11.2 In 2016/17 the Social Care Precept on Council Tax was originally set at 2% per annum increase for the period 2016/17 to 2019/20. The terms of this precept were changed for the period 2017/18 to 2019/20. Local authorities are able to increase the Social Care Precept by up to 3% per annum in 2017/18 and 2018/19. However, authorities that go ahead with the 3% increase each year for 2017/18 and 2018/19 will not be able to make a further increase in 2019/20 (i.e. the total allowable increase over the three-year period remains at 6%). This flexibility is offered in recognition of inflationary pressures such as the raising of the National Living Wage and demographic changes which are leading to growing demand for adult social care and increased pressure on council budgets. A requirement of this flexibility is that the Council spends the additional funds raised through the Adult Social Care Council Tax precept on Adult Social Care only.
- 11.3 Therefore, for upper tier authorities wishing to use the social care precept at the maximum in 2018/19, a referendum will be triggered where Council Tax is increased by 6% or more above the authority's relevant basic amount of Council Tax for 2017/18 (i.e. 3% referendum threshold + 3% social care precept).

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

- 12.1 Medium term prospects are overshadowed by the continuing cutbacks in public sector spending which were described in detail in the current Medium Term Financial Sustainability Strategy. It is difficult to forecast beyond 2019/20 when the current 4-year Settlement ends and the prospect of 75% Business Rates Retention adds more uncertainty to financial planning.
- 12.2 The most significant factors in terms of the Council's budgetary resources in the medium term are the amounts which will be received by way of localised business rates collection, Council Tax and residual Revenue Support Grant. Indicative forecasts of these plus a best estimate of service pressures suggest a budget gap of £8.4m will be required to be met in 2019/20 and £6.5m in 2020/21.
- 12.3 It is the intention that the current Medium Term Financial Plan will be refreshed over a rolling 3-year period.

### 13. Recommendations

The Executive is asked:

- (1) To recommend to Council the level of net expenditure for the draft General Fund Revenue Budget 2018/19 of £124,365,000 (ref. paragraph 6.2)
- (2) To recommend to Council a level of budget savings of £5.5m (ref. paragraphs 7.1 and 7.2 and Appendix 2)
- (3) To recommend to Council that the Chief Executive be authorised to take any necessary steps to ensure all staffing savings are achieved (ref. paragraph 8.1)
- (4) To recommend to Council that the target level of working balances remains at £6m (ref. paragraph 10.4)
- (5) To recommend a detailed review of earmarked reserves takes place at Provisional Outturn 2017/18 to reprioritise and un earmark funds to replenish working balances to their target level in 2018/19 should this be necessary (ref. paragraph 10.4)
- (6) To consider the report of the Budget Scrutiny Review Panel as attached at Appendix 3 and consider any actions arising from that review.
- (7) 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
- (8) 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.

Mr S Thompson  
Director of Resources  
23 January 2018

**BLACKPOOL COUNCIL**

**REVENUE ESTIMATES FOR THE YEAR  
ENDED 31<sup>ST</sup> MARCH 2019**

## BLACKPOOL COUNCIL

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

## SUMMARY

LINE NO.	GENERAL FUND NET REQUIREMENTS	2016/17 ACTUAL £000	2017/18 ADJUSTED CASH LIMIT £000	2017/18 FORECAST OUTTURN £000	2018/19 CASH LIMIT £000
	<b>CASH LIMITED BOTTOM LINE BUDGETS</b>				
1	CHIEF EXECUTIVE	(108)	693	693	612
2	GOVERNANCE & PARTNERSHIP SERVICES	1,906	2,219	1,999	2,019
3	RESOURCES	4,014	6,411	6,558	6,459
4	PLACES	5,058	5,079	6,551	5,367
5	COMMUNITY & ENVIRONMENTAL SERVICES	45,184	42,564	42,561	42,064
6	ADULT SERVICES	44,452	52,461	51,863	52,162
7	CHILDREN'S SERVICES	43,079	40,149	43,057	37,676
8	PUBLIC HEALTH	14	23	23	23
9	BUDGETS OUTSIDE THE CASH LIMIT	15,545	14,280	15,081	13,864
10	CAPITAL CHARGES	(27,688)	(30,477)	(30,477)	(30,994)
11	IAS 19 RETIREMENT BENEFITS & ANNUAL LEAVE ACCRUAL	(857)	-	-	-
12	<b>SUB TOTAL - NET COST OF SERVICES</b>	<b>130,599</b>	<b>133,402</b>	<b>137,909</b>	<b>129,252</b>
	<b><u>CONTRIBUTIONS AND CONTINGENCIES</u></b>				
13	CONTRIBUTIONS - TO/(FROM) RESERVES	(4,106)	(6,691)	(7,973)	(3,686)
14	REVENUE CONSEQUENCES OF CAPITAL OUTLAY	26	185	185	285
15	CONTINGENCIES	1,451	(7,100)	(8,492)	(1,938)
16	<b>SUB TOTAL - CONTRIBUTIONS AND CONTINGENCIES</b>	<b>(2,629)</b>	<b>(13,606)</b>	<b>(16,280)</b>	<b>(5,339)</b>
	<b><u>LEVIES</u></b>				
17	NORTH WEST REGIONAL FLOOD DEFENCE COMMITTEE	66	67	67	67
18	APPRENTICESHIP LEVY	-	385	385	385
19	<b>SUB TOTAL - LEVIES</b>	<b>66</b>	<b>452</b>	<b>452</b>	<b>452</b>
20	<b>TOTAL NET EXPENDITURE TO BE MET FROM PUBLIC FUNDS</b>	<b>128,036</b>	<b>120,248</b>	<b>122,081</b>	<b>124,365</b>
21	LESS: AMOUNT (TAKEN FROM) / ADDED TO WORKING BALANCES	(2,470)	-	(1,833)	-
22	<b>NET REQUIREMENTS AFTER WORKING BALANCES</b>	<b>125,566</b>	<b>120,248</b>	<b>120,248</b>	<b>124,365</b>
	Working Balances as at 1st April	5,636		3,166	4,333
	Movement in Working Balances	(2,470)		(1,833)	-
		3,166		1,333	4,333
	Transfer from Earmarked Reserves	-		3,000	-
	General Balances as at 31st March	3,166		4,333	4,333

**Chief Executive**

## CHIEF EXECUTIVE

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### SUMMARY

FUNCTIONS OF SERVICE	2016/17 ACTUAL £000	2017/18 ADJUSTED CASH LIMIT £000	2017/18 FORECAST OUTTURN £000	2018/19 CASH LIMIT £000
CHIEF EXECUTIVE	630	596	596	606
HR, ORGANISATION AND WORKFORCE DEVELOPMENT	(758)	78	78	86
CORPORATE DELIVERY UNIT	89	90	90	25
HOUSING	(69)	(71)	(71)	(105)
<b>NET COST OF SERVICES</b>	<b>(108)</b>	<b>693</b>	<b>693</b>	<b>612</b>
<i>COST PER '000 POPULATION</i>	<i>(1)</i>	<i>5</i>	<i>5</i>	<i>4</i>

Budget Holder: Mr Neil Jack- Chief Executive

Finance Manager: Mr S Maher / Mrs K Whyatt

SUBJECTIVE ANALYSIS	2016/17 ACTUAL £000	2017/18 ADJUSTED CASH LIMIT £000	2017/18 FORECAST OUTTURN £000	2018/19 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	3,764	3,793	3,857	3,865
PREMISES	95	92	92	94
TRANSPORT	15	19	19	19
SUPPLIES AND SERVICES	916	429	441	429
THIRD PARTY PAYMENTS	328	317	317	317
TRANSFER PAYMENTS	442	(13)	(13)	(13)
SUPPORT SERVICES	1,152	1,162	1,162	1,167
CAPITAL CHARGES	16	16	16	16
CORPORATE SAVINGS TARGET	-	-	-	(190)
<b>TOTAL EXPENDITURE</b>	<b>6,728</b>	<b>5,815</b>	<b>5,891</b>	<b>5,704</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	260	243	243	243
GOVERNMENT GRANTS	457	-	-	-
RECHARGES	5,180	4,133	4,133	4,103
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	939	746	822	746
<b>TOTAL INCOME</b>	<b>6,836</b>	<b>5,122</b>	<b>5,198</b>	<b>5,092</b>
<b>NET EXPENDITURE</b>	<b>(108)</b>	<b>693</b>	<b>693</b>	<b>612</b>



## CHIEF EXECUTIVE

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### CHIEF EXECUTIVE

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	494	471	534	481
PREMISES	-	-	-	-
TRANSPORT	2	1	1	1
SUPPLIES AND SERVICES	80	68	81	68
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	73	75	75	75
CAPITAL CHARGES	13	13	13	13
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>662</b>	<b>628</b>	<b>704</b>	<b>638</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	32	32	108	32
<b>TOTAL INCOME</b>	<b>32</b>	<b>32</b>	<b>108</b>	<b>32</b>
<b>NET EXPENDITURE</b>	<b>630</b>	<b>596</b>	<b>596</b>	<b>606</b>
<i>COST PER '000 POPULATION</i>	4	4	4	4

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

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

**Notes:**

- 1) This budget consists of the Chief Executive and the Executive Support Team. The Executive Support Team provides support to the Council's Executive Members and Chief Officers on the Corporate Leadership Team.

## CHIEF EXECUTIVE

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### HR, ORGANISATION AND WORKFORCE DEVELOPMENT

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,435	1,399	1,399	1,421
PREMISES	3	-	-	-
TRANSPORT	6	5	5	5
SUPPLIES AND SERVICES	378	186	186	186
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	458	449	449	449
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(14)
<b>TOTAL EXPENDITURE</b>	<b>2,280</b>	<b>2,039</b>	<b>2,039</b>	<b>2,047</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	121	90	90	90
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	2,646	1,599	1,599	1,599
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	271	272	272	272
<b>TOTAL INCOME</b>	<b>3,038</b>	<b>1,961</b>	<b>1,961</b>	<b>1,961</b>
<b>NET EXPENDITURE</b>	<b>(758)</b>	<b>78</b>	<b>78</b>	<b>86</b>
<i>COST PER '000 POPULATION</i>	<i>(5)</i>	<i>1</i>	<i>1</i>	<i>1</i>

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

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

**Notes:**

- 1) Organisation and Workforce Development helps to ensure that the Council is able to deliver its priorities safely and effectively through the training and development of employees. This includes being commissioned to deliver Childrens and Adults Social Care training.
- 2) Recruitment and Safeguarding ensures a right first time approach to recruitment and safeguarding information.
- 3) Systems and Management Information provides the management of HR systems and first rate management information.
- 4) Employee Relations Section supports services with all people management issues to ensure that redundancies restructures, re-organisations, disciplinaries, grievances and attendance management issues are progressed in line with legislation and internal policies.
- 5) Corporate Health - The service conducts pre-employment medicals, promotes healthy living and provides advice and guidance to managers.
- 6) All services provide services to Council departments, to Fylde Council, schools/Academies and Council Wholly Owned Companies.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HUMAN RESOURCES AND ORGANISATION DEVELOPMENT	(1,667)	(809)	(809)	(814)
CORPORATE TRAINING	374	348	348	352
HR SYSTEMS AND INFORMATION	340	329	329	336
CORPORATE HEALTH	195	210	210	212
<b>NET EXPENDITURE</b>	<b>(758)</b>	<b>78</b>	<b>78</b>	<b>86</b>

## CHIEF EXECUTIVE

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### CORPORATE DELIVERY UNIT

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	937	988	988	1,009
PREMISES	-	-	-	-
TRANSPORT	4	4	4	4
SUPPLIES AND SERVICES	277	108	108	108
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	55	47	47	47
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(86)
<b>TOTAL EXPENDITURE</b>	<b>1,273</b>	<b>1,147</b>	<b>1,147</b>	<b>1,082</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	15	15	15
GOVERNMENT GRANTS	4	-	-	-
RECHARGES	654	640	640	640
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	526	402	402	402
<b>TOTAL INCOME</b>	<b>1,184</b>	<b>1,057</b>	<b>1,057</b>	<b>1,057</b>
<b>NET EXPENDITURE</b>	<b>89</b>	<b>90</b>	<b>90</b>	<b>25</b>
<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>0</i>

**Budget Holder: Mr Antony Lockley - Director of Strategy and Assistant Chief Executive**

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

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CORPORATE DELIVERY UNIT	50	(161)	(161)	(152)
POLICY AND TRANSFORMATION	39	251	251	177
<b>NET EXPENDITURE</b>	<b>89</b>	<b>90</b>	<b>90</b>	<b>25</b>

## CHIEF EXECUTIVE

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### HOUSING

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	899	938	938	957
PREMISES	91	92	92	94
TRANSPORT	4	9	9	9
SUPPLIES AND SERVICES	182	67	67	67
THIRD PARTY PAYMENTS	327	317	317	317
TRANSFER PAYMENTS	442	(13)	(13)	(13)
SUPPORT SERVICES	565	590	590	595
CAPITAL CHARGES	4	4	4	4
CORPORATE SAVINGS TARGET	-	-	-	(90)
<b>TOTAL EXPENDITURE</b>	<b>2,514</b>	<b>2,004</b>	<b>2,004</b>	<b>1,940</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	140	139	139	139
GOVERNMENT GRANTS	453	-	-	-
RECHARGES	1,880	1,895	1,895	1,865
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	110	41	41	41
<b>TOTAL INCOME</b>	<b>2,583</b>	<b>2,075</b>	<b>2,075</b>	<b>2,045</b>
<b>NET EXPENDITURE</b>	<b>(69)</b>	<b>(71)</b>	<b>(71)</b>	<b>(105)</b>
<b>COST PER '000 POPULATION</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>

**Budget Holder: Mr Andrew Foot- Head of Housing/ Mr Antony Lockley- Director of Strategy and Assistant Chief Executive**

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

**Notes:**

- 1) The Housing Service contains the Housing Options Service as well as being responsible for the development of the town's housing strategy and the housing renewal plans that flow from that strategy. The Service is also responsible for major housing development programmes in conjunction with the Homes and Communities Agency, private developers and registered social landlords. The Housing Options Service role is to prevent homelessness and provide help and assistance to those that are threatened or are homeless.

## **Governance & Partnership Services**

## GOVERNANCE AND PARTNERSHIP SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### SUMMARY

FUNCTIONS OF SERVICE	2016/17 ACTUAL £000	2017/18 ADJUSTED CASH LIMIT £000	2017/18 FORECAST OUTTURN £000	2018/19 CASH LIMIT £000
DEMOCRATIC GOVERNANCE	2,374	2,554	2,254	2,295
CUSTOMER CARE & LIFE EVENTS	(148)	(421)	(341)	(372)
CORPORATE LEGAL SERVICES	(320)	86	86	96
<b>NET COST OF SERVICES</b>	<b>1,906</b>	<b>2,219</b>	<b>1,999</b>	<b>2,019</b>
<i>COST PER '000 POPULATION</i>	<i>13</i>	<i>16</i>	<i>14</i>	<i>14</i>

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

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

SUBJECTIVE ANALYSIS	2016/17 ACTUAL £000	2017/18 ADJUSTED CASH LIMIT £000	2017/18 FORECAST OUTTURN £000	2018/19 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	3,660	3,550	3,571	3,578
PREMISES	309	208	216	212
TRANSPORT	52	40	45	40
SUPPLIES AND SERVICES	1,314	1,120	1,166	914
THIRD PARTY PAYMENTS	31	161	161	117
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	1,006	871	871	894
CAPITAL CHARGES	68	68	68	68
CORPORATE SAVINGS TARGET	-	-	-	(50)
<b>TOTAL EXPENDITURE</b>	<b>6,440</b>	<b>6,018</b>	<b>6,098</b>	<b>5,773</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	2,179	2,233	2,233	2,233
GOVERNMENT GRANTS	19	-	-	-
RECHARGES	1,210	876	876	876
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,126	690	990	645
<b>TOTAL INCOME</b>	<b>4,534</b>	<b>3,799</b>	<b>4,099</b>	<b>3,754</b>
<b>NET EXPENDITURE</b>	<b>1,906</b>	<b>2,219</b>	<b>1,999</b>	<b>2,019</b>

**GOVERNANCE AND PARTNERSHIP SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019**  
**DEMOCRATIC GOVERNANCE**

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,714	1,579	1,579	1,574
PREMISES	4	1	1	1
TRANSPORT	16	17	17	17
SUPPLIES AND SERVICES	563	684	684	435
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	610	542	542	542
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(50)
<b>TOTAL EXPENDITURE</b>	<b>2,907</b>	<b>2,823</b>	<b>2,823</b>	<b>2,519</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	1	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	100	102	102	102
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	432	167	467	122
<b>TOTAL INCOME</b>	<b>533</b>	<b>269</b>	<b>569</b>	<b>224</b>
<b>NET EXPENDITURE</b>	<b>2,374</b>	<b>2,554</b>	<b>2,254</b>	<b>2,295</b>
<b>COST PER '000 POPULATION</b>	<b>17</b>	<b>18</b>	<b>16</b>	<b>16</b>

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

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

**Notes:**

Democratic Governance includes the following elements of service:

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CORPORATE & MEMBER SERVICES	1,413	1,337	1,337	1,354
DEMOCRATIC SERVICES	450	480	480	440
ELECTORAL SERVICES	212	180	180	183
MEMBERS' WARD FUNDING	268	557	257	315
GOVERNORS SERVICES	31	-	-	3
<b>NET EXPENDITURE</b>	<b>2,374</b>	<b>2,554</b>	<b>2,254</b>	<b>2,295</b>

**GOVERNANCE AND PARTNERSHIP SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019**  
**CUSTOMER CARE & LIFE EVENTS**

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,045	1,084	1,105	1,107
PREMISES	304	207	215	210
TRANSPORT	34	21	26	21
SUPPLIES AND SERVICES	624	387	433	387
THIRD PARTY PAYMENTS	30	117	117	117
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	263	190	190	213
CAPITAL CHARGES	68	68	68	68
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>2,368</b>	<b>2,074</b>	<b>2,154</b>	<b>2,123</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	2,096	2,157	2,157	2,157
GOVERNMENT GRANTS	19	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	401	338	338	338
<b>TOTAL INCOME</b>	<b>2,516</b>	<b>2,495</b>	<b>2,495</b>	<b>2,495</b>
<b>NET EXPENDITURE</b>	<b>(148)</b>	<b>(421)</b>	<b>(341)</b>	<b>(372)</b>
<b>COST PER '000 POPULATION</b>	<b>(1)</b>	<b>(3)</b>	<b>(2)</b>	<b>(3)</b>

**BUDGET HOLDER: Ms Joceline Greenaway - Head of Life Events and Customer Engagement**

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

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
REGISTRARS	117	45	66	74
CORONERS & MORTUARY	376	386	386	392
BURIALS	(234)	(268)	(239)	(267)
CARLETON CREMATORIUM SERVICES	(460)	(658)	(628)	(647)
PUBLIC FUNERALS	21	14	14	14
CUSTOMER CARE	32	60	60	62
<b>NET EXPENDITURE</b>	<b>(148)</b>	<b>(421)</b>	<b>(341)</b>	<b>(372)</b>



**GOVERNANCE AND PARTNERSHIP SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019**  
**CORPORATE LEGAL SERVICES**

SUBJECTIVE ANALYSIS	2016/17 ACTUAL £000	2017/18 ADJUSTED CASH LIMIT £000	2017/18 FORECAST OUTTURN £000	2018/19 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	900	888	888	898
PREMISES	-	-	-	-
TRANSPORT	1	1	1	1
SUPPLIES AND SERVICES	128	92	92	92
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	133	139	139	139
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>1,162</b>	<b>1,120</b>	<b>1,120</b>	<b>1,130</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	79	76	76	76
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,109	774	774	774
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	294	184	184	184
<b>TOTAL INCOME</b>	<b>1,482</b>	<b>1,034</b>	<b>1,034</b>	<b>1,034</b>
<b>NET EXPENDITURE</b>	<b>(320)</b>	<b>86</b>	<b>86</b>	<b>96</b>
<b>COST PER '000 POPULATION</b>	<b>(2)</b>	<b>1</b>	<b>1</b>	<b>1</b>

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

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

**Notes:**

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

## **Resources**

## RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### SUMMARY

FUNCTIONS OF SERVICE	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
PROCUREMENT, ENERGY & PROJECTS	(37)	141	110	124
REVENUES & EXCHEQUER SERVICES	1,329	1,231	1,316	1,309
BENEFITS	(1,026)	(948)	(947)	(973)
ICT SERVICES	114	301	298	184
CUSTOMER FIRST	(124)	20	23	18
ACCOUNTANCY	(27)	51	39	36
RISK SERVICES	373	82	100	91
PROPERTY SERVICES & INVESTMENT PORTFOLIO	3,412	5,533	5,619	5,670
<b>NET COST OF SERVICES</b>	<b>4,014</b>	<b>6,411</b>	<b>6,558</b>	<b>6,459</b>
<i>COST PER '000 POPULATION</i>	<i>28</i>	<i>45</i>	<i>46</i>	<i>45</i>

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

**Finance Manager: Mr Mark Golden**

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	12,093	11,740	11,978	11,971
PREMISES	6,421	5,273	6,073	5,384
TRANSPORT	108	119	119	119
SUPPLIES AND SERVICES	5,127	3,500	4,691	3,500
THIRD PARTY PAYMENTS	488	46	51	46
TRANSFER PAYMENTS	267	215	216	215
SUPPORT SERVICES	3,070	3,234	3,257	3,255
CAPITAL CHARGES	5,731	8,667	8,943	8,712
CORPORATE SAVINGS TARGET	-	-	-	(390)
<b>TOTAL EXPENDITURE</b>	<b>33,305</b>	<b>32,794</b>	<b>35,328</b>	<b>32,812</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	3,493	2,981	3,509	2,981
GOVERNMENT GRANTS	528	525	532	525
RECHARGES	20,813	21,034	20,928	21,004
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	4,457	1,843	3,801	1,843
<b>TOTAL INCOME</b>	<b>29,291</b>	<b>26,383</b>	<b>28,770</b>	<b>26,353</b>
<b>NET EXPENDITURE</b>	<b>4,014</b>	<b>6,411</b>	<b>6,558</b>	<b>6,459</b>

## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### PROCUREMENT, ENERGY & PROJECTS

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	436	622	593	632
PREMISES	(1)	-	-	-
TRANSPORT	2	1	2	1
SUPPLIES AND SERVICES	279	27	28	27
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	73	67	67	67
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(27)
<b>TOTAL EXPENDITURE</b>	<b>789</b>	<b>717</b>	<b>690</b>	<b>700</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	492	462	462	462
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	334	114	118	114
<b>TOTAL INCOME</b>	<b>826</b>	<b>576</b>	<b>580</b>	<b>576</b>
<b>NET EXPENDITURE</b>	<b>(37)</b>	<b>141</b>	<b>110</b>	<b>124</b>
<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>1</i>	<i>1</i>	<i>1</i>

**Budget Holder: Mr Trevor Rayner - Head of Procurement, Energy & Projects.**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1)** The Project Team undertakes projects of strategic and corporate importance. The Team reviews, plans and implements improvements to services within the directorate and across the Council, delivering efficiency savings and value for money. It also strengthens performance management and business planning across the directorate.
- 2)** Corporate Procurement co-ordinate and manage the contractual process and procurement of goods and services for the whole of the Council and provides advice on all issues relating to procurement.
- 3)** The Energy and Sustainability Team delivers the energy and water management service, the carbon management plan and climate change agenda to develop a sustainable and efficient property portfolio which has minimum impact on the environment and climate during its life.

## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### REVENUES & EXCHEQUER SERVICES

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,560	1,445	1,601	1,523
PREMISES	-	-	-	-
TRANSPORT	7	10	6	10
SUPPLIES AND SERVICES	472	539	589	539
THIRD PARTY PAYMENTS	4	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	797	707	707	707
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>2,840</b>	<b>2,701</b>	<b>2,903</b>	<b>2,779</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	204	-	-	-
GOVERNMENT GRANTS	17	14	15	14
RECHARGES	1,045	1,345	1,331	1,345
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	245	111	241	111
<b>TOTAL INCOME</b>	<b>1,511</b>	<b>1,470</b>	<b>1,587</b>	<b>1,470</b>
<b>NET EXPENDITURE</b>	<b>1,329</b>	<b>1,231</b>	<b>1,316</b>	<b>1,309</b>
<i>COST PER '000 POPULATION</i>	9	9	9	9

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

**Finance Manager: Mr Mark Golden**

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
REVENUES	1,217	1,164	1,209	1,229
TRANSANATIONAL SERVICES	(48)	48	51	51
PAYROLL	160	19	56	29
<b>NET EXPENDITURE</b>	<b>1,329</b>	<b>1,231</b>	<b>1,316</b>	<b>1,309</b>

## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### BENEFITS

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	3,030	2,943	2,895	2,998
PREMISES	-	-	-	-
TRANSPORT	9	-	5	-
SUPPLIES AND SERVICES	450	346	591	346
THIRD PARTY PAYMENTS	2	-	-	-
TRANSFER PAYMENTS	252	200	201	200
SUPPORT SERVICES	294	332	332	346
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(94)
<b>TOTAL EXPENDITURE</b>	<b>4,037</b>	<b>3,821</b>	<b>4,024</b>	<b>3,796</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	43	-	62	-
GOVERNMENT GRANTS	450	450	450	450
RECHARGES	3,895	3,892	3,888	3,892
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	675	427	571	427
<b>TOTAL INCOME</b>	<b>5,063</b>	<b>4,769</b>	<b>4,971</b>	<b>4,769</b>
<b>NET EXPENDITURE</b>	<b>(1,026)</b>	<b>(948)</b>	<b>(947)</b>	<b>(973)</b>
<b>COST PER '000 POPULATION</b>	<b>(7)</b>	<b>(7)</b>	<b>(7)</b>	<b>(7)</b>

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

**Finance Manager: Mr Mark Golden**

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
BENEFITS ADMIN	(1,213)	(1,106)	(1,107)	(1,134)
DISCRETIONARY SUPPORT SCHEME	187	158	160	161
<b>NET EXPENDITURE</b>	<b>(1,026)</b>	<b>(948)</b>	<b>(947)</b>	<b>(973)</b>

## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### ICT SERVICES

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,478	1,542	1,589	1,563
PREMISES	17	8	15	8
TRANSPORT	10	12	9	12
SUPPLIES AND SERVICES	2,317	1,837	2,492	1,837
THIRD PARTY PAYMENTS	-	2	-	2
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	160	163	163	163
CAPITAL CHARGES	633	722	722	722
CORPORATE SAVINGS TARGET	-	-	-	(138)
<b>TOTAL EXPENDITURE</b>	<b>4,615</b>	<b>4,286</b>	<b>4,990</b>	<b>4,169</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	426	280	291	280
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	3,330	3,091	3,100	3,091
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	745	614	1,301	614
<b>TOTAL INCOME</b>	<b>4,501</b>	<b>3,985</b>	<b>4,692</b>	<b>3,985</b>
<b>NET EXPENDITURE</b>	<b>114</b>	<b>301</b>	<b>298</b>	<b>184</b>
<b>COST PER '000 POPULATION</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>

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

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) Information and Communications Technology underpins activities of the Council, Blackpool schools and the local community. ICT Services enables the Council to utilise new technologies and systems to deliver a better, more convenient and cost effective service. The ICT Services budget covers all the costs for managing and supporting the Council's ICT infrastructure, the hosting and back up of data, network and telephony services, corporate applications and providing suitable hardware for employees of the Council to carry out their business on. The costs for business application licences and telephones are paid directly by the services. The costs of the Council ICT is offset significantly by a shared service approach that allows other public sector bodies across the Fylde Coast and beyond to access traded services provided by the Council's ICT Service. In addition to the above in the summer of 2016/17 the Social Care Systems Team and the CLC Media Team merged with the ICT Service.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
Corporate ICT	(190)	(14)	(36)	(135)
Systems Development	292	312	309	315
Digital Media Manager	12	3	25	4
<b>NET EXPENDITURE</b>	<b>114</b>	<b>301</b>	<b>298</b>	<b>184</b>

## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### CUSTOMER FIRST

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	784	775	820	789
PREMISES	-	-	-	-
TRANSPORT	31	31	31	31
SUPPLIES AND SERVICES	329	104	123	104
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	152	152	152	155
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(19)
<b>TOTAL EXPENDITURE</b>	<b>1,296</b>	<b>1,062</b>	<b>1,126</b>	<b>1,060</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	29	30	28	30
GOVERNMENT GRANTS	61	61	61	61
RECHARGES	1,046	932	930	932
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	284	19	84	19
<b>TOTAL INCOME</b>	<b>1,420</b>	<b>1,042</b>	<b>1,103</b>	<b>1,042</b>
<b>NET EXPENDITURE</b>	<b>(124)</b>	<b>20</b>	<b>23</b>	<b>18</b>
<i>COST PER '000 POPULATION</i>	<i>(1)</i>	<i>0</i>	<i>0</i>	<i>0</i>

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

**Finance Manager: Mr Mark Golden**

**Notes:**

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



## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### ACCOUNTANCY

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,520	1,508	1,610	1,527
PREMISES	-	-	-	-
TRANSPORT	4	3	5	3
SUPPLIES AND SERVICES	327	109	166	109
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	207	209	209	209
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(34)
<b>TOTAL EXPENDITURE</b>	<b>2,058</b>	<b>1,829</b>	<b>1,990</b>	<b>1,814</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	115	161	133	161
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,653	1,521	1,524	1,521
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	317	96	294	96
<b>TOTAL INCOME</b>	<b>2,085</b>	<b>1,778</b>	<b>1,951</b>	<b>1,778</b>
<b>NET EXPENDITURE</b>	<b>(27)</b>	<b>51</b>	<b>39</b>	<b>36</b>
<b>COST PER '000 POPULATION</b>				
	(0)	0	0	0

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

**Finance Manager: Mr Mark Golden**

**Notes:**

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

## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### RISK SERVICES

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,037	796	859	807
PREMISES	-	9	9	9
TRANSPORT	2	5	5	5
SUPPLIES AND SERVICES	29	25	38	25
THIRD PARTY PAYMENTS	5	49	51	49
TRANSFER PAYMENTS	15	15	15	15
SUPPORT SERVICES	124	163	163	164
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(3)
<b>TOTAL EXPENDITURE</b>	<b>1,212</b>	<b>1,062</b>	<b>1,140</b>	<b>1,071</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	23	-	-	-
GOVERNMENT GRANTS	-	-	1	-
RECHARGES	619	909	855	909
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	197	71	184	71
<b>TOTAL INCOME</b>	<b>839</b>	<b>980</b>	<b>1,040</b>	<b>980</b>
<b>NET EXPENDITURE</b>	<b>373</b>	<b>82</b>	<b>100</b>	<b>91</b>
<b>COST PER '000 POPULATION</b>				
	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>

**Budget Holder: Tracy Greenhalgh - Head of Audit and Risk**

**Finance Manager: Mr Mark Golden**

**Notes:**

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

## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### PROPERTY SERVICES & INVESTMENT PORTFOLIO

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,248	2,109	2,011	2,132
PREMISES	6,405	5,256	6,049	5,367
TRANSPORT	43	57	56	57
SUPPLIES AND SERVICES	924	513	664	513
THIRD PARTY PAYMENTS	477	(5)	-	(5)
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	1,263	1,441	1,464	1,444
CAPITAL CHARGES	5,098	7,945	8,221	7,990
CORPORATE SAVINGS TARGET	-	-	-	(75)
<b>TOTAL EXPENDITURE</b>	<b>16,458</b>	<b>17,316</b>	<b>18,465</b>	<b>17,423</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	2,653	2,510	2,995	2,510
GOVERNMENT GRANTS	-	-	5	-
RECHARGES	8,733	8,882	8,838	8,852
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,660	391	1,008	391
<b>TOTAL INCOME</b>	<b>13,046</b>	<b>11,783</b>	<b>12,846</b>	<b>11,753</b>
<b>NET EXPENDITURE</b>	<b>3,412</b>	<b>5,533</b>	<b>5,619</b>	<b>5,670</b>
<i>COST PER '000 POPULATION</i>	24	39	40	40

**Budget Holder: Mr Paul Jones - Head of Property Services**

**Finance Manager: Mr Mark Golden**

**Notes:**

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

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PROPERTY SERVICES MANAGEMENT	395	377	364	283
BUILDINGS	751	507	457	674
CAPITAL PROJECTS & DEVELOPMENT	(5)	(247)	65	(241)
PROPERTY & PORTFOLIO MANAGEMENT	606	456	526	468
BUSINESS DEVELOPMENT & STRATEGY	123	102	102	103
ENERGY & PROPERTY DATA	284	233	268	236
BUILDING SERVICES	1	1	45	1
INVESTMENT PORTFOLIO	1,135	4,104	3,792	4,146
OTHER	122	-	-	-
<b>NET EXPENDITURE</b>	<b>3,412</b>	<b>5,533</b>	<b>5,619</b>	<b>5,670</b>

## **Places**

## PLACES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### SUMMARY

FUNCTIONS OF SERVICE	2016/17 ACTUAL £000	2017/18 ADJUSTED CASH LIMIT £000	2017/18 FORECAST OUTTURN £000	2018/19 CASH LIMIT £000
STRATEGIC LEISURE ASSETS	2,016	1,042	2,216	763
ECONOMIC DEVELOPMENT & CULTURAL SERVICES	362	307	312	426
GROWING PLACES	495	349	513	809
VISITOR ECONOMY	2,185	3,381	3,510	3,369
<b>NET COST OF SERVICES</b>	<b>5,058</b>	<b>5,079</b>	<b>6,551</b>	<b>5,367</b>
<i>COST PER '000 POPULATION</i>	<i>36</i>	<i>36</i>	<i>46</i>	<i>38</i>

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

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

SUBJECTIVE ANALYSIS	2016/17 ACTUAL £000	2017/18 ADJUSTED CASH LIMIT £000	2017/18 FORECAST OUTTURN £000	2018/19 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	6,021	5,092	5,167	5,210
PREMISES	1,957	1,229	1,292	1,238
TRANSPORT	202	110	136	110
SUPPLIES AND SERVICES	7,148	3,024	3,309	3,113
THIRD PARTY PAYMENTS	26	21	25	21
TRANSFER PAYMENTS	9	56	56	56
SUPPORT SERVICES	934	2,239	2,243	2,241
CAPITAL CHARGES	4,554	4,758	4,962	5,097
CORPORATE SAVINGS TARGET	-	-	-	(110)
<b>TOTAL EXPENDITURE</b>	<b>20,851</b>	<b>16,529</b>	<b>17,190</b>	<b>16,976</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	4,586	4,046	4,323	4,046
GOVERNMENT GRANTS	1,401	60	158	60
RECHARGES	3,469	3,328	3,292	3,399
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	6,337	4,016	2,866	4,104
<b>TOTAL INCOME</b>	<b>15,793</b>	<b>11,450</b>	<b>10,639</b>	<b>11,609</b>
<b>NET EXPENDITURE</b>	<b>5,058</b>	<b>5,079</b>	<b>6,551</b>	<b>5,367</b>

## PLACES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### STRATEGIC LEISURE ASSETS

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	109	112	112	115
PREMISES	1,143	529	589	529
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	456	502	502	502
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	44	38	38	38
CAPITAL CHARGES	4,026	4,335	4,375	4,335
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>5,778</b>	<b>5,516</b>	<b>5,616</b>	<b>5,519</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	3,435	2,854	3,067	2,854
GOVERNMENT GRANTS	45	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	282	1,620	333	1,902
<b>TOTAL INCOME</b>	<b>3,762</b>	<b>4,474</b>	<b>3,400</b>	<b>4,756</b>
<b>NET EXPENDITURE</b>	<b>2,016</b>	<b>1,042</b>	<b>2,216</b>	<b>763</b>
<b>COST PER '000 POPULATION</b>	<b>14</b>	<b>7</b>	<b>16</b>	<b>5</b>

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

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

**Notes:**

1) Strategic Leisure Assets includes the following premises:

- Blackpool Tower
- The Winter Gardens
- Madame Tussauds
- The Golden Mile Buildings

## PLACES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### ECONOMIC DEVELOPMENT & CULTURAL SERVICES

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,757	1,846	1,867	1,878
PREMISES	514	406	408	412
TRANSPORT	85	18	16	18
SUPPLIES AND SERVICES	3,393	476	572	575
THIRD PARTY PAYMENTS	22	2	-	2
TRANSFER PAYMENTS	2	-	-	-
SUPPORT SERVICES	351	286	290	278
CAPITAL CHARGES	299	299	299	299
CORPORATE SAVINGS TARGET	-	-	-	(10)
<b>TOTAL EXPENDITURE</b>	<b>7,423</b>	<b>3,333</b>	<b>3,452</b>	<b>3,452</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	188	152	190	152
GOVERNMENT GRANTS	500	-	6	-
RECHARGES	2,721	2,378	2,378	2,378
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,652	496	566	496
<b>TOTAL INCOME</b>	<b>7,061</b>	<b>3,026</b>	<b>3,140</b>	<b>3,026</b>
<b>NET EXPENDITURE</b>	<b>362</b>	<b>307</b>	<b>312</b>	<b>426</b>
<b>COST PER '000 POPULATION</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>

Budget Holder: Mr P Legg - Head of Economic & Cultural Services

Finance Manager: Mr S Maher / Mrs K Whyatt

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ARTS & HERITAGE	90	61	66	79
LIBRARY SERVICE	50	10	10	109
ECONOMIC DEVELOPMENT	222	236	236	238
<b>NET EXPENDITURE</b>	<b>362</b>	<b>307</b>	<b>312</b>	<b>426</b>

**Notes:**

**Economic & Cultural Services combines the former Economic Development & Cultural Services Divisions to form a new department.**

The department aims to promote economic and cultural growth and prosperity for all residents. It does so through the provision of a range of discrete but inter-linked services as per below.

- 1) The **Business Support Team** provides essential support, advice and workspace provision for new and existing businesses to start up, grow and create jobs. It includes the Get Started Team, the management of the Blackpool Enterprise Centre and FYCreatives facilities, and the business communication platform, Blackpoolunlimited.com. The team broker wider support by tapping into local, regional and national initiatives, and managing a series of events such as Blackpool Enterprise Week. It administers the Quality Corridors Property Improvement Fund which will invest around £1m of grant into the town centre up to 2020 to improve shop frontages and encourage vacant premises to be brought back into use complementing planned public realm investment.
- 2) **Work and Health Programmes** - housed within the new HealthWorks facility on Clifton Street, Positive Steps into Work continues to pioneer support to resident adult job seekers, helping them gain and sustain employment and to improve health outcomes. This includes the integrated provision of employment and job search advice alongside health provision including talking therapies and lifestyle coaching. The funding for this ongoing activity is not reflected in the above budget as it does not require core budget, sustained through internal and external contracts and project income.
- 3) The **Library Eervice** delivers the full range of library service offers across its network of eight community libraries; promoting children's and adult literacy and learning, and an at-home library outreach service for vulnerable people who are unable to visit a local library.
- 4) The **Arts Development Service** includes the management and development of the Grundy Art Gallery, an Arts Council National Portfolio Organisation. The team deliver quality contemporary exhibitions, workshops and community oriented events such as Wordpool, with excellent engagement with schools and community organisations.
- 5) The **Heritage Service** includes the strategic lead and planning function for Heritage, including the care and management of the Blackpool Council's extensive heritage collections; public access through the Local History Centre and the delivery of community heritage activities through the Community Heritage Programme. The Heritage Service works in conjunction with the Blackpool Museum Project.



## PLACES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### GROWING PLACES

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,237	1,483	1,545	1,601
PREMISES	2	-	-	-
TRANSPORT	12	10	10	10
SUPPLIES AND SERVICES	390	495	495	495
THIRD PARTY PAYMENTS	2	-	-	-
TRANSFER PAYMENTS	7	56	56	56
SUPPORT SERVICES	79	89	89	91
CAPITAL CHARGES	-	(164)	-	176
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>1,729</b>	<b>1,969</b>	<b>2,195</b>	<b>2,429</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	619	643	686	643
GOVERNMENT GRANTS	58	50	50	50
RECHARGES	241	154	154	154
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	316	773	792	773
<b>TOTAL INCOME</b>	<b>1,234</b>	<b>1,620</b>	<b>1,682</b>	<b>1,620</b>
<b>NET EXPENDITURE</b>	<b>495</b>	<b>349</b>	<b>513</b>	<b>809</b>
<b>COST PER '000 POPULATION</b>				
	<b>3</b>	<b>2</b>	<b>4</b>	<b>6</b>

**Budget Holder: Mr. N Gerrard - Growth and Prosperity Programme Director**

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

**Notes:**

- 1) The Growing Places Division is made up of two core functions: planning services, and growth and prosperity.
- 2) Planning Services include the full range of statutory planning functions spread across a number of teams, as well as the formulation of strategic policy surrounding land use and transport. Planning Services are housed in two departments: Planning Quality and Control (Development Management, Building Control, Heritage and Divisional Support to include Land Charges); and Planning Strategy (Strategic Planning and Transport Policy).
- 3) Growth and Prosperity is a new area of the Division (established in March 2017) which brings together a team that delivers a wide range of property-based projects as part of the Council Priority 1, and the wider growth and prosperity objectives of the Council.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PLANNING	288	393	393	505
GROWTH TEAM	207	(44)	120	304
<b>NET EXPENDITURE</b>	<b>495</b>	<b>349</b>	<b>513</b>	<b>809</b>

## PLACES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### VISITOR ECONOMY

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,918	1,651	1,643	1,616
PREMISES	298	294	295	297
TRANSPORT	105	82	110	82
SUPPLIES AND SERVICES	2,909	1,551	1,740	1,541
THIRD PARTY PAYMENTS	2	19	25	19
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	460	1,826	1,826	1,834
CAPITAL CHARGES	229	288	288	287
CORPORATE SAVINGS TARGET	-	-	-	(100)
<b>TOTAL EXPENDITURE</b>	<b>5,921</b>	<b>5,711</b>	<b>5,927</b>	<b>5,576</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	344	397	380	397
GOVERNMENT GRANTS	798	10	102	10
RECHARGES	507	796	760	867
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,087	1,127	1,175	933
<b>TOTAL INCOME</b>	<b>3,736</b>	<b>2,330</b>	<b>2,417</b>	<b>2,207</b>
<b>NET EXPENDITURE</b>	<b>2,185</b>	<b>3,381</b>	<b>3,510</b>	<b>3,369</b>
<b>COST PER '000 POPULATION</b>	<b>15</b>	<b>24</b>	<b>25</b>	<b>24</b>

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

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

**Notes:**

- 1) Visit Blackpool is the resort's Destination Management Organisation (DMO) which carries responsibility for delivering a major events programme and attracting millions of visitors through various year-round marketing activities. It also operates the Resort Pass scheme, a partnership with all of the key attractions.
- 2) The Illuminations Service is responsible for designing and delivering one of the town's most popular and enduring attractions, attracting circa three million visitors during the autumn season.
- 3) Corporate Print Services provides a design and print service for the authority and some external customers.
- 4) Beach Patrol offers a year-round service with a full-time staff resource augmented by seasonal staff during peak summer months.
- 5) The Community Safety Team supports the work of the Community Safety Partnership, BSafe Blackpool, by developing initiatives to reduce crime and anti-social behaviour, as well as putting plans in place to support vulnerable victims of crime and anti-social behaviour.
- 6) Security Services provide a number of services to Council and non-Council sites. These services include key-holding and alarm response services, as well as static security to sites such as Layton Depot. The service also provides mobile patrol and close protection services.
- 7) The CCTV service provides a maintenance and installation service for the Council cameras, as well as for those of neighbouring local authorities.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ILLUMINATIONS	391	1,732	1,732	1,735
PRINT SERVICES	71	(15)	85	48
VISIT BLACKPOOL	1,370	1,404	1,454	1,335
VISITOR SERVICES	353	260	239	251
<b>NET EXPENDITURE</b>	<b>2,185</b>	<b>3,381</b>	<b>3,510</b>	<b>3,369</b>

## **Community & Environmental Services**

## COMMUNITY AND ENVIRONMENTAL SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### SUMMARY

FUNCTIONS OF SERVICE	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
BUSINESS SERVICES	1,396	458	399	284
LEISURE AND CATERING	5,539	3,064	3,173	2,295
PUBLIC PROTECTION	(345)	(23)	(23)	(25)
COASTAL AND ENVIRONMENTAL PARTNERSHIPS	4,337	4,363	4,363	4,434
HIGHWAYS AND TRAFFIC MANAGEMENT SERVICES	15,072	15,409	15,378	15,802
STREET CLEANSING AND WASTE	18,722	18,623	18,641	18,685
INTEGRATED TRANSPORT	463	670	630	589
<b>NET COST OF SERVICES</b>	<b>45,184</b>	<b>42,564</b>	<b>42,561</b>	<b>42,064</b>
<i>COST PER '000 POPULATION</i>	<i>318</i>	<i>300</i>	<i>300</i>	<i>296</i>

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

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

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	16,027	15,581	15,771	15,828
PREMISES	2,640	2,130	3,024	2,196
TRANSPORT	4,755	2,908	3,818	2,907
SUPPLIES AND SERVICES	8,259	5,166	5,582	5,210
THIRD PARTY PAYMENTS	20,739	22,196	23,628	22,494
TRANSFER PAYMENTS	239	285	285	285
SUPPORT SERVICES	5,461	5,082	5,091	5,045
CAPITAL CHARGES	17,380	16,664	16,661	17,137
CORPORATE SAVINGS TARGET	-	-	-	(1,590)
<b>TOTAL EXPENDITURE</b>	<b>75,500</b>	<b>70,012</b>	<b>73,860</b>	<b>69,512</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	9,476	9,547	9,144	9,546
GOVERNMENT GRANTS	2,826	2,758	2,778	2,758
RECHARGES	9,530	10,484	11,066	10,484
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	8,484	4,658	8,311	4,660
<b>TOTAL INCOME</b>	<b>30,316</b>	<b>27,448</b>	<b>31,299</b>	<b>27,448</b>
<b>NET EXPENDITURE</b>	<b>45,184</b>	<b>42,564</b>	<b>42,561</b>	<b>42,064</b>

## COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### BUSINESS SERVICES

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	616	573	544	577
PREMISES	7	-	13	-
TRANSPORT	212	8	7	8
SUPPLIES AND SERVICES	59	55	16	101
THIRD PARTY PAYMENTS	10	-	6	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	501	412	412	388
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(200)
<b>TOTAL EXPENDITURE</b>	<b>1,405</b>	<b>1,048</b>	<b>998</b>	<b>874</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	9	590	599	590
<b>TOTAL INCOME</b>	<b>9</b>	<b>590</b>	<b>599</b>	<b>590</b>
<b>NET EXPENDITURE</b>	<b>1,396</b>	<b>458</b>	<b>399</b>	<b>284</b>
<b>COST PER '000 POPULATION</b>	<b>10</b>	<b>3</b>	<b>3</b>	<b>2</b>

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

**Finance Managers: Mrs Kirsten Whyatt and Mr Steve Maher**

**Notes:**

- 1) This budget relates to the management and administration for Community and Environmental Services which includes the costs of employee related insurance.

## COMMUNITY AND ENVIRONMENTAL SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### LEISURE AND CATERING

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	6,350	6,231	6,193	6,316
PREMISES	841	615	713	622
TRANSPORT	427	318	321	318
SUPPLIES AND SERVICES	2,974	2,672	2,624	2,671
THIRD PARTY PAYMENTS	95	16	26	16
TRANSFER PAYMENTS	239	285	284	285
SUPPORT SERVICES	2,967	3,076	3,081	3,062
CAPITAL CHARGES	345	397	394	386
CORPORATE SAVINGS TARGET	-	-	-	(835)
<b>TOTAL EXPENDITURE</b>	<b>14,238</b>	<b>13,610</b>	<b>13,636</b>	<b>12,841</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	4,605	4,729	4,146	4,728
GOVERNMENT GRANTS	146	90	104	90
RECHARGES	1,577	4,137	4,117	4,137
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,371	1,590	2,096	1,591
<b>TOTAL INCOME</b>	<b>8,699</b>	<b>10,546</b>	<b>10,463</b>	<b>10,546</b>
<b>NET EXPENDITURE</b>	<b>5,539</b>	<b>3,064</b>	<b>3,173</b>	<b>2,295</b>
<i>COST PER '000 POPULATION</i>	<i>39</i>	<i>22</i>	<i>22</i>	<i>16</i>

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

Finance Managers: Mrs Kirsten Whyatt and Mr Steve Maher

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
LEISURE & SPORT	2,369	2,586	2,624	1,779
PARKS	1,425	342	342	350
ILLUMINATIONS	1,421	(75)	(52)	(64)
CATERING	423	336	345	350
BUILDING CLEANING	(99)	(125)	(86)	(120)
<b>NET EXPENDITURE</b>	<b>5,539</b>	<b>3,064</b>	<b>3,173</b>	<b>2,295</b>

**Notes:**

- 1) The service provides comprehensive leisure opportunities to the whole community, ensuring all interest groups, abilities, age groups and backgrounds are provided for. In excess of one million visits to leisure facilities and programmes are made by local people each year, which includes a whole range of activities, lessons, club sports activities, junior sports coaching and opportunities for the town's most vulnerable children, young people and adults. Health on referral programmes, for people with cardiac, respiratory, clinical and general health conditions, result in excess of 80,000 visits to facilities a year.
- 2) The Parks Service is responsible for the management and maintenance of over 90 open spaces across the town, highway verge grass cutting, tree management and Marton Mere Nature Reserve management including Stanley Park, which is Blackpool's largest piece of public open space. The two hundred and fifty six acre park is a landmark in Blackpool's heritage and history. The park was officially opened in 1926 and was designed by the internationally renowned Thomas Mawson. The park received Grade II status on the National Register of Historic Parks and Gardens in 1995 and benefitted from a six million pound Heritage Lottery Fund related restoration in 2007. The park boasts an impressive range of facilities which includes; ornamental gardens, a rose garden, water fountains, a boating lake and statues along with the historic Art Deco Café.
- 3) Catering Services provide a range of services to schools throughout Blackpool. The core service is a hot lunchtime meal served at 18 Primary, Special and Secondary schools. A range of other provisions are available throughout the extended school day, including breakfast, morning break and after-school food offers. The various Pupil Referral Units are provided with a delivered packed lunch service for pupils on a daily basis. The Free School Breakfasts scheme provides a breakfast to over 8,500 primary school children a day.
- 4) The Building Cleaning Team provides a facility and window cleaning service across the Council and also delivers external contracts to a range of schools, housing association and health providers. Cleaning specifications are tailored to meet the customer's needs and include fixed term contracts, service level agreements or one-off cleans. Building Cleaning also run the office moves service. This involves moving office furniture throughout the authority, transporting archive boxes between sites and transporting library boxes to all Blackpool libraries.
- 5) The Illuminations Service maintains, manufactures, installs, operates and dismantles the annual illuminations show. The team also delivers the annual Lightpool projection show, various Christmas light installations and provides technical support to the authority, the lightpool festival and beyond.

## COMMUNITY AND ENVIRONMENTAL SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### PUBLIC PROTECTION

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,191	1,846	1,910	1,873
PREMISES	10	6	11	6
TRANSPORT	77	60	95	60
SUPPLIES AND SERVICES	278	325	275	325
THIRD PARTY PAYMENTS	13	13	13	13
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	488	454	454	455
CAPITAL CHARGES	27	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(30)
<b>TOTAL EXPENDITURE</b>	<b>3,084</b>	<b>2,704</b>	<b>2,758</b>	<b>2,702</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	894	1,093	997	1,093
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	2,128	1,568	1,607	1,568
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	407	66	177	66
<b>TOTAL INCOME</b>	<b>3,429</b>	<b>2,727</b>	<b>2,781</b>	<b>2,727</b>
<b>NET EXPENDITURE</b>	<b>(345)</b>	<b>(23)</b>	<b>(23)</b>	<b>(25)</b>
<i>COST PER '000 POPULATION</i>	<i>(2)</i>	<i>(0)</i>	<i>(0)</i>	<i>(0)</i>

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

**Finance Managers: Mrs Kirsten Whyatt and Mr Steve Maher**

**Notes:**

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



## COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### COASTAL AND ENVIRONMENTAL PARTNERSHIPS

SUBJECTIVE ANALYSIS	2016/17 ACTUAL £000	2017/18 ADJUSTED CASH LIMIT £000	2017/18 FORECAST OUTTURN £000	2018/19 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	292	259	228	261
PREMISES	1,205	1,087	1,219	1,087
TRANSPORT	33	3	4	3
SUPPLIES AND SERVICES	103	54	34	54
THIRD PARTY PAYMENTS	3,357	4,963	5,172	5,032
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	107	97	97	97
CAPITAL CHARGES	2,477	1,199	1,199	1,199
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>7,574</b>	<b>7,662</b>	<b>7,953</b>	<b>7,733</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	52	-	3	-
GOVERNMENT GRANTS	2,639	2,627	2,633	2,627
RECHARGES	210	325	136	325
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	336	347	818	347
<b>TOTAL INCOME</b>	<b>3,237</b>	<b>3,299</b>	<b>3,590</b>	<b>3,299</b>
<b>NET EXPENDITURE</b>	<b>4,337</b>	<b>4,363</b>	<b>4,363</b>	<b>4,434</b>
<b>COST PER '000 POPULATION</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>

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

**Finance Managers:** Mrs Kirsten Whyatt and Mr Steve Maher

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
COASTAL AND ENVIRONMENTAL PARTNERSHIPS	(84)	18	18	19
STREET LIGHTING	4,421	4,345	4,345	4,415
<b>NET EXPENDITURE</b>	<b>4,337</b>	<b>4,363</b>	<b>4,363</b>	<b>4,434</b>

## COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### HIGHWAYS AND TRAFFIC MANAGEMENT SERVICES

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,809	1,834	2,057	1,887
PREMISES	399	188	933	242
TRANSPORT	451	361	353	361
SUPPLIES AND SERVICES	1,896	224	527	223
THIRD PARTY PAYMENTS	1,252	494	1,234	494
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	344	403	406	403
CAPITAL CHARGES	12,932	13,478	13,478	13,985
CORPORATE SAVINGS TARGET	-	-	-	(220)
<b>TOTAL EXPENDITURE</b>	<b>19,083</b>	<b>16,982</b>	<b>18,988</b>	<b>17,375</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	1,263	906	1,062	906
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	275	265	234	265
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,473	402	2,314	402
<b>TOTAL INCOME</b>	<b>4,011</b>	<b>1,573</b>	<b>3,610</b>	<b>1,573</b>
<b>NET EXPENDITURE</b>	<b>15,072</b>	<b>15,409</b>	<b>15,378</b>	<b>15,802</b>
<i>COST PER '000 POPULATION</i>	<i>106</i>	<i>108</i>	<i>108</i>	<i>111</i>

Budget Holder: Mr Will Britain - Head of Highways

Finance Managers: Mrs Kirsten Whyatt and Mr Steve Maher

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HIGHWAYS & ENGINEERING	14,338	14,745	14,732	15,198
HIGHWAYS & TRAFFIC	734	664	646	604
<b>NET EXPENDITURE</b>	<b>15,072</b>	<b>15,409</b>	<b>15,378</b>	<b>15,802</b>

**Notes:**

- 1) The Council as a Highway Authority has a statutory duty to maintain the highway network. Highways & Traffic Management Services is responsible for the Highways Asset Management Plan and all aspects of planned, routine and reactive maintenance arising from it.
- 2) Highway & Traffic Management Services have produced a Road Asset Management Strategy (RAMS) which is a strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers. This includes collecting and managing the necessary condition data required to recommend how to use the council's funding in the right place at the right time. This area also provides a statutory highway inspection service whereby all the roads are regularly inspected in line with a Blackpool Council Code of Practice.
- 3) Engineering Services (located at Layton Depot) is part of the Division and carries out the day to day routine maintenance required as part of the RAMS. Engineering Services also plays an important part of project delivery for most highway and/or public realm schemes. They also undertake projects for external clients which contributes towards the income generation of the Division.
- 4) The 2004 Traffic Management Act places a duty on the Council to manage the road network to secure the expeditious movement of traffic, considering the needs of all road users. Related to these duties, the service deals with traffic monitoring and management, the implementation of traffic regulation orders, parking management and restrictions and the control of utility works on the highway. This area also underpins the regeneration projects being undertaken.
- 5) The operation of the Tramway is governed by an Operating and Maintenance Agreement between the Council (as owner) and Blackpool Transport Services Ltd (as operator). The Council is responsible for the maintenance of the permanent way (including track, stops and platforms) but not operation or the service of vehicles.
- 6) The transport strategy of the Council is set down in the Local Transport Plan (LTP), which is required by the Department for Transport (DfT). The LTP also sets out a programme of improvements and works funded by DfT and delivered by Highways & Traffic Management Services. The service actively liaises with DfT, neighbouring authorities and transport operators to ensure Blackpool's needs are put forward and considered.

## COMMUNITY AND ENVIRONMENTAL SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### STREET CLEANSING AND WASTE

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,878	2,987	2,987	3,031
PREMISES	171	227	126	232
TRANSPORT	801	680	792	679
SUPPLIES AND SERVICES	726	714	719	714
THIRD PARTY PAYMENTS	15,822	16,587	16,754	16,817
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	948	392	393	392
CAPITAL CHARGES	1,498	1,483	1,483	1,483
CORPORATE SAVINGS TARGET	-	-	-	(215)
<b>TOTAL EXPENDITURE</b>	<b>22,844</b>	<b>23,070</b>	<b>23,254</b>	<b>23,133</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	2,662	2,692	2,850	2,692
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	112	112	113	112
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,348	1,643	1,650	1,644
<b>TOTAL INCOME</b>	<b>4,122</b>	<b>4,447</b>	<b>4,613</b>	<b>4,448</b>
<b>NET EXPENDITURE</b>	<b>18,722</b>	<b>18,623</b>	<b>18,641</b>	<b>18,685</b>
<i>COST PER '000 POPULATION</i>	<i>132</i>	<i>131</i>	<i>131</i>	<i>132</i>

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

**Finance Managers: Mrs Kirsten Whyatt and Mr Steve Maher**

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
STREET CLEANSING	3,430	3,748	3,748	3,744
WASTE	14,301	14,031	14,086	14,155
PUBLIC CONVENIENCES	991	844	807	786
<b>NET EXPENDITURE</b>	<b>18,722</b>	<b>18,623</b>	<b>18,641</b>	<b>18,685</b>

## COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### INTEGRATED TRANSPORT

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,891	1,851	1,852	1,883
PREMISES	7	7	9	7
TRANSPORT	2,754	1,478	2,246	1,478
SUPPLIES AND SERVICES	2,223	1,122	1,387	1,122
THIRD PARTY PAYMENTS	190	122	423	122
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	106	248	248	248
CAPITAL CHARGES	101	107	107	84
CORPORATE SAVINGS TARGET	-	-	-	(90)
<b>TOTAL EXPENDITURE</b>	<b>7,272</b>	<b>4,935</b>	<b>6,272</b>	<b>4,854</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	127	86	127
GOVERNMENT GRANTS	41	41	41	41
RECHARGES	5,228	4,077	4,858	4,077
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,540	20	657	20
<b>TOTAL INCOME</b>	<b>6,809</b>	<b>4,265</b>	<b>5,642</b>	<b>4,265</b>
<b>NET EXPENDITURE</b>	<b>463</b>	<b>670</b>	<b>630</b>	<b>589</b>
<i>COST PER '000 POPULATION</i>	3	5	4	4

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

**Finance Managers:** Mrs Kirsten Whyatt and Mr Steve Maher

**Notes:**

- 1) The service provides a transport service for Children's and Adult's social care.
- 2) Blackpool Council's Rideability service provides transport to anyone who can't use a conventional bus. This may be because of a disability or health problem preventing service users from getting to the nearest bus stop or because they are elderly or frail.
- 3) The service is responsible for the vehicle operating license of the council and the CVMU corporate vehicle maintenance unit.
- 4) The service also delivers the School Crossing Patrol Service.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CVMU	(50)	198	198	205
INTEGRATED TRANSPORT	188	292	221	291
TRAVEL AND ROAD SAFETY	325	180	211	93
<b>NET EXPENDITURE</b>	<b>463</b>	<b>670</b>	<b>630</b>	<b>589</b>

## **Adult Services**

## ADULT SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### SUMMARY

FUNCTIONS OF SERVICE	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
ADULT SOCIAL CARE	4,268	4,502	4,361	4,677
CARE & SUPPORT	4,264	5,988	5,956	5,912
COMMISSIONING & CONTRACTS	976	846	713	761
ADULTS COMMISSIONING PLACEMENTS	34,277	40,468	40,219	40,117
ADULTS SAFEGUARDING	667	657	614	695
<b>NET COST OF SERVICES</b>	<b>44,452</b>	<b>52,461</b>	<b>51,863</b>	<b>52,162</b>
<i>COST PER '000 POPULATION</i>	<i>313</i>	<i>369</i>	<i>365</i>	<i>367</i>

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

**Finance Manager:** Mr Mark Golden

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	15,949	17,689	17,605	18,248
PREMISES	51	57	74	57
TRANSPORT	861	823	840	823
SUPPLIES AND SERVICES	1,518	1,849	1,754	1,825
THIRD PARTY PAYMENTS	43,885	48,473	48,149	49,146
TRANSFER PAYMENTS	5,746	4,489	4,651	4,629
SUPPORT SERVICES	2,226	2,559	2,562	2,542
CAPITAL CHARGES	6	348	348	348
CORPORATE SAVINGS TARGET	-	-	-	(1,140)
<b>TOTAL EXPENDITURE</b>	<b>70,242</b>	<b>76,287</b>	<b>75,983</b>	<b>76,478</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	13,843	12,649	12,542	12,649
GOVERNMENT GRANTS	559	232	246	232
RECHARGES	287	371	524	336
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTION	11,101	10,574	10,808	11,099
<b>TOTAL INCOME</b>	<b>25,790</b>	<b>23,826</b>	<b>24,120</b>	<b>24,316</b>
<b>NET EXPENDITURE</b>	<b>44,452</b>	<b>52,461</b>	<b>51,863</b>	<b>52,162</b>

## ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### ADULT SOCIAL CARE

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	6,081	6,474	6,508	7,169
PREMISES	1	-	1	-
TRANSPORT	207	157	163	157
SUPPLIES AND SERVICES	100	94	94	99
THIRD PARTY PAYMENTS	4	-	5	-
TRANSFER PAYMENTS	(31)	-	1	-
SUPPORT SERVICES	472	460	461	460
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>6,834</b>	<b>7,185</b>	<b>7,233</b>	<b>7,885</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	(4)	-	-	-
RECHARGES	17	212	227	212
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,553	2,471	2,645	2,996
<b>TOTAL INCOME</b>	<b>2,566</b>	<b>2,683</b>	<b>2,872</b>	<b>3,208</b>
<b>NET EXPENDITURE</b>	<b>4,268</b>	<b>4,502</b>	<b>4,361</b>	<b>4,677</b>
<b>COST PER '000 POPULATION</b>	<b>30</b>	<b>32</b>	<b>31</b>	<b>33</b>

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

**Finance Manager: Mr Mark Golden**

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ADULT SOCIAL CARE MANAGEMENT	590	789	743	683
ADULT SOCIAL CARE	1,879	1,858	1,812	2,083
LEARNING DISABILITIES TEAM	525	542	498	553
MENTAL HEALTH TEAM	1,274	1,313	1,308	1,358
<b>NET EXPENDITURE</b>	<b>4,268</b>	<b>4,502</b>	<b>4,361</b>	<b>4,677</b>



## ADULT SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### CARE & SUPPORT

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	8,230	9,418	9,325	9,230
PREMISES	4	17	33	17
TRANSPORT	151	156	169	156
SUPPLIES AND SERVICES	385	445	360	459
THIRD PARTY PAYMENTS	212	286	319	286
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	1,315	1,166	1,168	1,147
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(3)
<b>TOTAL EXPENDITURE</b>	<b>10,297</b>	<b>11,488</b>	<b>11,374</b>	<b>11,292</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	245	351	244	351
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	166	32	170	32
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	5,622	5,117	5,004	4,997
<b>TOTAL INCOME</b>	<b>6,033</b>	<b>5,500</b>	<b>5,418</b>	<b>5,380</b>
<b>NET EXPENDITURE</b>	<b>4,264</b>	<b>5,988</b>	<b>5,956</b>	<b>5,912</b>
<b>COST PER '000 POPULATION</b>	<b>30</b>	<b>42</b>	<b>42</b>	<b>42</b>

**Budget Holder: Nick Henson - Head of Care & Support**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) The Adult Provider Services (Care and Support), have seen various services change direction over the last few years - from long stay residential, domiciliary and day care to focused, short term interventions or bespoke support packages for people with complex or challenging needs, aimed at keeping people out of hospital, independent and able to choose the life they wish to lead. We aim to deliver high quality, niche, competitively priced services that our customers, individuals and organisations want to choose to "buy" and access.
- 2) Care and Support delivers the Council's in house services relating to Mental Health, Learning Disability, Older Adults and Physical Disability and include Phoenix, Keats, Coopers Way, The ARC, Extra Support, Gloucester, Care at Home (Reablement, Primary Night Care, End of Life Care and Urgent Response), Langdale, Vitaline, Blackpool Centre for Independent Living (BCIL), Volunteers and Shared Lives.
- 3) Care and Support is delivering a number of health and social care system resilience projects as part of the iBCF to (1) reduce the numbers of DToC (Delayed Transfers of Care) and (2) help maintain people to be cared for at home for longer thus preventing hospital admission. These projects include the development of the 'Home's Best' model (Enhanced Homecare and Neighbourhood Response) and additional capacity in the Council's Assistive Technology Service (Vitaline) to enable the service to respond to urgent/same day installation of equipment for people awaiting discharge from hospital.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
MANAGEMENT & ADMIN	960	541	735	555
DAY CENTRE	886	958	922	974
COOPERSWAY RESIDENTIAL RESPITE	578	629	597	596
PHOENIX CENTRE/GLOUCESTER AVE	137	94	100	123
EXTRA SUPPORT	558	1,085	754	1,112
SUPPORTED LIVING	210	-	28	-
SHARED LIVES/VOLUNTEER SERVICE	173	155	165	157
BLACKPOOL CENTRE FOR INDEPENDENT LIVING	130	152	144	134
HOMECARE	82	1,399	1,520	1,411
ARC	560	652	651	687
VITALINE	(10)	323	340	163
<b>NET EXPENDITURE</b>	<b>4,264</b>	<b>5,988</b>	<b>5,956</b>	<b>5,912</b>

## ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### COMMISSIONING & CONTRACTS

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,140	1,081	1,073	1,068
PREMISES	-	-	-	-
TRANSPORT	14	8	6	8
SUPPLIES AND SERVICES	91	141	93	102
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	46	44	44	44
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(62)
<b>TOTAL EXPENDITURE</b>	<b>1,291</b>	<b>1,274</b>	<b>1,216</b>	<b>1,160</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	46	46	60	46
RECHARGES	104	127	127	92
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	165	255	316	261
<b>TOTAL INCOME</b>	<b>315</b>	<b>428</b>	<b>503</b>	<b>399</b>
<b>NET EXPENDITURE</b>	<b>976</b>	<b>846</b>	<b>713</b>	<b>761</b>
<b><u>COST PER '000 POPULATION</u></b>				
	<b>7</b>	<b>6</b>	<b>5</b>	<b>5</b>

**Budget Holder: Helen Lammond-Smith - Head of Commissioning**

**Finance Manager: Mr Mark Golden**

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
COMMISSIONING MANAGEMENT	121	192	51	72
COMMISSIONING TEAMS	467	334	399	363
QUALITY ASSURANCE TEAM	369	306	242	312
HEALTH & WELLBEING	19	14	21	14
<b>NET EXPENDITURE</b>	<b>976</b>	<b>846</b>	<b>713</b>	<b>761</b>

## ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### ADULTS COMMISSIONING PLACEMENTS

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	27	310	311	313
PREMISES	46	40	40	40
TRANSPORT	486	501	501	501
SUPPLIES AND SERVICES	585	848	848	844
THIRD PARTY PAYMENTS	43,669	48,158	47,807	48,831
TRANSFER PAYMENTS	5,777	4,447	4,608	4,587
SUPPORT SERVICES	373	871	871	873
CAPITAL CHARGES	6	348	348	348
CORPORATE SAVINGS TARGET	-	-	-	(1,051)
<b>TOTAL EXPENDITURE</b>	<b>50,969</b>	<b>55,523</b>	<b>55,334</b>	<b>55,286</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	13,571	12,298	12,298	12,298
GOVERNMENT GRANTS	449	164	164	164
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,672	2,593	2,653	2,707
<b>TOTAL INCOME</b>	<b>16,692</b>	<b>15,055</b>	<b>15,115</b>	<b>15,169</b>
<b>NET EXPENDITURE</b>	<b>34,277</b>	<b>40,468</b>	<b>40,219</b>	<b>40,117</b>
<b>COST PER '000 POPULATION</b>	<b>241</b>	<b>285</b>	<b>283</b>	<b>282</b>

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

**Finance Manager: Mr Mark Golden**

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PHYSICAL SUPPORT 18-64	3,754	3,580	2,973	3,580
PHYSICAL SUPPORT 65+	8,105	10,736	11,387	12,297
SENSORY SUPPORT 18-64	71	93	124	93
SENSORY SUPPORT 65+	298	316	293	316
MENTAL HEALTH SUPPORT 18-64	4,026	3,991	3,625	3,991
MENTAL HEALTH SUPPORT 65+	1,952	2,194	2,052	2,194
SUPPORT WITH MEMORY AND COGNITION 18-64	259	328	424	328
SUPPORT WITH MEMORY AND COGNITION 65+	3,643	4,021	3,799	4,021
LEARNING DISABILITY SUPPORT 18-64	9,288	9,910	11,098	9,910
LEARNING DISABILITY SUPPORT 65+	1,253	1,359	1,272	1,359
SOCIAL SUPPORT-SUBSTANCE MISUSE SUPPORT	193	192	147	152
SOCIAL SUPPORT-SOCIAL ISOLATION & OTHER	71	31	95	31
SOCIAL SUPPORT-SUPPORT FOR CARERS	201	170	238	170
ASSISTIVE EQUIPMENT & TECHNOLOGY	1,021	909	909	859
INFORMATION & EARLY INTERVENTION	96	96	96	96
OTHER COMMISSIONING PLACEMENTS	(1,212)	1,739	725	(6)
HOUSING RELATED SUPPORT	1,257	163	322	83
CHILDREN'S COMMISSIONING HEALTH	(1)	-	-	-
OTHER	2	640	640	643
<b>NET EXPENDITURE</b>	<b>34,277</b>	<b>40,468</b>	<b>40,219</b>	<b>40,117</b>

## ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### ADULTS SAFEGUARDING

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	471	406	388	468
PREMISES	-	-	-	-
TRANSPORT	3	1	1	1
SUPPLIES AND SERVICES	357	321	359	321
THIRD PARTY PAYMENTS	-	29	18	29
TRANSFER PAYMENTS	-	42	42	42
SUPPORT SERVICES	20	18	18	18
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(24)
<b>TOTAL EXPENDITURE</b>	<b>851</b>	<b>817</b>	<b>826</b>	<b>855</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	27	-	-	-
GOVERNMENT GRANTS	68	22	22	22
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	89	138	190	138
<b>TOTAL INCOME</b>	<b>184</b>	<b>160</b>	<b>212</b>	<b>160</b>
<b>NET EXPENDITURE</b>	<b>667</b>	<b>657</b>	<b>614</b>	<b>695</b>
<b>COST PER '000 POPULATION</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>5</b>

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

**Finance Manager: Mr Mark Golden**

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
SAFEGUARDING MANAGEMENT	56	77	6	78
ADULTS SAFEGUARDING	384	356	375	389
ADULTS SAFEGUARDING BOARD	62	75	75	78
PROFESSIONAL LEADS	111	107	116	108
TRAINING	54	42	42	42
<b>NET EXPENDITURE</b>	<b>667</b>	<b>657</b>	<b>614</b>	<b>695</b>

## **Children's Services**

## CHILDREN'S SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### SUMMARY

FUNCTIONS OF SERVICE	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
LOCAL SCHOOLS BUDGET	24,555	21,753	21,753	21,753
BUSINESS SUPPORT AND RESOURCES	2,375	2,160	2,079	1,532
EDUCATION	25,235	25,232	25,556	25,014
EARLY HELP FOR CHILDREN & FAMILIES	3,783	4,808	4,513	5,213
CHILDREN'S SOCIAL CARE	32,370	30,656	33,449	28,340
GRANTS	(45,239)	(44,460)	(44,293)	(44,176)
<b>NET COST OF SERVICES</b>	<b>43,079</b>	<b>40,149</b>	<b>43,057</b>	<b>37,676</b>
<i>COST PER '000 POPULATION</i>	303	283	303	265

**Budget Holder: Diane Booth - Director of Children's Services**

**Finance Manager: Mark Golden**

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	51,213	48,082	48,453	48,405
PREMISES	2,437	2,134	2,133	2,134
TRANSPORT	2,576	2,318	2,842	2,323
SUPPLIES AND SERVICES	15,921	17,890	19,840	17,867
THIRD PARTY PAYMENTS	24,516	20,490	22,449	18,509
TRANSFER PAYMENTS	7,819	7,517	8,774	7,517
SUPPORT SERVICES	6,537	5,671	5,670	5,643
CAPITAL CHARGES	3,532	2,013	2,013	2,013
CORPORATE SAVINGS TARGET	-	-	-	(1,000)
<b>TOTAL EXPENDITURE</b>	<b>114,551</b>	<b>106,115</b>	<b>112,174</b>	<b>103,411</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	1,357	1,195	1,233	1,195
GOVERNMENT GRANTS	55,662	50,074	50,306	49,790
RECHARGES	5,640	7,532	7,819	7,532
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	8,813	7,165	9,759	7,218
<b>TOTAL INCOME</b>	<b>71,472</b>	<b>65,966</b>	<b>69,117</b>	<b>65,735</b>
<b>NET EXPENDITURE</b>	<b>43,079</b>	<b>40,149</b>	<b>43,057</b>	<b>37,676</b>

## CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### LOCAL SCHOOLS BUDGET

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	24,928	23,074	23,074	23,074
PREMISES	1,893	1,757	1,757	1,757
TRANSPORT	125	116	116	116
SUPPLIES AND SERVICES	2,314	2,160	2,160	2,160
THIRD PARTY PAYMENTS	(1)	(1)	(1)	(1)
TRANSFER PAYMENTS	(41)	(32)	(32)	(32)
SUPPORT SERVICES	2,353	2,184	2,184	2,184
CAPITAL CHARGES	3,236	2,011	2,011	2,011
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>34,807</b>	<b>31,269</b>	<b>31,269</b>	<b>31,269</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	864	802	802	802
GOVERNMENT GRANTS	10	9	9	9
RECHARGES	8,106	7,524	7,524	7,524
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,272	1,181	1,181	1,181
<b>TOTAL INCOME</b>	<b>10,252</b>	<b>9,516</b>	<b>9,516</b>	<b>9,516</b>
<b>NET EXPENDITURE</b>	<b>24,555</b>	<b>21,753</b>	<b>21,753</b>	<b>21,753</b>
<i>COST PER '000 POPULATION</i>	<i>173</i>	<i>153</i>	<i>153</i>	<i>153</i>

**Budget Holder: Diane Booth - Director of Children's Services**

**Finance Manager: Mark Golden**

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
NON DELEGATED	3,683	2,381	2,381	2,381
DELEGATED TO PRIMARY SCHOOLS	20,872	19,372	19,372	19,372
<b>NET EXPENDITURE</b>	<b>24,555</b>	<b>21,753</b>	<b>21,753</b>	<b>21,753</b>

## CHILDREN'S SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### BUSINESS SUPPORT AND RESOURCES

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,186	987	963	981
PREMISES	105	-	-	-
TRANSPORT	10	16	12	16
SUPPLIES AND SERVICES	264	291	307	291
THIRD PARTY PAYMENTS	3,869	-	104	-
TRANSFER PAYMENTS	39	130	110	130
SUPPORT SERVICES	543	806	806	813
CAPITAL CHARGES	294	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(629)
<b>TOTAL EXPENDITURE</b>	<b>6,310</b>	<b>2,230</b>	<b>2,302</b>	<b>1,602</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	83	-	-	-
GOVERNMENT GRANTS	3,032	-	-	-
RECHARGES	8	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	812	70	223	70
<b>TOTAL INCOME</b>	<b>3,935</b>	<b>70</b>	<b>223</b>	<b>70</b>
<b>NET EXPENDITURE</b>	<b>2,375</b>	<b>2,160</b>	<b>2,079</b>	<b>1,532</b>
<b>COST PER '000 POPULATION</b>	<b>17</b>	<b>15</b>	<b>15</b>	<b>11</b>

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

**Finance Manager: Mark Golden**

**Notes:**

- 1) Departmental Management - this budget contains the costs relating to the Director of Children's Services, the Head of Business Support and Resources and the Development Manager as well as management expenditure for Children's Services including mandatory training, telephones, support services and capital charges.
- 2) Adults & Children's Funding - implements and operates funding formulae and other procedures for schools and early years providers, manages the Highfield Leadership Academy PFI contract, develops and reviews adult social care financial policy issues, and provides financial and business support across Adult Services and Children's Services.
- 3) School Organisation - plans for the provision of school places and manages the Council's education capital programme, including construction management of schemes delivered through the Local Education Partnership.
- 4) Access and Inclusion – staff in this area provide support to schools to enable pupils to remain within mainstream settings, and advise around exclusion policy and practice. The service provides guidance and signposts support for parents considering Elective Home Education or those already doing so. Support to schools is also provided under this heading for complex non routine admissions.
- 5) School Admissions - co-ordinates the arrangements for the admission of pupils into schools, both at routine and non-routine times of the year, and liaises with other admissions bodies, such as voluntary-aided schools and academies, to ensure that the allocation of school places follows practices and criteria that are fair, clear and objective.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
DEPARTMENTAL MANAGEMENT	1,550	1,443	1,390	1,422
ADULTS AND CHILDREN'S FUNDING	454	276	260	(319)
SCHOOL ORGANISATION	49	57	57	57
ACCESS AND INCLUSION	190	221	227	209
SCHOOL ADMISSIONS	132	163	145	163
<b>NET EXPENDITURE</b>	<b>2,375</b>	<b>2,160</b>	<b>2,079</b>	<b>1,532</b>



## CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### EDUCATION

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	9,334	7,944	8,321	7,875
PREMISES	425	369	361	369
TRANSPORT	1,965	1,671	2,251	1,672
SUPPLIES AND SERVICES	10,084	11,160	12,368	11,137
THIRD PARTY PAYMENTS	3,394	3,443	4,049	3,443
TRANSFER PAYMENTS	5,383	4,734	5,044	4,734
SUPPORT SERVICES	1,189	1,011	1,011	1,011
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(153)
<b>TOTAL EXPENDITURE</b>	<b>31,774</b>	<b>30,332</b>	<b>33,405</b>	<b>30,088</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	332	375	357	375
GOVERNMENT GRANTS	1,023	939	1,870	939
RECHARGES	1,051	8	295	8
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	4,133	3,778	5,327	3,752
<b>TOTAL INCOME</b>	<b>6,539</b>	<b>5,100</b>	<b>7,849</b>	<b>5,074</b>
<b>NET EXPENDITURE</b>	<b>25,235</b>	<b>25,232</b>	<b>25,556</b>	<b>25,014</b>
<b>COST PER '000 POPULATION</b>	<b>178</b>	<b>178</b>	<b>180</b>	<b>176</b>

Budget Holder: Diane Booth - Director of Children's Services

Finance Manager: Mark Golden

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
EDUCATION MANAGEMENT	369	309	(512)	308
SCHOOL IMPROVEMENT, MANAGEMENT & STRATEGY	147	529	505	533
LEARNING RESOURCE CENTRE	150	-	-	-
PUPIL WELFARE AND ATTENDANCE	398	317	313	296
EARLY YEARS MONITORING AND SUPPORT	658	446	461	446
EARLY YEARS FREE ENTITLEMENT GRANTS	6,580	6,900	6,917	6,900
VIRTUAL SCHOOL	76	94	92	106
MUSIC SERVICES	(26)	(33)	(33)	(30)
OUTDOOR EDUCATION	39	16	44	17
EDUCATIONAL DIVERSITY AND PUPIL REFERRAL UNITS	2,602	2,580	2,580	2,580
SPECIAL EDUCATIONAL NEEDS	259	447	429	471
EDUCATIONAL PSYCHOLOGY	278	293	293	309
SPECIALIST ADVICE & RESOURCES INC. SENSORY SERVICE	983	986	961	987
OUT OF BOROUGH PLACEMENTS	2,748	2,836	3,409	2,836
TRANSPORT	1,539	1,281	1,895	1,281
HIGH NEEDS TOP-UP PAYMENTS	6,363	6,388	6,607	6,367
POST-16 PROVISION	854	808	797	808
DIRECT PAYMENTS	515	533	517	533
OTHER SUPPORT FOR DISABLED CHILDREN	92	109	108	7
SHORT BREAKS FOR DISABLED CHILDREN	142	157	157	157
LIFELONG LEARNING	469	236	16	102
<b>NET EXPENDITURE</b>	<b>25,235</b>	<b>25,232</b>	<b>25,556</b>	<b>25,014</b>

**Notes:**

- 1) School Improvement activities are wide and varied and are supported to varying degrees by all staff within the Universal Services & School Effectiveness Division. There is a small core team of School Improvement Officers providing Blackpool's statutory school improvement. This is supplemented by external consultancy and a small intervention budget to assist maintained schools.
- 2) The Pupil Welfare team has statutory duties regarding school attendance and supports schools to address attendance and welfare issues. This budget line includes the Courts and Licensing team, which has a duty regarding licensing young people performing or taking part in paid sports or modelling.
- 3) The mandatory provision of free part-time Early Education places for 3 and 4 year-old children ensures they make a successful start to the Foundation Stage (the curriculum for 0 to 5 year olds), benefiting children when they commence in full-time primary education. Funding relating to 2 year-old places is available for children meeting certain criteria, and has increased significantly over the last 3 years.
- 4) The Pupil Referral Unit fulfils the local authority's statutory responsibility to provide suitable education for pupils who are unable to access a school place due to medical / emotional / behavioural and social reasons, delivered by skilled and qualified staff.
- 5) The local authority has a statutory duty to assess, identify, monitor and ensure appropriate resources and provision are in place to meet the needs of children and young people who have special educational needs and disabilities. It has a duty to support families of children with a disability by providing supplementary care and resources including providing placements for those children who are unable to remain with their families.
- 6) Out of Borough costs are those associated with educational placements of children with social, emotional, mental health needs / learning difficulties and / or disabilities, whose needs cannot be met in Blackpool, in non-maintained / independent special schools.
- 7) High Needs top-up payments include payments to mainstream schools to cover the costs of additional support for children with Special Educational Needs, and Special School budgets.
- 8) Life Long Learning Services includes the Adult Learning service which is funded by a ring-fenced grant from the Skills Funding Agency, and the Connexions team, which employs Learning Advisers who have a duty to provide independent careers advice to school age young people and to reduce the number of young people Not in Education, Employment or Training (NEET). During 2017/18, the Connexions team became part of Blackpool Young People's Service, which appears on the Early Help for Children and Families page.

## CHILDREN'S SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### EARLY HELP FOR CHILDREN AND FAMILIES

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	3,515	5,495	4,929	6,019
PREMISES	3	-	3	-
TRANSPORT	112	198	146	206
SUPPLIES AND SERVICES	715	1,956	2,478	1,972
THIRD PARTY PAYMENTS	1,533	1,632	1,599	1,632
TRANSFER PAYMENTS	99	7	5	7
SUPPORT SERVICES	688	644	644	642
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(62)
<b>TOTAL EXPENDITURE</b>	<b>6,665</b>	<b>9,932</b>	<b>9,804</b>	<b>10,416</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	24	18	26	18
GOVERNMENT GRANTS	1,965	4,413	4,076	4,413
RECHARGES	48	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	845	693	1,189	772
<b>TOTAL INCOME</b>	<b>2,882</b>	<b>5,124</b>	<b>5,291</b>	<b>5,203</b>
<b>NET EXPENDITURE</b>	<b>3,783</b>	<b>4,808</b>	<b>4,513</b>	<b>5,213</b>
<b>COST PER '000 POPULATION</b>	<b>27</b>	<b>34</b>	<b>32</b>	<b>37</b>

**Budget Holder: Moya Foster - Senior Service Manager Early Help**

**Finance Manager: Mark Golden**

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
EARLY HELP MANAGEMENT AND STRATEGY	796	567	593	563
CHILDREN'S CENTRES	1,526	1,532	1,532	1,533
SURE STARTS	549	586	573	592
SPECIALIST SUPPORT	118	131	92	12
BLACKPOOL YOUNG PEOPLE'S SERVICE	-	818	713	1,322
FAMILIES IN NEED INCLUDING SPRINGBOARD	633	994	830	1,011
DOMESTIC ABUSE	161	180	180	180
<b>NET EXPENDITURE</b>	<b>3,783</b>	<b>4,808</b>	<b>4,513</b>	<b>5,213</b>

**Notes:**

- 1) There are 2 Local Authority Children's Centres, one which serves Park and Layton wards and one which serves Talbot and Brunswick wards, which support a network of school-based Children's Centres. As part of a multi-agency pilot Talbot and Brunswick has transformed into a Family Hub, offering a wide range of community activities and extended opening hours which include evenings and weekends. Blackpool Children's Centres are the delivery arm of Better Start and all Centres work towards narrowing the gap for targeted disadvantaged and vulnerable families via an Outcomes Framework. The offer is across thresholds of the continuum of need and includes: Antenatal and Health Support, Targeted Family Support, Parenting Support, Community Resource and Services for Young People, Early Years and Signposting to Childcare.
- 2) Blackpool Young People's Service was formed in July 2017 by the merging of the Leaving Care Personal Advisers, the Youth Offending Team, Connexions and the Hub (Substance Misuse and Wellbeing in Sexual Health Services). The service is based in the former Connexions building on Market Street, and provides an integrated, targeted, case management approach to meeting the needs of vulnerable young people aged 10-25 who are:
  - Care Leavers
  - At risk of offending/re-offending
  - Not in Education, Employment or Training (NEET)
  - At risk of poor health through substance misuse or sexual health
- 3) The Families in Need service (FIN) is an integrated multi-agency team taking a whole family approach to support at level 3 and level 4. This work includes delivery of the national Troubled Families programme, local delivery of Blackpool Transience programme in South Beach, Claremont and Central areas of Blackpool and delivery of the Pause programme. The Pause programme works with women who have experienced repeat removals of children from their care. It aims to break this cycle and give women the opportunity to develop new skills and responses that can help them create a more positive environment. A Pause Blackpool pilot started in Dec 2017 and will cost approximately £350,000 for an 18 month pilot, £100,000 of which has been secured for Blackpool via the Tampon Tax. The Pause programme is an invest to save model – if PAUSE successfully worked with 20 women then, based on average financial assumptions, the saving in placement and legal fees alone is estimated at £588,899 and £841,248 a year. This figure is conservative; it does not include costs to the NHS, Public Health, Housing, Adult Social Care or other agencies.

## CHILDREN'S SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### CHILDREN'S SOCIAL CARE

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	12,250	10,582	11,166	10,456
PREMISES	11	8	12	8
TRANSPORT	364	317	317	313
SUPPLIES AND SERVICES	2,544	2,323	2,527	2,307
THIRD PARTY PAYMENTS	15,721	15,416	16,698	13,435
TRANSFER PAYMENTS	2,306	2,678	3,647	2,678
SUPPORT SERVICES	1,764	1,026	1,025	993
CAPITAL CHARGES	2	2	2	2
CORPORATE SAVINGS TARGET	-	-	-	(156)
<b>TOTAL EXPENDITURE</b>	<b>34,962</b>	<b>32,352</b>	<b>35,394</b>	<b>30,036</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	54	-	48	-
GOVERNMENT GRANTS	787	253	58	253
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,751	1,443	1,839	1,443
<b>TOTAL INCOME</b>	<b>2,592</b>	<b>1,696</b>	<b>1,945</b>	<b>1,696</b>
<b>NET EXPENDITURE</b>	<b>32,370</b>	<b>30,656</b>	<b>33,449</b>	<b>28,340</b>
<i>COST PER '000 POPULATION</i>	228	216	235	199

**Budget Holder: Cindy Hunter - Senior Service Manager Children's Social Care**

**Finance Manager: Mark Golden**

**Notes:**

- 1) The division is responsible for ensuring the timely assessment of need for those children who are within the most vulnerable groups in Blackpool. The service aims to deliver timely and high quality services to the public and partner agencies within the legal framework laid down by government and with a suitably skilled and experienced workforce. All Local Authorities face high pressure on budgets and high cost services, such as those for children in care, are being reviewed and where possible and safe, reduced.
- 2) The Safeguarding, Quality and Review service is responsible for quality assurance of Children's Social Care and is delivered in accordance with a Quality Assurance Framework. The service includes a high quality Independent Reviewing Officer (IRO), Independent Safeguarding Chair, Local Authority Designated Officer service and Safeguarding Licensing Officer, management and administration of Blackpool Safeguarding Children Board, Voice of the Child including participation of Looked After Children and Quality Assurance.
- 3) During 2017/18, the Youth Offending Team became part of Blackpool Young People's Service, which appears on the Early Help for Children and Families page.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CHILDREN'S SERVICES MANAGEMENT AND STRATEGY	1,864	818	1,294	825
LEGAL FEES	1,472	1,381	1,444	1,386
LONG TERM SOCIAL WORK TEAMS	3,482	3,218	3,359	3,222
DUTY AND ASSESSMENT SOCIAL WORK TEAMS	1,982	2,103	2,179	2,144
LOOKED AFTER CHILDREN MANAGEMENT AND SUPPORT	377	264	315	270
PERMANENCE SOCIAL WORK TEAMS	1,120	946	1,116	913
CONTACT TEAM	326	330	336	336
RESIDENTIAL HOMES	2,044	1,932	1,861	1,919
ADOPTION SERVICES	1,364	1,657	1,393	1,626
FOSTERING SERVICES	3,981	4,059	4,221	4,065
SPECIAL GUARDIANSHIP SUPPORT & RESIDENCE ORDERS	1,472	1,627	1,641	1,627
EXTERNAL PLACEMENTS	9,386	8,381	9,565	6,400
16+ PLACEMENTS	1,375	2,222	2,954	2,222
YOUTH OFFENDING TEAM	616	241	241	-
SAFEGUARDING, QUALITY AND REVIEW	1,509	1,477	1,530	1,385
<b>NET EXPENDITURE</b>	<b>32,370</b>	<b>30,656</b>	<b>33,449</b>	<b>28,340</b>

**CHILDREN'S SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019**

**GRANTS**

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	33	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	48,845	44,460	44,293	44,176
RECHARGES	(3,573)	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTION	-	-	-	-
<b>TOTAL INCOME</b>	<b>45,272</b>	<b>44,460</b>	<b>44,293</b>	<b>44,176</b>
<b>NET EXPENDITURE</b>	<b>(45,239)</b>	<b>(44,460)</b>	<b>(44,293)</b>	<b>(44,176)</b>
<b>COST PER '000 POPULATION</b>	<b>(318)</b>	<b>(313)</b>	<b>(312)</b>	<b>(311)</b>

**Budget Holder: Diane Booth - Director of Children's Services**

**Finance Manager: Mark Golden**

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
DEDICATED SCHOOLS GRANT	(44,428)	(43,951)	(43,951)	(43,950)
LOCAL SERVICES SUPPORT GRANT	(19)	-	(18)	-
EDUCATION SERVICES GRANT	(792)	(509)	(324)	(226)
<b>NET EXPENDITURE</b>	<b>(45,239)</b>	<b>(44,460)</b>	<b>(44,293)</b>	<b>(44,176)</b>

## **Public Health**

## PUBLIC HEALTH

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

#### SUMMARY

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,034	1,062	1,062	1,062
PREMISES	-	-	-	-
TRANSPORT	9	15	15	15
SUPPLIES AND SERVICES	56	20	20	20
THIRD PARTY PAYMENTS	19,098	17,424	17,424	17,424
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	458	416	416	416
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>20,655</b>	<b>18,937</b>	<b>18,937</b>	<b>18,937</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	19,392	18,914	18,914	18,914
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,249	-	-	-
<b>TOTAL INCOME</b>	<b>20,641</b>	<b>18,914</b>	<b>18,914</b>	<b>18,914</b>
<b>NET EXPENDITURE</b>	<b>14</b>	<b>23</b>	<b>23</b>	<b>23</b>
<b><u>COST PER '000 POPULATION</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

**Finance Manager: Mr Mark Golden**

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PUBLIC HEALTH DIRECTORATE & CORPORATE SUPPORT	1,486	1,798	1,798	1,679
NHS HEALTH CHECKS - MANDATED	86	125	125	145
CHILDREN (5-19) - PUBLIC HEALTH PROGRAMMES	1,175	676	676	695
CHILDREN'S 0-5 SERVICES	1,750	2,489	2,489	2,463
TOBACCO CONTROL	543	544	544	498
MENTAL HEALTH & WELLBEING	1,173	29	29	64
SEXUAL HEALTH SERVICES	2,385	2,430	2,430	2,194
SUBSTANCE MISUSE (DRUGS & ALCOHOL)	4,687	3,746	3,746	3,688
HEALTHY WEIGHT/WEIGHT MANAGEMENT	1,627	1,006	1,006	957
OTHER PUBLIC HEALTH SERVICES	244	204	204	-
MISCELLANEOUS PUBLIC HEALTH SERVICES	3,035	6,350	6,350	6,534
FALLS, PREVENTIONS & ACCIDENTS	112	-	-	-
COMMUNITY & ENGAGEMENT	-	18	18	20
PUBLIC HEALTH GRANT	(18,289)	(19,392)	(19,392)	(18,914)
<b>NET EXPENDITURE</b>	<b>14</b>	<b>23</b>	<b>23</b>	<b>23</b>



**Notes:**

- 1)** The Public Health team work with a range of partners to commission public health services to improve the health of the population of Blackpool. A range of mandated services moved to the Authority from the NHS in April 2013.
- 2)** Partners include Blackpool Clinical Commissioning Group, NHS England , Public Health England, Police and the voluntary sector. The work involves engaging with service providers, service users and local community representatives at every stage of the commissioning process and ongoing service review.
- 3)** Through evidence base and best practice the Public Health team deliver cost efficient and high quality customer services that meet local population's needs.
- 4)** Provide a robust financial management system to include planning, budget monitoring to ensure balance at year end; ensuring policies, procedures and democratic processes are adhered to and contracts regularly reviewed and performance managed.
- 5)** Develop the Joint Strategic Needs Assessment (JSNA); a process that identifies 'the big picture' in terms of health and wellbeing needs and inequalities of a local population. This information is used to develop strategies and plan service development to improve the public's health in Blackpool.
- 6)** Provide population level public health advice to the NHS.

## **Budgets Outside the Cash Limit**

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### SUMMARY

FUNCTIONS OF SERVICE	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
TREASURY MANAGEMENT	11,710	10,615	10,647	9,827
PARKING SERVICES	(3,271)	(4,096)	(3,381)	(4,174)
CORPORATE SUBSCRIPTIONS	192	191	191	151
HOUSING BENEFITS	1,883	2,021	2,021	1,375
COUNCIL TAX AND NNDR COST OF COLLECTION	308	304	304	1,102
SUBSIDIARY COMPANIES	(1,095)	(1,067)	(1,132)	(1,117)
LAND CHARGES	(67)	(51)	(52)	(52)
CONCESSIONARY FARES	4,325	4,263	4,383	4,263
EMPLOYERS PREVIOUS YEARS PENSION LIABILITY	3,353	2,890	2,890	2,890
NEW HOMES BONUS	(1,793)	(790)	(790)	(401)
<b>NET COST OF SERVICES</b>	<b>15,545</b>	<b>14,280</b>	<b>15,081</b>	<b>13,864</b>
<i>COST PER '000 POPULATION</i>	<i>109</i>	<i>101</i>	<i>106</i>	<i>98</i>

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	4,186	3,735	3,857	3,748
PREMISES	1,226	1,113	1,107	1,122
TRANSPORT	19	27	26	27
SUPPLIES AND SERVICES	8,521	5,561	5,811	4,765
THIRD PARTY PAYMENTS	80	72	143	72
TRANSFER PAYMENTS	79,454	79,420	79,256	79,420
SUPPORT SERVICES	4,074	4,038	4,043	4,039
CAPITAL CHARGES	13,657	16,370	16,472	16,368
CORPORATE SAVINGS TARGET	-	-	-	(978)
<b>TOTAL EXPENDITURE</b>	<b>111,217</b>	<b>110,336</b>	<b>110,715</b>	<b>108,583</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	6,641	7,679	7,150	7,679
GOVERNMENT GRANTS	81,672	80,258	80,258	79,719
RECHARGES	3,233	3,499	3,499	3,499
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	4,126	4,620	4,727	3,822
<b>TOTAL INCOME</b>	<b>95,672</b>	<b>96,056</b>	<b>95,634</b>	<b>94,719</b>
<b>NET EXPENDITURE</b>	<b>15,545</b>	<b>14,280</b>	<b>15,081</b>	<b>13,864</b>

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### TREASURY MANAGEMENT

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	2,305	271	382	271
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	320	324	324	326
CAPITAL CHARGES	12,763	15,565	15,565	15,563
CORPORATE SAVINGS TARGET	-	-	-	(788)
<b>TOTAL EXPENDITURE</b>	<b>15,388</b>	<b>16,160</b>	<b>16,271</b>	<b>15,372</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	3,233	3,499	3,499	3,499
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	445	2,046	2,125	2,046
<b>TOTAL INCOME</b>	<b>3,678</b>	<b>5,545</b>	<b>5,624</b>	<b>5,545</b>
<b>NET EXPENDITURE</b>	<b>11,710</b>	<b>10,615</b>	<b>10,647</b>	<b>9,827</b>
<i>COST PER '000 POPULATION</i>	<i>82</i>	<i>75</i>	<i>75</i>	<i>69</i>

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

**Chief Accountant: Phil Redmond**

**Notes:**

- 1) The Treasury Management function deals with the financial management of Blackpool Council's cashflows, borrowings and investments. It ensures that the borrowings, investments, and cash balances best match the receipts and payments profile of the Council, both on a strategic long-term basis and from day to day.
- 2) The Council's own long-term borrowings currently stand at £111 million. The maturity profile and mix of fixed/variable rate debt chosen attempts to maximise the financial benefit, and minimise the financial risk, to the Council. Included in the long term borrowing is £18 million debt relating to Local Government Reorganisation of 1998.
- 3) Investments (usually with retail banks, building societies, local authorities and other recognised banking institutions) are made when possible to place surplus funds. Priority is given to the security and liquidity of the investments. The highest rate of return (yield) is sought so long as this is consistent with the specified levels of security and liquidity.
- 4) The supplies and services budget includes debt management expenses. This comprises premiums on the early redemption of debt, commission to brokers, etc.
- 5) Capital charges represent the cost of maintaining debt financing, particularly the cost of interest payable to external providers of loan funding, and the cost of setting aside a provision for repaying that funding. The cost of loan charges relating to assets transferred from Lancashire County Council when Blackpool Council took Unitary status is also included.
- 6) Recharges consist of the net contribution from the Housing Revenue Account and subsidiary companies in respect of transactions relating to municipal housing and costs of debt. It also includes amounts charged to Leisure Assets.

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### PARKING SERVICES

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	813	821	946	834
PREMISES	1,226	1,113	1,107	1,122
TRANSPORT	19	27	26	27
SUPPLIES AND SERVICES	465	264	283	264
THIRD PARTY PAYMENTS	80	72	143	72
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	110	83	88	82
CAPITAL CHARGES	321	321	321	321
CORPORATE SAVINGS TARGET	-	-	-	(100)
<b>TOTAL EXPENDITURE</b>	<b>3,034</b>	<b>2,701</b>	<b>2,914</b>	<b>2,622</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	6,157	6,796	6,266	6,795
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	148	1	29	1
<b>TOTAL INCOME</b>	<b>6,305</b>	<b>6,797</b>	<b>6,295</b>	<b>6,796</b>
<b>NET EXPENDITURE</b>	<b>(3,271)</b>	<b>(4,096)</b>	<b>(3,381)</b>	<b>(4,174)</b>
<i>COST PER '000 POPULATION</i>	<i>(23)</i>	<i>(29)</i>	<i>(24)</i>	<i>(29)</i>

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

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

**Notes:**

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

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### CORPORATE SUBSCRIPTIONS

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	185	185	185	185
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	7	6	6	6
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(40)
<b>TOTAL EXPENDITURE</b>	<b>192</b>	<b>191</b>	<b>191</b>	<b>151</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET EXPENDITURE</b>	<b>192</b>	<b>191</b>	<b>191</b>	<b>151</b>
<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>

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

**Chief Accountant: Phil Redmond**

**Notes:**

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

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### HOUSING BENEFITS

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	1,053	509	509	11
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	78,665	79,227	79,227	78,929
SUPPORT SERVICES	1,405	1,400	1,400	1,400
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>81,123</b>	<b>81,136</b>	<b>81,136</b>	<b>80,340</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	79,585	79,115	79,115	78,965
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(345)	-	-	-
<b>TOTAL INCOME</b>	<b>79,240</b>	<b>79,115</b>	<b>79,115</b>	<b>78,965</b>
<b>NET EXPENDITURE</b>	<b>1,883</b>	<b>2,021</b>	<b>2,021</b>	<b>1,375</b>
<i>COST PER '000 POPULATION</i>	<i>13</i>	<i>14</i>	<i>14</i>	<i>10</i>

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

**Chief Accountant:** Phil Redmond

**Notes:**

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

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### COUNCIL TAX AND NNDR COST OF COLLECTION

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	(3)	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	213	52	52	52
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	2,180	2,178	2,178	2,178
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>2,390</b>	<b>2,230</b>	<b>2,230</b>	<b>2,230</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	294	353	353	353
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,788	1,573	1,573	775
<b>TOTAL INCOME</b>	<b>2,082</b>	<b>1,926</b>	<b>1,926</b>	<b>1,128</b>
<b>NET EXPENDITURE</b>	<b>308</b>	<b>304</b>	<b>304</b>	<b>1,102</b>
<b>COST PER '000 POPULATION</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>8</b>

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

**Chief Accountant: Phil Redmond**

**Notes:**

- 1) This budget represents cost of collection of Council Tax and National Non-Domestic Rates.
- 2) The Council Tax Reduction Scheme (CTRS) was introduced in April 2013. Under this scheme the Government introduced a Council Tax Support Grant equivalent to 90% of the Government's forecasted level of Council Tax Benefit that would have existed if the benefit system had continued. The Council is required to determine the approach to funding the gap. The level of Support Grant is fixed and the Council is responsible for the costs of any increase in caseload. The Council Tax Reduction Scheme (CTRS) must incorporate the national pensioner scheme, decided by Government. This ensures that pensioners support continues at existing levels. The 2018/19 CTRS applies a reduction of 27.11% (27.11% in 2017/18) to the support provided to Working Age claimants. Additional support is provided certain vulnerable groups of claimants by amending the percentage applied to their award from 27.11% to 13.56%. The major preceptors (Police and Crime Commissioner for Lancashire and Lancashire Fire Authority) also receive a proportionate share of the overall Council Tax Support Grant and this has been taken into account as part of their budget net requirements.



## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### SUBSIDIARY COMPANIES

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	23	24	21	24
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	11	11	11
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	740	165	1	165
SUPPORT SERVICES	28	24	24	24
CAPITAL CHARGES	573	484	586	484
CORPORATE SAVINGS TARGET	-	-	-	(50)
<b>TOTAL EXPENDITURE</b>	<b>1,364</b>	<b>708</b>	<b>643</b>	<b>658</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	369	775	775	775
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,090	1,000	1,000	1,000
<b>TOTAL INCOME</b>	<b>2,459</b>	<b>1,775</b>	<b>1,775</b>	<b>1,775</b>
<b>NET EXPENDITURE</b>	<b>(1,095)</b>	<b>(1,067)</b>	<b>(1,132)</b>	<b>(1,117)</b>
<b>COST PER '000 POPULATION</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>

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

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

**Notes:**

- 1) This budget includes the costs to the Council for services provided by its subsidiary companies.
- 2) In September 2017 the Council completed the purchase of Blackpool Airport. The Blackpool Airport group of companies are now wholly-owned by the Council and included in the figures above.
- 3) Blackpool Transport Services Limited (BTS) is a wholly-owned company of the Council.
- 4) Blackpool Operating Company Limited is a wholly-owned company of the Council, established to operate and manage the Sandcastle Waterpark.
- 5) Blackpool Housing Company was incorporated during 2015/2016 . This is long term investment vehicle.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
AIRPORT	10	(93)	9	(93)
BTS	(946)	(930)	(933)	(930)
SANDCASTLE WATERPARK	(159)	(44)	(208)	(94)
BLACKPOOL HOUSING COMPANY	-	-	-	-
<b>NET EXPENDITURE</b>	<b>(1,095)</b>	<b>(1,067)</b>	<b>(1,132)</b>	<b>(1,117)</b>

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### LAND CHARGES

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	(5)	25	25	25
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	49	28	28	28
SUPPORT SERVICES	4	4	4	4
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>48</b>	<b>57</b>	<b>57</b>	<b>57</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	115	108	109	109
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>115</b>	<b>108</b>	<b>109</b>	<b>109</b>
<b>NET EXPENDITURE</b>	<b>(67)</b>	<b>(51)</b>	<b>(52)</b>	<b>(52)</b>
<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>(0)</i>	<i>(0)</i>	<i>(0)</i>

**Budget Holder: Nick Gerrard - Growth and Prosperity Programme Director**

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

**Notes:**

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

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### CONCESSIONARY FARES

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	4,305	4,244	4,364	4,244
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	20	19	19	19
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>4,325</b>	<b>4,263</b>	<b>4,383</b>	<b>4,263</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET EXPENDITURE</b>	<b>4,325</b>	<b>4,263</b>	<b>4,383</b>	<b>4,263</b>
<i>COST PER '000 POPULATION</i>	<i>30</i>	<i>30</i>	<i>31</i>	<i>30</i>

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

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

**Notes:**

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

**Holders of Elderly NoWcards:**

- English National Concession\*
- From 1 April 2014 holders of English National Concessionary travel NoWcard passes issued by Blackpool Council can travel free of charge on Blackpool to Fleetwood tramway between 0930 and 2300 Monday to Friday and all day on Saturdays, Sundays and Bank Holidays.

**Holders of Disabled NoWcards issued by Blackpool:**

- English National Concession\*
- 50p flat fare before 9.30am on local bus journeys starting or ending in Lancashire, Monday to Friday.
- From 1 April 2014 holders of English National Concessionary travel NoWcard passes issued by Blackpool Council can travel free of charge on Blackpool to Fleetwood tramway between 0930 and 2300 Monday to Friday and all day on Saturdays, Sundays and Bank Holidays.

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

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### EMPLOYERS PREVIOUS YEARS PENSION LIABILITY

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	3,353	2,890	2,890	2,890
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>3,353</b>	<b>2,890</b>	<b>2,890</b>	<b>2,890</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET EXPENDITURE</b>	<b>3,353</b>	<b>2,890</b>	<b>2,890</b>	<b>2,890</b>
<i>COST PER '000 POPULATION</i>	<i>24</i>	<i>20</i>	<i>20</i>	<i>20</i>

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

**Chief Accountant: Phil Redmond**

**Notes:**

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

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2019

### NEW HOMES BONUS

SUBJECTIVE ANALYSIS	2016/17 ACTUAL	2017/18 ADJUSTED CASH LIMIT	2017/18 FORECAST OUTTURN	2018/19 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	1,793	790	790	401
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>1,793</b>	<b>790</b>	<b>790</b>	<b>401</b>
<b>NET EXPENDITURE</b>	<b>(1,793)</b>	<b>(790)</b>	<b>(790)</b>	<b>(401)</b>
<i>COST PER '000 POPULATION</i>	<i>(13)</i>	<i>(6)</i>	<i>(6)</i>	<i>(3)</i>

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

**Chief Accountant: Phil Redmond**

**Notes:**

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

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Line Ref	Directorate	Portfolio Holder	Savings Category	2018/19 £'000	2018/19 £'000	2018/19 Saving Proposal
<b>1.0</b>	<b>BUDGET GAP</b>				<b>5,500</b>	
<b>1.1</b>	<b>CORPORATE</b>					
1.11	Corporate - Blackpool Coastal Housing dividend to General Fund		1 Technical Savings	(500)		Non-recurrent use of reserves, baseline adjusted back in following year
1.12	Corporate - Capital Receipt		1 Technical Savings	(500)		Non-recurrent sale of assets, baseline adjusted back in following year
1.13	Corporate - Targeted non-pay inflation @ 50%		1 Technical Savings	850		Non-pay inflation review
1.14	Corporate - Channel Shift - initiatives to enable residents to access more services online		1 Technical Savings	150		Continue Channel Shift process - increase online access
1.15	Corporate - Tactical lending, BLF £8m -> £10m -> £100m		1 Technical Savings	450		Supporting economic development in the town
1.16	Corporate - Staff Terms and Conditions - Essential Car Users		1 Technical Savings	265		Full roll out of the removal of essential car user allowance
	<b>CORPORATE - Sub Total</b>				<b>715</b>	
<b>1.2</b>	<b>CHIEF EXECUTIVE</b>					
1.21	Chief Executive	Councillor S Blackburn	2 Ceasing service / Under review / reconfiguration	100		General savings including reductions in staffing and supplies & services expenditure
	<b>CHIEF EXECUTIVE - Sub Total</b>				<b>100</b>	
<b>1.3</b>	<b>GOVERNANCE &amp; PARTNERSHIP SERVICES</b>					
1.31	Governance and Partnerships - Life Events and Customer Engagement / Democratic Governance / Legal	Various	2 Income Generation & Management and Structural Reform	50		Increase in fees & charges and improved efficiencies in the case management system
	<b>GOVERNANCE &amp; PARTNERSHIP SERVICES - Sub Total</b>				<b>50</b>	
<b>1.4</b>	<b>RESOURCES</b>					
1.41	Resources - All Services	Councillor S Blackburn	2 Technical savings	30		Non-recurrent contribution from reserves
1.42	Resources - All Services	Councillor S Blackburn	2 Income Generation & Management	68		Income generation including agreed internal recharges
1.43	Resources - All Services	Councillor S Blackburn	2 Procurement and Commissioning	31		General savings including reductions in supplies & services expenditure
1.44	Resources - All Services	Councillor S Blackburn	2 Ceasing service / Under review / reconfiguration	221		Disestablishments of existing vacancies purposely not filled in anticipation of future budget savings targets (10.70 FTEs)
	<b>RESOURCES - Sub Total</b>				<b>350</b>	
<b>1.5</b>	<b>PLACES</b>					
1.51	Places - Cultural Exemption generating VAT recovery		1 Technical Saving	(950)		Cultural exemption, credit reflects one-off backdated recovery in 2017/18
1.52	Places - Libraries Book Fund - reinstate	Councillor G Campbell	1 Procurement and Commissioning	(100)		Re-instatement of 2017/18 one-off saving
1.53	Places - Visitor Economy - Resort pass price increase	Councillor G Campbell	2 Income Generation & Management	15		Increase in fees & charges
1.54	Places - Visitor Economy - Merge key common service with Left Coast	Councillor G Campbell	2 Structural Reform	73		Review of service which will generate staffing savings
1.55	Places - Culture and Economic Development	Councillor G Campbell	2 Procurement and Commissioning	22		Reduction in supplies and services
1.56	Housing	Councillor G Campbell	2 Technical Saving	40		Homelessness Prevention Grant - use of existing staff resources - 2 year only grant
1.57	Housing	Councillor G Campbell	2 Ceasing Service / Under Review / Reconfiguration	50		Review of service which will generate staffing savings
	<b>PLACES - Sub Total</b>				<b>(850)</b>	
<b>1.6</b>	<b>COMMUNITY &amp; ENVIRONMENTAL SERVICES</b>					
1.61	Community and Environmental Services - Leisure VAT Claim	Councillor M Kirkland	1 Technical Saving	750		Leisure VAT Claim, £750k includes backdated recovery of £500k ( £250k recurrent)
1.62	Community and Environmental Services - School Crossing Patrols	Councillor F Jackson	1 Structural Reform	90		Seek 50% contribution from schools

1.63	Community and Environmental Services - Leisure Services	Cllrs Campbell, Jackson, Smith, Cain, Kirkland	2	Income Generation and Management	85	Increase in fees & charges
1.64	Community and Environmental Services -Highways and Traffic	Councillor F Jackson	2	Income Generation and Management	70	RSWA - new permit scheme for utility works on highways
1.65	Community and Environmental Services -Waste Services	Councillor M Smith	2	Income Generation and Management	60	Increase in fees & charges - Trade Waste
1.66	Community and Environmental Services -Waste Services	Councillor F Jackson	2	Income Generation and Management	60	Increase in fees & charges - Domestic Waste
1.67	Community and Environmental Services -Highways & Traffic	Councillor F Jackson	2	Income Generation and Management	50	Highways Engineering Schemes - Income derived from Engineering Services
1.68	Community and Environmental Services -Highways & Traffic	Councillor F Jackson	2	Procurement Commissioning and	150	Savings made as a result of reduction in highway claims
1.69	Community and Environmental Services -Directorate VPE	Councillor F Jackson	2	Procurement Commissioning and	150	Top slice in budget across directorate, re-profile VPE replacement programme
1.70	Community and Environmental Services -Public Protection	Councillor G Campbell	2	Ceasing Service / Under Review / Reconfiguration	30	Review of service which will generate staffing savings
1.71	Community and Environmental Services -Cleansing	Councillor F Jackson	2	Ceasing Service / Under Review / Reconfiguration	35	Reduction in budget, aim to be mitigated by KBT campaign
1.72	Community and Environmental Services -Public Conveniences	Councillor F Jackson	2	Procurement Commissioning and	60	Contract negotiation
<b>COMMUNITY &amp; ENVIRONMENTAL SERVICES - Sub Total</b>					<b>1,590</b>	
<b>1.8 ADULT SERVICES</b>						
1.81	Adult Services - Adult Commissioning Placements	Councillor A Cross / Councillor G Cain	2	Income Generation and Management	320	Increase in income from fees & charges in accordance with legislation and national policy
1.82	Adult Services - General	Councillor A Cross / Councillor G Cain	2	Technical Savings	150	Reduced bad debt provision. This is made possible by a significant amount of work by Adult Social Care and Revenues Services to reduce the level and number of debts owing to the Council from Social Care.
1.83	Adult Services - In-house provider services	Councillor A Cross / Councillor G Cain	2	Structural Reform	3	In-house provider services - management efficiencies.
1.84	Adult Services - Adult Commissioning Placements	Councillor A Cross / Councillor G Cain	2	Income Generation and Management	200	Releasing funds more effectively from property charges.
1.85	Adult Services - Safeguarding	Councillor A Cross / Councillor G Cain	2	Structural Reform	24	Reduction in the cost of Deprivation of Liberty Safeguarding (DOLS) work via improved case management.
1.86	Adult Services - Housing Related Support	Councillor A Cross / Councillor G Cain	1	Structural Reform	220	The full year effect of the 2017/18 significant and transformational reduction in Housing Related Support, supported by transformational funding.
1.87	Adult Services - Procurement and Commissioning	Councillor A Cross / Councillor G Cain	1	Procurement and Commissioning	192	Second year of savings agreed in 2017/18 to Care & Repair , Equipment Budget and Drugs & Alcohol budget, as per last years discussions with providers, plus £62k vacancy savings.
1.88	Adult Services - Procurement and Commissioning	Councillor A Cross / Councillor G Cain	2	Procurement and Commissioning	31	Provider fee uplift in accordance with 4-weekly payment cycle (2018/19 fee uplift already part brought into payment wef 1/8/17 to alleviate provider pressures)
<b>ADULT SERVICES - Sub Total</b>					<b>1,140</b>	



1.9 CHILDREN'S SERVICES						
1.91	Children's Services - Use of reserves, e.g. VPE, Highfield (consultation 'after summer recess')		1	Technical Savings	500	Non-recurrent use of reserves, baseline adjusted back in 2019/20
1.92	Children's Services - Early Help for Children and Families	Councillor G Cain	2	Structural Reform	41	General efficiency savings including reductions in staffing
1.93	Children's Services - Early Help for Children and Families	Councillor G Cain	2	Ceasing Service / Under Review / Reconfiguration	21	General efficiency savings including a reduction in staffing
1.94	Children's Services - Social Care	Councillor G Cain	2	Demand Management	105	Robust care planning and review alongside reducing demand allowing the removal of 3 staffing posts.
1.95	Children's Services - Pupil Welfare	Councillor G Cain	2	Structural Reform	50	General efficiency savings including the deletion of a vacant post
1.96	Children's Services - Business Support and Resources	Councillor K Benson	2	Technical Savings	98	Transfer of residual costs as a result of Highfield School becoming an academy.
1.97	Children's Services - SEND	Councillor G Cain	2	Demand Management	103	Review of staffing responsibilities and arrangements.
1.98	Children's Services - Business Support and Resources	Councillor K Benson	2	Income Generation and Management	31	Income generation including agreed internal recharges

1.99	Children's Services - Safeguarding, Quality and Review	Councillor G Cain	2	Demand Management	57	Review of staffing responsibilities and arrangements.
2.00	Children's Services - Early Years SEND Early Years School Improvement	Councillor G Cain / Councillor K Benson	2	Ceasing Service / Under Review / Reconfiguration	-	Review of staffing responsibilities and arrangements.
<b>CHILDREN'S SERVICES - Sub Total</b>						1,006
<b>2.1 PUBLIC HEALTH</b>						
2.11	Public Health - Contracts	Councillor A Cross	1	Procurement Commissioning and	500	Review of Contracts
2.12	Public Health - Contracts	Councillor A Cross	2	Procurement Commissioning and	100	Review of Contract and income generation
<b>PUBLIC HEALTH - Sub Total</b>						600
<b>2.2 BUDGETS OUTSIDE THE CASH LIMIT</b>						
2.21	Budgets Outside the Cash Limit - Treasury Management	Various	2	Technical Savings	655	£655k of Treasury Management and release of non-recurrent provisions
2.22	Budgets Outside the Cash Limit - Car Parking / Companies	Various	2	Income Generation and Management	150	Income generation from car parks and the Council's wholly owned companies
<b>BUDGETS OUTSIDE THE CASH LIMIT - Sub Total</b>						805
<b>3.0 TOTAL SAVINGS PROPOSALS</b>						<b>5,506</b>
<b>4.0 BUDGET GAP OVERACHIEVED</b>						<b>(6)</b>

# Blackpool Council



## BUDGET SCRUTINY REVIEW FINAL REPORT

## **CONTENTS**

### **1.0 Background Information**

### **2.0 Panel Considerations and Findings**

- 2.1 Budget Savings Proposals Summary
- 2.2 Consideration of the Budget
- 2.3 Conclusion

## 1.0 Background Information

1.1 At the Tourism, Economy and Resources Scrutiny Committee on 25 October 2017, Members agreed to establish a Budget Scrutiny Panel to undertake an in-depth scrutiny review of the budget savings and the likely impact on services of any proposals.

1.2 The meeting was held on 12 December 2017 and the Scrutiny Panel was comprised of Councillors Clapham, Critchley, Elmes, Galley, Hunter, Mitchell, Ryan, Singleton, and T Williams. The Panel elected Councillor Hunter as Chairman and Councillor Critchley as Vice-Chairman.

1.3 The meeting was also attended by:

- Councillor Blackburn, Leader of the Council
- Councillor Cain, Cabinet Secretary
  
- Mr Neil Jack, Chief Executive
- Mr Steve Thompson, Director of Resources
- Mrs Diane Booth, Director of Children's Services
- Mrs Karen Smith, Director of Adult Services
- Mr John Blackledge, Director of Community and Environmental Services
- Mr Mark Towers, Director of Governance and Partnerships
- Mr Alan Cavill, Director of Place
- Mr Phil Redmond, Chief Accountant
- Ms Judith Mills, Public Health Specialist
- Mrs Sharon Davis, Scrutiny Manager

1.4 Councillor Hunter declared a prejudicial interest in section 1.91 of the budget 'Use of reserves, e.g Highfield' as a Governor of Highfield Leadership Academy.

Councillor Singleton declared a prejudicial interest in section 1.11 of the budget 'Blackpool Coastal Housing dividend to General Fund' as a Director of Blackpool Coastal Housing Limited.

Councillor Galley declared a prejudicial interest in section 1.51 of the budget 'Cultural Exemption generating VAT recovery' as a Director of Blackpool Entertainment Company Limited.

Councillor Cain declared a prejudicial interest in section 2.22 of the budget 'Budgets outside the cash limit – car parking/companies' as the Chairman of Blackpool Operating Company Limited.

All the above named Members left the room for the consideration of the section in which they had declared an interest.

## **2.0 Panel Considerations and Findings**

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

- 2.1.1 Mr Steve Thompson, Director of Resources presented the proposed budget to Panel Members and highlighted that the finalised budget gap for 2018/2019 was £5.5 million. The figure had been increased from the original forecast of £4.8 million due to an increase in pension costs. It was noted that the reduction in budget was smaller than in previous years, however, the Council was in the eighth year of making such cutbacks and it was therefore becoming harder to identify savings.
- 2.1.2 In the previous year 2017/2018, a rolling three year budget had been developed. It was revisited at the start of the budget process for 2018/2019 to ensure it was still valid and sustainable. In order to identify the required savings caused by the additional funding gap all directorates had been set a target for budget savings.
- 2.1.3 The budget proposal would be subject to lengthy consultation. Councillor Blackburn advised that he had met with Trade Unions to discuss concerns relating to the removal of the Essential Car User Allowance Scheme. He added that the Trade Unions had raised no further concerns in relation to the budget.

### **2.2 Consideration of the Budget**

- 2.2.1 Councillor Blackburn advised that the National Joint Committee had recommended a 2% wage increase for the next two years. The offer had been formally made for consideration by Councils. The offer also included an increase of up to 22% for the lowest paid staff. It was confirmed that the assumption within the budget was of a 1% pay award. Councillor Blackburn added that the increase for the lowest paid staff would affect each Council differently dependent on current wage levels and that due to the commitment to pay the living wage in Blackpool a much smaller increase would be due.
- 2.2.2 The Panel sought clarity on the Blackpool Coastal Housing (BCH) Dividend to General Fund and Councillor Blackburn advised that there was more money in BCH reserves than required by the company and therefore the decision had been made to transfer £500,000 into the Council's budget for 2017/2018.
- 2.2.3 Questions were raised regarding how the 'technical savings' were being made in relation to the use of reserves and Highfield Leadership Academy. Mr Thompson advised that it had been determined that the accumulated reserve for the Private Finance Initiative (PFI) was no longer necessary. It was further noted that there was a total of £34 million in earmarked reserves that were regularly reviewed to ensure risk was reflected appropriately.
- 2.2.4 Members discussed income from car parking and asked a number of questions regarding strategy and approach. In response, Councillor Blackburn advised that a number of agency staff had been deployed at peak times in order to assist in parking enforcement. He noted that parking enforcement must be handled sensitively and that it was important to avoid an authoritarian approach. Further questioning highlighted that an additional £100,000 income was forecast from car parking and was already being

- achieved through ensuring ease of payment. Councillor Blackburn highlighted that patrons of car parks were more likely to park for longer and spend more time in the town centre if they did not have to make a decision upon arrival about how long to park for. The ability to pay by phone also increased the amount of time patrons would park for.
- 2.2.5 Upon consideration of the Business Loan Fund (BLF), Members queried how the required saving would be achieved. Mr Thompson advised that 2018/2019 would be Year 2 of the BLF and the scheme had steadily grown since its inception. The scheme was exceeding targets and expansion would be determined by appetite for risk. Councillor Blackburn highlighted that some Councils had used the BLF to purchase commercial enterprises in other towns or cities and noted that the priority for Blackpool Council was to invest in Blackpool and the immediate area in order to promote regeneration and enterprise.
- 2.2.6 The Panel discussed interest charges on loans and the exact detail was unable to be provided at the meeting. An overview was provided to Members after the meeting as follows:
- Public Works Loan Board (PWLB) at Month 8 £1,475k and forecast to year-end £2,262k  
Other (Market Loans and Local Government Reorganisation debt) at Month 8 £1,445k and forecast to year-end £2,168k  
Temporary at Month 8 £238k and forecast to year-end £390k
- Total loan interest forecast to year end: £4.8million
- 2.2.7 In relation to the Cultural Exemption Generating VAT Recovery, Members questioned the details of the VAT recovery and any systems that might need to be put in place to obtain the funds. Mr Thompson advised that tickets sales for cultural events held at venues such as the Winter Gardens could be exempt from VAT. Previously, VAT had been paid and the money identified in the budget was predominantly a backdated figure that had already been successfully recovered from HMRC. In response to further questions, Councillor Blackburn confirmed that the scheme met HMRC eligibility criteria for the VAT exemption and an initial refund had been received.
- 2.2.8 The Panel was also informed of new case law indicating that Local Authority not-for-profit Leisure Services should not be treated differently in regards to VAT exemption to charitable organisations providing leisure services. The change meant that VAT paid from February 2013 could be reclaimed.
- 2.2.9 Members queried whether schools had been approached to contribute to the costs of school crossing patrols as set out in the budget and what the general response had been. In response, Councillor Blackburn advised that initial conversations had been held and a variety of views had been presented. There was an argument that Academies should fully fund crossings outside of their school buildings. Mr Jack added that every crossing would be risk and safety assessed prior to any changes being made.
- 2.2.10 Following consideration of the budget, Members commented that there did not appear to be any mention in the budget of savings related to reducing the cost of private suppliers. Councillor Blackburn advised that there was a large amount of work ongoing in

conjunction with neighbouring authorities. It was noted that it was too early to predict any possible budget savings in relation to the work.

- 2.2.11 The Panel discussed the option of voluntary redundancy and queried if there were any circumstances in which an application for voluntary redundancy would not be accepted. In response, Councillor Blackburn reported that if an application for voluntary redundancy could be supported then it would be, however, if a person or post was deemed too valuable to the operation of the Council it would be rejected.

### **2.3 Conclusions**

- 2.3.1 The Panel commended Officers for their work on a difficult budget and noted the severity of the cuts to funding over the previous eight years.
- 2.3.2 Councillor Blackburn noted that the reduction in the budget for 2018/2019 was less than in previous years, however, the cumulative impact over the years had been substantial, which made it more difficult to identify any more savings. He also emphasised the need to invest in infrastructure and stimulate growth.
- 2.3.3 The report of the Budget Scrutiny Panel would be forwarded to the Executive for consideration alongside the Budget in February 2018. Following that meeting, a consultation meeting would be held between the Tourism, Economy and Resources Scrutiny Committee and the Non Domestic Rate Payers and Trade Unions prior to final consideration by the Executive for approval by Full Council.



**Equality Analysis (EA) Record Form**

Formerly Equality Impact Assessment

**February 2018**Department: **Corporate**

Team or Service Area Leading Assessment:

**Coordinated by Strategic Equality Manager**

Title of Policy/ Service or Function:

**Council Budget 2018- 2019**

Committee:

**Executive**

Lead Officer:

Steve Thompson / Andy Divall

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

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

**New/ proposed**

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

The proposals are intended to support the management of a reduction in funding from the Government and other financial pressures which have led to a funding gap of approximately £5.5 million in 2018/19 and further pressures anticipated in future years, as set out in the Medium Term Financial Sustainability Strategy and main report.

The purpose of this equality analysis is to:

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

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

Background and legal context

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

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

## Council commitment to Equality and Diversity

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

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

## The Councils approach to Equality Analysis of the 2018-19 Budget proposals

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

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

September –November 17

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

December 17 – January 18

- All budget related proposals with significant equality implications are identified to decision makers and an appropriate level of impact work is commissioned through data analysis and consultation with service users and others affected.
- Assessing staffing impacts. At this stage we are able to assess the effects of budget reductions on staff diversity issues. We do this by preparing a benchmark analysis of the current levels of

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

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

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

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

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

workforce diversity for each of the key equality characteristics – Race, Gender, Disability, Age, Religion and Belief, and Sexual Orientation, as at 30/09/2017. This is then compared to the demographic profile of the pools of staff that have been placed at risk of redundancy through the specific service proposals, and any significant variances highlighted and investigated. This work is important for two reasons, firstly, to ensure there is no discrimination through the selection process and secondly, to track our process in working towards a workforce that better represents the community we serve. The assessment forms the basis of discussion and consultation with staff representatives through the Trade Union JCC structures.

- At appropriate stages, all the above is communicated and discussed with senior decision makers at Chief Officer and Elected Member levels. This in turn informs the final decisions which are included within the February Budget report.

#### Ongoing review and compliance monitoring

To complement the specific analysis of budget related decisions, the Council has this year introduced a new and rigorous Equality performance and compliance process which is to be applied to all departments. This process is intended to reinforce the annual work on budget equality analysis by focusing on the systems and procedures in place across the councils departments that ensure compliance with the Public equality duty, as well as wider good practice in equality and diversity.

### 3. Please outline any proposals being considered.

Funding and budgetary proposals as set out in the Executive report entitled General Fund Revenue Budget 2018/19 and in the report's other appendices.

### 4. What outcomes do we want to achieve?

To manage the impact of a further large reduction in funding from the Government and other financial pressures which have led to a funding gap of approximately £5.5 million in 2018/19 and further pressures anticipated in future years as set out in the Medium Term Financial Sustainability Strategy.

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

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

### 6. Please summarise the main data/ research

#### **Population Demographics**

The population of Blackpool<sup>1</sup> is estimated at 139,580, with a larger proportion of residents aged 60+ compared to national age structure. Residents are mostly of White British ethnicity. Black and

Minority Ethnic groups, including Irish and European residents, are estimated to make up 6% of the population approximately 8,500 people, compared with the estimated proportion for England of 20%

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

**7. Table 1: Population Demographics**

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

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

## Age

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

## Race and Ethnicity

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

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

### Gender and Transgender

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

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

### Religion or Belief / Faith Communities

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

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

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

### Sexual orientation

There is anecdotal evidence to suggest that Blackpool has one of the largest gay and lesbian populations outside of the country's largest cities. The 2011 Census shows that 0.5% of the

Blackpool population aged 16 and over was registered as being in a same sex civil partnership. The figure for England and Wales was 0.2%. In 2015/16 there were 524 marriages carried out in Blackpool, 9.5% of which were same sex civil ceremonies.<sup>ix</sup>

## Health and Disability

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

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

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

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

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

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

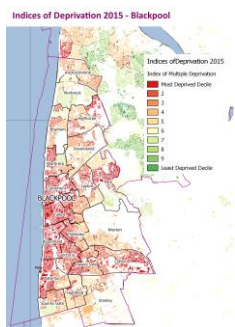
may also be related to differences in child development with boys generally maturing at a slower rate than girls.

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

## Learning Disabilities

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

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



## Poverty and Deprivation

Blackpool has a large proportion of residents living in deprived areas and is currently ranked the most deprived authority in England under the Indices of Deprivation 2015, a higher rank than in 2010, (6<sup>th</sup>) 2007 (12<sup>th</sup>) and 2004 (24<sup>th</sup>), based on the 'rank of average scores' measure. Additionally, in the 2010 and 2015 Indices, Blackpool ranked 1st for the concentration of deprivation within the town. Poverty is a significant factor in Blackpool. In 2014, Blackpool was ranked the 11<sup>th</sup> worst local authority for child poverty with 31.1% of children in Blackpool living in low income families. This is compared to an average of 19.9% of all children in England. Further analysis highlights that 62.8% of children in poverty live in lone parent families

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

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

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

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

mitigate and reduce impact, wherever we can.

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

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

### ***Specific impacts***

As the budget report explains, the approach is based on securing the Council's sustainability through implementing our Medium-Term Financial Sustainability Strategy (MTFSS.) The plan makes clear that service reductions and cuts were the last resort and only considered after other options have been exhausted.

It is also recognised that continued year on year cuts to back office and professional support to front line services , can and does have a real impact on the response times and quality of front line public services. These impacts , although spread across all service users and residents , will affect vulnerable people and groups more , given that many Council services are disproportionately used by them.

As in previous years, some of the specific proposals taken forward at this stage, do impact directly on equality issues. These specific equality issues and impacts have been – and will continue to be - explored in detailed Equality Analysis, which has informed the final decision making process.

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

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

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

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

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

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



These issues have been considered by decision makers through this process.

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

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

The impact on staff sharing protected characteristics will also be equality monitored to ensure, wherever particular groups do not suffer disproportional adverse impact due to this and make sure that our policies are not indirectly discriminating on people who share protected characteristics.

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

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

10. Consultation

Consultation meetings on the broad budget position facing the Council have been undertaken with the community equality groups during 2011/12, 2012/13, 2013/14 and 2014/15, 2015/16, 16/17 and 17/18 budget cycles. The Council's Director of Resources or his representative has often personally attended and briefed a number of these groups over this period.

Wider communication has also taken place via the Council's extensive corporate communication methods – which include web site, social media, media briefings & press statements and interviews. In addition to the above, this year the Council has also undertake a public outreach exercise with the general public during September – November 2017. These sessions were held in libraries across the town and have also informed the decision making processes.

Once specific proposals were published in December 2017, detailed consultations with all affected stakeholders-amongst them staff, service users and communities of interest / equality groups –have taken place. The outcomes of these consultations have been considered by key decision makers, and accordingly have informed the final proposals contained in the budget.

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

## ACTION PLAN

Issues/ adverse impact identified	Proposed action/ objectives to deal with adverse impact	Targets/Measure	Timeframe	Responsibility	Comments
1. Need for continued dialogue and engagement with vulnerable groups / communities and providers on the long term impact of budgetary reductions	To maintain support for structures of community engagement in equality and diversity	To engage key groups over the long term impact of service reductions on specific Equality issues in Blackpool	On-going throughout 2018.	Director of Resources  Strategic Equality Manager	
2. Need for a full examination of the effect of service reduction on workforce diversity and continued dialogue and engagement with staff over budgetary reductions in future years	To conduct equality monitoring on staff at risk of redundancy and take appropriate action if adverse impacts are identified  To track staff equality monitoring data to ensure an accurate picture of current workforce diversity.	To mitigate any disproportional effect on staff who share protected characteristics, and monitor the target of becoming a more diverse employer.	Within current and any future redundancy processes	Head of HR/OD  Strategic Equality Manager	
3. Need for detailed examination of the effect of service reductions on specific service users and continued dialogue/ engagement with them over budgetary reductions in future years	To conduct equality analysis as part of service redesign/commissioning review proposals and take appropriate action if possible to mitigate adverse impacts are identified	To mitigate any disproportionate effect on service users who share protected characteristics if possible, and monitor the outcome of changes.	Within current and any future budget reduction exercises	Relevant Chief Officers	
4. Deepen and embed compliance with Public duties and decision making	Roll out the new Equality Performance and compliance assessment process across all Council Dept.	To ensure all depts. are assessed according to the work programme timescales.	On-going throughout 2018 and 2019	Strategic Equality Manager & Relevant Chief Officers	

## ARRANGEMENTS FOR MONITORING AND REVIEW

Please outline your arrangements for future monitoring and review below.

Agreed action	Monitoring arrangements	Timeframe	Responsibility	Comments
1. To maintain current support for structures of service user and provider engagement.	To be built into the Directorate Business planning and Compliance review processes	2018 and ongoing	Chief Officers Strategic Equality Manager	
2. To conduct equality monitoring on staff at risk of redundancy and take appropriate action if adverse impacts are identified To track staff equality monitoring data to ensure an accurate picture of current workforce diversity.	To be built into the Directorate Business planning and Compliance review processes	2018 and ongoing	Head of HR Strategic Equality Manager	
3. Where appropriate to conduct equality monitoring on service changes and take appropriate action if adverse impacts are identified	To be built into the Directorate Business planning and Compliance review processes	2018 and ongoing	Relevant Chief Officers Strategic Equality Manager	

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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## Revenue Budget 2018/19

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

Nature of Risk <i>[and rationale for quantification]</i>	Mitigation	£m
Budget savings of £5.5m in 2018/19 are not achieved, resulting in service budget overspendings <i>[delivery of 74% full-year effect in 2017/18 and additional risk assessment re delivery of larger savings proposals]</i>	Robust and realistic series of plans for each Directorate to demonstrate how the savings are to be achieved, monitored at Corporate Leadership Team and by Portfolio Holders on a monthly basis	1.4
Current year service over-spendings are replicated in 2018/19 <i>[based on forecast as at month 9]</i>	This is mainly in relation to Children's Social Care Pressures. Recovery plans drawn up by services and monitored by the Tourism, Economy & Resources Committee	1.2
CT collection rates deteriorate as a result of economic climate, CT Reduction Scheme and cap on Attachment of Benefits, and changes to CT discounts and exemptions <i>[13/14 -&gt; 16/17 deterioration although a slight improvement in 2017/18]</i>	Ongoing monitoring of collection rates and by client group, enabling early intervention by Council support staff. Robust and consistent recovery processes in place.	1.0
Business rate collection rates deteriorate as a result of economic climate and success of business rate appeals	Ongoing monitoring of collection rates and by business group, enabling early intervention by Council support staff. Robust and consistent recovery processes in place. Closer liaison with VOA to understand business rate appeals pending.	0.9

<i>[Safety Net less Contingency]</i>		
Interest rate changes <i>[impact of increase to weighted average interest rate by 0.4%]</i>	Prudent assumptions regarding the volume of temporary surpluses available to the Council and the interest rates at which these might be deposited. Rigorous Treasury Management procedures and an investment policy informed by proactive intelligence gathering on market conditions and prospects.	0.6
Revenue consequences of capital investment, including business rate liabilities and clawback of external funding	Full adherence to project management frameworks and methodology	0.5
Increased levels of sundry debt write-offs owing to economic climate	Clearly defined policies and procedures applying to the recovery of outstanding amounts. Swift and effective use of recovery powers. Feasibility study into the centralisation of a debt-raising team.	0.4
Changes in Final Settlement Funding Assessment	Government commitment to 4-year Settlement for those signed up.	-
	<b>INDICATIVE TOTAL</b>	<b>6.0</b>