

# Public Document Pack

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**Date:** 30<sup>th</sup> January 2015

**All Members of the Council**

**Our Ref:** n/a

**Your Ref:** n/a

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Dear Councillor

*Executive Meeting 9<sup>th</sup> February 2015 and Council Meeting 27<sup>th</sup> February 2015*

Please find attached the Appendices relating to the General Fund Revenue Budget 2015/16

This document will be considered by the Executive at its meeting on the 9<sup>th</sup> February 2015 and will be considered by the Council at its meeting on the 27<sup>th</sup> February 2015.

The report will be considered at the Finance and Audit Committee's meetings with the Trades Unions and Non-Domestic Rate Payers on the 13<sup>th</sup> February 2015 and the Joint Scrutiny meeting on the same day.

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

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

Yours sincerely

On behalf of the Head of Democratic Governance

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**BLACKPOOL COUNCIL**  
**REPORT**  
**of the**  
**DIRECTOR OF RESOURCES**  
**to the**  
**EXECUTIVE**  
**on**  
**9<sup>TH</sup> FEBRUARY 2015**

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**GENERAL FUND REVENUE BUDGET 2015/16**

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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 2015/16 and to identify a budget savings plan that will ensure a balanced Budget.

**2. Context**

- 2.1 Local government in England is now four and a half years into a period of public sector austerity, which is certain to continue beyond the General Election in May and in all probability beyond 2017/18 per the Autumn Statement of 3<sup>rd</sup> December 2014.
- 2.2 A refreshed Medium Term Financial Strategy covering the period 2015/16 – 2017/18 was approved by Executive on 19<sup>th</sup> January 2015 and presented a financial outlook, an assessment of risks and indication of the Council's challenges over these 3 years.
- 2.3 The key principles of the newly approved Medium Term Financial Strategy are that:
- the statutory obligation to balance the Council's budgets 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 resources whether through grants, creating additional income or partnering opportunities
  - ensuring significant risks are identified and mitigated where possible
  - ensuring financial reserves reflect levels of business and risk
  - optimising capital spending freedoms.

**3. The Local Government Finance Settlement 2015/16**

- 3.1 The Local Government Finance Settlement sets the amount of central government funding available to councils. The Minister for Local Government announced the Provisional Local Government Finance Settlement for 2015/16 on 18<sup>th</sup> December 2014. The Final Settlement is expected to be announced in early February 2015.

3.2 The Settlement Funding Assessment (SFA) for an authority is split between resources received via Revenue Support Grant and an assessment of Blackpool's share of Business Rates collectable plus a Top-Up element from the 3<sup>rd</sup> year of the Business Rates Retention Scheme. The Provisional Settlement Funding Assessment SFA amounts to £82,151,000 in 2015/16. This compares with the Settlement Funding Assessment of £95,561,000 in 2014/15, which excluded some grants such as the Council Tax Freeze Compensation for 2014/15 that are now included in the 2015/16 Settlement Funding Assessment.

#### 4. Other Funding 2015/16

4.1 In addition to the Settlement Funding Assessment there are several other significant components of central government funding which have been provisionally notified to the Council – Council Tax Freeze Compensation 2015/16, New Homes Bonus Grant, Education Services Grant and Public Health Grant:

##### 4.2 Council Tax Freeze Compensation 2015/16

The Government introduced this scheme with effect from 2011/12 for those local authorities prepared to freeze their council tax level in that year. This incentive at varying levels has continued during the following financial years and the offer of a 1.0% (£617k) equivalent council tax increase has been made for 2015/16 with the intention of rolling into the baseline in subsequent years.

##### 4.3 New Homes Bonus Grant

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. The cumulative figure for 2015/16 has been confirmed as £1.4m, though the in-year element is only £18,900.

##### 4.4 Education Services Grant

From April 2013 the education functions provided by local authorities have been funded by the Education Services Grant (ESG). The Council will receive £87 per pupil in 2015/16 in relation to the pupils in schools maintained by it and it also receives £15 for each pupil in all schools and academies in respect of responsibilities retained for every pupil within the boundary. It is estimated that Blackpool Council will receive £964k in 2015/16 (£1.32m in 2014/15), dependent upon the conversion and timing of its schools into academies.

##### 4.5 Public Health Grant

The transfer of Public Health services and responsibility to local government from April 2013 brought with it ringfenced grant funding, which has remained at £17,946,000 in 2015/16.

4.6 The Government continues to use the term "spending power" as the measure of a local authority's financial resources where confirmed and hence a measure for inter-year comparisons:

<b>Provisional Spending Power</b>	<b>2015/16</b>	<b>2014-15 Adjusted</b>
	<b>£m</b>	<b>£m</b>
Settlement Funding Assessment (SFA)	82.2	97.3
Council Tax Requirement	45.6	45.4
Public Health Grant	17.9	17.9

Better Care Fund	12.4	6.1
Local Council Tax Support and Housing Benefit Admin Subsidy	1.6	1.7
New Homes Bonus	1.4	1.4
Adult Social Care New Burdens	1.0	1.0
Indicative Council Tax Freeze Grant 2015-16	0.6	-
SFA adjustment re Section 31 Grant for Business Rates Initiatives	0.6	0.5
Other	0.4	0.5
<b>Total</b>	<b>163.7</b>	<b>171.8</b>
Change in Provisional Revenue Spending Power 2015-16	-8.1	
Percentage Change	-4.7%	

## 5. Revenue Budget 2014/15 – Projected Outturn

- 5.1 The summary at Appendix 1 shows the projected revenue outturn for the current financial year.
- 5.2 Line 21 of this summary shows that it is now estimated that a sum of £714,000 will be taken from working balances at 31st March 2015.

The main areas of budgetary variance are set out below:

	<b>£000</b>
Children's Services	1,567
Community and Environmental Services	897
Car Parking	712
Adult Services	364
Strategic Leisure Assets	333
Concessionary Fares	274
Deputy Chief Executive	(41)
Area Forums and Ward Budgets	(400)
Treasury Management	(1,678)
Other	85
<b>Net Service Overspendings 2014/15</b>	<b>2,113</b>
<b>Net Adjustment to Contingencies / Reserves</b>	<b>(1,399)</b>
<b>Net Overspending 2014/15</b>	<b>714</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. The Finance and Audit Committee continuously scrutinises overspending services to seek assurances that effective remedial action is being taken.
- 5.4 It is expected that in accordance with previous convention any overspendings on service budgets as at 31<sup>st</sup> March will be recovered in the following year 2015/16, but this will be revisited at Provisional Outturn.

## 6. Cash Limited Revenue Budget 2015/16

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 2015/16 is £127,712,000 (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:-

- pay levels to rise on average by 2.2% for the period from 1st January 2015 until 31st March 2016
- payment of annual increments
- voluntary 5 days' unpaid leave on average to continue
- general non-pay inflation to rise by 1.5% in 2015/16 (2.0% for business rates)
- latest estimates of Settlement Funding Assessment
- Council Tax increase assumed frozen
- interest rates to rise slowly from early 2016 but to remain at low levels
- the Council fulfils the statutory obligation to balance its Budget.

The budget also assumes that the level of council tax will remain unchanged and as a result the Council will qualify for the Council Tax Freeze Compensation 2015/16 in full (see paragraph 4.2).

## 7. Budget Gap 2015/16 and Methodology for Delivering – Priority Led Budgeting

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

	£m
Cash reduction in Government Settlement year-on-year	13.6
Pay award and annual increments	4.0
Non-pay inflation @ 1.5% (2% for business rates)	2.4
Service developments and demand pressures	5.2
<b>Budget Gap 2015/16</b>	<b>25.2</b>

7.2 Priority Led Budgeting

In anticipation of the financial challenges ahead, preparations began in May 2012 to formulate a framework that aligned the Council's reducing resources to its service priorities to deliver a strategic financial plan over the next 3-year period.

First, a stocktake of the Council's services was undertaken and all service areas identified along with their 'controllable' budgets.

Secondly and in addition to the Council's decreed vision, values and priorities, 12 specific Priority Actions were identified by Cabinet Members across the themes of Health and Wellbeing, Streets and Transport, Regeneration and Urban Development, Tourism and Culture, Housing and Crime and Community Safety.

Thirdly, a range of categories was agreed that could then be assigned to each service line based upon the Priority Actions and consideration by each respective portfolio holder and chief officer, namely:

- category 1 – protected service, minimal savings required
- category 2 – non-statutory income generating service, % target applied to gross income
- category 3 – a highly desirable service, base efficiency savings target applied, typically 5%
- category 4 – a less highly desirable service, a higher efficiency savings target applied of at least 10%
- category 5 – a non-priority service to be terminated in year 1 or phased over years 1 – 3.

The outcome of this exercise has generated the necessary service budget target savings of **£25.2m** in 2015/16. These are listed at appendix 2 along with the summary actions required to deliver them. 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**

It is anticipated that in the year 2015/16 further reductions of approximately 300 posts will be required, bringing the staffing establishment to approximately 2,160 full-time equivalents. These staffing reductions will come about as a result of services ceasing, reducing or being reconfigured and delivered differently. Early retirements and voluntary redundancies are being encouraged if they are viable and any natural wastage through staff turnover will be prioritised before any compulsory redundancies take place.

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. In addition, it was used to fund the gap in terms and conditions changes that were proposed in 2014/15 and which following consultation were not implemented. This reserve is forecast to fall to £3.7m by March 2015 and it is highly unlikely that its replenishment can be afforded so other options will need to be considered beyond 2015/16 including the option of applying for a Capitalisation Directive for future staff termination costs.

The Council is working with a number of partners in the employment, training and development fields to ensure that any employee facing redundancy will be supported as much as possible to obtain future employment through the Council's redeployment process or with other employers.

In order to reduce the numbers of redundancies across the Council it is assumed in the proposed budget that the voluntary 5 days' unpaid leave on average continues during 2015/16.

### **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.

*Income – whilst estimates vary, analysts expect this period of public spending constraint to last well beyond the current Parliament and the Council faces the prospect of further diminishing grant income from central government. This will place even greater importance on the ability of the*

*Council to optimise the collection and generation of income efficiently and effectively.*

*The effect of the economic climate on residents will also reduce the ability to pay for some and make others generally more cautious in terms of personal spending. The overall effect will be to make collection of income due to the Council more difficult and potentially to reduce the level of income generated from such services as planning, car parking, and leisure and school meals.*

*The Council faces a significant challenge to maintain levels of Council Tax income following the introduction of the Welfare Reform Act and the impact of Universal Credit etc<sup>1</sup>.*

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 into early 2016. 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 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 3.

## 9. Voluntary Sector Grants and Subscriptions

- 9.1 The Council commissions work with the voluntary sector to the value of approximately £4.5 million each year and last year announced its intention to move to this model of working with the sector. This meant the cessation of the grant-giving process which used to be in place and had a value of approximately £400,000 per year. To ease the transition to a commissioning approach the Council put in place a 12 month period of financial and sector support for those voluntary sector organisations that had previously been in receipt of grant. That transition fund ceases this year and will create a saving of £244,000 in the year 2015/16.

## 10. Capital Expenditure

- 10.1 The Council’s Capital Programme for 2015/16 – 2017/18 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.
- 10.2 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.

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<sup>1</sup> *Income & Debt Recovery Strategy 2014-2017*



10.3 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.

## 11. Working Balances and Reserves

11.1 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.

11.2 The proposed budget for 2015/16 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. 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 and highlights any significant variances and areas of risk, both for current and future years, with regular reports being presented to the Executive. Risk monitoring reports are also used to complement financial monitoring and such reports are taken at least quarterly to the Corporate Leadership Team, Finance & Audit Committee and the Scrutiny Committee. This provides both a further indication of potential risk areas for the Council and an opportunity to take action to mitigate such risks. Bearing in mind the importance of successfully delivering budget savings in the current financial year, monthly reports on progress in achieving savings have been reported to Cabinet Members.

11.3 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.

11.4 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 4. In setting the proposed budget and savings programme of £25.2m it is not realistic to assume that this target can be achieved in one step by the end of 2015/16, but the aim is to do so over the next 3-year period and any and every windfall gain over that period will be considered for bolstering working balances.

## **12. Capping**

- 12.1 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 the 18<sup>th</sup> December as part of the Provisional Local Government Settlement it was announced that a council tax referendum principle of 2% would apply for 2015/16.
- 12.2 The council tax freeze implied by the revenue budget outlined in this report will not invoke such a referendum.

## **13. Medium Term Financial Prospects**

- 13.1 Medium term prospects are overshadowed by the continuing cutbacks in public sector spending. This was described in detail in the Medium Term Financial Strategy which was approved by the Executive on the 19<sup>th</sup> January 2015.
- 13.2 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 and Revenue Support Grant. Indicative forecasts of these plus expected service pressures suggest that budget gaps of £19.7m and £12.7m will be required in 2016/17 and 2017/18 respectively.

## **14. Recommendations**

The Executive is asked:

- (1) To recommend to Council the level of net expenditure for the draft General Fund Revenue Budget 2015/16 of £127,712,000 (reference paragraph 6.2)
- (2) To recommend to Council a level of budget savings of £25.2m (reference paragraph 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 (reference paragraph 8.1)
- (4) To recommend to Council that the target level of working balances remains at £6m (reference paragraph 11.4)
- (5) To note the position regarding support for the voluntary sector (reference paragraph 9.1)
- (6) To note that the Finance and Audit Committee will be formally consulting the Trade Unions and Business Ratepayers on the proposals on the morning of 13<sup>th</sup> February 2015
- (7) To refer this report and any comments arising from the meetings outlined at (reference paragraph 14.6) above for consideration and comment to a Joint Meeting of the Scrutiny Committee and Finance and Audit Committee on the afternoon of 13<sup>th</sup> February 2015
- (8) To consider any further facts and information which subsequently come to light and report the details to the meeting of the Executive on 23<sup>rd</sup> February 2015

Mr Steve Thompson  
Director of Resources  
23<sup>rd</sup> January 2015

# **BLACKPOOL COUNCIL**

## **GENERAL FUND REVENUE ESTIMATES FOR THE YEAR ENDED 31ST MARCH 2016**

# SUMMARY

# BLACKPOOL COUNCIL

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### SUMMARY

LINE NO.	GENERAL FUND NET REQUIREMENTS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
	<b>CASH LIMITED BOTTOM LINE BUDGETS</b>				
1	CHIEF EXECUTIVE	401	509	509	526
2	DEPUTY CHIEF EXECUTIVE'S DIRECTORATE	292	172	131	(16)
3	GOVERNANCE & REGULATORY SERVICES	2,382	2,215	1,836	1,681
4	RESOURCES	3,492	3,788	3,811	757
5	PLACES	14,782	8,795	9,148	8,696
6	COMMUNITY & ENVIRONMENTAL SERVICES	49,881	45,559	46,456	44,205
7	ADULT SERVICES	49,309	46,028	46,392	45,242
8	CHILDREN'S SERVICES	42,084	36,420	37,987	35,665
9	PUBLIC HEALTH	37	-	-	-
10	BUDGETS OUTSIDE THE CASH LIMIT	18,437	20,228	19,557	18,595
11	CAPITAL CHARGES	(28,333)	(26,340)	(26,340)	(26,019)
12	IAS 19 RETIREMENT BENEFITS & ANNUAL LEAVE ACCRUAL	(3,107)	-	-	-
13	<b>SUB TOTAL - NET COST OF SERVICES</b>	<b>149,657</b>	<b>137,374</b>	<b>139,487</b>	<b>129,332</b>
	<b>CONTRIBUTIONS AND CONTINGENCIES</b>				
14	CONTRIBUTIONS - TO/(FROM) RESERVES	125	2,488	2,089	(3,000)
15	REVENUE CONSEQUENCES OF CAPITAL OUTLAY	-	150	150	150
16	CONTINGENCIES	273	981	(19)	1,165
17	<b>SUB TOTAL - CONTRIBUTIONS AND CONTINGENCIES</b>	<b>398</b>	<b>3,619</b>	<b>2,220</b>	<b>(1,685)</b>
	<b>LEVIES</b>				
18	NORTH WEST REGIONAL FLOOD DEFENCE COMMITTEE	65	65	65	65
19	<b>SUB TOTAL - LEVIES</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>65</b>
20	<b>TOTAL NET EXPENDITURE TO BE MET FROM PUBLIC FUNDS</b>	<b>150,120</b>	<b>141,058</b>	<b>141,772</b>	<b>127,712</b>
21	LESS: AMOUNT (TAKEN FROM) / ADDED TO WORKING BALANCES	134	-	(714)	-
22	<b>NET REQUIREMENTS AFTER WORKING BALANCES</b>	<b>150,254</b>	<b>141,058</b>	<b>141,058</b>	<b>127,712</b>

Working Balances as at 1st April	5,735	5,869	5,155
Movement in Working Balances	134	(714)	-
	5,869	5,155	5,155
Transfer from Earmarked Reserves	-	-	-
General Balances as at 31st March	5,869	5,155	5,155

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**CHIEF EXECUTIVE**

# CHIEF EXECUTIVE

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### SUMMARY

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	336	426	399	437
PREMISES	-	-	-	-
TRANSPORT	3	2	2	2
SUPPLIES AND SERVICES	9	11	7	11
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	53	70	106	91
CAPITAL CHARGES	13	13	13	13
CORPORATE SAVINGS TARGET	-	-	-	(15)
<b>TOTAL EXPENDITURE</b>	<b>414</b>	<b>522</b>	<b>527</b>	<b>539</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	13	13	18	13
<b>TOTAL INCOME</b>	<b>13</b>	<b>13</b>	<b>18</b>	<b>13</b>
<b>NET EXPENDITURE</b>	<b>401</b>	<b>509</b>	<b>509</b>	<b>526</b>
<i>COST PER '000 POPULATION</i>	<i>3</i>	<i>4</i>	<i>4</i>	<i>4</i>

BUDGET HOLDER: Mr Neil Jack - Chief Executive

CHIEF ACCOUNTANT: Mr Phil Redmond

Notes:

- 1) This budget consists of the Chief Executive and support staff.



**DEPUTY CHIEF  
EXECUTIVE'S  
DIRECTORATE**

**DEPUTY CHIEF EXECUTIVE'S DIRECTORATE**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**SUMMARY**

FUNCTIONS OF SERVICE	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
DIRECTORATE SUPPORT	(2,276)	(2,008)	(2,000)	(1,848)
HEALTH & SAFETY	229	201	158	205
HR & ORGANISATIONAL DEVELOPMENT	1,890	1,427	1,375	1,497
PAY, EQUALITY & POLICY	291	272	255	281
CORPORATE DEVELOPMENT, ENGAGEMENT & COMMUNICATIONS	74	68	131	250
ICT SERVICES	84	212	212	392
CORPORATE SAVINGS TARGET	-	-	-	(793)
<b>NET COST OF SERVICES</b>	<b>292</b>	<b>172</b>	<b>131</b>	<b>(16)</b>
<i>COST PER '000 POPULATION</i>	<i>2</i>	<i>1</i>	<i>1</i>	<i>(0)</i>

DEPUTY CHIEF EXECUTIVE: Carmel McKeogh

CHIEF ACCOUNTANT: Mr Phil Redmond

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	5,212	4,630	4,717	4,708
PREMISES	13	11	11	11
TRANSPORT	49	40	31	39
SUPPLIES AND SERVICES	3,194	2,580	3,017	2,556
THIRD PARTY PAYMENTS	6	-	2	2
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	600	763	764	714
CAPITAL CHARGES	254	334	334	494
CORPORATE SAVINGS TARGET	-	-	-	(793)
<b>TOTAL EXPENDITURE</b>	<b>9,328</b>	<b>8,358</b>	<b>8,876</b>	<b>7,731</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	585	426	712	426
GOVERNMENT GRANTS	35	-	23	-
RECHARGES	7,359	7,225	7,054	6,874
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,057	535	956	447
<b>TOTAL INCOME</b>	<b>9,036</b>	<b>8,186</b>	<b>8,745</b>	<b>7,747</b>
<b>NET EXPENDITURE</b>	<b>292</b>	<b>172</b>	<b>131</b>	<b>(16)</b>

**DEPUTY CHIEF EXECUTIVE'S DIRECTORATE**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**DIRECTORATE SUPPORT**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	148	140	149	143
PREMISES	-	1	-	1
TRANSPORT	5	3	2	3
SUPPLIES AND SERVICES	132	64	113	37
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	411	551	551	505
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>696</b>	<b>759</b>	<b>815</b>	<b>689</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	33	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	2,972	2,767	2,767	2,537
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	15	-
<b>TOTAL INCOME</b>	<b>2,972</b>	<b>2,767</b>	<b>2,815</b>	<b>2,537</b>
<b>NET EXPENDITURE</b>	<b>(2,276)</b>	<b>(2,008)</b>	<b>(2,000)</b>	<b>(1,848)</b>
<i>COST PER '000 POPULATION</i>	<i>(16)</i>	<i>(14)</i>	<i>(14)</i>	<i>(13)</i>

Budget Holder: Carmel McKeogh - Deputy Chief Executive.

Finance Manager: Mr Mark Golden

**Notes:**

- 1) The directorate is responsible for ensuring that the key corporate priorities are clear and understood by employees across the Council and that the necessary people and ICT resources are in place to deliver the Council's goals.
- 2) The directorate support team supports the Human Resources, Communication & Engagement and ICT teams to deliver a range of services to internal and external clients.

**DEPUTY CHIEF EXECUTIVE'S DIRECTORATE**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**HEALTH & SAFETY**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	255	230	191	234
PREMISES	-	-	-	-
TRANSPORT	1	2	-	2
SUPPLIES AND SERVICES	21	2	2	2
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>277</b>	<b>234</b>	<b>193</b>	<b>238</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	48	33	35	33
<b>TOTAL INCOME</b>	<b>48</b>	<b>33</b>	<b>35</b>	<b>33</b>
<b>NET EXPENDITURE</b>	<b>229</b>	<b>201</b>	<b>158</b>	<b>205</b>
<b><u>COST PER '000 POPULATION</u></b>				
	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>

**Budget Holder: Mr Terry Hall - Health & Safety Manager**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) Health & Safety is a key support function to the Council. The team provides services to a range of other clients and schools through service level agreements.
- 2) The service provides advice, guidance and support to managers and employees on health and safety matters. They audit compliance with health and safety arrangements and make recommendations for action. In addition the team procure and deliver training and coaching for managers on health and safety matters.

**DEPUTY CHIEF EXECUTIVE'S DIRECTORATE**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,276	1,944	2,017	1,998
PREMISES	3	-	-	-
TRANSPORT	9	12	8	12
SUPPLIES AND SERVICES	971	394	455	410
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>3,259</b>	<b>2,350</b>	<b>2,480</b>	<b>2,420</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	338	99	352	99
GOVERNMENT GRANTS	35	-	23	-
RECHARGES	450	610	406	610
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	546	214	324	214
<b>TOTAL INCOME</b>	<b>1,369</b>	<b>923</b>	<b>1,105</b>	<b>923</b>
<b>NET EXPENDITURE</b>	<b>1,890</b>	<b>1,427</b>	<b>1,375</b>	<b>1,497</b>
<b><u>COST PER '000 POPULATION</u></b>				
	<b>13</b>	<b>10</b>	<b>10</b>	<b>11</b>

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

Finance Manager: Mr Mark Golden

**Notes:**

Human Resources and Organisational Development is a key support function to the Council. Services include:

- 1) Payroll - Responsible for providing a payroll service for the Council and many other external customers. The service also provides pension and taxation services.
- 2) Corporate Health - The service conducts pre-employment medicals and checks, and undertakes risk assessments and health checks. Also promotes healthy living and provides advice and guidance to managers and HR professionals with regard to the management of sickness absence cases.
- 3) Organisation Development - Responsible for ensuring that the organisation is able to deliver its goals and objectives through effective change management and the training and development of employees.
- 4) Resourcing - Ensures a right first time approach to recruitment and safeguarding, the management of the HR database and first rate management information.
- 5) Schools Human Resources team - Responsible for providing a full Human Resource service to several Blackpool schools, financed through a service level agreement.
- 6) Employee Relations and Business Partner Function - Works to ensure excellent relationships with our client managers. Supports services with all people management issues to ensure that restructures, re-organisations, disciplinarys, grievances and attendance management issues are progressed in line with legislation and internal policies.
- 7) In addition to providing the above services the teams also provide services to a range of other clients and schools through service level agreements in order to generate income.

**DEPUTY CHIEF EXECUTIVE'S DIRECTORATE**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**PAY, EQUALITY & POLICY**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	277	265	260	274
PREMISES	-	-	-	-
TRANSPORT	1	1	-	1
SUPPLIES AND SERVICES	17	8	1	8
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>295</b>	<b>274</b>	<b>261</b>	<b>283</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	2	2	2
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	4	-	4	-
<b>TOTAL INCOME</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>2</b>
<b>NET EXPENDITURE</b>	<b>291</b>	<b>272</b>	<b>255</b>	<b>281</b>
<b><u>COST PER '000 POPULATION</u></b>				
	2	2	2	2

**Budget Holder: Mr Andy Divall - Pay, Equality and Policy Manager**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) The purpose of the team is to provide HR policy support and facilities for recognised Trades Union, as well as providing advice, guidance and support to managers across the Council on equalities.
- 2) In addition, the team work directly with employee and community groups to ensure the development of good equality practice and foster community cohesion.

**DEPUTY CHIEF EXECUTIVE'S DIRECTORATE**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**CORPORATE DEVELOPMENT, ENGAGEMENT AND COMMUNICATIONS**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><i>EXPENDITURE</i></b>				
EMPLOYEES	885	792	763	777
PREMISES	1	1	1	2
TRANSPORT	6	6	6	6
SUPPLIES AND SERVICES	207	135	295	167
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	57	32	32	42
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>1,156</b>	<b>966</b>	<b>1,097</b>	<b>994</b>
<b><i>INCOME</i></b>				
CUSTOMER & CLIENT RECEIPTS	21	15	3	15
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	921	754	764	642
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	140	129	199	87
<b>TOTAL INCOME</b>	<b>1,082</b>	<b>898</b>	<b>966</b>	<b>744</b>
<b>NET EXPENDITURE</b>	<b>74</b>	<b>68</b>	<b>131</b>	<b>250</b>
<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>0</i>	<i>1</i>	<i>2</i>

**Budget Holder: Sally Shaw - Head of Corporate Development, Engagement & Communications**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) Corporate Development & Engagement - This section recognises the close relationship required of the Policy, Performance, Research, Partnership and Transformation 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 to ensure the efficient delivery of services alongside our partners for the benefit of Blackpool.
  
- 2) Communications - This service delivers the corporate communication function of the Council. Externally it focuses upon the need to proactively and reactively manage media enquiries, whilst also undertaking media campaigns to engage with communities, and enhance the Council's and Blackpool's image to support the delivery of the strategic priorities of the Council and its partners. Internally it ensures that the Council's workforce is engaged with the Council's key priorities and organisational issues.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CORPORATE DEVELOPMENT AND ENGAGEMENT	(109)	(36)	45	106
NEIGHBOURHOOD SERVICES	183	104	86	144
<b>NET EXPENDITURE</b>	<b>74</b>	<b>68</b>	<b>131</b>	<b>250</b>

**DEPUTY CHIEF EXECUTIVE'S DIRECTORATE**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**ICT SERVICES**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,371	1,259	1,337	1,282
PREMISES	9	9	10	8
TRANSPORT	27	16	15	15
SUPPLIES AND SERVICES	1,846	1,977	2,151	1,932
THIRD PARTY PAYMENTS	6	-	2	2
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	132	180	181	167
CAPITAL CHARGES	254	334	334	494
<b>TOTAL EXPENDITURE</b>	<b>3,645</b>	<b>3,775</b>	<b>4,030</b>	<b>3,900</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	226	312	324	312
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	3,016	3,092	3,115	3,083
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	319	159	379	113
<b>TOTAL INCOME</b>	<b>3,561</b>	<b>3,563</b>	<b>3,818</b>	<b>3,508</b>
<b>NET EXPENDITURE</b>	<b>84</b>	<b>212</b>	<b>212</b>	<b>392</b>
<b>COST PER '000 POPULATION</b>				
	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</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.



# **GOVERNANCE AND REGULATORY SERVICES**

**GOVERNANCE AND REGULATORY SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**SUMMARY**

FUNCTIONS OF SERVICE	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
GOVERNANCE & REGULATORY	3,025	3,393	2,952	3,125
LICENSING	59	(379)	(386)	(365)
CEMETERIES AND CREMATORIUM	(702)	(799)	(730)	(773)
CORPORATE SAVINGS TARGET	-	-	-	(306)
<b>NET COST OF SERVICES</b>	<b>2,382</b>	<b>2,215</b>	<b>1,836</b>	<b>1,681</b>
<i>COST PER '000 POPULATION</i>	<i>17</i>	<i>16</i>	<i>13</i>	<i>12</i>

BUDGET HOLDER: Mr Mark Towers - Head of Governance & Regulatory Services

FINANCE MANAGER: Mr Mark Golden

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,084	2,007	2,045	2,066
PREMISES	243	216	226	219
TRANSPORT	26	33	39	34
SUPPLIES AND SERVICES	1,561	1,778	1,439	1,310
THIRD PARTY PAYMENTS	162	156	172	159
TRANSFER PAYMENTS	382	-	-	-
SUPPORT SERVICES	736	747	773	904
CAPITAL CHARGES	72	86	86	103
CORPORATE SAVINGS TARGET	-	-	-	(306)
<b>TOTAL EXPENDITURE</b>	<b>5,266</b>	<b>5,023</b>	<b>4,780</b>	<b>4,489</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	2,271	2,515	2,502	2,515
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	613	293	442	293
<b>TOTAL INCOME</b>	<b>2,884</b>	<b>2,808</b>	<b>2,944</b>	<b>2,808</b>
<b>NET EXPENDITURE</b>	<b>2,382</b>	<b>2,215</b>	<b>1,836</b>	<b>1,681</b>

# GOVERNANCE & REGULATORY SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

## GOVERNANCE & REGULATORY SERVICES

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,668	1,597	1,659	1,649
PREMISES	4	9	10	9
TRANSPORT	24	29	36	30
SUPPLIES AND SERVICES	1,198	1,511	1,215	1,039
THIRD PARTY PAYMENTS	141	135	105	137
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	667	745	713	894
CAPITAL CHARGES	2	2	2	2
<b>TOTAL EXPENDITURE</b>	<b>3,704</b>	<b>4,028</b>	<b>3,740</b>	<b>3,760</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	310	342	350	342
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	369	293	438	293
<b>TOTAL INCOME</b>	<b>679</b>	<b>635</b>	<b>788</b>	<b>635</b>
<b>NET EXPENDITURE</b>	<b>3,025</b>	<b>3,393</b>	<b>2,952</b>	<b>3,125</b>
<i>COST PER '000 POPULATION</i>	<i>21</i>	<i>24</i>	<i>21</i>	<i>22</i>

**BUDGET HOLDER: Mr Mark Towers - Head of Governance & Regulatory Services**

**FINANCE MANAGER: Mr Mark Golden**

**Notes:**

Governance and Regulatory Services includes the following elements of service:

- 1) The budget for supporting the Area Forums and Wards is held by Democratic Services, together with the delegated budget for applications from Elected Members and the budget for applications from the community for Area Forum funding.
- 2) Corporate and Member Services includes Corporate Management, Members Administration, Mayoral Services, Town Twinning and Special Events.
- 3) Democratic Services includes the Meeting Support, Scrutiny Support and the Members Support functions. The directorate provides advice and support to the Mayor and Members of the Council and organises all Executive, Council and Committee meetings.
- 4) Electoral Services includes the organisation of the annual canvass and update of the Register of Electors, and arrangements for Borough, Parliamentary and European elections within the Borough. The budget covers the cost of producing and delivering election forms and cards and will fluctuate according to the incidence of elections.
- 5) 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.
- 6) The Coroners & Mortuary service covers the Blackpool and Fylde district, with Blackpool being the lead authority.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CORPORATE & MEMBER SERVICES	1,194	1,283	1,264	1,382
DEMOCRATIC SERVICES	673	604	559	609
ELECTORAL SERVICES	163	151	156	324
REGISTRARS	54	19	21	101
CORONERS & MORTUARY	257	269	285	281
AREA FORUM AND WARDS	684	1,067	667	428
<b>NET EXPENDITURE</b>	<b>3,025</b>	<b>3,393</b>	<b>2,952</b>	<b>3,125</b>

**GOVERNANCE & REGULATORY SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**LICENSING**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	224	221	205	224
PREMISES	-	-	-	-
TRANSPORT	(1)	3	2	3
SUPPLIES AND SERVICES	167	155	137	158
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	382	-	-	-
SUPPORT SERVICES	24	22	22	30
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>796</b>	<b>401</b>	<b>366</b>	<b>415</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	734	780	750	780
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3	-	2	-
<b>TOTAL INCOME</b>	<b>737</b>	<b>780</b>	<b>752</b>	<b>780</b>
<b>NET EXPENDITURE</b>	<b>59</b>	<b>(379)</b>	<b>(386)</b>	<b>(365)</b>
<i>COST PER '000 POPULATION</i>	-	(3)	(3)	(3)

**BUDGET HOLDER: Mr Mark Towers - Head of Governance & Regulatory Services**

**FINANCE MANAGER: Mr Mark Golden**

- 1) The aim of the Licensing service is to ensure businesses comply with relevant licensing regulations required by law and in doing so to protect the public. The department works closely with the Enforcement and Quality Standards Team and external partners including Lancashire Constabulary.
- 2) Over forty different types of licence are currently administered by the Licensing Service. These include:
  - a) Licences under the Licensing Act 2003 to permit the provision of alcohol, entertainment and Late Night Refreshment
  - b) Licences and permits under the Gambling Act 2005 which include Casinos, Betting Shops, Bingo Halls and amusement arcades
  - c) The licensing of hackney carriage and private hire drivers, vehicles and operators
  - d) A diverse range of other licences, permits and registrations such as pet shops, petroleum storage licences, explosives registrations and poisons registrations

**GOVERNANCE & REGULATORY SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**CEMETERIES & CREMATORIUM**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	192	189	181	193
PREMISES	239	207	216	210
TRANSPORT	3	1	1	1
SUPPLIES AND SERVICES	196	112	87	113
THIRD PARTY PAYMENTS	21	21	67	22
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	45	(20)	38	(20)
CAPITAL CHARGES	70	84	84	101
<b>TOTAL EXPENDITURE</b>	<b>766</b>	<b>594</b>	<b>674</b>	<b>620</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	1,227	1,393	1,402	1,393
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	241	-	2	-
<b>TOTAL INCOME</b>	<b>1,468</b>	<b>1,393</b>	<b>1,404</b>	<b>1,393</b>
<b>NET EXPENDITURE</b>	<b>(702)</b>	<b>(799)</b>	<b>(730)</b>	<b>(773)</b>
<i>COST PER '000 POPULATION</i>	<i>(5)</i>	<i>(6)</i>	<i>(5)</i>	<i>(5)</i>

**BUDGET HOLDER: Mr Mark Towers - Head of Governance & Regulatory Services**

**FINANCE MANAGER: Mr Mark Golden**

**Notes:**

- 1) The Council operates and manages Layton and Carleton cemeteries, along with the Jewish Cemetery and Muslim burial area both located in Layton.
- 2) There is a crematorium facility at Carleton which operates throughout the year in accordance with the standards required by the Environmental Protection Act 1990 regarding pollution of the environment and reduction of emissions.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CARLETON CEMETERY	(218)	(247)	(299)	(248)
CARLETON LODGE FARM	(1)	(1)	(1)	(1)
CARLETON CREMATORIUM SERVICES	(500)	(565)	(446)	(539)
LAYTON CEMETERY SERVICES	(3)	1	(2)	1
PUBLIC FUNERALS	20	13	18	14
<b>NET EXPENDITURE</b>	<b>(702)</b>	<b>(799)</b>	<b>(730)</b>	<b>(773)</b>

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# RESOURCES

# RESOURCES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### SUMMARY

FUNCTIONS OF SERVICE	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
PROCUREMENT & DEVELOPMENT	(130)	69	(52)	(9)
REVENUES, BENEFITS & TRANSACTIONAL SERVICES	(160)	(633)	(813)	161
LEGAL SERVICES	77	(103)	(69)	(92)
CUSTOMER FIRST	(423)	(402)	(347)	(70)
ACCOUNTANCY	23	(211)	(189)	61
RISK SERVICES	70	37	23	69
PROPERTY AND ASSET MANAGEMENT	4,035	5,031	5,258	637
<b>NET COST OF SERVICES</b>	<b>3,492</b>	<b>3,788</b>	<b>3,811</b>	<b>757</b>
<i>COST PER '000 POPULATION</i>	25	27	27	5

DIRECTOR OF RESOURCES: Mr Steve Thompson

CHIEF ACCOUNTANT: Mr Phil Redmond

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	11,878	10,351	10,576	10,398
PREMISES	4,778	4,925	5,130	4,969
TRANSPORT	104	98	92	97
SUPPLIES AND SERVICES	3,431	3,034	2,981	2,587
THIRD PARTY PAYMENTS	6	4	-	4
TRANSFER PAYMENTS	190	259	281	1,151
SUPPORT SERVICES	3,527	3,370	3,521	3,279
CAPITAL CHARGES	904	1,515	1,539	1,272
CORPORATE SAVINGS TARGET	-	-	-	(1,730)
<b>TOTAL EXPENDITURE</b>	<b>24,818</b>	<b>23,556</b>	<b>24,120</b>	<b>22,027</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	719	705	750	708
GOVERNMENT GRANTS	1,923	1,801	1,801	1,801
RECHARGES	15,704	16,189	16,356	17,726
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,980	1,073	1,402	1,035
<b>TOTAL INCOME</b>	<b>21,326</b>	<b>19,768</b>	<b>20,309</b>	<b>21,270</b>
<b>NET EXPENDITURE</b>	<b>3,492</b>	<b>3,788</b>	<b>3,811</b>	<b>757</b>



## RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### PROCUREMENT AND DEVELOPMENT

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	775	741	609	772
PREMISES	23	25	24	25
TRANSPORT	5	4	4	4
SUPPLIES AND SERVICES	161	181	79	184
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	3	-	-	-
SUPPORT SERVICES	108	113	113	81
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(78)
<b>TOTAL EXPENDITURE</b>	<b>1,075</b>	<b>1,064</b>	<b>829</b>	<b>988</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	1	1	8	1
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	903	619	618	620
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	301	375	255	376
<b>TOTAL INCOME</b>	<b>1,205</b>	<b>995</b>	<b>881</b>	<b>997</b>
<b>NET EXPENDITURE</b>	<b>(130)</b>	<b>69</b>	<b>(52)</b>	<b>(9)</b>
<b>COST PER '000 POPULATION</b>				
	<i>(1)</i>	<i>0</i>	<i>(0)</i>	<i>(0)</i>

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

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) The Project Team undertakes projects of strategic and corporate importance. Review, plan and implement improvements to services within the directorate and across the Council, delivering efficiency savings and value for money. Strengthen performance management and business planning across the directorate.
- 2) Corporate Procurement and Stores co-ordinate and manage the contractual process and procurement of goods and services for the whole of the Council, provides advice on all issues relating to procurement and manage the Layton Depot stores service.

# RESOURCES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### REVENUES, BENEFITS AND TRANSACTIONAL SERVICES

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	3,942	3,754	3,888	3,770
PREMISES	4	-	-	-
TRANSPORT	16	21	17	21
SUPPLIES AND SERVICES	1,809	936	896	1,150
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	164	244	244	1,135
SUPPORT SERVICES	1,285	1,231	1,196	1,131
CAPITAL CHARGES	8	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(255)
<b>TOTAL EXPENDITURE</b>	<b>7,228</b>	<b>6,186</b>	<b>6,241</b>	<b>6,952</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	1,666	1,527	1,527	1,527
RECHARGES	4,975	4,905	4,943	4,876
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	747	387	584	388
<b>TOTAL INCOME</b>	<b>7,388</b>	<b>6,819</b>	<b>7,054</b>	<b>6,791</b>
<b>NET EXPENDITURE</b>	<b>(160)</b>	<b>(633)</b>	<b>(813)</b>	<b>161</b>
<b>COST PER '000 POPULATION</b>				
	<i>(1)</i>	<i>(4)</i>	<i>(6)</i>	<i>1</i>

**Budget Holder: Mrs Marie McRoberts - Assistant Treasurer Revenues, 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. Administration of the Local Discretionary Support Scheme which replaces elements of the DWP Social Fund which includes emergency support (Crisis) and grants to enable residents to move back into or remain in the community.
- 2) Income and Recovery - administer and maximize the collection of Council Tax, Business Rates and sundry debts including the establishment of liability, entitlement to discounts, reliefs and exemptions. Also undertakes appropriate enforcements action. Carries out collection on behalf of the Business Improvement District (BID).
- 3) Social Care benefits processing which includes assessing client contributions towards the cost of residential and non-residential care, collection of contributions and payments to care providers.
- 4) Transactional Services includes creditor payments, debtor management and cashiers' services.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
REVENUES MANAGEMENT	239	148	114	143
COUNCIL TAX REFORM	-	4	(183)	7
TRANSACTIONAL SERVICES	(142)	(48)	(101)	(38)
REVENUES	1,674	1,552	1,493	1,409
BENEFITS	(1,152)	(1,591)	(1,438)	(1,298)
DISCRETIONARY SUPPORT SCHEME	(779)	(698)	(698)	193
CORPORATE SAVINGS TARGET	-	-	-	(255)
<b>NET EXPENDITURE</b>	<b>(160)</b>	<b>(633)</b>	<b>(813)</b>	<b>161</b>

# RESOURCES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### LEGAL SERVICES

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,455	1,015	1,101	1,020
PREMISES	-	-	-	-
TRANSPORT	5	8	8	8
SUPPLIES AND SERVICES	88	70	128	71
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	266	223	277	166
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(53)
<b>TOTAL EXPENDITURE</b>	<b>1,814</b>	<b>1,316</b>	<b>1,514</b>	<b>1,212</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	146	68	69	68
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,410	1,335	1,399	1,220
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	181	16	115	16
<b>TOTAL INCOME</b>	<b>1,737</b>	<b>1,419</b>	<b>1,583</b>	<b>1,304</b>
<b>NET EXPENDITURE</b>	<b>77</b>	<b>(103)</b>	<b>(69)</b>	<b>(92)</b>
<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>(1)</i>	<i>(0)</i>	<i>(1)</i>

Budget Holder: Ms Carmel White - Chief Corporate Solicitor

Finance Manager: Mr Mark Golden

**Notes:**

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

# RESOURCES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### CUSTOMER FIRST

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<b><i>EXPENDITURE</i></b>				
EMPLOYEES	999	800	830	800
PREMISES	(7)	(7)	6	-
TRANSPORT	26	27	25	27
SUPPLIES AND SERVICES	109	93	100	97
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	308	142	167	135
CAPITAL CHARGES	5	4	4	4
CORPORATE SAVINGS TARGET	-	-	-	(16)
<b>TOTAL EXPENDITURE</b>	<b>1,440</b>	<b>1,059</b>	<b>1,132</b>	<b>1,047</b>
<b><i>INCOME</i></b>				
CUSTOMER & CLIENT RECEIPTS	29	38	27	38
GOVERNMENT GRANTS	61	77	77	77
RECHARGES	1,636	1,333	1,333	989
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	137	13	42	13
<b>TOTAL INCOME</b>	<b>1,863</b>	<b>1,461</b>	<b>1,479</b>	<b>1,117</b>
<b>NET EXPENDITURE</b>	<b>(423)</b>	<b>(402)</b>	<b>(347)</b>	<b>(70)</b>
<i>COST PER '000 POPULATION</i>	<i>(3)</i>	<i>(3)</i>	<i>(2)</i>	<i>(0)</i>

Budget Holder: Mrs Marie McRoberts - Assistant Treasurer Revenues, 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 for Municipal Buildings and reception services at Bickerstaffe House and Town Hall. The service also administers the application of disabled parking permits.

# RESOURCES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### ACCOUNTANCY

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<b><i>EXPENDITURE</i></b>				
EMPLOYEES	1,680	1,525	1,524	1,463
PREMISES	2	-	-	-
TRANSPORT	5	4	4	3
SUPPLIES AND SERVICES	174	114	124	114
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	257	298	357	457
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(154)
<b>TOTAL EXPENDITURE</b>	<b>2,118</b>	<b>1,941</b>	<b>2,009</b>	<b>1,883</b>
<b><i>INCOME</i></b>				
CUSTOMER & CLIENT RECEIPTS	109	111	111	114
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,917	1,966	2,025	1,674
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	69	75	62	34
<b>TOTAL INCOME</b>	<b>2,095</b>	<b>2,152</b>	<b>2,198</b>	<b>1,822</b>
<b>NET EXPENDITURE</b>	<b>23</b>	<b>(211)</b>	<b>(189)</b>	<b>61</b>
<i>COST PER '000 POPULATION</i>	<i>0</i>	<i>(1)</i>	<i>(1)</i>	<i>0</i>

Budget Holder: Mr Phil Redmond - Chief Accountant

Finance Manager: Mr Mark Golden

**Notes:**

- 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 2016

### RISK SERVICES

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<b><i>EXPENDITURE</i></b>				
EMPLOYEES	786	773	779	783
PREMISES	-	-	-	-
TRANSPORT	8	9	8	9
SUPPLIES AND SERVICES	59	46	46	47
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	15	15	15	16
SUPPORT SERVICES	103	113	159	107
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(98)
<b>TOTAL EXPENDITURE</b>	<b>971</b>	<b>956</b>	<b>1,007</b>	<b>864</b>
<b><i>INCOME</i></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	197	197	197	197
RECHARGES	642	700	700	575
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	62	22	87	23
<b>TOTAL INCOME</b>	<b>901</b>	<b>919</b>	<b>984</b>	<b>795</b>
<b>NET EXPENDITURE</b>	<b>70</b>	<b>37</b>	<b>23</b>	<b>69</b>
<i>COST PER '000 POPULATION</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

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

**Finance Manager:** Mr Mark Golden

**Notes:**

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

# RESOURCES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### PROPERTY & ASSET MANAGEMENT

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<b>EXPENDITURE</b>				
EMPLOYEES	2,241	1,743	1,845	1,790
PREMISES	4,756	4,907	5,100	4,944
TRANSPORT	39	25	26	25
SUPPLIES AND SERVICES	1,031	1,594	1,608	924
THIRD PARTY PAYMENTS	6	4	-	4
TRANSFER PAYMENTS	8	-	22	-
SUPPORT SERVICES	1,200	1,250	1,252	1,202
CAPITAL CHARGES	891	1,511	1,535	1,268
CORPORATE SAVINGS TARGET	-	-	-	(1,076)
<b>TOTAL EXPENDITURE</b>	<b>10,172</b>	<b>11,034</b>	<b>11,388</b>	<b>9,081</b>
<b>INCOME</b>				
CUSTOMER & CLIENT RECEIPTS	434	487	535	487
GOVERNMENT GRANTS	(1)	-	-	-
RECHARGES	4,221	5,331	5,338	7,772
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,483	185	257	185
<b>TOTAL INCOME</b>	<b>6,137</b>	<b>6,003</b>	<b>6,130</b>	<b>8,444</b>
<b>NET EXPENDITURE</b>	<b>4,035</b>	<b>5,031</b>	<b>5,258</b>	<b>637</b>
<i>COST PER '000 POPULATION</i>	<i>28</i>	<i>35</i>	<i>37</i>	<i>4</i>

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

Finance Manager: Mr Mark Golden

**Notes:**

- The Asset & Estate Management Service undertakes 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
  - Town Hall                      - Palatine Leisure Centre
  - Municipal Buildings        - Blackpool Sports Centre
  - Stanley Buildings            - Moor Park Leisure Centre
  - Solaris Centre                - Enterprise Centre
  - South King Street          - Blackpool Football Club
  - Coastal House                - Technology Management Centre
- 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.
- "Recharges" relates to accommodation costs allocated to various departments of the Council. The significant variance in 2015/16 cash limit is due to the internal recharging of some buildings which were not recharged in previous years although the costs were included within this budget.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
BUILDINGS	2,343	3,710	3,883	391
ESTATES	275	247	277	258
FACILITIES	941	486	520	507
HERITAGE	115	108	105	112
STRATEGIC MANAGEMENT	233	477	428	448
RECHARGE ACCOUNTS	8	(45)	-	(52)
PROGRAMMES & PROJECTS	120	48	45	49
CORPORATE SAVINGS TARGET	-	-	-	(1,076)
<b>NET EXPENDITURE</b>	<b>4,035</b>	<b>5,031</b>	<b>5,258</b>	<b>637</b>

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# PLACES

# PLACES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### SUMMARY

FUNCTIONS OF SERVICE	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
ECONOMIC DEVELOPMENT	800	719	719	516
CULTURAL SERVICES	2,858	2,690	2,682	2,210
HOUSING, PLANNING & TRANSPORT POLICY	2,109	1,267	1,267	407
VISITOR ECONOMY	6,873	5,600	5,628	4,274
STRATEGIC LEISURE ASSETS	2,142	(1,481)	(1,148)	1,289
<b>NET COST OF SERVICES</b>	<b>14,782</b>	<b>8,795</b>	<b>9,148</b>	<b>8,696</b>
<i>COST PER '000 POPULATION</i>	<i>104</i>	<i>62</i>	<i>64</i>	<i>61</i>

DIRECTOR : Mr Alan Cavill

FINANCE MANAGERS: Ms Kirsten Whyatt & Mr Steve Maher

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	8,750	6,926	6,849	7,019
PREMISES	1,771	1,278	1,674	1,314
TRANSPORT	339	319	347	323
SUPPLIES AND SERVICES	5,437	3,972	4,868	4,020
THIRD PARTY PAYMENTS	390	623	539	621
TRANSFER PAYMENTS	1,145	43	43	44
SUPPORT SERVICES	1,528	(1,609)	(1,307)	1,400
CAPITAL CHARGES	5,575	5,877	5,406	5,021
CORPORATE SAVINGS TARGET	-	-	-	(1,832)
<b>TOTAL EXPENDITURE</b>	<b>24,935</b>	<b>17,429</b>	<b>18,419</b>	<b>17,930</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	4,448	3,975	4,095	3,944
GOVERNMENT GRANTS	413	10	65	8
RECHARGES	1,293	1,174	1,194	1,802
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,999	3,475	3,917	3,480
<b>TOTAL INCOME</b>	<b>10,153</b>	<b>8,634</b>	<b>9,271</b>	<b>9,234</b>
<b>NET EXPENDITURE</b>	<b>14,782</b>	<b>8,795</b>	<b>9,148</b>	<b>8,696</b>

# PLACES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### ECONOMIC DEVELOPMENT

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	858	379	439	376
PREMISES	46	42	44	43
TRANSPORT	8	7	5	6
SUPPLIES AND SERVICES	501	164	137	160
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	93	147	151	102
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(153)
<b>TOTAL EXPENDITURE</b>	<b>1,506</b>	<b>739</b>	<b>776</b>	<b>534</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	23	20	16	18
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	683	-	41	-
<b>TOTAL INCOME</b>	<b>706</b>	<b>20</b>	<b>57</b>	<b>18</b>
<b>NET EXPENDITURE</b>	<b>800</b>	<b>719</b>	<b>719</b>	<b>516</b>
<b>COST PER '000 POPULATION</b>				
	6	5	5	4

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

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

**Notes:**

- 1) The Economic Development Division is a small but effective team that spearheads the Council's support to new and existing businesses to assist in their set up, growth and job creation. The function has two parts to the operation: support to local businesses, and support to unemployed residents; with essential overlap around employer engagement.
- 2) The Business Support team has a successful track record of supporting new start businesses through its Get Started service offering advice, training and access to start up finance. The wider team acts as a key interface with existing businesses, in particular growing businesses in their efforts to locate and invest in property, plant and equipment, recruitment and skills. The team communicates with businesses through a variety of methods including the recently refreshed Blackpoolunlimited.com, an online business communication portal; reacting to enquiries, and proactively navigating businesses through various support available at a local and national level (including start up advice & finance, growth coaching & mentoring, finance including capital grants, superfast broadband, innovation, etc). It manages the Council's Investment Fund; and business hubs (FY Creatives and the New Blackpool Enterprise Centre).
- 3) The Council's lead adult employment services team, Positive Steps into Work, operates a number of commercial and publicly funded contracts collectively aimed at helping unemployed Blackpool residents to gain and sustain employment. This includes: a large contract to deliver the government's Work Programme assisting long term unemployed across the Fylde Coast; a number of smaller employment support contracts for residents with complex needs such as drug and alcohol rehabilitation, and residents in 'selective licensing' neighbourhood; the operation of the Chance to Shine Work Placement scheme, and coordinated redundancy response for public and private employees. The team has secured external funding to spearhead a 2-year pilot commencing in 2015-16 around supporting Blackpool residents with moderate mental health conditions into employment, one of only 4 areas in the country.
- 4) The team project manages the Blackpool Tourism Academy, a £1m externally funded project to drive up customer care, supervisory and management skills within the resort and a purpose designed apprenticeship; pioneered by key businesses and attractions including Blackpool Pleasure Beach, Merlin, Blackpool Zoo, Blackpool Transport, Cuerden Leisure, Winter Gardens and Sandcastle Waterpark, working in conjunction with Blackpool & The Fylde College.

# PLACES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### CULTURAL SERVICES

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,559	1,367	1,365	1,354
PREMISES	328	306	345	342
TRANSPORT	37	23	25	25
SUPPLIES AND SERVICES	945	561	774	570
THIRD PARTY PAYMENTS	61	68	(27)	62
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	221	191	209	226
CAPITAL CHARGES	255	257	257	256
CORPORATE SAVINGS TARGET	-	-	-	(290)
<b>TOTAL EXPENDITURE</b>	<b>3,406</b>	<b>2,773</b>	<b>2,948</b>	<b>2,545</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	102	29	25	25
GOVERNMENT GRANTS	83	-	11	-
RECHARGES	-	50	50	307
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	363	4	180	3
<b>TOTAL INCOME</b>	<b>548</b>	<b>83</b>	<b>266</b>	<b>335</b>
<b>NET EXPENDITURE</b>	<b>2,858</b>	<b>2,690</b>	<b>2,682</b>	<b>2,210</b>
<i>COST PER '000 POPULATION</i>	<i>20</i>	<i>19</i>	<i>19</i>	<i>16</i>

Budget Holder: Polly Hamilton - Head of Cultural Services

Finance Managers: Ms Kirsten Whyatt & Mr Steve Maher

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
LIBRARIES	2,266	2,167	2,159	2,210
ARTS & HERITAGE	592	523	523	-
<b>NET EXPENDITURE</b>	<b>2,858</b>	<b>2,690</b>	<b>2,682</b>	<b>2,210</b>

# PLACES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### HOUSING, PLANNING & TRANSPORT POLICY

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,908	2,376	2,216	2,409
PREMISES	78	62	95	63
TRANSPORT	38	25	25	25
SUPPLIES AND SERVICES	760	240	520	243
THIRD PARTY PAYMENTS	5	37	53	38
TRANSFER PAYMENTS	339	43	43	44
SUPPORT SERVICES	623	499	499	556
CAPITAL CHARGES	57	22	22	5
CORPORATE SAVINGS TARGET	-	-	-	(568)
<b>TOTAL EXPENDITURE</b>	<b>4,808</b>	<b>3,304</b>	<b>3,473</b>	<b>2,815</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	823	787	733	787
GOVERNMENT GRANTS	216	-	15	-
RECHARGES	881	694	676	1,065
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	779	556	782	556
<b>TOTAL INCOME</b>	<b>2,699</b>	<b>2,037</b>	<b>2,206</b>	<b>2,408</b>
<b>NET EXPENDITURE</b>	<b>2,109</b>	<b>1,267</b>	<b>1,267</b>	<b>407</b>
<i>COST PER '000 POPULATION</i>	<i>15</i>	<i>9</i>	<i>9</i>	<i>3</i>

**Budget Holder:** Mr Steve Matthews - Head of Strategic Housing

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

**Notes:**

This service undertakes the Council's statutory functions and duties in respect of Housing and Planning, and develops the Council's strategic approach to addressing the town's housing challenges, development, land use and transport.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HOUSING	1,164	717	717	140
PLANNING	516	409	409	262
TRANSPORT POLICY	429	141	141	5
<b>NET EXPENDITURE</b>	<b>2,109</b>	<b>1,267</b>	<b>1,267</b>	<b>407</b>

**PLACES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**VISITOR ECONOMY**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	3,425	2,762	2,786	2,837
PREMISES	400	337	377	335
TRANSPORT	256	264	292	267
SUPPLIES AND SERVICES	2,585	2,456	2,865	2,496
THIRD PARTY PAYMENTS	324	242	242	246
TRANSFER PAYMENTS	806	-	-	-
SUPPORT SERVICES	543	278	558	470
CAPITAL CHARGES	1,268	1,058	1,058	220
CORPORATE SAVINGS TARGET	-	-	-	(821)
<b>TOTAL EXPENDITURE</b>	<b>9,607</b>	<b>7,397</b>	<b>8,178</b>	<b>6,050</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	72	120	289	95
GOVERNMENT GRANTS	114	10	39	8
RECHARGES	412	430	468	430
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,136	1,237	1,754	1,243
<b>TOTAL INCOME</b>	<b>2,734</b>	<b>1,797</b>	<b>2,550</b>	<b>1,776</b>
<b>NET EXPENDITURE</b>	<b>6,873</b>	<b>5,600</b>	<b>5,628</b>	<b>4,274</b>
<i>COST PER '000 POPULATION</i>	<i>48</i>	<i>39</i>	<i>39</i>	<i>30</i>

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

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

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PARTNERSHIPS & BUSINESS DEVELOPMENT	913	726	726	558
ILLUMINATIONS	3,027	2,857	2,857	1,730
VISIT BLACKPOOL	2,284	1,572	1,612	1,616
PRINT SERVICES	116	34	42	(20)
COMMUNITY SAFETY	336	299	299	287
CCTV & SECURITY	(81)	(62)	(82)	(72)
BEACH PATROL	278	174	174	175
<b>NET EXPENDITURE</b>	<b>6,873</b>	<b>5,600</b>	<b>5,628</b>	<b>4,274</b>

## PLACES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

#### STRATEGIC LEISURE ASSETS

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><i>EXPENDITURE</i></b>				
EMPLOYEES	-	42	42	43
PREMISES	919	531	814	531
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	646	551	572	551
THIRD PARTY PAYMENTS	-	276	271	275
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	48	(2,724)	(2,724)	46
CAPITAL CHARGES	3,995	4,540	4,069	4,540
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>5,608</b>	<b>3,216</b>	<b>3,044</b>	<b>5,986</b>
<b><i>INCOME</i></b>				
CUSTOMER & CLIENT RECEIPTS	3,428	3,019	3,032	3,019
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	38	1,678	1,160	1,678
<b>TOTAL INCOME</b>	<b>3,466</b>	<b>4,697</b>	<b>4,192</b>	<b>4,697</b>
<b>NET EXPENDITURE</b>	<b>2,142</b>	<b>(1,481)</b>	<b>(1,148)</b>	<b>1,289</b>
<b><i>COST PER '000 POPULATION</i></b>				
	<i>15</i>	<i>(10)</i>	<i>(8)</i>	<i>9</i>

Budget Holder: Mr Alan Cavill- Director of Place

Finance Managers: Ms Kirsten Whyatt & Mr Steve Maher

**Notes:**

Strategic Leisure Assets includes the following premises:

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

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**COMMUNITY &  
ENVIRONMENTAL  
SERVICES**

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**SUMMARY**

FUNCTIONS OF SERVICE	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
MANAGEMENT AND ADMINISTRATION	2,097	1,508	1,508	1,281
BUILDING SERVICES	469	359	579	376
BUILDING CLEANING	(14)	(123)	(124)	(110)
PUBLIC CONVENIENCIES	1,139	1,029	1,029	992
CAPITAL PROJECTS	42	1	-	(28)
COASTAL AND ENVIRONMENTAL PARTNERSHIPS AND INVESTMENTS	3,970	4,352	4,352	4,251
INTEGRATED TRANSPORT	805	280	550	345
WASTE MANAGEMENT	16,204	16,787	16,788	15,212
CLEANSING	3,409	2,913	2,914	2,976
TRANSPORT	15,590	14,496	14,903	15,139
PUBLIC PROTECTION	1,767	1,541	1,541	95
LEISURE FACILITIES AND SPORT DEVELOPMENT	1,366	422	422	1,911
PARKS	2,172	1,704	1,704	1,434
CATERING SERVICES	865	290	290	331
CORPORATE SAVINGS TARGET				
<b>NET COST OF SERVICES</b>	<b>49,881</b>	<b>45,559</b>	<b>46,456</b>	<b>44,205</b>
<i>COST PER '000 POPULATION</i>	<i>350</i>	<i>320</i>	<i>326</i>	<i>310</i>

DIRECTOR OF COMMUNITY AND ENVIRONMENTAL SERVICES: Mr John Blackledge

FINANCE MANAGERS: Ms Kirsten Whyatt & Mr Steve Maher

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	17,688	15,320	16,538	15,611
PREMISES	3,669	2,786	3,246	2,770
TRANSPORT	2,644	3,759	3,168	3,794
SUPPLIES AND SERVICES	11,951	6,237	8,146	6,297
THIRD PARTY PAYMENTS	17,782	23,703	24,626	24,578
TRANSFER PAYMENTS	426	301	345	307
SUPPORT SERVICES	3,197	3,211	3,310	4,599
CAPITAL CHARGES	18,647	14,460	14,590	15,059
CORPORATE SAVINGS TARGET	-	-	-	(3,889)
<b>TOTAL EXPENDITURE</b>	<b>76,004</b>	<b>69,777</b>	<b>73,969</b>	<b>69,126</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	8,125	7,308	8,728	7,193
GOVERNMENT GRANTS	2,949	2,707	3,224	2,779
RECHARGES	6,885	9,541	9,706	10,681
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	8,164	4,662	5,855	4,268
<b>TOTAL INCOME</b>	<b>26,123</b>	<b>24,218</b>	<b>27,513</b>	<b>24,921</b>
<b>NET EXPENDITURE</b>	<b>49,881</b>	<b>45,559</b>	<b>46,456</b>	<b>44,205</b>

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**MANAGEMENT AND ADMINISTRATION**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	810	453	498	430
PREMISES	551	100	405	101
TRANSPORT	6	5	8	5
SUPPLIES AND SERVICES	432	228	456	215
THIRD PARTY PAYMENTS	70	57	64	58
TRANSFER PAYMENTS	-	(100)	-	(100)
SUPPORT SERVICES	857	756	756	677
CAPITAL CHARGES	44	20	20	20
CORPORATE SAVINGS TARGET	-	-	-	(125)
<b>TOTAL EXPENDITURE</b>	<b>2,770</b>	<b>1,519</b>	<b>2,207</b>	<b>1,281</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	12	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	541	11	563	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	132	-	124	-
<b>TOTAL INCOME</b>	<b>673</b>	<b>11</b>	<b>699</b>	<b>-</b>
<b>NET EXPENDITURE</b>	<b>2,097</b>	<b>1,508</b>	<b>1,508</b>	<b>1,281</b>
<b>COST PER '000 POPULATION</b>				
	<b>15</b>	<b>11</b>	<b>11</b>	<b>9</b>

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

Finance Managers: Ms Kirsten Whyatt & Mr Steve Maher

**Notes:**

- 1) The budget relates to the management and administration for Community and Environmental Services which includes the costs of employee related insurances.
- 2) The budget also includes the costs associated with Layton Depot.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
DIRECTORATE	1,898	1,449	1,449	1,217
CENTRAL ADMINISTRATION	137	138	138	143
LAYTON DEPOT	62	(79)	(79)	(79)
<b>NET EXPENDITURE</b>	<b>2,097</b>	<b>1,508</b>	<b>1,508</b>	<b>1,281</b>

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**BUILDING SERVICES**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	483	509	387	512
PREMISES	39	33	40	33
TRANSPORT	50	37	49	37
SUPPLIES AND SERVICES	292	160	229	163
THIRD PARTY PAYMENTS	610	852	628	865
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	169	159	161	157
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>1,643</b>	<b>1,750</b>	<b>1,494</b>	<b>1,767</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	801	1,348	910	1,348
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	373	43	5	43
<b>TOTAL INCOME</b>	<b>1,174</b>	<b>1,391</b>	<b>915</b>	<b>1,391</b>
<b>NET EXPENDITURE</b>	<b>469</b>	<b>359</b>	<b>579</b>	<b>376</b>
<b>COST PER '000 POPULATION</b>				
	<b>3</b>	<b>3</b>	<b>4</b>	<b>3</b>

Budget Holder: Mr Paul Latham - Building Services

Finance Managers: Ms Kirsten Whyatt & Mr Steve Maher

Notes:

- 1) Building Services is a trading account, which in 2015/16 is transferring to Property and Asset Management and will be subject to the wider property review along with other related services.

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**BUILDING CLEANING**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><i>EXPENDITURE</i></b>				
EMPLOYEES	727	430	553	443
PREMISES	43	6	5	6
TRANSPORT	33	41	55	42
SUPPLIES AND SERVICES	27	25	30	25
THIRD PARTY PAYMENTS	-	(100)	-	(100)
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	85	80	81	79
CAPITAL CHARGES	7	7	7	7
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>922</b>	<b>489</b>	<b>731</b>	<b>502</b>
<b><i>INCOME</i></b>				
CUSTOMER & CLIENT RECEIPTS	14	-	10	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	810	574	763	574
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	112	38	82	38
<b>TOTAL INCOME</b>	<b>936</b>	<b>612</b>	<b>855</b>	<b>612</b>
<b>NET EXPENDITURE</b>	<b>(14)</b>	<b>(123)</b>	<b>(124)</b>	<b>(110)</b>
<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>(1)</i>	<i>(1)</i>	<i>(1)</i>

Budget Holder: Mr Alan Campbell - Building Cleaning Manager

Finance Managers: Ms Kirsten Whyatt & Mr Steve Maher

Notes:

- 1) The Building Cleaning team provides a cleaning service to local authorities, schools, health and housing associations. Cleaning specifications are tailored to meet the customer's needs and include fixed-term contracts, service level agreements or one-off cleans.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
BUILDING CLEANING MGMNT	83	45	44	45
OFFICE PORTERAGE	20	20	20	20
SHELTERS	(20)	(32)	(9)	(31)
BUILDING CLEANING	(97)	(156)	(179)	(144)
<b>NET EXPENDITURE</b>	<b>(14)</b>	<b>(123)</b>	<b>(124)</b>	<b>(110)</b>

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**PUBLIC CONVENIENCIES**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	69	-	-	-
PREMISES	69	90	92	91
TRANSPORT	1	-	-	-
SUPPLIES AND SERVICES	34	-	-	-
THIRD PARTY PAYMENTS	873	850	850	863
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	106	100	101	100
CAPITAL CHARGES	6	6	6	6
CORPORATE SAVINGS TARGET	-	-	-	(51)
<b>TOTAL EXPENDITURE</b>	<b>1,158</b>	<b>1,046</b>	<b>1,049</b>	<b>1,009</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	20	17	20	17
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	(1)	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>19</b>	<b>17</b>	<b>20</b>	<b>17</b>
<b>NET EXPENDITURE</b>	<b>1,139</b>	<b>1,029</b>	<b>1,029</b>	<b>992</b>
<b><u>COST PER '000 POPULATION</u></b>				
	8	7	7	7

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

Finance Managers: Ms Kirsten Whyatt & Mr Steve Maher

Notes:

- 1) The provision, operation and maintenance of Public Conveniences is a non-statutory service. However, in relation to Blackpool as a visitor economy and destination, it is extremely important.

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**CAPITAL PROJECTS**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	358	323	325	329
PREMISES	-	-	-	-
TRANSPORT	8	7	12	7
SUPPLIES AND SERVICES	83	43	51	44
THIRD PARTY PAYMENTS	2	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	41	38	38	38
CAPITAL CHARGES	4	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(35)
<b>TOTAL EXPENDITURE</b>	<b>496</b>	<b>411</b>	<b>426</b>	<b>383</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	271	410	426	411
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	183	-	-	-
<b>TOTAL INCOME</b>	<b>454</b>	<b>410</b>	<b>426</b>	<b>411</b>
<b>NET EXPENDITURE</b>	<b>42</b>	<b>1</b>	<b>-</b>	<b>(28)</b>
<b>COST PER '000 POPULATION</b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>

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

Finance Managers: Ms Kirsten Whyatt & Mr Steve Maher

Notes:

- Capital Projects Division provides architectural services, project management contract and consulting, construction design management and procurement of frameworks contracts. The service is a trading account, which is transferring to Property and Asset Management in late 2014/15 and will be subject to the wider property review along with other related services.

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**COASTAL AND ENVIRONMENTAL PARTNERSHIPS AND INVESTMENTS**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	432	406	354	413
PREMISES	1,146	1,150	936	1,167
TRANSPORT	6	8	10	8
SUPPLIES AND SERVICES	2,069	637	139	646
THIRD PARTY PAYMENTS	1,833	4,273	5,002	4,339
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	65	35	35	35
CAPITAL CHARGES	1,828	968	968	968
CORPORATE SAVINGS TARGET	-	-	-	(200)
<b>TOTAL EXPENDITURE</b>	<b>7,379</b>	<b>7,477</b>	<b>7,444</b>	<b>7,376</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	(1)	-	-	-
GOVERNMENT GRANTS	2,635	2,659	2,627	2,659
RECHARGES	-	444	465	444
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	775	22	-	22
<b>TOTAL INCOME</b>	<b>3,409</b>	<b>3,125</b>	<b>3,092</b>	<b>3,125</b>
<b>NET EXPENDITURE</b>	<b>3,970</b>	<b>4,352</b>	<b>4,352</b>	<b>4,251</b>
<i>COST PER '000 POPULATION</i>	<i>28</i>	<i>31</i>	<i>31</i>	<i>30</i>

Budget Holder: Mrs Clare Nolan-Barnes - Head of Coastal and Environmental Partnership Investments

Finance Managers: Ms Kirsten Whyatt & Mr Steve Maher

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
COASTAL AND ENVIRONMENTAL STREET LIGHTING	(55) 4,025	(67) 4,419	(63) 4,415	(59) 4,310
<b>NET EXPENDITURE</b>	<b>3,970</b>	<b>4,352</b>	<b>4,352</b>	<b>4,251</b>



**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**INTEGRATED TRANSPORT**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,643	1,027	1,840	1,081
PREMISES	326	274	266	269
TRANSPORT	881	1,877	1,066	1,908
SUPPLIES AND SERVICES	1,420	702	1,902	710
THIRD PARTY PAYMENTS	140	181	33	187
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	67	65	64	62
CAPITAL CHARGES	35	34	34	34
CORPORATE SAVINGS TARGET	-	-	-	(32)
<b>TOTAL EXPENDITURE</b>	<b>4,512</b>	<b>4,160</b>	<b>5,205</b>	<b>4,219</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	285	5	328	-
GOVERNMENT GRANTS	2	-	10	-
RECHARGES	2,712	3,330	3,556	3,330
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	708	545	761	544
<b>TOTAL INCOME</b>	<b>3,707</b>	<b>3,880</b>	<b>4,655</b>	<b>3,874</b>
<b>NET EXPENDITURE</b>	<b>805</b>	<b>280</b>	<b>550</b>	<b>345</b>
<i>COST PER '000 POPULATION</i>	<i>6</i>	<i>2</i>	<i>4</i>	<i>2</i>

**Budget Holder: Mr James Kelly - Head of Integrated Transport and Waste Services**

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

**Notes:**

- 1) The Council as a Transport Authority is responsible for certain strategic public transport functions, supported bus services and public transport infrastructure (including stops and shelters).
- 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.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CVMU	73	64	64	92
TRANSPORT	19	72	13	121
RIDEABILITY	86	80	139	79
TRAVEL AND ROAD SAFETY	627	64	334	53
<b>NET EXPENDITURE</b>	<b>805</b>	<b>280</b>	<b>550</b>	<b>345</b>

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**WASTE MANAGEMENT**

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<b>EXPENDITURE</b>				
EMPLOYEES	871	781	822	808
PREMISES	210	150	267	152
TRANSPORT	208	263	251	267
SUPPLIES AND SERVICES	1,055	200	195	203
THIRD PARTY PAYMENTS	12,703	16,829	16,755	17,539
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	598	557	566	546
CAPITAL CHARGES	3,714	1,273	1,314	1,313
CORPORATE SAVINGS TARGET	-	-	-	(2,348)
<b>TOTAL EXPENDITURE</b>	<b>19,359</b>	<b>20,053</b>	<b>20,170</b>	<b>18,480</b>
<b>INCOME</b>				
CUSTOMER & CLIENT RECEIPTS	1,992	2,239	2,345	2,241
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,163	1,027	1,037	1,027
<b>TOTAL INCOME</b>	<b>3,155</b>	<b>3,266</b>	<b>3,382</b>	<b>3,268</b>
<b>NET EXPENDITURE</b>	<b>16,204</b>	<b>16,787</b>	<b>16,788</b>	<b>15,212</b>
<i>COST PER '000 POPULATION</i>	<i>114</i>	<i>118</i>	<i>118</i>	<i>107</i>

Budget Holder: Mr James Kelly - Head of Integrated Transport and Waste Services

Finance Managers: Ms Kirsten Whyatt & Mr Steve Maher

**Notes:**

- 1) The Council operates a containerised domestic waste management service in partnership with waste collection contractor Veolia Environmental Services. Blackpool residents are now recycling over 40% of all household waste.
- 2) The Household Waste Recycling Centre at Bristol Avenue has facilities for the disposal of household waste from any domestic properties within Blackpool.
- 3) Help is available at the site to direct, advise and provide practical physical assistance to ensure the safe disposal of waste. Over 70% of waste disposed of at the site is recycled. Wrapping for the safe disposal of asbestos waste is supplied. Commercial waste is not allowed at the site and permits are required to enter the facility in a van or trailer (a full list of vehicle types can be provided).
- 4) Commercial Waste Services provides a service to in excess of 50% of the local business market.
- 5) Prior to August 2014, the Council's statutory waste disposal function was delivered in partnership with Lancashire County Council under a PFI Contract let to a consortium led by Global Renewables Ltd. However at the end of July 2014 Lancashire County Council and Blackpool Council reached consensual termination of this contract. From August 2014 Lancashire County Council and Blackpool Council own 100% of the operating company that previously provided the waste disposal function. The new arrangements will provide the authorities with waste recycling, processing and disposal arrangement for 25 years, and will allow the authorities to meet both European and Government targets to reduce the amount of waste sent to landfill.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
COMMERCIAL WASTE	1	(57)	(57)	(59)
DOMESTIC WASTE	4,556	4,345	4,345	4,309
WASTE PFI	11,647	12,499	12,500	10,962
<b>NET EXPENDITURE</b>	<b>16,204</b>	<b>16,787</b>	<b>16,788</b>	<b>15,212</b>

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**CLEANSING**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,454	2,140	2,174	2,201
PREMISES	64	35	24	35
TRANSPORT	688	711	746	721
SUPPLIES AND SERVICES	267	212	210	216
THIRD PARTY PAYMENTS	75	141	83	143
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	86	61	124	37
CORPORATE SAVINGS TARGET	-	-	-	(200)
<b>TOTAL EXPENDITURE</b>	<b>3,634</b>	<b>3,300</b>	<b>3,361</b>	<b>3,153</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	38	32	41	32
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	123	322	349	112
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	64	33	57	33
<b>TOTAL INCOME</b>	<b>225</b>	<b>387</b>	<b>447</b>	<b>177</b>
<b>NET EXPENDITURE</b>	<b>3,409</b>	<b>2,913</b>	<b>2,914</b>	<b>2,976</b>
<i>COST PER '000 POPULATION</i>	<i>24</i>	<i>20</i>	<i>20</i>	<i>21</i>

**Budget Holder: Mr James Kelly - Head of Integrated Transport and Waste Services**

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

**Notes:**

- 1) The Street Cleansing Team are responsible for general cleaning around Blackpool. The work they do includes; removal of litter and dog fouling from public footpaths, clearing away wind blown sand, removal of dead animals, removal of unwanted/illegal graffiti, removal of fly-tipping, removal of road traffic debris and the supply and service of litter bins. All residential streets are regularly inspected and swept. In addition, any justified requests for street cleansing services will be carried out as required.

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**TRANSPORT**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,211	1,833	2,052	1,858
PREMISES	694	482	686	447
TRANSPORT	329	402	438	386
SUPPLIES AND SERVICES	2,487	629	1,476	636
THIRD PARTY PAYMENTS	1,350	511	1,033	573
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	53	253	317	215
CAPITAL CHARGES	11,910	11,819	11,819	12,386
CORPORATE SAVINGS TARGET	-	-	-	(231)
<b>TOTAL EXPENDITURE</b>	<b>19,034</b>	<b>15,929</b>	<b>17,821</b>	<b>16,270</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	645	468	521	444
GOVERNMENT GRANTS	114	-	452	-
RECHARGES	363	678	690	400
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,322	287	1,255	287
<b>TOTAL INCOME</b>	<b>3,444</b>	<b>1,433</b>	<b>2,918</b>	<b>1,131</b>
<b>NET EXPENDITURE</b>	<b>15,590</b>	<b>14,496</b>	<b>14,903</b>	<b>15,139</b>
<i>COST PER '000 POPULATION</i>	<i>109</i>	<i>102</i>	<i>105</i>	<i>106</i>

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

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

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
TRAFFIC MANAGEMENT	147	109	97	101
HIGHWAY ASSET MANAGEMENT	921	472	484	690
HIGHWAYS MAINTENANCE	3,728	3,639	4,033	3,770
ENGINEERING MANAGEMENT	125	163	163	168
PARADES	4,379	4,232	4,239	4,483
TRAMWAY	6,290	5,881	5,887	5,927
<b>NET EXPENDITURE</b>	<b>15,590</b>	<b>14,496</b>	<b>14,903</b>	<b>15,139</b>

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**PUBLIC PROTECTION**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,947	1,715	2,013	1,772
PREMISES	16	2	16	2
TRANSPORT	69	50	72	50
SUPPLIES AND SERVICES	329	110	174	112
THIRD PARTY PAYMENTS	82	100	103	102
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	363	425	425	403
CAPITAL CHARGES	45	45	45	45
CORPORATE SAVINGS TARGET	-	-	-	(110)
<b>TOTAL EXPENDITURE</b>	<b>2,851</b>	<b>2,447</b>	<b>2,848</b>	<b>2,376</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	479	70	416	70
GOVERNMENT GRANTS	39	-	-	-
RECHARGES	382	607	607	2,200
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	184	229	284	11
<b>TOTAL INCOME</b>	<b>1,084</b>	<b>906</b>	<b>1,307</b>	<b>2,281</b>
<b>NET EXPENDITURE</b>	<b>1,767</b>	<b>1,541</b>	<b>1,541</b>	<b>95</b>
<i>COST PER '000 POPULATION</i>	<i>12</i>	<i>11</i>	<i>11</i>	<i>1</i>

**Budget Holder: Mr Tim Coglan - Assistant Director of Enforcement & Quality Standards**

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

**Notes:**

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ADMIN	404	247	220	(110)
PLANNING ENFORCEMENT	152	121	180	-
FOOD HYGEINE	210	138	83	-
HOUSING ENFORCEMENT	210	169	225	-
SELECTIVE LICENSING	50	36	36	49
ADVICE & EDUCATION	177	96	85	-
HEALTH & SAFETY	107	74	33	-
LICENCE ENFORCEMENT	38	190	214	1
TRADING STDS	123	255	258	1
ENVIROMENTAL PROTECTION	296	215	207	154
<b>NET EXPENDITURE</b>	<b>1,767</b>	<b>1,541</b>	<b>1,541</b>	<b>95</b>

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**LEISURE FACILITIES AND SPORT DEVELOPMENT**

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,544	2,574	2,424	2,564
PREMISES	197	248	227	248
TRANSPORT	62	47	135	47
SUPPLIES AND SERVICES	630	665	574	662
THIRD PARTY PAYMENTS	8	2	5	2
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	361	340	343	1,891
CAPITAL CHARGES	693	(26)	-	(26)
CORPORATE SAVINGS TARGET	-	-	-	(150)
<b>TOTAL EXPENDITURE</b>	<b>4,495</b>	<b>3,850</b>	<b>3,708</b>	<b>5,238</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	2,257	2,708	2,411	2,620
GOVERNMENT GRANTS	159	48	135	120
RECHARGES	365	338	435	428
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	348	334	305	159
<b>TOTAL INCOME</b>	<b>3,129</b>	<b>3,428</b>	<b>3,286</b>	<b>3,327</b>
<b>NET EXPENDITURE</b>	<b>1,366</b>	<b>422</b>	<b>422</b>	<b>1,911</b>
<i>COST PER '000 POPULATION</i>	<i>10</i>	<i>3</i>	<i>3</i>	<i>13</i>

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

Finance Managers: Ms Kirsten Whyatt & Mr Steve Maher

**Notes:**

- 1) The service provides comprehensive leisure opportunities to the whole community, ensuring all interest groups, abilities, age groups and backgrounds are provided for.
- 2) In excess of 1 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.
- 3) Health on referral programmes, for people with cardiac, respiratory, clinical and general health conditions, result in excess of 30,000 visits to facilities a year.
- 4) The service is focused on delivering quality and excellence and ensuring Blackpool benefits from national revenue and capital investment grant aid funding programmes.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
LEISURE & SPORT	1,351	421	421	1,904
SCHOOLS SPORTS	15	1	1	7
<b>NET EXPENDITURE</b>	<b>1,366</b>	<b>422</b>	<b>422</b>	<b>1,911</b>

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**PARKS**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,236	1,225	1,227	1,264
PREMISES	254	207	229	210
TRANSPORT	291	310	313	315
SUPPLIES AND SERVICES	377	266	369	270
THIRD PARTY PAYMENTS	33	38	70	38
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	111	106	106	105
CAPITAL CHARGES	275	253	253	269
CORPORATE SAVINGS TARGET	-	-	-	(381)
<b>TOTAL EXPENDITURE</b>	<b>2,577</b>	<b>2,405</b>	<b>2,567</b>	<b>2,090</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	146	128	165	128
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	92	562	547	517
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	167	11	151	11
<b>TOTAL INCOME</b>	<b>405</b>	<b>701</b>	<b>863</b>	<b>656</b>
<b>NET EXPENDITURE</b>	<b>2,172</b>	<b>1,704</b>	<b>1,704</b>	<b>1,434</b>
<i>COST PER '000 POPULATION</i>	<i>15</i>	<i>12</i>	<i>12</i>	<i>10</i>

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

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

**Notes:**

- 1) Stanley Park 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.
- 2) The park boasts an impressive range of facilities which include, ornamental gardens, a rose garden, water fountains, a boating lake and statues along with the historic Art Deco Café. The park is also home to Blackpool Sports Centre, an athletics arena, a national standards BMX track, synthetic turf and grass sports pitches, netball and tennis courts and an adventure play area.
- 3) Marton Mere, Blackpool's Nature Reserve, is nationally recognised as a Site of Special Scientific Interest for its bird populations and other important species such as dragonflies, butterflies, bats and orchids. The site contains a diversity of habitats including open water, reed beds and grassland as well as pockets of woodland and scrub. Many visitors enjoy the area through following the designated footpaths around the site and visiting the numerous bird-watching hides.
- 4) The service also provides weed treatment and maintenance of green open spaces outside of Stanley Park including removal of fallen leaves and blossom and highway verge grass cutting.
- 5) Blackpool Council's tree service team are the custodians of the Borough's trees and have developed a holistic approach to tree management, bringing forward arboricultural issues to the wider community. The team works in partnership with a number of people to manage, protect and expand the Borough's trees and woodlands.

**COMMUNITY & ENVIRONMENTAL SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**CATERING SERVICES**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,903	1,904	1,869	1,936
PREMISES	60	9	53	9
TRANSPORT	12	1	13	1
SUPPLIES AND SERVICES	2,449	2,360	2,341	2,395
THIRD PARTY PAYMENTS	3	(31)	-	(31)
TRANSFER PAYMENTS	426	401	345	407
SUPPORT SERVICES	321	297	317	291
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(26)
<b>TOTAL EXPENDITURE</b>	<b>5,174</b>	<b>4,941</b>	<b>4,938</b>	<b>4,982</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	2,250	1,641	2,459	1,641
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	426	917	395	917
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,633	2,093	1,794	2,093
<b>TOTAL INCOME</b>	<b>4,309</b>	<b>4,651</b>	<b>4,648</b>	<b>4,651</b>
<b>NET EXPENDITURE</b>	<b>865</b>	<b>290</b>	<b>290</b>	<b>331</b>
<i>COST PER '000 POPULATION</i>	<i>6</i>	<i>2</i>	<i>2</i>	<i>2</i>

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

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

**Notes:**

- 1) Catering Services provide a range of services to schools throughout Blackpool. The core service is a hot lunchtime meal served at 29 Primary, Special and Secondary schools.
- 2) A range of other provisions are available throughout the extended school day, including breakfast, morning break and after-school food offers.
- 3) The various Pupil Referral Units are provided with a delivered packed lunch service for pupils on a daily basis.
- 4) The Catering Management Team are responsible for the monitoring of hygiene standards in all Council establishments in agreement with the local environmental health team, and also for compliance with nutritional and healthy meals governmental requirements throughout the borough.
- 5) The Free School Breakfasts scheme provides a breakfast to over 11,000 primary school children.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PRIMARY CATERING	38	(67)	(14)	(45)
SECONDARY CATERING	246	40	119	50
SPECIAL SCHOOLS CATERING	20	4	10	6
CATERING MANAGEMENT	61	313	175	301
FREE SCHOOL BREAKFASTS	500	-	-	19
<b>NET EXPENDITURE</b>	<b>865</b>	<b>290</b>	<b>290</b>	<b>331</b>



# ADULT SERVICES

## ADULT SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

#### SUMMARY

FUNCTIONS OF SERVICE	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
ADULT SOCIAL CARE	5,436	5,455	5,328	5,696
CARE & SUPPORT	11,811	9,353	9,120	8,849
COMMISSIONING & CONTRACTS	1,441	1,379	1,346	1,304
ADULTS COMMISSIONING	26,468	26,174	26,928	26,420
ADULTS SAFEGUARDING	212	194	276	201
BUSINESS SUPPORT & RESOURCES	3,941	3,473	3,394	2,772
	-	-	-	
<b>NET COST OF SERVICES</b>	<b>49,309</b>	<b>46,028</b>	<b>46,392</b>	<b>45,242</b>
<i>COST PER '000 POPULATION</i>	<i>346</i>	<i>323</i>	<i>326</i>	<i>317</i>

Budget Holder: Karen Smith - Director of Adult Social Services

FINANCE MANAGER: Mr Mark Golden

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	20,315	17,428	17,403	18,057
PREMISES	631	130	141	131
TRANSPORT	888	876	876	885
SUPPLIES AND SERVICES	2,342	1,892	2,126	1,919
THIRD PARTY PAYMENTS	35,820	33,049	40,833	36,356
TRANSFER PAYMENTS	6,619	6,161	5,761	6,253
SUPPORT SERVICES	5,346	2,896	2,894	2,818
CAPITAL CHARGES	702	313	305	283
CORPORATE SAVINGS TARGET	-	(81)	-	(4,717)
<b>TOTAL EXPENDITURE</b>	<b>72,663</b>	<b>62,664</b>	<b>70,339</b>	<b>61,985</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	9,965	8,044	9,753	8,044
GOVERNMENT GRANTS	3,279	58	3,241	58
RECHARGES	90	33	47	33
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	10,020	8,501	10,906	8,608
<b>TOTAL INCOME</b>	<b>23,354</b>	<b>16,636</b>	<b>23,947</b>	<b>16,743</b>
<b>NET EXPENDITURE</b>	<b>49,309</b>	<b>46,028</b>	<b>46,392</b>	<b>45,242</b>

## ADULT SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

#### ADULT SOCIAL CARE

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	5,548	5,453	5,435	5,700
PREMISES	2	-	-	-
TRANSPORT	177	165	185	165
SUPPLIES AND SERVICES	108	62	52	63
THIRD PARTY PAYMENTS	23	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	366	430	431	543
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(120)
<b>TOTAL EXPENDITURE</b>	<b>6,224</b>	<b>6,110</b>	<b>6,103</b>	<b>6,351</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	788	655	775	655
<b>TOTAL INCOME</b>	<b>788</b>	<b>655</b>	<b>775</b>	<b>655</b>
<b>NET EXPENDITURE</b>	<b>5,436</b>	<b>5,455</b>	<b>5,328</b>	<b>5,696</b>
<i>COST PER '000 POPULATION</i>	38	38	37	40

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

**Finance Manager: 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 alongside Mental Health.
- 2) The service provides assessment and core management functions incorporating risk assessment and safeguarding responsibilities for all adults who are in need of social care support and who meet our Fair Access to Care eligibility criteria. ( To be replaced by Care Act eligibility from April 2015)
- 3) The service is focused on reassessing and reviewing support packages in light of the reduced commissioning budget and according to revised access criteria.
- 4) Mental health provider services include day care provision, community support services, residential rehabilitation and crisis services. The challenges will be to consider how the budget within provider services can be released to support the roll out of personalisation.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ADULT SOCIAL CARE MANAGEMENT	923	924	913	1,037
SOCIAL SERVICES DIRECT	2,464	2,434	2,440	2,681
LEARNING DISABILITIES TEAM	472	496	445	497
MENTAL HEALTH TEAM	1,577	1,601	1,530	1,601
CORPORATE SAVINGS TARGET	-	-	-	(120)
<b>NET EXPENDITURE</b>	<b>5,436</b>	<b>5,455</b>	<b>5,328</b>	<b>5,696</b>

## ADULT SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

#### CARE & SUPPORT

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	11,814	9,358	9,300	9,637
PREMISES	444	23	33	23
TRANSPORT	228	218	202	220
SUPPLIES AND SERVICES	456	332	291	337
THIRD PARTY PAYMENTS	191	190	170	192
TRANSFER PAYMENTS	14	10	11	10
SUPPORT SERVICES	1,276	952	951	1,256
CAPITAL CHARGES	137	32	32	32
CORPORATE SAVINGS TARGET	-	-	-	(1,096)
<b>TOTAL EXPENDITURE</b>	<b>14,560</b>	<b>11,115</b>	<b>10,990</b>	<b>10,611</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	716	625	382	625
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	19	33	33	33
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,014	1,104	1,455	1,104
<b>TOTAL INCOME</b>	<b>2,749</b>	<b>1,762</b>	<b>1,870</b>	<b>1,762</b>
<b>NET EXPENDITURE</b>	<b>11,811</b>	<b>9,353</b>	<b>9,120</b>	<b>8,849</b>
<i>COST PER '000 POPULATION</i>	<i>83</i>	<i>66</i>	<i>64</i>	<i>62</i>

Budget Holder: Karen Smith - Director of Adult Social Services

Finance Manager: Mark Golden

**Notes:**

- 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.
- 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, Hoyle, LD Supported Living, Extra Support, Gloucester, Care at Home (Reablement, Primary Night Care, End of Life Care and Urgent Response), Langdale, Highfield, MH Community Support Workers, Vitaline, Blackpool Centre for Independent Living (BCIL), Volunteers and Shared Lives.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
MANAGEMENT & ADMIN	1,644	1,250	1,238	1,361
DAY CENTRE	1,105	945	895	1,104
COOPERS WAY/HOYLE @ MANSFIELD RESIDENTIAL RESPITE	957	876	868	957
PHOENIX CENTRE/GLOUCESTER AVE	705	474	465	515
PALMER/ EXTRA SUPPORT	2,073	1,778	1,716	1,778
SUPPORTED LIVING/GELDOFF	2,519	1,559	1,550	1,559
SHARED LIVES/VOLUNTEER SERVICE	184	150	147	150
BLACKPOOL CENTRE FOR INDEPENDENT LIVING	124	29	20	128
HOMECARE	1,384	1,288	1,229	1,289
ARC	1,052	978	965	1,074
VITALINE	32	26	27	30
OTHER	32	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(1,096)
<b>NET EXPENDITURE</b>	<b>11,811</b>	<b>9,353</b>	<b>9,120</b>	<b>8,849</b>

## ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### COMMISSIONING & CONTRACTS

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	977	966	917	1,002
PREMISES	-	-	-	-
TRANSPORT	16	16	14	16
SUPPLIES AND SERVICES	198	124	131	124
THIRD PARTY PAYMENTS	(1)	-	-	-
TRANSFER PAYMENTS	20	-	-	-
SUPPORT SERVICES	502	448	446	337
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>1,712</b>	<b>1,554</b>	<b>1,508</b>	<b>1,479</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	58	58	58	58
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	213	117	104	117
<b>TOTAL INCOME</b>	<b>271</b>	<b>175</b>	<b>162</b>	<b>175</b>
<b>NET EXPENDITURE</b>	<b>1,441</b>	<b>1,379</b>	<b>1,346</b>	<b>1,304</b>
<b><u>COST PER '000 POPULATION</u></b>				
	<b>10</b>	<b>10</b>	<b>9</b>	<b>9</b>

Budget Holder: Ms Val Raynor - Head of Commissioning

Finance Manager: Mark Golden

**Notes:**

- 1) The Children 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	564	515	518	404
COMMISSIONING TEAMS	823	445	388	481
QUALITY ASSURANCE TEAM	-	345	361	345
HEALTH & WELLBEING	54	74	79	74
CORPORATE SAVINGS TARGET	-	-	-	-
<b>NET EXPENDITURE</b>	<b>1,441</b>	<b>1,379</b>	<b>1,346</b>	<b>1,304</b>

## ADULT SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

#### ADULTS COMMISSIONING

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	91	20	20	20
PREMISES	94	103	103	104
TRANSPORT	453	455	460	462
SUPPLIES AND SERVICES	531	902	902	916
THIRD PARTY PAYMENTS	34,551	32,825	36,872	36,130
TRANSFER PAYMENTS	6,415	5,724	5,653	5,810
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	2	4	4	4
CORPORATE SAVINGS TARGET	-	(81)	-	(3,308)
<b>TOTAL EXPENDITURE</b>	<b>42,137</b>	<b>39,952</b>	<b>44,014</b>	<b>40,138</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	9,212	7,396	9,354	7,396
GOVERNMENT GRANTS	191	-	-	-
RECHARGES	71	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	6,195	6,382	7,732	6,322
<b>TOTAL INCOME</b>	<b>15,669</b>	<b>13,778</b>	<b>17,086</b>	<b>13,718</b>
<b>NET EXPENDITURE</b>	<b>26,468</b>	<b>26,174</b>	<b>26,928</b>	<b>26,420</b>
<b><u>COST PER '000 POPULATION</u></b>				
	<b>186</b>	<b>184</b>	<b>189</b>	<b>185</b>

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

**Finance Manager: 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	-	1,771	1,579	1,799
PHYSICAL SUPPORT 65+	-	5,537	6,974	6,545
SENSORY SUPPORT 18-64	71	63	57	64
SENSORY SUPPORT 65+	212	277	229	284
MENTAL HEALTH SUPPORT 18-64	2,020	2,087	2,330	2,745
MENTAL HEALTH SUPPORT 65+	1,513	1,619	1,459	1,650
SUPPORT WITH MEMORY AND COGNITION 18-64	106	94	146	96
SUPPORT WITH MEMORY AND COGNITION 65+	2,346	2,594	3,160	3,176
LEARNING DISABILITY SUPPORT 18-64	8,227	8,230	8,310	9,097
LEARNING DISABILITY SUPPORT 65+	336	244	240	249
SOCIAL SUPPORT-SUBSTANCE MISUSE SUPPORT	277	424	257	431
SOCIAL SUPPORT-SOCIAL ISOLATION & OTHER	-	286	131	374
SOCIAL SUPPORT-SUPPORT FOR CARERS	136	135	125	137
ASSISTIVE EQUIPMENT & TECHNOLOGY	508	626	626	647
OTHER COMMISSIONING PLACEMENTS	7,904	(456)	(1,116)	(249)
HOUSING RELATED SUPPORT	2,811	2,643	2,421	2,683
CHILDREN'S COMMISSIONING HEALTH	1	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(3,308)
<b>NET EXPENDITURE</b>	<b>26,468</b>	<b>26,174</b>	<b>26,928</b>	<b>26,420</b>

## ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### ADULTS SAFEGUARDING

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	191	246	264	258
PREMISES	-	-	-	-
TRANSPORT	2	2	2	2
SUPPLIES AND SERVICES	19	23	66	23
THIRD PARTY PAYMENTS	-	29	15	29
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(5)
<b>TOTAL EXPENDITURE</b>	<b>212</b>	<b>300</b>	<b>347</b>	<b>307</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	106	71	106
<b>TOTAL INCOME</b>	<b>-</b>	<b>106</b>	<b>71</b>	<b>106</b>
<b>NET EXPENDITURE</b>	<b>212</b>	<b>194</b>	<b>276</b>	<b>201</b>
<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>1</i>	<i>2</i>	<i>1</i>

Budget Holder: Lynn Gornall - Head of Safeguarding

Finance Manager: 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
ADULTS SAFEGUARDING	144	128	210	139
ADULTS SAFEGUARDING BOARD	68	66	66	67
CORPORATE SAVINGS TARGET	-	-	-	(5)
<b>NET EXPENDITURE</b>	<b>212</b>	<b>194</b>	<b>276</b>	<b>201</b>

**ADULT SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**BUSINESS SUPPORT & RESOURCES**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,694	1,385	1,467	1,440
PREMISES	91	4	5	4
TRANSPORT	12	20	13	20
SUPPLIES AND SERVICES	1,030	449	684	456
THIRD PARTY PAYMENTS	1,056	5	3,776	5
TRANSFER PAYMENTS	170	427	97	433
SUPPORT SERVICES	3,202	1,066	1,066	682
CAPITAL CHARGES	563	277	269	247
CORPORATE SAVINGS TARGET	-	-	-	(188)
<b>TOTAL EXPENDITURE</b>	<b>7,818</b>	<b>3,633</b>	<b>7,377</b>	<b>3,099</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	37	23	17	23
GOVERNMENT GRANTS	3,030	-	3,183	-
RECHARGES	-	-	14	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	810	137	769	304
<b>TOTAL INCOME</b>	<b>3,877</b>	<b>160</b>	<b>3,983</b>	<b>327</b>
<b>NET EXPENDITURE</b>	<b>3,941</b>	<b>3,473</b>	<b>3,394</b>	<b>2,772</b>
<i>COST PER '000 POPULATION</i>	28	24	24	19

**Budget Holder: Hilary Shaw - Head of Business Support & Resources**

**Finance Manager: Mark Golden**

**Notes:**

- 1) The Division is designed to support employees within the Children's Services, the Adult Services and the Public Health Departments to deliver the best outcomes for users, in the most effective and efficient ways. Business support services are provided by the following teams:
- Adults & Children's Funding - implements and operates funding formulae and other procedures for schools and early years providers, and develops and reviews adult social care financial policy issues.
  - Customer Relations - handles complaints, compliments and comments for departments, as well as Freedom of Information requests, MP and Councillor enquiries, and Subject Access to Records requests.
  - Directorate Support - provides administrative services as well as project support for service and business redesign in order to improve the efficiency and effectiveness of the directorate.
  - Direct Payments - supports service users who choose to manage their own personal budgets to purchase services to meet their social care needs.
  - Business Intelligence - provides data analysis and management information services to enable the directorate to understand it's business and make informed decisions.
  - Systems Development - develops, implements and manages the social care, education and public health information systems.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
DIRECTORATE MANAGEMENT	2,118	1,897	1,888	1,372
DIRECTORATE SUPPORT	288	161	159	164
CUSTOMER RELATIONS	110	98	100	98
ADULTS & CHILDREN'S FUNDING	119	210	151	210
DIRECT PAYMENTS	138	125	120	125
BUSINESS INTELLIGENCE	246	175	173	175
SYSTEMS DEVELOPMENT	403	393	392	396
OTHER	519	414	411	420
CORPORATE SAVINGS TARGET	-	-	-	(188)
<b>NET EXPENDITURE</b>	<b>3,941</b>	<b>3,473</b>	<b>3,394</b>	<b>2,772</b>



# **CHILDREN'S SERVICES**

# CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

## SUMMARY

FUNCTIONS OF SERVICE	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
LOCAL SCHOOLS BUDGET	66,680	37,593	37,593	37,646
LEARNING AND SCHOOLS	22,841	26,653	26,329	26,149
EARLY HELP FOR CHILDREN & FAMILIES	6,430	5,762	5,419	4,415
CHILDREN'S SOCIAL CARE	27,515	26,401	27,827	27,443
GRANTS	(81,382)	(59,989)	(59,181)	(59,988)
<b>NET COST OF SERVICES</b>	<b>42,084</b>	<b>36,420</b>	<b>37,987</b>	<b>35,665</b>
<i>COST PER '000 POPULATION</i>	295	256	267	250

DIRECTOR: Mrs Delyth Curtis

FINANCE MANAGER: Mr Mark Golden

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	83,030	56,679	57,343	57,254
PREMISES	7,268	3,920	3,892	3,915
TRANSPORT	2,549	2,468	2,448	2,493
SUPPLIES AND SERVICES	17,816	19,259	18,346	20,232
THIRD PARTY PAYMENTS	16,414	12,908	14,720	14,183
TRANSFER PAYMENTS	6,282	6,259	6,733	6,289
SUPPORT SERVICES	7,951	6,674	6,690	6,854
CAPITAL CHARGES	6,717	3,209	3,202	3,262
CORPORATE SAVINGS TARGET	-	-	-	(4,132)
<b>TOTAL EXPENDITURE</b>	<b>148,027</b>	<b>111,376</b>	<b>113,374</b>	<b>110,350</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	1,887	1,312	1,312	1,312
GOVERNMENT GRANTS	92,313	63,265	62,433	63,264
RECHARGES	3,030	5,198	5,331	5,198
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	8,713	5,181	6,311	4,911
<b>TOTAL INCOME</b>	<b>105,943</b>	<b>74,956</b>	<b>75,387</b>	<b>74,685</b>
<b>NET EXPENDITURE</b>	<b>42,084</b>	<b>36,420</b>	<b>37,987</b>	<b>35,665</b>

# CHILDREN'S SERVICES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### LOCAL SCHOOLS BUDGET

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	56,704	32,300	32,300	32,300
PREMISES	6,176	3,563	3,563	3,563
TRANSPORT	146	84	84	84
SUPPLIES AND SERVICES	6,195	3,706	3,706	3,706
THIRD PARTY PAYMENTS	16	9	9	9
TRANSFER PAYMENTS	746	380	380	380
SUPPORT SERVICES	4,020	2,325	2,325	2,325
CAPITAL CHARGES	6,499	3,199	3,199	3,252
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>80,502</b>	<b>45,566</b>	<b>45,566</b>	<b>45,619</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	1,354	781	781	781
GOVERNMENT GRANTS	977	564	564	564
RECHARGES	8,750	5,048	5,048	5,048
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,741	1,580	1,580	1,580
<b>TOTAL INCOME</b>	<b>13,822</b>	<b>7,973</b>	<b>7,973</b>	<b>7,973</b>
<b>NET EXPENDITURE</b>	<b>66,680</b>	<b>37,593</b>	<b>37,593</b>	<b>37,646</b>
<i>COST PER '000 POPULATION</i>	<i>468</i>	<i>264</i>	<i>264</i>	<i>264</i>

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

Finance Manager: Mark Golden

**Notes:**

- 1) The Individual Schools Budget (Delegated) figure represents the total of the budgets allocated to each school. The Blackpool Fair Funding Formula, which must adhere to specific government statutory regulations, forms the basis for this apportionment.
- 2) The Individual Schools Budget (Non-Delegated) figure represents the budget centrally retained by the LEA specifically for schools. Typically this allocation is used for capital financing, redundancy costs and licences / subscriptions.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
<b>NON DELEGATED</b>	<b>8,000</b>	<b>3,741</b>	<b>3,741</b>	<b>3,794</b>
DELEGATED TO SCHOOLS				
- PRIMARY	30,018	27,420	27,420	27,420
- SECONDARY	25,572	6,432	6,432	6,432
- SPECIAL	3,090	-	-	-
<b>TOTAL DELEGATED</b>	<b>58,680</b>	<b>33,852</b>	<b>33,852</b>	<b>33,852</b>
<b>NET EXPENDITURE</b>	<b>66,680</b>	<b>37,593</b>	<b>37,593</b>	<b>37,646</b>

# CHILDREN'S SERVICES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### LEARNING AND SCHOOLS

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	8,637	8,197	8,392	8,199
PREMISES	514	316	299	316
TRANSPORT	1,811	1,849	1,797	1,872
SUPPLIES AND SERVICES	7,835	11,466	11,421	11,488
THIRD PARTY PAYMENTS	2,819	2,353	2,421	2,356
TRANSFER PAYMENTS	3,459	4,628	4,971	4,640
SUPPORT SERVICES	962	1,007	1,020	1,145
CAPITAL CHARGES	90	8	1	8
CORPORATE SAVINGS TARGET	-	-	-	(704)
<b>TOTAL EXPENDITURE</b>	<b>26,127</b>	<b>29,824</b>	<b>30,322</b>	<b>29,320</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	379	364	351	364
GOVERNMENT GRANTS	457	162	497	162
RECHARGES	188	124	257	124
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,262	2,521	2,888	2,521
<b>TOTAL INCOME</b>	<b>3,286</b>	<b>3,171</b>	<b>3,993</b>	<b>3,171</b>
<b>NET EXPENDITURE</b>	<b>22,841</b>	<b>26,653</b>	<b>26,329</b>	<b>26,149</b>
<b>COST PER '000 POPULATION</b>				
	<b>160</b>	<b>187</b>	<b>185</b>	<b>184</b>

Budget Holder: Mr Carl Baker - Deputy Director of Children's Services

Finance Manager: Mark Golden

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
LEARNING AND SCHOOLS MANAGEMENT	1,658	1,514	1,403	1,784
SCHOOL IMPROVEMENT, MANAGEMENT & STRATEGY	852	872	872	703
LEARNING RESOURCE CENTRE	282	97	91	151
GOVERNORS SERVICES	37	14	14	15
SCHOOL ADMISSIONS	222	156	137	156
PUPIL WELFARE AND ATTENDANCE	502	434	376	434
EARLY YEARS MONITORING AND SUPPORT	1,357	492	492	492
EARLY YEARS FREE ENTITLEMENT GRANTS	5,381	7,493	7,493	7,496
SCHOOL ORGANISATION	123	114	57	115
DIVERSITY LEARNING	215	313	299	313
VIRTUAL SCHOOL	77	99	96	100
MUSIC SERVICES	7	(18)	(18)	(17)
OUTDOOR EDUCATION	42	63	63	64
EDUCATIONAL DIVERSITY AND PUPIL REFERRAL UNITS	2,639	2,528	2,526	2,525
SPECIAL EDUCATIONAL NEEDS	405	437	401	439
EDUCATION PSYCHOLOGY	333	332	332	333
SPECIALIST ADVICE & RESOURCES INC. SENSORY SERVICE	928	928	886	928
OUT OF BOROUGH PLACEMENTS	1,719	1,972	2,038	1,972
TRANSPORT	1,399	1,411	1,411	1,432
HIGH NEEDS TOP-UP PAYMENTS	3,047	5,470	5,612	5,470
POST-16 PROVISION	370	513	463	513
DIRECT PAYMENTS	579	633	573	643
OTHER SUPPORT FOR DISABLED CHILDREN	506	624	550	627
SHORT BREAKS FOR DISABLED CHILDREN	161	162	162	165
CORPORATE SAVINGS TARGET	-	-	-	(704)
<b>NET EXPENDITURE</b>	<b>22,841</b>	<b>26,653</b>	<b>26,329</b>	<b>26,149</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 have statutory duties regarding school attendance and support schools to address attendance and welfare issues. The courts, licensing and Children Missing Education (Diversity) teams have statutory duties regarding licensing young people performing or taking part in paid sports or modelling and tracing children who have left the borough with no known destination.
- 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 was increased and transferred from a ring fenced grant into the Dedicated Schools Grant in 2013-14, with a further increase in 2014-15.
- 4) The Pupil Referral Units fulfil 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 learning difficulties and or disabilities, whose needs cannot be met in Blackpool, in non-maintained / independent special schools.

# CHILDREN'S SERVICES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### EARLY HELP FOR CHILDREN & FAMILIES

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	5,884	5,121	5,208	5,135
PREMISES	316	28	23	23
TRANSPORT	187	97	170	97
SUPPLIES AND SERVICES	1,002	1,461	874	1,473
THIRD PARTY PAYMENTS	1,812	1,258	1,410	1,285
TRANSFER PAYMENTS	156	-	18	-
SUPPORT SERVICES	730	637	640	748
CAPITAL CHARGES	73	1	1	1
CORPORATE SAVINGS TARGET	-	-	-	(1,776)
<b>TOTAL EXPENDITURE</b>	<b>10,160</b>	<b>8,603</b>	<b>8,344</b>	<b>6,986</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	154	167	181	167
GOVERNMENT GRANTS	1,842	2,122	1,584	2,122
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,734	552	1,160	282
<b>TOTAL INCOME</b>	<b>3,730</b>	<b>2,841</b>	<b>2,925</b>	<b>2,571</b>
<b>NET EXPENDITURE</b>	<b>6,430</b>	<b>5,762</b>	<b>5,419</b>	<b>4,415</b>
<i>COST PER '000 POPULATION</i>	<i>45</i>	<i>40</i>	<i>38</i>	<i>37</i>

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

Finance Manager: Mark Golden

**Notes:**

- There are 2 Sure Start Children's Centre Hubs, one in Grange Park and one in Talbot & Brunswick wards, which support a network of children's centres.
- The Specialist Support Team offer a range of services to young people and young adults who require additional support, these include substance misuse treatment for under 25's, non-clinical sexual health and relationships support for under 18's, targeted youth services for 11-16 year olds and offending prevention work with 10-17 year olds. These services are supporting some of the most vulnerable young people in Blackpool and are helping to significantly reduce the rate of teenage conceptions and first time entrants to the youth justice system and to increase the rate of school attendance. Over 80% of young people and young adults supported by the hub reduce or stop their drug and alcohol use.
- Careers and Learning Advisers' duty to provide independent careers advice to school age young people has now moved to become the duty of the school. However, Careers Advisers are still responsible for providing independent advice to the most vulnerable and to reduce the number of young people Not in Education, Employment or Training (NEET).
- The Families in Need service (FIN) covers the work of Springboard, Troubled Families, Edge of Care, Family Support and Parenting, Offender Management and the South Beach / Claremont Transience project.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
EARLY HELP MANAGEMENT AND STRATEGY	709	205	361	64
CHILDREN'S CENTRES	1,707	2,045	2,043	2,070
SURE STARTS	811	616	534	787
YOUTH SERVICES	583	103	103	460
SPECIALIST SUPPORT	160	148	148	149
SKILLS, EDUCATION AND EMPLOYMENT	603	484	419	494
FAMILIES IN NEED INCLUDING SPRINGBOARD	1,820	1,860	1,556	1,862
DOMESTIC ABUSE	37	301	255	305
CORPORATE SAVINGS TARGET	-	-	-	(1,776)
<b>NET EXPENDITURE</b>	<b>6,430</b>	<b>5,762</b>	<b>5,419</b>	<b>4,415</b>

# CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

## CHILDREN'S SOCIAL CARE

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	11,805	11,061	11,443	11,620
PREMISES	262	13	7	13
TRANSPORT	405	438	397	440
SUPPLIES AND SERVICES	2,784	2,626	2,345	3,565
THIRD PARTY PAYMENTS	11,767	9,288	10,880	10,533
TRANSFER PAYMENTS	1,144	1,224	1,337	1,242
SUPPORT SERVICES	2,239	2,705	2,705	2,636
CAPITAL CHARGES	55	1	1	1
CORPORATE SAVINGS TARGET	-	-	-	(1,652)
<b>TOTAL EXPENDITURE</b>	<b>30,461</b>	<b>27,356</b>	<b>29,115</b>	<b>28,398</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	(1)	-
GOVERNMENT GRANTS	970	427	606	427
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,976	528	683	528
<b>TOTAL INCOME</b>	<b>2,946</b>	<b>955</b>	<b>1,288</b>	<b>955</b>
<b>NET EXPENDITURE</b>	<b>27,515</b>	<b>26,401</b>	<b>27,827</b>	<b>27,443</b>
<i>COST PER '000 POPULATION</i>	<i>193</i>	<i>185</i>	<i>195</i>	<i>193</i>

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

Finance Manager: Mark Golden

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
COMMISSIONING AND CHILDREN'S SERVICES STRATEGY	2,055	2,764	3,112	3,896
LEGAL FEES	961	765	618	776
SOCIAL WORK TEAMS	3,983	3,938	3,867	3,985
EMERGENCY DUTY TEAM	344	338	325	338
AWAKEN / CATALYST TEAM	367	368	456	368
ADMINISTRATION	706	704	679	704
LOOKED AFTER CHILDREN OVER 12 INCLUDING LEAVING CARE	1,631	1,346	1,535	1,360
LOOKED AFTER CHILDREN UNDER 12 INCLUDING PERMANENCE	454	473	505	474
RESIDENTIAL HOMES	2,436	2,185	2,193	2,339
ADOPTION SERVICES	1,494	1,885	1,810	1,912
FOSTERING SERVICES	4,115	4,060	3,758	4,114
SPECIAL GUARDIANSHIP SUPPORT & RESIDENCE ORDERS	972	1,114	1,240	1,130
EXTERNAL PLACEMENTS	5,814	4,467	5,646	5,640
YOUTH OFFENDING TEAM	1,134	1,017	987	1,050
SAFEGUARDING AND REVIEW	1,049	977	1,096	1,009
CORPORATE SAVINGS TARGET	-	-	-	(1,652)
<b>NET EXPENDITURE</b>	<b>27,515</b>	<b>26,401</b>	<b>27,827</b>	<b>27,443</b>

**Notes:**

- 1) The division is responsible for ensuring the timely assessment of need for those children who are within the most vulnerable groups in Blackpool. The service aims to deliver timely and high quality services to the public and partner agencies within the legal framework laid down by government and with a suitably skilled and experienced workforce. All Local Authorities face high pressure on budgets and high cost services such as those for children in care are being reviewed and where possible and safe, reduced.
- 2) The Youth Offending Team is a statutory service working with young offenders in Blackpool, with a focus on prevention of offending and reoffending, protection of the public and safeguarding. The funding of the YOT is heavily influenced by central government allocations which have decreased year on year.
- 3) The Safeguarding, Quality and Review service is responsible for quality assurance of Children's Social Care and is delivered in accordance with a Quality Assurance Framework. The service includes a high quality Independent Reviewing Officer (IRO), Independent Safeguarding Chair, Local Authority Designated Officer service and Safeguarding Licensing Officer, management and administration of Blackpool Safeguarding Children Board, Voice of the Child including participation of Looked After Children and Quality Assurance.
  - a) The IRO has statutory duties under Children Act 1989, Section 25B (1) to ensure that the care plan for the looked after child fully reflects the child's current needs and that the actions set out in the plan are congruent with the local authorities' legal responsibilities towards the child. The role of the IRO is set out in the HM Government guidance The IRO Handbook, a statutory guidance for IROs and local authorities on their functions in case management and review for looked after children.
  - b) The core purpose of the Independent Safeguarding Chair is to promote the development of a quality child protection services to the children of Blackpool and to quality assure the work undertaken within children's social care and our partner agencies. Under section 18 of the Children Act 2004, it is the responsibility of the Director of Children's Services to ensure these Trusts have an effective child protection strategy. Working Together to Safeguard Children 2010, which was updated in March 2013 sets out the key roles and responsibilities with regard to Safeguarding Chairs and Local Safeguarding Children's Boards. This is the statutory guidance under which professionals within the Safeguarding, Quality and Review Service operate.
  - c) Working Together to Safeguard Children 2010, which was updated in March 2013 sets out the key roles and responsibilities of the Local Authority Designated Officer (LADO). The LADO oversee the cases in which it is alleged that a person who works with children has, behaved in a way that has harmed, or may have harmed, a child, possibly committed a criminal offence against children, or related to a child or has behaved towards a child or children in a way that indicates s/he is unsuitable to work with children. The LADO role is to ensure allegations are managed effectively and to ensure safeguarding children remains paramount and applies to paid, unpaid, volunteer, casual, agency and self-employed workers.
  - d) Blackpool Safeguarding Children Board oversees the child protection processes across the Blackpool partnership and is responsible for ensuring local services provided to children are effective and well co-ordinated. The Government sets out the duties of every Local Safeguarding Children Board (LSCB) in Working Together to Safeguard Children 2010, which was updated in 'Working Together to Safeguard Children (2013)'.
    - e) The Safeguarding Licensing Officer legal framework is the Licensing Act 2003 and Gambling Act 2005. The role of the Safeguarding Licensing Officer is to vet certain categories of licensing applications and to bring a safeguarding oversight, under the Licensing Act 2003. Applications can be from public houses, night clubs, off license premises, residential hotel/guest houses and late night take away premises. The role focuses on 'Operating Schedules' and information covering the licensing objective of protecting children from harm.
    - f) A Looked After Children's Engagement worker engages with children and young people looked after including care leavers, ensuring they are consulted on all matters affecting them and that their voice is heard and influences practice, service delivery and plans.



# CHILDREN'S SERVICES

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### GRANTS

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	777	27	27	27
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>777</b>	<b>27</b>	<b>27</b>	<b>27</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	88,067	59,990	59,182	59,989
RECHARGES	(5,908)	26	26	26
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>82,159</b>	<b>60,016</b>	<b>59,208</b>	<b>60,015</b>
<b>NET EXPENDITURE</b>	<b>(81,382)</b>	<b>(59,989)</b>	<b>(59,181)</b>	<b>(59,988)</b>
<i>COST PER '000 POPULATION</i>	<i>(571)</i>	<i>(421)</i>	<i>(415)</i>	<i>(421)</i>

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

**Finance Manager:** Mark Golden

**Notes:**

- 1) Dedicated Schools Grant (DSG) is the funding stream that supports the Schools Budget, which includes amounts that are devolved to schools through the Individual Schools Budget, together with centrally-retained pupil-related services.
- 2) The Local Services Support Grant (LSSG) replaced several centrally directed grants that ended in 2010-11. The majority of the grant was rolled into the Council's formula grant in 2013-14.
- 3) Education functions provided by local authorities are funded from the Education Services Grant (ESG). For 2015-16, the Council will receive £87 per pupil in relation to the pupils in schools maintained by the authority and £15 for each pupil in all schools and academies in respect of responsibilities retained for every pupil within our boundary.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
DEDICATED SCHOOLS GRANT	(79,305)	(57,821)	(57,820)	(57,820)
LOCAL SERVICES SUPPORT GRANT	(73)	(118)	(37)	(118)
EDUCATION SERVICES GRANT	(2,004)	(2,050)	(1,324)	(2,050)
<b>NET EXPENDITURE</b>	<b>(81,382)</b>	<b>(59,989)</b>	<b>(59,181)</b>	<b>(59,988)</b>

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# **PUBLIC HEALTH**

# PUBLIC HEALTH

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### SUMMARY

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<b>EXPENDITURE</b>				
EMPLOYEES	1,191	1,192	1,192	1,192
PREMISES	-	37	37	37
TRANSPORT	13	19	19	19
SUPPLIES AND SERVICES	3,451	40	40	40
THIRD PARTY PAYMENTS	12,704	13,514	13,514	15,065
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	343	3,144	3,144	3,144
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>17,702</b>	<b>17,946</b>	<b>17,946</b>	<b>19,497</b>
<b>INCOME</b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	17,665	17,946	17,946	19,497
<b>TOTAL INCOME</b>	<b>17,665</b>	<b>17,946</b>	<b>17,946</b>	<b>19,497</b>
<b>NET EXPENDITURE</b>	<b>37</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>COST PER '000 POPULATION</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

**BUDGET HOLDER:** Dr Arif Rajpura - Director of Public Health

**FINANCE MANAGER:** Mr Mark Golden

**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 which meet the 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.
- 7) From 1 October 2015, the Local Authority will take over responsibility from NHS England for commissioning (ie planning and paying for) public health services for children aged 0-5. This includes health visiting and Family Nurse Partnership (FNP) targeted services for teenage mothers). The Healthy Child Programme (HCP) is the national public health programme, based on best knowledge/evidence to achieve good outcomes for all children. The transfer of 0-5 commissioning will join-up that already done by the Local Authority, i.e. public health services for children and young people aged 5-19. This will enable joined up commissioning from 0 to 19 years old, improving continuity for children and their families.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PUBLIC HEALTH DIRECTORATE & CORPORATE SUPPORT	1,691	1,678	1,678	127
NHS HEALTH CHECKS & SCHOOL NURSING	1,331	1,562	1,562	1,562
TOBACCO CONTROL	532	723	723	723
MENTAL HEALTH & WELLBEING	447	609	609	609
SEXUAL HEALTH SERVICES	3,379	3,010	3,010	3,010
FALLS, PREVENTIONS & ACCIDENTS	182	150	150	150
SUBSTANCE MISUSE (DRUGS & ALCOHOL)	5,440	5,146	5,146	5,146
HEALTHY WEIGHT/HEALTHY LIVES	425	364	364	364
OTHER SCHEMES	575	978	978	978
MISCELLANEOUS PUBLIC HEALTH SERVICES	3,492	3,726	3,726	3,726
0-5 CHILDREN'S PUBLIC HEALTH COMMISSIONING	-	-	-	1,551
PUBLIC HEALTH GRANT	(17,457)	(17,946)	(17,946)	(17,946)
<b>NET EXPENDITURE</b>	<b>37</b>	<b>-</b>	<b>-</b>	<b>-</b>

# **BUDGETS OUTSIDE THE CASH LIMIT**

# BUDGETS OUTSIDE THE CASH LIMIT

## GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

### SUMMARY

FUNCTIONS OF SERVICE	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
TREASURY MANAGEMENT	12,039	15,052	13,374	14,503
PARKING SERVICES	(2,160)	(3,672)	(2,960)	(3,638)
GRANTS, DONATIONS & SUBSCRIPTIONS	526	439	439	193
HOUSING BENEFITS	1,297	1,654	1,662	1,653
COUNCIL TAX AND NNDR COST OF COLLECTION	456	672	669	349
SUBSIDIARY COMPANIES	(864)	(503)	(550)	(1,130)
INVESTMENT PORTFOLIO	1,649	1,467	1,530	1,476
CONCESSIONARY FARES	5,536	3,915	4,189	3,850
LAND CHARGES	(42)	(48)	(48)	(42)
EMPLOYERS PREVIOUS YEARS PENSIONS LIABILITY	-	2,821	2,821	2,821
NEW HOMES BONUS	-	(1,569)	(1,569)	(1,440)
CORPORATE SAVINGS TARGET	-	-	-	-
<b>NET COST OF SERVICES</b>	<b>18,437</b>	<b>20,228</b>	<b>19,557</b>	<b>18,595</b>
<i>COST PER '000 POPULATION</i>	<i>129</i>	<i>142</i>	<i>137</i>	<i>130</i>

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	853	819	816	826
PREMISES	1,318	1,255	1,418	1,279
TRANSPORT	48	31	23	33
SUPPLIES AND SERVICES	8,782	8,678	8,486	8,333
THIRD PARTY PAYMENTS	42	79	94	94
TRANSFER PAYMENTS	89,131	90,738	89,717	89,589
SUPPORT SERVICES	4,435	4,156	4,162	4,138
CAPITAL CHARGES	18,385	21,400	19,804	20,615
CORPORATE SAVINGS TARGET	-	-	-	(1,027)
<b>TOTAL EXPENDITURE</b>	<b>122,994</b>	<b>127,156</b>	<b>124,520</b>	<b>123,880</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	7,291	8,341	7,771	8,337
GOVERNMENT GRANTS	90,500	93,544	92,089	91,792
RECHARGES	3,385	3,764	3,764	3,503
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,381	1,279	1,339	1,653
<b>TOTAL INCOME</b>	<b>104,557</b>	<b>106,928</b>	<b>104,963</b>	<b>105,285</b>
<b>NET EXPENDITURE</b>	<b>18,437</b>	<b>20,228</b>	<b>19,557</b>	<b>18,595</b>

# BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016

## TREASURY MANAGEMENT

SUBJECTIVE ANALYSIS	2013/14	2014/15	2014/15	2015/16
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	157	270	270	277
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	367	353	353	337
CAPITAL CHARGES	15,274	18,414	16,736	17,616
CORPORATE SAVINGS TARGET	-	-	-	(14)
<b>TOTAL EXPENDITURE</b>	<b>15,798</b>	<b>19,037</b>	<b>17,359</b>	<b>18,216</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	163	35	35	34
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	3,385	3,764	3,764	3,503
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	211	186	186	176
<b>TOTAL INCOME</b>	<b>3,759</b>	<b>3,985</b>	<b>3,985</b>	<b>3,713</b>
<b>NET EXPENDITURE</b>	<b>12,039</b>	<b>15,052</b>	<b>13,374</b>	<b>14,503</b>
<i>COST PER '000 POPULATION</i>	<i>84</i>	<i>106</i>	<i>94</i>	<i>102</i>

Budget Holder: Mr Steve Thompson - Director of Resources

Chief Accountant: Mr 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 £95 million. The maturity profile and mix of fixed/variable rate debt chosen attempts to maximise the financial benefit, and minimise the financial risk, to the Council. In addition, Blackpool has a £20 million share of debt which is held by Lancashire County Council and which relates to assets acquired when Blackpool took Unitary status.
- 3) Investments (usually with retail banks, building societies, local authorities and other recognised banking institutions) are made when possible to place surplus funds. Priority is given to the security and liquidity of the investments. The highest rate of return (yield) is sought so long as this is consistent with the specified levels of security and liquidity.
- 4) The supplies and services budget includes debt management expenses. This comprises premiums on the early redemption of debt, commission to brokers, etc.
- 5) Capital charges represent the cost of maintaining debt financing, particularly the cost of interest payable to external providers of loan funding, and the cost of setting aside a provision for repaying that funding. The cost of loan charges relating to assets transferred from Lancashire County Council when Blackpool Council took Unitary status is also included. The 2015/16 Budget reflects the loan charges arising from the capital programme.
- 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 2016**  
**PARKING SERVICES**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	819	776	774	783
PREMISES	1,129	1,112	1,275	1,134
TRANSPORT	48	31	23	33
SUPPLIES AND SERVICES	185	261	241	262
THIRD PARTY PAYMENTS	42	79	94	94
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	180	114	113	101
CAPITAL CHARGES	536	103	103	103
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>2,939</b>	<b>2,476</b>	<b>2,623</b>	<b>2,510</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	4,947	6,147	5,570	6,147
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	152	1	13	1
<b>TOTAL INCOME</b>	<b>5,099</b>	<b>6,148</b>	<b>5,583</b>	<b>6,148</b>
<b>NET EXPENDITURE</b>	<b>(2,160)</b>	<b>(3,672)</b>	<b>(2,960)</b>	<b>(3,638)</b>
<b>COST PER '000 POPULATION</b>	<b>(15)</b>	<b>(26)</b>	<b>(21)</b>	<b>(26)</b>

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

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

**Notes:**

- 1) Parking Services manages over 20 surface pay & display car parks, as well as two multi-storey car parks. The team assists millions of car park users in the resort every year, as well as carrying out any enforcement activity which may be required. The service also has an administration team which carries out duties associated with the issuing 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 2016

### GRANTS, DONATIONS AND SUBSCRIPTIONS

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	520	429	429	429
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	6	10	10	8
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(244)
<b>TOTAL EXPENDITURE</b>	<b>526</b>	<b>439</b>	<b>439</b>	<b>193</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>526</b>	<b>439</b>	<b>439</b>	<b>193</b>
<i>COST PER '000 POPULATION</i>	<i>4</i>	<i>3</i>	<i>3</i>	<i>1</i>

Budget Holder: Mr Steve Thompson - Director of Resources / Carmel McKeogh - Deputy Chief Executive

Chief Accountant: Mr Phil Redmond

**Notes:**

- 1) The budget comprises financial assistance to national bodies, voluntary organisations and charitable bodies operating in the Blackpool area. It also includes subscriptions payable to national organisations such as the Local Government Association.

**BUDGETS OUTSIDE THE CASH LIMIT**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**HOUSING BENEFITS**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	743	912	466	511
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	89,099	90,685	89,685	89,500
SUPPORT SERVICES	1,465	1,418	1,418	1,404
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>91,307</b>	<b>93,015</b>	<b>91,569</b>	<b>91,415</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	90,010	91,361	89,907	89,762
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>90,010</b>	<b>91,361</b>	<b>89,907</b>	<b>89,762</b>
<b>NET EXPENDITURE</b>	<b>1,297</b>	<b>1,654</b>	<b>1,662</b>	<b>1,653</b>
<i>COST PER '000 POPULATION</i>	<i>9</i>	<i>12</i>	<i>12</i>	<i>12</i>

Budget Holder: Mrs Marie McRoberts - Assistant Treasurer Revenues, Benefits and Customer Services

Chief Accountant: Mr Phil Redmond

**Notes:**

- 1) Housing Benefits are paid to private tenants in the form of rent allowances. 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 2016**  
**COUNCIL TAX AND NNDR COST OF COLLECTION**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	1,618	30	52	52
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	2,292	2,208	2,208	2,223
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>3,910</b>	<b>2,238</b>	<b>2,260</b>	<b>2,275</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	483	500	480	501
GOVERNMENT GRANTS	490	614	613	590
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,481	452	498	835
<b>TOTAL INCOME</b>	<b>3,454</b>	<b>1,566</b>	<b>1,591</b>	<b>1,926</b>
<b>NET EXPENDITURE</b>	<b>456</b>	<b>672</b>	<b>669</b>	<b>349</b>
<b>COST PER '000 POPULATION</b>				
	3	5	5	2

**Budget Holder: Mrs Marie McRoberts - Assistant Treasurer Revenues, Benefits and Customer Services**

**Chief Accountant: Mr 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) took effect from 1st April 2013. Under this scheme the Government introduced a new 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 2015/16 CTRS applies a reduction of 27.11% (27.11% in 2014/15) to the support provided to Working Age claimants. 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 2016**  
**SUBSIDIARY COMPANIES**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	27	35	34	35
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	53	-	60
SUPPORT SERVICES	15	7	13	12
CAPITAL CHARGES	256	664	666	675
CORPORATE SAVINGS TARGET	-	-	-	(650)
<b>TOTAL EXPENDITURE</b>	<b>298</b>	<b>759</b>	<b>713</b>	<b>132</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	662	662	662	662
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	500	600	601	600
<b>TOTAL INCOME</b>	<b>1,162</b>	<b>1,262</b>	<b>1,263</b>	<b>1,262</b>
<b>NET EXPENDITURE</b>	<b>(864)</b>	<b>(503)</b>	<b>(550)</b>	<b>(1,130)</b>
<b>COST PER '000 POPULATION</b>				
	(6)	(4)	(4)	(8)

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

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

**Notes:**

- 1) Included within this budget head are the costs to the Council in support of services provided by its subsidiary companies.
- 2) In July 2004 the Council sold Blackpool Airport Limited. After that date the Council became no longer responsible for any new liabilities arising from the Airport, resulting in subsidy savings to the General Fund. The only costs charged to this budget are residual pension costs.
- 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.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
AIRPORT	2	5	4	8
BTS	(442)	(536)	(535)	(936)
SANDCASTLE WATERPARK	(424)	28	(19)	(202)
<b>NET EXPENDITURE</b>	<b>(864)</b>	<b>(503)</b>	<b>(550)</b>	<b>(1,130)</b>

**BUDGETS OUTSIDE THE CASH LIMIT**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**INVESTMENT PORTFOLIO**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL	2014/15 ADJUSTED CASH LIMIT	2014/15 FORECAST OUTTURN	2015/16 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	7	8	8	8
PREMISES	188	143	143	145
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	57	24	24	24
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	23	1	1	7
CAPITAL CHARGES	2,319	2,219	2,299	2,221
CORPORATE SAVINGS TARGET	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>2,594</b>	<b>2,395</b>	<b>2,475</b>	<b>2,405</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	908	888	904	888
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	37	40	41	41
<b>TOTAL INCOME</b>	<b>945</b>	<b>928</b>	<b>945</b>	<b>929</b>
<b>NET EXPENDITURE</b>	<b>1,649</b>	<b>1,467</b>	<b>1,530</b>	<b>1,476</b>
<b><u>COST PER '000 POPULATION</u></b>				
	<b>12</b>	<b>10</b>	<b>11</b>	<b>10</b>

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

Finance Manager: Mark Golden

Notes:

- 1) The Council holds a strategic Investment Portfolio which is used to support the Council's revenue budget. The Portfolio is made up of various commercial premises and land.

**BUDGETS OUTSIDE THE CASH LIMIT**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**CONCESSIONARY FARES**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	1	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	5,478	3,878	4,148	3,932
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	65	41	41	36
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(118)
<b>TOTAL EXPENDITURE</b>	<b>5,544</b>	<b>3,919</b>	<b>4,189</b>	<b>3,850</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	8	4	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>8</b>	<b>4</b>	<b>-</b>	<b>-</b>
<b>NET EXPENDITURE</b>	<b>5,536</b>	<b>3,915</b>	<b>4,189</b>	<b>3,850</b>
<b>COST PER '000 POPULATION</b>	<b>39</b>	<b>27</b>	<b>29</b>	<b>27</b>

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

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

**Notes:**

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

The entitlements :-

**Elderly**

Holders of Elderly NoWcards:

- English National Concession\*
- Off Peak free travel on Blackpool Trams for Blackpool residents

**Disabled**

Holders of Disabled NoWcards issued by Blackpool:

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

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

**BUDGETS OUTSIDE THE CASH LIMIT**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2016**  
**LAND CHARGES**

SUBJECTIVE ANALYSIS	2013/14 ACTUAL £000	2014/15 ADJUSTED CASH LIMIT £000	2014/15 FORECAST OUTTURN £000	2015/16 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	24	53	35	25
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	32	-	32	29
SUPPORT SERVICES	22	4	5	10
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(1)
<b>TOTAL EXPENDITURE</b>	<b>78</b>	<b>57</b>	<b>72</b>	<b>63</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	120	105	120	105
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>120</b>	<b>105</b>	<b>120</b>	<b>105</b>
<b>NET EXPENDITURE</b>	<b>(42)</b>	<b>(48)</b>	<b>(48)</b>	<b>(42)</b>
<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>(0)</i>	<i>(0)</i>	<i>(0)</i>

**Budget Holder: Mr Steve Matthews - Head of Strategic Housing**

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

**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.

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Blackpool Council Budget 2015/16

SERVICE BUDGET SAVINGS TARGETS SUMMARISED BY DIRECTORATE

DIRECTORATE	CALCULATED SAVINGS £'000s
Corporate	2,745.4
Adult Services	4,716.5
Places	1,832.4
Chief Executive	15.1
Children's Services	4,132.0
Governance and Regulatory Services	306.0
Deputy Chief Executive	792.6
Community and Environmental Services	3,889.1
Outside the Cash Limit	1,027.0
Public Health	1,550.0
Resources	1,729.9
Contribution from earmarked reserve	2,500.0
	<u>25,236.0</u>

Appendix 2

Ref	DEPARTMENT	SERVICE AREA	Service Description	2015/16		Proposal	
				Service Priority	Total 2015-16 Savings		
						£000s	
1	Corporate	Council-wide	Inflation			740.4	Impact of lower than planned inflationary pressures
5	Corporate	CLT	Reduction in CLT - removal of 1 post in 2014/15 & 2015/16			100.0	Reduction in staffing in the Corporate Leadership Team
6	Corporate	Council-wide	Housing Revenue Account			350.0	Review Service charge to the HRA
6a	Corporate	All	Corporate Postage re - tendering			100.0	£100k saving to be top sliced off Directorates supplies and services - postage budgets
14a	Corporate	Various	Specific Capital receipts			640.0	One-off displacement of revenue maintenance budget
15	Corporate	Various	Efficiencies from integrated partnership working			500.0	Proposal: Already delivered as full year effect saving of prior year initiatives.
16	Corporate	Council-wide	Contingency			315.0	Reduced contingency
<b>Corporate Total</b>						<b>2,745.4</b>	
17	Adult Services	Adults Social Care Strategic Management	Adults Services Management & Support Costs	4		9.0	Absorb some additional work as a result of the Care Act within existing service
18	Adult Services	Social Work Department - SSD	Provides, assessment, review, safeguarding and care management service for adults, carers and families, aged over 65 or with a disability or vulnerability which impairs ability to manage day to day activities or leaves them vulnerable to harm or exploitation. Facilitates appropriate support and services for individuals following an assessment of need. Responsible for reviewing adult care packages with a view to cost efficiencies and developing personalisation agenda. Also undertaking Mental Capacity Assessments and Deprivation of Liberty assessments	1		15.0	
19	Adult Services	SCPU - Purchasing Unit	Responsible for identifying and commissioning service responses to meet assessed social care needs and ensuring costs appropriately calculated and recorded to ensure payment of providers and assessment of client contributions by colleagues within the Social Care Benefit Team	3		5.8	
20	Adult Services	Admin - Social Care	Providing administrative support in the form of answering the phones, filing, typing, dealing with customer queries, minuting meetings ensuring smooth office support function	3		10.0	
21	Adult Services	Hospital Discharge - Social Care	Provides assessment of support required to facilitate a safe discharge for adults aged over 65 or those with a disability which impairs their ability to manage activities of day to day living and/or leaves them vulnerable to harm or exploitation.	3		10.0	
22	Adult Services	Review Team - Social Work	Carries out assessments of existing care packages with concentration on the most costly. Following assessment each individual is paced on a personalised package of care including being offered a personal budget.	1		-	

Ref	DEPARTMENT	SERVICE AREA	Service Description	2015/16		Proposal
				Service Priority	Total 2015-16 Savings £000s	
23	Adult Services	Learning Disabilities Team	Provides assessment, review and safeguarding to all individuals managed within the team. Following assessment and in line with the FACs criteria relevant services are commissioned, this may include day activities, home support and residential support.	3	14.0	
24	Adult Services	Recovery Team - Mental Health	Provides support to individuals with mental health problems who are settled in terms of their mental health but still require some monitoring and support. Aims of the service are to introduce to community led resources and eventual discharge from mental health services.	3	15.0	
25	Adult Services	CCTT - Complex Care Treatment Team - Mental Health	Assessments, statutory interventions and reviews of individuals with the most complex and challenging mental health problems. High level of safeguarding activities undertaken. Some commissioned services evident but in low numbers. Large emphases on risk management and monitoring.	3	20.0	
26	Adult Services	MH Older Adults team	Assessments reviews and safeguarding undertaken. On-going support offered to people over the age of 65. High levels of safeguarding activities and incidences of high level of commissioning including Domiciliary care and Residential Care.	3	15.0	
27	Adult Services	Mental Health Primary Care	first point of access into mental health services, assessments of needs undertaken and either short term support undertaken or transfer to an alternative service that can monitor and meet mental health needs in the longer term.	3	3.1	
28	Adult Services	Care & Support Strategic Management	Adults Services Management & Support Costs	4	3.1	
29	Adult Services	Highfield Adult Day Services	Provision of structured day care and day time carer respite to older adults unable to access community facilities independently		24.0	Proposal: Establish whether there is another provider in the market able and willing to provide the service at a lower cost than the current service – consistent with the costs of existing externally contracted services.
30	Adult Services	Coopers - Learning Disability Respite Service	Provision of residential respite to adults with Learning Disabilities who have complex and/or challenging needs	1	11.2	Coopers Way reduced and redesigned in 2013/14, with reductions in days of operation, hours of operation, and staffing

Appendix 2

Ref	DEPARTMENT	SERVICE AREA	Service Description	2015/16		Proposal
				Service Priority	Total 2015-16 Savings	
					£000s	
32	Adult Services	Hoyle @Mansfield, Phoenix, Gloucester, Primary Night Care	Provision of residential respite and emergency short term placements to older adults and people with disabilities or otherwise vulnerable For adults with severe and enduring Mental health problems: Residential Crisis Unit / respite, to prevent hospital admission/ residential care and prevent breakdown of independent living or informal care arrangements. Residential long term rehab unit promoting skills for independent living/social inclusion in a structured environment for people unable to be managed within supported living due to risk factors or their illness. Funded by health. Short to medium term rehabilitation for adults with severe and enduring mental health problems in a supported living setting.	1	353.3	Proposal: Service review during the year to establish whether or not there is a viable alternative lower-cost way to deliver outcomes for people using these services, including whether there are other providers able and willing to provide the service and/or whether there are alternative models of service. Exact timescale for review to be set during the year depending on circumstances and workloads. Contribution to commissioning savings
36	Adult Services	Palmer Supported Tenancies - Mental Health Service	Support to individuals with severe and enduring mental health problems, living in the community in shared housing. Provision to prevent hospital admissions and residential care, 24/7 support.	5	100.0	Service ceased during 2013/14 – provision from within existing market spare capacity; Remove any residual budget as it is no longer required
38	Adult Services	Supported living - Complex	Personal care and support to adults with Learning Disabilities whose needs are complex by virtue of their disability or their health condition, or a combination of both. Support provided in the community in shared housing. Provision to prevent residential / institutional care. 24/7 support.	3	250.0	Proposal: Cease Council provision of a Supported Living (Complex) service and support tenants to select an alternative provider from among the externally contracted providers on the Council's framework, different way of receiving support, or a different method of support / alternative means of meeting their needs.
39	Adult Services	Geldoff - Complex Condition Service	Personal care and support in a supported living setting in purpose built adapted accommodation for people with physical disabilities or Acquired Brain Injury.	5	58.0	Service ceased during 2013/14 – provision from within existing market spare capacity. Remove any residual budget as no longer required.
40	Adult Services	Langdale - Learning Disability Day Service	Structured day care and development programmes in a range of settings for adults with learning disabilities, including personal care and support for people with complex physical health needs. Provides daytime respite for informal carers.	1	16.9	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc

Ref	DEPARTMENT	SERVICE AREA	Service Description	2015/16		Proposal
				Service Priority	Total 2015-16 Savings	
					£000s	
44	Adult Services	Homecare	24 hr. provision 7 days per week to individuals assessed as needing care provision. Provides emergency and urgent response home care for up to 7 days, reablement at home to improve independence and reduce reliance on services for up to 6 weeks. Primary Night Care, and End of Life Care. Supports the lifting service at Vitaline when personal care is required following a fall at home. Supports the EDT service when personal care is required in an out of hours emergency.	4	124.7	Proposal: Cease provision of a Blue Light care as a separate service and move to full cost recovery for End of Life Care, which is fully commissioned by Health. Participate in the whole-system Health and Social Care review of residential and community Intermediate Care that is beginning.
45	Adult Services	Arc - Intermediate Care Residential Unit	Residential Assessment and Rehabilitation Centre staffed by health and social care professionals providing up to 6 weeks of intensive intermediate care to maximise independence and gain / relearn independent living skills either to help with timely hospital discharges / recovery or to prevent unnecessary hospital admission.	3.00	70.00	Proposal: Review terms and conditions arrangements with the trades unions and staff. Participate in the whole-system Health and Social Care review of residential and community Intermediate Care.
46	Adult Services	Vitaline	Provides 24/7 monitoring and emergency response service to vulnerable adults within the community via telecare and other technologies. Provides a response service for out of office hours and a falls/lifting service to avoid ambulance call outs and admissions to hospital for uninjured fallers. Provides the Council's out of hours call handling and response service, and support to the Council's 24/7 staff, as well as being the key point of information flow and activation for the Major Emergency Plan.	1	12.9	<b>46A</b> - Introduce a fee for Vitaline units provided as an add-on to a Social Care package, in line with the fee for private subscribers (c£4.50 a week).
					10.0	<b>46B</b> - Additional option B: Increase fee for all private Vitaline units by 50p
51	Adult Services	Physical Disability/Sensory - Statutory Packages of Care	Physical Disability / Sensory Impairment: Other client category – statutory packages of care; Other vulnerable adults – statutory packages of care; Carers – statutory packages of care; Mental Health needs – statutory packages of care; Learning Disability – statutory packages of care; Substance misuse – statutory packages of care; Child Health commissioning. Note that some of the in house provider savings contribute to this line	3	200.0	Proposal: Retain existing levels of staffing in most areas, to deliver commissioning reviews across Children's and Adults Services. Review and enhance Provider Management function. Reduction in management support posts from 1.5 to 1. Contribution to commissioning savings.
52	Adult Services	Other Client Category - Statutory packages of Care		3	0.0	
53	Adult Services	Other Vulnerable Adults - Statutory Packages of Care		3	0.0	
54	Adult Services	Carer - Statutory Packages of Care		3	109.5	

Ref	DEPARTMENT	SERVICE AREA	Service Description	2015/16		Proposal
				Service Priority	Total 2015-16 Savings	
					£000s	
55	Adult Services	Mental Health Needs - Statutory Packages of Care		3	0.0	
56	Adult Services	Learning Disability - Statutory Packages of Care		3	-150.0	
57	Adult Services	Substance Misuse - Statutory Packages of Care		3	0.0	
58	Adult Services	Child Health Commissioning			0.0	
59	Adult Services	Housing Related Support	Housing Related Support	4	491.3	Implementation of the new housing related support contract
60	Adult Services	Housing Related Support	Housing Related Support		37.0	Implementation of the new housing related support contract
63	Adult Services	Various	Collaborative efficiencies		2,100.0	Proposal: Already delivered as full year effect saving of prior year initiatives.
64	Adult Services	Departmental Management	Adults & Children's Services Management & Support Costs	4	120.0	Reduction in Senior Management
65	Adult Services	Business Support & Resources	Provides business support across Adult Services and Children's Services, as well as some aspects for Public Health. Functions include handling complaints and enquiries, Secretarial support, Administrative support/Project support/department wide initiatives, school funding, Adult Services Financial Policy & Practices and Direct Payments.	4	23.6	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
	Adult Services	Various	Various		134.1	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
65a	Adult Services	Various	Better care fund efficiencies		500.0	Proposal: Explore further options for closer integration between Health and Social Care in accordance with the requirements of the Better Care Fund.
66	<b>Adult Services Total</b>				<b>4,716.5</b>	
72	Places	Housing Options	Delivers council's statutory responsibilities in relation to homelessness and allocations. Prevent homelessness. Administer housing allocation policy and housing register and nomination agreement between council and Registered Social Landlords.	4	200.0	Delivering Services differently in strategic housing and planning teams as a result of the establishment of the new private sector housing company
73	Places	Strategy	Developing and delivery of the Council's housing strategy framework, enabling new housing delivery inc. affordable housing and leading neighbourhood regeneration and establishing Selective Licensing.	1	204.0	
74	Places	Planning Policy	3 statutory functions: Local plan; planning applications; building control. - developing planning policy - providing advice - safety/quality of the built environment.	4	152.0	
75	Places	Dev. Control (Planning Apps)		4	-	

Ref	DEPARTMENT	SERVICE AREA	Service Description	2015/16	Total 2015-16 Savings	Proposal
				Service Priority	£000s	
80	Places	P/ships & Business Dev.	Development of private sector engagement/partnerships across Council. Relationship management between Blackpool, Fylde and Wyre Economic Development Co and Blackpool Marketing Co. Extensive corporate project support services including business planning, project/budget monitoring, communication with key stakeholders.	4	51.0	Reduction of data gathering activity
81	Places	Arts Development	Delivers arts activities employing the creative industries and participation opportunities for local community. Also includes support for Grundy Art Gallery and Grand Theatre. Current budget is used to bring in significant sums of external funding.	1	33.1	Review of the Arts and Heritage spend including grants, staffing and exploring future options for the Grundy Art Gallery
82	Places	Grundy Art Gallery	Grundy Art Gallery	1	140.0	
83	Places	Heritage	Develops and delivers range of community heritage projects; oversees care and development of the historic collections and archives; provides advocacy for Blackpool's heritage at local and national level. Also manages the Schools Cultural Programme which offers a range of high quality cultural opportunities for Blackpool schools.	1	1.3	
84	Places	Cultural Services Divisional Overheads	Divisional Overheads	1	123.0	
85	Places	Library Services	Provides free, universal, statutory reading, information and learning services, including PC access, via 8 community libraries, and a programme of supportive activity.	1	10.0	
86	Places	Economic Development	Co-ordinate support to new and existing businesses; personalised services for long-term unemployed residents. Includes operational budget for Blackpool, Fylde & Wyre Economic Development Company.	1	153.0	Staff saving & other efficiencies.
87	Places	Illuminations	World famous Blackpool tourist attraction bringing 3.5m visitors in annually with an associated spend of £275m benefiting the Blackpool economy.	4	314.0	Increased income targets whilst reviewing operational costs to maximise efficiencies
88	Places	Visit Blackpool / M'k'ing Co.	Delivers on behalf of the Blackpool Marketing Company the resort's destination strategy, marketing, events, visitor information and sponsorship for a visitor economy that is worth £1bn a year and supports 20,000 local jobs.	3	336.0	Deletion of vacant posts and reduction in events and marketing budget.
92	Places	Various	Various		115.0	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
95	<b>Places Total</b>				<b>1,832.4</b>	
96	Chief Executive	Chief Executive	Includes the Chief Executive and 4 support staff	3	15.1	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
97	<b>Chief Executive Total</b>				<b>15.1</b>	
100	Children's Services	Early Years	Early Years team monitors, challenges and intervenes regarding standards in Early years settings.		70.0	Reduction in Senior Management post

Ref	DEPARTMENT	SERVICE AREA	Service Description	2015/16	Total 2015-16 Savings	Proposal
				Service Priority	£000s	
117	Children's Services	School Improvement Officers	Provide monitoring, challenge, intervention and support to all schools regarding statutory duties around attendance, admissions, and improving educational outcomes for children.	3	24.4	Review service provision for school improvement services
118	Children's Services	Statutory Intervention in Schools	This funding is used to deliver action plans where schools are judged to require Special Measures or to have Serious Weaknesses by Ofsted.	5	194.5	Review service provision for school improvement services
121	Children's Services	CWAN - SEN Central Team	Deals with statutory management of special educational needs, including associated administration. Interacts with parents, deals with allocations and review of all statements for pupils in special and mainstream schools.	3	80.0	Review commissioning arrangements
125	Children's Services	CWAN - CWD Social Work Team	CWAN - CWD Social Work Team, a front line social work team supporting children with disabilities	4	70.0	Review service provision
127	Children's Services	Ed Diversity - Central budget	The only non-DSG-funded element of this budget relates to transport and covers transport to out of borough special schools and the PRU.	4	90.2	Review service provision
132	Children's Services	Pupil Welfare and Attendance	The Pupil Welfare Team carry out statutory duties around school attendance. The team supports schools and families in challenging and supporting attendance strategies.	4	75.0	Review service provision
135	Children's Services	Targeted Youth Services	This team have been part of the drive in reducing the number of first time entrants into offending (47% reduction). Workers support young people at risk of offending behaviour and other risk factors. The team have achieved a 49% increase in school attendance for those young people they supported in school and any reduction could mean an increase in young people requiring statutory interventions at Tier 4.	3	215.4	Implement a different model of delivery



Appendix 2

Ref	DEPARTMENT	SERVICE AREA	Service Description	2015/16		Proposal
				Service Priority	Total 2015-16 Savings £000s	
138	Children's Services	NEET (post-16)	Statutory requirement to encourage, enable and assist young people's participation in education or training up to the age of 19. Service significantly cut by 52% in 2011. Only 10 staff remaining working with 500 16 - 18 NEETS. Care leavers, young offenders, learning disabilities, homeless - expanded to work with 19 - 24 yr. olds as over 1,500 in Blackpool (highest in NW). Instrumental in supporting youthability hub for 16 - 24s unemployed - first in country. Also secured £360k external income in 2 years. If cut unemployed and vulnerable young adults at risk along with ability to draw in external income.	4	43.2	To reduce number of employees and thus reduce service provision.
139	Children's Services	Early Years Team	Ensures statutory compliance with the Duties in Childcare Act 2006. Administers the early education and childcare grants for 2, 3 and 4 year-olds. Provides advice, support and guidance to early years practitioners re professional development and training and supports the early years professional status. Provides the statutory requirement for a Family Information Service.	3	55.3	Reduction in Senior Management post
141	Children's Services	Nursery Provision	Based in the wards with the highest IMD, our nursery provision provides a range of services including access to Midwives, speech and language, basic skills training and support to vulnerable families. Hosts a range of front line provision which would not be available without links to CCs and a base for a number of partner organisations, including health, to deliver from the community.		620.0	Review nursery provision and delivery models in light of current need across the sector
143	Children's Services	Families in Need - Parenting	Provides a range of parenting support programmes for parents of children and young people 0-19years. The team is key to Blackpool's Early Help strategy, Getting It Right for Every Blackpool Child and Family	3	25.0	Part of Families In Need commissioning review.
149	Children's Services	Specialist Commissioning & Training	Specialist Commissioning & Training funding, supports the work of the Specialist team		45.0	Reduction in Senior Management post
150	Children's Services	Commissioning Reviews	Commissioning Reviews of teams as described on other lines	4	460.0	Reviews to commence in YOT / safeguarding support / children's admin / families in need team and school transport
166	Children's Services	External Placements	Funding for Looked After Children in External Placements.	4	500.0	Review of social work processes and procedures with a view to increased efficiency
169	Children's Services	Legal Fees	Legal Fees - external counsel costs. Co-located team creating efficiencies	4	80.0	Reduction in activity

Ref	DEPARTMENT	SERVICE AREA	Service Description	2015/16		Proposal
				Service Priority	Total 2015-16 Savings £000s	
170	Children's Services	Children's Safeguarding	Safeguarding and Quality Assurance Team	3	23.8	Commissioning review
171	Children's Services	Youth Offending Team	Statutory service working with young offenders in Blackpool. Focus on prevention of offending and reoffending, protection of the public and safeguarding.	3	53.2	Right sizing the Youth Offending team to meet current needs
178	Children's Services	Connexions	Connexions / positive steps		400.0	Review synergies between the positive steps and connexions services
	Children's Services	Various	Various		107.0	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
179a	Children's Services	Various	Collaborative efficiencies		900.0	Proposal: Already delivered as full year effect saving of prior year initiatives.
180	<b>Children's Services Total</b>				<b>4,132.0</b>	
	Governance & Regulatory Services	Area Forums	Area Forum Budgets	5	157.0	Cease Area Forum budgets
187	Governance & Regulatory Services	Democratic Services	Provides comprehensive support and advice to support the Mayor & Members of the council and organises all Executive, Council and Committee meetings.	4	33.0	Staffing and efficiency savings

Ref	DEPARTMENT	SERVICE AREA	Service Description	2015/16	Total 2015-16 Savings	Proposal
				Service Priority	£000s	
189	Governance & Regulatory Services	Cemeteries & Crematorium	Layton and Carleton cemeteries & Carleton crematorium.	2	80.0	Some increase in fees & charges and greater choice of service offers being explored
192	Governance & Regulatory Services	Various	Various	3	36.0	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
193	<b>Governance &amp; Regulatory Services Total</b>				<b>306.0</b>	
194	Deputy Chief Executive	Department Support	Communication of corporate priorities, support to HR department	4	37.8	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
195	Deputy Chief Executive	Health & Safety	Health & Safety services to clients and schools	4	43.5	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
196	Deputy Chief Executive	HR & Organisational Dev.	HR & Organisational Dev. support to the Council	4	242.5	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
198	Deputy Chief Executive	Pay, Equality & Policy	HR policy support to managers, employee and community groups	4	21.9	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
200	Deputy Chief Executive	Policy, communications and corporate engagement	Provides corporate research and policy support to the organisation. Manages the public relations, marketing and engagement functions for the whole organisation	4	79.9	General efficiencies including increased income targets, reduction in supplies and services spend etc
201	Deputy Chief Executive	Neighbourhood Engagement	Provides neighbourhood level engagement support	4	102.0	Cessation of the neighbourhood engagement services and absorption of the key work into the corporate engagement service
203	Deputy Chief Executive	ICT	Provision of corporate infrastructure application delivery, support and desk top management.	4	265.0	General efficiencies including removal of posts, increased income targets, reduction in supplies and services spend etc
204	<b>Deputy Chief Executive Total</b>				<b>792.6</b>	

Ref	DEPARTMENT	SERVICE AREA	Service Description	2015/16		Proposal
				Service Priority	Total 2015-16 Savings	
					£000s	
208	Community and Environmental Services	Capital Property	Delivery of corporate projects from inception to completion.	1	35.4	Review of property and estates management
209	Community and Environmental Services	Street Lighting PFI	This relates to the 25 yr. street lighting PFI contract the council entered into with community lighting partnerships in 2009/10.	1	200.0	Contractual savings
210	Community and Environmental Services	Public Protection	Public Protection	3	110.0	Operational efficiencies which will result in staffing reductions
211						
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227	Community and Environmental Services	Commercial Waste	Commercial Waste service for collection and disposal of business waste.	3	30.0	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
229	Community and Environmental Services	Household Waste Recycling Centre	Bristol Avenue running costs	3	40.6	Efficiencies resulting from restructuring of Waste Services
233	Community and Environmental Services	Waste PFI	Partnership with LCC to reduce landfill and increase recycling	1	2,150.0	Contractual Savings
234	Community and Environmental Services	Street Cleaning	Frequent cleansing of streets, gullies, car parks and other public areas. & Neighbourhood & Environmental Action Team	1	200.0	Operational efficiencies which will result in staffing reductions

Ref	DEPARTMENT	SERVICE AREA	Service Description	2015/16		Proposal	
				Service Priority	Total 2015-16 Savings		
						£000s	
235	Community and Environmental Services	Parks Service	Management of the town's largest municipal park.	3	381.0	Operational efficiencies which will result in staffing reductions	
236	Community and Environmental Services	Catering Services	Provision of meals to primary, secondary and special schools.	2	26.0	Operational efficiencies which will result in staffing reductions	
237	Community and Environmental Services	Leisure Management Staffing	Leisure Senior Management staff	2	150.0	Generate additional income through service and business development	
242	Community and Environmental Services	Highways Maintenance	Maintenance and repair of the highway infrastructure i.e. carriageway and footway: surface, ironwork, kerbing, lining.	1	200.0	Operational efficiencies which will result in staffing reductions	
251	Community and Environmental Services	Trading Services	Trading Services	4	100.0	Review of Trading Services	
	Community and Environmental Services	Various	Various		215.1	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc	
252	Community and Environmental Services	Public Conveniences	Provision, operation and maintenance of public facilities to visitors and locals.	3	51.0	Contractual savings	
253	<b>Community and Environmental Services Total</b>					<b>3,889.1</b>	
256	Outside the Cash Limit	Grants, Donations & Subs.	Financial assistance to national bodies, voluntary organisations etc	1	244.0	The final removal of voluntary grants	
260	Outside the Cash Limit	Subsidiary Companies	Cost to the Council in support of its companies	4	650.0	Additional income from the Council's wholly owned companies	
	Outside the Cash Limit	Various	Various		133.0	General efficiencies and contract savings	
266	<b>Outside the Cash Limit Total</b>					<b>1,027.0</b>	
279	Public Health	Public Health Directorate Contracts	Contingency Reserve	1	350.0	Contract Savings	
281	Public Health	Public Health Directorate Contracts	Savings from internal Public Health Reviews and commissioning reviews including anticipated in year tender savings	1	700.0	Contract Savings	
284a	Public Health	Public Health Grant	Public health 2014/15 £1m budget underspend. £500k used in 2014/15 hence £500k available non-recurrently for 2015/16		500.0	General efficiencies	
285	<b>Public Health Total</b>					<b>1,550.0</b>	

## Appendix 2

Ref	DEPARTMENT	SERVICE AREA	Service Description	2015/16		Proposal
				Service Priority	Total 2015-16 Savings	
					£000s	
287	Resources	Project Team	Covers professional support to key Council projects. Developing improvements to back office activities to reduce costs. Supporting the priorities covered by the LSP Financial Inclusion Strategy (Credit Union, Advice Link)	4	48.1	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
289	Resources	Customer First / Post Room	Various	4	16.2	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
290	Resources	Stores	The management of the Layton Depot Stores department	4	30.0	Contractual and staffing savings
292	Resources	Revenues	Billing collection and recovery of Council Tax & Business Rates (Blackpool & Fylde)	3	38.0	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
293	Resources	Benefits	Housing and Council Tax Benefit Administration. Financial assessments for adult care provision, collection of charges. Payments to care providers. Free School meal awards. Housing and Council Tax Benefit Administration (Blackpool and Fylde).	4	169.8	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
294	Resources	Transactional Services	Comprises the Corporate Debt Team - collection and recovery from debt defaulters. Cashier service – process cash and cheque payments. Corporate Creditor Team - Payment of invoices and central control of creditor payments.	4	47.5	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
296	Resources	Legal Services	Provides advice, delivery and representation to the Council, its Companies and Schools.	3	52.7	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
299	Resources	Accountancy	Ensures compliance with regulatory accounting requirements and provides financial advice within the Council.	4	153.8	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
301	Resources	Risk Services	An independent appraisal and support function regarding internal controls, risk & insurance, fraud & investigations and Civil Contingencies Act requirements.	3	97.9	General efficiencies including removal of vacant posts, increased income targets, reduction in supplies and services spend etc
302	Resources	Asset & Estates	Responsible for Land and Property Portfolio (including Key Leisure Assets), providing properties which are fit for purpose, comply with legislation, are environmentally sustainable and appropriately maintained. Includes responsibility for statutory school organisation functions.	4	275.9	Review of property and estates management including the sale of property assets
311	Resources	Portfolio Management	New Saving for 2015/16 Management Review	-	800.0	Review of property and estates management including revenue consequences of the sale of property assets
312	<b>Resources Total</b>				<b>1,729.9</b>	
312A	<b>Contribution from Earmarked Reserves</b>				<b>2,500.0</b>	
313	<b>Grand Total</b>				<b>25,236.0</b>	

**Blackpool Council**  
**Equality Analysis (EA) (formally Equality Impact Assessment)**  
**Record Form**

Department: Deputy Chief Executive's Department

Date of proposals: February 2015

Committee: Executive/ Full Council

1. What is the aim and purpose of the proposals?

To approve the General Fund Revenue Budget 2015/2016.

2. Please outline any proposals being considered.

**The purpose of this equality analysis is to:**

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

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

**Background and legal context**

The Council has a statutory responsibility under Equality Law<sup>1</sup>, known as "Public Sector Duty" "to examine and analyse the impacts on equality issues on all related decisions. This is set within the context of our overarching requirement under Equality law, as a designated public authority to have "due regard" to the need to –

- **Eliminate discrimination, harassment, victimisation and other prohibited conduct**
- **Advance equality of opportunity**
- **Foster good relations between different (defined) groups<sup>2</sup>**

**Council commitment to Equality and Diversity**

The Council's priorities and commitments are published in two key publications a). The Equality Objectives b) The Council Plan 2013-15

<sup>1</sup> Public Equality Duty is set out in section 149 of the Equality Act 2010,

<sup>2</sup> As abbreviated from section 149 of the Equality Act 2010, summarising the (General) Public sector equality Duty

Both these documents describe the importance of this agenda to the Council and set out four overarching Objectives<sup>3</sup>

The Council monitors and evaluates its work to advance all these objectives. Copies of a recent performance review report (dated December 2014) are available on request.

### **The Councils approach to Equality Analysis of the 2015-16 Budget proposals**

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

This is in recognition of the complex effect on service users, staff, citizens and visitors of these decisions.

This involves a number of elements including the following :

- Briefings for key decision makers , at both Elected Member (Executive) and Senior Officer levels, on the Public Sector Equality duty and the implications for decision making.
- Meetings with each Chief Officer to undertake high level equality impact screening of all key departmental budget proposals – prior to formal consultation processes.
- Briefing and Training for Senior Departmental Equality representatives, Service Accountants and HR Advisors to ensure they can support their managers and departments in approaching the Equality Analysis of budget related proposals.
- Service level assessments of the expected and known impact of service reduction proposals on key equality groups/ protected characteristics commissioned by Senior Managers responsible for the services. This work includes examining the potential to mitigate the negative effects of these decisions, and the initiation of appropriate levels of consultation with service users and others affected.
- Detailed advice, guidance and Pro forma paperwork for all key decision makers involved in the budgetary decision process. This guidance paperwork is also available upon request.

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<sup>3</sup>The Council's Equality Objectives are :

**Services** – We will deliver services that are fair - more people tell 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

Together with another two Equality ambitions , which we work alongside other agencies in the public , voluntary and private sectors to :

**Reduce economic inequalities** - We will work with partners to help reduce economic inequality

**Reduce health inequalities** - We will work with partners to help reduce health inequality



- This detailed summary analysis feeding into the decision making processes, at Departmental and Corporate Management levels, together with Elected Member decision levels.

The Council's overall Budget position has also been communicated to stakeholders during autumn 2014 and has been the subject of a number of high level briefings with the Trade Unions and other stakeholders.

Concurrently, briefings on the likely scope of the overall Budget position has been conducted with the Community wide Equality Engagement groups including November 2014 with both the town wide Equalities Forum and Disability partnership.

To assess the effects of these cuts on staff diversity issues we have prepared a benchmark analysis of the current levels of workforce diversity for each of the key equality strands – Race , Gender , Disability , Age , Religion and Belief , and Sexual Orientation, as at August 2014. The work was summarised in the annual report which was reviewed by the Council Chief Officers in September 2014.

Copies of this detailed report are also available on request.

In due course, the equality profile of employees who are at risk of redundancy due to specific service impacts will be produced to compare with the benchmark report and any significant variances investigated.

3. Please outline proposals being considered.

Funding and budgetary proposals as set out in the Executive report entitled General Fund Revenue Budget 2015/16 and in the report's appendices.

4. Why are the proposals being made - for what reason?

To manage the impact of a large reduction in funding from the Government and other economic pressures which have led to a funding gap of approximately £25 million in 2015/16 and further pressures anticipated in future years.

5. Summary of the key decisions being assessed?

The detailed impact on service areas are set out in the Executive report and its appendices. 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. What are the impacts or effects for communities?

***General impacts covering protected characteristics***

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

The Council's values have equality and fairness at their core, this together with the Council's set of published priorities have provided the foundation of the approach to these decisions.

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

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

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

As stated above, a benchmark report has been produced measuring current levels of staff diversity across all key equality strands, prior to the implementation of the HR impact of this budget. Further reports will follow in order to measure the immediate impact of staff reductions on this. Actions to mitigate any disproportionate adverse impacts will be discussed following this, as necessary. Engagement and involvement will be maintained throughout with our various Equality Staff groups and Trade Unions.

### ***Specific impacts***

A number of direct services are potentially significantly affected within the Council's various departments. These equality issues and impacts have been – and will continue to be – explored in detailed Equality Analysis, which has in turn informed the decision making process. This particularly includes proposed changes / reductions in the following areas :

- All Services are expected to make savings this year; some saving targets will be higher than others. Across the board savings will be made in management, the removal of vacant posts, increased income targets and reduction in supplies and services spend etc.

#### **Adult Services**

- Delivering services differently in some areas of day service, respite services, supported living, care at home, and residential services
- Implement the new housing related support contract which was retendered in 2014/15
- Absorb additional work as a result of the implementation of the Care Act within existing services
- Efficiencies brought about by a review of integrated health and social care services

#### **Places**

- Libraries Protected
- Delivering services differently in the Housing Client, Housing Options and Planning teams resulting in staffing reductions
- Ceasing some data gathering activities of the partnerships and business

development services such as footfall monitoring

- Review of the arts and heritage spend including grants, staffing and exploring future options for the Grundy Art Gallery
- Increased income targets for the Illuminations service whilst reviewing the operational costs to maximise efficiencies
- Reduced events budget for Visit Blackpool

#### **Children's Services**

- Protecting front line social workers
- Review synergies between the Positive Steps and Connexions services
- Review service provision across School Improvement and Pupil Welfare. Review commissioning arrangements around educational related transport and SEN.
- Implement a different model of delivery around targeted youth services
- Review nursery provision and delivery models in light of capacity in the sector
- Implementation of the Families in Need commissioning review that was undertaken in 2014/15 and new reviews of administration and safeguarding support arrangements.
- Review of social work processes and procedures with view to increased efficiency

Right sizing the Youth Offending Team to meet the current needs

#### **Community and Environmental Services**

- School crossing patrols protected
- Rideability protected
- Operational efficiencies in Public Protection, Street Cleansing , Highways Maintenance/ Waste, Parks and Catering which will result in staffing reductions
- Contractual savings in the streetlight and waste collection (PFI) Public Finance Initiative projects
- Generate additional income through service and business development – Stanley Park high ropes course and Moor Park leisure centre

#### **Other Services**

- Retention of the social fund to support those most in need
- Staffing efficiencies and increased income targets across all teams
- Reduction in engagement activity and civil contingencies support
- Cessation of area forums budgets
- Some increases in fees and charges and greater choice of service offers being explored
- Contractual and staffing savings in public health and procurement
- Review of Property and Estate management including the sale of property assets

#### **Corporate measures**

- Additional income from the Council's wholly owned companies
- Impact of lower than planned inflationary pressures
- The proposals for voluntary sector grants set out in the Budget report
- Retendering of corporate contracts

#### **Mitigations**

In all these individual service areas consultation is on-going and every effort will continue to be made to mitigate and reduce the impact of cuts wherever possible. Despite the difficulties inherent in balancing a budget whilst securing a £25.2 million reduction, we believe it's important to protect a number of our direct services that provide vital support for vulnerable groups.

In this context , you will see that we are proposing to protect front line service in Libraries , front line social workers support , the School crossing patrols, the Rideability service and to retain our social fund to support those most in need.

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

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

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

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

7. 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. However, the decisions on individual service areas, as far as possible, have been made with regard to the impact on particular vulnerable groups and people sharing protected characteristics.

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

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

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

8. Please outline the steps taken to test out your findings and possible courses of action below.

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

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

At a detailed service level, where equality impact work has identified a need - consultations over the individual proposals have also taken place, with service users, potential users, staff and other key stakeholders.

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**

<b>Issues/ adverse impact identified</b>	<b>Proposed action/ objectives to deal with adverse impact</b>	<b>Targets/Measure</b>	<b>Timeframe</b>	<b>Responsibility</b>
1. Need for continued dialogue and engagement with vulnerable groups and communities on the long term impact of budgetary reductions	To maintain current support for structures of community engagement in equality and diversity	To engage key groups over the long term impact of service reductions on specific Equality issues in Blackpool	On going throughout 2015, specific discussion at Equalities Forum and Disability Partnership	Director of Resources  Deputy Chief Executive  Pay Equality and Policy 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 Compulsory redundancy processes	Director of Resources  Deputy Chief Executive  Pay Equality and Policy 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 proposals and take appropriate action if possible to mitigate adverse impacts are identified  To track staff equality monitoring data to ensure an accurate picture of the impact is available.	To mitigate any disproportional 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

## Monitoring arrangements

Agreed action	Monitoring arrangements	Timeframe	Responsibility
1.To maintain support for structures of community engagement in equality and diversity	To be built into the Directorate Business planning and Performance review processes for 2015/16	On going throughout 2015	Deputy Chief Executive  Pay Equality and Policy Manager
2. To conduct equality monitoring on staff at risk of redundancy and take appropriate action if adverse impacts are identified	To be built into the Directorate Business planning and Performance review processes	Throughout January – April 2015	Deputy Chief Executive  Pay Equality and Policy Manager
3. To produce a new Equality workforce profile and utilise the staff equality groups covering BME, LGB&T and Disability strands to explore ways of improving.	To be built into the Directorate Business planning and Performance review processes	By October 2015	Deputy Chief Executive  Pay Equality and Policy Manager
4. Where appropriate to conduct equality monitoring on service changes and take appropriate action if adverse impacts are identified	To be built into the Directorate Business planning and Performance review processes	Throughout January – April 2015	Relevant Chief Officers

## Revenue Budget 2015/16

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

<b>Nature of Risk</b> <i>[and rationale for quantification]</i>	<b>Mitigation</b>	<b>£m</b>
Current year service over-spending are replicated in 2015/16 <i>[based on forecast as at month 7]</i>	Recovery plans drawn up by services and monitored by Finance and Audit Committee	1.3
Budget savings of £25.2m in 2015/16 are not achieved, resulting in service budget overspendings <i>[delivery of 92% full-year effect in 2014/15]</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 Cabinet Members on a monthly basis	2.0
Business rate collection rates deteriorate as a result of economic climate and success of business rate appeals <i>[Safety Net less Contingency]</i>	Ongoing monitoring of collection rates and by business group, enabling early intervention by Council support staff. Robust and consistent recovery processes in place. Closer liaison with VOA to understand business rate appeals pending.	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; 14/15 deterioration]</i>	Ongoing monitoring of collection rates and by client group, enabling early intervention by Council support staff. Robust and consistent recovery processes in place.	0.3

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.	0.3
Revenue consequences of capital investment, including business rate liabilities and clawback of external funding	Full adherence to project management frameworks and methodology	0.5
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.	0.4
Insufficient funding for new burdens such as Local Welfare Provision and implementation of the Care Act	Growth monies for continuation of the Local Welfare Provision included in medium-term financial plan. Local and national modelling of the financial implications of the Care Act suggest that the 2015/16 funding of c.£1.7m should be sufficient, but further modelling required for 2016/17 when local authority liabilities ramp up.	-
Changes in Final Settlement Funding Assessment	Continue to lobby DCLG, DfE, DoH and HM Treasury on material funding inconsistencies such as the levels and distribution of funding cuts in advance of the Final Settlement announcement	-
	<b>INDICATIVE TOTAL</b>	<b>6.0</b>