

Date: 29th January 2016

All Members of the Council

Our Ref: n/a

Your Ref: n/a

Direct Line: 01253477157

Email: lennox.beattie@blackpool.gov.uk

Dear Councillor

Executive Meeting 8th February 2016 and Council Meeting 25th February 2016

Please find attached the Appendices relating to the General Fund Revenue Budget 2016/17

This document will be considered by the Executive at its meeting on the 8th February 2016 and will be considered by the Council at its meeting on the 25th February 2016.

The report will be considered at the Tourism, Economy and Resources Scrutiny Committee meeting with the Trades Unions and Non-Domestic Rate Payers on the 12th February 2016.

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



Democratic Governance
Number 1 Bickerstaffe Square,
Blackpool, FY1 3AH

Contact
T: (01253) 477157

www.blackpool.gov.uk

This page is intentionally left blank

BLACKPOOL COUNCIL
REPORT
of the
DIRECTOR OF RESOURCES
to the
EXECUTIVE
on
8TH FEBRUARY 2016

GENERAL FUND REVENUE BUDGET 2016/17

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 2016/17 and to identify a budget savings plan that will ensure a balanced Budget.

2. Context

- 2.1 Local government in England is now five and a half years into a period of public sector austerity, which will continue until at least 2019/20 per the Provisional Local Government Finance Settlement of 17th December 2015.
- 2.2 The current Medium Term Financial Strategy (MTFS) covering the period 2015/16 – 2017/18 was approved by Executive on 19th 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 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.
- 2.4 Once the Revenue Budget for 2016/17 has been approved, work will commence on an updated Medium Term Financial Plan and Strategy for the 6-year period 2016/17 – 2021/22 and incorporating the 4-year Settlement offer.

3. The Local Government Finance Settlement 2016/17

- 3.1 The Local Government Finance Settlement sets the amount of central government funding available to councils. The Secretary of State for the Department for Communities and Local Government announced the Provisional Local Government Finance Settlement for 2016/17 on 17th December 2015. The Final Settlement is expected to be announced in early February 2016.
- 3.2 The Settlement Funding Assessment (SFA) for Blackpool Council is split between resources received via Revenue Support Grant, an assessment of its share of Business Rates collectable plus a Top-up element from the 4th year of the Business Rates Retention Scheme. The Provisional Settlement Funding Assessment amounts to £75,845,000 in 2016/17. This compares with the Settlement Funding Assessment in 2015/16 of £82,151,000 (or more comparable adjusted 2015/16 Settlement Funding Assessment of £84,298,000) which excluded some grants such as the Care Act that are now included in the 2016/17 Settlement Funding Assessment.

4. Other Funding 2016/17

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

4.2 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% (£617,000) equivalent council tax increase was made for 2015/16 with the intention of rolling into the Settlement Funding Assessment baseline in subsequent years.

Ministers have agreed that the funding for the 2015/16 freeze grant scheme is included in the spending review baseline for future years, so that there will not be a 'cliff edge' effect on council finances. Funding for 2011/12, 2013/14 and 2014/15 freeze grants is already in the main local government settlement total for future 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 6-year cumulative figure for 2016/17 has been confirmed as £1.7m, though the in-year element is only £252,456.

The terms of this grant are now subject to consultation.

4.4 Housing Benefit (HB) Admin Grant

The Housing Benefit subsidy scheme is the means by which local authorities claim subsidy from the Department for Work and Pensions towards the cost of administering Housing Benefit in their local areas. Benefit schemes of rent rebates for tenants of a local authority and rent allowances for private tenants are provided for by the Social Security Contributions and Benefits Act 1992 and the Social Security Administration Act 1992 (as amended). Claimants obtain these benefits either by direct application to the authority or by applying simultaneously for income support/jobseekers allowance and Housing Benefit to the Department for Work and Pensions. Eligibility for, and the amount of, Housing Benefit is determined in all cases solely by the local authority. The Council received Housing Benefit Admin Subsidy grant in 2015/16 of £1.232m and this will be reduced by 19% to £1.001m in 2016/17.

4.5 Public Health Grant

The transfer of Public Health services and their responsibility to local government from April 2013 brought with it ringfenced grant funding. The allocation for 2015/2016 was £17,946,000; this was increased part-year by £1,551,000 due to the transfer of Children's 0-5 health commissioning to local authorities from the Department of Health in October 2015. As a result of the Government consultation in August 2015 on an in-year cut, the 2015/16 grant was cut by £1,207,200, resulting in an adjusted allocation of £18,289,700. The grant allocation for 2016/17 is due to be announced at the end of January.

4.6 Better Care Fund

The Comprehensive Spending Review 2015 confirmed that the Better Care Fund will continue into 2016/17 and beyond – with a mandated minimum of £3.9bn nationally. This funding must be deployed locally on health and social care through pooled budget arrangements between local authority and clinical commissioning groups. In 2015/16 Blackpool's Health and Wellbeing Board approved a pooled budget of £15.23m. Officers from the Council and the Clinical Commissioning Group are currently discussing the schemes to be included in the pool for 2016/17 and these plans will be approved by the Health and Wellbeing Board in April 2016.

4.7 Care Act

In 2015/16 the Council received a separate ringfenced grant of £1.146m in order to cover the costs of implementing the Care Act 2014. This funding has been rolled into the Local Government Finance Settlement in 2016/17 and is therefore subject to the reductions incorporated within the Settlement announced in December 2015.

4.8 Dedicated Schools Grant (DSG)

The Dedicated Schools Grant (DSG) is paid in support of the local authority's schools budget. It is the main source of income for the schools budget, Early Years and High Needs pupils. Local authorities are responsible for determining the split of the grant between central expenditure and the Individual Schools Budget (ISB) in conjunction with local schools forums. Local authorities are responsible for allocating the Individual Schools Budget to individual schools in accordance with the local schools' funding formula. The

Dedicated Schools Grant in 2015/16, prior to Academy Recoupment, was £102.838m and the allocation for 2016/17 is £104.481m. This increase is due to £1.9m of Nursery Grants being rolled into the 2016/17 Dedicated Schools Grant, although this has been slightly offset by a fall in pupil numbers and reduced schools block allocation.

4.9 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 £77 per pupil in 2016/17 in relation to the pupils in schools maintained by it and £289 and £327 per place in pupil referral units and special schools respectively. It also receives £15 for each pupil in all schools and academies in respect of responsibilities retained for every pupil within the boundary for retained statutory duties such as Strategic Planning for the Education Service and Internal Audit. It is estimated that Blackpool Council will receive £794,000 in 2016/17 (£964,000 in 2015/16), dependent upon the conversion and timing of its schools into academies.

- 4.10 The Government announced that the Spending Power calculation that had been published in previous years has been amended to exclude funding that is not directly controlled by local government and this calculation is now known as Core Spending Power. The Better Care Fund and Public Health Grant allocations have now been removed from these figures.

The calculation now only includes the Settlement Funding Assessment, Council Tax, the eventual improved Better Care Fund from 2017/18 and New Homes Bonus.

Core Spending Power	2015/16 Adjusted	2016/17
	£m	£m
Settlement Funding Assessment (SFA)	84.3	75.8
Council Tax Requirement	45.5	46.6
Potential additional Council Tax from Adult Social Care flexibility	-	0.9
Proposed Improved Better Care Fund	-	-
New Homes Bonus	1.6	1.7
Total	131.4	125.0
Change in Provisional Revenue Spending Power		-6.4
Percentage Change		-4.9%

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

5. Revenue Budget 2015/16– Projected Outturn

- 5.1 The summary at Appendix 1 shows the projected revenue outturn as at month 9 for the current financial year.
- 5.2 Line 21 of this summary shows that it is now estimated that a sum of £2,663,000 will be taken from working balances as at 31st March 2016.

The main areas of budgetary variance are set out below:

	£000
Children's Services	2,715
Strategic Leisure Assets	1,306
Public Health	1,207
Concessionary Fares	572
Resources	494
Car Parking	316
Adult Services	205
Places	101
New Homes Bonus	(142)
Treasury Management	(1,231)
Other	(66)
Net Service Overspendings 2015/16	5,477
Net Adjustment to Contingencies / Reserves	(2,814)
Net Overspending 2015/16	2,663

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 Tourism, Economy and Resources Scrutiny Committee continuously scrutinises overspending services to seek assurances that effective remedial action is being taken.

5.4 In accordance with previous convention any overspendings on service budgets as at 31st March 2016 will be recovered in the following year 2016/17, but this will be revisited and reviewed at Provisional Outturn.

6. Cash Limited Revenue Budget 2016/17

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 2016/17 is £122,999,000 (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 1% for the period from 1st April 2016 to 31st March 2017
- the payment of annual increments
- voluntary 5 days' unpaid leave on average to continue
- a non-pay inflation contingency, based on individual contract price increases
- the latest estimates of Settlement Funding Assessment
- interest rates to rise slowly from 2017/18 but to remain at low levels
- consideration of previous year's financial performance
- the Council fulfils its statutory obligation to balance its Budget.

7. Budget Gap 2016/17 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	8.1
Pay award and annual increments	3.5
Non-pay inflation based on individual contract price increases	5.3
Service developments and demand pressures	8.2
Budget Gap 2016/17	25.1

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.

A repeat of this exercise has generated the necessary service budget target savings of **£25.1m** in 2016/17. These are listed at Appendix 2 along with the summary actions required to deliver them. Appendix 2(a) lists the proposals already submitted to Executive on 23rd November 2015 as part of the Budget consultation process when the gap was forecast to be £20.0m. The Provisional Settlement brought an unexpected additional £5.1m of funding pressures as a result of further Government cuts to the Department for Communities & Local Government Departmental Expenditure Limit and front loading of these cuts over the 4-year Settlement period. Appendix 2(b) lists these further proposals which will be subject to a separate 3-month consultation.

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

8. Other Considerations

8.1 Staffing Implications

As part of the original £20.0m savings target it is anticipated that in the year 2016/17 further reductions of approximately 200 employees and 50 temporary posts will be required. These staffing reductions will come about as a result of services ceasing, reducing or being reconfigured and delivered differently. In view of the tight timescale and the consultation process for the additional £5.1m savings target, a further assessment will be needed to see the impact that these additional savings will have on staffing.

Early retirements and voluntary redundancies have been encouraged in order to mitigate compulsory redundancies. In addition there is a high level of scrutiny and governance in relation to ongoing recruitment to ensure that 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. This reserve is forecast to fall to nil by March 2016 but will be replenished from the consequences of the Minimum Revenue Provision restructuring, subject to approval of the 2016/17 Treasury Management Strategy.

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 2016/17 and for the foreseeable future.

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 etc¹.

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

8.3 Business Loans Fund

The 2009/10 budget established a targeted Business Support Loans Fund to safeguard and create jobs for Blackpool. The original £3m fund was subsequently supplemented to £8m and has been used over the last 7 years to help key businesses, provide assistance to bring empty properties in the heart of the town centre back into use and help Blackpool get through the recessionary period.

As at 31st December 2015 £6.6m of business loans had been defrayed, assisting 10 businesses to either create or safeguard 65 jobs, bringing back into use 4 buildings and an area of improved / new business floor space of 495m².

As part of this year's budget process it is recommended to increase the fund to £10m to support further businesses. This will be met via borrowing through the Council's balance sheet

8.4 Equalities Analysis

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

¹ *Income and Debt Recovery Strategy 2014-2017*

- 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 Equality Analysis of the consequences of the proposed budget savings on services and their users is attached at Appendix 3.

9. Capital Expenditure

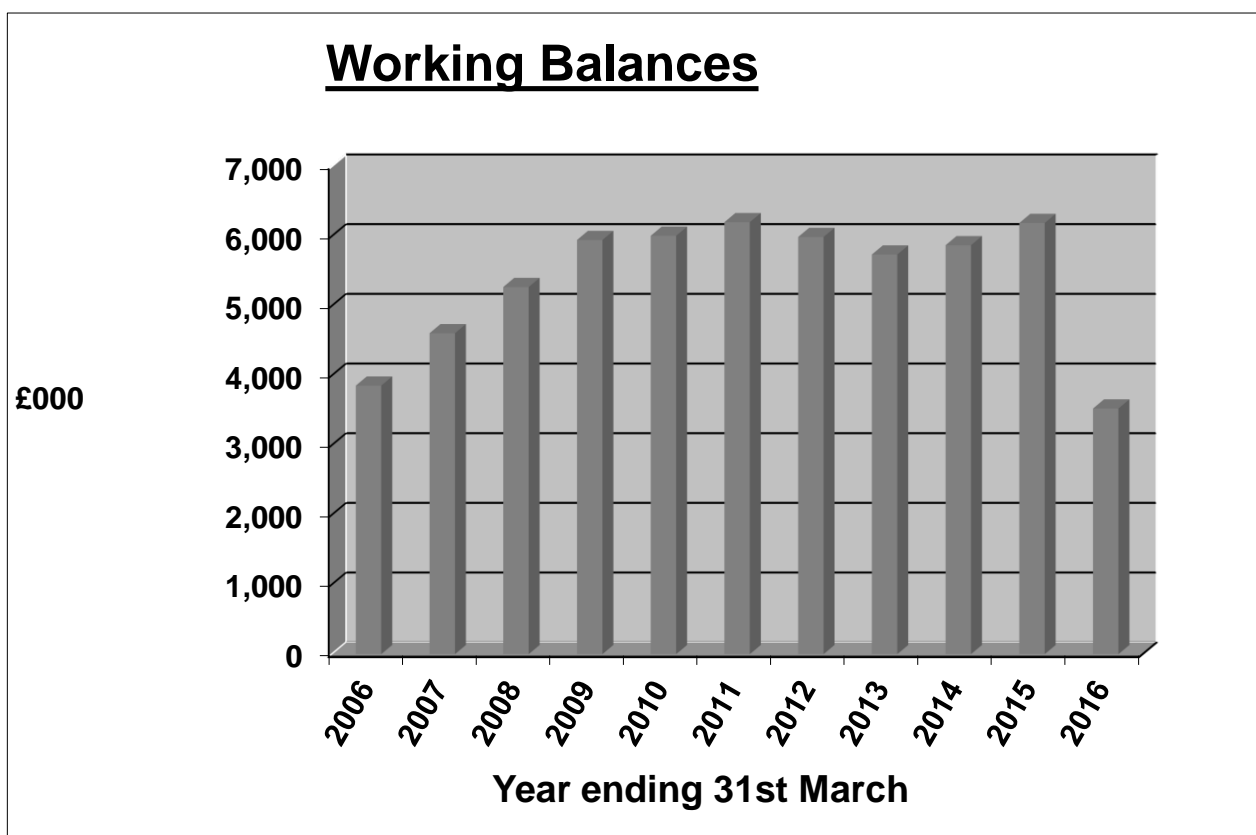
- 9.1 The Council's Capital Programme for 2016/17 – 2018/19 is also to be considered in a separate report to this meeting. Debt financing costs for the capital programme have been included in the revenue budget on the basis of the indicative borrowing allocations received from Government and any Prudential borrowings.
- 9.2 The size and value of the capital programme is set in accordance with those allocations plus any available external grants, Prudential borrowing schemes (for which the costs are to be separately funded from service budgets), capital receipts and revenue contributions. Schemes being financed by Prudential borrowing continue to require specific approval of the Executive.
- 9.3 Future revenue costs of capital schemes will also have to be contained within existing bottom-line budgets, except where provision has specifically been agreed in advance.

10. Working Balances and Reserves

- 10.1 Section 25 of the Local Government Act 2003 imposes a duty upon the Council's statutory finance officer to report on the robustness of the estimates and the adequacy of reserves.
- 10.2 The proposed budget for 2016/17 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 with effect from month zero and highlights any significant variances and areas of risk, both for current and future years, with regular reports being presented to the Executive. Risk monitoring reports are also used to complement financial monitoring and such reports

are taken at least quarterly to the Corporate Leadership Team and Tourism, Economy and Resources 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, detailed monthly reports on progress in achieving savings have been reported to the Corporate Leadership Team.

- 10.3 Under a Local Authority Accounting Panel Code of Practice (LAAP) issued in November 2008 the establishment of and transfers to/from reserves are subject to the approval of the Council's Statutory Finance Officer. The Council's reserves are continuously reviewed to ensure that they remain at an appropriate level.
- 10.4 In addition to the Council's general working balances a number of specific revenue reserves have been established to cover specific risks and uncertain commitments. Without these specific reserves the Council's general working balances would need to be set at a higher level. Taking into account specific reserves, it is the opinion of the Council's statutory finance officer that the Council should continue to plan for a level of general working balances of **£6m**. This level is necessary in view of the scale of the Council's gross revenue budget and associated risks. An assessment of the significant risks and the steps which are being taken to mitigate these risks are set out in Appendix 4. In setting the proposed budget and savings programme of £25.1m it is not realistic to assume that this target can be achieved in one step by the end of 2016/17, 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.



11. Capping

- 11.1 Under schedule 5 of the Localism Act 2011 the Government introduced a requirement to hold a local referendum when proposed council tax increases are deemed excessive. On 17th December as part of the Provisional Local Government Settlement it was announced that a Council Tax Referendum Threshold of 2% would apply for 2016/17.
- 11.2 The Spending Review announced that for the rest of the current parliament local authorities responsible for Adult Social Care (“ASC authorities”) “will be given an additional 2% flexibility on their current Council Tax Referendum Threshold to be used entirely for Adult Social Care”. This flexibility is being offered in recognition of inflationary pressures such as the raising of the National Living Wage and demographic changes which are leading to growing demand for adult social care and increased pressure on council budgets. A requirement of this flexibility is that the Council spends the additional £929,000 raised through the 2% Council Tax increase on Adult Social Care - this compares with actual pressures of £3.7m.

12. Medium Term Financial Prospects

- 12.1 Medium term prospects are overshadowed by the continuing cutbacks in public sector spending. This was described in detail in the current Medium Term Financial Strategy which was approved by Executive on 19th January 2015.
- 12.2 The most significant factors in terms of the Council’s budgetary resources in the medium term are the amounts which will be received by way of localised business rates collection, Council Tax and Revenue Support Grant. Indicative forecasts of these plus expected service pressures suggest a budget gap of £15.9m will be required to be met in 2017/18.
- 12.3 An exercise is underway which will refresh the current Medium Term Financial Plan and Strategy over a 6-year period from 2016/17 to 2021/22.

13. Recommendations

The Executive is asked:

- (1) To recommend to the Council the level of net expenditure for the draft General Fund Revenue Budget 2016/17 of £122,999,000 (ref. paragraph 6.2).
- (2) To recommend to the Council a level of budget savings of £25.1m (ref. paragraph 7.1 and 7.2 and Appendices 2, 2a and 2b).
- (3) To recommend to the Council that formal consultation on the second tranche of budget saving proposals that total £5.1m takes place over the next 3 months (ref. paragraph 7.2 and Appendix 2b).
- (4) To recommend to the Council that the Chief Executive be authorised to take any necessary steps to ensure all staffing savings are achieved (ref. paragraph 8.1).
- (5) To recommend to the Council that the Business Loans Fund is increased from £8m to £10m (ref. paragraph 8.3).

- (6) To recommend to the Council that the target level of working balances remains at £6m (ref. paragraph 10.4).
- (7) To note that the Tourism, Economy and Resources Scrutiny Committee will be formally consulting the Trade Unions and Business Ratepayers on the proposals on the morning of 12th February 2016.
- (8) To consider any further facts and information which subsequently come to light and report the details to the meeting of the Executive on 22nd February 2016.

Steve Thompson
Director of Resources
27th January 2016

BLACKPOOL COUNCIL

GENERAL FUND REVENUE ESTIMATES FOR THE YEAR ENDED 31ST MARCH 2017

SUMMARY

BLACKPOOL COUNCIL

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

SUMMARY

LINE NO.	GENERAL FUND NET REQUIREMENTS	2014/15 ACTUAL £000	2015/16 ADJUSTED CASH LIMIT £000	2015/16 FORECAST OUTTURN £000	2016/17 CASH LIMIT £000
CASH LIMITED BOTTOM LINE BUDGETS					
1	CHIEF EXECUTIVE	499	553	553	612
2	DEPUTY CHIEF EXECUTIVE'S DIRECTORATE	1,396	1,427	1,400	847
3	GOVERNANCE & REGULATORY SERVICES	2,064	2,263	2,243	1,644
4	RESOURCES	5,772	2,672	3,166	1,787
5	PLACES	8,919	8,348	9,755	5,559
6	COMMUNITY & ENVIRONMENTAL SERVICES	45,362	44,047	44,131	43,640
7	ADULT SERVICES	44,975	43,554	43,759	43,085
8	CHILDREN'S SERVICES	38,390	36,397	39,112	35,713
9	PUBLIC HEALTH	(4)	-	1,207	-
10	BUDGETS OUTSIDE THE CASH LIMIT	17,702	16,998	16,410	16,160
11	CAPITAL CHARGES	(26,331)	(26,669)	(26,669)	(26,945)
12	IAS 19 RETIREMENT BENEFITS & ANNUAL LEAVE ACCRUAL	1,562	-	-	-
13	SUB TOTAL - NET COST OF SERVICES	140,306	129,590	135,067	122,102
CONTRIBUTIONS AND CONTINGENCIES					
14	CONTRIBUTIONS - TO/(FROM) RESERVES	2,044	(3,237)	(4,543)	(5,292)
15	REVENUE CONSEQUENCES OF CAPITAL OUTLAY	-	150	150	150
16	CONTINGENCIES	(616)	1,505	(3)	5,974
17	SUB TOTAL - CONTRIBUTIONS AND CONTINGENCIES	1,428	(1,582)	(4,396)	832
LEVIES					
18	NORTH WEST REGIONAL FLOOD DEFENCE COMMITTEE	68	65	65	65
19	SUB TOTAL - LEVIES	68	65	65	65
20	TOTAL NET EXPENDITURE TO BE MET FROM PUBLIC FUNDS	141,802	128,073	130,736	122,999
21	LESS: AMOUNT (TAKEN FROM) / ADDED TO WORKING BALANCES	319	-	(2,663)	-
22	NET REQUIREMENTS AFTER WORKING BALANCES	142,121	128,073	128,073	122,999
Working Balances as at 1st April		5,869		6,188	3,525
Movement in Working Balances		319		(2,663)	-
		6,188		3,525	3,525
Transfer from Earmarked Reserves		-		-	-
General Balances as at 31st March		6,188		3,525	3,525

CHIEF EXECUTIVE

CHIEF EXECUTIVE

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

CHIEF EXECUTIVE

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<i>EXPENDITURE</i>				
EMPLOYEES	385	440	440	593
PREMISES	-	-	-	-
TRANSPORT	2	1	1	1
SUPPLIES AND SERVICES	60	12	12	12
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	52	74	74	73
CAPITAL CHARGES	13	13	13	13
CORPORATE SAVINGS TARGET	-	50	50	(43)
TOTAL EXPENDITURE	512	590	590	649
<i>INCOME</i>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	13	37	37	37
TOTAL INCOME	13	37	37	37
NET EXPENDITURE	499	553	553	612
<i>COST PER '000 POPULATION</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>

Budget Holder: Mr Neil Jack- Chief Executive

Finance Manager: Mr Mark Golden

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 2017
SUMMARY

FUNCTIONS OF SERVICE	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
DIRECTORATE SUPPORT	(1,972)	(1,816)	(1,816)	(1,858)
BUSINESS SUPPORT AND RESOURCES	1,311	1,328	1,328	1,152
HEALTH & SAFETY	152	160	160	136
HR & ORGANISATIONAL DEVELOPMENT	1,453	1,264	1,250	1,198
PAY, EQUALITY & POLICY	269	255	258	232
CORPORATE DEVELOPMENT, ENGAGEMENT & COMMUNICATIONS	(9)	45	29	-
ICT SERVICES	192	191	191	(13)
NET COST OF SERVICES	1,396	1,427	1,400	847
<i>COST PER '000 POPULATION</i>	<i>10</i>	<i>10</i>	<i>10</i>	<i>6</i>

DEPUTY CHIEF EXECUTIVE: Carmel McKeogh

Finance Manager: Mark Golden

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	5,583	5,081	5,156	5,328
PREMISES	(17)	11	(52)	11
TRANSPORT	42	39	34	39
SUPPLIES AND SERVICES	5,251	2,732	2,757	2,705
THIRD PARTY PAYMENTS	1,116	2	4,084	2
TRANSFER PAYMENTS	22	326	131	326
SUPPORT SERVICES	764	841	841	696
CAPITAL CHARGES	2,578	557	557	654
CORPORATE SAVINGS TARGET	-	(41)	-	(800)
TOTAL EXPENDITURE	15,339	9,548	13,508	8,961
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	804	547	612	547
GOVERNMENT GRANTS	3,070	-	3,067	-
RECHARGES	7,049	6,849	6,757	6,842
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,020	725	1,672	725
TOTAL INCOME	13,943	8,121	12,108	8,114
NET EXPENDITURE	1,396	1,427	1,400	847

DEPUTY CHIEF EXECUTIVE'S DIRECTORATE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017
DIRECTORATE SUPPORT

SUBJECTIVE ANALYSIS	2014/15 ACTUAL £000	2015/16 ADJUSTED CASH LIMIT £000	2015/16 FORECAST OUTTURN £000	2016/17 CASH LIMIT £000
<i>EXPENDITURE</i>				
EMPLOYEES	167	135	143	163
PREMISES	-	1	4	1
TRANSPORT	3	3	3	3
SUPPLIES AND SERVICES	214	90	75	77
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	549	505	505	481
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	(13)	-	(200)
TOTAL EXPENDITURE	933	721	730	525
<i>INCOME</i>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	2,831	2,537	2,545	2,383
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	74	-	1	-
TOTAL INCOME	2,905	2,537	2,546	2,383
NET EXPENDITURE	(1,972)	(1,816)	(1,816)	(1,858)
<i>COST PER '000 POPULATION</i>	<i>(14)</i>	<i>(13)</i>	<i>(13)</i>	<i>(13)</i>

Budget Holder: Carmel McKeogh - Deputy Chief Executive

Finance Manager: 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 2017
BUSINESS SUPPORT AND RESOURCES

SUBJECTIVE ANALYSIS	2014/15 ACTUAL £000	2015/16 ADJUSTED CASH LIMIT £000	2015/16 FORECAST OUTTURN £000	2016/17 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	866	703	777	768
PREMISES	(30)	-	(65)	-
TRANSPORT	4	5	5	5
SUPPLIES AND SERVICES	816	240	212	240
THIRD PARTY PAYMENTS	1,112	-	4,078	-
TRANSFER PAYMENTS	22	326	131	326
SUPPORT SERVICES	-	127	127	-
CAPITAL CHARGES	2,244	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(114)
TOTAL EXPENDITURE	5,034	1,401	5,265	1,225
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	3,038	-	3,063	-
RECHARGES	19	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	666	73	874	73
TOTAL INCOME	3,723	73	3,937	73
NET EXPENDITURE	1,311	1,328	1,328	1,152
<i>COST PER '000 POPULATION</i>	9	9	9	8

BUDGET HOLDER: Hilary Shaw - Head of Business Support and Resources

FINANCE MANAGER: Mark Golden

Notes:

- 1) Customer Relations - handles complaints, compliments and comments for Adult Services and Children's Services departments, as well as Freedom of Information requests, MP and Councillor enquiries, and Subject Access to Records requests.

- 2) Adults & Children's Funding - implements and operates funding formulae and other procedures for schools and early years providers, manages the schools PFI contract, develops and reviews adult social care financial policy issues, and provides financial and business support across Adult Services and Children's Services.

- 3) Business Intelligence - provides data analysis and management information services to enable the Adult Services and Children's Services departments to understand their business and make informed decisions.

- 4) Systems Development - develops, implements and manages the social care and education information systems.

- 5) Other - includes the Head of Service, school PFI contractual costs, and corporate overhead recharges.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CUSTOMER RELATIONS	100	98	100	101
ADULTS & CHILDREN'S FUNDING	187	168	166	205
BUSINESS INTELLIGENCE	211	169	170	120
SYSTEMS DEVELOPMENT	405	355	355	343
OTHER	408	538	537	383
NET EXPENDITURE	1,311	1,328	1,328	1,152

DEPUTY CHIEF EXECUTIVE'S DIRECTORATE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017
HEALTH AND SAFETY

SUBJECTIVE ANALYSIS	2014/15 ACTUAL £000	2015/16 ADJUSTED CASH LIMIT £000	2015/16 FORECAST OUTTURN £000	2016/17 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	188	194	196	198
PREMISES	-	-	-	-
TRANSPORT	-	2	1	2
SUPPLIES AND SERVICES	1	2	1	(2)
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	(5)	-	(29)
TOTAL EXPENDITURE	189	193	198	169
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	2	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	35	33	38	33
TOTAL INCOME	37	33	38	33
NET EXPENDITURE	152	160	160	136
<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>

Budget Holder: Terry Hall - Health & Safety Manager

FINANCE MANAGER: 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 2017
HR AND ORGANISATIONAL DEVELOPMENT

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,984	1,766	1,814	1,830
PREMISES	-	-	-	-
TRANSPORT	7	9	6	9
SUPPLIES AND SERVICES	1,778	418	475	418
THIRD PARTY PAYMENTS	2	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(130)
TOTAL EXPENDITURE	3,771	2,193	2,295	2,127
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	424	129	212	129
GOVERNMENT GRANTS	32	-	-	-
RECHARGES	328	585	485	585
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,534	215	348	215
TOTAL INCOME	2,318	929	1,045	929
NET EXPENDITURE	1,453	1,264	1,250	1,198
<i>COST PER '000 POPULATION</i>	<i>10</i>	<i>9</i>	<i>9</i>	<i>8</i>

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

FINANCE MANAGER: Mark Golden

Notes:

- 1) 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.
- 2) Resourcing - Ensures a right first time approach to recruitment and safeguarding, the management of the HR database and first rate management information.
- 3) Schools Human Resources team - Responsible for providing a full Human Resource service to 39 of the 40 Blackpool schools, financed through a service level agreement.

Employee Relations and Business Partner Function - Works to ensure excellent relationships with our client managers. Supports services with all
- 4) people management issues to ensure that restructures, re-organisations, disciplinaries, grievances and attendance management issues are progressed in line with legislation and internal policies.
- 5) Corporate Health - The service conducts pre-employment medicals 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.
- 6) Payroll - Responsible for providing a payroll service for the Council and many other external customers. The service also provides pension and taxation services.
- 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.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HUMAN RESOURCES AND ORGANISATION DEVELOPMENT	132	134	148	26
CORPORATE TRAINING	461	393	383	403
HR SYSTEMS AND INFORMATION	356	288	287	306
CORPORATE HEALTH	235	213	188	216
PAYROLL SERVICES	269	236	244	247
NET EXPENDITURE	1,453	1,264	1,250	1,198

DEPUTY CHIEF EXECUTIVE'S DIRECTORATE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017
PAY, EQUALITY AND POLICY

SUBJECTIVE ANALYSIS	2014/15 ACTUAL £000	2015/16 ADJUSTED CASH LIMIT £000	2015/16 FORECAST OUTTURN £000	2016/17 CASH LIMIT £000
<i>EXPENDITURE</i>				
EMPLOYEES	257	262	262	267
PREMISES	-	-	-	-
TRANSPORT	-	1	-	1
SUPPLIES AND SERVICES	17	4	2	1
THIRD PARTY PAYMENTS	1	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	(6)	-	(31)
TOTAL EXPENDITURE	275	261	264	238
<i>INCOME</i>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	2	2	2	2
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	4	4	4	4
TOTAL INCOME	6	6	6	6
NET EXPENDITURE	269	255	258	232
<i>COST PER '000 POPULATION</i>	2	2	2	2

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

FINANCE MANAGER: 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 2017
CORPORATE DEVELOPMENT, ENGAGEMENT AND COMMUNICATIONS

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	813	702	645	742
PREMISES	3	2	1	2
TRANSPORT	6	4	4	4
SUPPLIES AND SERVICES	160	150	164	143
THIRD PARTY PAYMENTS	-	-	4	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	35	42	42	55
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	(17)	-	(96)
TOTAL EXPENDITURE	1,017	883	860	850
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	31	16	(2)	16
GOVERNMENT GRANTS	-	-	4	-
RECHARGES	764	642	642	654
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	231	180	187	180
TOTAL INCOME	1,026	838	831	850
NET EXPENDITURE	(9)	45	29	-
<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>0</i>	<i>0</i>	<i>0</i>

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

FINANCE MANAGER: Mark Golden

Notes:

1) Communications - This service delivers the corporate communication function of the Council. Externally it focuses upon the need to proactively and reactively manage media enquiries, whilst also undertaking media campaigns to engage with communities, and enhance the Council's and Blackpool's image to support the delivery of the strategic priorities of the Council and its partners. Internally it ensures that the Council's workforce is engaged with the Council's key priorities and organisational issues.

2) Corporate 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.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
COMMUNICATIONS	(50)	(39)	(55)	(20)
POLICY AND TRANSFORMATION	(60)	50	50	(15)
NEIGHBOURHOOD SERVICES	101	34	34	35
NET EXPENDITURE	(9)	45	29	-

DEPUTY CHIEF EXECUTIVE'S DIRECTORATE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017
ICT SERVICES

SUBJECTIVE ANALYSIS	2014/15 ACTUAL	2015/16 ADJUSTED CASH LIMIT	2015/16 FORECAST OUTTURN	2016/17 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,308	1,319	1,319	1,360
PREMISES	10	8	8	8
TRANSPORT	22	15	15	15
SUPPLIES AND SERVICES	2,265	1,828	1,828	1,828
THIRD PARTY PAYMENTS	1	2	2	2
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	180	167	167	160
CAPITAL CHARGES	334	557	557	654
CORPORATE SAVINGS TARGET	-	-	-	(200)
TOTAL EXPENDITURE	4,120	3,896	3,896	3,827
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	347	402	402	402
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	3,105	3,083	3,083	3,218
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	476	220	220	220
TOTAL INCOME	3,928	3,705	3,705	3,840
NET EXPENDITURE	192	191	191	(13)
<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>(0)</i>

Budget Holder: Tony Doyle - Head of ICT Services

FINANCE MANAGER: Mark Golden

Notes:

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 2017

SUMMARY

FUNCTIONS OF SERVICE	2014/15 ACTUAL	2015/16 ADJUSTED CASH LIMIT	2015/16 FORECAST OUTTURN	2016/17 CASH LIMIT
	£000	£000	£000	£000
DEMOCRATIC GOVERNANCE	2,685	2,989	2,906	2,375
REGISTRATION AND BEREAVEMENT SERVICES	(219)	(350)	(287)	(372)
LICENSING	(402)	(376)	(376)	(359)
NET COST OF SERVICES	2,064	2,263	2,243	1,644
<i>COST PER '000 POPULATION</i>	<i>14</i>	<i>16</i>	<i>16</i>	<i>12</i>

DIRECTOR: Mark Towers

FINANCE MANAGER: Mark Golden

SUBJECTIVE ANALYSIS	2014/15 ACTUAL	2015/16 ADJUSTED CASH LIMIT	2015/16 FORECAST OUTTURN	2016/17 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	2,299	2,473	2,627	2,518
PREMISES	232	229	232	224
TRANSPORT	45	43	40	43
SUPPLIES AND SERVICES	1,583	1,454	1,431	1,055
THIRD PARTY PAYMENTS	187	159	170	159
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	697	947	955	902
CAPITAL CHARGES	89	100	100	97
CORPORATE SAVINGS TARGET	-	-	-	(212)
TOTAL EXPENDITURE	5,132	5,405	5,555	4,786
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	2,491	2,758	2,692	2,758
GOVERNMENT GRANTS	90	-	46	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	487	384	574	384
TOTAL INCOME	3,068	3,142	3,312	3,142
NET EXPENDITURE	2,064	2,263	2,243	1,644

GOVERNANCE AND REGULATORY SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

DEMOCRATIC GOVERNANCE

SUBJECTIVE ANALYSIS	2014/15 ACTUAL £000	2015/16 ADJUSTED CASH LIMIT £000	2015/16 FORECAST OUTTURN £000	2016/17 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,293	1,425	1,521	1,432
PREMISES	9	7	6	7
TRANSPORT	22	23	17	23
SUPPLIES AND SERVICES	1,068	880	804	481
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	601	782	784	610
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(50)
TOTAL EXPENDITURE	2,993	3,117	3,132	2,503
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	8	31	-	31
GOVERNMENT GRANTS	90	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	210	97	226	97
TOTAL INCOME	308	128	226	128
NET EXPENDITURE	2,685	2,989	2,906	2,375
<i>COST PER '000 POPULATION</i>	<i>19</i>	<i>21</i>	<i>20</i>	<i>17</i>

BUDGET HOLDER: Lorraine Hurst - Head of Democratic Governance

FINANCE MANAGER: Mark Golden

Notes:

Governance and Regulatory Services includes the following elements of service:

- 1) Corporate and Member Services includes Corporate Management, Members Administration, Mayoral Services, Town Twinning and Special Events.
- 2) Democratic Services includes the Meeting Support, Scrutiny Support and the Members Support functions. The department provides advice and support to the Mayor and Members of the Council and organises all Executive, Council and Committee meetings.

Electoral Services includes the organisation of the annual canvass and update of the Register of Electors, and arrangements for Borough.
- 3) 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.
- 4) The budget for supporting the Wards is held by Democratic Services, together with the delegated budget for applications from Elected Members.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CORPORATE & MEMBER SERVICES	1,154	1,609	1,573	1,390
DEMOCRATIC SERVICES	536	543	496	543
ELECTORAL SERVICES	166	330	330	172
WARDS BUDGET	829	507	507	270
NET EXPENDITURE	2,685	2,989	2,906	2,375

GOVERNANCE AND REGULATORY SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

REGISTRATION AND BEREAVEMENT

SUBJECTIVE ANALYSIS	2014/15 ACTUAL £000	2015/16 ADJUSTED CASH LIMIT £000	2015/16 FORECAST OUTTURN £000	2016/17 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	804	825	904	857
PREMISES	223	222	226	217
TRANSPORT	20	17	21	17
SUPPLIES AND SERVICES	384	416	504	416
THIRD PARTY PAYMENTS	187	159	170	159
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	74	135	141	239
CAPITAL CHARGES	89	100	100	97
CORPORATE SAVINGS TARGET	-	-	-	(150)
TOTAL EXPENDITURE	1,781	1,874	2,066	1,852
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1,726	1,937	1,959	1,937
GOVERNMENT GRANTS	-	-	46	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	274	287	348	287
TOTAL INCOME	2,000	2,224	2,353	2,224
NET EXPENDITURE	(219)	(350)	(287)	(372)
<i>COST PER '000 POPULATION</i>	<i>(2)</i>	<i>(2)</i>	<i>(2)</i>	<i>(3)</i>

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

FINANCE MANAGER: Mark Golden

Notes:

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
REGISTRARS	42	69	89	86
CORONERS & MORTUARY	328	346	376	353
BURIALS	(334)	(303)	(290)	(307)
CARLETON CREMATORIUM SERVICES	(272)	(476)	(477)	(518)
PUBLIC FUNERALS	17	14	15	14
NET EXPENDITURE	(219)	(350)	(287)	(372)

GOVERNANCE AND REGULATORY SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

LICENSING

SUBJECTIVE ANALYSIS	2014/15 ACTUAL £000	2015/16 ADJUSTED CASH LIMIT £000	2015/16 FORECAST OUTTURN £000	2016/17 CASH LIMIT £000
<i>EXPENDITURE</i>				
EMPLOYEES	202	223	202	229
PREMISES	-	-	-	-
TRANSPORT	3	3	2	3
SUPPLIES AND SERVICES	131	158	123	158
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	22	30	30	53
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(12)
TOTAL EXPENDITURE	358	414	357	431
<i>INCOME</i>				
CUSTOMER & CLIENT RECEIPTS	757	790	733	790
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3	-	-	-
TOTAL INCOME	760	790	733	790
NET EXPENDITURE	(402)	(376)	(376)	(359)
<i>COST PER '000 POPULATION</i>	<i>(3)</i>	<i>(3)</i>	<i>(3)</i>	<i>(3)</i>

BUDGET HOLDER: Sharon Davies - Head of Licensing Services

FINANCE MANAGER: Mark Golden

Notes:

- 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

RESOURCES

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

SUMMARY

FUNCTIONS OF SERVICE	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
PROCUREMENT & DEVELOPMENT	(60)	26	(69)	11
REVENUES, BENEFITS & TRANSACTIONAL SERVICES	(726)	251	214	232
LEGAL SERVICES	(68)	(447)	(425)	(410)
CUSTOMER FIRST	(364)	(37)	(26)	(82)
ACCOUNTANCY	(172)	(56)	(12)	(117)
RISK SERVICES	9	73	76	16
PROPERTY SERVICES & INVESTMENT PORTFOLIO	7,153	2,862	3,408	2,137
NET COST OF SERVICES	5,772	2,672	3,166	1,787
<i>COST PER '000 POPULATION</i>	<i>41</i>	<i>19</i>	<i>22</i>	<i>13</i>

Budget Holder: Mr Steve Thompson

Finance Manager: Mr Mark Golden

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	11,330	10,045	10,339	10,063
PREMISES	7,017	6,267	5,959	5,513
TRANSPORT	168	124	124	124
SUPPLIES AND SERVICES	3,037	2,767	2,913	1,989
THIRD PARTY PAYMENTS	717	716	730	716
TRANSFER PAYMENTS	172	215	255	215
SUPPORT SERVICES	3,530	3,110	3,121	3,034
CAPITAL CHARGES	4,592	4,385	4,446	4,368
CORPORATE SAVINGS TARGET	-	(1,532)	(350)	(619)
TOTAL EXPENDITURE	30,563	26,097	27,537	25,403
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1,953	2,867	2,600	3,118
GOVERNMENT GRANTS	1,801	547	546	547
RECHARGES	17,064	19,342	19,296	19,352
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,973	669	1,929	599
TOTAL INCOME	24,791	23,425	24,371	23,616
NET EXPENDITURE	5,772	2,672	3,166	1,787

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

PROCUREMENT & DEVELOPMENT

SUBJECTIVE ANALYSIS	2014/15 ACTUAL	2015/16 ADJUSTED CASH LIMIT	2015/16 FORECAST OUTTURN	2016/17 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	731	491	492	561
PREMISES	21	-	-	-
TRANSPORT	3	2	2	2
SUPPLIES AND SERVICES	170	25	26	25
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	113	60	60	73
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	49	-	(44)
TOTAL EXPENDITURE	1,038	627	580	617
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	8	2	2	2
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	616	485	485	490
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	474	114	162	114
TOTAL INCOME	1,098	601	649	606
NET EXPENDITURE	(60)	26	(69)	11
COST PER '000 POPULATION				
	(0)	0	(0)	0

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 co-ordinate and manage the contractual process and procurement of goods and services for the whole of the Council.

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

REVENUES, BENEFITS & TRANSACTIONAL SERVICES

SUBJECTIVE ANALYSIS	2014/15 ACTUAL	2015/16 ADJUSTED CASH LIMIT	2015/16 FORECAST OUTTURN	2016/17 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	3,788	3,808	3,981	3,810
PREMISES	4	-	2	-
TRANSPORT	17	12	17	12
SUPPLIES AND SERVICES	1,447	732	949	732
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	157	200	200	200
SUPPORT SERVICES	1,194	1,104	1,106	1,091
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	(96)	59	(84)
TOTAL EXPENDITURE	6,607	5,760	6,314	5,761
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1	-	-	-
GOVERNMENT GRANTS	1,527	470	485	470
RECHARGES	4,965	4,876	4,896	4,896
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	840	163	719	163
TOTAL INCOME	7,333	5,509	6,100	5,529
NET EXPENDITURE	(726)	251	214	232
COST PER '000 POPULATION				
	(5)	2	2	2

Budget Holder: Mrs Marie McRoberts - Assistant Director 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	250	113	125	114
COUNCIL TAX REFORM	7	1	7	1
TRANSACTIONAL SERVICES	(134)	(47)	(44)	(18)
REVENUES	1,476	1,326	1,340	1,260
BENEFITS	(1,610)	(1,542)	(1,614)	(1,528)
DISCRETIONARY SUPPORT SCHEME	(715)	400	400	403
CORPORATE SAVINGS TARGET				
NET EXPENDITURE	(726)	251	214	232

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

LEGAL SERVICES

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,110	666	661	609
PREMISES	-	-	-	-
TRANSPORT	10	1	1	1
SUPPLIES AND SERVICES	136	92	114	92
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	223	166	166	133
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	(80)	-	(40)
TOTAL EXPENDITURE	1,479	845	942	795
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	91	66	83	66
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,346	1,184	1,218	1,097
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	110	42	66	42
TOTAL INCOME	1,547	1,292	1,367	1,205
NET EXPENDITURE	(68)	(447)	(425)	(410)
<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>(3)</i>	<i>(3)</i>	<i>(3)</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 2017

CUSTOMER FIRST

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	811	835	770	817
PREMISES	1	-	-	-
TRANSPORT	25	25	25	25
SUPPLIES AND SERVICES	119	89	160	89
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	168	169	169	152
CAPITAL CHARGES	-	4	4	4
CORPORATE SAVINGS TARGET	-	(49)	-	-
TOTAL EXPENDITURE	1,124	1,073	1,128	1,087
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	28	32	28	32
GOVERNMENT GRANTS	77	77	61	77
RECHARGES	1,332	989	989	1,048
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	51	12	76	12
TOTAL INCOME	1,488	1,110	1,154	1,169
NET EXPENDITURE	(364)	(37)	(26)	(82)
<i>COST PER '000 POPULATION</i>	<i>(3)</i>	<i>(0)</i>	<i>(0)</i>	<i>(1)</i>

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

Finance Manager: Mr Mark Golden

Notes:

- 1) 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 2017

ACCOUNTANCY

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,506	1,463	1,546	1,425
PREMISES	(1)	-	-	-
TRANSPORT	4	3	3	3
SUPPLIES AND SERVICES	236	135	221	114
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	315	255	255	207
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	(90)	-	(101)
TOTAL EXPENDITURE	2,060	1,766	2,025	1,648
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	111	114	114	114
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,986	1,674	1,713	1,627
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	135	34	210	24
TOTAL INCOME	2,232	1,822	2,037	1,765
NET EXPENDITURE	(172)	(56)	(12)	(117)
<i>COST PER '000 POPULATION</i>	<i>(1)</i>	<i>(0)</i>	<i>(0)</i>	<i>(1)</i>

Budget Holder: Mr Phil Redmond - Chief Accountant

Finance Manager: Mr Mark Golden

Notes:

- 1) Accountancy - a corporate finance stewardship role in setting the governance framework, preparing the Council's statutory final accounts, managing its financial information system, 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 2017

RISK SERVICES

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	847	511	531	522
PREMISES	3	-	-	-
TRANSPORT	7	2	2	2
SUPPLIES AND SERVICES	46	30	44	30
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	15	15	15	15
SUPPORT SERVICES	133	128	128	124
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	(7)	-	(50)
TOTAL EXPENDITURE	1,051	679	720	643
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	197	-	-	-
RECHARGES	675	575	558	596
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	170	31	86	31
TOTAL INCOME	1,042	606	644	627
NET EXPENDITURE	9	73	76	16
<i>COST PER '000 POPULATION</i>	<i>0</i>	<i>1</i>	<i>1</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 2017

PROPERTY SERVICES & INVESTMENT PORTFOLIO

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
EXPENDITURE				
EMPLOYEES	2,537	2,271	2,358	2,319
PREMISES	6,989	6,267	5,957	5,513
TRANSPORT	102	79	74	79
SUPPLIES AND SERVICES	883	1,664	1,399	907
THIRD PARTY PAYMENTS	717	716	730	716
TRANSFER PAYMENTS	-	-	40	-
SUPPORT SERVICES	1,384	1,228	1,237	1,254
CAPITAL CHARGES	4,592	4,381	4,442	4,364
CORPORATE SAVINGS TARGET	-	(1,259)	(409)	(300)
TOTAL EXPENDITURE	17,204	15,347	15,828	14,852
INCOME				
CUSTOMER & CLIENT RECEIPTS	1,714	2,653	2,373	2,904
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	6,144	9,559	9,437	9,598
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,193	273	610	213
TOTAL INCOME	10,051	12,485	12,420	12,715
NET EXPENDITURE	7,153	2,862	3,408	2,137
<i>COST PER '000 POPULATION</i>	<i>50</i>	<i>20</i>	<i>24</i>	<i>15</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
 - Town Hall
 - Municipal Buildings
 - Stanley Buildings
 - Solaris Centre
 - South King Street
 - Coastal House
 - Festival House
 - Palatine Leisure Centre
 - Blackpool Sports Centre
 - Moor Park Leisure Centre
 - Enterprise Centre
 - Blackpool Football Club
 - 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
PROPERTY SERVICES MANAGEMENT	-	1,031	1,051	367
BUILDINGS	3,945	1,124	1,172	(63)
CAPITAL PROJECTS & DEVELOPMENT	254	(604)	(304)	(266)
PROPERTY & PORTFOLIO MANAGEMENT	462	538	526	520
BUSINESS DEVELOPMENT & STRATEGY	-	110	119	110
ENERGY & PROPERTY DATA	329	(643)	(594)	280
BUILDING SERVICES	456	176	220	67
INVESTMENT PORTFOLIO	1,602	1,143	1,218	1,135
OTHER	105	(13)	-	(13)
NET EXPENDITURE	7,153	2,862	3,408	2,137

PLACES

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

SUMMARY

FUNCTIONS OF SERVICE	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
STRATEGIC LEISURE ASSETS	(1,420)	1,289	2,595	1,289
CULTURAL SERVICES	2,686	1,782	1,782	(64)
ECONOMIC DEVELOPMENT	724	645	645	84
HOUSING, PLANNING & TRANSPORT POLICY	1,377	358	358	512
VISITOR ECONOMY	5,552	4,274	4,375	3,738
NET COST OF SERVICES	8,919	8,348	9,755	5,559
<i>COST PER '000 POPULATION</i>	63	59	68	39

Budget Holder: Mr A Cavill- Director of Place

Finance Manager: Mr S Maher / Mrs K Whyatt

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<i>EXPENDITURE</i>				
EMPLOYEES	7,535	6,741	6,772	6,500
PREMISES	2,300	2,420	2,278	1,099
TRANSPORT	294	341	372	325
SUPPLIES AND SERVICES	1,969	5,116	7,118	2,273
THIRD PARTY PAYMENTS	240	72	204	120
TRANSFER PAYMENTS	135	302	401	43
SUPPORT SERVICES	1,476	1,401	1,408	1,492
CAPITAL CHARGES	5,265	4,710	4,353	1,661
CORPORATE SAVINGS TARGET	-	-	-	(692)
TOTAL EXPENDITURE	19,214	21,103	22,906	12,821
<i>INCOME</i>				
CUSTOMER & CLIENT RECEIPTS	3,504	4,251	3,998	976
GOVERNMENT GRANTS	377	1,548	1,833	8
RECHARGES	1,204	2,444	2,400	4,807
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	5,210	4,512	4,920	1,471
TOTAL INCOME	10,295	12,755	13,151	7,262
NET EXPENDITURE	8,919	8,348	9,755	5,559

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

STRATEGIC LEISURE ASSETS

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<i>EXPENDITURE</i>				
EMPLOYEES	71	97	105	43
PREMISES	1,143	1,172	1,065	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	(3,153)	91	553	-
THIRD PARTY PAYMENTS	1	-	-	-
TRANSFER PAYMENTS	-	50	50	-
SUPPORT SERVICES	48	46	46	45
CAPITAL CHARGES	3,916	4,211	3,854	1,201
CORPORATE SAVINGS TARGET	-	-	-	-
TOTAL EXPENDITURE	2,026	5,667	5,663	1,289
<i>INCOME</i>				
CUSTOMER & CLIENT RECEIPTS	2,360	3,275	2,735	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,086	1,103	333	-
TOTAL INCOME	3,446	4,378	3,068	-
NET EXPENDITURE	(1,420)	1,289	2,595	1,289
<i>COST PER '000 POPULATION</i>	<i>(10)</i>	<i>9</i>	<i>18</i>	<i>9</i>

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

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

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

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

CULTURAL SERVICES

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,499	1,582	1,688	1,221
PREMISES	332	480	406	342
TRANSPORT	41	40	45	24
SUPPLIES AND SERVICES	1,110	1,542	1,886	604
THIRD PARTY PAYMENTS	8	40	45	38
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	221	226	229	254
CAPITAL CHARGES	257	259	259	234
CORPORATE SAVINGS TARGET	-	-	-	(342)
TOTAL EXPENDITURE	3,468	4,169	4,558	2,375
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	28	24	27	24
GOVERNMENT GRANTS	127	-	78	-
RECHARGES	50	739	739	2,272
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	577	1,624	1,932	143
TOTAL INCOME	782	2,387	2,776	2,439
NET EXPENDITURE	2,686	1,782	1,782	(64)
<i>COST PER '000 POPULATION</i>	<i>19</i>	<i>13</i>	<i>13</i>	<i>(0)</i>

Budget Holder: Mrs. P Hamilton - Head of Cultural Services

Finance Manager: Mr S Maher / Mrs K Whyatt

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 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
ARTS & HERITAGE	521	126	126	6
MUSEUM	2	-	-	-
LIBRARY SERVICE	2,163	1,656	1,656	(70)
NET EXPENDITURE	2,686	1,782	1,782	(64)

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

ECONOMIC DEVELOPMENT

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	811	337	349	362
PREMISES	134	115	117	115
TRANSPORT	10	5	4	5
SUPPLIES AND SERVICES	420	139	177	139
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	148	104	104	78
CAPITAL CHARGES	12	11	11	11
CORPORATE SAVINGS TARGET	-	-	-	(60)
TOTAL EXPENDITURE	1,535	711	762	650
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	84	66	98	66
GOVERNMENT GRANTS	27	-	-	-
RECHARGES	-	-	-	500
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	700	-	19	-
TOTAL INCOME	811	66	117	566
NET EXPENDITURE	724	645	645	84
<i>COST PER '000 POPULATION</i>	5	5	5	1

Budget Holder: Mr P Legg - Head of Economic Development

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

- 1) The Economic Development Division is a small but effective team that spearheads the Council's support to new and existing businesses to assist in their set up, growth and job creation. The function has two parts to the operation: support to local businesses, and support to unemployed residents; with essential overlap around employer engagement.
- 2) The Business Support team has a successful track record of supporting new start businesses through its Get Started service offering advice, training and access to start up finance. The wider team acts as a key interface with existing businesses, in particular growing businesses in their efforts to locate and invest in property, plant and equipment, recruitment and skills. The team communicates with businesses through a variety of methods including 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 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' neighbourhoods; 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 2017

HOUSING, PLANNING & TRANSPORT POLICY

SUBJECTIVE ANALYSIS	2014/15 ACTUAL £000	2015/16 ADJUSTED CASH LIMIT £000	2015/16 FORECAST OUTTURN £000	2016/17 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	2,275	2,146	1,947	2,205
PREMISES	72	74	101	63
TRANSPORT	21	26	22	26
SUPPLIES AND SERVICES	591	1,536	1,975	(191)
THIRD PARTY PAYMENTS	71	3	159	53
TRANSFER PAYMENTS	135	252	351	43
SUPPORT SERVICES	499	555	555	644
CAPITAL CHARGES	22	4	4	4
CORPORATE SAVINGS TARGET	-	-	-	(65)
TOTAL EXPENDITURE	3,686	4,596	5,114	2,782
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	733	780	782	780
GOVERNMENT GRANTS	174	1,540	1,660	-
RECHARGES	701	1,275	1,231	1,304
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	701	643	1,083	186
TOTAL INCOME	2,309	4,238	4,756	2,270
NET EXPENDITURE	1,377	358	358	512
<i>COST PER '000 POPULATION</i>	<i>10</i>	<i>3</i>	<i>3</i>	<i>4</i>

Budget Holder: Mr. A Cavill- Director of Place

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

- 1) 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	706	(65)	(65)	180
PLANNING & TRANSPORT POLICY	671	423	423	332
NET EXPENDITURE	1,377	358	358	512

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

VISITOR ECONOMY

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	2,879	2,579	2,683	2,669
PREMISES	619	579	599	579
TRANSPORT	222	270	301	270
SUPPLIES AND SERVICES	3,001	1,808	2,527	1,721
THIRD PARTY PAYMENTS	160	29	-	29
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	560	470	474	471
CAPITAL CHARGES	1,058	225	225	211
CORPORATE SAVINGS TARGET	-	-	-	(225)
TOTAL EXPENDITURE	8,499	5,960	6,809	5,725
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	299	106	356	106
GOVERNMENT GRANTS	49	8	95	8
RECHARGES	453	430	430	731
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,146	1,142	1,553	1,142
TOTAL INCOME	2,947	1,686	2,434	1,987
NET EXPENDITURE	5,552	4,274	4,375	3,738
<i>COST PER '000 POPULATION</i>	<i>39</i>	<i>30</i>	<i>31</i>	<i>26</i>

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

Finance Manager: Mr S Maher / Mrs K Whyatt

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) The Illuminations service carries responsibility for designing and delivering one of the town's most popular and enduring attractions. The Illuminations attract circa three million visitors to Blackpool during the summer 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. It also provides services such as wireless links, access control and automatic number plate recognition systems.
- 8) Beach patrol offers a year-round service, with a full time staff complement further augmented by seasonal staff during peak summer months. The whole of Blackpool's coastline is patrolled, with the more highly populated beach and sea areas receiving greater cover. The service also provides an educational service to the local schools to make young people aware of the dangers associated with the sea.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PARTNERSHIPS & BUSINESS DEVELOPMENT	693	545	545	376
ILLUMINATIONS	2,812	1,741	1,741	1,693
PRINT SERVICES	71	(20)	81	(24)
VISIT BLACKPOOL	1,576	1,616	1,616	1,331
VISITOR SERVICES	400	392	392	362
NET EXPENDITURE	5,552	4,274	4,375	3,738

**COMMUNITY &
ENVIRONMENTAL
SERVICES**

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

SUMMARY

FUNCTIONS OF SERVICE	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
BUSINESS SERVICES	1,386	1,223	1,181	1,009
LEISURE AND CATERING	2,127	3,920	3,956	4,286
PUBLIC PROTECTION	1,528	95	94	56
COASTAL AND ENVIRONMENTAL PARTNERSHIPS	4,419	4,572	4,574	4,192
HIGHWAYS AND TRAFFIC MANAGEMENT SERVICES	14,716	14,576	14,630	15,122
STREET CLEANSING AND WASTE	20,580	19,229	19,231	18,550
INTEGRATED TRANSPORT	606	432	465	425
NET COST OF SERVICES	45,362	44,047	44,131	43,640
<i>COST PER '000 POPULATION</i>	<i>318</i>	<i>309</i>	<i>310</i>	<i>306</i>

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

Finance Managers: Mrs Kirsten Whyatt and Mr Steve Maher

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	15,832	13,920	15,168	14,304
PREMISES	2,864	2,257	2,110	2,195
TRANSPORT	2,778	3,376	3,001	3,376
SUPPLIES AND SERVICES	9,860	5,955	6,769	5,956
THIRD PARTY PAYMENTS	20,581	20,091	22,805	20,176
TRANSFER PAYMENTS	496	420	518	420
SUPPORT SERVICES	3,085	4,438	4,445	5,402
CAPITAL CHARGES	17,040	15,331	15,319	15,740
CORPORATE SAVINGS TARGET	-	38	191	(2,512)
TOTAL EXPENDITURE	72,536	65,826	70,326	65,057
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	8,281	7,633	8,106	7,633
GOVERNMENT GRANTS	2,817	2,780	2,843	2,780
RECHARGES	7,981	8,158	8,162	8,296
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	8,095	3,208	7,084	2,708
TOTAL INCOME	27,174	21,779	26,195	21,417
NET EXPENDITURE	45,362	44,047	44,131	43,640

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

BUSINESS SERVICES

SUBJECTIVE ANALYSIS	2014/15 ACTUAL	2015/16 ADJUSTED CASH LIMIT	2015/16 FORECAST OUTTURN	2016/17 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	550	391	386	402
PREMISES	319	45	47	45
TRANSPORT	7	4	4	4
SUPPLIES AND SERVICES	435	82	56	82
THIRD PARTY PAYMENTS	64	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	789	701	701	506
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(30)
TOTAL EXPENDITURE	2,164	1,223	1,194	1,009
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	548	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	229	-	13	-
TOTAL INCOME	778	-	13	-
NET EXPENDITURE	1,386	1,223	1,181	1,009
<i>COST PER '000 POPULATION</i>				
	<i>10</i>	<i>9</i>	<i>8</i>	<i>7</i>

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

Finance Managers: Mrs Kirsten Whyatt and Mr Steve Maher

Notes:

- 1) This budget relates to the management and administration for Community and Environmental Services which includes the costs of employee related insurance.
- 2) The budget also included the costs associated with Layton Depot until 2014/15. The Depot is shown in Property Services from 2015/16.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
BUSINESS SERVICES	1,442	1,223	1,181	1,009
LAYTON DEPOT	(56)	-	-	-
NET EXPENDITURE	1,386	1,223	1,181	1,009

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

LEISURE AND CATERING

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	6,129	5,620	5,716	5,752
PREMISES	599	512	608	448
TRANSPORT	384	398	413	398
SUPPLIES AND SERVICES	2,954	2,812	2,739	2,813
THIRD PARTY PAYMENTS	65	43	41	43
TRANSFER PAYMENTS	496	420	518	420
SUPPORT SERVICES	848	2,366	2,383	2,957
CAPITAL CHARGES	257	414	412	395
CORPORATE SAVINGS TARGET	-	60	-	(715)
TOTAL EXPENDITURE	11,732	12,645	12,830	12,511
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	4,690	4,983	4,847	4,983
GOVERNMENT GRANTS	99	121	145	121
RECHARGES	2,277	1,507	1,739	1,507
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,539	2,114	2,143	1,614
TOTAL INCOME	9,605	8,725	8,874	8,225
NET EXPENDITURE	2,127	3,920	3,956	4,286
COST PER '000 POPULATION	15	28	28	30

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

Finance Managers: Mrs Kirsten Whyatt and Mr Steve Maher

Notes:

- The service provides comprehensive leisure opportunities to the whole community, ensuring all interest groups, abilities, age groups and backgrounds are provided for. In excess of one million visits to leisure facilities and programmes are made by local people each year, which includes a whole range of activities, lessons, club sports activities, junior sports coaching and opportunities for the town's most vulnerable children, young people and adults. Health on referral programmes, for people with cardiac, respiratory, clinical and general health conditions, result in excess of 30,000 visits to facilities a year.
- 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. The park boasts an impressive range of facilities which includes; ornamental gardens, a rose garden, water fountains, a boating lake and statues along with the historic Art Deco Café. The park is also home to Blackpool Sports Centre, an athletics arena, a national standards BMX track, synthetic turf and grass sports pitches, netball and tennis courts and an adventure play area. The service also provides weed treatment and maintenance of green open spaces outside of Stanley Park including removal of fallen leaves and blossom and highway verge grass cutting.
- Catering Services provide a range of services to schools throughout Blackpool. The core service is a hot lunchtime meal served at 28 Primary, Special and Secondary schools. A range of other provisions are available throughout the extended school day, including breakfast, morning break and after-school food offers. The various Pupil Referral Units are provided with a delivered packed lunch service for pupils on a daily basis. The Catering Management Team are responsible for the monitoring of hygiene standards in all Council establishments in agreement with the local environmental health team, and also for compliance with nutritional and healthy meals governmental requirements throughout the borough. The Free School Breakfasts scheme provides a breakfast to over 11,000 primary school children.
- The Building Cleaning Team provides a cleaning service within the authority, schools, health and housing associations. Cleaning specifications are tailored to meet the customer's needs and include fixed term contracts, service level agreements or one-off cleans. Building Cleaning provide a window cleaning service using a water fed pole system for the authority. The service cleans bus and tram shelters, replaces advertising and performs basic repairs to shelters. Building Cleaning run the office moves service. This involves moving office furniture throughout the authority, transporting archive boxes between sites and transporting library boxes to all Blackpool libraries.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
LEISURE & SPORT	417	1,999	2,040	2,383
SCHOOL SPORT	-	(36)	(14)	(33)
PARKS	1,526	1,742	1,756	1,516
CATERING	308	331	250	491
BUILDING CLEANING	(124)	(116)	(76)	(71)
NET EXPENDITURE	2,127	3,920	3,956	4,286

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

PUBLIC PROTECTION

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	2,004	1,684	1,995	1,738
PREMISES	38	2	12	2
TRANSPORT	62	50	73	50
SUPPLIES AND SERVICES	298	112	187	112
THIRD PARTY PAYMENTS	94	102	98	102
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	428	403	403	436
CAPITAL CHARGES	45	45	45	27
CORPORATE SAVINGS TARGET	-	(22)	-	(202)
TOTAL EXPENDITURE	2,969	2,376	2,813	2,265
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	340	70	258	70
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	700	2,200	2,337	2,128
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	401	11	124	11
TOTAL INCOME	1,441	2,281	2,719	2,209
NET EXPENDITURE	1,528	95	94	56
<i>COST PER '000 POPULATION</i>	<i>11</i>	<i>1</i>	<i>1</i>	<i>0</i>

Budget Holder: Mr Tim Coglan - Head of Public Protection

Finance Managers: Mrs Kirsten Whyatt and Mr Steve Maher

Notes:

- 1) The Public Protection 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	233	(1)	(9)	(41)
PLANNING ENFORCEMENT	152	-	7	4
FOOD HYGIENE	84	(9)	(56)	(13)
HOUSING ENFORCEMENT	230	-	38	5
SELECTIVE LICENSING	35	49	49	30
ADVICE & EDUCATION	89	(5)	(9)	(7)
HEALTH & SAFETY	69	(22)	(35)	(20)
LICENCE ENFORCEMENT	197	1	13	6
TRADING STANDARDS	254	(5)	14	(5)
ENVIRONMENTAL PROTECTION	185	87	82	97
NET EXPENDITURE	1,528	95	94	56

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

COASTAL AND ENVIRONMENTAL PARTNERSHIPS

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	338	413	331	421
PREMISES	920	1,167	979	1,167
TRANSPORT	6	8	6	8
SUPPLIES AND SERVICES	1,624	733	90	733
THIRD PARTY PAYMENTS	2,732	4,138	5,100	4,138
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	35	35	35	107
CAPITAL CHARGES	2,334	1,203	1,203	1,203
CORPORATE SAVINGS TARGET	-	-	191	(250)
TOTAL EXPENDITURE	7,989	7,697	7,935	7,527
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	79	-	179	-
GOVERNMENT GRANTS	2,708	2,659	2,657	2,659
RECHARGES	-	444	1	654
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	783	22	524	22
TOTAL INCOME	3,570	3,125	3,361	3,335
NET EXPENDITURE	4,419	4,572	4,574	4,192
<i>COST PER '000 POPULATION</i>	<i>31</i>	<i>32</i>	<i>32</i>	<i>29</i>

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

Finance Managers: Mrs Kirsten Whyatt and 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 PARTNERSHIPS	(66)	28	30	(102)
STREET LIGHTING	4,485	4,544	4,544	4,294
NET EXPENDITURE	4,419	4,572	4,574	4,192

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

HIGHWAYS AND TRAFFIC MANAGEMENT SERVICES

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,956	1,825	1,768	1,881
PREMISES	452	296	242	298
TRANSPORT	430	328	336	328
SUPPLIES AND SERVICES	1,977	515	1,424	515
THIRD PARTY PAYMENTS	1,536	486	1,026	486
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	251	217	213	346
CAPITAL CHARGES	11,817	12,276	12,276	12,745
CORPORATE SAVINGS TARGET	-	-	-	(110)
TOTAL EXPENDITURE	18,419	15,943	17,285	16,489
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	852	422	493	422
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	683	340	367	340
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,168	605	1,795	605
TOTAL INCOME	3,703	1,367	2,655	1,367
NET EXPENDITURE	14,716	14,576	14,630	15,122
COST PER '000 POPULATION	103	102	103	106

Budget Holder: Mr Will Britain - Head of Highways

Finance Managers: Mrs Kirsten Whyatt and Mr Steve Maher

Notes:

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HIGHWAYS & ENGINEERING	14,297	14,119	14,111	14,506
HIGHWAYS & TRAFFIC	419	457	519	616
NET EXPENDITURE	14,716	14,576	14,630	15,122

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

STREET CLEANSING AND WASTE

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	3,025	2,976	3,018	3,052
PREMISES	387	223	214	223
TRANSPORT	774	731	750	731
SUPPLIES AND SERVICES	1,046	546	770	546
THIRD PARTY PAYMENTS	16,072	15,306	16,513	15,391
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	669	646	647	944
CAPITAL CHARGES	2,553	1,359	1,349	1,336
CORPORATE SAVINGS TARGET	-	-	-	(1,115)
TOTAL EXPENDITURE	24,526	21,787	23,261	21,108
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	2,305	2,158	2,329	2,158
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	390	112	112	112
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,251	288	1,589	288
TOTAL INCOME	3,946	2,558	4,030	2,558
NET EXPENDITURE	20,580	19,229	19,231	18,550
<i>COST PER '000 POPULATION</i>	<i>144</i>	<i>135</i>	<i>135</i>	<i>130</i>

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

Finance Managers: Mrs Kirsten Whyatt and Mr Steve Maher

Notes:

- 1) The Street Cleansing Team are responsible for general cleaning around Blackpool. The work they do includes; removal of litter and dog fouling from public footpaths, clearing away wind blown sand, removal of dead animals, removal of unwanted/illegal graffiti, removal of fly-tipping, removal of road traffic debris and the supply and service of litter bins. All residential streets are regularly inspected and swept. In addition, any justified requests for street cleansing services will be carried out as required.
- 2) The Council operates a containerised domestic waste management service in partnership with waste collection contractor Veolia Environmental Services. Blackpool residents are now recycling over 40% of all household waste.
- 3) The Household Waste Recycling Centre at Bristol Avenue has facilities for the disposal of household waste from any domestic properties within Blackpool. Help is available at the site to direct, advise and provide practical physical assistance to ensure the safe disposal of waste. Over 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 arrangements 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
STREET CLEANSING	2,812	2,989	2,962	2,872
WASTE	16,808	15,314	15,339	14,746
PUBLIC CONVENIENCIES	960	926	930	932
NET EXPENDITURE	20,580	19,229	19,231	18,550

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

INTEGRATED TRANSPORT

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<i>EXPENDITURE</i>				
EMPLOYEES	1,830	1,011	1,954	1,058
PREMISES	149	12	8	12
TRANSPORT	1,115	1,857	1,419	1,857
SUPPLIES AND SERVICES	1,526	1,155	1,503	1,155
THIRD PARTY PAYMENTS	18	16	27	16
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	65	70	63	106
CAPITAL CHARGES	34	34	34	34
CORPORATE SAVINGS TARGET	-	-	-	(90)
TOTAL EXPENDITURE	4,737	4,155	5,008	4,148
<i>INCOME</i>				
CUSTOMER & CLIENT RECEIPTS	14	-	-	-
GOVERNMENT GRANTS	10	-	41	-
RECHARGES	3,383	3,555	3,606	3,555
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	724	168	896	168
TOTAL INCOME	4,131	3,723	4,543	3,723
NET EXPENDITURE	606	432	465	425
<i>COST PER '000 POPULATION</i>	<i>4</i>	<i>3</i>	<i>3</i>	<i>3</i>

Budget Holder: Mrs Lynne Rowbottom - Head of Integrated Transport

Finance Managers: Mrs Kirsten Whyatt and Mr Steve Maher

Notes:

- 1) The Council as a Transport Authority is responsible for certain strategic public transport functions and supported bus services.
- 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	44	(6)	(6)	38
INTEGRATED TRANSPORT	156	167	167	195
TRAVEL AND ROAD SAFETY	406	271	304	192
NET EXPENDITURE	606	432	465	425

ADULT SERVICES

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

SUMMARY

FUNCTIONS OF SERVICE	2014/15 ACTUAL £000	2015/16 ADJUSTED CASH LIMIT £000	2015/16 FORECAST OUTTURN £000	2016/17 CASH LIMIT £000
ADULT SOCIAL CARE	5,307	4,112	4,064	3,475
CARE & SUPPORT	8,918	6,656	7,056	5,285
COMMISSIONING & CONTRACTS	1,311	1,377	1,226	1,012
ADULTS COMMISSIONING	27,182	29,447	29,303	31,548
ADULTS SAFEGUARDING	282	421	567	295
DEPARTMENTAL MANAGEMENT	1,975	1,541	1,543	1,470
NET COST OF SERVICES	44,975	43,554	43,759	43,085
<i>COST PER '000 POPULATION</i>	<i>316</i>	<i>306</i>	<i>307</i>	<i>302</i>

Budget Holder: Karen Smith - Director of Adult Social Services

Finance Manager: Mr Mark Golden

SUBJECTIVE ANALYSIS	2014/15 ACTUAL £000	2015/16 ADJUSTED CASH LIMIT £000	2015/16 FORECAST OUTTURN £000	2016/17 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	16,306	16,157	16,562	15,571
PREMISES	125	87	89	87
TRANSPORT	860	839	876	839
SUPPLIES AND SERVICES	1,442	1,872	1,989	1,873
THIRD PARTY PAYMENTS	37,512	38,024	38,412	38,400
TRANSFER PAYMENTS	6,435	5,016	5,390	4,966
SUPPORT SERVICES	2,877	2,670	2,672	2,763
CAPITAL CHARGES	313	236	236	234
CORPORATE SAVINGS TARGET	-	(2,097)	-	(2,148)
TOTAL EXPENDITURE	65,870	62,804	66,226	62,585
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	10,197	10,648	12,133	10,573
GOVERNMENT GRANTS	199	134	327	134
RECHARGES	105	33	29	33
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	10,394	8,435	9,978	8,760
TOTAL INCOME	20,895	19,250	22,467	19,500
NET EXPENDITURE	44,975	43,554	43,759	43,085

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

ADULT SOCIAL CARE

SUBJECTIVE ANALYSIS	2014/15 ACTUAL	2015/16 ADJUSTED CASH LIMIT	2015/16 FORECAST OUTTURN	2016/17 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	5,454	5,631	5,504	5,841
PREMISES	-	-	-	-
TRANSPORT	179	172	197	172
SUPPLIES AND SERVICES	59	70	109	70
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	2	-	7	-
SUPPORT SERVICES	431	543	543	471
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(775)
TOTAL EXPENDITURE	6,125	6,416	6,360	5,779
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	6	-	-	-
GOVERNMENT GRANTS	-	-	120	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	812	2,304	2,176	2,304
TOTAL INCOME	818	2,304	2,296	2,304
NET EXPENDITURE	5,307	4,112	4,064	3,475
<u>COST PER '000 POPULATION</u>				
	37	29	29	24

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

Finance Manager: Mr Mark Golden

Notes:

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ADULT SOCIAL CARE MANAGEMENT	1,200	1,150	1,125	669
SOCIAL SERVICES DIRECT	2,157	1,847	1,853	1,604
LEARNING DISABILITIES TEAM	442	473	457	488
MENTAL HEALTH TEAM	1,508	642	629	714
NET EXPENDITURE	5,307	4,112	4,064	3,475

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

CARE & SUPPORT

SUBJECTIVE ANALYSIS	2014/15 ACTUAL	2015/16 ADJUSTED CASH LIMIT	2015/16 FORECAST OUTTURN	2016/17 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	9,248	8,637	9,165	7,787
PREMISES	45	23	24	23
TRANSPORT	180	189	157	189
SUPPLIES AND SERVICES	311	333	327	333
THIRD PARTY PAYMENTS	189	186	187	186
TRANSFER PAYMENTS	8	-	-	-
SUPPORT SERVICES	952	1,256	1,258	1,317
CAPITAL CHARGES	32	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(582)
TOTAL EXPENDITURE	10,965	10,624	11,118	9,253
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	666	634	629	634
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	19	33	29	33
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,362	3,301	3,404	3,301
TOTAL INCOME	2,047	3,968	4,062	3,968
NET EXPENDITURE	8,918	6,656	7,056	5,285
<i>COST PER '000 POPULATION</i>	<i>63</i>	<i>47</i>	<i>50</i>	<i>37</i>

Budget Holder: Karen Smith - Director of Adult Social Services

Finance Manager: Mr 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, Extra Support, Gloucester, Care at Home (Reablement, Primary Night Care, End of Life Care and Urgent Response), Langdale, 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	1,229	1,001	1,006	1,042
DAY CENTRE	878	1,054	979	1,047
COOPERSWAY/HOYLE @ MANSFIELD RESIDENTIAL RESPITE	857	610	969	488
PHOENIX CENTRE/GLOUCESTER AVE	449	44	53	90
EXTRA SUPPORT	1,669	1,717	1,681	1,750
SUPPORTED LIVING	1,544	1,264	1,462	-
SHARED LIVES/VOLUNTEER SERVICE	151	137	135	143
BLACKPOOL CENTRE FOR INDEPENDENT LIVING	20	131	133	133
HOMECARE	1,214	69	48	71
ARC	942	598	582	548
VITALINE	(35)	31	8	(27)
NET EXPENDITURE	8,918	6,656	7,056	5,285

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

COMMISSIONING & CONTRACTS

SUBJECTIVE ANALYSIS	2014/15 ACTUAL	2015/16 ADJUSTED CASH LIMIT	2015/16 FORECAST OUTTURN	2016/17 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	882	939	889	974
PREMISES	-	-	-	-
TRANSPORT	12	16	11	16
SUPPLIES AND SERVICES	133	238	145	238
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	446	337	337	46
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(109)
TOTAL EXPENDITURE	1,473	1,530	1,382	1,165
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	58	58	46	58
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	104	95	110	95
TOTAL INCOME	162	153	156	153
NET EXPENDITURE	1,311	1,377	1,226	1,012
COST PER '000 POPULATION				
	9	10	9	7

Budget Holder: Ms Val Raynor - Head of Commissioning

Finance Manager: Mr 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	516	557	462	254
COMMISSIONING TEAMS	362	460	378	386
QUALITY ASSURANCE TEAM	354	322	343	334
HEALTH & WELLBEING	79	38	43	38
NET EXPENDITURE	1,311	1,377	1,226	1,012

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

ADULTS COMMISSIONING

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
EXPENDITURE				
EMPLOYEES	50	22	22	22
PREMISES	75	60	60	60
TRANSPORT	481	450	502	450
SUPPLIES AND SERVICES	626	940	920	941
THIRD PARTY PAYMENTS	37,308	37,809	38,207	38,185
TRANSFER PAYMENTS	6,328	4,915	5,282	4,865
SUPPORT SERVICES	-	-	-	366
CAPITAL CHARGES	4	3	3	1
CORPORATE SAVINGS TARGET	-	(2,097)	-	(437)
TOTAL EXPENDITURE	44,872	42,102	44,996	44,453
INCOME				
CUSTOMER & CLIENT RECEIPTS	9,508	10,014	11,469	9,939
GOVERNMENT GRANTS	67	56	56	56
RECHARGES	86	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	8,029	2,585	4,168	2,910
TOTAL INCOME	17,690	12,655	15,693	12,905
NET EXPENDITURE	27,182	29,447	29,303	31,548
<i>COST PER '000 POPULATION</i>	<i>191</i>	<i>207</i>	<i>206</i>	<i>221</i>

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

Finance Manager: Mr Mark Golden

Notes:

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PHYSICAL SUPPORT 18-64	1,807	978	2,023	978
PHYSICAL SUPPORT 65+	5,565	6,810	8,991	6,332
SENSORY SUPPORT 18-64	59	15	72	15
SENSORY SUPPORT 65+	169	40	241	40
MENTAL HEALTH SUPPORT 18-64	2,219	2,358	2,685	2,508
MENTAL HEALTH SUPPORT 65+	1,419	1,325	1,603	1,142
SUPPORT WITH MEMORY AND COGNITION 18-64	97	122	76	122
SUPPORT WITH MEMORY AND COGNITION 65+	3,485	3,484	3,702	3,301
LEARNING DISABILITY SUPPORT 18-64	8,558	8,599	8,111	9,248
LEARNING DISABILITY SUPPORT 65+	223	238	911	238
SOCIAL SUPPORT-SUBSTANCE MISUSE SUPPORT	140	251	145	251
SOCIAL SUPPORT-ASYLUM SEEKER SUPPORT	-	-	-	-
SOCIAL SUPPORT-SOCIAL ISOLATION & OTHER	146	377	22	377
SOCIAL SUPPORT-SUPPORT FOR CARERS	127	125	189	113
ASSISTIVE EQUIPMENT & TECHNOLOGY	1,513	807	760	805
INFORMATION & EARLY INTERVENTION	96	96	96	96
OTHER COMMISSIONING PLACEMENTS	(857)	2,057	(2,005)	4,467
HOUSING RELATED SUPPORT	2,415	1,765	1,681	1,515
CHILDREN'S COMMISSIONING HEALTH	1	-	-	-
NET EXPENDITURE	27,182	29,447	29,303	31,548

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

ADULTS SAFEGUARDING

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	205	392	407	401
PREMISES	-	-	-	-
TRANSPORT	2	3	3	3
SUPPLIES AND SERVICES	124	123	255	123
THIRD PARTY PAYMENTS	15	29	18	29
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	20
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	(155)
TOTAL EXPENDITURE	346	547	683	421
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	20	34	20
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	64	106	82	106
TOTAL INCOME	64	126	116	126
NET EXPENDITURE	282	421	567	295
<i>COST PER '000 POPULATION</i>	2	3	4	2

Budget Holder: Lynn Gornall - Head of Safeguarding

Finance Manager: Mr Mark Golden

Notes:

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
SAFEGUARDING MANAGEMENT	56	67	67	70
ADULTS SAFEGUARDING	159	143	289	69
ADULTS SAFEGUARDING BOARD	67	68	68	68
PROFESSIONAL LEADS	-	143	143	88
NET EXPENDITURE	282	421	567	295

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

DEPARTMENTAL MANAGEMENT

SUBJECTIVE ANALYSIS	2014/15 ACTUAL	2015/16 ADJUSTED CASH LIMIT	2015/16 FORECAST OUTTURN	2016/17 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	467	536	575	546
PREMISES	5	4	5	4
TRANSPORT	6	9	6	9
SUPPLIES AND SERVICES	189	168	233	168
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	97	101	101	101
SUPPORT SERVICES	1,048	534	534	543
CAPITAL CHARGES	277	233	233	233
CORPORATE SAVINGS TARGET	-	-	-	(90)
TOTAL EXPENDITURE	2,089	1,585	1,687	1,514
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	17	-	35	-
GOVERNMENT GRANTS	74	-	71	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	23	44	38	44
TOTAL INCOME	114	44	144	44
NET EXPENDITURE	1,975	1,541	1,543	1,470
<u>COST PER '000 POPULATION</u>				
	14	11	11	10

Budget Holder: Hilary Shaw - Departmental Management

Finance Manager: Mr Mark Golden

Notes:

- 1) This budget contains the costs relating to the Director of Children's Services and the Director of Adult Social Services, as well as management expenditure for Adult Services including mandatory training, telephones, and capital charges.

CHILDREN'S SERVICES

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

SUMMARY

FUNCTIONS OF SERVICE	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
LOCAL SCHOOLS BUDGET	37,935	30,713	30,713	30,581
LIFELONG LEARNING AND SCHOOLS	26,629	26,227	26,318	25,832
EARLY HELP FOR CHILDREN & FAMILIES	4,706	4,488	4,431	4,428
CHILDREN'S SOCIAL CARE	28,215	27,619	29,109	26,227
GRANTS	(59,095)	(52,650)	(51,459)	(51,355)
NET COST OF SERVICES	38,390	36,397	39,112	35,713
<i>COST PER '000 POPULATION</i>	269	255	274	251

DIRECTOR: Delyth Curtis

FINANCE MANAGER: Mark Golden

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<i>EXPENDITURE</i>				
EMPLOYEES	62,208	54,387	55,502	54,550
PREMISES	4,449	3,640	3,668	3,640
TRANSPORT	2,627	2,523	2,582	2,523
SUPPLIES AND SERVICES	16,446	17,149	17,312	17,123
THIRD PARTY PAYMENTS	15,843	15,205	17,000	15,010
TRANSFER PAYMENTS	10,367	7,575	7,395	7,575
SUPPORT SERVICES	7,644	7,208	7,216	6,299
CAPITAL CHARGES	4,134	3,538	3,537	3,406
CORPORATE SAVINGS TARGET	-	(1,421)	(87)	(2,253)
TOTAL EXPENDITURE	123,718	109,804	114,125	107,873
<i>INCOME</i>				
CUSTOMER & CLIENT RECEIPTS	1,550	1,421	1,326	1,421
GOVERNMENT GRANTS	68,744	56,110	55,864	54,815
RECHARGES	6,420	9,145	9,444	9,145
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	8,614	6,731	8,379	6,779
TOTAL INCOME	85,328	73,407	75,013	72,160
NET EXPENDITURE	38,390	36,397	39,112	35,713

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

LOCAL SCHOOLS BUDGET

SUBJECTIVE ANALYSIS	2014/15 ACTUAL £000	2015/16 ADJUSTED CASH LIMIT £000	2015/16 FORECAST OUTTURN £000	2016/17 CASH LIMIT £000
<i>EXPENDITURE</i>				
EMPLOYEES	37,131	29,842	29,929	29,842
PREMISES	4,009	3,239	3,249	3,239
TRANSPORT	166	134	134	134
SUPPLIES AND SERVICES	4,172	3,395	3,403	3,395
THIRD PARTY PAYMENTS	19	15	15	15
TRANSFER PAYMENTS	1,850	1,473	1,400	1,473
SUPPORT SERVICES	3,274	2,661	2,669	2,661
CAPITAL CHARGES	4,124	3,537	3,537	3,405
CORPORATE SAVINGS TARGET	-	-	-	-
TOTAL EXPENDITURE	54,745	44,296	44,336	44,164
<i>INCOME</i>				
CUSTOMER & CLIENT RECEIPTS	1,069	864	866	864
GOVERNMENT GRANTS	856	692	694	692
RECHARGES	11,122	8,986	9,013	8,986
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,763	3,041	3,050	3,041
TOTAL INCOME	16,810	13,583	13,623	13,583
NET EXPENDITURE	37,935	30,713	30,713	30,581
<i>COST PER '000 POPULATION</i>	<i>266</i>	<i>216</i>	<i>216</i>	<i>215</i>

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

Finance Manager: Mark Golden

Notes:

- The Individual Schools Budget (Delegated) figure represents the total of the budgets allocated to each school. The Blackpool Fair Funding Formula,
- 1) which must adhere to specific government statutory regulations, forms the basis for this apportionment. Special School budgets are now analysed as High Needs Top-up Payments under Lifelong Learning and Schools.
 - 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
NON DELEGATED	4,840	3,972	3,972	3,840
DELEGATED TO SCHOOLS				
- PRIMARY	23,303	21,425	21,425	21,425
- SECONDARY	9,792	5,316	5,316	5,316
TOTAL DELEGATED	33,095	26,741	26,741	26,741
NET EXPENDITURE	37,935	30,713	30,713	30,581

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

LIFELONG LEARNING AND SCHOOLS

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	9,449	9,255	9,656	9,363
PREMISES	324	369	400	369
TRANSPORT	1,912	1,821	1,958	1,821
SUPPLIES AND SERVICES	9,115	10,738	10,676	10,738
THIRD PARTY PAYMENTS	3,330	2,765	3,338	2,765
TRANSFER PAYMENTS	6,740	4,767	4,609	4,767
SUPPORT SERVICES	1,028	1,163	1,163	1,189
CAPITAL CHARGES	8	-	-	-
CORPORATE SAVINGS TARGET	-	(248)	-	(729)
TOTAL EXPENDITURE	31,906	30,630	31,800	30,283
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	386	390	379	390
GOVERNMENT GRANTS	1,142	772	809	772
RECHARGES	382	131	403	131
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,367	3,110	3,891	3,158
TOTAL INCOME	5,277	4,403	5,482	4,451
NET EXPENDITURE	26,629	26,227	26,318	25,832
<i>COST PER '000 POPULATION</i>	<i>187</i>	<i>184</i>	<i>185</i>	<i>181</i>

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

Finance Manager: Mark Golden

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
LEARNING AND SCHOOLS MANAGEMENT	1,382	972	728	948
SCHOOL IMPROVEMENT, MANAGEMENT & STRATEGY	842	388	388	201
LEARNING RESOURCE CENTRE	96	155	145	164
GOVERNORS SERVICES	12	3	(7)	5
SCHOOL ADMISSIONS	126	154	139	154
PUPIL WELFARE AND ATTENDANCE	363	420	375	388
EARLY YEARS MONITORING AND SUPPORT	1,905	608	597	608
EARLY YEARS FREE ENTITLEMENT GRANTS	6,080	6,487	6,498	6,487
SCHOOL ORGANISATION	32	72	42	45
DIVERSITY LEARNING	157	339	222	339
VIRTUAL SCHOOL	77	82	81	76
MUSIC SERVICES	(21)	(31)	(31)	(28)
OUTDOOR EDUCATION	63	74	49	2
EDUCATIONAL DIVERSITY AND PUPIL REFERRAL UNITS	2,507	2,338	2,338	2,338
SPECIAL EDUCATIONAL NEEDS	346	350	318	339
EDUCATION PSYCHOLOGY	329	353	262	314
SPECIALIST ADVICE & RESOURCES INC. SENSORY SERVICE	855	958	907	960
OUT OF BOROUGH PLACEMENTS	2,084	2,325	2,440	2,325
TRANSPORT	1,512	1,432	1,620	1,227
HIGH NEEDS TOP-UP PAYMENTS	5,726	6,311	6,596	6,311
POST-16 PROVISION	485	846	822	846
DIRECT PAYMENTS	529	583	541	583
OTHER SUPPORT FOR DISABLED CHILDREN	562	575	642	530
SHORT BREAKS FOR DISABLED CHILDREN	149	165	165	165
SKILLS, EDUCATION AND EMPLOYMENT	431	268	441	505
NET EXPENDITURE	26,629	26,227	26,318	25,832

Notes:

- 1) School Improvement activities are wide and varied and are supported to varying degrees by all staff within the Universal Services & School Effectiveness Division. There is a small core team of School Improvement Officers providing Blackpool's statutory school improvement. This is supplemented by external consultancy and a small intervention budget to assist maintained schools.
- 2) The Pupil Welfare team has statutory duties regarding school attendance and support schools to address attendance and welfare issues. The Courts and Licensing team has a duty regarding licensing young people performing or taking part in paid sports or modelling. The Access and Inclusion Team, including Children Missing Education, has statutory duties regarding ensuring every child is in receipt of a suitable and full time education provision with special regard to children from vulnerable groups including LAC, EHE, GRT and complex non-routine admissions. The team track and trace 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. The funding for 2 year-old places is not included in the figure for 2016-17 because the allocations, which will be based on participation, will not be announced until Summer 2016.
- 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.
- 7) High Needs top-up payments include payments to mainstream schools to cover the costs of additional support for children with Special Educational Needs, and Special School budgets.

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

EARLY HELP FOR CHILDREN AND FAMILIES

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	4,167	3,819	4,177	3,691
PREMISES	24	18	9	18
TRANSPORT	138	124	128	124
SUPPLIES AND SERVICES	829	601	1,290	607
THIRD PARTY PAYMENTS	1,299	1,678	1,614	1,678
TRANSFER PAYMENTS	47	-	5	-
SUPPORT SERVICES	635	748	748	687
CAPITAL CHARGES	1	-	-	-
CORPORATE SAVINGS TARGET	-	(592)	-	(469)
TOTAL EXPENDITURE	7,140	6,396	7,971	6,336
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	84	167	63	167
GOVERNMENT GRANTS	1,580	1,602	2,483	1,602
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	770	139	994	139
TOTAL INCOME	2,434	1,908	3,540	1,908
NET EXPENDITURE	4,706	4,488	4,431	4,428
<i>COST PER '000 POPULATION</i>	<i>33</i>	<i>31</i>	<i>31</i>	<i>31</i>

Budget Holder: Amanda Hatton - Deputy Director Early Help and Social Care

Finance Manager: Mark Golden

Notes:

- 1) 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 25s, non-clinical sexual health and relationships support for under 18s, targeted youth services for 11-16 year olds and

- 2) offending prevention work with 10-17 year olds. These services are supporting some of the most vulnerable young people in Blackpool and are helping to significantly reduce the rate of teenage conceptions and first time entrants to the youth justice system and to increase the rate of school attendance. Over 80% of young people and young adults supported by the hub reduce or stop their drug and alcohol use.

- 3) The Families in Need service (FIN) 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	631	700	645	473
CHILDREN'S CENTRES	1,628	1,625	1,556	1,626
SURE STARTS	492	252	651	465
YOUTH SERVICES	103	303	307	178
SPECIALIST SUPPORT	146	154	68	197
FAMILIES IN NEED INCLUDING SPRINGBOARD	1,469	1,186	962	1,254
DOMESTIC ABUSE	237	268	242	235
NET EXPENDITURE	4,706	4,488	4,431	4,428

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

CHILDREN'S SOCIAL CARE

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	11,461	11,471	11,740	11,654
PREMISES	92	14	10	14
TRANSPORT	411	444	362	444
SUPPLIES AND SERVICES	2,330	2,415	1,943	2,383
THIRD PARTY PAYMENTS	11,195	10,747	12,033	10,552
TRANSFER PAYMENTS	1,388	1,307	1,353	1,307
SUPPORT SERVICES	2,707	2,636	2,636	1,762
CAPITAL CHARGES	1	1	-	1
CORPORATE SAVINGS TARGET	-	(581)	(87)	(1,055)
TOTAL EXPENDITURE	29,585	28,454	29,990	27,062
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	11	-	18	-
GOVERNMENT GRANTS	644	394	419	394
RECHARGES	1	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	714	441	444	441
TOTAL INCOME	1,370	835	881	835
NET EXPENDITURE	28,215	27,619	29,109	26,227
<i>COST PER '000 POPULATION</i>	<i>198</i>	<i>194</i>	<i>204</i>	<i>184</i>

Budget Holder: Amanda Hatton - Deputy Director Early Help and Social Care

Finance Manager: Mark Golden

Notes:

1) The division is responsible for ensuring the timely assessment of need for those children who are within the most vulnerable groups in Blackpool. The service aims to deliver timely and high quality services to the public and partner agencies within the legal framework laid down by government and with a suitably skilled and experienced workforce. All Local Authorities face high pressure on budgets and high cost services such as those for children in care are being reviewed and where possible and safe, reduced.

2) The Youth Offending Team is a statutory service working with young offenders in Blackpool, with a focus on prevention of offending and reoffending, protection of the public and safeguarding. The funding of the YOT is heavily influenced by central government allocations which have decreased year on year.

3) The Safeguarding, Quality and Review service is responsible for quality assurance of Children's Social Care and is delivered in accordance with a Quality Assurance Framework. The service includes a high quality Independent Reviewing Officer (IRO), Independent Safeguarding Chair, Local Authority Designated Officer service and Safeguarding Licensing Officer, management and administration of Blackpool Safeguarding Children Board, Voice of the Child including participation of Looked After Children and Quality Assurance.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
COMMISSIONING AND CHILDREN'S SERVICES STRATEGY	3,065	2,433	2,728	1,965
LEGAL FEES	634	1,052	1,170	1,070
LONG TERM SOCIAL WORK TEAMS	2,828	2,812	2,840	2,772
DUTY AND ASSESSMENT SOCIAL WORK TEAMS	1,796	1,821	1,844	1,790
ADMINISTRATION	681	639	650	337
LOOKED AFTER CHILDREN OVER 12 INCLUDING LEAVING CARE	1,661	1,443	1,657	1,461
LOOKED AFTER CHILDREN UNDER 12 INCLUDING PERMANENCE	478	495	572	513
RESIDENTIAL HOMES	2,154	2,364	2,410	1,577
ADOPTION SERVICES	1,867	1,858	1,254	1,838
FOSTERING SERVICES	3,735	4,025	3,661	4,040
SPECIAL GUARDIANSHIP SUPPORT & RESIDENCE ORDERS	1,215	1,391	1,397	1,391
EXTERNAL PLACEMENTS	5,983	5,271	6,755	5,271
YOUTH OFFENDING TEAM	977	860	860	759
SAFEGUARDING, QUALITY AND REVIEW	1,141	1,155	1,311	1,443
NET EXPENDITURE	28,215	27,619	29,109	26,227

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

GRANTS

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	342	28	28	28
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
TOTAL EXPENDITURE	342	28	28	28
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	64,522	52,650	51,459	51,355
RECHARGES	(5,085)	28	28	28
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	59,437	52,678	51,487	51,383
NET EXPENDITURE	(59,095)	(52,650)	(51,459)	(51,355)
<i>COST PER '000 POPULATION</i>	<i>(415)</i>	<i>(369)</i>	<i>(361)</i>	<i>(360)</i>

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

Finance Manager: Mark Golden

Notes:

1) Dedicated Schools Grant (DSG) is the funding stream that supports the Schools Budget, which includes amounts that are devolved to schools through the Individual Schools Budget, together with centrally-retained pupil-related services.

2) The Local Services Support Grant (LSSG) replaced several centrally directed grants that ended in 2010-11. The majority of the grant was rolled into the Council's formula grant in 2013-14.

3) Education functions provided by local authorities are funded from the Education Services Grant (ESG). For 2016-17, the Council will receive £77 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	(57,682)	(50,482)	(50,482)	(50,481)
LOCAL SERVICES SUPPORT GRANT	(36)	(118)	(14)	-
EDUCATION SERVICES GRANT	(1,377)	(2,050)	(963)	(874)
NET EXPENDITURE	(59,095)	(52,650)	(51,459)	(51,355)

PUBLIC HEALTH

PUBLIC HEALTH

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

SUMMARY

SUBJECTIVE ANALYSIS	2014/15	2015-16	2015-16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,196	1,271	1,271	1,271
PREMISES	-	-	-	-
TRANSPORT	15	15	15	15
SUPPLIES AND SERVICES	38	70	70	70
THIRD PARTY PAYMENTS	16,593	16,551	17,758	16,551
TRANSFER PAYMENTS	-	-	-	82
SUPPORT SERVICES	343	383	383	301
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
TOTAL EXPENDITURE	18,185	18,290	19,497	18,290
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	17,978	18,290	18,290	18,290
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	211	-	-	-
TOTAL INCOME	18,189	18,290	18,290	18,290
NET EXPENDITURE	(4)	-	1,207	-
<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>0</i>	<i>8</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 that meet local population's needs.
- 4) Provide a robust financial management system to include planning, budget monitoring to ensure balance at year end; ensuring policies, procedures and democratic processes are adhered to and contracts regularly reviewed and performance managed.
- 5) Develop the Joint Strategic Needs Assessment (JSNA); a process that identifies 'the big picture' in terms of health and wellbeing needs and inequalities of a local population. This information is used to develop strategies and plan service development to improve the public's health in Blackpool.
- 6) Provide population level public health advice to the NHS.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PUBLIC HEALTH DIRECTORATE & CORPORATE SUPPORT	1,886	2,996	1,799	1,799
NHS HEALTH CHECKS & SCHOOL NURSING	104	282	282	282
TOBACCO CONTROL	536	604	604	604
MENTAL HEALTH & WELLBEING	693	976	976	976
SEXUAL HEALTH SERVICES	2,987	2,568	3,006	2,568
FALLS, PREVENTIONS & ACCIDENTS	150	112	112	112
SUBSTANCE MISUSE (DRUGS & ALCOHOL)	4,983	4,523	4,813	4,523
HEALTHY WEIGHT/HEALTHY LIVES	398	514	514	514
OTHER SCHEMES	1,439	257	257	257
MISCELLANEOUS PUBLIC HEALTH SERVICES	3,821	3,990	3,990	3,990
0-5 CHILDRENS PUBLIC HEALTH COMMISSIONING	1,188	2,665	3,144	2,665
PUBLIC HEALTH GRANT	(18,189)	(19,487)	(18,290)	(18,290)
NET EXPENDITURE	(4)	-	1,207	-

BUDGETS OUTSIDE THE CASH LIMIT

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

SUMMARY

FUNCTIONS OF SERVICE	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
TREASURY MANAGEMENT	13,234	14,046	12,815	13,110
PARKING SERVICES	(2,924)	(3,641)	(3,325)	(3,755)
GRANTS AND SUBSCRIPTIONS	440	193	193	192
HOUSING BENEFITS	1,632	1,653	1,659	1,884
COUNCIL TAX AND NNDR COST OF COLLECTION	686	349	346	306
SUBSIDIARY COMPANIES	(581)	(791)	(897)	(910)
LAND CHARGES	(37)	(42)	(42)	(48)
CONCESSIONARY FARES	4,458	3,850	4,422	3,834
EMPLOYERS PREVIOUS YEARS PENSION LIABILITY	2,359	2,821	2,821	3,190
NEW HOMES BONUS	(1,565)	(1,440)	(1,582)	(1,643)
NET COST OF SERVICES	17,702	16,998	16,410	16,160
<i>COST PER '000 POPULATION</i>	<i>124</i>	<i>119</i>	<i>115</i>	<i>113</i>

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	3,154	3,639	3,626	4,026
PREMISES	1,312	1,122	1,101	1,122
TRANSPORT	26	33	40	33
SUPPLIES AND SERVICES	9,142	5,112	5,288	5,118
THIRD PARTY PAYMENTS	52	94	69	94
TRANSFER PAYMENTS	81,426	89,621	86,428	89,621
SUPPORT SERVICES	4,214	4,131	4,132	4,054
CAPITAL CHARGES	16,471	18,036	16,764	18,517
CORPORATE SAVINGS TARGET	-	-	-	(1,860)
TOTAL EXPENDITURE	115,797	121,788	117,448	120,725
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	6,845	7,359	6,993	7,358
GOVERNMENT GRANTS	86,129	91,792	88,123	91,568
RECHARGES	3,280	3,503	3,503	3,503
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,841	2,136	2,419	2,136
TOTAL INCOME	98,095	104,790	101,038	104,565
NET EXPENDITURE	17,702	16,998	16,410	16,160

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

TREASURY MANAGEMENT

SUBJECTIVE ANALYSIS	2014/15	2015-16	2015-16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	745	263	263	263
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	413	337	337	317
CAPITAL CHARGES	15,716	17,249	16,018	17,765
CORPORATE SAVINGS TARGET	-	-	-	(1,432)
TOTAL EXPENDITURE	16,874	17,849	16,618	16,913
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	3,280	3,503	3,503	3,503
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	360	300	300	300
TOTAL INCOME	3,640	3,803	3,803	3,803
NET EXPENDITURE	13,234	14,046	12,815	13,110
COST PER '000 POPULATION	93	99	90	92

Budget Holder: Mr Steve Thompson - Director of Resources

Chief Accountant: Phil Redmond

Notes:

- 1) The Treasury Management function deals with the financial management of Blackpool Council's cashflows, borrowings and investments. It ensures that the borrowings, investments, and cash balances best match the receipts and payments profile of the Council, both on a strategic long-term basis and from day to day.
- 2) The Council's own long-term borrowings currently stand at £89 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 2016/17 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 2017

PARKING SERVICES

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED CASH LIMIT	FORECAST OUTTURN	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	771	783	779	801
PREMISES	1,312	1,122	1,101	1,122
TRANSPORT	26	33	40	33
SUPPLIES AND SERVICES	270	262	262	262
THIRD PARTY PAYMENTS	52	94	69	94
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	111	102	102	94
CAPITAL CHARGES	103	103	103	103
CORPORATE SAVINGS TARGET	-	-	-	(125)
TOTAL EXPENDITURE	2,645	2,499	2,456	2,384
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	5,559	6,139	5,776	6,138
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	10	1	5	1
TOTAL INCOME	5,569	6,140	5,781	6,139
NET EXPENDITURE	(2,924)	(3,641)	(3,325)	(3,755)
COST PER '000 POPULATION	(21)	(26)	(23)	(26)

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 2017

GRANTS & SUBSCRIPTIONS

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<i>EXPENDITURE</i>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	432	185	185	185
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	11	8	8	7
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
TOTAL EXPENDITURE	443	193	193	192
<i>INCOME</i>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3	-	-	-
TOTAL INCOME	3	-	-	-
NET EXPENDITURE	440	193	193	192
<i>COST PER '000 POPULATION</i>	<i>3</i>	<i>1</i>	<i>1</i>	<i>1</i>

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

Chief Accountant: Phil Redmond

Notes:

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

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

HOUSING BENEFITS

SUBJECTIVE ANALYSIS	2014/15	2015-16	2015-16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	3,048	511	112	517
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	81,394	89,500	86,370	89,500
SUPPORT SERVICES	1,418	1,404	1,404	1,405
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
TOTAL EXPENDITURE	85,860	91,415	87,886	91,422
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	84,228	89,762	85,849	89,538
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	378	-
TOTAL INCOME	84,228	89,762	86,227	89,538
NET EXPENDITURE	1,632	1,653	1,659	1,884
<i>COST PER '000 POPULATION</i>	<i>11</i>	<i>12</i>	<i>12</i>	<i>13</i>

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

Chief Accountant: Phil Redmond

Notes:

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

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

COUNCIL TAX AND NNDR COST OF COLLECTION

SUBJECTIVE ANALYSIS	2014/15	2015-16	2015-16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<i>EXPENDITURE</i>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	42	52	54	52
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	2,208	2,223	2,223	2,180
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
TOTAL EXPENDITURE	2,250	2,275	2,277	2,232
<i>INCOME</i>				
CUSTOMER & CLIENT RECEIPTS	500	501	501	501
GOVERNMENT GRANTS	336	590	589	590
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	728	835	841	835
TOTAL INCOME	1,564	1,926	1,931	1,926
NET EXPENDITURE	686	349	346	306
<i>COST PER '000 POPULATION</i>	5	2	2	2

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

Chief Accountant: Phil Redmond

Notes:

- 1) This budget represents cost of collection of Council Tax and National Non-Domestic Rates.
- 2) The Council Tax Reduction Scheme (CTRS) 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 2016/17 CTRS applies a reduction of 27.11% (27.11% in 2015/16) 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 2017

SUBSIDIARY COMPANIES

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	24	35	26	35
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	92	35	92
SUPPORT SERVICES	7	12	12	28
CAPITAL CHARGES	652	684	643	649
CORPORATE SAVINGS TARGET	-	-	-	(100)
TOTAL EXPENDITURE	683	823	716	704
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	662	614	614	614
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	602	1,000	999	1,000
TOTAL INCOME	1,264	1,614	1,613	1,614
NET EXPENDITURE	(581)	(791)	(897)	(910)
<i>COST PER '000 POPULATION</i>	<i>(4)</i>	<i>(6)</i>	<i>(6)</i>	<i>(6)</i>

Budget Holder: Mr Alan Cavill - Director of Place

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) Blackpool Transport Services Limited (BTS) is a wholly-owned
- 3) Blackpool Operating Company Limited is a wholly-owned company of the Council, established to operate and manage the Sandcastle Waterpark.
- 4) Blackpool Housing Company was incorporated during 2015/2016 . This is long term investment vehicle.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
AIRPORT	1	8	8	11
BTS	(550)	(937)	(948)	(929)
SANDCASTLE WATERPARK	(32)	138	43	8
NET EXPENDITURE	(581)	(791)	(897)	(910)

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

LAND CHARGES

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<i>EXPENDITURE</i>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	180	25	24	25
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	32	29	23	29
SUPPORT SERVICES	5	9	10	3
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
TOTAL EXPENDITURE	217	63	57	57
<i>INCOME</i>				
CUSTOMER & CLIENT RECEIPTS	116	105	100	105
GOVERNMENT GRANTS	-	-	103	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	138	-	(104)	-
TOTAL INCOME	254	105	99	105
NET EXPENDITURE	(37)	(42)	(42)	(48)
<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>(0)</i>	<i>(0)</i>	<i>(0)</i>

Budget Holder: Mr Alan Cavill - Director of Place

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.

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

CONCESSIONARY FARES

SUBJECTIVE ANALYSIS	2014/15	2015/16	2015/16	2016/17
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	4,425	3,814	4,388	3,814
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	41	36	36	20
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
TOTAL EXPENDITURE	4,466	3,850	4,424	3,834
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	8	-	2	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	8	-	2	-
NET EXPENDITURE	4,458	3,850	4,422	3,834
<i>COST PER '000 POPULATION</i>	<i>31</i>	<i>27</i>	<i>31</i>	<i>27</i>

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

Finance Managers: Ms Kirsten Whyatt & Mr Steve Maher

Notes:

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

The entitlements :-

Elderly

Holders of Elderly NoWcards:

- English National Concession*
- 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 2017
EMPLOYERS PREVIOUS YEARS PENSION LIABILITY

SUBJECTIVE ANALYSIS	2014/15 ACTUAL	2015-16 ADJUSTED CASH LIMIT	2015-16 FORECAST OUTTURN	2016/17 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	2,359	2,821	2,821	3,190
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
TOTAL EXPENDITURE	2,359	2,821	2,821	3,190
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	-	-	-	-
NET EXPENDITURE	2,359	2,821	2,821	3,190
<i>COST PER '000 POPULATION</i>	<i>17</i>	<i>20</i>	<i>20</i>	<i>22</i>

Budget Holder: Mr Steve Thompson - Director of Resources

Chief Accountant: Phil Redmond

Notes:

- 1) The Lancashire County Pension Fund is part of the Local Government Pension Scheme and is administered by Lancashire County Council. The County Council is the reporting entity for this Pension Fund.
- 2) The Fund is a contributory defined benefit pension scheme and provides pensions and other benefits for pensionable employees of Lancashire County Council, the district councils in Lancashire and a range of other scheduled and admitted bodies within the county area. Teachers, police officers and fire-fighters are not included within the Fund as they come within other national pension schemes
- 3) This budget includes the amount that is required to be paid to the pension fund in order to recover the deficit. Following a valuation of the pension fund in 2013 it is expected to take 19 years to recover the deficit.

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2017

NEW HOMES BONUS

SUBJECTIVE ANALYSIS	2014/15 ACTUAL	2015-16 ADJUSTED CASH LIMIT	2015-16 FORECAST OUTTURN	2016/17 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
TOTAL EXPENDITURE	-	-	-	-
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	1,565	1,440	1,582	1,643
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	1,565	1,440	1,582	1,643
NET EXPENDITURE	(1,565)	(1,440)	(1,582)	(1,643)
<i>COST PER '000 POPULATION</i>	<i>(11)</i>	<i>(10)</i>	<i>(11)</i>	<i>(12)</i>

Budget Holder: Mr Steve Thompson - Director of Resources

Chief Accountant: Phil Redmond

Notes:

- 1) The New Homes Bonus is a grant paid by central government to local councils to reflect and incentivise housing growth in their areas. It is based on the amount of extra Council Tax revenue raised for new-build homes, conversions and long-term empty homes brought back into use. There is also an extra payment for providing affordable homes.

This page is intentionally left blank

Blackpool Council Budget 2016/17

SERVICE BUDGET SAVINGS TARGETS SUMMARISED BY DIRECTORATE

DIRECTORATE	Appendix 2(a) Savings £'000s	Appendix 2(b) Savings £'000s	2016/17 Total Savings £'000s
Corporate	10,995.8	800.0	11,795.8
Chief Executive	30.0	13.0	43.0
Deputy Chief Executive	506.0	180.0	686.0
Governance and Regulatory Services	187.0	25.0	212.0
Resources	319.2	300.0	619.2
Places	527.0	165.0	692.0
Community and Environmental Services	1,850.0	700.0	2,550.0
Adult Services	1,482.0	750.0	2,232.0
Children's Services	1,978.0	275.0	2,253.0
Public Health	2,000.0	500.0	2,500.0
Budgets Outside the Cash Limit	125.0	100.0	225.0
Contribution from earmarked reserve	0.0	1,316.0	1,316.0
	20,000.0	5,124.0	25,124.0

This page is intentionally left blank

Row	Directorate	Service Area	Service Description	£'000	Proposal
	Chief Executive				
7	Chief Executive		Support to the Corporate Leadership Team and Heads of Service.	30.0	Reduction in staffing budget with further savings in supplies and services.
	Chief Executive Total			30.0	
	Deputy Chief Executive				
8	Deputy Chief Executive	Department Support	Departmental management, communication of corporate priorities and support to the HR department.	20.0	General savings including reductions in staffing, increased income targets and reductions in supplies and services expenditure
9	Deputy Chief Executive	Health and Safety	Health & Safety services to clients and schools.	29.0	General savings including reductions in staffing, increased income targets and reductions in supplies and services expenditure
10	Deputy Chief Executive	HR and Organisational Development	HR & Organisational Development support to the Council, including payroll and HR admin support.	130.0	General savings including reductions in staffing, increased income targets and reductions in supplies and services expenditure
11	Deputy Chief Executive	Pay Equality and Policy	HR policy support to managers, employees and community groups.	31.0	General savings including reductions in staffing, increased income targets and reductions in supplies and services expenditure
12	Deputy Chief Executive	Corporate Development, Engagement and Communications	Research, Policy, marketing and communications.	96.0	General savings including reductions in staffing, increased income targets and reductions in supplies and services expenditure
13	Deputy Chief Executive	ICT	Provision of corporate infrastructure application delivery, support and desk top management. Includes Schools ICT Curriculum (SLA), Schools ICT Direct (SLA), CAF ICT client, Regional Broadband Consortia contract, School cloud services SLA, Children's University.	200.0	General savings including reductions in staffing, increased income targets and reductions in supplies and services expenditure
	Deputy Chief Executive Total			506.0	
	Governance and Regulatory Services				
17	Governance and 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.	50.0	Reduction in Special Events and general efficiencies across Supplies & Services budgets particularly around the introduction of i-pads for Members, maximisation of income generation opportunities, review of staffing.
19	Governance and Regulatory Services	Registrars	Administer the registration of births, deaths & marriages and establish permanent legal records, conduct ceremonies and provide information to the registrar general.	15.0	Increase in fees and charges.
20	Governance and Regulatory Services	Cemeteries, Crematorium & Coroners	Layton and Carleton cemeteries & Carleton crematorium, plus the Coroners & Mortuary service which covers the Blackpool & Fylde district with Blackpool being the lead authority.	110.0	Increase in fees and charges.
21	Governance and Regulatory Services	Licensing	Statute based service. Licences wide range of business / personal activities to protect health / wellbeing of residents, visitors and animals.	12.0	Increase in fees and charges.
	Governance and Regulatory Services Total			187.0	

Row	Directorate	Service Area	Service Description	£'000	Proposal
	Resources				
23	Resources	Accountancy	Ensures compliance with regulatory accounting requirements and provides financial advice within the Council.	101.0	General savings including reductions in staffing, increased income targets and reductions in supplies and services expenditure
24	Resources	Audit	An independent appraisal and support function regarding internal controls, risk & insurance, fraud & investigations and Civil Contingencies Act requirements.	49.5	General savings including reductions in staffing, increased income targets and reductions in supplies and services expenditure
27	Resources	Legal	Provides advice, delivery and representation to the Council, its Companies and Schools.	40.0	Review administrative support and potential new business generating extra income.
28	Resources	Procurement	Manages and develops the framework and rules governing the Council's contracting and purchasing activities. Provides professional support to key council projects developing improvements to back office functions to reduce costs.	44.3	Internal efficiency - Mini-restructure of the service to reduce the number of posts.
31	Resources	Revenues	Billing collection and recovery of Council Tax & Business Rates (Blackpool & Fylde)	62.3	A full review of the service structure will be undertaken to reduce overall staffing numbers or reduce staffing at certain grades. The Service is considering a number of options however all of the options would carry risks including lower collection rates and would involve some compulsory/voluntary redundancies as well as pay protection issues where appropriate.
33	Resources	Social Care Benefits	Financial assessments for adult care provision, collection of charges. Payments to care providers.	22.1	A full top down review of the service structure will be undertaken to reduce overall staffing numbers or reduce staffing at certain grades. The Service is considering a number of options however all of the options would carry risks including lower collection rates and would involve some compulsory/voluntary redundancies as well as pay protection issues where appropriate.
Resources Total				319.2	

Row	Directorate	Service Area	Service Description	£'000	Proposal
	Places				
39	Housing, Planning & Transport	Planning & Transport policy	Transport Policy plus 3 statutory planning functions: Local plan; planning applications; building control. - developing planning policy - providing advice - safety/quality of the built environment.	15.0	Review of Planning Fees
41	Housing, Planning & Transport	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.	50.0	General savings including reductions in staffing, increased income targets and reductions in supplies and services expenditure
42	Cultural Services	Arts & Heritage	The Arts Service uses its core budget to attract external funding to invest in Blackpool's communities to bring arts to some of Blackpool most vulnerable residents. As well as support for the Grand Theatre.	42.0	Stop Archive agreement with Lancashire County Council and move collections back to Blackpool
44	Cultural Services	Libraries	A network of community libraries, at home out reach service as well as co-ordinating the Book Start scheme and annual Reader Development Programme.	200.0	Reduction to Libraries budget including a review of opening hours
49	Visitor Economy	Visit B'pool (inc. partnerships & director)	Visit Blackpool is responsible for organising various year round activities in order to reposition Blackpool as Europe's leading Seaside resort. It is also responsible for the relationship between the council and key partner organisations.	160.0	Increase external funding to the visitor economy budget
51	Economic Development	Economic Development	Co-ordinate support to new and existing businesses; personalised services for long-term unemployed residents. Mental Health pilot and work programme management.	60.0	General savings including reductions in staffing, increased income targets and reductions in supplies and services expenditure
	Places Total			527.0	
	Community and Environmental Services				
54	Community and Environmental Services	Public Conveniences	Provision, operation and maintenance of public facilities to visitors and locals.	40.0	Contractual savings in public conveniences contract
55	Community and Environmental Services	Highways	Management of Highways, Promenade and Tramways.	200.0	The proposal is for a 10% cut in controllable budget, taking Highways, Transport and Travel and Road Safety as one unit to maximise opportunity for economies of scale which includes reductions in staffing of 7/8 FTEs.
57	Community and Environmental Services	Street Lighting PFI and management of Coastal protection	25 yr. street lighting PFI contract the council entered into with community lighting partnerships in 2009/10. Management of Coastal protection and flood water management schemes.	200.0	Energy efficiencies as a result of installing energy efficient lamps and also introducing dimming in appropriate areas of the town.

Row	Directorate	Service Area	Service Description	£'000	Proposal
58	Community and Environmental Services	Enforcement and Quality Standards	Public Protection, Enforcement and Trading Standards Services.	180.0	The proposal is to reduce the controllable expenditure by 10%, which will mean the equivalent of 6 FTE - which could be 6 or 7 staff.
62	Community and Environmental Services	Waste	Domestic, Trade and HWRC Waste Services.	425.0	Cessation of green waste collection service, increased income generation for trade waste service and reduction of vacant post
64	Community and Environmental Services	Parks	Management on Parks and Green Open Space.	200.0	Reduction in Park's budget resulting in reduced greens space maintenance, reduction of 3FTEs and a reduction in fleet vehicle maintenance costs
66	Community and Environmental Services	Leisure	Leisure, Catering, Outdoor Sport and Recreation and PE and School Sport.	75.0	General savings including reductions in staffing, increased income targets and reductions in supplies and services expenditure
67	Community and Environmental Services	Business Services	Business support and administration. Senior management staffing and other central directorate cost.	30.0	Non replacement of a vacant post
67a	Community and Environmental Services	Catering		500.0	Review of School Breakfast provision
	Community and Environmental Total			1,850.0	

Row	Directorate	Service Area	Service Description	£'000	Proposal
	Adult Services				
68	Adult Services	Social Care Management	Overall responsibility for the delivery of Adult Social Care (Social Work) Services. This includes all operational and support service management, for the whole adult social care social work service. This area also has staff who work as part of the Supervisory Body for the purposes of the Deprivation of Liberty Safeguarding authorisations.		Reduction in Adult Social Care Staffing Budget of 10% to cover this line and down to line 71, below
69	Adult Services	Learning Disability Teams	This is an integrated health and social care team. They provide the statutory functions under the 2014 Care Act of Assessment, Care Planning and associated Personal Budget setting, and statutory reviews, for service users and carers. Relevant statutory functions under the Mental Health Act and Mental Capacity Act are delivered. The team has a focus on longer term working with people with moderate to severe learning disabilities, and is the lead team for the Winterbourne reviews, and associated service changes. They also take responsibility for the safeguarding investigations relevant to their service area. Deprivation of Liberty assessments are undertaken by Best Interest Assessors in this specialist area. They take the lead in adults for those young people who are transitioning into adult services, as per the Care Act requirements.		
70	Adult Services	Mental Health Teams	Staff are based across a range of services delivering their statutory Assessment, Care Planning and Review functions as part of the 2014 Care Act for service users and carers. The majority of staff are co-located within secondary mental health services working with people subject to the Care Programme Approach. This includes Adults and Older Adults, the latter dealing primarily with people with high levels of cognitive deficits (dementias). The bulk of the statutory functions of the Authority arising from the 1983 Mental Health Act and associated Code of Practice are delivered by these staff. Statutory Deprivation of Liberty assessments are undertaken by the Best Interest Assessors within this specialist field.	364.0	
71	Adult Services	Other Social Care Teams	The social work teams in this area work across a number of areas, in the community, in the hospital, and in multi-disciplinary teams. They undertake the statutory Assessment, Care Planning and Personal Budget setting and Review functions under the 2014 Care Act for service users and carers. They work with adults, including people with physical and/or sensory disability, but mainly with older people, many with cognitive difficulties (dementias). They undertake the relevant safeguarding investigations, Best Interest Assessments, and some of the statutory Deprivation of Liberty Assessments on behalf of the local authority. Support to service users who choose to manage their own personal budgets to purchase services to meet their social care needs, and recovery of unspent funds.		
72	Adult Services	Client Finances	Client Finance function: acts as court-appointed deputy and appointee for service users who lack the capacity to manage their own finances.	26.0	Increase income target in client finances team
76	Adult Services	Coopers Way	Provision of residential respite to adults with Learning Disabilities who have complex and/or challenging needs	33.0	General savings including review of staffing structures and service provision

Row	Directorate	Service Area	Service Description	£'000	Proposal
77	Adult Services	Supported Living Scheme 1	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.	319.0	Remaining Saving from 2015/16 Action
80	Adult Services	Shared Lives	Service assess, train and support placements for adults within a family environment providing long term care, daytime support, or respite for carers. Service also delivers the Supported Lodgings Scheme for young people along the same broad lines.	23.0	General savings
81	Adult Services	Volunteer Service	Health and Social Care Volunteers provide respite breaks for carers via the sitting service, help with accessing computers, assistance on transport services for people travelling to and from Highfield Day Service, meeting and greeting service at BCIL, and volunteer drivers.	18.0	General savings
83	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.	24.0	Review of staffing arrangements.
85	Adult Services	ARC	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.	85.0	Reconfigure service, inline with health and social care commissioning review outcomes.
88	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.	24.0	Review of staffing arrangements.
90	Adult Services	Commissioning Management	Adults & Children's Commissioning and Contracts are responsible for the strategic commissioning and contract management of a range of services to meet the care and support needs of vulnerable adults and children in Blackpool. In addition it is a function of the team to develop relationships with all stakeholders to manage market developments and operations resilience. The range of services commissioned from both internal and external providers. This team carry out the commissioning reviews that deliver the saving targets.	109.0	General savings including reductions in staffing and reductions in supplies and services expenditure
91	Adult Services	Commissioning Teams			
92	Adult Services	Contracts Team			
97	Adult Services	Departmental Management	Statutory Directors of Children and Adult Services. Also includes Employee related insurance for both Adults & Children's Services, Pension strain, School Capital Directive, Training, conferences and Communication budgets.	25.0	General savings including reductions in staffing and reductions in supplies and services expenditure

Row	Directorate	Service Area	Service Description	£'000	Proposal
98	Adult Services	Administration	Central budgets for telephones and photocopying for Adult Services	20.0	Reduce Non-Staffing Budget in line with Previous Years Spend
99	Adult Services	Client Function	Adult Services training commissioning (£43k); recruitment support service from HR for Children's and Adult Services	19.0	Cease payment for enhanced recruitment Support
100	Adult Services	Children's & Adults Finance	Implementation of schools and early years funding formulae, operation of high needs school funding procedures, and technical support to Schools Forum; Interpretation of government policy on adult social care finance, and development of local policy and procedures; Directorate support to Adult Services (TRS, travel/accommodation, petty cash, business planning, risk management, etc.)	5.0	Increase income target
101	Adult Services	Business Intelligence	Data analysis and management information services to Adult Services and Children's Services, including support to schools and service offer to academies	33.0	Review of staffing and increased income target
105	Adult Services	Systems Development	Development, implementation and management of social care, education and public health information systems	46.0	Review of staffing and general savings
107	Adult Services	Commissioning Placements	Statutory packages of care and other commissioned contracts for Adults Services.	309.0	Cessation of commissioning contracts, reduction in commissioning contracts and increase in fees and charges
Adult Services Total				1,482.0	
Children's Services					
109	Children's Services	Management, overheads and admin (including training)	Social Care management, training and administrative support for statutory children's teams and fostering & adoption panels.	195.0	Full year effect of 2015/16 Admin review. Further reduction in admin and management costs in 17/18 based on smaller teams and a reduction in demand. Reduction in training budget in both years.
110	Children's Services	Advocacy	Commissioned advocacy, independent visitor and mentoring services.	9.0	Right-size of budget in line with reduced contract.
115	Children's Services	Contact team	Team provides supervision of contact between parents and children looked after by the Council.	50.0	Commissioning review of Contact Team.
119	Children's Services	Emergency Duty team	Emergency Duty Team, ensures out-of-hours social care needs are met.	35.0	Efficiencies through review of staffing, overtime etc.
122	Children's Services	Family Support including S17 funding	Financial assistance and support to families supported by the Social Work Teams.	100.0	New spend guidelines and tighter control.
123	Children's Services	Children's Homes (Bispham and Argosy)	Residential Children's Homes at Bispham Road and Argosy Avenue.	400.0	Review of internal children's homes

Row	Directorate	Service Area	Service Description	£'000	Proposal
124	Children's Services	Hornby Road respite service	Hornby Road residential respite provision for children with disabilities with high level of need. Also outreach work to support families of children with disabilities.	400.0	Review of Hornby Road
126	Children's Services	LAC over-12 Social Work team	Frontline social work team supporting LAC over-12s, including leaving care support.	200.0	Develop adolescent hub by reviewing a number of services that young people currently access
128	Children's Services	Adoption Social Work team	Adoption Team - fulfils authority's adoption agency functions - statutory responsibilities.	33.0	Review of staffing structures, subject to nationally imposed regionalisation guidelines.
137	Children's Services	Young Carers	Blackpool Carers Centre commission for support to young carers.	7.0	Commissioning review.
140	Children's Services	Families in Need (including Troubled Families)	Multi agency service to support families with complex needs.	35.0	Review of staffing structures based on reducing demand .
142	Children's Services	Youth Services	Targeted Youth Workers support young people at risk of offending behaviour and other risk factors.	60.0	Develop adolescent hub by reviewing a number of services that young people currently access
147	Children's Services	Virtual School	Provides advice, guidance and direct support to children, foster carers, social workers and teachers to make sure appropriate educational arrangements are in place for looked after children.	8.0	Reduction in Supplies & Services.
150	Children's Services	Central Special Educational Needs team (including Parent Partnership)	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.	26.0	Income generation.
151	Children's Services	Educational Psychology	Fulfils statutory assessment of children with special educational needs.	50.0	Income generation.
159	Children's Services	SEN transport	Provision of home to school transport for pupils with SEN.	55.0	Offer direct payment rather than SEN transport and further review in 2017/18.
160	Children's Services	Children with Disabilities Social Work team	A front line social work team supporting children with disabilities.	48.0	General savings including reductions in staffing and reductions in supplies and services expenditure
162	Children's Services	Other support for Children with Disabilities	Homecare and childminding support for families of children with disabilities.	12.0	General savings including reductions in staffing and reductions in supplies and services expenditure
163	Children's Services	City Learning Centre	Education and Community resource facility. Provides free of charge access to internet through internet café in an area of high deprivation.	50.0	Need to increase income generation.
167	Children's Services	Learning outside the classroom	Team ensures the Council is compliant with statutory duties relating to safeguarding regulations around school and council service visits.	74.0	Transformation bid being submitted, if not successful service will be reviewed.
169	Children's Services	School Organisation	Team managing school capital projects and school place planning.	20.0	Reduction in Supplies & Services.
170	Children's Services	Pupil Welfare	The Pupil Welfare Team carry out statutory duties around school attendance. The team supports schools and families in challenging and supporting attendance strategies.	35.0	Income generation.
171	Children's Services	Child Courts and Licensing	Team supporting children with attendance issues, and licensing support for children working in the entertainment industry.	6.0	Reduction in Supplies & Services / income generation.
172	Children's Services	School Improvement	Provides monitoring, challenge, intervention and support to all schools regarding statutory duties around attendance, admissions, and improving educational outcomes for children.	70.0	Review of staffing structure.
	Children's Services Total			1,978.0	
	Public Health				
177	Public Health	Public Health	Public Health Directorate & Corporate Support Services	240.0	Removal of vacant posts from within the Public Health team, reduction in the communications and marketing activity.
178	Public Health	Public Health	Healthcare and Health Improvement - NHS Health Check Mandated	175.0	NHS health checks unlikely to reach % target population that equates to the current value.
179	Public Health	Public Health	Children (0-19) - NCMP Mandated	99.0	Reduction in NCMP only small mandated element, service review underway with view to potential savings. Brief interventions service review underway and potential savings from merger of activities.

Row	Directorate	Service Area	Service Description	£'000	Proposal
183	Public Health	Public Health	Sexual Health Services - mandated	200.0	Specialist sexual health services mandated, must continue, recently tendered, new contract will start 01.04.16, move to full tariff should attract further savings. Non-clinical sexual health service, in contract but 5% saving built into tender, with view to negotiating further savings from October.
184	Public Health	Public Health	Falls Prevention / Accidents	136.0	Service now ceased
185	Public Health	Public Health	Substance Misuse (Drugs and Alcohol)	950.0	Drug and Alcohol treatment (Delphi) - clinical, 5% saving built into the contract and further savings to be negotiated from October. Drug and Alcohol treatment (ADS) - treatment, 5% saving built into the contract and further savings to be negotiated from October. Drug and Alcohol harm reduction (Drugline), 5% saving built into the contract and further savings to be negotiated from October. Inpatient Detox, reduce allocation and cap spending.
186	Public Health	Public Health	Healthy Weight / Weight Management	200.0	Reduce weight management spend with ABL, low numbers accessing, new model of delivery planned with the CCG. Remove spend on grow Blackpool, community farm pickup work going forward.
Public Health Total				2,000.0	
Budgets Outside the Cash					
196	Budgets Outside the Cash Limit	Parking	Enforcement of parking; on-street and car parks. Maintenance of car parks' infrastructure. Traffic management.	125.0	Increased parking income through a review of current provision.
Budgets Outside the Cash Limit Total				125.0	
203	Contribution from Earmarked Reserves				
Sub-Total				9,004.2	
Corporate Savings					
205	Corporate	Revenue		500.0	Increase in the Council Tax Base
202	Corporate	Revenue		203.0	Additional new homes generating extra New Homes Bonus grant
204	Corporate	Revenue		1,800.0	Increase in Council Tax
211	Corporate	Benefits		1,080.8	Government Policy changes re proposals for Tax Credits
198	Corporate	Treasury Management		1,432.0	Treasury management of Blackpool Council's cash flows, borrowings and investments.
206	Corporate	All Services		1,100.0	Non-pay inflation review
210	Corporate	All Services		500.0	Negotiate early payment discount
207	Corporate	Children's Services		30.0	Renegotiation of PFI
209	Corporate	Housing Client		350.0	Review Service charge to the HRA
203	Corporate	Revenue (Reserves 16/17 - 17/18)		4,000.0	Establish dedicated property development team to deliver increased revenue yield
Sub-Total				10,995.8	
Total				20,000.0	

This page is intentionally left blank

Row	Directorate	Service Area	Service Description	£'000	Proposal
	Chief Executive				
7a	Chief Executive	Chief Executive	Support to the Corporate Leadership Team and Heads of Service.	13.0	50% saving target b/f from 2017/18 - administrative support review
	Chief Executive Total			13.0	
	Deputy Chief Executive				
13b	Deputy Chief Executive	Human Resources, Corporate Development and ICT	Human Resources, Corporate Development and ICT	180.0	50% saving target b/f from 2017/18 - continue to reduce back office services.
	Deputy Chief Executive Total			180.0	
	Governance and Regulatory Services				
21a	Governance and Regulatory Services	Cemeteries, Crematorium & Coroners	Layton and Carleton cemeteries & Carleton crematorium, plus the Coroners & Mortuary service which covers the Blackpool & Fylde district with Blackpool being the lead authority.	25.0	Staff savings and options for generating additional income e.g. extending the no. of Saturday services
	Governance and Regulatory Services Total			25.0	
	Resources				
33a	Resources	Accountancy, Legal Services, Property Services, Revenues, Benefits & Transactional Services, Procurement & Projects		300.0	50% saving target b/f from 2017/18 - continue to reduce back office services. Risk of adverse impact on front line services.
	Resources Total			300.0	
	Places				
51a	Visitor Economy	Visit Blackpool		65.0	No filling of vacancies and attracting extra income.
51b	Cultural Services	Libraries		100.0	Review into libraries' costs and charges, avoiding library closures.
	Places Total			165.0	
	Community and Environmental Services				
67b	Community and Environmental Services	Street Cleansing		150.0	Reducing demand through Litter Free Blackpool campaign, joining up with Keep Britain Tidy as well as community and business groups.
67c	Community and Environmental Services	Street Lighting PFI		50.0	PFI efficiencies being progressed via contract management
67d	Community and Environmental Services	Waste Services		500.0	Reduced costs from service being reviewed since cancellation of PFI contract and being taken over by LCC.
	Community and Environmental Total			700.0	
	Adult Services				
107a	Adult Services	Housing Related Support		200.0	Review of service to deliver a 20% budget saving
107b	Adult Services	Vitaline – Management Review		50.0	Additional restructure over and above the merger of management with Homecare already proposed.
107c	Adult Services	Consolidation of Adult, Children's Social Care and Public Health roles		100.0	Harmonisation of service delivery in some over arching areas
107c	Adult Services	Social Care		400.0	Social Care (Adults / Children's) front line 2% vacancy factor

Row	Directorate	Service Area	Service Description	£'000	Proposal
	Adult Services Total			750.0	
	Children's Services				
172a	Children's Services	SEN transport		150.0	£300k FYE - contract to be re-tendered in October 2016
172b	Children's Services	School Improvement		125.0	Review of services in light of increasing no. of academies.
	Children's Services Total			275.0	
	Public Health				
186a	Public Health			500.0	Review of contracts
	Public Health Total			500.0	
	Budgets Outside the Cash				
202a	Budgets Outside the Cash Limit	Blackpool Operating Company		100.0	Additional income from the Council's wholly owned company
	Budgets Outside the Cash Limit Total			100.0	
203	Contribution from Earmarked Reserves			1,316.0	£1.3m non-recurrent savings contribution
	Sub-Total			4,324.0	
	Corporate Savings				
210	Corporate	All Services		200.0	A review of the essential car user allowance scheme is expected to generate savings and create a fairer system.
213	Corporate	All Services		300.0	Corporate Reviews
211	Corporate	All Services		200.0	Area-Based Reviews across wider public sector
212	Corporate	All Customer- facing Services		100.0	Continue Channel Shift process - increase online access
	Sub-Total			800.0	
	Total			5,124.0	

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

February 2016

Department: **Corporate**

Team or Service Area Leading Assessment: **Resources and Deputy Chief Executive’s departments**

Title of Policy/ Service or Function: **Council Budget 2016 - 2017**

Date of proposals: Committee **Executive**

Lead Officer: Steve Thompson / Carmel Mckeogh / Andy Divall

STEP 1 - IDENTIFYING THE PURPOSE OR AIMS

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

Existing x New/ proposed x Changing/ updated x

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

The proposals are intended to support the management of a large reduction in funding from the Government and other financial pressures which have led to a funding gap of £25.1 million in 2016/17 and further pressures anticipated in future years.

The purpose of this equality analysis is to:

- 1) Describe the work and decision making processes to assess potential impacts on key equality groups (protected characteristics) of the Budget proposals and highlight potential areas of adverse impact that could constitute discrimination.
- 2) Set out actions to ensure procedures are in place to continue to monitor and review the Equality impact of reduced funding and consequent service and staff reductions.

Background and legal context

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

- Eliminate discrimination, harassment, victimisation and other prohibited conduct
- Advance equality of opportunity

- Foster good relations between different (defined) groups

Council commitment to Equality and Diversity

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

Both these documents describe the importance of this agenda to the Council and set out four overarching Objectives. The Council monitors and evaluates its work to advance all these objectives. Copies of a recent performance review report (dated December 2014) are available on request.

The Councils approach to Equality Analysis of the 2016-17 Budget proposals

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

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

September – October 15

- Initial service level proposals and scoping of equality issues. Focus is on the expected and known impact of service reduction proposals on key equality groups/ protected characteristics; this work is conducted by Senior Managers responsible for the services. The work is aimed at this first stage on identifying the scope of possible impacts, in order to inform Elected Members selection of proposals to take forward to consultation.
- 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.
- Briefing and Training for Senior Departmental Equality representatives and HR Advisors to ensure they can support their managers and departments in approaching the Equality Analysis of budget related proposals.
- Detailed advice, guidance and Pro forma paperwork for all key decision makers involved in the budgetary decision process.
- Concurrently, initial briefings on the likely scope of the overall Budget position have been conducted with the Community wide Equality Engagement groups including the town wide Equalities Forum and Disability partnership.

¹ The Council's Equality Objectives are :

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

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

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

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

November 15 – January 16

- Equality Analysis is integrated within the priority led budgeting process. All budget related proposals with significant equality implications are identified, are flagged up to decision makers and an appropriate level of impact work is commissioned through data analysis and consultation with service users and others affected.
- Assessing staffing impacts. At this stage we are able to assess the effects of budget reductions on staff diversity issues. We do this by preparing a benchmark analysis of the current levels of workforce diversity for each of the key equality characteristics – Race, Gender, Disability, Age, Religion and Belief, and Sexual Orientation, as at August 2015. This is then compared to the demographic profile of the pools of staff that have been placed at risk of redundancy through the specific service proposals, and any significant variances highlighted and investigated. This work is important for two reasons, firstly, to ensure there is no discrimination through the selection process and secondly, to track our process in working towards a workforce that better represents the community we serve.
- At appropriate stages, all the above is communicated and discussed with senior decision makers at Officer and Elected Member levels. Which in turn informs the final decisions which are included within the Budget report.

3. Please outline any proposals being considered.

Funding and budgetary proposals as set out in the Executive report entitled General Fund Revenue Budget 2016/17 and in the report's appendices.

4. What outcomes do we want to achieve?

To manage the impact of a large reduction in funding from the Government and other financial pressures which have led to a funding gap of £25.1 million in 2016/17 and further pressures anticipated in future years.

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

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

6. Please summarise the main data/ research

General Population Data

Blackpool has a resident population of some 142,900.

Blackpool has a high percentage of residents who are described as separated or divorced compared to

the Northwest region and England & Wales.

Blackpool has historically had a small, very diverse, black and minority ethnic (BME) population. This is now changing, and has grown at a significant rate in the last decade. And the town has seen a large number of people settle from the Eastern European A8 countries in the last 5 years.

Birth rates for Blackpool residents are lower than regional and national figures; death rates are higher. Blackpool had more deaths than it had live births in 2005, whereas the Northwest Region and England & Wales had more live births than deaths.

The most recent population estimates suggested that a slight decline in population over recent years may have halted. Official projections for the future indicate a population increase to 159,900 by the year 2029. Official projections for the future also indicate a rise in 65 plus year olds both in numbers and as a proportion of the total population

Health and Disability

A high proportion of residents describe their health as “not good” and state that they have a “limiting long term illness”. 42.9% of households in Blackpool include one or more person with a limiting long-term illness, statistics in the North West are 38.4% and in England 33.6%.

10% of people aged between 16-74 are permanently sick or disabled and economically inactive. Percentages are 8% for the NW and 5% for England. In Blackpool approximately a third more men than women are in this category.

Over a hundred people of working age in Blackpool are registered Blind with nearly 200 registered as having sight impairment. Nearly 200 people of working age are registered Deaf or hearing impaired. Nearly 500 people with dual sensory loss have been identified.

Life expectancy in Blackpool is a major cause for concern; the data suggests that while life expectancy increased slightly over the last ten-year period, progress in extending the Blackpool life expectancy figures does not compare favourably with the national trend and other areas. The main causes of all deaths in Blackpool are broadly similar to those for England although deaths due to the digestive system and respiratory system are a little higher in Blackpool than in England as a whole.

Deaths from heart disease and stroke, smoking and cancer are higher in Blackpool than the regional and national average Estimates suggest there are a higher percentage of smokers and ex-smokers in Blackpool than in England as a whole. Certainly there are fewer people who have never smoked.

Alcohol misuse is a significant problem in the North West. It is estimated that 22% of adults in Blackpool binge drink, less than the regional but more than the national average. Admissions to hospital in Blackpool for alcohol related conditions are more than the regional and national average

The number of drug users aged 15-44 in contact with treatment services in Blackpool is the highest of all the local authorities in England.

The number of people registered with severe long-term mental health problems and who are actively accessing treatment is higher than the regional and national average

The Standardised mortality ratio for all deaths under 75 years in Blackpool are higher than the average for England. Male mortality rates in Blackpool exceed female rates for key diseases for the

under 75's. Blackpool key disease mortality rates for both males and females under 75 exceed those for England.

Race and Ethnicity

Blackpool has a small, diverse BME community with 98.4% classifying themselves as white. The percentages are lower in the North West (94.4%) and in England (90.9%).

96.59% of people living in Blackpool were born in the United Kingdom as opposed to 95% regionally and 91% nationally. Of those born outside of the UK, the highest percentages were born in Western Europe (0.85%) and Asia (0.79%).

Gender and Transgender

Blackpool's population is composed of 48% men and 52% women (similar to national gender balance).

Information from the University of Salford suggests that there are about 5,000 – 6,000 transgender people in the UK who are living permanently in their new gender role.

Religion or belief / faith communities

Only 1.2% of the population describe their religion as other than Christian, none/not stated, of which the highest percentage (0.44%) describe themselves as Muslim. The percentage of population for the North West are 4.3% (of which 3% is Muslim) and in England the percentage is 6% (again 3.1% being Muslim and 1.1% Hindu).

Sexual orientation

The percentage of people indicating they live in a same sex relationship is higher in Blackpool at 0.5% than in the North West or England (0.2%). There is anecdotal evidence to suggest that Blackpool has one of the largest gay and lesbian populations outside of the country's largest cities.

Age

Although over half of the population (55.1%) are less than 45 years of age, Blackpool has a high proportion of older residents, (aged 60 years and over), when compared to the Northwest region, and England & Wales. 23.7% are under 20 years of age, 51.2% are aged between 20 and 59; and almost one quarter (25.0%) are aged 60 years and over.

Learning Disabilities

Blackpool has a significantly higher prevalence of learning disabilities amongst adults aged 18-64 (5.7% compared to 4.5% nationally). People with learning disabilities and autism are one of the most excluded groups in the community and more likely to be living in poverty than the general population, partially because they are less likely to be in paid employment. Less than 6% of people with a learning disability are currently in employment across Blackpool. People with learning disabilities are at increased risk of many health conditions compared to the general population. Common problems include respiratory diseases, sensory impairment, gastrointestinal cancer, anxiety and depression and dementia.

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

General impacts covering protected characteristics

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

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

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

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

Specific impacts

As in previous year, all Services are expected to make savings. 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.

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

Phase 1 (initial) proposals published in November 2015

Adult Services - a general budget reduction, reduction of the volunteer's service, ceasing and negotiating contracts with external providers, and increasing fees and charges

Places - bringing archived collections back to Blackpool from Lancashire County Council; increasing external funding to the visitor economy budget; and increasing parking revenue through a review of the current provision

Children's Services - increased flexibility in the transport arrangements for children with special educational needs, a reduction of the children's social care contact team, undertaking a review of Council-run children's homes, and a review of the residential respite care provided to children with disabilities at Hornby Road

Community and Environmental Services - contractual savings in the streetlight and public convenience contracts, cessation of the green waste collection service, increased income from the commercial waste service, a review of the school breakfast scheme, plus operational efficiencies in Public Protection, Highways and Road Safety and Parks which will result in staffing reductions

Mitigations

In all these individual service areas consultation has taken place and every effort will continue to be made to mitigate and reduce the impact of cuts wherever possible. All the above proposals have been explored with rigorous equality analysis.

Despite the difficulties inherent in balancing a budget whilst securing a £25.1 million reduction, we believe it's important to where ever possible, protect a number of our direct services that provide vital support for people.

Phase 2 (additional £5.1 million proposals) February 2016

In late December 2015, the local government settlement confirmed the allocations of central, Revenue Support Grant for 2016/17 to Blackpool and all other local authorities.

In our circumstances this settlement has resulted in an additional requirement to reduce the 2016/17 budget by a further £5.1 million, adding to the initial £20 million we estimated with proposals that were brought forward in November 2015.

Proposals to address the additional £5.1 million gap are set out in the main report; all of these have been initially screened for known Equality impacts, and will now be subject to appropriate levels full of equality analysis and staff / community / service user consultation before final decisions on these are brought forward to the Executive/Council in due course. Details of the actions are contained in item 1 of the Action plan below.

Relationships between or within communities (cohesion)

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

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

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

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

The proposals have the potential to have an impact on groups and individuals who may be vulnerable directly as a result of their protected characteristics or whose vulnerability is increased by their protected characteristics.

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

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

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

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

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

10. Consultation - Please give details 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, 2014/15, 2015/16 and 2016/17 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.

For Phase 1 proposals - 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.

For Phase 2 proposals – all of the above process will now proceed, as outlined in section 7, and in the Action Plan below.

ACTION PLAN

Please outline your proposed action plan below.

Issues/ adverse impact identified	Proposed action/ objectives to deal with adverse impact	Targets/Measure	Timeframe	Responsibility	Comments
1.Full equality analysis of all relevant proposals contained within phase 2 (additional £5.1 million proposals)	Depending on the nature / extend of impact, recommendations could be to introduce mitigations of various kind – or not to proceed with the proposal.	To ensure all phase 2 proposals are robustly and proportionately Equality assessed.	Will be dependent on nature of proposal – all will be assess before ultimate decisions are made by Executive/ Council	All Chief Officers/Director of Resources Deputy Chief Executive Pay Equality and Policy Manager Director of Resources	
2. Need for continued dialogue and engagement with vulnerable groups and providers on the long term impact of budgetary reductions	To maintain current support for structures of community engagement in equality and diversity	To engage key groups over the long term impact of service reductions on specific Equality issues in Blackpool	On going throughout 2016.	Director of Resources Deputy Chief Executive Pay Equality and Policy Manager Director of Resources	
3. Need for a full examination of the effect of service reduction on workforce diversity and continued dialogue and engagement with staff over budgetary reductions in future years	To conduct equality monitoring on staff at risk of redundancy and take appropriate action if adverse impacts are identified To track staff equality monitoring data to ensure an accurate picture of current workforce diversity.	To mitigate any disproportional effect on staff who share protected characteristics, and monitor the target of becoming a more diverse employer.	Within current and any future redundancy processes	Deputy Chief Executive Pay Equality and Policy Manager	
4. Need for detailed examination of the effect of service reductions on specific service users and continued dialogue/ engagement with them over	To conduct equality analysis as part of service redesign/commissioning review proposals and take appropriate action if possible to mitigate adverse impacts are identified	To mitigate any disproportionate effect on service users who share protected characteristics if possible, and monitor the outcome of changes.	Within current and any future budget reduction exercises	Relevant Chief Officers	

Issues/ adverse impact identified	Proposed action/ objectives to deal with adverse impact	Targets/Measure	Timeframe	Responsibility	Comments
budgetary reductions in future years	To track staff equality monitoring data to ensure an accurate picture of the impact is available.				

ARRANGEMENTS FOR MONITORING AND REVIEW

Please outline your arrangements for future monitoring and review below.

Agreed action	Monitoring arrangements	Timeframe	Responsibility	Comments
1.Full equality analysis of all relevant proposals contained within phase 2 (additional £5.1 million proposals)	To be coordinated by the Senior Officer Budget Timeline group and delivered by relevant senior staff in each Directorate	Will be dependent on nature of proposal – all will be assess before ultimate decisions are made by Executive/ Council	All Chief Officers/Director of Resources Deputy Chief Executive Pay Equality and Policy Manager Director of Resources	
2. To maintain current support for structures of service user and provider engagement.	To be built into the Directorate Business planning and Performance review processes	2016 and ongoing	Deputy Chief Executive Pay Equality and Policy Manager	
3. To conduct equality monitoring on staff at risk of redundancy and take appropriate action if adverse impacts are identified To track staff equality monitoring data to ensure an accurate picture of current workforce diversity.	To be built into the Directorate Business planning and Performance review processes	2016 and ongoing	Deputy Chief Executive Pay Equality and Policy Manage	
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	2016 and ongoing	Relevant Chief Officers Deputy Chief Executive Pay Equality and Policy Manager	

Name: Andy Divall

Position: Pay Equality and Policy Manager

Revenue Budget 2016/17

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

Nature of Risk <i>[and rationale for quantification]</i>	Mitigation	£m
Budget savings of £25.1m in 2016/17 are not achieved, resulting in service budget overspendings <i>[delivery of 90% full-year effect in 2015/16]</i>	Robust and realistic series of plans for each Directorate to demonstrate how the savings are to be achieved, monitored at Corporate Leadership Team and by Portfolio Holders on a monthly basis	2.5
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 -> 15/16 deterioration]</i>	Ongoing monitoring of collection rates and by client group, enabling early intervention by Council support staff. Robust and consistent recovery processes in place.	1.4
Business rate collection rates deteriorate as a result of economic climate and success of business rate appeals <i>[Safety Net less Contingency]</i>	Ongoing monitoring of collection rates and by business group, enabling early intervention by Council support staff. Robust and consistent recovery processes in place. Closer liaison with VOA to understand business rate appeals pending.	0.7
Interest rate changes <i>[impact of increase to weighted average interest rate by 0.4%]</i>	Prudent assumptions regarding the volume of temporary surpluses available to the Council and the interest rates at which these might be deposited. Rigorous Treasury Management procedures and an investment policy informed by proactive intelligence gathering on market conditions and prospects.	0.6

Revenue consequences of capital investment, including business rate liabilities and clawback of external funding	Full adherence to project management frameworks and methodology	0.5
Increased levels of sundry debt write-offs owing to economic climate	Clearly defined policies and procedures applying to the recovery of outstanding amounts. Swift and effective use of recovery powers. Feasibility study into the centralisation of a debt-raising team.	0.3
Current year service over-spending are replicated in 2016/17 <i>[based on forecast as at month 9]</i>	Additional funding of £2.7m in 2016/17 Budget to reflect demographic pressures in Social Care and recovery plans drawn up by services and monitored by the Tourism, Economy & Resources Committee	-
Insufficient funding for new burdens such as National Living Wage and implementation of the Care Act	Forecast pressures factored into Budget but 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 LGA, 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	-
	INDICATIVE TOTAL	6.0