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Blackpool Council

30 June 2015

To: Councillors Mrs Callow JP, D Coleman, G Coleman, Galley, Hunter, Matthews, Roberts, Rowson and L Williams

The above members are requested to attend the:

TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE

Thursday, 9 July 2015 at 6.00 pm
in Committee Room A, Town Hall, Blackpool

A G E N D A

1 DECLARATIONS OF INTEREST

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

- (1) the type of interest concerned; and
- (2) the nature of the interest concerned

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

2 MINUTES OF THE LAST MEETING OF THE SCRUTINY COMMITTEE HELD ON 26 FEBRUARY 2015 (Pages 1 - 8)

To note the minutes of the last meeting of the Scrutiny Committee held on 26 February 2015 as a true and correct record.

3 PUBLIC SPEAKING (Pages 9 - 12)

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

4 ROLES, RESPONSIBILITIES AND ATTRIBUTES OF SCRUTINY MEMBERS (Pages 13 - 16)

To assist the Committee Members in understanding their roles, responsibilities and attributes.

5 EXECUTIVE AND CABINET MEMBER DECISIONS (Pages 17 - 24)

To consider the Executive and Cabinet Member decisions within the portfolios of the Leader of the Council and Deputy Leader of the Council, taken since the start of the Municipal year.

6 COUNCIL PLAN PERFORMANCE MANAGEMENT ARRANGEMENTS 2015/2016 (Pages 25 - 30)

To consider the Council Plan performance management arrangements for 2015/2016

7 PROVISIONAL REVENUE OUTTURN 2014/2015 (Pages 31 - 68)

To consider the report of the Director of Resources on the Provisional Revenue Outturn for 2014/2015 compared with the approved budget and the capital expenditure in the year ended 31 March 2015 with sources of funding.

8 TREASURY MANAGEMENT OUTTURN 2014/2015 (Pages 69 - 86)

To consider the Treasury Management Outturn report for 2014/2015.

9 DESTINATION MANAGEMENT PLAN FOR BLACKPOOL (Pages 87 - 104)

To consider and scrutinise the Destination Management Plan for Blackpool, covering the period 2015-2017.

10 SCRUTINY ANNUAL REPORT (Pages 105 - 108)

To consider the Scrutiny Annual Report 2014/2015.

11 SCRUTINY WORKPLAN (Pages 109 - 116)

To consider the Workplan and to determine whether to establish the Landau Scrutiny Review Panel, together with any suggestions that Members may wish to make for scrutiny review topics.

12 DATE OF NEXT MEETING

To note the date and time of the next meeting as Thursday, 10 September 2015 commencing at 6pm.

Venue information:

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

Other information:

For queries regarding this agenda please contact Chris Kelly, Senior Democratic Governance Adviser, Tel: 01253 477164, e-mail chris.kelly@blackpool.gov.uk

Copies of agendas and minutes of Council and committee meetings are available on the Council's website at www.blackpool.gov.uk.

Present:

Councillor Mrs Taylor (in the Chair)

Councillors

| | | | |
|-------------------|------------|----------|---------------|
| Elmes | Doherty | Galley | Mrs Jackson |
| I Coleman | Benson | L Taylor | Robertson BEM |
| Mrs Henderson MBE | M Mitchell | Smith | Mrs Callow JP |

In Attendance:

Mr A. Cavill, Director of Place.

Mrs C. McKeogh, Deputy Chief Executive - Human Resources, Communications and Engagement.

Dr A. Rajpura, Director of Public Health.

Mrs M. McRoberts, Assistant Treasurer.

Mrs R. Henshaw, Corporate Development Officer.

Mr S. Sienkiewicz, Scrutiny Manager.

Councillor S. Blackburn, Leader of the Council.

Councillor F. Jackson, Deputy Leader of the Council and Cabinet Member for Urban Regeneration.

1 DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

2 MINUTES OF THE LAST MEETING HELD ON 22ND JANUARY 2015

The Committee agreed that the minutes of the Scrutiny Committee meeting held on 22nd January 2015, be signed by the Chairman as a correct record.

3 PUBLIC SPEAKING

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

4 EXECUTIVE AND CABINET MEMBER DECISIONS

The Committee considered the decisions taken since the last meeting of the Scrutiny Committee by the Executive and Cabinet Members.

A question was raised in relation to decision number EX/5/2015 'Designation of Foxhall Conservation Area and Raikes Hall Conservation Area and Extension of Town Centre Conservation Area', as to whether any new developments would have to comply with any particular material or design specifications. In the absence of the relevant Cabinet Member, Councillor Wright, Mr S. Sienkiewicz, Scrutiny Manager, agreed to obtain an answer to the question and forward this onto the Committee members in due course.

In connection with decision number PH/8/2015 'Disposal of Land – Lancashire Energy Headquarters', it was asked whether the decision was considered to be ahead of time, given that no decision had yet been taken on the subject of fracking. Councillor Blackburn

MINUTES OF SCRUTINY COMMITTEE MEETING – THURSDAY 26 FEBRUARY 2015

responded by pointing out that Blackpool and the Fylde College was keen to stress that it was an onshore and offshore energy college and so was not limited to the subject of fracking. The College had accepted funding which had been made available by Government.

The Committee agreed to note the Executive and Cabinet Member Decisions.

5 FORWARD PLAN

The Committee considered the items contained within the Forward Plan, issue number 2/2015.

The Committee agreed to note the Forward Plan items.

6 HEALTHY COMMUNITIES THEME REPORT 2014/15

Dr A. Rajpura, Director of Public Health, presented a report to the Committee that detailed current performance information against Council priority 4, 'Improve Health and Wellbeing, especially for the most disadvantaged'.

He began by explaining the challenges for 2014/15, which were focussed around healthcare, lifestyle factors and the wider determinants of health.

Referring to healthcare, Dr Rajpura provided details of the NHS Health check programme, which was available to people between the ages of 40 and 74 to assess the risk of developing heart disease, stroke, diabetes, kidney disease and certain types of dementia. It was reported that all of Blackpool's GP practices had signed up to the programme which was achieving slightly above the target level of assessments. It was however accepted that not all of the people at risk were on the register and that work was being carried out with the Clinical Commissioning Group to identify as many people as possible who might be at risk.

On the subject of lifestyle issues, Dr Rajpura highlighted smoking as being a real issue and a major factor in ill health. He pointed out that approximately 400 people died prematurely each year in Blackpool as a result of smoking and that a further 8,000 suffered from smoking related diseases. The statistics were above the national average but were improving. A good example of this was that in 2007, 42% of pregnant mothers were smoking, a figure that had now been cut to 27%. Dr Rajpura spoke of the measures within the Lancashire Tobacco Control Strategy, which was being implemented across the County, as well as the provision of local smoking cessation services.

In relation to mental health issues, the Committee was informed of the work underway on the development of a Mental Health and Wellbeing Campaign Strategy for Blackpool to be implemented in 2015/16. Work was also continuing around suicide prevention and the de-stigmatisation of mental health problems, with the delivery of suicide awareness training (safeTALK) for frontline staff.

Dr Rajpura went on to speak about the work being carried out to reduce obesity levels, which he described as being particularly challenging, given the availability of high content sugar and salt foods. He pointed out the worrying statistics of 1 in 4 children being overweight upon entry into school and 1 in 3 upon leaving. He gave details of the healthy

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breakfast scheme within schools, the Better Start Scheme and breastfeeding programmes, all of which were helping to curb child obesity issues.

On the subject of alcohol, Members were informed that the high availability of relatively low cost alcohol continued to be a problem. Dr Rajpura spoke of the work being carried out in this area, including the curbing of advertising and the alcohol nurse liaison scheme in the Accident and Emergency department, which was working to reduce alcohol related hospital admissions.

Dr Rajpura responded to a number of questions from the Committee. On the subject of young people being educated to cook and eat healthy foods, he explained that a new programme would be launched in schools from September 2015 and that healthy eating would be a key theme. He did however point out that there were areas of Blackpool where good quality affordable food was not readily available.

On the subject of smoking, the Committee asked about the merit of trying to discourage young people from taking it up by highlighting the cosmetic angle, i.e. the effect of smoking on the skin and the smell on clothing. Dr Rajpura pointed out that those messages had been used but accepted that more could be done. He added that an aspiration for Blackpool would be for the town to become completely smoke free and quoted Los Angeles as an example of this.

On the question of food poverty, Dr Rajpura explained that 80% of obesity levels were directly linked to inappropriate food consumption which was largely attributable to the mass availability of high density cheap fast food since the 1970's.

Questions were also asked around the high levels of hospital admissions for self harm cases in ages up to 17 years. Dr Rajpura explained that there were strong direct links between mental health and depravation. Work was being done to increase the resilience of the young people within the town. He stressed the need for early intervention, particularly amongst the early teens group, which presented the highest level of cases.

The Committee then received a report that detailed current performance information against Priority 9 – 'Deliver quality services through a professional, well rewarded and motivated workforce'. The report was presented by Mrs C. McKeogh, Deputy Chief Executive, Human Resources, Communications and Engagement.

Mrs McKeogh spoke regarding the key issues under the priority for the last quarter. These included the exceptionally hard financial challenges faced by the Council over the next 3 years, with savings of £25 million being required in 2015/16 alone. In terms of moving forward, the Council recognised the need to build upon the leadership development already undertaken and was looking to develop the next Leadership Programme. The Council had obtained 'silver' re-accreditation under the Investors in People (IIP) Programme and an improved Individual Performance Appraisal (IPA) process was about to be introduced.

Sickness absence figures were then reported to the Committee, which currently stood at 10.16 days lost per full time employee. Of that figure, 62.49% was reported as short term (up to 4 weeks) and 37.51% long term. It was reported that stress, depression and anxiety

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remained the most common cause of sickness absence, at 22.09%. Mrs McKeogh gave details of the support for managers and employees who were affected by those conditions. These included training on managing work related pressure, an introduction to the mediation service and the Respecting Others Framework and the Time to Talk Day.

Details were then reported to the Committee about Labour turnover statistics, which had been previously requested by Committee Members. Mrs McKeogh explained that annual staff turnover had increased from 8.5% in March 2010, to 11.7% in November 2014 (excluding schools), largely as a result of increased redundancies. She discussed both the positive and negative impact of staff turnover with Members, before giving a breakdown of turnover for each of the Council's departments. It was explained that over the last 2 years, more people had left as a result of redundancy than had voluntarily left, with only 1% of leavers having been dismissed. The various reasons for voluntary leavers were then explained to the Committee, with salary improvement at 21% being the highest. Particular 'hot spot' problem areas for staff turnover within the Council had been identified. In the case of Children's Social Care, it was proving particularly difficult to recruit experienced social workers, team managers and senior managers. The same applied to senior managers within schools.

Mrs McKeogh went on to explain the numerous programmes and initiatives that the Council had in place to continue to make it a very attractive employment proposition. She also explained the improvements that the Council had achieved at the latest IIP accreditation, including getting better at praise and recognition and getting better at linking people to the vision and priorities of the Council. It was however acknowledged that the budget cuts continued to dominate the thoughts of staff, although as much support as possible was being offered in this area.

In relation to the Customer First service, Members were provided with a presentation and update from Mrs M. McRoberts, Assistant Treasurer.

Members were reminded of the services that were provided by Customer First, including those which were provided directly, via one stop service. There were also the services which Customer First logged requests for and services which were arranged via Customer First. The Committee was then informed of the implications of budget cuts to the service, which had reduced from £1.2 million in 2012/13 to £656,000 in 2014/15. As a consequence, the full time staffing of the service had reduced from 47.54 employees to 30.46. Waiting times on incoming calls had risen from 31 seconds to 3 minutes, 32 seconds on average and waiting time at the counter had gone up from 7 minutes to 12 minutes.

Mrs McRoberts went on to outline a number of service improvements that were underway, which would lead to a more efficient and streamlined way of operating. These included the recruitment of new key members of staff to take the service forward and improvement and advancement in digital access requirements. She concluded her report by explaining how elected members could become more involved in service improvement by checking the website to understand what was already contained on it, encouraging self help and shared responsibility and contacting the service if a customer needs help to access and understand the website.

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The Committee then heard from Mr A. Cavill, Director of Place, who presented a report that detailed current performance information against the following Council priorities;

Priority 7 – Improving housing standards and the environment we live in by using housing investment to create stable communities.

Priority 8 – Create safer communities and reduce crime and anti-social behaviour.

Referring to priority 7, Mr Cavill highlighted the work that was being carried out on housing. This was focussed on rebalancing the town's housing supply, driving up housing standards and tackling poor quality and poorly managed rental properties through enforcement activity. He referred to the new housing developments at Queens Park and on the site of the old illuminations depot which were currently on target. He also confirmed that funding had been secured from the Homes and Communities Agency to support the phase 2 development at Queens Park which would commence in early 2016.

The Committee was informed that the Council had agreed to establish a wholly owned housing regeneration company. The aim of the company would be to consider existing houses in multiple occupation (HMO), together with redundant guesthouses and to refurbish them to a good standard. The properties would then be let at open market rents and would be intensely managed. It was proposed to have the company established and operational in the early part of the next financial year.

Moving on to priority 8, the Committee was informed of the work underway around the following initiatives;

- To effectively implement the new Anti-Social Behaviour, Crime and Policing Act 2014.
- To address crime and anti-social behaviour through effective partnership working.
- To support the effectiveness of substance misuse treatment in conjunction with health.
- To campaign and raise awareness of community safety priorities as well as emerging issues.
- To work with partner agencies to ensure resources are targeted at the greatest need.

Mr Cavill pointed out that in most categories, crime statistics continued to fall, contributing to an overall decrease of 30% in the last 10 years. A breakdown of figures was provided to the Committee. Currently, the Council was working with the Town Centre Business Improvement District (BID) with a view to reintroducing CCTV monitoring in the near future.

The report was concluded by Mr Cavill informing the Committee of the work being undertaken with the police to tackle the problem of legal highs. Samples of legal highs on sale in the town had been tested at police headquarters and Community Protection Notices had been served on five premises.

Responding to questions from the Committee, Mr Cavill acknowledged that in certain categories, crime statistics had risen, although these tended to be in the areas considered to be less serious. He also confirmed that street pastors were involved in the night time

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economy of the town and worked on the Safe Haven Project.

The Committee agreed to note the report.

Background Papers: None.

7 CHILDREN'S SERVICES (SAFEGUARDING) SCRUTINY REVIEW PANEL

The Committee considered a written report on the progress of the Children's Services (Safeguarding) Scrutiny Review Panel.

The Committee agreed to note the content of the report.

Background papers: None.

8 EDUCATION SCRUTINY REVIEW PANEL

The Committee considered a written report on the progress of the Education Scrutiny Review Panel.

The Committee agreed to note the content of the report.

Background Papers: None.

9. SCRUTINY PANEL UPDATE

The Committee considered a progress report on the appointed Scrutiny Panels.

Councillor Mrs Callow spoke about the Outside Bodies Scrutiny Panel meeting which had taken place with representatives from Blackpool Zoo on 17th February. She reported that visitor numbers and the overall spend at the zoo had gone up and that good progress was being made.

The Committee agreed to note the report.

Background papers: None.

10 COMMITTEE WORKPLAN

The Committee considered its Workplan for the remainder of the Municipal Year.

The Committee agreed to note the Workplan.

Background papers: None.

11 DATE OF NEXT MEETING

The Committee agreed to note that the date of the next meeting would be confirmed at Annual Council on 22nd May 2015.

MINUTES OF SCRUTINY COMMITTEE MEETING – THURSDAY 26 FEBRUARY 2015

Chairman

(The meeting ended at 7.32 pm)

Any queries regarding these minutes, please contact:
Steve Sienkiewicz, Scrutiny Manager.
Tel: (01253) 477123
E-mail: steve.sienkiewicz@blackpool.gov.uk

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| Report to: | TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE |
| Relevant Officer: | Sharon Davis, Scrutiny Manager. |
| Date of Meeting | 9 July 2015 |

PUBLIC SPEAKING

1.0 Purpose of the report:

1.1 The Committee to consider any applications from members of the public to speak at the meeting.

2.0 Recommendation(s):

2.1 To consider and respond to representations made to the Committee by members of the public.

3.0 Reasons for recommendation(s):

3.1 To encourage public involvement in the scrutiny process.

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

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

3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

4.1 N/A

5.0 Background Information

5.1 At the meeting of full Council on 29 June 2011, a formal scheme was agreed in relation to public speaking at Council meetings. Listed below are the criteria in relation to meetings of the Scrutiny Committee.

5.2 **General**

- 5.2.1 Subject as follows, members of the public may make representations at ordinary meetings of the Council, the Planning Committee and Scrutiny Committees.

With regard to Council, Scrutiny Committee meetings not more than five people may speak at any one meeting and no persons may speak for longer than five minutes. These meetings can also consider petitions submitted in accordance with the Council's approved scheme, but will not receive representations, petitions or questions during the period between the calling of and the holding of any election or referendum.

5.3 **Request to Participate at a Scrutiny Committee Meeting**

- 5.3.1 A person wishing to make representations or otherwise wish to speak at the Scrutiny Committee must submit such a request in writing to the Head of Democratic Services, for consideration.

The deadline for applications will be 5pm on the day prior to the dispatch of the agenda for the meeting at which their representations, requests or questions will be received. (The Chairman in exceptional circumstances may allow a speaker to speak on a specific agenda item for a Scrutiny Committee, no later than noon, one working day prior to the meeting).

Those submitting representations, requests or questions will be given a response at the meeting from the Chairman of the Committee, or other person acting as Chairman for the meeting.

5.4 **Reason for Refusing a Request to Participate at a Scrutiny Committee Meeting**

- 5.4.1
- 1) if it is illegal, defamatory, scurrilous, frivolous or offensive;
 - 2) if it is factually inaccurate;
 - 3) if the issues to be raised would be considered 'exempt' information under the Council's Access to Information Procedure rules;
 - 4) if it refers to legal proceedings in which the Council is involved or is in contemplation;
 - 5) if it relates directly to the provision of a service to an individual where the use of the Council's complaints procedure would be relevant; and
 - 6) if the deputation has a financial or commercial interest in the issue.

Does the information submitted include any exempt information?

No

List of Appendices:

None.

6.0 Legal considerations:

6.1 None.

7.0 Human Resources considerations:

7.1 None.

8.0 Equalities considerations:

8.1 To ensure that the opportunity to speak at Scrutiny Committee meetings is open to all members of the public.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

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| Report to: | TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE |
| Relevant Officer: | Sharon Davis, Scrutiny Manager. |
| Date of Meeting | 9 July 2015 |

ROLES, RESPONSIBILITIES AND ATTRIBUTES OF SCRUTINY MEMBERS

1.0 Purpose of the report:

1.1 The Committee to understand their roles, responsibilities and attributes.

2.0 Recommendation(s):

2.1 To approve the Roles, Responsibilities and Attributes of Scrutiny Members and agree to take on these roles and responsibilities.

3.0 Reasons for recommendation(s):

3.1 To ensure that Members are fully aware and accept their roles as Scrutiny Members.

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

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

3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

4.1 N/A

5.0 Background Information

5.1 This advisory note, attached at Appendix 4a, has been produced to help Scrutiny Members understand their role and responsibilities. It also sets out the attributes required to be an effective Scrutiny Member.

Members are requested to adopt these roles, responsibilities and attributes.

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 4a – The Roles, Responsibilities and Attributes of Scrutiny Members.

6.0 Legal considerations:

6.1 None.

7.0 Human Resources considerations:

7.1 None.

8.0 Equalities considerations:

8.1 None.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

The Roles, Responsibilities and Attributes of Scrutiny Members

Introduction

Scrutiny Members are responsible for scrutinising the work of the authority and for ensuring the effectiveness of the Executive.

Roles and Responsibilities

In addition to the roles and responsibilities that apply to all Elected Members, Scrutiny Members will:-

- a) Participate fully in the scrutiny function in an evidence based objective, proactive, informed and effective manner.
- b) To take account of all relevant code, rules and statutory requirements.
- c) Participate fully in the activities of the Scrutiny Committee, delivery of its work programme and any associated task and finish review panels.
- d) Monitor performance and service delivery and investigate and address the causes of under performance.
- e) Promote the role of scrutiny within and outside the Council, building understanding and ownership of scrutiny and developing effective internal and external relationships.
- f) Evaluate the validity of Executive decisions and challenge inappropriate decisions through call in.

Values, Skills and Attributes

The following qualities are required in effective Scrutiny Members:-

- a) To assess risk and interpret information and data from a wide range of sources.
- b) To constructively challenge and improve performance.
- c) To act objectively and on the basis of evidence.
- d) Knowledge of the local community, issues and expectations.
- e) To participate in meetings including effectively listening, questioning, challenging and speaking.

In particular Scrutiny Members must have the appetite, ability and commitment to prepare sufficiently to engage effectively in the scrutiny function by undertaking research, investigations and attending relevant meetings and briefings. Members must also have a sound understanding of the scrutiny function's remit and role, best practice, statutory requirements, performance management principles and the provisions of the Council's constitution.

The Roles, Responsibilities and Attributes of Scrutiny Chairmen and Deputy Chairmen

Introduction

Scrutiny Chairmen and Deputy Chairmen must provide leadership and direction in the work of their committees and act as ambassadors for the work of their committee both within and beyond the Council to develop its standing and the integrity of its role. They must have a sound understanding of the relevant subject matter, laws, procedures, codes of conduct and protocols and the ability to champion them with committee members. Chairmen and Deputy Chairmen should also inspire and enthuse committee members to undertake the work of the committee.

Roles and Responsibilities

In addition to the roles and responsibilities that apply to all Members and all Scrutiny Members the following responsibilities apply to all Scrutiny Chairmen and Deputy Chairmen:-

- a) To be a focal point of knowledge, leadership, advice and development for Scrutiny Members.
- b) To support Scrutiny Members, identifying any training needs.
- c) To promote the role of Scrutiny inside and outside of the Council, liaising with the Council's partners to build understanding partners to building understanding and ownership of scrutiny.
- d) To develop a balanced workplan for the committee, which includes appropriate topics including performance monitoring, investigative scrutiny and holding the Executive to account.
- e) To ensure the Committee's workplan takes account of relevant factors including the priorities of the Council.
- f) To liaise with officers, other representatives and the community, where applicable, to resource and deliver the workplan and report on progress against the workplan as required.
- g) To evaluate the impact and added value of scrutiny activity and identify areas for improvement.
- h) To provide confident and effective management of committee meetings and work to manage projects, resources, people and priorities as required.
- i) To facilitate effective questioning, challenge, listening and discussion.

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| Report to: | TOURISM, RESOURCES AND ECONOMY SCRUTINY COMMITTEE |
| Relevant Officer: | Sharon Davies, Scrutiny Manager. |
| Date of Meeting | 9 July 2015 |

EXECUTIVE AND CABINET MEMBER DECISIONS

1.0 Purpose of the report:

1.1 The Committee to consider the Executive and Cabinet Member decisions within the portfolios of the Leader of the Council and Deputy Leader of the Council, taken since the start of the Municipal year.

2.0 Recommendation(s):

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

3.0 Reasons for recommendation(s):

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

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

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

3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

4.1 N/A

5.0 Background Information

5.1 Attached at the appendix to this report is a summary of the decisions taken, which have been circulated to Members previously.

5.2 This report is presented to ensure Members are provided with a timely update on the decisions taken by the Executive and Cabinet Members. It provides a process where the Committee can raise questions and a response be provided.

5.3 Members are encouraged to seek updates on decisions and will have the opportunity to raise any issues.

5.4 Witnesses/representatives

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

- Councillor Blackburn
- Councillor Campbell
- Councillor Jackson

Does the information submitted include any exempt information?

No

List of Appendices:

Summary of Executive and Cabinet Member decisions taken.

6.0 Legal considerations:

6.1 None.

7.0 Human Resources considerations:

7.1 None.

8.0 Equalities considerations:

8.1 None.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

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APPENDIX 4a

| DECISION / OUTCOME | DESCRIPTION | NUMBER | DATE | CABINET MEMBER |
|--|---|-------------------|----------------|-------------------------|
| <p><u>COUNCIL PLAN 2015-2020</u></p> <p>1. To agree to the proposed timeline for the production of the Council Plan 2015-20 and forward this report on for approval at Council.</p> <p>2. To agree to the proposals for a consultation on the content of the plan over the summer 2015.</p> <p>3. To agree that the performance data relating to the 2015-2020 plan be produced separately for consideration through Executive in September so as not to delay the consultation of the Council Plan.</p> | <p>To outline the proposals regarding the development and timeline for approval of the Council Plan for 2015-2020.</p> | <p>EX/23/2015</p> | <p>22/6/15</p> | <p>Cllr S Blackburn</p> |
| <p><u>REVIEW OF STATEMENT OF LICENSING POLICY</u></p> <p>To approve the content of the proposed policy and recommend it for approval to Council.</p> | <p>To consider the recommendation of the Licensing Committee to approve the proposed Statement of Licensing Policy.</p> | <p>EX/24/2015</p> | <p>22/6/15</p> | <p>Cllr G Campbell</p> |
| <p><u>COMMUNITY ENGAGEMENT</u></p> <p>That subject to Council approval, Area Forums would be discontinued with effect from 1 September 2015.</p> <p>That the 'Council Couch'/Summits/Citizens Panel and Residents Survey would be promoted as the routes to engage with the organisation.</p> <p>3. That the Community Representatives be invited to be members of the Blackpool Citizens Panel and to invite them to assist in its formation and recruitment of Panel members, as set out in paragraph 5.7, of the report.</p> <p>4. That Partners would be consulted to identify further opportunities for joint working on consultation and engagement work to ensure a cohesive and joined up approach. (generally residents were not aware of the finer detail about which public sector organisation is responsible for their services and often it was not important to them).</p> | <p>Following the decision of Annual Council, the report was to consider the role of Area Forums along with other forms of community engagement, which had been explored in the last 18 months. To also explore the opportunities for public involvement, which allowed sufficient opportunities to engage, consult and develop communities.</p> | <p>EX/25/2015</p> | <p>22/6/15</p> | <p>Cllr S Blackburn</p> |

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|--|--|-------------------|----------------|-------------------------|
| <p><u>SOCIAL VALUE POLICY</u></p> <ol style="list-style-type: none"> 1. To approve the Council's Social Value Policy; 2. To consider the measures in section 6 of the policy and agree performance targets following completion of a benchmarking research analysis by the Centre for Local Economies Strategies on behalf of AGMA which would provide important baseline information on current performance; 3. To work with the AGMA Procurement Hub to develop activity that would support the development of the policy and framework to include suitable training and technical assistance, along with an aim to develop capacity and understanding to embed consistent and effective approaches to Social Value across the region. | <p>To consider and approve the Council's Social Value Policy which set out the legal context for social value and the six social value objectives that Blackpool Council had agreed to deliver through commissioning and procurement activities.</p> | <p>EX/26/2015</p> | <p>22/6/15</p> | <p>Cllr S Blackburn</p> |
| <p><u>STATEMENT OF ETHICAL PRINCIPLES</u></p> <p>To agree in principle the scope of the Ethical Principles Statement and associated guidance for further internal and external consultation and note that a report will be brought back to a future meeting of the Executive.</p> | <p>To present a Statement of Ethical Principles to Executive for agreement.</p> | <p>EX/27/2015</p> | <p>22/6/15</p> | <p>Cllr S Blackburn</p> |
| <p><u>PROVISIONAL OUTTURN 2014/2015</u></p> <ol style="list-style-type: none"> 1. To approve the provisional revenue outturn for 2014/2015 and in so doing to note that the figures are subject to external audit and final accounting adjustments; 2. To approve the recommendations regarding the treatment of specific service under / overspends as outlined; 3. To approve the provisional capital outturn for 2014/2015 and methods of scheme funding as outlined; 4. To note the Prudential Indicator; and 5. To note the levels of the earmarked reserves including those for the Housing Revenue Account and maintained schools. | <p>The report of the Director of Resources on the Provisional Revenue Outturn for 2014/2015 compared with the approved budget and the capital expenditure in the year ended 31 March 2015 with sources of funding.</p> | <p>EX/28/2015</p> | <p>22/6/15</p> | <p>Cllr S Blackburn</p> |

| | | | | |
|---|---|-------------------|----------------|-------------------------|
| <p><u>TREASURY MANAGEMENT OUTTURN REPORT FOR YEAR ENDED 31ST MARCH 2015</u></p> <p>To note the report concerning Treasury Management activities for the financial year ended 31 March 2015.</p> | <p>To note the report concerning Treasury Management activities for the financial year ended 31 March 2015.</p> | <p>EX/29/2015</p> | <p>22/6/15</p> | <p>Cllr S Blackburn</p> |
| <p><u>CENTRAL BUSINESS DISTRICT - LINK TO BANK STREET</u></p> <p>To re-affirm the authority previously granted, namely:-</p> <ol style="list-style-type: none"> 1. To authorise the Director of Resources to pursue detailed negotiations with the Developer and other interested parties as necessary. 2. To instruct the Director of Resources to commence all necessary preparatory works for the making of a Compulsory Purchase Order to support the site assembly of the land required for the regeneration and any associated road improvements and road closures. <p>That the Director of Resources be requested to bring a further report to the Executive prior to the making of a Compulsory Purchase Order</p> | <p>Commencement of preparation work in relation to any Compulsory Purchase Order required.</p> | <p>PH35/2015</p> | <p>23/6/15</p> | <p>Cllr Jackson</p> |
| <p><u>DUTY TO CO-OPERATE - 2015 UPDATE OF THE MEMORANDUM OF UNDERSTANDING BETWEEN BLACKPOOL COUNCIL, FYLDE BOROUGH COUNCIL, LANCASHIRE COUNTY COUNCIL AND WYRE BOROUGH COUNCIL</u></p> <p>That the updated Memorandum of Understanding (April 2015) presented in the report, be endorsed.</p> | <p>At the Duty to Co-operate Fylde Coast Authorities and Lancashire County Council Joint Members and Officers Advisory Steering Group meeting of 30 March 2015, the Steering Group agreed to recommended to each constituent authority endorsement of the updated Memorandum of Understanding between the Fylde Coast Authorities and Lancashire County Council (April 2015). The updated Memorandum of</p> | <p>PH36/2015</p> | <p>23/6/15</p> | <p>Cllr G Campbell</p> |

| | | | | |
|--|--|--|--|--|
| | Understanding is the consideration of this report. | | | |
|--|--|--|--|--|

| | |
|--------------------------|--|
| Report to: | TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE |
| Relevant Officer: | Ruth Henshaw, Corporate Development Officer |
| Date of Meeting: | 9 July 2015 |

COUNCIL PLAN PERFORMANCE MANAGEMENT ARRANGEMENTS 2015/2016

1.0 Purpose of the report:

1.1 The Committee is asked to consider the proposed performance management arrangements for 2015/2016.

2.0 Recommendation(s):

2.1 To approve the proposed performance management arrangements, making any suggested amendments.

3.0 Reasons for recommendation(s):

3.1 To ensure constructive and robust scrutiny of the Council's progress in achieving the key actions for the next five years as set out in the Council Plan 2015-20.

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

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

3.3 Other alternative options to be considered: N/A

4.0 Council Priority:

4.1 The relevant priority is:

- Deliver quality services through a professional, well-rewarded and motivated workforce

5.0 Background information

5.1 The Council Plan 2015-20 is currently being developed to refresh the Council's vision, priorities and values for the next five years. The purpose of the Council Plan is to provide a clear and concise summary of the Council's vision for Blackpool, and the key actions that the Council will take to work towards achieving that vision.

5.2 Consultation on the new Council Plan will take place during the Summer through a variety of methods, such as:

- The Council Couch
- Public and stakeholder surveys
- Internal staff consultation
- Presentation at equality groups
- Sessions with Cabinet and lead members
- Presentation to Senior Leadership Team

The consultation outcomes will be published in a full report in August 2015, after which the Council Plan 2015-20 will be finalised.

5.3 It is proposed that performance reports for each Council Plan priority will be presented to the relevant Scrutiny Committee on a quarterly basis. In its current draft form, the Council Plan focuses on two key priorities:

- Economy - Maximising growth and opportunity across Blackpool; and
- Communities - Creating stronger communities and increasing resilience

The reports will summarise the progress made against the key actions and performance indicators within the Council Plan 2015-20.

5.4 As the Council Plan will not be published until September 2015, performance will only be reported three times for the financial year 2015/16. Below is a table of indicative dates when reports will be presented during this time:

| Tourism, Economy and Resources Scrutiny | Resilient Communities Scrutiny |
|--|---------------------------------------|
| 19 November 2015 | 5 November 2015 |
| 21 January 2016 | 4 February 2016 |
| 19 May 2016 | 12 May 2016 |

5.5 The relevant Cabinet Member and lead officer will attend the relevant Scrutiny Committee to discuss performance in their area and address any questions or concerns from the Committee.

6.0 Witnesses/representatives

6.1 The following persons have been invited to attend the meeting to report on this item:

Ruth Henshaw, Corporate Development Officer

Does the information submitted include any exempt information?

No

List of Appendices:

None

7.0 Legal considerations:

7.1 None

8.0 Human Resources considerations:

8.1 None

9.0 Equalities considerations:

9.1 None

10.0 Financial considerations:

10.1 None

11.0 Risk management considerations:

11.1 None

12.0 Ethical considerations:

12.1 None

13.0 Internal/ External Consultation undertaken:

13.1 N/A

14.0 Background papers:

14.1 None

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Do you live or work in Blackpool?

Complete the survey, tell us what you think!

The Blackpool Council Plan 2015-2020 will give you information on exactly how we hope to improve the area where you live and work over the next five years.

We want to listen to your thoughts about what should be in the plan.

You can read all about the plan, our vision and our priorities, and complete our feedback survey online at www.blackpool.gov.uk/CouncilPlan



Other ways to provide your feedback:

- The 'Council Couch' is visiting a street near you on sit tours across Blackpool throughout June, July and August. Come and have a chat with us, we'd love to see you! For dates and locations, visit www.blackpool.gov.uk/CouncilCouch
- Contact us directly using the details below

Contact us

Blackpool Council
PO Box 4
Blackpool
FY1 1NA

Web: www.blackpool.gov.uk/CouncilPlan

 Bpoolcouncil
 Bpoolcouncil

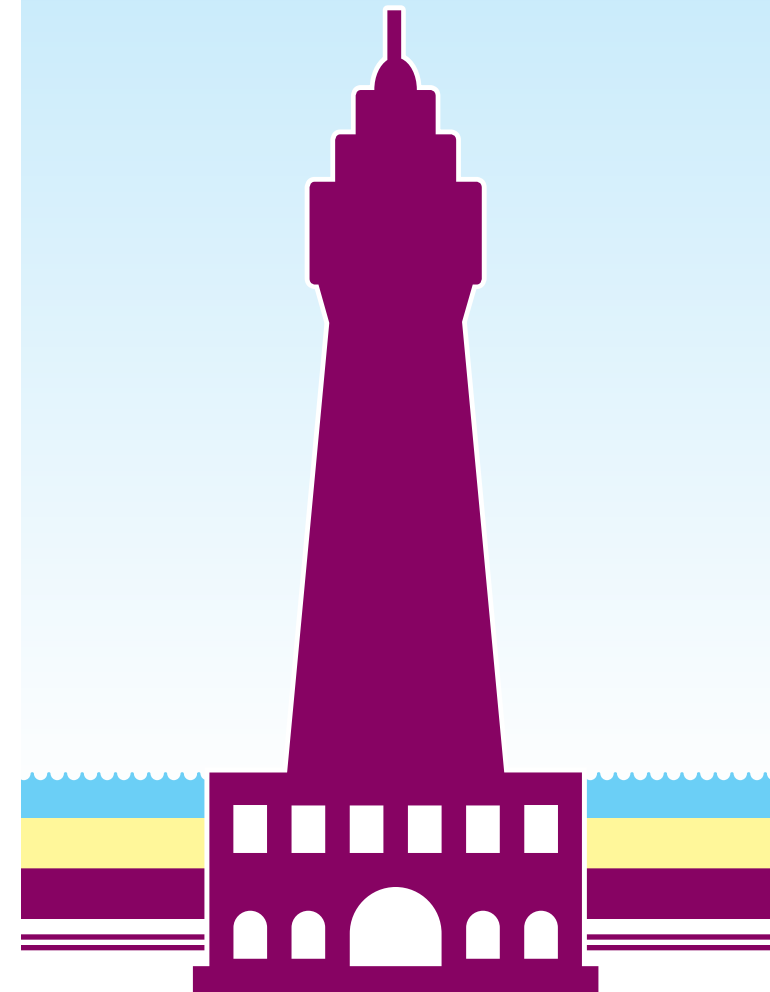


Come along for tea/coffee and a chat.

Tell us your views on your area.

| Date | Location | Time |
|---------------|--|------------|
| Tues 23 June | Warren Drive fields | 6pm – 8pm |
| Thurs 25 June | Grange Park shops | 2pm – 5pm |
| Tues 30 June | Mereside shops | 2pm – 5pm |
| Thurs 2 July | Preston New Road – McDonalds | 6pm – 8pm |
| Tues 7 July | Layton, Westcliffe Drive | 6pm – 8pm |
| Thurs 9 July | Egerton Road/Ashburton Road corner shops hard standing | 2pm – 5pm |
| Tues 14 July | Central Drive parking bay by the George Pub | 2pm – 5pm |
| Thurs 16 July | Kingcraig shops to the left of the car park | 2pm – 5pm |
| Thurs 23 July | Norbreck shops | 2pm – 5pm |
| Tues 28 July | Solaris | 2pm – 5pm |
| Thurs 30 July | Palatine Library | 2pm – 5pm |
| Tues 4 Aug | TAB office, Gorton Street | 2pm – 5pm |
| Thurs 6 Aug | Stanley Park Cafe | 2pm – 5pm |
| Tues 11 Aug | Moor Park Leisure Centre car park | 10am – 1pm |
| Thurs 13 Aug | St Martins Road (Western end) | 2pm – 5pm |
| Tues 18 Aug | St Johns Square | 2pm – 5pm |

Have your say on Blackpool's future



Blackpool Council

The future of Blackpool

Blackpool is a great place to live and work. It's the UK's favourite seaside location and home to 142,000 people.

We care about the future of our town. It matters to us that the area continues to be a healthy, happy and pleasant place to live.

As a council, we provide lots of public services for local people and have big responsibilities when it comes to things like looking after the streets and parks, recycling the town's waste and caring for vulnerable children and adults.

However, we do much more than that - we provide more than 150 services! Our teams are working hard, along with local people and partner organisations, to make sure that Blackpool has quality housing, good jobs, lots for families to do as well as excellent health and education.

How can this be done and what are our priorities?

We think Blackpool should be:

"The UK's number one family resort with a thriving economy that supports a happy and healthy community who are proud of this unique town."

Over the next five years, we think our biggest priorities are to:

- Create a better economy
- Create stronger communities

The Council Plan 2015-2020 sets out our vision and priorities for how we hope to improve the lives of local people over the next five years. This leaflet provides a summary of this. You can find out more at www.blackpool.gov.uk/CouncilPlan

The economy

Support for businesses to help them start and grow



A wider range of family events and attractions



More town centre shops and restaurants



Better roads and tramways



Quality health and leisure facilities



The community

Quality housing across the town



More ways for people to get involved in their communities



Improved school standards and pupil achievement



A wider range of quality jobs and better training



Greener streets and pleasant places to spend time in



| | |
|--------------------------|--|
| Report to: | TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE |
| Relevant Officer: | Steve Thompson, Director of Resources |
| Date of Meeting : | 9 July 2015 |

PROVISIONAL REVENUE OUTTURN 2014/2015

1.0 Purpose of the report:

1.1 The report of the Director of Resources on the Provisional Revenue Outturn for 2014/2015 compared with the approved budget and the capital expenditure in the year ended 31 March 2015 with sources of funding.

2.0 Recommendation(s):

2.1 To consider the provisional revenue outturn for 2014/2015 and in so doing to note that the figures are subject to external audit and final accounting adjustments (ref. paragraph 2.1);

2.2 To consider and scrutinise Executive Decision EX28; and

2.3 Identify further issues for scrutiny.

3.0 Reasons for recommendation(s):

3.1 To bring the Provisional Revenue and Capital outturn figures to Members' attention at the earliest opportunity in accordance with good financial practice.

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

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

3.3 Other alternative options to be considered:

None, the report is a position statement as at 31 March 2015.

4.0 Council Priority:

4.1 The relevant Council Priority is

- Deliver quality services through a professional, well-rewarded and motivated workforce

5.0 Background Information

5.1 The report to the Executive at its meeting of 22 June 2015 outlined the Provisional Revenue Outturn for 2014/2015 compared with the approved budget and the capital expenditure in the year ended 31 March 2015 with sources of funding.

5.2 The Executive agreed (EX 28) as follows:

1. To approve the provisional revenue outturn for 2014/2015 and in so doing to note that the figures are subject to external audit and final accounting adjustments (ref. paragraph 2.1);
2. To approve the recommendations regarding the treatment of specific service under / overspends as outlined (ref. paragraph 3.2);
3. To approve the provisional capital outturn for 2014/2015 and methods of scheme funding as outlined (ref. paragraphs 4.2 and 4.5);
4. To note the Prudential Indicator (ref. paragraph 4.3); and
5. To note the levels of the earmarked reserves including those for the Housing Revenue Account and maintained schools (ref. paragraph 6.1).

5.3 Does the information submitted include any exempt information? No

5.3 List of Appendices:

Report of the Director of Resources
Appendix 1 – Outturn Summary
Appendix 2a to 2j – Directorate Summaries
Appendix 3 – Capital Outturn Statement

6.0 Legal considerations:

6.1 None

7.0 Human Resources considerations:

7.1 None

8.0 Equalities considerations:

8.1 None.

9.0 Financial considerations:

9.1 As outlined in the report.

10.0 Risk management considerations:

10.1 Impact of financial performance on Council reserves and balances.

11.0 Ethical considerations:

11.1 None

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

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BLACKPOOL COUNCIL
REPORT
of the
DIRECTOR OF RESOURCES
to the
EXECUTIVE
on
22nd JUNE 2015

PROVISIONAL OUTTURN 2014/2015

1. Introduction

1.1 The purposes of this report are to show i) a comparison of General Fund Revenue Account expenditure in the year ended 31st March 2015 with the approved budget and ii) a statement of Capital Expenditure in the year ended 31st March 2015 with sources of funding. The figures are provisional in that they are subject to external audit and any final accounting adjustments. The final figures will be incorporated in the Statement of Accounts for 2014/2015, which is the subject of a separate report to the Audit Committee on 24th September 2015 in order to comply with the statutory deadline required by the Accounts and Audit (England) Regulations 2011.

2. Provisional Revenue Outturn 2014/2015

2.1 The Provisional Revenue Outturn for 2014/2015 (before allowing for changes to working balances) is £141,802,000 compared with the approved budget of £142,121,000 – a net underspend of £319,000. The summary figures are shown at Appendix 1.

2.2 The year-end variance position for each directorate is set out in Appendices 2a to 2i and is summarised as follows:-

| Directorate | 2014/2015 Variance £000 | Reference Appendix |
|------------------------------------|--|-------------------------------|
| Chief Executive | (9) | 2a |
| Deputy Chief Executive | (41) | 2b |
| Governance and Regulatory Services | 14 | 2c |
| Area Forum and Ward Budgets | (237) | 2c |
| Resources | 40 | 2d |
| Places | 50 | 2e |

| | | |
|--|--------------|----|
| Strategic Leisure Assets (see para. 6.2) | - | 2e |
| Community & Environmental Services | 592 | 2f |
| Adult Services | 336 | 2g |
| Children's Services | 1,601 | 2h |
| Public Health | - | 2i |
| Total | 2,346 | |

2.3 The main reasons for this net service overspend are:-

| Service | Reasons | £000 |
|---|---|--------------|
| Children's Services | The Children's Social Care division over-spent by £1.9m due to the continuing high numbers of Looked After Children (LAC). There was also a shortfall in grant income of £673k due to academy conversions. These cost pressures were partially offset by staffing and efficiency savings in other areas of Children's Services. | 1,601 |
| Community & Environmental Services | The main components of this overspend comprise of pressures on day-to-day income on Building Services, prudential borrowing costs associated with Project 30 and CSR savings no longer deemed achievable and where no alternative savings could be delivered. One-off efficiency savings have partly offset these overspends. | 592 |
| Adult Services | A brought forward budget gap of £2.5m was partially offset by releasing savings from the further integration of Health and Social Care services, budget rightsizing around Ordinary Residence and increased Fairer Charging income, leaving a recurrent gap of £1.5m. One-off staffing savings and a review of the balance sheet reduced the 2014/2015 in-year overspend down to £336k. | 336 |
| Places/Resources/Governance & Regulatory Services | The majority of these overspends relate to staffing pressures and income targets not achieved. | 104 |
| Chief Executive/Deputy Chief Executive | Vacancy savings plus additional income. | (50) |
| Area Forum and Ward Budgets | Scheme commitments of £237k that are being carried forward to 2015/2016 which reduces the true surplus on budget to zero. | (237) |
| Total | | 2,346 |

2.4 The financial outturn for budgets 'outside the cash limit' is detailed at Appendix 2j and shows an aggregate underspending of £761,000. The main reasons for this are:-

| Service | Reasons | £000 |
|---|---|--------------|
| Parking Services | Although 2014/2015 has seen an improvement in patronage, the continuing challenging income target has led to this overspend. | 744 |
| Concessionary Fares | This overspend is due to higher than expected bus patronage as a result of displacement following the removal of discretionary Tramway concessions for non-Blackpool residents. | 543 |
| Investment Portfolio | The overspend of £116k is primarily due to the costs of a delay in the demolition of the Syndicate. | 116 |
| Council Tax and NNDR Cost of Collection | Reduction in costs recovered. | 14 |
| Land Charges | Legal costs relating to nationwide property search litigation have resulted in this overspend. | 11 |
| New Homes Bonus | - | 4 |
| Housing Benefits | Reduction in scanning and printing costs. | (22) |
| Subsidiary Companies | Mainly the result of the ending of financing payments relating to previous investment at Sandcastle Waterpark. | (78) |
| Previous Years' Pension Liability | Reduction in payment to Pension Fund due to schools converting to Academies. | (277) |
| Treasury Management | The use of temporary borrowing and internal financing has enabled long-term borrowing to be delayed, therefore achieving savings against interest payable. | (1,816) |
| Total | | (761) |

3. Treatment of Revenue Budget Variances

3.1 As part of the year-end process an analysis of budget variances is undertaken in order to determine the treatment of under/overspendings on service budgets. The conventional Cash Limited Budgeting approach requires that:-

- underspendings are carried forward in full and are then available to supplement the following year's service budget;
- overspendings are similarly carried forward but must as far as possible be recovered in the following financial year (where an extended period is required, this must be on the basis of a recovery plan with a timetable not exceeding 3 years and approved by the Executive); and

- any windfall gains, as determined by the Director of Resources and arising from events outside the control of the service, are added to the Council's general working balances.

3.2 However, having considered the Provisional Revenue Outturn 2014/2015 in detail and the financial outlook and consulted Corporate Leadership Team colleagues, it is recommended that:-

- the underspending of £237,000 on Area Forum and Ward Budgets is carried forward to 2015/2016 in full;
- all remaining under and overspendings are to be written off:

| Directorate | £000 |
|------------------------------------|--------------|
| Children's Services | 1,601 |
| Community & Environmental Services | 592 |
| Adult Services | 336 |
| Places | 50 |
| Resources | 40 |
| Governance & Regulatory Services | 14 |
| Chief Executive | (9) |
| Deputy Chief Executive | (41) |
| Total | 2,583 |

This will allow services to enter the new financial year in a balanced position and give directorates a realistic chance of meeting their budget savings targets for that year.

4. Provisional Capital Outturn 2014/2015

4.1. This section sets out the level of expenditure incurred by the Council on its 2014/2015 Capital Programme. It provides a breakdown of expenditure by service in addition to providing a proposal on how the Capital Programme for 2014/2015 should be financed.

4.2. The total capital expenditure for the year was £43,409,327. This is summarised as follows with an analysis of spend by individual scheme available at Appendix 3:-

| Department | £ | £ |
|--|------------|-------------------|
| Places – Housing Revenue Account (HRA) | 11,816,514 | |
| - Private Sector Housing | 2,977,014 | |
| - Transport | 7,228,996 | |
| - Other Schemes | 1,186,121 | 23,208,645 |
| Community & Environmental Services | | 12,014,222 |
| Resources | | 2,834,407 |
| Children's Services | | 2,176,981 |
| Adult Services | | 1,787,760 |
| Deputy Chief Executive | | 1,387,312 |
| Total | | 43,409,327 |

4.3 CIPFA's Prudential Code of Practice requires the Council to set a range of indicators each year, one of which is to separately account for non-Housing Revenue Account

and Housing Revenue Account expenditure incurred in the financial year. Total capital spend in 2014/2015 of £43.4m is split between non-Housing Revenue Account of £31.6m and Housing Revenue Account of £11.8m.

4.4 The original Capital Programme for 2014/2015 was set at £48.5m whilst the amount actually spent in-year was 10.5% less than this. This is mainly due to slippage and the underspend will be carried forward to 2015/2016.

4.5 It is recommended that this expenditure is funded from the following sources:-

| Source | £ |
|-----------------------------------|-------------------|
| Prudential Borrowing | 5,020,424 |
| Capital Receipts | 2,430,880 |
| Government and Other Grants | 23,000,889 |
| Other Sources: | |
| - Housing Major Repairs Allowance | 4,104,332 |
| - Revenue Contributions | 3,634,027 |
| - Lancashire County Council | 1,353,419 |
| - Other External Contributions | 3,865,356 |
| Total | 43,409,327 |

The Council has maximised all capital resources available to it during 2014/2015 and arrangements have been made to ensure that funding for re-profiled schemes is carried forward into 2015/2016.

5. Collection Rates

5.1 Council Tax (CT)

At the end of month 12 the collection rate for Council Tax was 92.4%. This compares to 93.1% at the same point in 2013/2014.

In the light of the reductions in discount and the introduction of the Local Council Tax Reduction Scheme, the target collection rate is 98%.

The level of Council Tax income is also affected by movements in the actual Council Tax Base compared to that used for the purposes of the 2014/2015 Budget. The base is affected by the Council Tax Reduction Scheme which is effectively applied as a discount and therefore subsequently reduces the tax base. Movements in the Council Tax Reduction Scheme impact on the income due.

As at 31st March 2015 the level of arrears has increased to £12m (compared to £10.5m in 2013/2014) and the provision for bad debts has increased to £4.7m (compared to £4.1 in 2013/2014). These reflect the current economic climate and the risks associated with the Council Tax Reduction Scheme. If the actual collection rate is higher than 98% then the excess will be available to reduce the Council Tax in future years. If it is lower than 98% then an increase in Council Tax will be required in future years to cover the shortfall. This would be in addition to any changes arising from the actual collection rates in previous years.

5.2 Council Tax Reduction Scheme (CTRS)

The Council Tax Reduction Scheme (CTRS) was introduced on 1st April 2013. The Scheme ensures that pensioners' support continues at existing levels. Working Age claimants are means-tested to establish entitlement and a percentage reduction (currently 27.11%) is applied at the end of the assessment to establish the level of support provided.

The impact of changes in the numbers and ratios between Older Age claimants and Working Age Claimants during the year compared with the original estimates shows the volatility of the data used in projections.

At the end of month 12 the collection rate for those who have to pay Council Tax Reduction Scheme at 27.11% either for the first time or in addition to a proportion of their Council Tax is 66.5% (69.5% in 2013/2014).

The likely impact for 2015/2016 is that the underlying rate of collection of Council Tax Reduction Schemewill be lower than 2014/2015 due to accumulated arrears and limits on what can be recovered from Attachment of Benefits.

5.3 National Non-Domestic Rate (NNDR)

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

At the end of month 12 the collection rate for National Non-Domestic Rates was 95.1%. This compares to 94.9% at the same point in 2013/2014.

The deficit for 2014/2015 is £11.3m. The Council's share of this is £5.5m (49%) and provision for this has been included in the 2014/2015 revenue outturn. The main factors causing the level of deficit are write-off of bad debts (£1.8m), provisions for bad debts (£2.0m) and appeals provision (£5.9m). Prior to 2013/2014 these provisions were not required by central government, however they are now required to be reflected in the Council's statutory accounts at the Council's share of 49%.

The level of write-offs and the provisions for bad debts reflect the current economic climate and the volatility of these areas and supports the level of earmarked reserves held by the authority. The substantial increase in the appeals provision is due to the large volume of appeals submitted by 31st March 2015. This is due to 31st March 2015 being the end of a 5-year period where successful appeals can be backdated to 1st April 2010. From 1st April 2015 any appeals submitted will not be backdated.

The impact of the above is reflected in the Collection Fund for 2014/2015, but will not fully impact on the Council until 2016/2017 due to the methodology employed by central government to collect the data required to calculate the shares of Non-Domestic Rate income.

6. Reserves and Provisions

- 6.1 In accordance with Local Authority Accounting Panel (LAAP) Bulletin No. 99 the Council's reserves and provisions are continuously reviewed for relevance, appropriateness and materiality. The establishment, use and closure of reserves and provisions require the specific authorisation of the Director of Resources and auditable records are maintained to that effect. Members are asked to note that the level of earmarked reserves has decreased from £50.0m to £46.1m during 2014/2015 with those reserves in excess of £5m shown in the table below:-

| Earmarked Reserves | 2013/2014 | 2014/2015 |
|---|------------------|------------------|
| | £000 | £000 |
| Public/Private Partnerships | 15,428 | 17,350 |
| Collection Fund Deficit Reserve (Council Tax & NNDR) | 9,722 | 12,503 |
| Potential Pay Liabilities | 6,901 | 3,231 |
| Service Variances | 3,739 | 1,891 |
| Other Reserves | 14,173 | 11,091 |
| | | |
| Total Earmarked Reserves | 49,963 | 46,066 |

- 6.2 The Strategic Leisure Assets cumulative overspend of £2,765,000 brought forward from 2013/2014 has been transferred to earmarked reserves along with the 2014/2015 in-year overspend of £544,000. It is forecast that the portfolio will break-even in 2017/2018 and will therefore start to repay the overspend. This is in line with the Medium Term Financial Plan.
- 6.3 Building Services' trading activities were able to make their budgeted contribution of £100,000 to the General Fund in 2014/2015.
- 6.4 The financial performance of the Housing Revenue Account (HRA) has been better than originally forecast for 2014/2015 by £566,000 with year-end balances of £5,617,000, which will be required in the main to support the Queens Park redevelopment scheme which is well underway.
- 6.5 Maintained schools' balances (which lie outside the control of the Council) decreased by £1.2m in 2014/2015 to £3.0m. A £0.8m reduction was due to academy conversions with the remaining maintained schools taking £381k from their reserves. £2.0m is also held in an earmarked reserve in relation to unspent Direct Schools Grant.

7. General Fund Working Balances

- 7.1 The Council's Revenue Budget for 2014/2015 set a target level of General Fund working balances of around £6m. This target has been reached at £6.2m and it is deemed appropriate to maintain this target level of £6m for working balances for the medium term.

8. Conclusion and Recommendations

8.1 The Provisional Outturn for 2014/2015 represents a solid financial performance with the Council's General Fund working balances at £6,188,000. As the Council continues to manage the financial constraints placed upon it, the measures proposed within this report will provide some cushion to the risks that lie ahead in the next Government Spending Review and the Chancellor's Summer Budget announcement on 8th July 2015.

8.2 The Executive is asked to:

- approve the provisional revenue outturn for 2014/2015 and in so doing to note that the figures are subject to external audit and final accounting adjustments (ref. paragraph 2.1);
- approve the recommendations regarding the treatment of specific service under / overspends as outlined (ref. paragraph 3.2);
- approve the provisional capital outturn for 2014/2015 and methods of scheme funding as outlined (ref. paragraphs 4.2 and 4.5);
- note the Prudential Indicator (ref. paragraph 4.3); and
- note the levels of the earmarked reserves including those for the Housing Revenue Account and maintained schools (ref. paragraph 6.1).

Steve Thompson
Director of Resources

GENERAL FUND PROVISIONAL OUTTURN YEAR ENDING 31st MARCH 2015

TOTAL SUMMARY

| | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--|--------------------------------|----------------------------------|
| GENERAL FUND NET REQUIREMENTS | | | |
| <u>CASH LIMITED BOTTOM LINE BUDGETS</u> | | | |
| CHIEF EXECUTIVE | 507 | 498 | (9) |
| DEPUTY CHIEF EXECUTIVE'S DIRECTORATE | 172 | 131 | (41) |
| GOVERNANCE & REGULATORY SERVICES | 1,048 | 1,062 | 14 |
| AREA FORUM AND WARDS | 1,066 | 829 | (237) |
| RESOURCES | 3,917 | 3,957 | 40 |
| PLACES | 10,241 | 10,291 | 50 |
| STRATEGIC LEISURE ASSETS | (1,421) | (1,421) | - |
| COMMUNITY & ENVIRONMENTAL SERVICES | 45,505 | 46,097 | 592 |
| ADULT SERVICES | 46,029 | 46,365 | 336 |
| CHILDREN'S SERVICES | 37,345 | 38,946 | 1,601 |
| PUBLIC HEALTH | - | - | - |
| BUDGETS OUTSIDE THE CASH LIMIT | 20,259 | 19,498 | (761) |
| CAPITAL CHARGES | (27,245) | (27,245) | - |
| SUB TOTAL - NET COST OF SERVICES | 137,423 | 139,008 | 1,585 |
| <u>CONTRIBUTIONS AND CONTINGENCIES</u> | | | |
| CONTRIBUTIONS TO/FROM RESERVES | 3,516 | 3,345 | (171) |
| REVENUE CONSEQUENCES OF CAPITAL OUTLAY | 150 | - | (150) |
| CONTINGENCIES | 967 | (616) | (1,583) |
| SUB TOTAL - CONTRIBUTIONS & CONTINGENCIES | 4,633 | 2,729 | (1,904) |
| <u>LEVIES</u> | | | |
| NORTH WEST REGIONAL FLOOD DEFENCE COMMITTEE | 65 | 65 | - |
| SUB TOTAL - LEVIES | 65 | 65 | 0 |
| TOTAL NET EXPENDITURE TO BE MET FROM PUBLIC FUNDS | 142,121 | 141,802 | (319) |
| LESS: AMOUNT (TAKEN FROM)/ADDED TO WORKING BALANCES | 0 | 319 | 319 |
| NET REQUIREMENT AFTER WORKING BALANCES | 142,121 | 142,121 | 0 |

Working Balances as at 1st April 2014
 Movement in Balances
 Working Balances as at 31st March 2015

5,869
 319
 6,188

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CHIEF EXECUTIVE

GENERAL FUND OUTTURN YEAR ENDING 31st MARCH 2015

CHIEF EXECUTIVE SUMMARY

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--|--|--------------------------------|----------------------------------|
| | <u>EXPENDITURE</u> | | | |
| | EMPLOYEES | 443 | 384 | (59) |
| | PREMISES | - | - | - |
| | TRANSPORT | 2 | 2 | - |
| | SUPPLIES AND SERVICES | 11 | 60 | 49 |
| | THIRD PARTY PAYMENTS | - | - | - |
| | TRANSFER PAYMENTS | - | - | - |
| | SUPPORT SERVICES | 51 | 52 | 1 |
| | CAPITAL CHARGES | 13 | 13 | - |
| | TOTAL EXPENDITURE | 520 | 511 | (9) |
| | <u>INCOME</u> | | | |
| | CUSTOMER & CLIENT RECEIPTS | - | - | - |
| | GOVERNMENT GRANTS | - | - | - |
| | RECHARGES | - | - | - |
| | OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS | 13 | 13 | - |
| | TOTAL INCOME | 13 | 13 | - |
| | TOTAL NET EXPENDITURE | 507 | 498 | (9) |
| | <i>COST PER '000 POPULATION</i> | <i>3</i> | <i>3</i> | <i>()</i> |

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DEPUTY CHIEF EXECUTIVE'S DIRECTORATE

GENERAL FUND OUTTURN YEAR ENDING 31st MARCH 2015

TOTAL SUMMARY

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|---|--|--------------------------------|----------------------------------|
| | DEPARTMENT SUPPORT | (2,007) | (1,972) | 35 |
| | HEALTH & SAFETY | 201 | 155 | (46) |
| | HR & ORGANISATIONAL DEVELOPMENT | 1,426 | 1,467 | 41 |
| | PAY, EQUALITY & DIVERSITY | 272 | 272 | - |
| | CORPORATE DEVELOPMENT, ENGAGEMENT AND COMMUNICATION | (36) | (103) | (67) |
| | NEIGHBOURHOOD ENGAGEMENT | 104 | 101 | (3) |
| | ICT SERVICES | 212 | 211 | (1) |
| | EMERGENCY PLANNING | - | - | - |
| | RISK SERVICES | - | - | - |
| | NET COST OF SERVICES | 172 | 131 | (41) |

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--|--|--------------------------------|----------------------------------|
| | <u>EXPENDITURE</u> | | | |
| | EMPLOYEES | 4,630 | 4,763 | 133 |
| | PREMISES | 11 | 11 | - |
| | TRANSPORT | 40 | 39 | (1) |
| | SUPPLIES AND SERVICES | 2,579 | 4,436 | 1,857 |
| | THIRD PARTY PAYMENTS | - | 4 | 4 |
| | TRANSFER PAYMENTS | - | - | - |
| | SUPPORT SERVICES | 763 | 764 | 1 |
| | CAPITAL CHARGES | 335 | 334 | (1) |
| | TOTAL EXPENDITURE | 8,358 | 10,351 | 1,993 |
| | <u>INCOME</u> | | | |
| | CUSTOMER & CLIENT RECEIPTS | 426 | 804 | (378) |
| | GOVERNMENT GRANTS | - | 32 | (32) |
| | RECHARGES | 7,225 | 7,030 | 195 |
| | OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS | 535 | 2,354 | (1,819) |
| | TOTAL INCOME | 8,186 | 10,220 | (2,034) |
| | NET COST OF SERVICES | 172 | 131 | (41) |

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GOVERNANCE AND REGULATORY SERVICES

GENERAL FUND OUTTURN YEAR ENDING 31st MARCH 2015

TOTAL SUMMARY

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|-----------------------------|--|--------------------------------|----------------------------------|
| | AREA FORUMS AND WARDS | 1,066 | 829 | (237) |
| | CORPORATE & MEMBER SERVICES | 1,202 | 1,155 | (47) |
| | DEMOCRATIC SERVICES | 604 | 542 | (62) |
| | ELECTORAL SERVICES | 150 | 166 | 16 |
| | REGISTRARS | 19 | 43 | 24 |
| | CORONERS | 159 | 246 | 87 |
| | MORTUARY | 110 | 82 | (28) |
| | LICENSING | (379) | (400) | (21) |
| | CEMETERIES AND CREMATORIUM | (817) | (772) | 45 |
| | | 1,048 | 1,062 | 14 |
| | NET COST OF SERVICES | 2,114 | 1,891 | (223) |

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--|--|--------------------------------|----------------------------------|
| | <u>EXPENDITURE</u> | | | |
| | EMPLOYEES | 1,985 | 2,165 | 180 |
| | PREMISES | 221 | 223 | 2 |
| | TRANSPORT | 34 | 35 | 1 |
| | SUPPLIES AND SERVICES | 1,776 | 1,569 | (207) |
| | THIRD PARTY PAYMENTS | 156 | 170 | 14 |
| | TRANSFER PAYMENTS | - | - | - |
| | SUPPORT SERVICES | 664 | 697 | 33 |
| | CAPITAL CHARGES | 86 | 86 | - |
| | TOTAL EXPENDITURE | 4,922 | 4,945 | 23 |
| | <u>INCOME</u> | | | |
| | CUSTOMER & CLIENT RECEIPTS | 2,515 | 2,491 | 24 |
| | GOVERNMENT GRANTS | - | 90 | (90) |
| | RECHARGES | - | - | - |
| | OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS | 293 | 473 | (180) |
| | TOTAL INCOME | 2,808 | 3,054 | (246) |
| | NET COST OF SERVICES | 2,114 | 1,891 | (223) |

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RESOURCES

GENERAL FUND OUTTURN YEAR ENDING 31st MARCH 2015

TOTAL SUMMARY

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|---|--|--------------------------------|----------------------------------|
| | PROCUREMENT & DEVELOPMENT | 67 | (50) | (117) |
| | REVENUES, BENEFITS & TRANSACTIONAL SERVICES | (639) | (699) | (60) |
| | LEGAL | (116) | (63) | 53 |
| | CUSTOMER FIRST | (411) | (362) | 49 |
| | ACCOUNTANCY | (176) | (156) | 20 |
| | RISK SERVICES | 33 | 7 | (26) |
| | ASSET & ESTATES | 5,159 | 5,280 | 121 |
| | NET COST OF SERVICES | 3,917 | 3,957 | 40 |

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--|--|--------------------------------|----------------------------------|
| | <u>EXPENDITURE</u> | | | |
| | EMPLOYEES | 10,652 | 11,133 | 481 |
| | PREMISES | 5,004 | 6,793 | 1,789 |
| | TRANSPORT | 104 | 108 | 4 |
| | SUPPLIES AND SERVICES | 2,432 | 2,776 | 344 |
| | THIRD PARTY PAYMENTS | 4 | 3 | (1) |
| | TRANSFER PAYMENTS | 260 | 194 | (66) |
| | SUPPORT SERVICES | 3,431 | 3,369 | (62) |
| | CAPITAL CHARGES | 2,279 | 2,264 | (15) |
| | TOTAL EXPENDITURE | 24,166 | 26,640 | 2,474 |
| | <u>INCOME</u> | | | |
| | CUSTOMER & CLIENT RECEIPTS | 638 | 1,014 | (376) |
| | GOVERNMENT GRANTS | 1,801 | 1,801 | - |
| | RECHARGES | 16,599 | 15,900 | 699 |
| | OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS | 1,211 | 3,968 | (2,757) |
| | TOTAL INCOME | 20,249 | 22,683 | (2,434) |
| | NET COST OF SERVICES | 3,917 | 3,957 | 40 |

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PLACES

GENERAL FUND OUTTURN YEAR ENDING 31st MARCH 2015

TOTAL SUMMARY

| | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|-------------------------------------|--|--------------------------------|----------------------------------|
| SUBJECTIVE ANALYSIS | | | |
| PARTNERSHIPS & BUSINESS DEVELOPMENT | 726 | 696 | (30) |
| ARTS & HERITAGE | 523 | 524 | 1 |
| LIBRARIES | 2,170 | 2,171 | 1 |
| ECONOMIC DEVELOPMENT | 730 | 728 | (2) |
| ILLUMINATIONS | 2,849 | 2,848 | (1) |
| VISIT BLACKPOOL/MARKETING COMPANY | 1,570 | 1,584 | 14 |
| PLANNING | 409 | 409 | - |
| HOUSING | 690 | 720 | 30 |
| TRANSPORT POLICY | 141 | 143 | 2 |
| BEACH PATROL | 174 | 175 | 1 |
| CCTV & SECURITY | (69) | (76) | (7) |
| COMMUNITY SAFETY | 297 | 297 | - |
| PRINT SERVICES | 31 | 72 | 41 |
| | 10,241 | 10,291 | 50 |
| STRATEGIC LEISURE ASSETS | (1,421) | (1,421) | () |
| NET COST OF SERVICES | 8,820 | 8,870 | 50 |

| | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--|--------------------------------|----------------------------------|
| SUBJECTIVE ANALYSIS | | | |
| EXPENDITURE | | | |
| EMPLOYEES | 6,925 | 7,500 | 575 |
| PREMISES | 1,567 | 2,296 | 729 |
| TRANSPORT | 294 | 293 | (1) |
| SUPPLIES AND SERVICES | 3,564 | 5,206 | 1,642 |
| THIRD PARTY PAYMENTS | 622 | 241 | (381) |
| TRANSFER PAYMENTS | 43 | 135 | 92 |
| SUPPORT SERVICES | (1,357) | (1,832) | (475) |
| CAPITAL CHARGES | 5,890 | 5,265 | (625) |
| TOTAL EXPENDITURE | 17,548 | 19,104 | 1,556 |
| INCOME | | | |
| CUSTOMER & CLIENT RECEIPTS | 4,042 | 3,477 | 565 |
| GOVERNMENT GRANTS | 10 | 376 | (366) |
| RECHARGES | 1,960 | 1,701 | 259 |
| OTHER GRANTS, REIMBURSEMENTS & CONTRIB | 2,716 | 4,680 | (1,964) |
| TOTAL INCOME | 8,728 | 10,234 | (1,506) |
| TOTAL COST OF SERVICES | 8,820 | 8,870 | 50 |

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COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND OUTTURN YEAR ENDING 31st MARCH 2015

TOTAL SUMMARY

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--|--|--------------------------------|----------------------------------|
| | PUBLIC PROTECTION | 1,541 | 1,539 | (2) |
| | BUILDING SERVICES | 359 | 455 | 96 |
| | BUILDING CLEANING | (132) | (124) | 8 |
| | HIGHWAYS & TRAFFIC | 534 | 498 | (36) |
| | PUBLIC CONVENIENCES | 984 | 960 | (24) |
| | INTEGRATED TRANSPORT | 243 | 538 | 295 |
| | HIGHWAYS & ENGINEERING | 13,931 | 14,304 | 373 |
| | WASTE MANAGEMENT | 16,770 | 16,815 | 45 |
| | CLEANSING | 2,883 | 2,849 | (34) |
| | STREET LIGHTING | 4,419 | 4,422 | 3 |
| | LEISURE FACILITIES & SPORT DEVELOPMENT | 422 | 423 | 1 |
| | PARKS | 1,700 | 1,709 | 9 |
| | SCHOOL CATERING | 290 | 317 | 27 |
| | MANAGEMENT & ADMINISTRATION | 1,561 | 1,392 | (169) |
| | NET COST OF SERVICES | 45,505 | 46,097 | 592 |

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--|--|--------------------------------|----------------------------------|
| | <u>EXPENDITURE</u> | | | |
| | EMPLOYEES | 15,019 | 16,471 | 1,452 |
| | PREMISES | 2,813 | 2,913 | 100 |
| | TRANSPORT | 3,571 | 2,851 | (720) |
| | SUPPLIES AND SERVICES | 6,181 | 10,117 | 3,936 |
| | THIRD PARTY PAYMENTS | 23,794 | 21,313 | (2,481) |
| | TRANSFER PAYMENTS | 401 | 497 | 96 |
| | SUPPORT SERVICES | 3,073 | 3,226 | 153 |
| | CAPITAL CHARGES | 14,461 | 17,064 | 2,603 |
| | TOTAL EXPENDITURE | 69,313 | 74,452 | 5,139 |
| | <u>INCOME</u> | | | |
| | CUSTOMER & CLIENT RECEIPTS | 7,266 | 8,343 | 1,077 |
| | GOVERNMENT GRANTS | 2,707 | 2,817 | 110 |
| | RECHARGES | 9,172 | 9,157 | (15) |
| | OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS | 4,663 | 8,038 | 3,375 |
| | TOTAL INCOME | 23,808 | 28,355 | 4,547 |
| | NET COST OF SERVICES | 45,505 | 46,097 | 592 |

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ADULT SERVICES

GENERAL FUND OUTTURN YEAR ENDING 31st MARCH 2015

TOTAL SUMMARY

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--------------------------------|--|--------------------------------|----------------------------------|
| | ADULT SOCIAL CARE | 5,478 | 5,277 | (201) |
| | CARE & SUPPORT | 9,353 | 8,987 | (366) |
| | COMMISSIONING & CONTRACTS | 1,379 | 1,316 | (63) |
| | ADULT COMMISSIONING PLACEMENTS | 26,151 | 27,183 | 1,032 |
| | ADULTS SAFEGUARDING | 194 | 228 | 34 |
| | BUSINESS SUPPORT & RESOURCES | 3,474 | 3,374 | (100) |
| | NET COST OF SERVICES | 46,029 | 46,365 | 336 |

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--------------------------------------|--|--------------------------------|----------------------------------|
| | <u>EXPENDITURE</u> | | | |
| | EMPLOYEES | 17,452 | 17,275 | (177) |
| | PREMISES | 100 | 94 | (6) |
| | TRANSPORT | 876 | 864 | (12) |
| | SUPPLIES AND SERVICES | 1,987 | 1,806 | (181) |
| | THIRD PARTY PAYMENTS | 36,675 | 41,319 | 4,644 |
| | TRANSFER PAYMENTS | 5,835 | 6,435 | 600 |
| | SUPPORT SERVICES | 2,896 | 2,877 | (19) |
| | CAPITAL CHARGES | 313 | 313 | - |
| | TOTAL EXPENDITURE | 66,134 | 70,983 | 4,849 |
| | <u>INCOME</u> | | | |
| | CUSTOMER & CLIENT RECEIPTS | 8,044 | 10,197 | (2,153) |
| | GOVERNMENT GRANTS | 3,082 | 3,237 | (155) |
| | RECHARGES | 33 | 124 | (91) |
| | OTHER GRANTS, REIMBURSEMENTS & CONTR | 8,946 | 11,060 | (2,114) |
| | TOTAL INCOME | 20,105 | 24,618 | (4,513) |
| | NET COST OF SERVICES | 46,029 | 46,365 | 336 |

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CHILDREN'S SERVICES

GENERAL FUND OUTTURN YEAR ENDING 31st MARCH 2015

TOTAL SUMMARY

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--------------------------------------|--|--------------------------------|----------------------------------|
| | LOCAL SCHOOLS BUDGET | 37,455 | 37,455 | - |
| | LEARNING AND SCHOOLS | 27,565 | 27,160 | (405) |
| | EARLY HELP FOR CHILDREN AND FAMILIES | 5,775 | 5,171 | (604) |
| | CHILDREN'S SOCIAL CARE | 26,401 | 28,256 | 1,855 |
| | GRANTS | (59,851) | (59,096) | 755 |
| | NET COST OF SERVICES | 37,345 | 38,946 | 1,601 |

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--------------------------------------|--|--------------------------------|----------------------------------|
| | <u>EXPENDITURE</u> | | | |
| | EMPLOYEES | 58,760 | 62,805 | 4,045 |
| | PREMISES | 358 | 4,449 | 4,091 |
| | TRANSPORT | 2,384 | 2,627 | 243 |
| | SUPPLIES AND SERVICES | 14,536 | 16,444 | 1,908 |
| | THIRD PARTY PAYMENTS | 13,697 | 15,844 | 2,147 |
| | TRANSFER PAYMENTS | 5,980 | 10,367 | 4,387 |
| | SUPPORT SERVICES | 4,364 | 7,665 | 3,301 |
| | CAPITAL CHARGES | 4,111 | 4,111 | - |
| | TOTAL EXPENDITURE | 104,190 | 124,312 | 20,122 |
| | <u>INCOME</u> | | | |
| | CUSTOMER & CLIENT RECEIPTS | 531 | 1,585 | (1,054) |
| | GOVERNMENT GRANTS | 62,563 | 68,746 | (6,183) |
| | RECHARGES | 150 | 6,419 | (6,269) |
| | OTHER GRANTS, REIMBURSEMENTS & CONTR | 3,601 | 8,616 | (5,015) |
| | TOTAL INCOME | 66,845 | 85,366 | (18,521) |
| | TOTAL COST OF SERVICES | 37,345 | 38,946 | 1,601 |

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PUBLIC HEALTH

GENERAL FUND OUTTURN YEAR ENDING 31st MARCH 2015

PUBLIC HEALTH SUMMARY

| | SUBJECTIVE ANALYSIS | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--|--|--------------------------------|----------------------------------|
| | <u>EXPENDITURE</u> | | | |
| | EMPLOYEES | 1,192 | 1,201 | 9 |
| | PREMISES | - | - | - |
| | TRANSPORT | 19 | 15 | (4) |
| | SUPPLIES AND SERVICES | 27 | 38 | 11 |
| | THIRD PARTY PAYMENTS | 16,365 | 16,592 | 227 |
| | TRANSFER PAYMENTS | - | - | - |
| | SUPPORT SERVICES | 343 | 343 | - |
| | CAPITAL CHARGES | - | - | - |
| | TOTAL EXPENDITURE | 17,946 | 18,189 | 243 |
| | <u>INCOME</u> | | | |
| | CUSTOMER & CLIENT RECEIPTS | - | - | - |
| | GOVERNMENT GRANTS | 17,946 | 17,978 | (32) |
| | RECHARGES | - | - | - |
| | OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS | - | 211 | (211) |
| | TOTAL INCOME | 17,946 | 18,189 | (243) |
| | TOTAL NET EXPENDITURE | - | - | - |
| | <i>COST PER '000 POPULATION</i> | <i>(2)</i> | <i>(2)</i> | <i>-</i> |

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BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND OUTTURN YEAR ENDING 31st MARCH 2015

TOTAL SUMMARY

| | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|---------------------------------------|--|--------------------------------|----------------------------------|
| SUBJECTIVE ANALYSIS | | | |
| TREASURY MANAGEMENT | 15,052 | 13,236 | (1,816) |
| PARKING SERVICES | (3,661) | (2,917) | 744 |
| GRANTS, DONATIONS & SUBSCRIPTIONS | 439 | 439 | - |
| HOUSING BENEFITS | 1,654 | 1,632 | (22) |
| COUNCIL TAX & NNDR COST OF COLLECTION | 672 | 686 | 14 |
| SUBSIDIARY COMPANIES | (503) | (581) | (78) |
| CONCESSIONARY FARES | 3,915 | 4,458 | 543 |
| LAND CHARGES | (48) | (37) | 11 |
| INVESTMENT PORTFOLIO | 1,487 | 1,603 | 116 |
| PREVIOUS YEARS' PENSION LIABILITY | 2,821 | 2,544 | (277) |
| NEW HOMES BONUS | (1,569) | (1,565) | 4 |
| NET COST OF SERVICES | 20,259 | 19,498 | (761) |

| | 2014/2015 ADJUSTED CASH LIMIT £ '000 | 2014/2015 ACTUALS £ '000 | 2014/2015 VARIATION £ '000 |
|--|--|--------------------------------|----------------------------------|
| SUBJECTIVE ANALYSIS | | | |
| EXPENDITURE | | | |
| EMPLOYEES | 3,640 | 3,353 | (287) |
| PREMISES | 1,282 | 1,500 | 218 |
| TRANSPORT | 31 | 26 | (5) |
| SUPPLIES AND SERVICES | 5,857 | 9,223 | 3,366 |
| THIRD PARTY PAYMENTS | 79 | 52 | (27) |
| TRANSFER PAYMENTS | 90,737 | 81,428 | (9,309) |
| SUPPORT SERVICES | 3,996 | 3,995 | (1) |
| CAPITAL CHARGES | 21,509 | 18,684 | (2,825) |
| TOTAL EXPENDITURE | 127,131 | 118,261 | (8,870) |
| INCOME | | | |
| CUSTOMER & CLIENT RECEIPTS | 8,285 | 7,811 | 474 |
| GOVERNMENT GRANTS | 93,544 | 86,406 | 7,138 |
| RECHARGES | 3,764 | 3,280 | 484 |
| OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS | 1,279 | 1,266 | 13 |
| TOTAL INCOME | 106,872 | 98,763 | 8,109 |
| NET COST OF SERVICES | 20,259 | 19,498 | (761) |

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Expenditure for Capital Purposes

2014/2015

Director Responsible for

Children's Services

Primary Schools

| | | |
|---------------------|------------|-----------|
| Bispham Endowed CoE | CE03 Total | 52,203 |
| Boundary | CE07 Total | 13,244 |
| Claremont | CE05 Total | 1,862 |
| Devonshire | CE06 Total | 23,000 |
| Christ The King | CE04 Total | 1,747,281 |
| Kincraig | CE10 Total | 13,810 |
| Layton | CE11 Total | 17,645 |
| Mereside | CE13 Total | 1,994 |
| Norbreck | CE15 Total | 1,234 |
| Stanley | CE37 Total | 11,837 |

Secondary Schemes

| | | |
|--------------|------------|----------|
| Collegiate | CE41 Total | (451) |
| Bispham High | CE42 Total | (1,624) |
| Highfield | CE43 Total | 12,594 |
| Palatine | CE45 Total | (18,991) |

Other Schemes

| | | |
|---------------------------------|------------|---------|
| Woodlands | CE53 Total | 47,810 |
| The Grange | CE71 Total | 16,245 |
| My Place | CE90 Total | 6,180 |
| Aiming High Disabled Children | CEJA Total | 70,129 |
| Building Schools for the Future | CEPF Total | 160,979 |

TOTAL Children's Services

| PAYMENTS IN 2014/15 |
|------------------------|
| £ |

| CAPITAL RECEIPTS | GOVERNMENT AND OTHER GRANTS | OTHER SOURCES | PRUDENTIAL BORROWING |
|---------------------|-----------------------------------|------------------|-------------------------|
| £ | £ | £ | £ |

| TOTAL |
|-------|
| £ |

| | | | | |
|----------|------------------|------------------|--------------------|------------------|
| 0 | 52,203 | 0 | 0 | 52,203 |
| 0 | 7,998 | 5,246 | 0 | 13,244 |
| 0 | 1,862 | 0 | 0 | 1,862 |
| 0 | 23,000 | 0 | 0 | 23,000 |
| 0 | 1,207,550 | 2,072,845 | (1,533,114) | 1,747,281 |
| 0 | 13,810 | 0 | 0 | 13,810 |
| 0 | 17,645 | 0 | 0 | 17,645 |
| 0 | 1,994 | 0 | 0 | 1,994 |
| 0 | 1,234 | 0 | 0 | 1,234 |
| 0 | 11,837 | 0 | 0 | 11,837 |
| 0 | (451) | 0 | 0 | (451) |
| 0 | (1,624) | 0 | 0 | (1,624) |
| 0 | 12,594 | 0 | 0 | 12,594 |
| 0 | (18,991) | 0 | 0 | (18,991) |
| 0 | 47,810 | 0 | 0 | 47,810 |
| 0 | 16,245 | 0 | 0 | 16,245 |
| 0 | 0 | 6,180 | 0 | 6,180 |
| 0 | 70,129 | 0 | 0 | 70,129 |
| 0 | 401,070 | 155,754 | (395,845) | 160,979 |
| 0 | 1,865,915 | 2,240,025 | (1,928,959) | 2,176,981 |

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Director Responsible for

Adult Services

| | | |
|---------------------------------|--------------|---------|
| i-Switch Scheme | CS0717 | 305,469 |
| Langdale Learn.Dis.Day Serv. | CS0721 | (1,610) |
| Refurb Mereside Assesmnt Cntr | CS0727 | 36,214 |
| Pheonix Centre Refurbishment | CS0729 | 2,328 |
| Highfield Day Centre Refurb | CS0733 | (500) |
| Crichton Place (Garage) | CS0736 | 5,718 |
| Community Information Portal | CS0738 | 44,433 |
| Adults Ict Project 2013-14 | CS0740 | 56,692 |
| Transformational Project | CS0750 | 82,094 |
| Non-Specific Contingency Code | CS9999 | 20,497 |
| Langdale Centre | CEPF13 Total | 75,431 |
| Reassurance and Placemaking | CX4001 | 48,369 |
| Regeneration - Renovation Grant | CX4002 | 833,000 |
| Care & Repair | CX4005 | 56,972 |
| Winter warmth | CX4024 | 222,653 |

TOTAL Adult Services

1,787,760

| | | | | |
|---------------|------------------|---------------|----------|------------------|
| 0 | 305,469 | 0 | 0 | 305,469 |
| 0 | (1,610) | 0 | 0 | (1,610) |
| 0 | 36,214 | 0 | 0 | 36,214 |
| 0 | 2,328 | 0 | 0 | 2,328 |
| 0 | (500) | 0 | 0 | (500) |
| 0 | 5,718 | 0 | 0 | 5,718 |
| 0 | 34,433 | 10,000 | 0 | 44,433 |
| 0 | 41,692 | 15,000 | 0 | 56,692 |
| 0 | 82,094 | 0 | 0 | 82,094 |
| 0 | 20,497 | 0 | 0 | 20,497 |
| 0 | 75,431 | 0 | 0 | 75,431 |
| 0 | 48,369 | 0 | 0 | 48,369 |
| 0 | 833,000 | 0 | 0 | 833,000 |
| 56,972 | 0 | 0 | 0 | 56,972 |
| 0 | 222,653 | 0 | 0 | 222,653 |
| 56,972 | 1,705,788 | 25,000 | 0 | 1,787,760 |

Director Responsible for

Human Resources and IT

| | | |
|-------------|--------|-----------|
| Ict Refresh | CS0739 | 1,087,770 |
| ICT BSF | CEPF03 | 299,542 |

TOTAL Human Resources and IT

| |
|------------------|
| 1,087,770 |
| 299,542 |
| 1,387,312 |

| | | | | |
|----------|----------------|----------------|----------------|------------------|
| 0 | 0 | 800,000 | 287,770 | 1,087,770 |
| 0 | 107,248 | 192,294 | 0 | 299,542 |
| 0 | 107,248 | 992,294 | 287,770 | 1,387,312 |

| |
|------------------|
| 1,087,770 |
| 299,542 |
| 1,387,312 |

Community and Environment

| | | |
|-----------------------------|------------|-----------|
| Crematorium Building Works | CL9805 | 286,319 |
| Gateway Gym equipment | CL9809 | 207,241 |
| High Ropes | CL9810 | 245,913 |
| Beash Patrol Land Rover | CL9811 | 28,051 |
| Moor Park | CL9812 | 447,663 |
| Stanley Park play equipment | CL9997 | 109,985 |
| Anchorsholme Seawall Scheme | CP05 Total | 7,069,441 |
| Sand Dunes | CP71 Total | 98,062 |
| Marton Mere Dam | CP72 Total | 134,542 |
| Regional Monitoring | CP76 Total | 2,093 |
| Bathing Waters | CP79 Total | 129 |

Total Other schemes

| |
|-----------|
| 286,319 |
| 207,241 |
| 245,913 |
| 28,051 |
| 447,663 |
| 109,985 |
| 7,069,441 |
| 98,062 |
| 134,542 |
| 2,093 |
| 129 |

8,629,439

Transport

| | | |
|-------------------------------------|------------|-----------|
| Yeadon Way | CT13 Total | 2,583,660 |
| Blackpool/Fleetwood Tramway Upgrade | CT71 Total | 654,655 |
| Sintropher Project | CG75 Total | 2,043 |
| Section 278 Development Works | CT94 Total | 103,084 |
| Bus & Tram Shelter upgrade | CT95 Total | 41,341 |

Total Transport

| |
|-----------|
| 2,583,660 |
| 654,655 |
| 2,043 |
| 103,084 |
| 41,341 |

3,384,783

TOTAL Community and Environment

12,014,222

| | | | | |
|----------|------------------|------------------|------------------|-------------------|
| 0 | 0 | 0 | 286,319 | 286,319 |
| 0 | 0 | 55,000 | 152,241 | 207,241 |
| 0 | 0 | 0 | 245,913 | 245,913 |
| 0 | 0 | 0 | 28,051 | 28,051 |
| 0 | 0 | 0 | 447,663 | 447,663 |
| 0 | 0 | 109,985 | 0 | 109,985 |
| 0 | 7,069,441 | 0 | 0 | 7,069,441 |
| 0 | 98,062 | 0 | 0 | 98,062 |
| 0 | 103,502 | 31,040 | 0 | 134,542 |
| 0 | 2,093 | 0 | 0 | 2,093 |
| 0 | 129 | 0 | 0 | 129 |
| 0 | 7,273,227 | 196,025 | 1,160,187 | 8,629,439 |
| 0 | 2,583,660 | 0 | 0 | 2,583,660 |
| 0 | 0 | 1,094,939 | (440,284) | 654,655 |
| 0 | 0 | 0 | 2,043 | 2,043 |
| 0 | 0 | 103,084 | 0 | 103,084 |
| 0 | 0 | 0 | 41,341 | 41,341 |
| 0 | 2,583,660 | 1,198,023 | (396,900) | 3,384,783 |
| 0 | 9,856,887 | 1,394,048 | 763,287 | 12,014,222 |

Place

Housing - HRA

| | | |
|--|------------|------------|
| Adaptation Work for the Elderly & Disabled | CX09 Total | 372,480 |
| Work towards Decent Homes Standard | CX11 Total | 11,444,034 |

Total Housing - HRA

| |
|------------|
| 372,480 |
| 11,444,034 |

11,816,514

Private Sector Housing

| | | |
|------------------------|--------|-----------|
| Tyldesley/Rigby Road | CX4030 | 2,349,590 |
| Cluster Of Empty Homes | CX4033 | 627,424 |

Total Private Sector Housing

| |
|-----------|
| 2,273,169 |
| 627,424 |

2,977,014

Transport

| | | |
|--|------------|-----------|
| LTP - Local Safety Scheme | CT01 Total | 12,100 |
| LTP - Maintenance | CT02 Total | 2,696,299 |
| LTP - Parking Management | CT03 Total | 48,864 |
| LTP - Public Transport Schemes | CT04 Total | 187,926 |
| LTP - Traffic Management and Accessibility | CT05 Total | 542,174 |
| LTP - Walking and Cycling | CT06 Total | 106,489 |
| Project 30 | CT30 Total | 3,635,144 |

Total Transport Schemes

| |
|-----------|
| 12,100 |
| 2,696,299 |
| 48,864 |
| 187,926 |
| 542,174 |
| 106,489 |
| 3,635,144 |

7,228,996

Other Schemes

| | | |
|--|------------|-----------|
| Leisure Assets | CG20 Total | 1,150,771 |
| Sandcastle Waterpark Phase III Development | CB10 Total | 35,350 |

Total Other Schemes

| |
|-----------|
| 1,150,771 |
| 35,350 |

1,186,121

TOTAL Place

23,208,645

| | | | | |
|------------------|------------------|------------------|------------------|-------------------|
| 0 | 0 | 372,480 | 0 | 372,480 |
| 100,739 | 4,073,750 | 7,269,545 | 0 | 11,444,034 |
| 100,739 | 4,073,750 | 7,642,025 | 0 | 11,816,514 |
| 2,273,169 | 76,421 | 0 | 0 | 2,349,590 |
| 0 | 627,424 | 0 | 0 | 627,424 |
| 2,273,169 | 703,845 | 0 | 0 | 2,977,014 |
| 0 | 12,100 | 0 | 0 | 12,100 |
| 0 | 2,696,040 | 259 | 0 | 2,696,299 |
| 0 | 29,864 | 19,000 | 0 | 48,864 |
| 0 | 171,926 | 16,000 | 0 | 187,926 |
| 0 | 322,174 | 220,000 | 0 | 542,174 |
| 0 | 103,268 | 3,221 | 0 | 106,489 |
| 0 | 180,822 | 23,282 | 3,431,040 | 3,635,144 |
| 0 | 3,516,194 | 281,762 | 3,431,040 | 7,228,996 |
| 0 | 1,011,771 | 130,000 | 9,000 | 1,150,771 |
| 0 | 0 | 0 | 35,350 | 35,350 |
| 0 | 1,011,771 | 130,000 | 44,350 | 1,186,121 |
| 2,373,908 | 9,305,560 | 8,053,787 | 3,475,390 | 23,208,645 |

Resources

Property Management

| | | |
|-------------------------------|------------|-----------|
| Townscape Heritage Initiative | CG40 Total | 245 |
| Central Business District | CG50 Total | 2,043,613 |
| Office Accommodation Strategy | CN50 Total | 91,958 |
| Syndicate | CG76 Total | 383,323 |
| Tower Headland | CG92 Total | 67,533 |

Total Property Management

| |
|-----------|
| 245 |
| 2,043,613 |
| 91,958 |
| 383,323 |
| 67,533 |

2,586,672

Other Schemes

| | | |
|---------------------------------|------------|---------|
| Capital repairs and maintenance | CB50 Total | 247,735 |
|---------------------------------|------------|---------|

Total Other Schemes

| |
|---------|
| 247,735 |
|---------|

247,735

TOTAL Resources

2,834,407

| | | | | |
|----------|----------------|----------------|------------------|------------------|
| 0 | 0 | 245 | 0 | 245 |
| 0 | 0 | 4,000 | 2,039,613 | 2,043,613 |
| 0 | 91,958 | 0 | 0 | 91,958 |
| 0 | 0 | 0 | 383,323 | 383,323 |
| 0 | 67,533 | 0 | 0 | 67,533 |
| 0 | 159,491 | 4,245 | 2,422,936 | 2,586,672 |
| 0 | 0 | 247,735 | 0 | 247,735 |
| 0 | 0 | 247,735 | 0 | 247,735 |
| 0 | 159,491 | 251,980 | 2,422,936 | 2,834,407 |

TOTAL EXPENDITURE

43,409,327

| | | | | |
|------------------|-------------------|-------------------|------------------|-------------------|
| 2,430,880 | 23,000,889 | 12,957,134 | 5,020,424 | 43,409,327 |
|------------------|-------------------|-------------------|------------------|-------------------|

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| | |
|--------------------------|--|
| Report to: | TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE |
| Relevant Officer: | Steve Thompson, Director of Resources |
| Date of Meeting: | 9 July 2015 |

TREASURY MANAGEMENT OUTTURN REPORT FOR YEAR ENDED 31 MARCH 2015

1.0 Purpose of the report:

1.1 At its meeting on the 28 February 2014, the Council agreed to adopt the CIPFA Treasury Management in Public Services Code of Practice and Cross-Sectoral Guidance Notes (2011 Edition). A feature of the Code is that periodic reports on Treasury Management activities are submitted to the Executive and the attached report relates to Treasury Management activities for the 2014/15 financial year. The report is also submitted to the Tourism, Economy and Resources Scrutiny Committee for its consideration.

2.0 Recommendation:

2.1 To consider and scrutinise the report concerning Treasury Management activities for the financial year ended 31 March 2015.

3.0 Reasons for recommendation:

3.1 To bring the Treasury Management outturn figures to Members' attention at the earliest opportunity in accordance with good financial practice.

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

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

3.3 Other alternative options to be considered:

None

4.0 Council Priority:

4.1 The relevant Council Priority is

“Deliver quality services through a professional, well-rewarded and motivated workforce “

5.0 Background Information

5.1 One of the requirements of CIPFA's (Chartered Institute of Public Finance and Accountancy) 2011 Prudential Code and Treasury Management Codes of Practice is that periodic reports on the Council's treasury management activities are submitted to the Executive. This annual report on performance is for the 2014/2015 financial year.

5.2 Does the information submitted include any exempt information? No

5.3 List of Appendices:

- Annex 1 – External debt fallout chart, maturity values as at 31 March 2015
- Annex 2 – Official Bank (Base) Rate movements September 2006 to March 2015
- Annex 3 – Treasury Management Summary Statistics for the year 2014/15
- Annex 4 – Comparison of Budget to Actuals 2014/15
- Annex 5 – Treasury Management Prudential Indicators 2014/15

6.0 Legal considerations:

6.1 None

7.0 Human Resources considerations:

7.1 None

8.0 Equalities considerations:

8.1 None

9.0 Financial considerations:

9.1 Please see the report and its annexes 1 to 5

10.0 Risk management considerations:

- 10.1 Liquidity Risk (accessibility and/or running out of cash)
- 10.2 Market Risk (Movements in interest rates – yield)
- 10.3 Credit Risk (investment counterparties might default – security)
- 10.4 Operational Risk (adequacy of internal processes)

11.0 Ethical considerations:

11.1 None

12.0 Internal/ External Consultation undertaken:

12.1 With the Council's Treasury Management Panel

13.0 Background papers:

None

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BLACKPOOL COUNCIL
REPORT
of the
DIRECTOR OF RESOURCES
to the
EXECUTIVE
on
22th JUNE 2015

TREASURY MANAGEMENT OUTTURN REPORT FOR THE YEAR
ENDED 31ST MARCH 2015

1. INTRODUCTION

One of the requirements of CIPFA's (Chartered Institute of Public Finance and Accountancy) 2011 Prudential Code and Treasury Management Codes of Practice is that periodic reports on the Council's treasury management activities are submitted to the Executive. This annual report on performance is for the 2014/15 financial year.

The Council manages its cashflow and long-term financing of capital investments in accordance with its annual Treasury Management Strategy. The 2014/15 Strategy was approved by the Council on 28th February 2014 and its objectives are as follows:

- to set the framework for managing the Council's investments and cashflows and controlling its banking, money market and capital market transactions
- to plan and secure appropriate borrowing in order to finance the Capital Programme for 2014/15 and the next two years, at the lowest cost to the Council
- to achieve the best rates of return from the investment of temporary surplus cash balances commensurate with risk, subject to the overriding principle of maintaining an acceptable level of security
- to control effectively the risks associated with these transactions
- to comply with appropriate codes and regulations including the International Financial Reporting Standards as they apply to Treasury Management.

In delivering the above objectives the Council will:

- decide its own borrowing limits taking account its financial situation, long-term plans and in particular what it thinks is affordable now and sustainable in the future

- monitor these limits using performance measures called Prudential indicators. All local authorities must use the same system of performance measurement and risk control. The borrowing limits have been set in accordance with the Council's Medium-term Financial Plan.

2. BORROWING TRANSACTIONS 2014/15

2.1 Loans Raised

The Council's total borrowing powers at 31st March 2014 (the Authorised Limit) stood at £308m. No new long-term borrowing was taken in the year.

The 2014/15 borrowing requirement for the capital programme was deferred until such time that interest rates are judged to be favourable to the Council. This action reduces the Council's exposure to counterparty risk whilst enabling savings to be made in long-term borrowing costs. The Treasury Management Panel's view is that it will continue to monitor interest rates and borrow only when market conditions are favourable.

Temporary borrowing has been required to deal with the normal peaks and troughs of the cashflow, including creditor payments, grant receipts, etc. It has also been required to cover troughs in cash flow due to the delay in taking new long-term borrowing.

2.2 Loans Repaid

During the year £4.2m was repaid in addition to the temporary borrowing referred to in 2.1 above and £0.9m debt, which originated at the time of the Local Government Reorganisation and held through Lancashire County Council (LCC), has been repaid during the year.

Of the £4.2m loans repaid to the Public Works Loan Board which are referred to above: a £0.3m loan was repaid when it matured in September 2014, a £3.5m loan repaid when it matured in March 2015 and a £0.4m was repaid in two equal instalments of principal in September 2014 and March 2015.

2.3 Loans Refinanced

From time to time opportunities arise to repay existing loans and replace them with lower cost alternative loans. Where this arises savings in annual interest costs can be achieved which keep the Council's overall borrowing costs as low as possible.

No new opportunities to refinance existing loans were identified in 2014/15 but the Treasury Management Panel continues to look at ways to reduce the cost of interest on long-term loans.

2.4 Municipal Bonds Agency

During the year the Council invested £10,000 in the Local Capital Finance Company Ltd, also known as the Municipal Bonds Agency. This newly formed company is owned by Local Authorities and it plans to raise money by issuing bonds. The money raised by these bonds will provide an alternative lending stream to the Public Works Loan Board and aims to offer long term loans at below market interest rates.

2.5 Summary

The Council's pooled borrowing rate on its long-term debt decreased from 4.79% in 2013/14 to 4.76% in 2014/15. This change occurred as a result of the movement in loans referred to in 2.2 above.

Temporary borrowing has been required at certain times during the year in order to manage the peaks and troughs in cashflows. The Council's borrowing activities for the 2014/15 financial year are summarised on the next page:

| | <u>Debt financing</u> <u>at 1 Apr 2014</u> | <u>Additions to</u> <u>debt</u> | <u>(Reductions)</u> <u>in debt</u> | <u>Debt financing</u> <u>at 31 Mar 2015</u> |
|--|---|------------------------------------|---------------------------------------|--|
| | £M | £M | £M | £M |
| PWLB | 59.8 | - | (4.2) | 55.6 |
| Market Loans | 39.3 | - | - | 39.3 |
| Temporary Loans | 41.5 | 88.4 | (83.4) | 46.5 |
| Sub total | 140.6 | 88.4 | (87.6) | 141.4 |
| Local Government Reorganisation (LGR) Debt | 21.2 | - | (0.9) | 20.3 |
| TOTAL | 161.8 | 88.4 | (88.5) | 161.7 |

The revised maturity profile for the total external long-term debt outstanding at 31st March 2015 is shown in Annex 1 of this report.

3. INVESTMENT TRANSACTIONS 2014/15

3.1 Overview

The Bank of England Official Bank Rate - the 'Base Rate', i.e. the general level to which all short-term interest rates are related - has remained the same throughout 2014/15 at 0.5%.

Annex 2 shows this interest rate graphically from 1st September 2006 to 31st March 2015.

3.2 Receipts and Payments during the Year

Annex 3 of this Report summarises the Council's cashflows during the year, short-term interest receivable and payable, year-end loans outstanding and investment balances.

3.3 Investment Earnings

Interest which has been earned from temporary investments is included in Annex 3, together with a comparison with the budgeted income for the financial year. Actual investment earnings, included within the receipts figure, are £33k and these are referred to in Annex 4 within the note on higher cash balances.

3.4 Approved Institutions for Investments

The Treasury Management Panel will continue to manage the Council's treasury and investment affairs in a cautious and prudent manner taking account of changes in the economic climate. The Council's Treasury Management Policy restricts investments to a list of approved institutions. Each institution has its own maximum investment limit and timeframe and the security of funds is the overriding factor.

The list comprises UK-registered banks along with their subsidiaries, the Nationwide and Coventry Building Societies, upper tier local authorities and certain other public sector bodies plus short-term gilts and UK treasury bills. The list continues to be reviewed regularly in the light of changes in credit ratings and market intelligence.

4. REVENUE OUTTURN 2014/15

The Treasury Management revenue account for 2014/15 had net expenditure of £13,236k, an improvement of £1,816k over the budget of £15,052k.

A comparison of the Treasury Management revenue account with the budget for 2014/15 is set out in Annex 4.

The debt servicing costs for 2014/15 decreased due to the use of cheaper temporary loans and the deferral of any new long-term borrowing.

Low levels of interest available on temporary cash balances coupled with fewer opportunities to restructure the long-term loan portfolio mean that further savings cannot be guaranteed in future years.

5. PRUDENTIAL INDICATORS

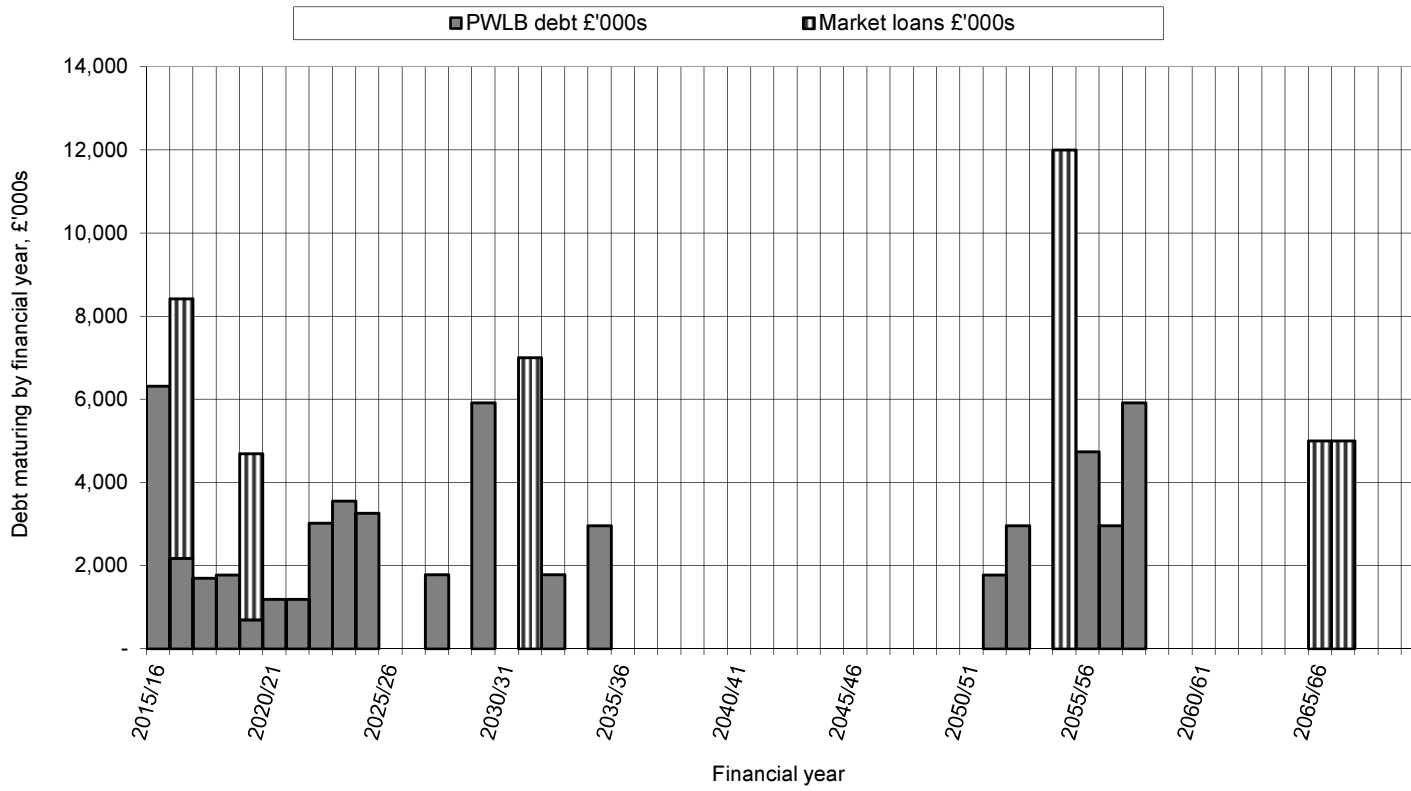
The Prudential Indicators and Limits for 2014/15 are set out within Annex 5 to this Report.

6. RECOMMENDATION

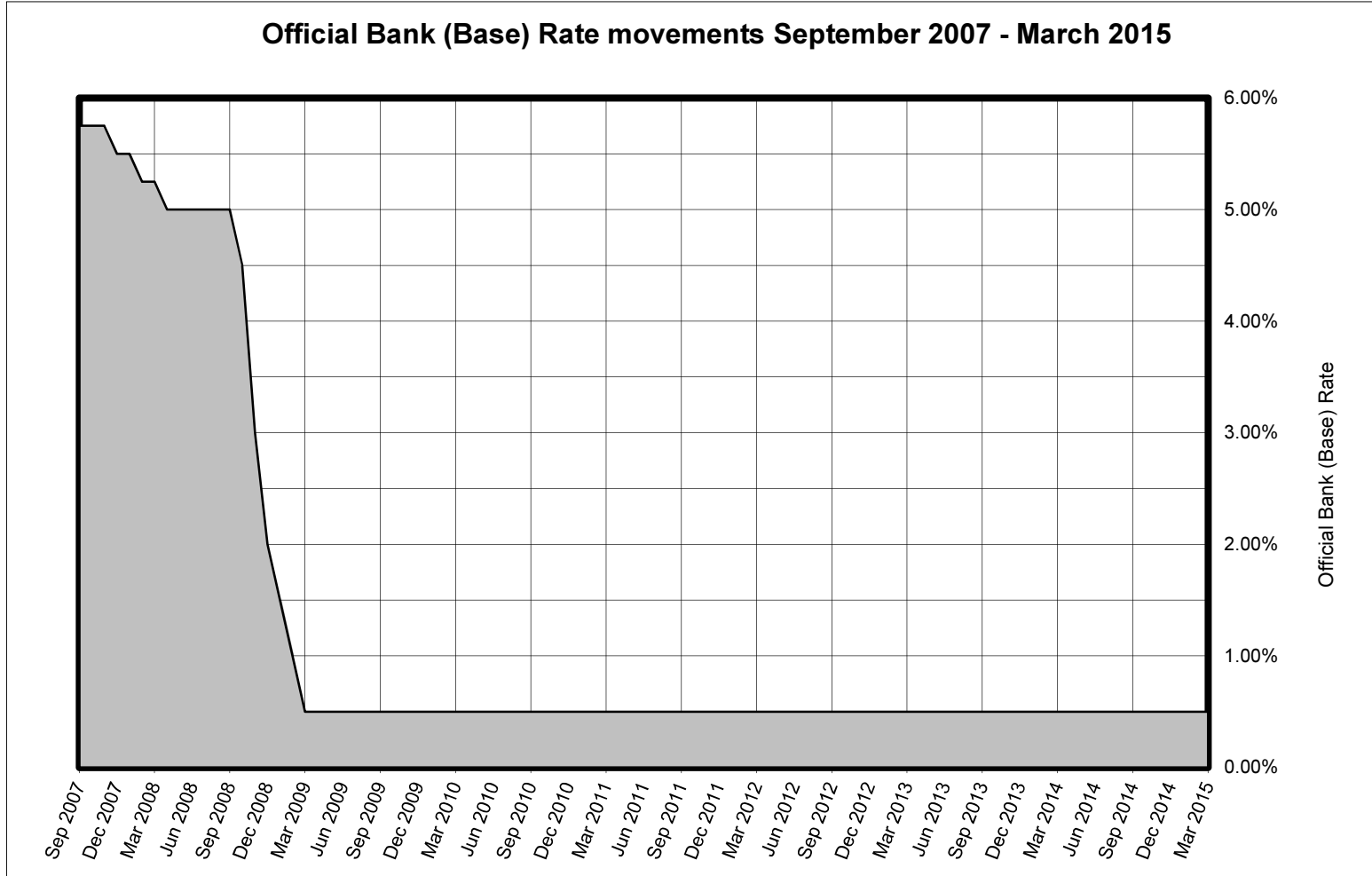
The Executive is asked to note the report on treasury management activities for the financial year ending 31st March 2015.

S. THOMPSON
DIRECTOR OF RESOURCES

External debt fallout chart, maturity values, as at 31st March 2015



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TREASURY MANAGEMENT REPORT

SUMMARY STATISTICS FOR THE YEAR 2014/15

| SHORT TERM INTEREST NET (RECEIVABLE)/PAYABLE | |
|---|--------|
| | £'000s |
| Budgeted for year | 455 |
| Actual for year | 127 |

| SHORT TERM INVESTMENTS MADE | |
|--|------------------------------|
| | Call Accounts & Money Market |
| Number in the year | 116 |
| Total value of those transactions in and out | 259m |
| Average interest rate earned | 0.37% |

| SHORT TERM LOANS MADE | |
|--|-------|
| Number in year | 32 |
| Total value of those transactions in and out | 88m |
| Average interest rate paid | 0.41% |

| YEAR END LOANS OUTSTANDING | | |
|----------------------------|--------------------------------|--------------------|
| 01/04/14 £'000s | SOURCE | 31/03/15 £'000s |
| 59,882 | Public Works Loan Board | 55,639 |
| 39,250 | Market Loans | 39,250 |
| 41,500 | Temporary Loans | 46,500 |
| 140,632 | TOTAL LOANS OUTSTANDING | 141,389 |

| YEAR END INVESTMENT BALANCES | | |
|------------------------------|-----------------------------|--------------------|
| 01/04/14 £'000s | CHANGE | 31/03/15 £'000s |
| 6,050 | Investments (Call accounts) | 3,405 |
| 200 | Investments (Money Market) | - |
| 6,250 | Total | 3,405 |

| CASH FLOWS DURING THE YEAR | |
|--|----------------|
| | £'000s |
| RECEIPTS | |
| Loans & Investments, total movements <i>(The transaction totals, NOT the balance) (A)</i> | 349,998 |
| Council Tax & NNDR | 82,068 |
| Government Grants/Rate Support Grant | 176,020 |
| Housing Benefit & Subsidy | 84,597 |
| Other income, VAT reclaimed | 122,823 |
| TOTAL OF ALL AMOUNTS RECEIVED INTO THE BANK ACCOUNTS | 815,506 |

| | |
|--|----------------|
| | £'000s |
| PAYMENTS | |
| Loans & Investments, total movements <i>(The transaction totals, NOT the balance) (B)</i> | 346,396 |
| General Creditors | 303,956 |
| Salaries & Wages | 81,131 |
| Housing Benefits | 75,258 |
| Precepts, Police & Fire | 7,210 |
| TOTAL OF ALL AMOUNTS PAID OUT OF THE BANK ACCOUNTS | 813,951 |

The difference between total amounts received and paid equals the movement on the current account balances during the year and not solely the movement on Loan and Investment balances which is shown in the table below.

| RECONCILIATION OF CASH FLOWS WITH THE LOAN & INVESTMENT PORTFOLIOS | | |
|---|-----------|--------------|
| Receipts | (A) | 349,998 |
| Payments | (B) | (346,396) |
| Net (payment)/receipt into current a/cs | | 3,602 |
| Total loans at end of year | 141,389 | |
| Total loans at start of year | (140,632) | |
| Net loans taken out | | 757 |
| Investments at end of year | (3,405) | |
| Investments at start of year | 6,250 | |
| Net decrease in investments | | 2,845 |
| Net (payment)/receipt into current a/cs | | 3,602 |

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Comparison of Budget to Actuals 2014/15

The annual budget monitoring information for 2014/15 shows a (£1,816k) full-year (favourable) variance on the £15,052k Treasury Management Budget.

The components of this variance are as follows:

| | 2014/15 Full Year Variance (Fav)/Adv £'000s |
|--|--|
| The use of temporary borrowing and internal financing have enabled borrowing to be delayed, thus achieving savings against interest payable | (1,629) |
| Reduced interest charged by LCC on LGR Debt | (55) |
| Higher cash balances than planned have been maintained during 2014/15 and this has contributed to an increase in the level of temporary investment income (Actual £33k minus Budget £4k) | (29) |
| Other miscellaneous items including recharges, brokerage and sorp premia costs | (103) |
| 2014/15 full-year (favourable)/adverse position | (1,816) |

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| | |
|--------------------------|--|
| Report to: | TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE |
| Relevant Officer: | Alan Cavill, Director of Place |
| Date of Meeting | 9 July 2015 |

DESTINATION MANAGEMENT PLAN

1.0 Purpose of the report:

1.1 To consider and scrutinise the Destination Management Plan for Blackpool, covering the period 2015-2017.

2.0 Recommendation(s):

2.1 To consider the Designation Management Plan, which sets out the next phase of the regeneration of the resort and particularly its visitor economy; and

2.2 To identify further issues for scrutiny.

3.0 Reasons for recommendation(s):

3.1 The revised Destination Management Plan seeks to inform and guide both public and private sector regeneration of Blackpool by establishing a clear vision of how the “new Blackpool” will evolve as a mainstream destination.

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

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

3.3 Other alternative options to be considered:

Not applicable

4.0 Council Priority:

4.1 The relevant Council Priority are:

- Expand and promote our tourism, arts, heritage and cultural offer
- Attract sustainable investment and create quality jobs

5.0 Background Information

- 5.1 The Executive agreed to adopt and publish the plan, which sets out the next phase of the regeneration of the resort and particularly its visitor economy, at its meeting on 9 March 2015.
- 5.2 The aim of the revised Destination Management Plan (DMP) was to build on the substantial investment that had been made in Blackpool over the past decade. The objective was to strive to create a place where visitors would be able to enjoy an experience that matched their expectations of a modern resort destination.
- 5.3 The key outcome would not be to merely increase visitor numbers and target the higher-spending leisure visitors that other destinations were enjoying without the inherent attractions that Blackpool possessed, but also to change some of the deep-rooted negative perceptions of the town.
- 5.4 The plan is underpinned by an aspirational brand positioning aimed at changing those perceptions by creating a high-quality, year-round family destination that is capable of supporting a wider economic regeneration.
- 5.5 In essence, the aim of the plan is to develop a vibrant destination that has a thriving retail, leisure and accommodation offer, complemented by better housing, sustainable employment and a tangible sense of civic pride.

Does the information submitted include any exempt information?

No

List of Appendices:

Destination Management Plan 2015-17

6.0 Legal considerations:

6.1 None.

7.0 Human Resources considerations:

7.1 None

8.0 Equalities considerations:

8.1 None.

9.0 Financial considerations:

9.1 None

10.0 Risk management considerations:

10.1 None

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 The original Destination Management Plan was subject to a wide consultation with key internal and external stakeholders. The revised draft was shared with the Cabinet Member for Tourism and Leisure, senior Council officers and a range of internal and external stakeholders.

13.0 Background papers:

13.1 None

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DESTINATION



Resort Place-Making
2015 - 2017

Blackpool Council

www.blackpool.gov.uk

Blackpool

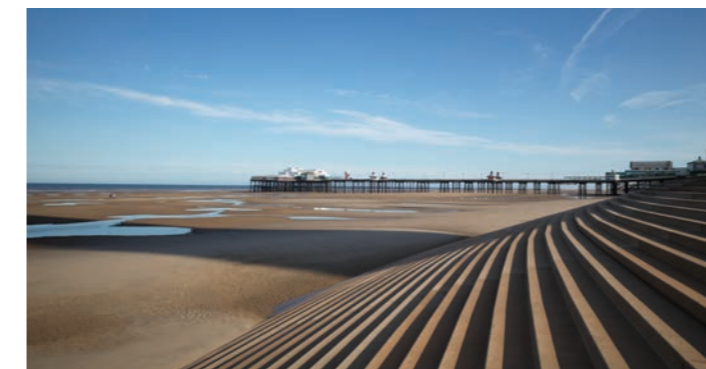
A three year prospectus for a transforming destination



The story unfolds...

Blackpool is
the UK's most
visited seaside
destination

A Destination Management Plan for Blackpool



1

Introduction

- Welcome from Cllr Graham Cain
- Transforming Blackpool

2

Profile of Blackpool

- The Value of Tourism – Key Facts & Figures
- The Story So Far
- SWOT

3

The Next Chapter

- Product
- Place
- Promotion
- The Brand

4

DMP Priorities

- Key Growth Targets
- Summary and Timeline



1

Introduction

Blackpool has been the UK's most popular seaside destination for more than a century. Our ambition is to keep the resort at the forefront of tourism for generations to come by creating a place that has a rich blend of heritage and contemporary attractions.

Welcome

A Destination Management Plan For Blackpool

Blackpool needs little introduction as a mainstream tourist destination. Loved and visited by millions, it occupies a unique place in the hearts and minds of the British people.

It has achieved that position through an enduring relationship and strong emotional bond with generations of visitors, who have remained loyal to the resort offer in the face of increasing competition from both coastal and urban destinations.

The challenge is to maintain that status against a backdrop of a more aspirational family audience; a tangible lack of investment in some aspects of the visitor offer; and negative perceptions held by higher spending visitors who are unconvinced by Blackpool's appeal.

If anyone doubts that such perceptions can never be overturned, then take a look at the remarkable season of 2014.

This was a year in which Blackpool very visibly turned a corner. Investment in a substantial destination marketing campaign (including TV advertising), a programme of high-profile free events and the long-awaited return of the West End summer show to the Opera House created a positive vibe within the resort, the like of which has not been experienced for years, as well as an upsurge in visitor numbers.

The opportunity that now beckons is to build on that momentum by continuing to apply a subtle brand repositioning

of Blackpool; one that creates a contemporary, family-oriented beach resort that is renowned for the breadth and quality of its visitor offer in terms of attractions, accommodation, leisure facilities, transport links, events and entertainment.

If we are to achieve that, there must be a clear commitment from all public and private sector stakeholders to continue to collaborate to reinvent Blackpool as an exemplar destination for new generations.

Without that commitment, Blackpool will continue to dwell on its past instead of looking forward to the future.

I am delighted to present this Destination Management Plan (DMP) which sets out a vision and strategic direction for the resort.

Instigated and managed by VisitBlackpool (the tourism arm of Blackpool Council), it is designed to be holistic, setting out how together we will deliver a real step change.

The DMP has the needs of all investors and visitors at its heart and seeks to improve the town for everyone. Great destinations are great places to live and work as well as to visit.

Cllr Graham Cain
Cabinet Member for Tourism & Leisure



Bringing rich heritage and contemporary attractions together with stunning effect



Transforming Blackpool



This Destination Management Plan for 2015-17 seeks to build on the substantial investment that has been made in Blackpool over the past decade. It strives to create a place where visitors can enjoy an experience that matches their expectation of a modern resort destination.

The key outcome is not merely to increase visitor numbers and target the higher-spending leisure seekers that other destinations are enjoying without the inherent attractions that Blackpool possesses, but also change some of the deep-rooted negative perceptions of the town.

The hundreds of millions of pounds worth of public sector investment in the promenade, tramway and in the acquisition of key leisure assets including the Tower and Winter Gardens, have created the opportunity to change the resort's fortunes.

This plan is underpinned by an aspirational brand positioning aimed at changing any negative perceptions of Blackpool by creating a high-quality, year-round family destination that is capable of supporting a wider economic regeneration.

The essence of the "City Life On The Beach" brand is that we seek to create a place with a contemporary city feel; a vibrant destination that has a thriving retail, leisure and accommodation offer, complemented by better housing, sustainable employment and a tangible sense of civic pride.

HOW?

Retention of the resort's "golden core" comprising world-famous visitor assets and attractions, and thus building on the positive perceptions of Blackpool as a place that evokes warmth, nostalgia and a strong emotional link to people's family experiences.

Gradual **elimination** of poor-quality, sub-standard accommodation and facilities, combined with a shift away from a low-budget stag and hen culture that creates barriers and negative perceptions. We are determined to improve the standard of our facilities, tackle the benefit culture that blights the resort and resolve the over-supply of poor accommodation.

Securing of a range of high-quality entertainment, attractions, branded hotels, restaurants and leisure facilities, and improved conference facilities. All complemented by greatly enhanced customer service, a secure and clean environment, and effective proactive marketing.



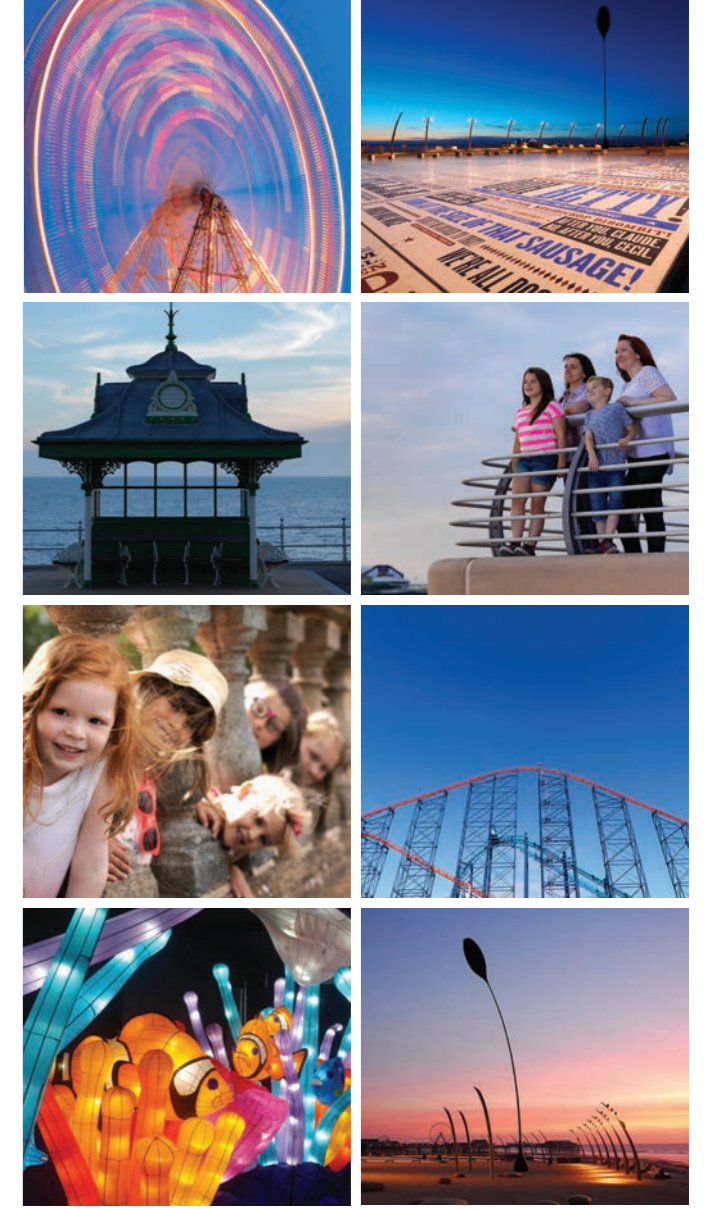


The Value of Tourism

Tourism: The Economic Impact*

- Total of 17m tourism visits (adults and children) equating to 26.9% of all visits to Lancashire
- Total of £1.295bn generated within the local economy through visitor and tourism business expenditure, supporting more than 24,000 full-time equivalent jobs in the local economy
- 13.5m tourism visits made by day visitors to Blackpool, generating over £430m for the local economy
- 3.5m visits made by visitors staying in Blackpool, generating a total of 9.3m bed nights and contributing over £863m to the local economy
- Total bedstock in Blackpool of 69,000 beds, comprising 14,200 non-serviced and 54,800 serviced beds
- Economic impact of tourism rose by 4% between 2012 and 2013

*Annual tourism impact research undertaken by Global Tourism Solutions (UK) Ltd for 2013



Creating a city vibe in an iconic beach location



The Story so Far



Seafront

A six-year project that cost almost £200m and which has resulted in a complete transformation of the seafront, replacing the sea wall with a series of dramatic Spanish steps leading down to the sea and the creation of six new headlands. The remodelling of the promenade has created one of the finest seafronts in Europe, providing an active landscape for visitors and residents, and providing new links between town and beach.

Tower Festival Headland

The first of the new seafront headlands to be developed, this is a spectacular open-air events space for up to 20,000 spectators which has already staged events featuring the likes of Elton John, Gary Barlow and Peter Kay. The headland is also home to the Comedy Carpet, one of the largest public artworks in the UK as well as Festival House – a purpose-built structure incorporating a beach-fronted bar and restaurant, The Wedding Chapel and Tourist Information Centre.

Tramway

A £100m scheme that has created a contemporary tram system between Blackpool and Fleetwood with state-of-the-art, European-style trams running alongside the famous heritage trams.

The revitalised tramway has created the potential to give visitors a more sustainable way of moving around Blackpool and the Fylde Coast as well as opening up a fast and reliable commuter system for local residents.



Acquisition of Key Leisure Assets

Blackpool Council's acquisition of Blackpool Tower, Winter Gardens and other key leisure assets in 2010 brought the resort's most famous attractions into public ownership, creating the opportunity for strategic, purposeful investment. The partnership between the Council and Merlin, the world's second largest leisure operator, has helped create the biggest cluster of visitor attractions outside London, including Madame Tussauds, Blackpool Tower Eye and the Blackpool Dungeon, as well as rejuvenation of the historic fabric of the Tower and associated buildings.

The acquisition of the Winter Gardens has facilitated the start of a sympathetic regeneration of this remarkable building with the restoration and opening up of a number of venues, installation of high-tech cinema equipment and investment in programming including the long-awaited return of the summer season show.



Town Centre Retail

The first phase of the Hounds Hill Shopping Centre has been completed and has transformed the shopping experience for residents who had defected to other shopping centres such as Preston. The £150m expansion was completed in 2008, bringing a threefold increase in retail floor space, attracting a wide variety of high street stores into Blackpool.

A new town square has been created outside the Winter Gardens, creating a pedestrianised piazza environment with street pavement cafes, fountains and an outdoor events space. The arrival of branded restaurants in the vicinity is helping us to move towards a more balanced and attractive night-time economy.



Brilliance

This town centre lighting installation brought the Illuminations concept into the town centre, encouraging visitors to explore the town and centre and thus providing additional trading opportunities to the local business community. The centrepiece is Brilliance, a large scale sound and light show in Birley Street.

Events

Blackpool has developed an annual programme of high-quality events capable of attracting large volumes of visitors and residents. The core programme, most of which is free to access, already includes World Fireworks, Ride The Lights, Armed Forces Week, the Blackpool Air Show, and the annual Illuminations Switch-On celebration. This is further enhanced by a range of sporting events, international dance festivals, the regular appearance of the Strictly Come Dancing TV show and annual events such as the World Pigeon Fanciers Congress.



Central Business District

A major mixed-use development scheme that seeks to revitalise one of the key gateways into the town. Situated opposite Blackpool North railway station, the £70m first phase, completed in 2014, includes four key features:

- A 120,000 square foot glass-fronted Sainsbury's supermarket
- A new office development, Number One Bickerstaffe Square office, which is now home to Blackpool Council and other businesses
- A fully refurbished secure and modern car park
- A new public square

The £220m masterplan for the area also includes proposals for a second phase which could include hotels, offices and leisure developments.



Marketing

£1m marketing campaign jointly undertaken by Merlin and VisitBlackpool in 2014, including the first destination-based TV advertising in years, and aimed at changing negative perceptions of the resort. The "Blackpool's Back" campaign also included extensive PR, press and social media activity.

Entertainment

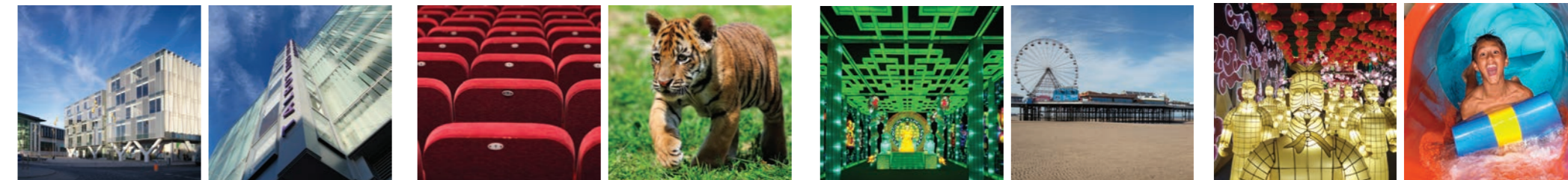
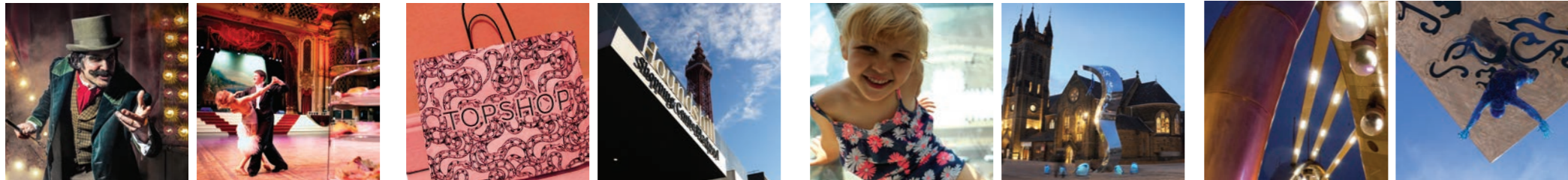
2014 also saw the return of the summer season show, with the international production of MAMMA MIA! being staged at the Opera House within the Winter Gardens over a 12-week run, selling over 100,000 tickets with a value of £3.5m – the highest grossing show in the resort's history.



Private Sector Investment

Over this same period, there has been significant private sector investment, including:

- The £15m investment at Blackpool Pleasure Beach, creating a Nickelodeon Land theme park and new Wallace and Gromit ride
- £3m investment in a new indoor IlluminAsia exhibition within the Winter Gardens
- Year on year investment in Blackpool Zoo by its international owners, Parques Reunidos
- Sustained capital investment in new facilities and visitor attractions at Sandcastle Waterpark
- Substantial investment in other parts of the visitor offer including hotel accommodation, restaurants, bars and attractions



Strengths

Opportunities

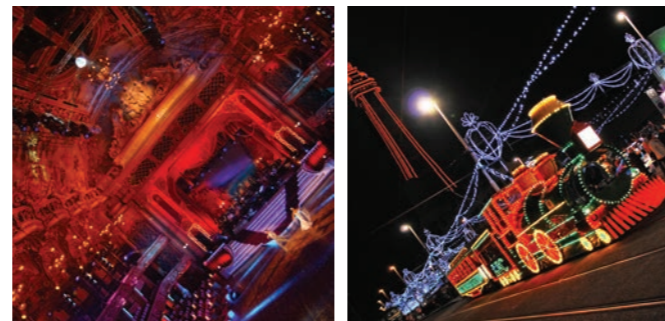
Weaknesses

Threats

SWOT

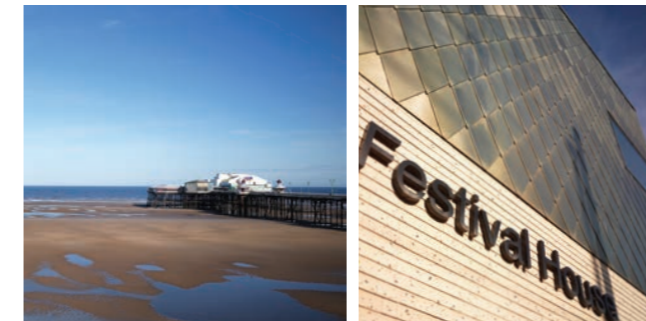
Strengths

- Well-established national profile as a mainstream visitor destination
- Increasingly diverse tourism product for different market segments
- Large number of high quality visitor attractions
- Key leisure assets (Tower and Winter Gardens) in public ownership
- Wide range/price of visitor accommodation
- Long-established reputation as a conference destination
- Blackpool Illuminations extend tourism season into November
- Strong programme of established free events
- Easy access to the M55 and national motorway network
- Good rail links, with electrification of routes from Blackpool to Preston and beyond due in 2015
- Updated tram network provides good internal connections across the Fylde Coast



Weaknesses

- Negative perceptions of Blackpool as a place
- Audience profile dominated by lower-spending visitors
- Over-supply of low-grade holiday accommodation leading to market failure and proliferation of HMOs
- Seasonal nature of tourism-related employment
- Low levels of private sector investment in visitor economy
- Lack of strategic investment in Blackpool Illuminations display
- Unbalanced night time/early evening economy with over reliance on bars/clubs, lack of recognised family-focused restaurant brands
- Under-performing town centre – lack of higher-end retail brands
- Lack of appropriate facilities for coach drivers and passengers
- Visitor car park infrastructure not fit for purpose
- Declining local government finances limit ability to deliver brand hygiene factors



Opportunities

- Conversion of large volumes of day visitors into staying visitors
- Development of Central Station site as a major mixed leisure destination
- Development of new/enhanced conference and exhibition facilities
- Development of new branded hotels to support business and leisure tourism
- Conversion of Tower Lounge into family-based attraction
- Creation of a town centre cultural quarter with the Winter Gardens as the focal point
- Development of a heritage-based visitor attraction
- Use of Tourism Academy funding to improve hospitality standards and other skills within the visitor economy
- Rejuvenation of early evening economy with new family based leisure offer
- Working with private sector partners to co-fund marketing campaigns
- Repositioning of Blackpool Airport to support business growth/inbound tourism
- Revitalisation of the Blackpool Illuminations
- Growth in domestic tourism
- Expansion and investment in arts, culture and heritage tourism
- Electrification of the Blackpool to Preston rail line and expansion of direct London services
- Extension of tramway from Promenade to North Station
- Potential reduction in VAT on tourism product
- Development of Stanley Park as a mainstream visitor attraction



Threats

- Further market failure within the visitor accommodation sector leading to more derelict sites along Promenade "shop window"
- Persistent poor external portrayal of Blackpool
- Further competition from major urban centres of Manchester and Liverpool as day visit destinations
- Failure to meet new EU bathing water standards
- Tourism market is price sensitive, particularly during 'off peak' periods
- Sustainability of Blackpool Illuminations without significant private sector support
- Private sector fails to invest and improve quality in the tourism sector
- Further public sector funding reductions leading to a lack of funding to support improvements and refreshing of physical infrastructure in town centres
- New and emerging markets for visitor economy are not identified and tapped
- Diminishing levels of marketing resource against backdrop of reduced local authority funding





3

The Next Chapter

This is about engineering change and creating a destination that will be compelling to new generations of visitors.



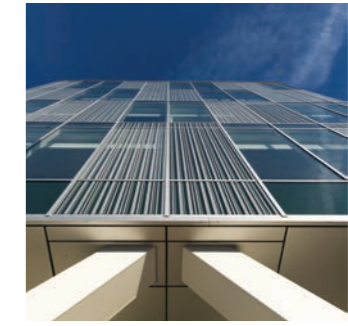
What Next?

2014 proved a turning point in Blackpool's fortunes with an upsurge in visitor numbers and the conversion of tens of thousands of day trippers into staying visitors.

Much of that success came on the back of an ambitious "Blackpool's Back" destination marketing campaign that sought to showcase the huge investment that has been made in the resort and thus start to overturn negative perceptions.

With success comes confidence; the sort of confidence that encourages existing businesses to invest and entices new investors to take a stake in the resort's future.

The following pages of this plan seek to build on the foundations that have been laid to deliver a real step change in the quality and consistency of the visitor offer. The key objectives outlined under Product, Place & Promotion spell out the scale of the opportunity that lies in front of us.



Product

Physical development of key sites, attractions and facilities that contribute to an unrivalled destination experience.

- **Former Central Station site:** Facilitate relocation of police and court buildings to create a viable development site that can be marketed for a major new leisure attraction
- **Enhancement of conference facilities:** Agree short and long-term strategies for rejuvenation of conference offer
- **Syndicate:** Development proposal to be determined for the currently derelict Syndicate nightclub
- **Talbot Gateway:** Progression of Phase 2 of Central Business District regeneration scheme including new four-star hotel development
- **Tramway:** Confirmation of tram extension to Blackpool North Station, creating integrated transport hub
- **Promenade headlands:** Facilitate development of new visitor attractions to animate the new headland areas between South and North Piers
- **South Beach:** Revision of planning uses for future development of the Crescent areas of South Shore to address derelict hotel sites
- **Blackpool Tower:** Completion of Tower structural renovation works. Further activity to identify additional commercial development opportunities including alternative use of Tower Lounge
- **Blackpool Winter Gardens:** Demolition of existing car park and the provision of further exhibition space. Identification of additional commercial development opportunities. Enhancement of existing conference offer

- **Heritage-Based visitor attraction:** Securing of Heritage Lottery funding for development of a Museum for Blackpool within the Winter Gardens
- **Creative Cluster:** Establishment of a creative cluster within the town centre with the Winter Gardens at its heart
- **Retail and restaurant offer:** Inward investment activity to attract 'higher end' brands in both the retail and restaurant sector to enhance early evening economy and overall town centre offer
- **Attractions:** Proactive working with private sector operators to invest in new attractions
- **Summer shows:** Confirm programme of West End quality shows for summer season runs at Opera House 2015-17
- **Blackpool Illuminations:** Identification of new funding streams and application of new technologies to rejuvenate the Illuminations offer
- **Former Yates's site:** Sympathetic development of town centre landmark site for leisure and retail use
- **Hotel accreditation:** Roll out of VisitEngland entry level accreditation scheme to accommodation sector to increase numbers of hotels/guest houses that have a "safe, legal and clean" quality mark
- **Town centre zoning:** Progression towards town centre "zoning" identified and agreed within the Blackpool Town Centre Strategy
- **Stanley Park:** Progressive development of new facilities that make Blackpool's showcase park compelling for residents and visitors



Place

Provision of a visitor-friendly experience in terms of infrastructure and environmental management

- **Roads:** Completion of Yeadon Way maintenance project prior to start of 2015 season
- **Rail:** Completion of Blackpool to Preston electrification scheme. Remodelling of Blackpool North station. Further expansion of direct Blackpool North to London services, targeted at inbound leisure visitors
- **Car parking and pricing policy:** Development of more user-friendly car park pricing policy and introduction of enhanced payment facilities. Identification of potential new car parking sites to offset potential loss of spaces at East Topping Street and South Car Park
- **Airport:** Reinvention of Blackpool Airport as a commercial airport focused on inbound tourism and business growth
- **Coach parking:** Development of bespoke facilities for coach drivers and passengers
- **Motorhome hosting:** Identification and development of new locations for motorhomes
- **Way-finding:** Implementation of intelligent variable message signage to assist visitors to navigate through town and identify available parking
- **Electric vehicles:** Identification and development of locations for funding of electric/hybrid vehicles

- **Green corridors:** Implementation of project to create green corridors in and around Blackpool Town Centre, improving gateway and arrival points
- **Housing /HMOs:** Progression of substantial project to change the nature of rented accommodation in key visitor areas to reverse the detrimental visual impact
- **Community safety:** Reintroduction of town centre CCTV monitoring
- **Street cleansing:** Securing of a Service Level Agreement that meets Blackpool's positioning as a quality destination
- **Public protection:** Reduce levels of problematic beggars and hawkers causing alarm and distress in areas of town centre/promenade
- **Beach/bathing water standards:** Progression of partnership working to ensure that Blackpool retains its beach accreditation and is not adversely impacted by EU bathing water legislation
- **Business support and skills (Tourism Academy):** Roll out of skills development initiatives within the visitor economy including the designation of Blackpool as a World Host destination for customer service

Promotion

Without effective marketing, the challenge of repositioning and changing negative perceptions about Blackpool will be difficult to overcome. This DMP sets out a plan for comprehensive marketing activity that promotes the "new Blackpool" to existing, lapsed and new visitors across the UK and overseas.

- **Destination marketing strategy:** Establish innovative destination marketing strategy incorporating events, TV, digital and PR activity with a key focus on changing visitor perceptions of Blackpool
- **Switch On Festival:** Further development of Blackpool Illuminations Switch-On Festival Weekend to include three consecutive days/nights of high-quality entertainment
- **Blackpool Illuminations:** Develop and deliver a bespoke marketing strategy for Blackpool Illuminations including the securing of new advertising and sponsorship



- **Night-time economy:** Work with partners to ensure a credible and sustainable night-time and early evening economy offer including the securing of 'Purple Flag' accreditation
- **Business tourism:** Reposition and market Blackpool as a key destination for bespoke conferencing events
- **Cultural tourism:** Reposition and market Blackpool as a destination for cultural tourism, including the development of a more sophisticated approach to packaging major events
- **Visitor welcome:** Initiatives to improve the visitor welcome including resort ambassadors, Welcome Host designation, improved orientation boards and signage
- **Resort Pass:** Further refinement and promotion of the successful Blackpool Resort Pass including identification of additional bolt-on shows and attractions, and exploration and adoption of wristband or credit card-style technology



This is a place that is wonderfully unique, surprising and challenging...

The Brand Position

The "City Life On The Beach" brand position is an aspirational one.

It is not a marketing slogan – more a touchstone to ensure that key stakeholders in Blackpool are working together to drive up the quality of life for residents and the attractiveness of the offer for visitors.

Within this, Blackpool should be perceived as a happy brand, viewed as a place where memories are made; a much-loved classic, reinvented for a new and more demanding audience.

The Brand Values

The brand is underpinned by a set of values that differentiate Blackpool from other destinations:

Love of the different

There is nothing beige or dull about Blackpool. It's a place that is wonderfully unique, surprising and challenging

Genuine

There is nothing false about Blackpool. We are sincere, true to our roots, no pretence. We are open and glad to see you

Big WOW! Little WOW!

We have some famed, internationally-renowned 'wow' attractions, but also some surprising 'little wows' that add real value to the Blackpool offer

Make Relaxing Easy

We are a great natural host. We work hard to take care of you so you can enjoy the best of what Blackpool has to offer

Positive Energy

The people of Blackpool have a positive, can-do attitude, they make things happen. We are enthusiastic and vivacious

The Hygiene Factors

Whilst the brand values are what differentiate Blackpool from other places, there are also three crucial hygiene factors that don't differentiate, but are critical to the repositioning of Blackpool

Without these hygiene factors in place we will not overturn the negative perceptions of the resort

Quality

Blackpool must strive to deliver a quality product across all areas, not just in terms of accommodation, food and drink, and attractions, but also in terms of car parking, public realm and customer service

Safety

Any perceptions that Blackpool is an unsafe place to visit or a place where the focus of the visitor offer is skewed towards a late-night drinking economy are seriously damaging to Blackpool's brand aspirations

Cleanliness

Clean and tidy streets; public realm that is well maintained; beaches that are free from litter and detritus; bathing waters that comply with European standards; hotel stock that complies with accreditation standards and visitor expectations – these are givens for a resort that promotes itself as a contemporary, quality destination





4

DMP Priorities

The value of tourism is often measured in volumes of visitors. Whilst that is an important statistic, it only tells part of the story.

Some of the purpose of this plan is to deliver physical change; the sort of transformational change that changes perceptions and delivers tangible economic impact.

Key Growth Targets

| Description | Baseline figure | 2014/15 | 2015/16 | 2016/17 |
|---|---------------------------------|---------|---------|---------|
| Overall value of tourism economy | £1.3bn (based on Steam 2013) | £1.32bn | £1.33bn | £1.35bn |
| Annual total of adult visits | 9.8m (based on Omnibus 2014) | 10m | 10.2m | 10.4m |
| Ratio of staying visitors during summer season | 43% (based on Omnibus 2014) | 45% | 46% | 48% |
| Visitor satisfaction ratings during summer season | 89% (based on Omnibus 2014) | 90% | 91% | 92% |
| Jobs directly supported by tourism | 24,050 (based on Steam 2013) | 24,500 | 25,000 | 25,500 |
| No of visitors to Blackpool Illuminations | 3m (based on Omnibus 2014) | 3.2m | 3.4m | 3.5m |
| Ranking among seaside resorts | 1 | 1 | 1 | 1 |
| Number of resort passes sold | 13,000 (VisitBlackpool 2014) | 14,000 | 15,000 | 16,000 |

A New Horizon

Take a look at this five-year timeline and the scale of what this Destination Management Plan seeks to deliver can be clearly seen.

Collectively, these objectives have the potential to provide the step change that will create a destination that engenders immense civic pride; attracts new generations of visitors and reaffirms Blackpool's status as the most popular beach resort in the UK.

The key objectives set out opposite are both challenging and aspirational, but eminently achievable if Blackpool can harness the change that has already been achieved and use it to create a real sense of impetus.

With that will come investor confidence and a sea change in any residual negative perceptions about what Blackpool stands for and where its future lies.

2015

- Completion of Yeadon Way maintenance project ahead of 2015 season
- Opening of four new branded family restaurants within Blackpool Town Centre
- Reintroduction of town centre CCTV monitoring
- Opening of new Blackpool Pleasure Beach Red Arrows-branded SkyForce attraction
- Revitalisation of Blackpool Airport with small commercial flight operations
- Blackpool South and Bispham achieve EU bathing water standards
- Roll out of Blackpool Approved entry level accreditation scheme for hotels and guest houses
- Completion of steelwork replacement, Blackpool Tower

- Conversion of Tower Lounge into family restaurant/attraction
- Development of new marketing brief for Central Station site
- Planning guidance consultation commences for The Crescents/South Promenade
- Rejuvenation of Blackpool Illuminations
- Launch of updated "Blackpool's Back" destination marketing campaign
- Establishment of three-year programme of West End quality shows for Opera House
- Development of new Christmas In Blackpool destination marketing campaign

2016

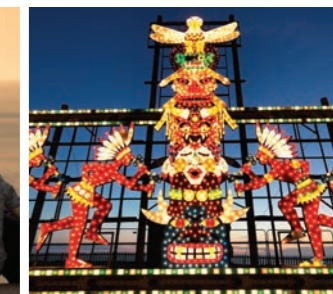
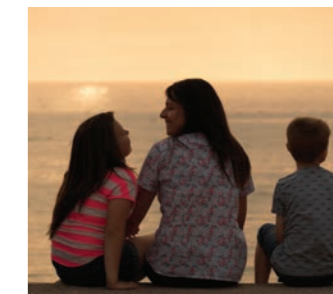
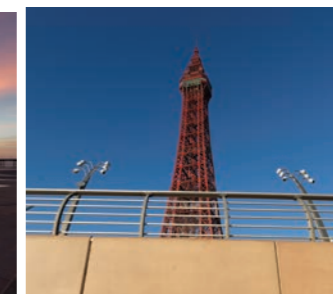
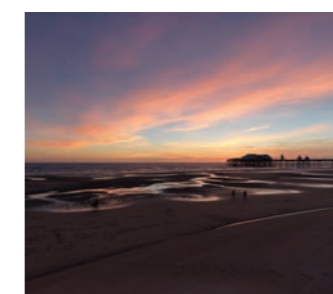
- Achievement of World Host accreditation for Blackpool
- Installation of variable message signage to improve visitor navigation and parking
- Work commences on Museum of Blackpool, Winter Gardens
- Preparation works commence on Central Station development site
- Creation of 500 additional bed spaces at 3 or 4 star standard in town centre
- Identification and development of additional visitor car parking facilities

2017

- Completion of budget hotel and family restaurant on site of former Yates's pub on Talbot Square
- Remaining Blackpool bathing waters reach EU quality standards
- Completion of new elephant house facility, Blackpool Zoo
- Completion of rail electrification, Blackpool to Preston
- Development of new coaching facilities
- Work commences on tramway extension from North Pier to North Station

2018-20

- Completion of Museum of Blackpool project
- Completion of first phase of Central Station site development
- Blackpool North station remodelling completed
- Derelict hotel sites on South Prom replaced by new residential and commercial property
- Next phase of Talbot Gateway scheme completed



| | |
|--------------------------|--|
| Report to: | TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE |
| Relevant Officer: | Sharon Davis, Scrutiny Manager. |
| Date of Meeting | 9 July 2015 |

SCRUTINY ANNUAL REPORT

1.0 Purpose of the report:

1.1 The Committee to consider the Scrutiny Annual Report 2014/2015.

2.0 Recommendation(s):

2.1 To approve the Scrutiny Annual Report 2014/2015.

3.0 Reasons for recommendation(s):

3.1 To ensure the scrutiny process continues to be fully accountable and an important part of the democratic process.

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

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

3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

4.1 N/A

5.0 Background Information

At the end of each Municipal Year, a report is produced detailing the work carried out by the Council's Scrutiny Committees and Panels during the last year.

The report will be distributed to Councillors, key officers and external organisations with an interest in the work of Overview and Scrutiny.

Does the information submitted include any exempt information?

No

List of Appendices:

Scrutiny Annual Report 2014/2015

6.0 Legal considerations:

6.1 None.

7.0 Human Resources considerations:

7.1 None.

8.0 Equalities considerations:

8.1 None.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

Health Scrutiny Committee 2014/15

As Chairman of the Council's Health Scrutiny Committee during the 2014/15 Municipal Year, I am delighted to introduce a summary of the work that the Committee has been involved in during that period. The past year has continued to be a challenging one for the health service, both nationally and locally. The demands placed on the NHS have continued to increase and the way that certain services are provided are having to be radically redesigned in order to maintain a high standard of patient care within acceptable timescales. Examples of this are a greater provision of care being provided within community settings, redesigned patient pathways, particularly in relation to both health and social care provision and changes to acute care with a view to reducing non-emergency hospital admissions. The Health Scrutiny Committee has continued its involvement in an oversight role during these times of change, holding both the commissioners and providers of services to account in ensuring that a seamless service is provided, along with continuous improvement in patient care.

Blackpool continues to present some of the more unfortunate statistics in terms of health inequalities in England. This is borne out in Blackpool's 2014 Public Health Annual Report, which is focused upon lifestyle issues, such as the impact that smoking, alcohol, lack of exercise and unhealthy diets have on people's health. The Health Scrutiny Committee has a key role to play in ensuring that both service provision and preventative care is targeted to improve those health inequality issues that exist largely as a result of lifestyle choices, which are, to a large extent, preventable. During the last year, the Committee has been working closely with the Council's public health team in monitoring those priorities and the action being taken to address them. The Committee supports the Council's efforts in terms of greater regulation around alcohol advertising, tobacco sales and minimum pricing of alcohol, whilst recognising that education and cultural change are of even greater importance in that respect. Whilst on the subject of inequalities, I would like to specifically mention teenage pregnancy, for which in 2010, Blackpool had the worst statistics in the Country. Since then, the situation has improved dramatically and I feel that acknowledgement is due to all concerned who have worked very hard to achieve such improved statistics.

In last year's annual report, I mentioned the publication of the report by Robert Francis QC into the widely reported failings at Mid-Staffordshire NHS Trust. The report included a section that was critical of Staffordshire's health scrutiny function and at Blackpool, we took the opportunity to examine the report and apply the findings to the way that we conduct scrutiny here. As a result, our focus has become more concentrated on patient safety, quality and ensuring that patient complaints are properly dealt with. We work closely with the Clinical Commissioning Group in ensuring an adequate level of assurance amongst the providers of services. We also closely monitor patient experience reports on a regular basis, including complaints, particularly in relation to the providers of acute services.

Going forward into 2015/16, it is important that we continue in our role acting as the voice of the public in Blackpool in monitoring the commissioning and delivery of health services, to ensure that excellence in patient care continues. We must maintain our reputation as a valued critical friend and key consultee during times of change and reorganisations of valued services. I am confident that with the enthusiasm and effort of my colleagues and the continued cooperation of key stakeholders, that we will achieve those objectives and that health scrutiny will continue to play an important and influential role in serving the health needs of Blackpool's residents and visitors.

Finally, I would like to thank everyone involved for their cooperation and willingness in attending our Committee, in providing reports and answering questions.



Councillor Martin Mitchell,
Chairman of the Health Scrutiny Committee,
2014/15 Municipal Year.

Health Scrutiny Committee 2014/15, Key areas of Involvement:

- Review and comment on the Blackpool Teaching Hospitals NHS Foundation Trust Quality Account
- Review and comment on the Lancashire Care NHS Foundation Trust Quality Account
- Review and comment on the North West Ambulance Service NHS Trust Quality Account
- Continued to monitor the planning and progress relating to the new mental health in-patient unit at 'The Harbour'
- Monitoring action plans at Blackpool Teaching Hospitals NHS Trust in relation to the Care Quality Commission Review and the 2014 Quality Summit
- Overseeing the plans and implementation of the Better Care Fund
- Scrutinising Immunisation programmes in Blackpool
- Scrutinising the work of the Health and Wellbeing Board
- Scrutinising recruitment levels and staff retention rates at Blackpool Teaching Hospitals NHS Trust
- Monitoring NHS dental services in Blackpool
- Scrutinising mortality rates at Blackpool Teaching Hospitals NHS Trust
- Monitoring of patient experiences and complaints at Blackpool Teaching Hospitals NHS Trust
- Overseeing the plans and implementation of Primary Care Co-Commissioning in Blackpool
- Close working relationship with Healthwatch Blackpool
- Working closely with Public Health on monitoring key areas of work around health inequalities
- Membership of the joint Lancashire Health Scrutiny Committee

Scrutiny Annual Report 2014/15

Blackpool Council



If you want to know more, or have any suggestions for scrutiny, contact us in Democratic Services on Tel 01253 477213 or Email: scrutiny@blackpool.gov.uk.

I am pleased to introduce Blackpool Council's Annual Report on the work of Overview and Scrutiny for the 2014/15 Municipal Year. The report provides a snapshot of last year's activity within overview and scrutiny and highlights some of its key achievements.

The Council operates a Cabinet system where ten elected Councillors are responsible for making major decisions. Scrutiny is a key way in which the remaining Councillors, or Members, can improve the quality of life for Blackpool residents by holding decision makers to account and by scrutinising services and making recommendations for improvement.

Scrutiny in Blackpool in 2014/2015 was centred on a single Scrutiny Committee which took a lead role in both managing and developing the scrutiny process. It appointed six lead members to head up individual scrutiny reviews and undertake an overview of services, as appropriate, around the following themes:

- Health and Wellbeing and Adult Social Care
- Corporate Management and Resources
- Urban Regeneration
- Children, Young People, Schools and Children's Social Care and Equality, Diversity, Technology and Youth Employment
- Tourism and Culture and Highways and Transport
- Housing, Public Protection and Street Scene and Crime and Community Safety

The Scrutiny Committee appointed a number of standing scrutiny panels, which met on a regular basis to undertake the scrutiny of certain key functions. These include Education, Children's Services (safeguarding) and Outside Bodies (including Blackpool Economic Development Company, Blackpool Zoo and Blackpool Airport). In addition, a separate Health Scrutiny Committee continues to scrutinise health provision and health inequalities in Blackpool and the outcomes of that Committee form a separate part of this report.

During the last year, the challenges for local government in dealing with substantial reductions in funding have continued. This, coupled with public expectation that service levels will be adequately maintained across the Council has created something of a paradox and it is becoming increasingly difficult to maintain satisfactory levels of service provision against continuously shrinking budgets and resources. That is exactly what the Council has to do though and one of the main tasks of Overview and Scrutiny is to try to ensure that services are being prioritised accordingly. The Scrutiny Committee does that by regularly scrutinising performance against the Council's key goals and priorities. Scrutiny Committee members do not always see eye to eye with the decision makers, whether they be officers or cabinet members. When necessary we ask tough questions, hold those people to account and make alternative recommendations. All of that adds democratic value and credibility to the decision making process. Looking ahead, there will be a need to increase the emphasis and effectiveness of Overview and Scrutiny in relation to both Adult and Children's safeguarding. Together with education, these are key issues, both locally and nationally and it is considered vital that scrutiny plays a key part in ensuring the safety and wellbeing of Blackpool's most vulnerable groups of people. I am confident that with the engagement and enthusiasm of my colleagues, that Overview and Scrutiny can respond to the challenges ahead and demonstrate what scrutiny can do in terms of both its contribution to the democratic process, as well as adding value to the overall aims and objectives of the Council.

I am standing down as a Councillor at the end of the 2014/15 Municipal Year and would like to thank everyone who has made contributions to the scrutiny process during last year. I would also like to pass on my best wishes to whoever succeeds me in the role of Chairman of the Scrutiny Committee.



If you would like to know more about the work of scrutiny at Blackpool then please get in touch. Contact details for Democratic Governance, who support the scrutiny function, can be found at the end of this report.

Councillor Sylvia Taylor
Chairman of the Scrutiny Committee
2014/15 Municipal Year

Scrutiny Committee 2013/14; Key improvements and achievements:

• Community Safety Partnership

This Review Panel met on a six monthly basis. During the course of 2014/2015, the Panel considered in depth performance information on the priorities of the partnership, information relating to drugs and alcohol substance misuse, a briefing on the changes to the Anti-Social Behaviour legislation, an update on burglary information and the Community Safety Landscape across Lancashire.

• Education

This standing Review Panel was established to undertake scrutiny of education matters including consideration of school performance information and Ofsted Inspection Reports. The Panel meets on a regular basis at schools across Blackpool and prior to each meeting receives a tour of the school utilised as a venue.

During the course of 2014/2015 the Panel has considered performance information from a number of schools and detailed information regarding schools causing concern and the Register of Support. The Panel challenged what actions were being undertaken to improve standards in those schools causing concern. The Panel also considered the progress that had been made on the actions identified in the Blackpool School Improvement Plan.

• Outside Bodies

The Panel was established to scrutinise the performance and strategies of companies owned or part-owned, by the Council. Over the course of 2014/2015, the Panel has scrutinised Blackpool Zoo and Blackpool, Fylde and Wyre Economic Development Company.

• Children's Services

This standing Panel meets on a regular basis with the objective of ensuring that the Council maintains an appropriate, sustainable focus on the scrutiny of Children's Services. The Panel has considered Children's Services budget monitoring information and provided challenge to officers on the reasons for variances from the budget. It has scrutinised performance information, challenging officers on the actions taken to improve services.

- The Panel has also considered the Improvement Plan for Children's Social Care and challenged the progress that was being made in putting the recommendations contained in the Improvement Plan into practice, as well as examining the detailed proposals for the work still to be undertaken.

• Bathing Water

The Scrutiny Panel was established to consider how the quality of Blackpool's bathing waters could be improved in light of the revised Bathing Water Directive, which came into effect in 2015. The final report of the Panel was considered and approved at the June 2013 Scrutiny Committee meeting and a recommendation was approved that the Panel would continue monitoring progress and consider future bathing season water quality results.

In light of this recommendation, the Panel met with officers from the Council, United Utilities and the Environment Agency and received the most recent water quality results and detailed plans relating to the work those organisations had planned, in order to improve bathing water quality. The Panel considered that a great deal of work was being undertaken in response to the more stringent standards of the revised directive.

• Budget Consultation

Contributed to the Council's budget consultation process as follows:

- Held a meeting of the Scrutiny Committee to which all non-Executive Members were invited to attend.*
- A meeting of the Finance and Audit Committee was held to which representatives from the Trade Unions were invited to attend. This meeting was chaired by the Finance and Audit Committee Chairman.*
- A meeting of the Finance and Audit Committee was held to which representatives from the National Non-Domestic Ratepayers were invited to attend. This meeting was chaired by the Finance and Audit Committee Chairman.*

• Other areas of work monitored by the Scrutiny Committee on a regular basis:

- *Child Poverty Framework*
- *Customer Feedback report*
- *Performance management / priority reporting*
- *Adult Services / Safeguarding adults*
- *Flood Risk Management and Drainage*
- *Grants to the voluntary sector internal audit*

Call-In Sub-Committee

If a Councillor thinks that a Cabinet Member or the Executive has made a wrong decision, they can ask them to think again. This process is known as Call-In. When a decision is called in, it is firstly considered by the Call-In Sub-Committee, which has been appointed by the Scrutiny Committee for that purpose. The Call-In Sub-Committee then decides what action to take, against the following set criteria;

- No further action (in which case the decision can be implemented immediately)*
- To refer the decision back to either the Cabinet Member or the Executive for reconsideration*
- To refer the decision to full Council*

During the period of this report, the Call-In Sub-Committee considered 1 call-in request, which resulted in no further action being taken.

| | |
|--------------------------|--|
| Report to: | TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE |
| Relevant Officer: | Sharon Davis, Scrutiny Manager. |
| Date of Meeting | 9 July 2015 |

SCRUTINY WORKPLAN

1.0 Purpose of the report:

1.1 The Committee to consider the Workplan and to determine whether to establish the Landau Scrutiny Review Panel, together with any suggestions that Members may wish to make for scrutiny review topics.

2.0 Recommendation(s):

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

2.2 To approve the Scrutiny Review Checklist

2.3 To determine whether to establish the Landau Scrutiny Review Panel.

3.0 Reasons for recommendation(s):

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

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

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

3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

4.1 N/A

5.0 Background Information

5.1 Scrutiny Workplan

5.1.1 The Scrutiny Committee Workplan is attached at Appendix 11a. The Workplan is a flexible document that sets out the work that the Committee will undertake over the course of the year.

5.1.2 Committee Members are invited, either now or in the future, to suggest topics that might be suitable for scrutiny in order that they be added to the Workplan.

5.2 Scrutiny Review Checklist

5.2.1 The Scrutiny Review Checklist has been revised and is attached at Appendix 11b for the Committee's approval. The Committee is recommended to place an emphasis on the priorities and performance of the Council when considering requests for scrutiny reviews.

5.2.2 The checklist forms part of the mandatory scrutiny procedure and must therefore be completed and submitted for consideration by the Committee, prior to a topic being approved for scrutiny.

5.3 Landau Scrutiny Review

5.3.1 At the Scrutiny Committee on 22 January 2015 Members considered a referral from the Public Protection Sub-Committee regarding a possible scrutiny review of landaus on the promenade.

5.3.2 Members agreed at that meeting that it would be beneficial to undertake an in-depth scrutiny review on the topic, but to defer commencement of the review until the start of the new Municipal Year. This Committee is requested to ratify that request.

5.3.3 The following information was received from the Public Protection Sub Committee:

5.3.4 Horse drawn hackney carriages, often referred to as landaus are licensed to ply for hire all year round although in practice the majority of carriages only work between Easter and the Illumination switch off.

5.3.5 Whilst these vehicles are licensed as hackney carriages and therefore can ply for hire anywhere within the borough, they tend to restrict themselves to the Promenade and are a popular attraction for visitors.

5.3.6 Over the last 12 months there has been an increase in the number of complaints about the amount of horse droppings on the Promenade and about carriage drivers

driving down the middle of the road and going through red lights. There has also been an increase in the number of queries concerning the welfare of the horses whilst on the Promenade.

5.3.7 In October 2014 a serious incident took place where a horse was startled and bolted down the Promenade. The carriage in question collided with members of the public on the Promenade and a six year old boy had his collar bone broken as a result.

5.3.8 A full scrutiny review of the landau service was carried out in 2007. Since then, the layout of the Promenade has changed significantly and therefore it may be appropriate for the issue to be considered in detail once more. On that basis, at the meeting of the Public Protection Sub-Committee on 16 December 2014, it was decided to refer the matter to the Scrutiny Committee as a suggestion for a possible scrutiny review.

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 11a – Tourism, Economy and Resources Scrutiny Committee
Workplan

Appendix 11b - Scrutiny Review Checklist

6.0 Legal considerations:

6.1 None.

7.0 Human Resources considerations:

7.1 None.

8.0 Equalities considerations:

8.1 None.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE WORKPLAN 2015/2016

| | |
|---------------------------------------|--|
| <p>9th July 2015</p> | <p>Council Plan</p> <p>RESOURCES - Provisional Revenue Outturn 2014/2015 - Treasury Management Outturn Report 2014/2015</p> <p>HOUSING -</p> <p>MUNICIPAL ASSETS -</p> <p>BUSINESS -</p> <p>TOURISM – Destination Management Plan 2015-2017</p> <p>Overview and Scrutiny Annual Report 2014/2015 Roles, Responsibilities and Attributes of Scrutiny Members Scrutiny Review Checklist/ Llandau scrutiny proposal Scrutiny Workplan</p> |
| <p>10th September 2015</p> | <p>RESOURCES -</p> <p>HOUSING - Decent Homes</p> <p>MUNICIPAL ASSETS -</p> <p>BUSINESS -</p> <p>TOURISM –</p> <p>CSP – Q1 Performance of the Blackpool Community Safety Partnership</p> <p>OTHER - Council Complaints Annual Report</p> <p>Scrutiny Workplan</p> |
| <p>15th October 2015</p> | <p>RESOURCES - Financial Reporting – Month 4 (Month 3 if required)</p> <p>HOUSING - Transience Projects</p> <p>MUNICIPAL ASSETS -</p> <p>BUSINESS -</p> <p>TOURISM – Performance of Blackpool Zoo</p> <p>OTHER -</p> <p>Scrutiny Workplan</p> |
| <p>19th November 2015</p> | <p>Council Plan – Performance Monitoring - Economy</p> <p>RESOURCES - Financial Reporting – Month 5 - Treasury Management half-yearly report</p> <p>HOUSING – Blackpool Coastal Housing Performance</p> <p>MUNICIPAL ASSETS -</p> <p>BUSINESS -</p> <p>TOURISM –</p> <p>CSP – Q2 Performance of the Blackpool Community Safety Partnership</p> <p>OTHER -</p> <p>Scrutiny Workplan</p> |
| <p>21st January 2016</p> | <p>Council Plan – Performance Monitoring - Economy</p> <p>RESOURCES - Financial Reporting – Month 8 (Months 6 and 7if required)</p> <p>HOUSING -</p> |

| | |
|-----------------------------|---|
| | <p>MUNICIPAL ASSETS - Flood Risk Management and Drainage Annual Report BUSINESS - TOURISM – Performance of Blackpool Airport CSP – Q3 Performance of the Blackpool Community Safety Partnership OTHER -</p> <p>Scrutiny Workplan</p> |
| 3 rd March 2016 | <p>RESOURCES - Financial Reporting – Month 9 HOUSING - MUNICIPAL ASSETS - Bathing Water Quality Annual Report BUSINESS - TOURISM – OTHER -</p> <p>Scrutiny Workplan</p> |
| 31 st March 2016 | <p>RESOURCES - Financial Reporting – Month 10 HOUSING - MUNICIPAL ASSETS - BUSINESS – Performance of Economic Development Company TOURISM – OTHER -</p> <p>Scrutiny Workplan</p> |
| 19 th May 2016 | <p>Council Plan – Performance Monitoring - Economy</p> <p>RESOURCES – N/A HOUSING - MUNICIPAL ASSETS - BUSINESS - TOURISM – CSP – Q4 Performance of the Blackpool Community Safety Partnership, 2016/2017 Partnership Priorities and key community safety issues in Blackpool. OTHER -</p> <p>Scrutiny Workplan</p> |

SCRUTINY SELECTION CHECKLIST

Title of proposed Scrutiny:

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

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

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

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

Please give any further details on the proposed review:

Completed by:

Date: