

# Blackpool Council

5 July 2021

To: Councillors Burdess, Mrs Callow JP, Galley, Hutton, Jackson, Mrs Scott, Stansfield and Walsh

The above members are requested to attend the:

## **INFORMAL SCRUTINY LEADERSHIP BOARD**

Tuesday, 13 July 2021 at 6.00 pm  
Via Zoom

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

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

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

(1) the type of interest concerned either a

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

and

(2) the nature of the interest concerned

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

#### **2 MINUTES OF THE LAST MEETING HELD ON 11 MARCH 2021** (Pages 1 - 6)

To agree the minutes of the last meeting held on 11 March 2021 as a true and correct record.

#### **3 CAPITAL STRATEGY 2021/22 TO 2023/24** (Pages 7 - 32)

To consider the Capital Strategy for 2021/22 to 2023/24, incorporating the Property Investment Strategy for 2021/22.

**4 PROVISIONAL OUTTURN 2021/2021** (Pages 33 - 70)

To consider the report of the Director of Resources on the Provisional Revenue Outturn for 2020/21 compared with the approved budget and the capital expenditure in the year ended 31 March 2021 with sources of funding.

**5 SCRUTINY COMMITTEE WORKPLANS** (Pages 71 - 80)

To consider the workplans of the Scrutiny Committees and the updates provided on their work by the Chairs/Vice Chairs of each Committee.

**6 DATE AND TIME OF NEXT MEETING**

To note the date and time of the next meeting as Thursday, 16 September 2021, commencing at 6.00pm.

**Other information:**

For queries regarding this agenda please contact Sharon Davis, Scrutiny Manager, Tel: 01253 477213, e-mail [sharon.davis@blackpool.gov.uk](mailto:sharon.davis@blackpool.gov.uk)

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

### Present:

Councillor Mrs Callow JP (in the Chair)

Councillors

Burdess  
Galley

Hugo  
Mitchell

Mrs Scott  
Stansfield

Walsh

### In Attendance:

John Blackledge, Director of Community and Environmental Services

Steve Thompson, Director of Resources

Lisa Arnold, Leisure Services Manager

Annie Heslop, Green and Blue Manager

Sharon Davis, Scrutiny Manager

Councillor Lynn Williams, Leader of the Council

### 1 DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

### 2 MINUTES OF THE LAST MEETING HELD ON 15 OCTOBER 2020

It was agreed that the minutes of the last meeting held on 15 October 2020 be signed by the Chairman as a true and correct record.

### 3 FINANCIAL PERFORMANCE MONITORING

Mr Steve Thompson, Director of Resources advised that there had been many changes since the Month 9 financial performance monitoring report had been published and that the Month 10 report to the Executive was currently being finalised and provided a very different picture. He advised that in December 2020, the Council had received £120 million of Covid grants from the Government, which had increased considerably to £160 million by the end of January 2021, due to the further national lockdown.

It was reported that the largest Covid related costs to the Council had been experienced by Adult Social Services and that in Month 10, a more realistic picture of spending had been visible with an underspend of £1.9 million recorded in the directorate due to additional Government funding received. In comparison, Children's Services had recorded an overspend of £1.7 million. In relation to non-Covid related costs the largest overspend was within the Growth and Prosperity Team as a number of income producing schemes had been delayed and carried forward to 2021/2022 with the overspend being met from reserves in the current financial year.

## MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - THURSDAY, 11 MARCH 2021

In respect of the Council's wholly owned companies, Mr Thompson advised that it had previously been expected that the deficit range for the companies would be between £12 million and £18 million, however, these figures had been revised down twice to between £4.6 and £4.8 million due to more certainty in the ongoing Government financial support to be provided to the companies.

Mr Thompson reported that in relation to Covid the total net costs to the Council had been calculated as £2.9 million and that income collection would be key in maintaining this figure. It was noted that Council Tax collection to the end of December 2020 had been over 70%, which was similar to the equivalent figure 12 months prior. In relation to business rate collection, it was noted that this was more difficult to assess with business rate relief funding received directly from Government to cover a large proportion of business rates to be collected in the town. Not including business rates received from other public sector organisations, the total business rates left to be collected was approximately £10/11 million and in Month 9, 69.2% of this total had been collected.

The Chair of the Scrutiny Leadership Board thanked the Director of Resources and his team for their work over the previous 12 months and credited all with the strong position the Council was in despite the pandemic.

The Board requested further information regarding the overspend in the Growth and Prosperity Team and queried any lessons that could be learned. Mr Thompson reported that many of the large schemes being worked on by the Team had been delayed until the 2021/2022 financial year and that the overspend had been identified as a non-Covid related cost as the Council could not claim Government financial support for the schemes. It was expected that the income from the schemes would be received in the following financial year.

In response to a further question, Mr Thompson advised that focus had been placed on recovery and ensuring that there was suitable capacity in services. He noted that channel shift had emerged almost by default which had created capacity and allowed services to refocus.

Members queried how quickly it was expected that the Council's wholly owned companies could recover and how fully. In response, Mr Thompson reported that the pandemic had had very little impact on some of the Council's companies such as Blackpool Waste Services Limited and Blackpool Coastal Housing, however, the impact on Blackpool Entertainment Company Limited, Blackpool Operating Company Limited (BOCL) and Blackpool Transport Services Limited (BTS) had been more significant. In respect of BTS, Mr Thompson advised that bus services had been maintained throughout the pandemic with a much lower patronage and that a number of grants had been received from the Department of Transport in order to support the company. In relation to BOCL, Mr Thompson advised that there were plans to reopen the Sandcastle Waterpark from April 2021. It was expected that recovery would depend on a number of factors including success of the vaccine, the number of people choosing to holiday in the UK and the easing of lockdown restrictions.

## **MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - THURSDAY, 11 MARCH 2021**

Concern was raised regarding the collection of Council Tax via Direct Debit and a potential issue that had been identified. Mr Thompson advised that use of Direct Debits was encouraged and that he would investigate the issue raised further and report back following the meeting.

### **4 GREEN AND BLUE INFRASTRUCTURE STRATEGY AND ACTION PLAN PERFORMANCE REPORT**

Ms Lisa Arnold, Leisure Services Manager presented the report to the Board and provided an overview of the key achievements and highlights in relation to each of the four objectives in the Green and Blue Infrastructure Strategy. She advised that it had been a challenging 12 months and that despite this the progress made against the actions had been good.

The Board referred to the impact of the pandemic on the 'friends of parks' groups and queried whether anything could be done to support those struggling groups and potentially consider a Parks Foundation Model. In response, Ms Arnold advised that the impact on 'friends' groups had been recognised, but also highlighted that many more people than ever were utilising local parks and green spaces due to the pandemic resulting in a wider range of people to engage with. It was considered that the increased use would continue for at least the current year and the Council would be working alongside groups to identify challenges and opportunities.

Members discussed the upcoming planting of 4,500 trees and highlighted a point raised during the scrutiny input into the development of the Green and Blue Infrastructure Strategy that trees must be planted at the heart of communities. Ms Arnold reported that trees were being planted in urban areas and cited that 3,000 trees were scheduled to be planted in the Grange estate in the autumn as an example. She added that the Tree Strategy was currently being finalised and would be submitted back to the Board in due course for further consideration.

The action regarding the 'leadership of the Green and Blue Infrastructure agenda' was referred to and it was queried how and when it would be considered as completed. In response, Ms Arnold suggested that a pledge could be developed that all Elected Members could sign up to to somewhat fulfil the action.

In response to questions raised regarding the lake at Stanley Park and the green bus shelters, Ms Arnold advised that the result of a funding application for work on the lake was awaited and that it was the Council's ambition to dredge and deepen the lake to allow it to be used for more activities. Ms Annie Heslop, Green and Blue Manager added that a green bus shelter had been trialled and it was hoped that more could be introduced. She noted that the roof and walls of the shelters could be made of edible plants or flowers and that initial talks with Blackpool Transport Services Limited had been held. Members suggested that a toolkit might be put together for Councillors should they wish to introduce such bus shelters in their ward.

Members also commented on the junior ranger information and it was noted that groups and individuals could request the packs from the Parks Team.

## **5 SCRUTINY COMMITTEE WORKPLANS**

The Chair of the Scrutiny Leadership Board invited the Chairs of the Audit Committee and the three scrutiny committees to provide an update on the recent work of their Committees.

The Chair of the Audit Committee advised that CCTV and Channel Shift had both been areas identified through the Audit Committee that had been referred on for scrutiny review and that it was his intension that the Committee continued its work to strengthen the relationship and increase the number of recommendations made to the scrutiny committees.

The Chair of the Adult Social Care and Health Scrutiny Committee reported that a wide range of issues had been considered over the previous few months. She highlighted topics including mental health, infant mortality and the response of services to Covid and noted that the strength of collaboration in Blackpool had been identified as a key strength. She also advised that through work on Blackpool Fulfilling Lives and the ongoing Drug Related Deaths Scrutiny Review, the importance of lived experience had become apparent.

The Chair of the Children and Young People's Scrutiny Committee referred to the draft workplan of the Committee and the aim to ensure all topics were fully considered. She highlighted the ongoing review of 'A Better Start' and a training session led by Robert Arrowsmith on 'babies born into care' which would be rolled out to all Members. The Committee was also feeding into the development of the Literacy Strategy and seeking assurance that the succession plans in place for the replacement of key officers were robust.

The Chairman of the Tourism, Economy and Communities Scrutiny Committee advised that Members had been focussing on topics including town centre regeneration, climate emergency and arts and culture recovery. He noted that a public speaker had attended the previous meeting of the Committee to raise concerns regarding public rights of way and that a report on the topic would be received to the next meeting of the Committee for consideration. He noted that the Housing and Homelessness Scrutiny Review final report would be considered by the Executive at its next meeting and that future areas for review would include the Illuminations and CCTV.

The publicity of meetings was referred to and Ms Sharon Davis, Scrutiny Manager advised that all scrutiny meetings would now be advertised using the Council's social media outlets and that a link to the Council's Youtube site would be included for ease should members of the public wish to view the meetings.

The Scrutiny Leadership Board noted the updates provided.

## **6 DATE AND TIME OF THE NEXT MEETING**

The date and time of the next informal meeting of the Board was noted as 28 April 2021, commencing at 6pm.

## MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - THURSDAY, 11 MARCH 2021

### **Chairman**

(The meeting ended at 7.08 pm)

Any queries regarding these minutes, please contact:

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<b>Report to:</b>	<b>SCRUTINY LEADERSHIP BOARD</b>
<b>Relevant Officer:</b>	Steve Thompson, Director of Resources
<b>Date of Meeting:</b>	13 July 2021

## CAPITAL STRATEGY 2021/22 TO 2023/24

### 1.0 Purpose of the report:

1.1 To consider the Capital Strategy for 2021/22 to 2023/24, incorporating the Property Investment Strategy for 2021/22.

### 2.0 Recommendation(s):

2.1 To review the strategies and identify any specific areas for further scrutiny.

### 3.0 Reasons for recommendation(s):

3.1 To ensure robust scrutiny of the Council's key financial strategies.

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

3.3 Is the recommendation in accordance with the Council's approved budget? Not applicable - the report once approved will become part of the Council's new approved budget

### 4.0 Other alternative options to be considered:

4.1 None.

### 5.0 Council priority:

5.1 The relevant Council priority is: "The economy: Maximising growth and opportunity across Blackpool".

## **6.0 Background information**

6.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code requires local authorities to produce a Capital Strategy. The Capital Strategy is intended to give an overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implication for future financial sustainability. The Capital Strategy has been formulated to integrate with the Capital Programme and the Treasury Management Strategy.

6.2 The Capital Strategy aligns with the priorities set out in the Council Plan and other key Council strategies. The strategy is integrated with the Capital Programme and Treasury Management Strategy. The strategies were approved at the Executive meeting on 8 February 2021.

6.3 Does the information submitted include any exempt information? No

## **7.0 List of Appendices:**

7.1 Appendix 3(a): Executive Report on the Capital Strategy 2021/22 to 2023/24  
Appendix 3(b): Property Investment Strategy 2021/22

## **8.0 Financial considerations:**

8.1 These are set out in the Capital Strategy attached at Appendix 3(a).

## **9.0 Legal considerations:**

9.1 None.

## **10.0 Risk management considerations:**

10.1 The Capital Strategy includes the Council's Risk Appetite Statement in section 12 of the report at Appendix 3(a).

## **11.0 Equalities considerations:**

11.1 None.

## **12.0 Sustainability, climate change and environmental considerations:**

12.1 None.

**13.0 Internal/external consultation undertaken:**

13.1 None.

**14.0 Background papers:**

14.1 None.

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**REPORT  
of the  
DIRECTOR OF RESOURCES  
to the  
EXECUTIVE  
on  
8 FEBRUARY 2021**

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**CAPITAL STRATEGY 2021/22 to 2023/24**

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**1. Introduction**

- 1.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code requires local authorities to produce a capital strategy to demonstrate that capital expenditure and investment decisions are taken in line with service objectives and take account of stewardship, value for money, prudence, sustainability and affordability.
- 1.2 The Capital Strategy aligns with the priorities set out in the Council Plan and other key council strategies. The strategy is integrated with the Capital Programme and Treasury Management Strategy.

**2. Capital Expenditure**

- 2.1 Capital expenditure is incurred on the acquisition or creation of assets, or expenditure which enhances and adds to the life or value of an existing non-current asset that is needed to provide services. Non-current assets are tangible or intangible assets that yield benefits to the Council generally for the period of more than one year, e.g. land, buildings, roads, vehicles. This is in contrast to revenue expenditure which is spending on day to day running costs of services such as employee costs and supplies and services.
- 2.2 The Capital Programme is the Council's plan of capital works for future years, including details on the funding of the schemes. Included are projects such as the purchase of land and buildings, the construction of new buildings, design fees and the acquisition of vehicles and major items of equipment. Also included could be service and commercial investments. The Council's Capital Programme is the subject of a separate report and will be presented to Executive with the Capital Strategy.

### **3. Capital and Treasury Management Investments**

- 3.1 Treasury Management investment activity covers those investments which arise from the organisation's cash flows and debt management activity, and ultimately represent balances which need to be invested until the cash is required for use in the course of business.
- 3.2 For Treasury Management investments the security and liquidity of funds are placed ahead of the investment return. The management of associated risk is set out in the Treasury Management Strategy 2021/22 which is the subject of a separate report and will be presented to Executive with the Capital Strategy.
- 3.3 The CIPFA Treasury Management Code recognises that organisations may make investments for policy reasons outside of normal treasury management activity. These may include service or commercial investments.

### **4. Service and Commercial Investments**

- 4.1 These are investments for policy reasons outside of normal treasury management activity. This may include:

#### **4.2 Service Investments**

These are investments held clearly and explicitly in the course of the provisions, and for the purposes, of operational services, including regeneration.

#### **4.3 Commercial Investments**

These are investments taken for mainly financial reasons. These may include:

- Investments arising as part of business structures, such as shares and loans in subsidiaries or other outsourcing structures such as IT providers or building services providers;
- Investments taken with the aim of making a financial surplus for the Council

Commercial investments also include non-current assets which are held primarily for financial benefit, such as investment properties.

Due to the nature of the assets or for valid service reasons, such investments do not always give priority to security and liquidity over yield. In these cases, the decision will be explicit, with the additional risks set out in the impact on financial sustainability identified and reported.

The Director of Resources will ensure that the Council has the appropriate legal powers to undertake such investments and also ensure the proportionality of all investments so that the Council does not undertake a level of investing which exposes it to an excessive level of risk compared to its financial resources.

## **5. Due Diligence**

5.1 For all capital investments, the appropriate level of due diligence will be undertaken with the extent and depth reflecting the level of additional risk being considered. Due diligence process and procedures will include:

- identification of the risk to both the capital sums invested and the returns;
- understanding the extent and nature of any external underwriting of those risks;
- the potential impact on the financial sustainability of the Council if those risks come to fruition;
- identification of assets being held for security against debt and any prior charges on those assets;
- where necessary independent and expert advice will be sought

The Director of Resources will ensure that Executive are adequately informed and understand the risk exposures being taken on.

## **6. Property Investment Strategy**

6.1 The Council has a typical local authority property portfolio. This consists of operational property, investment property and property held for specific community or regeneration purposes. The Council has specific reasons for owning and retaining property:

- Operational – supporting core business and service delivery
- Investment – to provide a financial return to the Council
- Community – to support specific local community projects
- Regeneration – enabling strategic place shaping and economic growth

6.2 The Property Investment Strategy:

- Sets out reasons for acquiring property assets for investment purposes
- Identifies the issues of the economy, the general property market and the possible risks for the Council in acquiring investment property
- Clarifies the legal powers used to operate the Strategy and ensure continued compliance
- Includes an outline of the process involved in acquiring property assets for investment purposes

6.3 A Property Investment Strategy is a formal approach to investing in property. This is done by either buying or leasing property and ensuring that the annual income exceeds the annual lease payment or Prudential borrowing repayment. The Council seeks tenants who are of sound financial standing and leases are preferable within commercially popular locations.

6.4 The Council funds the purchase of non-commercial property by borrowing money or uses the surplus of income derived from the property to meet the lease commitment. The rental income paid by the tenant must exceed the cost of repaying the borrowed money. The annual surplus then supports the Council's budget position and enables the Council to continue to provide services for local people.

6.5 The reasons for purchasing and owning property investment are primarily for

- Financial gain to fund local services
- Market and economic opportunity
- Economic development and regeneration activity in Blackpool and the Lancashire Economic Area

The Council does not invest in property as an Investment Strategy solely to achieve financial income.

6.6 All investment properties that cost or were previously valued at or in excess of £500k are revalued on an annual basis to provide a fair value for the preparation of the Council's accounts. The investment properties that cost or were previously valued under £500k, are valued on a rolling 4 year programme. The Council believes there is no benefit to valuations being completed within 12 months of acquisition, unless a material change in the occupation or condition of the building occurs and/or the market undergoes significant change. If any investment properties valued as part of the 4 year rolling programme have changed significantly in value, an additional exercise will be carried out to assess if the cause of the material valuation change would impact on the investment assets not valued in year. Investment properties have been valued on this basis since financial year 2019/20.

6.7 The Council's Property Investment Strategy 2021/22 is attached to the Executive agenda as Appendix 3b.

## 7. Priorities and Risk in Property Investment

7.1 The priorities for the Council when acquiring property interests for investment purposes are:

- **Covenant Strength** - in the case of a let property, the quality of the tenant and, more importantly, their ability to pay the rent on time and in full. It is however worth noting that the Council, as a public body, may not wish to invest in properties where the occupiers are generally seen to be undertaking a business which is contrary to its corporate values.
- **Lease length** - in the case of a let property, the unexpired length of the term of the lease or a tenant's break clause is of key importance in ensuring that the landlord's revenue stream is uninterrupted. The Council will take into consideration the risks associated with a tenant vacating and the potential to attract good quality replacements tenants at acceptable rental levels.
- **Rate of return** - the rate of return from the property (for example through annual rental incomes) will need to be equivalent or better to the returns that could be earned from alternate investments, such as placing monies on deposit, following adjustment for risks and potential growth. The property will also need to produce an annual return in excess of the cost of borrowing.

- **Risk** – rate of return is one side of the coin; risk is the other. In general, the higher the sought level of return from an investment, the higher level of risk that it carries. For example, if a property is let at an attractive rent which would create a good return, it could still be risky if the tenant does not possess good covenant strength and could default at any time.
- **Lease Terms** – The terms of leases vary and even those held on an “Institutionally acceptable basis” can be very different in nature particularly as such leases have developed over time. The Council, where possible, will seek to invest in leases with full repairing and insuring obligations on the Tenant and a full Service Charge recovery to include any management fees. This will ensure a certain income/return to the Council.
- **Growth** - property has the potential for both revenue and capital growth. The Council will take into account that potential when assessing the strength of the investment opportunity. Property values can fall as well as rise and mechanisms to minimise revenue reductions should be identified. Generally the nature of standard, institutional leases is that rent review clauses are upward only which protects landlords from any downward pressure on rental income giving some security as to the level of income.
- **Location** - should a tenant default or vacate, the location of the property is the key factor in influencing the ability to re-let and find another tenant. Location is also important when considering future redevelopment or regeneration opportunities. Ideally the Council will be able to undertake inspections and to deal with any management issues without the need to employ specialists or agents. Preference should be given to properties located within Blackpool and the Lancashire Economic Partnership Area. This does not prevent investment outside of these areas, subject to the appropriate justification and business case and correct governance procedure.
- **Sector** - information as to the sector of use of the property (e.g. office, retail, industrial, leisure) will assist in deciding on the risks associated with specific properties and the mix of sectors within the portfolio.
- **Building Age and Specification** - in the case of a let property, whilst the Council, as an investor, may be principally concerned with the characteristics of the tenant and lease, the age and specification of the property will also affect the ability of the Council to let or sell the property in the future. It must also be taken into consideration in respect of the cost of protecting the investment. An example of this would be the undertaking of repairs and refurbishment if the cost cannot be fully recovered from the tenant.

7.2 In summary, the strategy for acquiring investment property assets is therefore to:

- Seek property let to tenants who are of strong covenant strength and sound financial standing.
- Minimise risk.
- Maximise rental income to mitigate budgetary pressures and minimise management costs to ensure the best return is generated.
- Identify opportunities for future growth, redevelopment or regeneration via property in commercially popular or development areas.

- Prioritise Blackpool and the Lancashire Economic Partnership Area if the right opportunity arises.
- Pursue opportunities to increase returns and improve the investment value of commercial assets.

7.3 The Council has invested in a number of investment property assets and lease agreements as well as a Business Loan Fund. A fair value assessment was conducted on purchase and provides sufficient security for the underlying capital invested. These assets will be revalued in line with the Council's revaluation programme.

## **8. Revenue Budget Implications from Capital Investment Decisions**

8.1 Capital expenditure for the Council is financed through a variety of sources, typically

- Receipts from the sale of capital assets
- Capital grants
- External contributions such as S106
- The use of reserves or from revenue budget contributions.

8.2 Any capital expenditure not financed by the above will need to be funded by borrowing. Existing Council debt is therefore the consequence of historical capital expenditure. The Council can temporarily utilise other resources in lieu of external borrowing to fund capital expenditure. This is referred to as internal borrowing.

8.3 In approving the inclusion of schemes and projects within the capital programme, the council ensures all of the capital and investment plans are affordable, prudent and sustainable. In doing so the Council will take into account the arrangements for the repayment of debt, through a prudent Minimum Revenue Provision policy. The Council's Minimum Revenue Provision policy is included in Annex F of the Treasury Management Strategy.

8.4 The capital financing charges and any additional running costs arising from capital investment decisions are incorporated within the annual budget and medium term financial plans. This enables Members to consider the consequences of capital investment alongside other competing priorities for revenue funding. The financing costs of prudential borrowing are charged to directorate budgets.

8.5 Capital investment decision making is not only about ensuring the initial allocation of capital funds meets the corporate and service priorities but ensuring the asset is fully utilised, sustainable and affordable throughout its whole life. This overarching commitment to long term affordability is a key principle in any capital investment appraisal decision. In making its capital investment decisions the council must have explicit regard to consider all reasonable options available.

## 9. Business Loans Fund

- 9.1 In 2009/2010 the Council set up a £3m fund for businesses to safeguard and create jobs in Blackpool during the recession. The aim of the fund is to provide a lifeline for local, normally sound businesses that are experiencing difficulty in getting finance from the banks because of the global slow down. A number of small unsecured loans were issued to local businesses.
- 9.2 As part of the 2019/20 budget process the business loans fund was increased to £200m. A number of secured loans have since been issued and are treated as capital expenditure.
- 9.3 By issuing these loans the Council is exposing itself to the risk that the borrower defaults on repayments. The Council, in making these loans, must therefore ensure they are prudent and has fully considered the risk implications.
- 9.4 The Council will ensure that a full due diligence exercise is undertaken and adequate security is in place. The business case will balance the benefits with the risks. All loans are agreed as below and are subject to close, regular monitoring.

Loan Amount	Agreed by
Loans under £200,000	Chief Executive
£200,000 to £499,999	Cabinet Member
£500,000 and above	Executive

- 9.5 The Council makes loans, through the Business Loans Fund, for a number of reasons primarily economic development and investment objectives.
- 9.6 The Council in making these loans ensure they are prudent and secured by:
- Carrying out a full independent due diligence exercise
  - On-going monitoring of the loans
  - Ensuring adequate security is in place
  - The financial exposure of the Council is proportionate to its size. This is currently set at £200 million.
  - All loans of £500,000 and above are agreed by the Council's Executive.

## 10. Governance Framework

- 10.1 It is important given the risks surrounding Growth and Regeneration Projects that the appropriate Governance framework is in place hence the following processes are in place:
- The Capital Strategy to be presented annually at Full Council
  - All schemes and the overall Capital Programme are subject to approval by the Executive and Full Council
  - Cabinet Members are assigned projects in line with their responsibilities
  - A senior officer group exists known as the Growth and Prosperity (G&P) Board which is chaired by the Director of Communications and Regeneration. The group monitors the delivery of the Growth and Prosperity programme on an ongoing basis.

- Directorate Management Teams must agree all deletions and additions to their directorate capital programme before they go to Corporate Asset Management Group
- The Capital Programme is guided by the Council's Capitalisation Policy and Financial Procedure Rules of the Council
- The Capital Programme is subject to Internal and External Audit Review
- Scrutiny Committee can call in Executive Reports
- The Investment Strategy will be reviewed on a monthly basis by G&P and reported as part of the monthly budget monitoring reporting process.

## **11. Commercial Activity**

- 11.1 The Council has a strong governance framework. It has a Treasury Management Panel (TMP) in addition to the usual local government audit and corporate governance committees. The TMP is made up of leading officers from across the authority and is led by the Director of Resources as S151 officer.
- 11.2 Due diligence is of paramount importance. All of the Council's commercial investments have individual business cases that are subject to risk assessment. Where risks are identified attempts are made to mitigate and sensitivity calculations undertaken as a result. Where appropriate to the size and scale of the project the Council will also commission independent technical and legal reviews, to ensure that the correct decisions are being made.
- 11.3 Performance monitoring takes place after the scheme is completed and is reported to Members and senior officers on an ongoing basis and is reported to Members and senior officers as part of the monthly budget monitoring process.
- 11.4 Audits will be carried out during the life cycle of investments.
- 11.5 The Council follows a beyond prudence approach to governance of commercial activities. It ensures that all commercial schemes are fully aligned with priority outcomes.

## **12. Risk Appetite Statement**

- 12.1 This outlines Blackpool Council's risk appetite with regard to its investment and commercial activities i.e. the amount of risk that the council is prepared to accept, tolerate or be exposed to at any point in time. It is important to note that risk will always exist in some measure and cannot be removed in its entirety.
- 12.2 The risk appetite statement sets out how the Council balances risk and return in pursuit of achieving its objectives. It is intended to aid careful decision-making, such that the Council takes well thought through risks to aid successful delivery of its services and obligations, while also understanding the adverse aspects of risk undertaken and taking appropriate measures to mitigate these in line with its stated goals. Thereby, the Council's risk judgements are more explicit, transparent and consistent over time.

- 12.3 Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of managing them and/or responding to them. It is both a means of minimising the costs and disruption to the organisation caused by undesired events and of ensuring that staff understand and appreciate the element of risk in all their activities.
- 12.4 The aim is to reduce the frequency of adverse risk events occurring (where possible), minimise the severity of their consequences if they do occur, or to consider whether risk can be transferred to other parties. To manage financial risk effectively the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.
- 12.5 It is important to identify the appetite for risk by each scheme and for the capital programme as a whole, especially when investing in capital assets held primarily for financial returns. Under the CIPFA Prudential Code these are defined as investments and so the key principle of control of risk and optimising returns consistent with the level of risk applies. An assessment of risk should be built into every capital project and major risks recorded in the Risk Register.
- 12.6 **Credit Risk** – This is the risk that a third party the Council has invested capital monies in becomes insolvent and is unable to pay the investment returns or complete the agreed contract. Accordingly, the Council will ensure that robust due diligence procedures cover all external capital investment. Where possible contingency plans will be identified at the outset and enacted when appropriate.
- 12.7 **Liquidity Risk** – This is the risk that the timing of any cash inflows from a project will be delayed, for example if other organisations do not make their contributions when agreed. This is also the risk that the cash inflows will be less than expected, for example due to the effects of inflation, interest rates or exchange rates. The Council’s exposure to this risk will be monitored via the revenue and capital budget monitoring processes. Where possible appropriate interventions will occur as early as possible.
- 12.8 **Interest Rate Risk** – This is the risk that interest rates will move in a way that has an adverse effect on the value of capital expenditure or expected financial returns from a project. Interest rates will be reviewed as part of the on-going monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.
- 12.9 **Exchange Rate Risk** – This is the risk that exchange rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Where relevant, exchange rates will be reviewed as part of the on-going monitoring arrangements to identify such adverse effects. As far as possible our

exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

- 12.10 **Inflation Risk** – This is the risk that rates of inflation will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Rates of inflation will be reviewed as part of the on-going monitoring arrangements to identify such adverse effects. As far as possible the Council’s exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.
- 12.11 **Legal and Regulatory Risk** – This is the risk that changes in laws or regulation make a capital project more expensive or time consuming to complete, make it no longer cost effective or make it illegal or not advisable to complete. Before entering into capital expenditure or making capital investments, the Council will understand the powers under which the investment is made. Forthcoming changes to relevant laws and regulations will be kept under review and factored into any capital bidding and programme monitoring processes.
- 12.12 **Fraud, Error and Corruption** – This is the risk that financial losses will occur due to errors or fraudulent or corrupt activities. Officers involved in any of the processes around capital expenditure or funding are required to follow the Council’s policies and procedures. This is supported by the Employee Code of Conduct and policies such as Anti-Fraud and Corruption, Anti Money Laundering and Declaration of Interests.
- 12.13 Risk management is not a stand-alone discipline. In order to maximize risk management benefits and opportunities, it is integrated with existing business processes.
- 12.14 Some of the key business processes with which risk alignment exists are:
- Capital strategy
  - Medium Term Financial Plan
  - Internal Audit
  - Business Planning (including budget)
  - Performance Management
  - Treasury Management
  - Council owned subsidiaries and joint ventures
  - External Audit Review

### **13. Knowledge and Skills**

- 13.1 The Capital Programme and Treasury Management Strategy are managed by a team of professionally qualified accountants with extensive Local Government finance experience between them. They follow a Continuous Professional Development Plan (CPD) and attend courses on a regular basis to keep abreast of new developments and skills. The Council's Section 151 Officer is the officer with overall responsibility for Capital and Treasury activities and is also a professionally qualified accountant and follows an ongoing CPD programme.
- 13.2 All the Council's commercial projects have project teams from all the professional disciplines across the Council as and when required. External professional advice is taken where required and usually sought in consideration of any major commercial property investment decision.
- 13.3 Internal and external training is offered to Members on an annual basis to ensure they have up to date knowledge and expertise to understand and challenge capital and treasury decisions.
- 13.4 The Council's Treasury Management Panel (senior officer group) reviews all commercial and investment deals from inception right through to project completion and ongoing performance management.

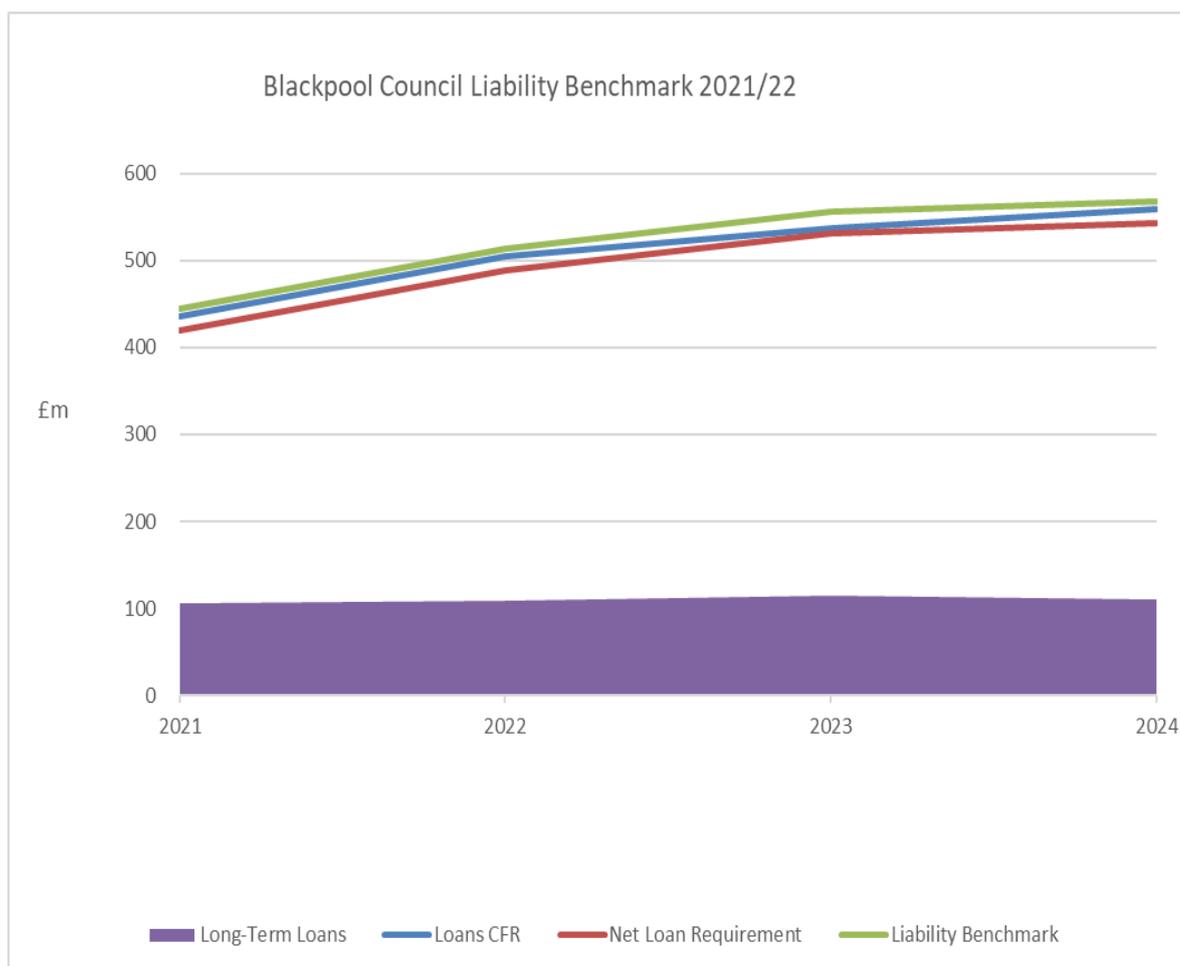
### **14.0 Treasury Management**

- 14.1 The Council also produces a Treasury Management Strategy which is approved by full Council annually as part of the budget setting process.
- 14.2 There are close links between the Capital Strategy, Capital Programme and Treasury Management Strategy. The capital programme determines the borrowing need of the Council, essentially the longer term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 14.3 At the end of 2023/2024 it is forecast that the Council's long term debt will be £111.141m.
- 14.4 The Council's Authorised Borrowing limit for 2021/22 is £596m represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council.
- 14.5 The Council's Operational Boundary debt forecast for 2021/22 is £586m. This represents the limit beyond which external debt is not normally expected to exceed.

- 14.6 The Council makes provision for the repayment of debt over the life of the asset that the borrowing is funding. Over the period 2021/2022 – 2023/2024 the Council is forecast to make a provision of £26.6m for the repayment of debt. The bulk of Council borrowing is linked to the Business Loans Fund and Economic Regeneration Schemes, which generate a financial return to the Council above the borrowing cost and a lot of the schemes are asset backed.
- 14.7 The Council follows the requirements of The Local Government Act 2003 (the Act) and supporting regulations in managing its Treasury Management activities.
- 14.8 The Executive is the body responsible for the Governance of Treasury Management within the Council. It recommends an annual Treasury Management Strategy to Full Council for approval as part of the annual approval of the budget. It also receives a half-year review report and the annual Treasury Management outturn report.
- 14.9 The Treasury Management Panel, which comprises the Director of Resources, Chief Accountant and representatives from Corporate Finance and Blackpool Coastal Housing, has responsibility for managing the risks associated with treasury management activities on an operational basis.
- 14.10 Treasury Management is also subject to regular Internal and External Audit Review.

## 15. Liability Benchmark

15.1 The Prudential Code requires the production of a liability benchmark which is shown in the following graph. The liability benchmark is the level of expected debt given current projections for capital expenditure up to year 2023/24. The projected debt levels show what the Council expects its debt level to be. Where the debt level is below the benchmark, the Council will be in an under-borrowed position and when it is above it will be over-borrowed. This makes assumptions regarding repayment dates and can be used as a tool for scheduling future borrowing requirements.



## 16. Recommendations

16.1 To recommend to the Council to approve the Capital Strategy 2021/22 to 2023/24 incorporating the Property Investment Strategy 2021/22.

S THOMPSON  
DIRECTOR OF RESOURCES

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**PROPERTY INVESTMENT STRATEGY 2021/22**
**1.0 Introduction**

- 1.1 This Property Investment Strategy has been updated with effect from November 2020 to meet the requirements of Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Property Investment Guidance published in November 2020. It focuses mainly on non-cash investments as shown in the table below.

<b>Type of Investment</b>	<b>Strategy</b>
Day to day investment of surplus cash balances – Treasury Management Investments	Treasury Management Strategy
Loans and acquisition of shares in wholly owned companies, joint ventures and other organisations for service and economic regeneration purposes	Investment Strategy
To earn investment income	Investment Strategy

**2.0 Treasury Management Investments**

- 2.1 The Council holds cash balances for day to day use, to make payments to suppliers, contractors and payroll. Balances arise as there are timing differences between Council Tax and Business Rates collected and distributed, and between other income generated and the associated service or debt management costs. The timing of long-term borrowing will be determined depending on the interest rates available which may mean that funds are held for a short period before they are required. The Council also holds reserves for future expenditure.
- 2.2 The consequential cash surpluses are invested in accordance with guidance from CIPFA. The balance of treasury management investments is expected to fluctuate with changing cash surpluses throughout the financial year. The management of cash surpluses are detailed in the Treasury Management Strategy.
- 2.3 Treasury Management Investments are reported monthly to the Treasury Management Panel with 6-monthly updates to the Executive.

### **3.0 Loans for Service purposes**

- 3.1 The Council may lend money to its subsidiary companies and joint ventures, suppliers, local businesses and charities, other local service providers, local residents and its employees to support local public services and stimulate economic generation and growth.
- 3.2 These loans are generally provided on a commercial basis and are funded by borrowing. Loan repayments of principal are treated as a capital receipt and are available to offset against the Capital Financing Requirement (CFR). As a result there is no need to set aside a Minimum Revenue Provision (MRP) to repay individual borrowing.
- 3.3 The Council assesses the risk of loss before entering into, and whilst holding, service loans and undertakes further work where necessary to assess:
- who the loan is to be made to - with appropriate enquiries to fully understand the entity where the entity is not already known/associated with the Council
  - the revenue stream associated with the loan to be made
  - that the loans will be secured against capital assets where possible, ensuring the Council receives the asset in the event of non-repayment
  - credit ratings are not routinely used for known associated entities, but would be used for supplier loans
- 3.4 Many of the most significant loans are made to subsidiary undertakings, and appropriate due diligence is undertaken. Where loans are made to external parties, these are subject to a thorough due diligence process using a range of internal and external advisors with appropriate expertise and experience to ensure appropriate risks are considered and highlighted prior to a report appraising the application being submitted to the Loans Panel.
- 3.5 The main risk when making loans is that the borrower will be unable to repay the principal lent and/or the interest due. To mitigate this risk, loans are generally fully secured against assets and only in specific and special cases would the Council consider making loans that exceed 70% loan to value of assets.

3.6. The following table sets out the loans facilities available (exceeding £2m) at 31 December 2020:-

<b>ORGANISATION</b>	<b>TOTAL LOAN FACILITY (£m)</b>
Blackpool Housing Company	41.1
Blackpool Transport Services	37.7
Ocean Boulevard III	12.0
Blackpool Teaching Hospitals	9.2
Coolsilk	8.6
Blackpool Entertainment Company	6.0
Blackpool Pleasure Beach	5.6
Create Construction	4.5
Blackpool Airport Operations	2.8
<b>TOTAL</b>	<b>127.5</b>

3.7 These facilities are the upper limits on the outstanding loans to each borrower approved by the Council. Any additional loan would have to be subject to further consideration by the Council.

3.8 Loans when issued are expected to be repaid in full with interest. The loans are continuously monitored and if at any time during the monitoring there are indications that the loan is expected not to be repaid in full, the Authority will implement the credit control arrangements it has in place to prevent and recover overdue sums, as appropriate. The Covid-19 pandemic will continue to have an impact on businesses in 2021/22 and their ability to pay. Any recovery action plans will be monitored and reported to the Business Loans Panel on a monthly basis.

#### 4.0 Shares for Service Purposes

- 4.1 The Council may invest in the shares of its subsidiaries and other jointly owned public sector led activities. In exceptional circumstances it will consider investing in its suppliers, local businesses and organisations to support local service provision and or stimulate local economic growth and regeneration.
- 4.2 Where an investment in shares is treated as capital expenditure and is financed by borrowing, Minimum Revenue Provisions (MRP) are set aside for repayment of the borrowing which may be calculated to match asset life, or over a shorter period in line with the Council's MRP policy (Treasury Management Strategy, Annex F).
- 4.3 Shares are not held by the Council solely as an investment to achieve dividend income and for future sale, however a fall in value whereby the initial outlay may not be recovered would be a risk. To mitigate this risk, a full due diligence exercise is carried out before the purchase of shares and a business case will balance benefits with the risks. The accounts of subsidiary companies are also subject to regular monitoring.
- 4.4 The Authority does not invest in any non-specified investment types. The government defines a non-specified investment as a financial investment that is not a loan and does not meet the criteria to be treated as a specified investment see Treasury Management Strategy, Annex D for definitions of specified and non-specified investments. Shares are treated as capital investment and therefore do not meet this definition.

#### 5.0 Strategic Property Investments

- 5.1 The Ministry of Housing, Communities and Local Government (MHCLG) defines property to be an investment if it is held primarily or partially to generate a profit. The Council's Commercial Property Portfolio, including assets held for future redevelopment, are included in this category.
- 5.2 As the Council does not currently have significant levels of funds for long-term investment, the Council does not invest in property as an Investment Strategy **solely** to achieve financial income.
- 5.3 The Council does invest in property if there is a strategic reason for the acquisition and there is a legal power to do so. Strategic property assets may be affordable to hold in the long term if they also generate a profit that can be spent on local public services. Strategic properties may be held for a variety of reasons including:
  - a) Proposed redevelopment of the site or surrounding area
  - b) Future potential redevelopment of a site or surrounding area
  - c) To influence commercial use of a site
  - d) Consolidation of interests in a site
  - e) To acquire part of a site for an alternative use
  - f) To maintain a property with an existing use, or to make it available for an alternative use

g) As a result of a relationship with a strategic partner, other public sector body or business within the Borough.

- 5.4 The Council's Commercial Property Portfolio has been acquired over time and comprises office, retail and industrial assets within Blackpool and the surrounding Local Economic Partnership area.
- 5.5 Ministry of Housing, Communities and Local Government (MHCLG) guidance on Local Government Investments (2018) considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs. Valuations vary depending on many factors including the local, national and global economic climate. For property investments, the valuation is directly related to the rental income achieved, a vacant area may therefore have a significant impact on the valuation. Whilst it is important to monitor the property valuations, the Council has treated these acquisitions as capital expenditure and appropriately funded these assets. The property assets are not being held for sale solely as a means to repay borrowing, the intention is for them to be held for the long term.
- 5.6 All investment properties that cost or were previously valued in excess of £500k are revalued on an annual basis to provide a fair value for the preparation of the Council's accounts. The investment properties that cost or were previously valued under £500k are valued on a 4 year rolling programme. The Council believes there is no benefit to valuation being completed within 12 months of acquisition, unless a material change in the occupation or condition of the building occurs and/or the market undergoes significant change.
- 5.7 The Council assesses the risk of loss before entering into and whilst holding property investments. Consideration is given to the operational service or strategic benefit/opportunity provided by acquisition of the asset set against the risk of loss of income to service the capital expenditure. In each case the Council/Executive will receive information on the tenancies and likely income to be achieved from any vacant areas. Investment is in the context of the long-term development plans and vision for Blackpool, the Medium Term Financial Sustainability Strategy and level of reserves to mitigate any downturn.
- 5.8 Property is held as a long-term strategic asset and not a short-term financial asset. It is funded as capital expenditure and it is not therefore being held with a view to being able to convert to cash at short notice, as a treasury investment would be. Where the source of funding is borrowing, the debt taken falls within the Council's Borrowing Strategy and Minimum Revenue Provision Strategy which form Annex C and Annex F of the Treasury Management Strategy.

## 6.0 Proportionality

- 6.1 The Council has only been able to maintain and increase service activity and support to the local community in recent years through use of the income generated from investments in group companies and strategic commercial income. Without this income, services would have had to be reduced at a time when they are most needed as other support for the vulnerable in Blackpool is under severe pressure.
- 6.2 Income has also supported the Council's long-term redevelopment of Blackpool Town Centre, achieving a better offer for local people, attracting businesses and employers to the Borough and contributing towards housing needs. This is a long-term vision and the development continues with further town centre improvements such as the Conference Centre and the Tramway link helping make Blackpool a town with a sustainable future.
- 6.3 The contribution made on profit-generating investment activity helps maintain this level of regeneration whilst achieving a balanced revenue budget. The table below shows the proportion of income derived from investments as a percentage of the Council's net service expenditure. The Council is already generating a surplus of circa £2m per annum in respect of its property investments to support the revenue budget but faces challenges in maintaining this throughout 2021/22 due to the COVID-19 pandemic. The revenue consequences of COVID will be monitored throughout the year.

	2020/21	2021/22	2022/23	2023/24
	Forecast	Budgeted	Budgeted	Budgeted
	£'000	£'000	£'000	£'000
Net Service Expenditure	142,084	149,062	140,508	140,508
Treasury Management Investment Income	-	6	6	6
Commercial Rental Income	4,000	3,500	3,500	4,000
Proportionality of investments	2.82%	2.35%	2.50%	2.85%

- 6.4 The Council utilises reserves to manage short term fluctuations in income. Investment performance data will be monitored on a monthly basis. Should there be a significant permanent reduction in income; service provision would need to be reviewed.

## **7.0 Capacity, Skills and Culture**

- 7.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Director of Resources, Chief Accountant, Finance Managers and senior members of the Finance team are qualified accountants with many years' experience. The Council has a Strategic Asset Manager and Estates Management team with experience in managing properties, and valuation. The Council also has an in-house legal team led by the Director of Governance and Partnerships (Monitoring Officer).
- 7.2 External advisors and consultants are used where the Council does not have the technical knowledge, experience or skills required, or the magnitude of the investment warrants external verification or support. They are also used to supplement the internal resource if Council staff do not have the capacity to manage the Council's requirements.
- 7.3 The Council supports training towards professional qualifications and for staff to attend relevant training courses for continued professional development. A management training programme is also being completed by senior members of staff. Blackpool Council is accredited by the Chartered Institute of Management Accountants (CIMA), the Association of Chartered Certified Accountants (ACCA) and CIPFA, and provides a working environment to support members and trainees of these accounting bodies. Specific training and briefing sessions are organised on subjects or projects as needs are identified.

## **8.0 Investment Indicators**

- 8.1 The Authority has set the following quantitative indicators to provide information on the Authority's total risk exposure as a result of its investment decisions.

### ***Total risk exposure and funding***

- 8.2 Total risk exposure is the Authority's total exposure to potential investment losses. Blackpool Council has a revenue budget of £149.062m and its larger investments are budgeted to contribute around £4m towards this in 2021/22. In line with CIPFA guidance Blackpool Council investment risk will be reviewed on a monthly basis by the Growth and Prosperity Board and six monthly by the Executive.
- 8.3 At 31 March 2021 the Council is estimated to under borrow by approximately £10m. This means that the Council's reserves and working capital balance were being used to reduce the actual borrowing taken. This is prudent as investment returns are low and short-term finance is readily available on the market.

### ***Rate of return***

- 8.4 Blackpool Council has been analysing the return it derives from the larger assets within its investment portfolio. As recommended by the CIPFA Prudential Property

Investment Guidance the Council will improve on reporting on the rate of return derived by investments to ensure returns do not fall below expected levels. This information will form part of the six-monthly Executive report on Investments.

- 8.5 The Council expects investments to deliver the following rates of return (investment income less all associated costs as a proportion of the sum invested). This rate of return is reflective of normal circumstances and not the environment that has materialised since the initial COVID outbreak. Property investors across the world have suffered as a result of the pandemic.

Investment	Normal Expected Rate of Return
Treasury Management Investment	>0.5%
Loans	>1.5%
Shares in Council Companies	nil
Property Investment	>2%

***Consideration of Other Indicators***

- 8.5 The Treasury Management Strategy includes additional focussed indicators which are not replicated here.
- 8.6 Consideration will be given to further performance indicators, to be included in future years, which would complement the information included in this report.

<b>Report to:</b>	<b>SCRUTINY LEADERSHIP BOARD</b>
<b>Relevant Officer:</b>	Steve Thompson, Director of Resources
<b>Date of Meeting:</b>	13 July 2021

## PROVISIONAL OUTTURN 2020/21

### 1.0 Purpose of the report:

- 1.1 To consider the report of the Director of Resources on the Provisional Revenue Outturn for 2020/21 compared with the approved budget and the capital expenditure in the year ended 31 March 2021 with sources of funding.

### 2.0 Recommendation(s):

- 2.1 To review the provisional revenue outturn for 2020/21, providing challenge and identifying any specific issues for further scrutiny.

### 3.0 Reasons for recommendation(s):

- 3.1 To ensure robust scrutiny of financial performance.

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

- 3.3 Is the recommendation in accordance with the Council's approved budget? Yes

### 4.0 Other alternative options to be considered:

None.

### 5.0 Council Priority:

- 5.1 The relevant Council Priority is:

“The economy: Maximising growth and opportunity across Blackpool”

### 6.0 Background Information

- 6.1 The report of the Director of Resources attached at Appendix 4(a) to this report

outlines the Provisional Revenue Outturn for 2020/21 compared with the approved budget and the capital expenditure in the year ended 31 March 2021 with sources of funding.

6.2 Does the information submitted include any exempt information? No

**7.0 List of Appendices:**

Appendix 4(a) – Report to the Executive of the Director of Resources  
Appendix 1 – Outturn Summary  
Appendix 2a - Chief Executive Summary  
Appendix 2b - Governance and Partnership Summary  
Appendix 2c - Ward Budgets Summary  
Appendix 2d – Resources Summary  
Appendix 2e – Communications and Regeneration Summary  
Appendix 2f - Strategic Leisure Assets Summary  
Appendix 2g – Community and Environmental Services Summary  
Appendix 2h - Adult Services Summary  
Appendix 2i - Children’s Services Summary  
Appendix 2j - Public Health Summary  
Appendix 2k - Budgets Outside the Cash Limit Summary  
Appendix 3 – Capital Outturn Summary  
Appendix 4 – Covid-19 Grants

**8.0 Financial considerations:**

8.1 See reports and appendices.

**9.0 Legal considerations:**

9.1 None.

**10.0 Risk management considerations:**

10.1 Impact of financial performance on Council reserves and balances.

**11.0 Equalities considerations:**

11.1 None.

**12.0 Sustainability, climate change and environmental considerations:**

12.1 None.

**13.0 Internal/ External Consultation undertaken:**

13.1 None.

**14.0 Background papers:**

14.1 None.

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**REPORT  
of the  
DIRECTOR OF RESOURCES  
to the  
EXECUTIVE  
on  
14 JUNE 2021**

**PROVISIONAL OUTTURN 2020/21**

**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 31<sup>st</sup> March 2021 with the approved budget and ii) a statement of Capital Expenditure in the year ended 31 March 2021 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 within the Statement of Accounts for 2020/21, which is the subject of a separate report to the Audit Committee in September 2021 in order to comply with the statutory deadline required by the Accounts and Audit (England) (Amendment) Regulations 2021.

**2. Provisional Revenue Outturn 2020/21**

- 2.1 The Provisional Revenue Outturn for 2020/21 (before allowing for changes to working balances) is £138,568,000 compared with the approved budget of £142,569,000 – a net decrease of £4,001,000. The summary figures are shown at Appendix 1.
- 2.2 The year-end variance position is summarised as follows:-

<b>Summary</b>	<b>2020/21 Variance £000</b>
Directorates	(738)
Budgets Outside the Cash Limit	(9,444)
Leisure Assets (Appendix 2f)	1,394
Leisure Assets – financed from Earmarked Reserves (Para 6.2)	(1,394)
Contributions and Contingencies, Levies and Capital Charges	6,181
<b>Total</b>	<b>(4,001)</b>

2.3 The main reasons for this net service overspend / (underspends) are:-

Service	Reasons	£000
Growth and Prosperity (Appendix 2e)	<p>As per paragraph 3.2 below, £8,832k of the £10,085k pressure has been funded by earmarked reserves to be recovered in future years.</p> <p>£849k of the pressure in the Growth and Prosperity service is due to the complex nature of projects resulting in delays. Whilst this is disappointing, it is not a result of a failure of projects or even an unexpected shortfall in income but rather a question of timing so this will be made up in subsequent years.</p> <p>A further £975k pressure was due to a deterioration in income as a result of the Covid-19 lockdowns which meant the complete closure of rental units, in particular, the Houndshell Centre. A contribution of £450k from the un-ring-fenced Covid-19 grant brought this pressure down to £525k. Further reductions in team and regeneration costs have brought the total pressure to £1,253k.</p> <p>Coronavirus has had a significant impact on this service not only in quantifiable lost car park income, some of which the Council has been able to reclaim, but also in the ability to fill void investment units during the periods of closure due to lockdown and project delays.</p>	1,253
Children's Services (Appendix 2i)	<p>The Children's Social Care budget was increased by £8.173m in August 2020 following the approval of the refreshed Children's Medium Term Financial Strategy (CSMTFS). The additional investment was required to cover the increase in numbers and unit costs of Looked After Children (LAC) between budget setting and 31<sup>st</sup> May 2020, to develop the placements market and to increase the capacity within internal fostering. The CSMTFS aims to reverse the current trend and this investment alongside other service improvements should ensure the service can live within the current budget by 2022/23.</p> <p>However, Children's Services had a net overspend in 2020/21 of £1.122m due to the worsening position of high cost placements since May 2020 (£1.548m). There was also an additional pressure due to a historical, unmet savings target on the SEN transport service (£690k). This was partly offset by staff vacancy savings in the Early Help Teams.</p> <p>Covid-19 has also had a significant impact on Children's Services with an additional cost of £3.014m, with the majority of this pressure being offset by Covid-19 grants.</p>	1,122

<p>Governance and Partnership Services (Appendix 2b)</p>	<p>£1,037k of this pressure originated from Legal Services, £1,029k of which was due to Children’s Legal. A business case identified the issues of increasing and complex caseloads and additional funding has been obtained for 2021/22.</p> <p>Life Events had a saving of £139k. This was due to increased income from cremations (£232k) and certifications (£47k) offsetting pressures relating to burials (£37k), coroners (£13k) and wedding income (£90k).</p> <p>Democratic generated a saving of £11k whilst Information Governance had a slight pressure of £6k.</p> <p>The Directorate had costs of £523k relating to Covid-19, the majority of which was offset by Covid-19 grants.</p>	<p>893</p>
<p>Communications and Regeneration (Appendix 2e)</p>	<p>£55k of this pressure relates to the Planning service. £77k relates to reduced income and £25k to an overspend on projects. These pressures have been offset by staff savings of £47k.</p> <p>There was a £85k pressure in Illuminations due to increased costs relating to unfunded projects, storm damage and increased maintenance electrical infrastructure costs.</p> <p>A £208k overspend occurred in Visit Blackpool; £239k of this was due to unfunded lost income attributable to Covid-19. Some of this overspend was offset by additional income in Communications.</p> <p>Print Services had an overspend of £43k once again mainly due to lost income due to Covid-19. Beach Patrol also had a small pressure of £8k.</p> <p>There was a saving in Economic Development of £154k. This was mainly due to a new burdens grant being received to cover the costs of administering business grants.</p> <p>Covid-19 grants of £718k have been able to be claimed for this Directorate against Covid-19 costs totalling £1,078k.</p>	<p>245</p>
<p>Chief Executive (Appendix 2a)</p>	<p>The majority of the saving in the directorate came from the Chief Executive service (£26k) and relates to savings in supplies and services, mainly in relation to development and consultant budgets.</p> <p>The service had £480k of costs relating to Covid-19 which were offset by Covid-19 grants.</p>	<p>(33)</p>
<p>Ward Budgets (Appendix 2c)</p>	<p>Scheme commitments of £63k are being carried forward into 2021/22.</p>	<p>(63)</p>

<p>Community and Environmental Services (Appendix 2g)</p>	<p>Overall the Directorate achieved an underspend of £585k in 2020/21, mainly due to savings arising from Leisure &amp; Catering and Highways and Traffic.</p> <p>Leisure and Catering underspent by £325k. Covid-19 had a significant impact, with £2,583k of lost income to the service, however, the majority of this was recovered through Covid-19 grants, furlough income and savings achieved across a range of areas.</p> <p>Highways and Traffic underspent by £138k, due to additional scheme income being achieved.</p> <p>Business Services overspent by £1,432k due to it holding all the Directorate's savings targets. This was offset by planned savings delivered by Street Cleansing &amp; Waste Services and Coastal and Environment Partnerships.</p> <p>Street Cleansing and Waste Services made savings of £801k due to a combination of reduced waste disposal costs and savings arising from the transfer of the refuse collection service to Enveco (£181k). Coastal and Environment Partnerships achieved a £749k saving from a combination of additional grant income and savings on the PFI contract.</p> <p>Within other services, there were staff savings of £48k on Public Protection, whilst Integrated Transport had a Covid-19 related pressure of £44k.</p>	<p>(585)</p>
<p>Resources (Appendix 2d)</p>	<p>An underspend was achieved in the Directorate as a result of staffing vacancies and income receipts generation across most areas (£565k) plus a one-off saving on utilities due to numerous building closures and reduced occupancy of corporate buildings due to Covid-19 (£343k).</p> <p>These savings were offset by Covid-19 related pressures including a reduction in investment property rental income and additional costs for PPE and screens (£266k).</p> <p>Benefits Services processed additional payments of £620k for self-isolation, hardship and winter grant but these were fully funded through specific Covid-19 grants.</p>	<p>(642)</p>
<p>Adult Services (Appendix 2h)</p>	<p>There were savings within the Directorate this year despite significant pressures due to Covid-19. Additional expenditure amounted to £15.9m, the main reasons were a 10% fee uplift to care providers (£4.5m), PPE provision (£1.7m) and additional hospital discharges (£2.3m). The measures relating to Covid-19 were funded by a combination of Government grants and Clinical Commissioning Group (CCG) recharges.</p>	<p>(2,928)</p>

	Activity has also been impacted by Covid-19 resulting in a reduction in the number of packages within residential and day care settings and this is the main reason for the under spend.  There was also an additional saving across Adult Social Care and Safeguarding due to staffing vacancies within the service (£270k)	
<b>Total</b>		<b>(738)</b>

2.4 The financial outturn for budgets 'outside the cash limit' is detailed at Appendix 2k and shows an aggregate underspending of £9,444,000. The main reasons for this are:-

<b>Service</b>	<b>Reasons</b>	<b>£000</b>
Parking Services	Of the £1,090k pressure, £937k is income loss due to Covid-19 and is ineligible for funding from Covid-19 grants. In addition to this loss there was additional expenditure on repairs.	1,090
Council Tax and NNDR Cost of Collection	Reduction in Council Tax Administration Subsidy and NNDR Cost of Collection Allowance. Increase in supplies and services.	295
Subsidiary Companies	Non-recoverable income losses due to Covid-19 amounted to £398k; this was offset by savings in debt management and supplies and services. Covid-19 had an impact of £1,377k lost income to the service, the majority of which was recovered through Covid-19 grants.	74
Corporate Subscriptions, Housing Benefits, Land Charges and Employers Previous Year Pension Liability	Slight underspend in all services. Mainly reductions in supplies and services.	(40)
Concessionary Fares	The saving in this service is due to the application of Central Government Covid-19 grant. The service continued to pay operators during the period based on an average of four months from 2019/20.	(3,253)
Treasury Management	£6,700k of the underspend relates to savings in the Minimum Revenue Provision (MRP) policy review which was approved by Executive on 8 <sup>th</sup> February 2021. There was a £2,025k saving on the use of low interest temporary borrowing rather than long term borrowing. A saving of £24k was achieved in interest received on higher than expected cash balances. There was an overspend of £623k due to an interest shortfall on the Business Loans Fund which	(7,610)

	understandably was less active during 2020/21. A further £109k overspend occurred in recharges and brokerage.	
<b>Total</b>		<b>(9,444)</b>

2.5 Contributions to Reserves, Contingencies, Levies and Capital Charges had an apparent adverse variation of £6,181,000. This is mainly due to a contribution to earmarked revenue reserves in the year made available by the MRP policy review which produced in year savings of £6,700,000 and which still allows for year-end working balances at target levels of £6m.

### 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 2020/21 in detail and the financial outlook and consulted Corporate Leadership Team colleagues, it is recommended that:-

- the underspending of £63,000 in respect of the scheme commitments on Ward Budgets is carried forward to 2021/22 in full;
- the following under and overspendings are to be written off:

<b>Directorate</b>	<b>£000</b>
Chief Executive	(33)
Governance and Partnership Services	893
Resources	(642)
Communications and Regeneration	245
Growth and Prosperity	1,253
Community and Environmental Services	(585)
Adult Services	(2,928)
Children's Services	1,122
<b>Total</b>	<b>(675)</b>

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 for what will be the 11<sup>th</sup> consecutive year of material budget cuts.

#### 4. Provisional Capital Outturn 2020/21

- 4.1. This section sets out the level of expenditure incurred by the Council on its 2020/21 Capital Programme. It provides a breakdown of expenditure by service in addition to providing a proposal on how the Capital Programme for 2020/21 should be financed.
- 4.2. The total capital expenditure for the year was £49,879,989. This is summarised on the following page with an analysis of spend by individual scheme available at Appendix 3:-

Directorate	£
Communications and Regeneration	26,742,567
Housing Revenue Account	8,855,931
Community and Environmental Services	5,633,063
Children's Services	3,163,986
Resources	2,529,472
Adult Services	2,066,465
Governance and Partnership Services	755,282
Chief Executive	133,223
<b>Total</b>	<b>49,879,989</b>

- 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 (HRA) and Housing Revenue Account expenditure incurred in the financial year. Total capital spend in 2020/21 of £49,879,989 is split between non-HRA of £41,024,058 and Housing Revenue Account of £8,855,931.
- 4.4 The original Capital Programme for 2020/21 was set at £20,474,000 whilst the amount actually spent in-year was significantly more. This was due to previous years slippage and new approvals given for schemes during the year.
- 4.5 It is recommended that this expenditure is funded from the following sources:-

Source	£
Prudential Borrowing	13,102,589
Government and Other Grants	23,626,928
Capital Receipts	1,857,727
Other Sources:	
- Revenue	11,076,516
- Leaseholder Contributions	132,418
- Great Places	31,086
- Schools contributions	41,360

-Other	11,365
<b>Total</b>	<b>49,879,989</b>

The Council has maximised all capital resources available to it during 2020/21 and arrangements have been made to ensure that funding for re-profiled schemes is carried forward into 2021/22.

## 5. Collection Rates

### 5.1 Council Tax (CT)

At the end of month 12 the amount collected for Council Tax (excluding Police and Fire precepts) was £52.12m and the collection rate was 87.76%. This compares to £54.90m and 91.5% at the same point in 2019/20. The amount collected has reduced by £2.78m which is mainly due to the consequences of the Covid-19 pandemic.

In the light of the reductions in discount and the introduction of the Local Council Tax Reduction Scheme the target collection rate is 97.5% over a 4-year collection period as approved on 30th January 2020 as part of the setting of the Council Tax Base for 2020/21.

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 2020/21 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 31<sup>st</sup> March 2021 the level of arrears has increased to £21.7m (compared to £18.8m in 2019/20) and the provision for bad debts has increased to £9.0m (compared to £7.8m in 2019/20). These reflect the current economic climate due to the Covid-19 pandemic and the risks associated with the Council Tax Reduction Scheme. If the actual collection rate is higher than 97.5% then the excess will be available to reduce the Council Tax in future years. If it is lower than 97.5% 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.

The Local Authorities (Funds) (England) Regulations 1992 as amended by the Local Authority (Collection Fund: Surplus and Deficit) (Coronavirus) (England) Regulations 2020 make provision for the phasing of the deficit for 2020/21 net of any prior year elements. The Council must discharge the liability over the 3 financial years 2021/22, 2022/23 and 2023/24. The Council will spread the 2020/21 Council Tax deficit of £374,478 over the 3 years (£124,826 per year).

## 5.2 Council Tax Reduction Scheme (CTRS)

The Council Tax Reduction Scheme ensures that support to pensioners continues at existing levels. Working-age claimants are means-tested to establish entitlement and a percentage reduction (currently 27.11%) is applied at the end of the assessment to establish the level of support provided. The scheme was amended so that certain vulnerable groups would have the 27.11% reduced to 13.56%. Additional support is provided for low income groups of claimants (in receipt of support and allowances such as Income Support, Income-Based Jobseekers Allowance, Income Related Employment Support Allowance or Universal Credit) by amending the percentage reduction applied to their award from 27.11% to 13.56%. These have the effect of reducing the amount to be collected.

At the end of month 12 the amount collected (excluding Police and Fire precepts) in respect of the Council Tax Reduction Scheme and Council Tax for those who have to pay Council Tax Reduction Scheme, either for the first time or in addition to a proportion of their Council Tax, was £1.92m and the collection rate was 66.78%. This compares to £2.64m and 68% at the same point in 2019/20.

The underlying rate of collection of Council Tax Reduction Scheme was under greater pressure than 2019/20 due to accumulated arrears and limits on the amount that could be recovered from Attachment of Benefits.

During 2020/21 the Council received a government grant of £2.8m for the Covid-19 Council Tax Hardship fund. This grant was to provide relief to individual council taxpayers alongside existing working age local council tax support schemes. All recipients of working age local council tax support during 2020/21 received a further reduction in their council tax bill of up to £150.

## 5.3 National Non-Domestic Rate (NNDR)

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

At the end of month 12 the amount collected for Business Rates was £15.5m and the collection rate was 85.77%. This compares to £46m and 95.6% at the same point in 2019/20. The £30.5m reduction is due to the introduction of the Expanded Retail Discount and Nursery Discount Reliefs due to businesses being closed/reduced opening during the Covid-19 pandemic. These reliefs in 2020/21 are offset by S31 grants of £14.6m.

As at 31<sup>st</sup> March 2021 the level of business rate arrears has increased to £9.8m (compared to £7.3m in 2019/20). Due to the situation regarding Covid-19 the Government has extended the deadline for the completion of the

NNDR 3 return until 30 June 2021. Figures for the level of appeals provision, bad debt provision and shares of the surplus or deficit will not be available until the NNDR 3 (actuals) return is completed.

The NNDR 2020/21 deficit is also spread over 3 years in the same way as Council Tax (paragraph 5.1). The Council will spread the 2020/21 NNDR deficit, which was estimated in the NNDR 1 return, of £600,378 over the 3 years (£200,126 per year).

In 2020/21 Central Government announced the Local Income Tax Guarantee Scheme which will cover 75% of irrecoverable losses in business rates and council tax income for 2020/21 due to Covid-19. The payments are calculated at the end of the financial year based on the outturn. An amount of £395,000 has been accrued in 2020/21 in relation to the business rates losses. However, the Council will not be receiving any grant towards council tax due to the amount of Hardship funding received in 2020/21.

- 5.4 The impact of Covid-19 on Council Tax and Business Rates collection in 2020/21 will be subject to a separate report. An in-house review is currently underway to understand how, where and why the greatest impacts were experienced; benchmarkings with nearest neighbours; unique local factors to take into account; income recovery plans for 2021/22; and considerations for arrears and write offs.

## **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 increased by £21.09m from £49.82m to £70.91m during 2020/21 with those reserves summarised and shown in the table overleaf:-

<b>Earmarked Reserves</b>	<b>2020/21</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>
S31 Extended Retail Relief for Hospitality, Retail and Nurseries (to offset NNDR Deficit in 2021/22)	(14,599)	-
Collection Fund Deficit Reserve (Council Tax and NNDR)	(2,675)	(8,228)
Potential Pay Liabilities	(4,193)	(4,490)
Covid-19 grants	(5,210)	(5,705)
Insurances	(7,693)	(7,043)
Museum Reserve	(5,781)	(1,620)
Vehicle, Plant and Equipment Replacement Reserve	(1,669)	(1,472)
Treasury Management – Prudential borrowing	(797)	(797)
Transformation Reserve	(769)	(1,124)
Other Reserves	(27,520)	(19,339)
<b>Total Earmarked Reserves</b>	<b>(70,906)</b>	<b>(49,818)</b>

- 6.2 In 2020/21 the Government provided additional business rate reliefs for retail, hospitality and nurseries due to the Covid-19 pandemic. These reliefs were funded by S31 grants. The S31 grant will be used to offset against the NNDR deficit but this will not happen until 2021/22. Therefore, the S31 grants of £14,599,000 are being held in an earmarked reserve until 2021/22.
- 6.3 The Strategic Leisure Assets cumulative overspend of £13,541,000 brought forward from 2019/20 is included within earmarked reserves along with the 2020/21 in-year overspend of £1,394,000. When the service begins to break-even it will then start to repay the overspend. This is in line with the Medium Term Financial Plan.
- 6.4 The year-end balances of the Housing Revenue Account (HRA) are £3,032,523 which is £753,477 less than originally forecast for 2020/21 due capital investment and a reduction in the prior year opening balances to reflect the 2019/20 outturn position.
- 6.5 Maintained schools' balances (which lie outside the control of the Council) increased by £1,179,000 in 2020/21 to £3,563,000. £5,763,000 is also held in an earmarked reserve in relation to overspent Dedicated Schools Grant.

## **7. General Fund Working Balances**

- 7.1 The Council's Revenue Budget for 2020/21 set a target level of General Fund working balances of around £6m. The level of working balances as at 31<sup>st</sup> March 2021 is slightly higher at £6,293,000.

## **8. Covid-19**

- 8.1 On 20th March 2020 Local Government Funding of £1.6bn was announced to offset some of the financial pressures associated with Covid-19.
- 8.2 MHCLG established a monthly DELTA reporting system for the recording of COVID-19 related financial pressures during 2020/21. These DELTA returns have been submitted unfailingly on a monthly basis throughout 2020/21. These returns are used by MHCLG to establish the level of funding required by Councils.
- 8.3 Appendix 4 provides a list of Covid-19 funding received by the Council during 2020/21.

Within the grants in Appendix 4 the Council received £95.72m to pay business grants to businesses struggling during the Covid-19 pandemic and particularly during the lockdowns. The Council acted as agent for the Government and therefore the grants are not included in the Revenue Outturn and any unspent grants must be paid back to the Government.

## **9. Statutory Audit Deadlines for 2020/21 - The Accounts and Audit (Amendment) Regulations 2021.**

- 9.1 The publication date for final, audited, accounts has been moved from 31st July to 30th September 2021 for all local authority bodies.
- 9.2 To give local authorities more flexibility, the requirement for the public inspection period to include the first 10 working days of June has been removed. Instead local authorities must commence the public inspection period on or before the first working day of August 2021.
- 9.3 This means that draft accounts must be signed by the Section 151 Officer and published by 1<sup>st</sup> August 2021 at the latest.
- 9.4 Authorities must publish the dates of their public inspection period.
- 9.5 Given the removal of the common inspection period and extension of the overall deadlines for this year, it is recommended that all authorities provide public notice on their websites when the public inspection period would usually commence, explaining why they are departing from normal practice for 2020/21 accounts.

## **10. Conclusions and Recommendations**

10.1 The Provisional Outturn for 2020/21 shows the financial performance culminating with the Council's General Fund working balances standing at £6,293,000.

10.2 As the Council continues to manage the financial constraints placed upon it, the measures proposed within this report will reinstate some cushion for managing the risks that lie ahead in the next financial year.

10.3 The Executive is asked to:

- approve the Provisional Revenue Outturn for 2020/21 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 2020/21 and methods of scheme funding as outlined (ref. paragraphs 4.2 and 4.5);
- note the Prudential Indicator (ref. paragraph 4.3);
- note the levels of the earmarked reserves including those for the Housing Revenue Account and maintained schools (ref. paragraphs 6.1, 6.4 and 6.5).
- note the revised dates for the draft, final audited accounts and the public inspection of accounts (ref. paragraph 9.1, 9.2 and 9.3).

Steve Thompson  
Director of Resources

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## GENERAL FUND PROVISIONAL OUTTURN YEAR ENDING 31 MARCH 2021

## TOTAL SUMMARY

GENERAL FUND NET REQUIREMENTS	2020/21 ADJUSTED CASH LIMIT £ '000	2020/21 ACTUALS £ '000	2020/21 VARIATION £ '000
<b><u>CASH LIMITED BOTTOM LINE BUDGETS</u></b>			
CHIEF EXECUTIVE	370	337	(33)
GOVERNANCE AND PARTNERSHIP SERVICES	1,822	2,715	893
WARD BUDGETS	517	454	(63)
RESOURCES	3,815	3,173	(642)
COMMUNICATIONS AND REGENERATION	4,738	4,983	245
STRATEGIC LEISURE ASSETS	4,916	6,310	1,394
STRATEGIC LEISURE ASSETS - TRANSFER FROM RESERVES		(1,394)	(1,394)
GROWTH AND PROSPERITY	(11,549)	(1,464)	10,085
GROWTH AND PROSPERITY - TRANSFER TO RESERVES		(8,832)	(8,832)
COMMUNITY AND ENVIRONMENTAL SERVICES	48,708	48,123	(585)
ADULT SERVICES	62,846	59,918	(2,928)
CHILDRENS SERVICES	66,522	67,644	1,122
PUBLIC HEALTH	26	26	-
BUDGETS OUTSIDE THE CASH LIMIT	18,889	9,445	(9,444)
CAPITAL CHARGES	(29,161)	(29,161)	-
<b>SUB TOTAL - NET COST OF SERVICES</b>	<b>172,459</b>	<b>162,277</b>	<b>(10,182)</b>
<b><u>CONTRIBUTIONS AND CONTINGENCIES</u></b>			
CONTRIBUTION TO OTHER RESERVES	(15,646)	(8,786)	6,860
2019/20 UNDERSPEND FROM RESERVES	3,981	3,981	-
REVENUE CONSEQUENCES OF CAPITAL OUTLAY	300	141	(159)
CONTINGENCIES	(18,980)	(19,010)	(30)
SALES, FEES AND CHARGES - COVID COMPENSATION	-	(450)	(450)
<b>SUB TOTAL - CONTRIBUTIONS AND CONTINGENCIES</b>	<b>(30,345)</b>	<b>(24,124)</b>	<b>6,221</b>
<b><u>LEVIES</u></b>			
NORTH WEST REGIONAL FLOOD DEFENCE COMMITTEE	70	70	-
APPRENTICESHIP LEVY	385	345	(40)
<b>SUB TOTAL - LEVIES</b>	<b>455</b>	<b>415</b>	<b>(40)</b>
<b>TOTAL NET EXPENDITURE TO BE MET FROM PUBLIC FUNDS</b>	<b>142,569</b>	<b>138,568</b>	<b>(4,001)</b>
<b>LESS: AMOUNT (TAKEN FROM)/ADDED TO WORKING BALANCES</b>	<b>-</b>	<b>4,001</b>	<b>4,001</b>
<b>NET REQUIREMENT AFTER WORKING BALANCES</b>	<b>142,569</b>	<b>142,569</b>	<b>-</b>

Balance at 1st April 2020

2,292

Movement in Balances

4,001

General Balances at 31 March 2021

6,293

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# CHIEF EXECUTIVE SUMMARY

APPENDIX 2(a)

## GENERAL FUND OUTTURN YEAR ENDING 31 MARCH 2021

### SUMMARY

FUNCTIONS OF SERVICE	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
	£000	£000	£000
CHIEF EXECUTIVE	739	714	(25)
HR, ORGANISATION AND WORKFORCE DEVELOPMENT	(8)	(8)	-
CORPORATE DELIVERY UNIT	(56)	(58)	(2)
HOUSING	(305)	(311)	(6)
<b>NET COST OF SERVICES</b>	<b>370</b>	<b>337</b>	<b>(33)</b>

Budget Holder: Mr Neil Jack- Chief Executive

Finance Manager: Mr S Maher / Mrs K Whyatt

SUBJECTIVE ANALYSIS	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
	£000	£000	£000
<b><u>EXPENDITURE</u></b>			
EMPLOYEES	4,788	4,583	(205)
PREMISES	310	514	204
TRANSPORT	19	1	(18)
SUPPLIES AND SERVICES	514	1,537	1,023
THIRD PARTY PAYMENTS	156	276	120
TRANSFER PAYMENTS	128	60	(68)
SUPPORT SERVICES	1,142	1,631	489
CAPITAL CHARGES	21	21	-
CORPORATE SAVINGS TARGET	(76)	-	76
<b>TOTAL EXPENDITURE</b>	<b>7,002</b>	<b>8,623</b>	<b>1,621</b>
<b><u>INCOME</u></b>			
CUSTOMER AND CLIENT RECEIPTS	231	288	(57)
GOVERNMENT GRANTS	709	1,190	(481)
RECHARGES	4,638	5,102	(464)
OTHER GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS	1,054	1,706	(652)
<b>TOTAL INCOME</b>	<b>6,632</b>	<b>8,286</b>	<b>(1,654)</b>
<b>NET EXPENDITURE</b>	<b>370</b>	<b>337</b>	<b>(33)</b>

# GOVERNANCE AND PARTNERSHIP SERVICES

APPENDIX 2(b)

GENERAL FUND OUTTURN YEAR ENDING 31 MARCH 2021

## SUMMARY

FUNCTIONS OF SERVICE	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
	£000	£000	£000
DEMOCRATIC GOVERNANCE	2,282	2,271	(11)
CUSTOMER CARE AND LIFE EVENTS	133	(6)	(139)
CORPORATE LEGAL SERVICES	(590)	446	1,037
INFORMATION GOVERNANCE	(3)	4	6
<b>NET COST OF SERVICES</b>	<b>1,822</b>	<b>2,715</b>	<b>893</b>

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

Finance Manager: Mr S Maher / Mrs K Whyatt

SUBJECTIVE ANALYSIS	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
	£000	£000	£000
<b><u>EXPENDITURE</u></b>			
EMPLOYEES	4,845	4,976	131
PREMISES	214	263	49
TRANSPORT	73	45	(28)
SUPPLIES AND SERVICES	672	1,063	391
THIRD PARTY PAYMENTS	603	1,451	848
TRANSFER PAYMENTS	-	-	-
SUPPORT SERVICES	1,006	1,018	12
CAPITAL CHARGES	73	73	-
CORPORATE SAVINGS TARGET	(99)	-	99
<b>TOTAL EXPENDITURE</b>	<b>7,387</b>	<b>8,889</b>	<b>1,502</b>
<b><u>INCOME</u></b>			
CUSTOMER AND CLIENT RECEIPTS	2,239	2,647	(408)
GOVERNMENT GRANTS	-	97	(97)
RECHARGES	2,449	2,570	(121)
OTHER GRANTS, REIMBURSEMENTS AND CONTRIBUTIO	877	860	17
<b>TOTAL INCOME</b>	<b>5,565</b>	<b>6,174</b>	<b>(609)</b>
<b>NET EXPENDITURE</b>	<b>1,822</b>	<b>2,715</b>	<b>893</b>

# WARD BUDGETS

APPENDIX 2(c)

## GENERAL FUND OUTTURN YEAR ENDING 31 MARCH 2021

### SUMMARY

	SUBJECTIVE ANALYSIS	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
		£000	£000	£000
	<b><u>EXPENDITURE</u></b>			
	EMPLOYEES	-	-	-
	PREMISES	-	-	-
	TRANSPORT	-	-	-
	SUPPLIES AND SERVICES	517	454	(63)
	THIRD PARTY PAYMENTS	-	-	-
	TRANSFER PAYMENTS	-	-	-
	SUPPORT SERVICES	-	-	-
	CAPITAL CHARGES	-	-	-
	CORPORATE SAVINGS TARGET	-	-	-
	<b>TOTAL EXPENDITURE</b>	<b>517</b>	<b>454</b>	<b>(63)</b>
	<b><u>INCOME</u></b>			
	CUSTOMER AND CLIENT RECEIPTS	-	-	-
	GOVERNMENT GRANTS	-	-	-
	RECHARGES	-	-	-
	OTHER GRANTS, REIMBURSEMENTS AND CONTRIBUTION	-	-	-
	<b>TOTAL INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>NET EXPENDITURE</b>	<b>517</b>	<b>454</b>	<b>(63)</b>

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

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

# RESOURCES

APPENDIX 2(d)

## GENERAL FUND OUTTURN YEAR ENDING 31 MARCH 2021

### SUMMARY

FUNCTIONS OF SERVICE	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
	£000	£000	£000
PROCUREMENT, ENERGY AND PROJECTS	8	(50)	(58)
REVENUES	1,751	1,751	-
BENEFITS	(616)	(618)	(2)
ICT SERVICES	767	765	(2)
CUSTOMER FIRST	77	(44)	(121)
ACCOUNTANCY & EXCHEQUER SERVICES	95	19	(76)
RISK SERVICES	28	(60)	(88)
PROPERTY SERVICES AND INVESTMENT PORTFOLIO	1,705	1,410	(295)
<b>NET COST OF SERVICES</b>	<b>3,815</b>	<b>3,173</b>	<b>(642)</b>

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

**Finance Manager: Mr Mark Golden**

SUBJECTIVE ANALYSIS	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
	£000	£000	£000
<b><u>EXPENDITURE</u></b>			
EMPLOYEES	13,432	12,744	(688)
PREMISES	5,018	5,538	520
TRANSPORT	102	72	(30)
SUPPLIES AND SERVICES	4,458	5,622	1,164
THIRD PARTY PAYMENTS	209	250	41
TRANSFER PAYMENTS	450	726	276
SUPPORT SERVICES	3,283	3,284	1
CAPITAL CHARGES	6,123	6,076	(47)
CORPORATE SAVINGS TARGET	(18)	-	18
<b>TOTAL EXPENDITURE</b>	<b>33,057</b>	<b>34,312</b>	<b>1,255</b>
<b><u>INCOME</u></b>			
CUSTOMER AND CLIENT RECEIPTS	4,310	4,265	45
GOVERNMENT GRANTS	508	1,135	(627)
RECHARGES	21,323	21,833	(510)
OTHER GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS	3,101	3,906	(805)
<b>TOTAL INCOME</b>	<b>29,242</b>	<b>31,139</b>	<b>(1,897)</b>
<b>NET EXPENDITURE</b>	<b>3,815</b>	<b>3,173</b>	<b>(642)</b>

# COMMUNICATIONS AND REGENERATION

APPENDIX 2(e)

## GENERAL FUND OUTTURN YEAR ENDING 31 MARCH 2021

### SUMMARY

FUNCTIONS OF SERVICE	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
	£000	£000	£000
ECONOMIC DEVELOPMENT AND CULTURAL SERVICES	395	242	(153)
PLANNING	665	720	55
TOURISM AND COMMUNICATIONS	3,678	4,021	343
<b>COMMUNICATIONS AND REGENERATION SUB TOTAL</b>	<b>4,738</b>	<b>4,983</b>	<b>245</b>
GROWTH AND PROSPERITY	(11,549)	(1,464)	10,085
<b>NET COST OF SERVICES</b>	<b>(6,811)</b>	<b>3,519</b>	<b>10,330</b>

Budget Holder: Mr A Cavill- Director of Communications and Regeneration

Finance Manager: Mr S Maher / Mrs K Whyatt

SUBJECTIVE ANALYSIS	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
	£000	£000	£000
<b><u>EXPENDITURE</u></b>			
EMPLOYEES	6,567	7,588	1,021
PREMISES	913	1,940	1,027
TRANSPORT	178	163	(15)
SUPPLIES AND SERVICES	2,731	11,780	9,049
THIRD PARTY PAYMENTS	31	2,466	2,435
TRANSFER PAYMENTS	66	-	(66)
SUPPORT SERVICES	2,545	2,834	289
CAPITAL CHARGES	(217)	1,986	2,203
CORPORATE SAVINGS TARGET	(342)	-	342
<b>TOTAL EXPENDITURE</b>	<b>12,472</b>	<b>28,757</b>	<b>16,285</b>
<b><u>INCOME</u></b>			
CUSTOMER AND CLIENT RECEIPTS	1,958	5,984	(4,026)
GOVERNMENT GRANTS	10	7,560	(7,550)
RECHARGES	5,314	5,592	(278)
OTHER GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS	12,001	6,102	5,899
<b>TOTAL INCOME</b>	<b>19,283</b>	<b>25,238</b>	<b>(5,955)</b>
<b>NET EXPENDITURE</b>	<b>(6,811)</b>	<b>3,519</b>	<b>10,330</b>

# STRATEGIC LEISURE ASSETS

APPENDIX 2(f)

GENERAL FUND OUTTURN YEAR ENDING 31 MARCH 2021

## SUMMARY

SUBJECTIVE ANALYSIS	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUALS	2020/21 VARIATION
	£000	£000	£000
<b><u>EXPENDITURE</u></b>			
EMPLOYEES	55	95	40
PREMISES	-	1,152	1,152
TRANSPORT	-	433	433
SUPPLIES AND SERVICES	-	5,396	5,396
THIRD PARTY PAYMENTS	-	-	-
TRANSFER PAYMENTS	-	-	-
SUPPORT SERVICES	47	97	50
CAPITAL CHARGES	1,038	3,516	2,478
CORPORATE SAVINGS TARGET	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>1,140</b>	<b>10,689</b>	<b>9,549</b>
<b><u>INCOME</u></b>			
CUSTOMER AND CLIENT RECEIPTS	(2,132)	2,605	(4,737)
GOVERNMENT GRANTS	-	-	-
RECHARGES	-	-	-
OTHER GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS	(1,644)	1,774	(3,418)
<b>TOTAL INCOME</b>	<b>(3,776)</b>	<b>4,379</b>	<b>(8,155)</b>
<b>NET EXPENDITURE</b>	<b>4,916</b>	<b>6,310</b>	<b>1,394</b>

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

Finance Manager: Mr S Maher/Mrs K Whyatt

# COMMUNITY AND ENVIRONMENTAL SERVICES

APPENDIX 2(g)

GENERAL FUND OUTTURN YEAR ENDING 31 MARCH 2021

## SUMMARY

FUNCTIONS OF SERVICE	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
	£000	£000	£000
BUSINESS SERVICES	451	1,883	1,432
LEISURE AND CATERING	5,409	5,084	(325)
PUBLIC PROTECTION	834	786	(48)
COASTAL AND ENVIRONMENTAL PARTNERSHIPS	4,711	3,962	(749)
HIGHWAYS AND TRAFFIC MANAGEMENT SERVICES	17,296	17,158	(138)
STREET CLEANSING AND WASTE	19,328	18,527	(801)
INTEGRATED TRANSPORT	679	723	44
<b>NET COST OF SERVICES</b>	<b>48,708</b>	<b>48,123</b>	<b>(585)</b>

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

Finance Managers: Mr S Maher / Mrs K Whyatt

SUBJECTIVE ANALYSIS	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
	£000	£000	£000
<b>EXPENDITURE</b>			
EMPLOYEES	17,718	16,010	(1,708)
PREMISES	2,307	3,965	1,658
TRANSPORT	2,815	3,733	918
SUPPLIES AND SERVICES	5,257	8,674	3,417
THIRD PARTY PAYMENTS	23,877	21,489	(2,388)
TRANSFER PAYMENTS	182	209	27
SUPPORT SERVICES	5,706	5,695	(11)
CAPITAL CHARGES	18,318	19,440	1,122
CORPORATE SAVINGS TARGET	(1,895)	-	1,895
<b>TOTAL EXPENDITURE</b>	<b>74,285</b>	<b>79,215</b>	<b>4,930</b>
<b>INCOME</b>			
CUSTOMER AND CLIENT RECEIPTS	7,006	6,467	539
GOVERNMENT GRANTS	2,874	4,097	(1,223)
RECHARGES	10,505	11,223	(718)
OTHER GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS	5,192	9,305	(4,113)
<b>TOTAL INCOME</b>	<b>25,577</b>	<b>31,092</b>	<b>(5,515)</b>
<b>NET EXPENDITURE</b>	<b>48,708</b>	<b>48,123</b>	<b>(585)</b>

# ADULT SERVICES

APPENDIX 2(h)

## GENERAL FUND OUTTURN YEAR ENDING 31 MARCH 2021

### SUMMARY

FUNCTIONS OF SERVICE	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
	£000	£000	£000
ADULT SOCIAL CARE	7,164	6,969	(195)
CARE AND SUPPORT	4,381	4,393	12
ADULTS COMMISSIONING PLACEMENTS	50,620	47,950	(2,670)
ADULTS SAFEGUARDING	681	606	(75)
<b>NET COST OF SERVICES</b>	<b>62,846</b>	<b>59,918</b>	<b>(2,928)</b>

Budget Holder: Karen Smith - Director of Adult Social Services

Finance Manager: Mr Mark Golden

SUBJECTIVE ANALYSIS	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
	£000	£000	£000
<b><u>EXPENDITURE</u></b>			
EMPLOYEES	19,985	19,314	(671)
PREMISES	116	233	117
TRANSPORT	1,050	858	(192)
SUPPLIES AND SERVICES	1,905	4,224	2,319
THIRD PARTY PAYMENTS	59,962	67,049	7,087
TRANSFER PAYMENTS	4,897	6,057	1,160
SUPPORT SERVICES	2,839	2,840	1
CAPITAL CHARGES	286	286	-
CORPORATE SAVINGS TARGET	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>91,040</b>	<b>100,861</b>	<b>9,821</b>
<b><u>INCOME</u></b>			
CUSTOMER AND CLIENT RECEIPTS	15,388	16,502	(1,114)
GOVERNMENT GRANTS	63	6,439	(6,376)
RECHARGES	32	118	(86)
OTHER GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS	12,711	17,884	(5,173)
<b>TOTAL INCOME</b>	<b>28,194</b>	<b>40,943</b>	<b>(12,749)</b>
<b>NET EXPENDITURE</b>	<b>62,846</b>	<b>59,918</b>	<b>(2,928)</b>

# CHILDREN'S SERVICES

APPENDIX 2(i)

## GENERAL FUND OUTTURN YEAR ENDING 31 MARCH 2021

### SUMMARY

FUNCTIONS OF SERVICE	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUAL	2020/21 VARIATION
	£000	£000	£000
LOCAL SCHOOLS BUDGET	22,048	22,048	-
BUSINESS SUPPORT AND RESOURCES	9,840	9,839	(1)
EDUCATION	22,861	23,521	660
EARLY HELP FOR CHILDREN AND FAMILIES	7,485	6,474	(1,011)
CHILDREN'S SOCIAL CARE	53,159	54,633	1,474
GRANTS	(48,871)	(48,871)	-
<b>NET COST OF SERVICES</b>	<b>66,522</b>	<b>67,644</b>	<b>1,122</b>

Budget Holder: Victoria Gent - Director of Children's Services

Finance Manager : Mr Mark Golden

SUBJECTIVE ANALYSIS	2020/21 ACTUAL	2020/21 ADJUSTED CASH LIMIT	2020/21 FORECAST OUTTURN
	£000	£000	£000
<b><u>EXPENDITURE</u></b>			
EMPLOYEES	50,724	56,032	5,308
PREMISES	439	2,060	1,621
TRANSPORT	2,953	2,983	30
SUPPLIES AND SERVICES	14,750	15,475	725
THIRD PARTY PAYMENTS	43,968	45,143	1,175
TRANSFER PAYMENTS	10,831	14,280	3,449
SUPPORT SERVICES	5,273	7,237	1,964
CAPITAL CHARGES	2,213	4,071	1,858
CORPORATE SAVINGS TARGET	(692)	-	692
<b>TOTAL EXPENDITURE</b>	<b>130,459</b>	<b>147,281</b>	<b>16,822</b>
<b><u>INCOME</u></b>			
CUSTOMER AND CLIENT RECEIPTS	1,011	1,200	(189)
GOVERNMENT GRANTS	55,346	62,027	(6,681)
RECHARGES	295	7,053	(6,758)
OTHER GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS	7,285	9,357	(2,072)
<b>TOTAL INCOME</b>	<b>63,937</b>	<b>79,637</b>	<b>(15,700)</b>
<b>NET EXPENDITURE</b>	<b>66,522</b>	<b>67,644</b>	<b>1,122</b>

# PUBLIC HEALTH

APPENDIX 2(j)

## GENERAL FUND OUTTURN YEAR ENDING 31 MARCH 2021

### PUBLIC HEALTH

	SUBJECTIVE ANALYSIS	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUALS	2020/21 VARIATION
		£000	£000	£000
	<b><u>EXPENDITURE</u></b>			
	EMPLOYEES	1,095	1,140	45
	PREMISES	-	12	12
	TRANSPORT	10	7	(3)
	SUPPLIES AND SERVICES	54	5,362	5,308
	THIRD PARTY PAYMENTS	20,595	23,161	2,566
	TRANSFER PAYMENTS	-	-	-
	SUPPORT SERVICES	251	251	-
	CAPITAL CHARGES	-	-	-
	CORPORATE SAVINGS TARGET	-	-	-
	<b>TOTAL EXPENDITURE</b>	<b>22,005</b>	<b>29,933</b>	<b>7,928</b>
	<b><u>INCOME</u></b>			
	CUSTOMER AND CLIENT RECEIPTS	-	-	-
	GOVERNMENT GRANTS	21,012	30,422	(9,410)
	RECHARGES	-	-	-
	OTHER GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS	967	(515)	1,482
	<b>TOTAL INCOME</b>	<b>21,979</b>	<b>29,907</b>	<b>(7,928)</b>
	<b>NET EXPENDITURE</b>	<b>26</b>	<b>26</b>	<b>-</b>

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

**Finance Manager: Mr Mark Golden**

# BUDGETS OUTSIDE THE CASH LIMIT

APPENDIX 2(k)

## GENERAL FUND OUTTURN YEAR ENDING 31 MARCH 2021

### SUMMARY

FUNCTIONS OF SERVICE	2020/21 ADJUSTED CASH LIMIT	2020/21 ACTUALS	2020/21 VARIATION
	£000	£000	£000
TREASURY MANAGEMENT	10,144	2,534	(7,610)
PARKING SERVICES	(2,217)	(1,127)	1,090
CORPORATE SUBSCRIPTIONS	137	133	(4)
HOUSING BENEFITS	1,571	1,554	(17)
COUNCIL TAX AND NNDR COST OF COLLECTION	1,185	1,480	295
SUBSIDIARY COMPANIES	(124)	(50)	74
LAND CHARGES	(51)	(54)	(3)
CONCESSIONARY FARES	7,213	3,960	(3,253)
EMPLOYERS PREVIOUS YEARS PENSION LIABILITY	1,297	1,281	(16)
NEW HOMES BONUS	(266)	(266)	-
<b>NET COST OF SERVICES</b>	<b>18,889</b>	<b>9,445</b>	<b>(9,444)</b>

SUBJECTIVE ANALYSIS	2020/21 ACTUAL	2020/21 ADJUSTED CASH LIMIT	2020/21 FORECAST OUTTURN
	£000	£000	£000
<b><u>EXPENDITURE</u></b>			
EMPLOYEES	1,624	1,668	44
PREMISES	1,213	1,212	(1)
TRANSPORT	22	43	21
SUPPLIES AND SERVICES	8,199	5,313	(2,886)
THIRD PARTY PAYMENTS	11	5	(6)
TRANSFER PAYMENTS	66,587	54,286	(12,301)
SUPPORT SERVICES	4,221	4,270	49
CAPITAL CHARGES	16,672	9,054	(7,618)
CORPORATE SAVINGS TARGET	(227)	-	227
<b>TOTAL EXPENDITURE</b>	<b>98,322</b>	<b>75,851</b>	<b>(22,471)</b>
<b><u>INCOME</u></b>			
CUSTOMER AND CLIENT RECEIPTS	4,187	2,818	1,369
GOVERNMENT GRANTS	67,087	55,154	11,933
RECHARGES	2,915	3,319	(404)
OTHER GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS	5,244	5,115	129
<b>TOTAL INCOME</b>	<b>79,433</b>	<b>66,406</b>	<b>13,027</b>
<b>NET EXPENDITURE</b>	<b>18,889</b>	<b>9,445</b>	<b>(9,444)</b>

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PROVISIONAL CAPITAL OUTTURN STATEMENT 2020/21

APPENDIX 3

**Expenditure for Capital Purposes**

**2020/21**

**Director Responsible for Resources**

	PAYMENTS IN 2020/21	CAPITAL RECEIPTS	GOVERNMENT AND OTHER GRANTS	OTHER SOURCES	PRUDENTIAL BORROWING	TOTAL
	£	£	£	£	£	£
CRRM	218,012	465,861	(247,849)	-	-	218,012
ICT Refresh	730,585	730,585	-	-	-	730,585
Local Full Fibre Network	1,303,644	-	1,303,644	-	-	1,303,644
Finance HR/Payroll System	140,917	-	140,917	-	-	140,917
Slater Gordon re-fit	-	265,652	-	-	(265,652)	-
New Hall Avenue	23,814	23,814	-	-	-	23,814
Kent Road 12,14 & 16	112,500	112,500	-	-	-	112,500
<b>Total Resources</b>	<b>2,529,472</b>	<b>1,598,412</b>	<b>1,196,712</b>	<b>-</b>	<b>(265,652)</b>	<b>2,529,472</b>

**Director Responsible for Adult Services**

Adult Services Schemes	768,246	-	504,436	263,810	-	768,246
Regeneration - Renovation Grant	1,244,771	-	1,244,771	-	-	1,244,771
Care & Repair	32,790	-	32,790	-	-	32,790
Winter warmth	20,658	-	20,658	-	-	20,658
<b>Total Adult Services</b>	<b>2,066,465</b>	<b>-</b>	<b>1,802,655</b>	<b>263,810</b>	<b>-</b>	<b>2,066,465</b>

**Director Responsible for**

**Community and Environmental Services  
Other Schemes**

Vehicle/Plant/Equipment Renewals	1,448,032	-	-	1,448,032	-	1,448,032
Anchorsholme Seawall Scheme	21,685	-	21,685	-	-	21,685
Sand Dunes	99,855	-	99,855	-	-	99,855
Bispham Coast Protection	124	-	124	-	-	124
Bispham Drainage	31,200	-	31,200	-	-	31,200
Stanley Park All Weather Pitch	-	-	79,325	-	(79,325)	0
Anchorsholme Park Playground	2,368	-	2,368	-	-	2,368
Refuse Vehicles	1,315	-	1,315	-	-	1,315
Layton Depot Refuse Works	1,773	-	1,773	-	-	1,773
Leisure Centre Refurbishment	432,906	-	34,702	398,204	-	432,906
Illuminations Robotic Arm	155,598	155,598	-	-	-	155,598
<b>Total Other schemes</b>	<b>2,194,856</b>	<b>155,598</b>	<b>272,347</b>	<b>1,846,236</b>	<b>(79,325)</b>	<b>2,194,856</b>

**Expenditure for Capital Purposes**

**2020/21**

	<b>PAYMENTS IN 2020/21</b>	<b>CAPITAL RECEIPTS</b>	<b>GOVERNMENT AND OTHER GRANTS</b>	<b>OTHER SOURCES</b>	<b>PRUDENTIAL BORROWING</b>	<b>TOTAL</b>
	£	£	£	£	£	£
<b>Transport</b>						
Bridges	172,130	-	172,130	-	-	172,130
Blackpool/Fleetwood Tramway Extension	2,272,650	-	1,855,303	-	417,347	2,272,650
Yeadon Way	993,427	-	993,427	-	-	993,427
<b>Total Transport</b>	<b>3,438,207</b>	<b>-</b>	<b>3,020,860</b>	<b>-</b>	<b>417,347</b>	<b>3,438,207</b>
<b>Total Community and Environmental Services</b>	<b>5,633,063</b>	<b>155,598</b>	<b>3,293,207</b>	<b>1,846,236</b>	<b>338,022</b>	<b>5,633,063</b>

**Director Responsible for**

**Governance and Partnership Services**

Carleton Crematorium Building Works	742,752	-	-	-	742,752	742,752
Carleton Burial Plots	12,530	-	-	-	12,530	12,530
<b>Total Governance and Partnership Services</b>	<b>755,282</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>755,282</b>	<b>755,282</b>

**Chief Executive**

**Housing - HRA**

Adaptation Work for the Elderly & Disabled	207,329	-	-	207,329	-	207,329
Work towards Decent Homes Standard	4,097,679	-	129,065	3,968,614	-	4,097,679
Troutbeck Redevelopment	3,782,940	-	-	3,782,940	-	3,782,940
Grange Park Development	112,447	-	-	112,447	-	112,447
Dunsop Court	248,210	-	-	248,210	-	248,210
Feasibility/ Infill Sites	105,205	-	-	105,205	-	105,205
Garstang Road West	302,121	-	-	302,121	-	302,121
<b>Total Housing - HRA</b>	<b>8,855,931</b>	<b>-</b>	<b>129,065</b>	<b>8,726,866</b>	<b>-</b>	<b>8,855,931</b>

**Private Sector Housing**

Foxhall Village	133,223	-	-	31,087	102,136	133,223
<b>Total Private Sector Housing</b>	<b>133,223</b>	<b>-</b>	<b>-</b>	<b>31,087</b>	<b>102,136</b>	<b>133,223</b>
<b>Total Chief Executive</b>	<b>8,989,154</b>	<b>-</b>	<b>129,065</b>	<b>8,757,953</b>	<b>102,136</b>	<b>8,989,154</b>

**Expenditure for Capital Purposes**

**2020/21**

<b>PAYMENTS IN 2020/21</b>	<b>CAPITAL RECEIPTS</b>	<b>GOVERNMENT AND OTHER GRANTS</b>	<b>OTHER SOURCES</b>	<b>PRUDENTIAL BORROWING</b>	<b>TOTAL</b>
£	£	£	£	£	£

**Director Responsible for**

**Communication and Regeneration**

**Transport**

LTP - Maintenance	1,559,872	-	1,559,872	-	-	1,559,872
LTP - Public Transport Schemes	215,335	-	215,335	-	-	215,335
LTP - Traffic Management and Accessibility	186,802	-	186,802	-	-	186,802
LTP - Walking and Cycling	18,950	-	18,950	-	-	18,950
Quality Corridor	547,893	-	547,893	-	-	547,893
Topping Street	736,621	-	736,621	-	-	736,621
Tramway Refurbishment	388,406	-	-	-	388,406	388,406

<b>Total Transport Schemes</b>	<b>3,653,879</b>	<b>-</b>	<b>3,265,473</b>	<b>-</b>	<b>388,406</b>	<b>3,653,879</b>
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**Regeneration**

Leisure Assets	1,658,310	103,717	567,668	-	986,925	1,658,310
Show Town (Museum)	278,003	-	278,003	-	-	278,003
Land Release Schemes	51,142	-	51,142	-	-	51,142
Airport - Land Acquisition	1,992,167	-	-	-	1,992,167	1,992,167
Sports Village	787,846	-	-	-	787,846	787,846
Marketing And Public Relations	29,879	-	-	-	29,879	29,879
Direct Development	146,364	-	-	-	146,364	146,364
Highways & Enabling Works - In Enterprise Zone	224,933	-	-	-	224,933	224,933
Highways & Enabling Works - Out Enterprise Zone	1,406,880	-	-	-	1,406,880	1,406,880
Delivery Management	260,757	-	-	-	260,757	260,757
Multi-Ply Development & Lease	2,836,838	-	-	-	2,836,838	2,836,838
Tramshed (Preston)	5,500	-	-	-	5,500	5,500
Town Centre Car Park Strategy	1,295,808	-	-	-	1,295,808	1,295,808
Town Centre Investments	133,046	-	-	133,046	-	133,046
Houndshill Phase 2	1,965,320	-	-	-	1,965,320	1,965,320
Edward Street Acquisitions	152,123	-	-	-	152,123	152,123
Abingdon Street Market	1,286,569	-	1,286,569	-	-	1,286,569
Conference Centre	4,011,699	-	8,884,148	-	(4,872,449)	4,011,699
CBD Phase 2	4,565,504	-	-	-	4,565,504	4,565,504

<b>Total Regeneration</b>	<b>23,088,688</b>	<b>103,717</b>	<b>11,067,530</b>	<b>133,046</b>	<b>11,784,395</b>	<b>23,088,688</b>
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<b>Total Communication and Regeneration</b>	<b>26,742,567</b>	<b>103,717</b>	<b>14,333,003</b>	<b>133,046</b>	<b>12,172,801</b>	<b>26,742,567</b>
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**Expenditure for Capital Purposes**

**2020/21**

PAYMENTS IN 2020/21	CAPITAL RECEIPTS	GOVERNMENT AND OTHER GRANTS	OTHER SOURCES	PRUDENTIAL BORROWING	TOTAL
£	£	£	£	£	£

**Director Responsible for**

**Children's Services**

**Primary Schools**

Boundary	69,546	-	59,546	10,000	-	69,546
Kincraig	244,018	-	244,018	-	-	244,018
Marion	168,493	-	168,493	-	-	168,493
Revoe	60,419	-	60,419	-	-	60,419
St Nicholas	90,340	-	-	90,340	-	90,340
Stanley	15,773	-	(5,227)	21,000	-	15,773
Thames	209,600	-	209,600	-	-	209,600
Moor Park Lighting	85,690	-	85,690	-	-	85,690
Stanley	4,451	-	4,451	-	-	4,451
<b>Other Schemes</b>						
Aspire	(11,413)	-	(13,373)	1,960	-	(11,413)
Highfurlong Special	41,889	-	41,889	-	-	41,889
Park	211,200	-	211,200	-	-	211,200
Woodlands	8,400	-	8,400	-	-	8,400
Pegasus	16,595	-	8,195	8,400	-	16,595
Family Hubs	111,801	-	(48,199)	160,000	-	111,801
Langdale	1,837,184	-	1,837,184	-	-	1,837,184
<b>TOTAL Children's Services</b>	<b>3,163,986</b>	<b>-</b>	<b>2,872,286</b>	<b>291,700</b>	<b>-</b>	<b>3,163,986</b>

**TOTAL EXPENDITURE**

<b>49,879,989</b>	<b>1,857,727</b>	<b>23,626,928</b>	<b>11,292,745</b>	<b>13,102,589</b>	<b>49,879,989</b>
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**REVENUE**

Revenue	2,493,433
HRA Revenue	8,583,083
Feed In Tariff 20/21	11,365
Great Places - Foxhall Village	31,086
Leaseholder Contribution	132,418
Schools Contribution to schemes	41,360
	<b>11,292,745</b>

<b>Grant</b>	<b>Issued By</b>	<b>£000</b>
COVID-19 2020/21 emergency unringfenced Funding (Tranches 1-4)	MHCLG	16,264
Sales, Fees and Charges Compensation Scheme	MHCLG	7,553
COVID-19 Business Rates Reliefs *	MHCLG	28,522
Council Tax Hardship Fund	MHCLG	2,803
Test and Trace Service Support Grant	DHSC	1,694
COVID-19 LA Surge Funding	DHSC	3,586
Adult Social Care Infection Control Fund - Round 1	DHSC	2,194
Adult Social Care Infection Control Fund - Round 2	DHSC	2,208
Adult Social Care Workplace Capacity Fund	MHCLG	452
Adult Social Care Rapid Testing Fund	DHSC	543
Clinically Extremely Vulnerable (CEV) Funding	MHCLG	337
Community Champions Fund	MHCLG/DHSC	212
Compliance and Enforcement Grant	MHCLG	114
Reopening High Streets Safely Fund	MHCLG	123
Provisional Rough Sleeping Emergency Funding	MHCLG	11
Next Steps Accommodation Programme	MHCLG	136
Local Authority Emergency Assistance Grant for Food and Essential Supplies	DEFRA	261
Additional Home to School Transport Funding	DfT	466
DWP Covid Winter Support Grant Scheme	DWP	705
COVID-19 Bus Services Support Grants (CBSSG), including Restart	DfT	80
Light Rail Revenue Grant (LRRG), including Restart	DfT	2,100
Emergency Active Travel Fund - Tranche 1 (CDEL and RDEL)	DfT	78
Business Support Grants	BEIS	95,720
		<u>166,162</u>

\* This includes both the Government and the Council's share. The Government share of £14.2m must be repaid in 2021/22

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<b>Report to:</b>	<b>SCRUTINY LEADERSHIP BOARD</b>
<b>Relevant Officer:</b>	Mrs Sharon Davis, Scrutiny Manager
<b>Date of Meeting:</b>	13 July 2021

## SCRUTINY WORKPLANS

### 1.0 Purpose of the report:

1.1 To consider the workplans of the Scrutiny Committees and the updates provided on their work by the Chairs/Vice Chairs of each Committee.

### 2.0 Recommendation(s):

2.1 To note the workplans of the three scrutiny committees, identifying any comments on their contents that require further consideration.

2.2 To request and consider a verbal report from the Audit Committee Chairman regarding areas of work identified for scrutiny consideration.

### 3.0 Reasons for recommendation(s):

3.1 To ensure the Board carries out its role in monitoring the work of the whole scrutiny function.

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

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

### 4.0 Other alternative options to be considered:

4.1 None.

### 5.0 Council priority:

5.1 The relevant Council priorities are:

- The economy: Maximising growth and opportunity across Blackpool
- Communities: Creating stronger communities and increasing resilience.

## **6.0 Background information**

### **6.1 Committee workplans**

Each Committee held a workplanning workshop in June/July 2021 in order to form the workplan of their Committee. The updated workplans are attached at Appendix 5(a) and consist of the identified agenda items, areas for strategy/policy development input and topics for scrutiny reviews. The Scrutiny Leadership Board is requested to examine the workplans and identified areas for cross-committee working and any gaps in the topics identified.

Each Chair/Vice Chair will be invited to provide an overview of their Committee's workplan and give an update on progress in regards to ongoing scrutiny reviews.

### **6.2 Audit Committee input**

The Chair of the Audit Committee is requested to provide a verbal update on any areas of concern identified by the Audit Committee requiring scrutiny attention.

6.3 Does the information submitted include any exempt information? No

## **7.0 List of Appendices:**

- 7.1 Appendix 5(a): Tourism, Economy and Communities Scrutiny Committee Workplan
- Appendix 5(b): Children and Young People's Scrutiny Committee Workplan
- Appendix 5(c): Adult Social Care and Health Scrutiny Committee Workplan

## **8.0 Financial considerations:**

8.1 None specific to this report.

## **9.0 Legal considerations:**

9.1 None specific to this report.

## **10.0 Risk management considerations:**

10.1 None specific to this report.

## **11.0 Equalities considerations:**

11.1 None specific to this report.

**12.0 Sustainability, climate change and environmental considerations:**

12.1 None specific to this report.

**13.0 Internal/external consultation undertaken:**

13.1 None specific to this report.

**14.0 Background papers:**

14.1 None.

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<b>Tourism, Economy and Communities Scrutiny Committee - Work Plan 2021-2022</b>	
16 June 2021	<ol style="list-style-type: none"> <li><b>1. Flood Risk Management Update</b> – To include information on the implementation of the Lancashire Flood Risk Strategy, the progress of bids submitted (such as at Stanley Park Lake) and the establishment of Local Flood Forums</li> <li><b>2. Engagement of Consultants Annual Report</b></li> <li><b>3. Climate Emergency Update</b> – Steps taken following declaration of Climate Emergency in Full Council July 2019 and the outcome of the Climate Assembly.(Subject to change)</li> <li><b>4. Illuminations Review Panel Report</b> – To consider a report on the outcomes of the 27 April 2021 Illuminations Scrutiny Review Panel.</li> </ol>
6 October 2021	<ol style="list-style-type: none"> <li><b>1. Tourism Performance</b> - To include a representative of a Blackpool Tourist attraction and details of Business Tourism. To look forward to the 2021 season and any long term impact from the pandemic.</li> <li><b>2. Housing and Homelessness Update</b> – <i>To include information on the implementation of the recommendations of the Housing and Homelessness Scrutiny Review Panel.</i></li> <li><b>3. Leisure Services Annual Report</b></li> <li><b>4. Art Installation On the Promenade</b> – To consider arrangements for the maintenance of art installation on the Promenade.</li> <li><b>5. CCTV Review Panel Report</b> – To consider a report on the outcomes of the July 2021 CCTV Review Panel</li> <li><b>6. Arts and Culture Review Panel Report</b> – To consider a report on the outcomes of the Arts and Culture Review Panel.</li> <li><b>7. Economic Development Review Panel</b> - To consider a report on the outcomes of the Economic Development Review Panel.</li> </ol>
8 December 2021	<ol style="list-style-type: none"> <li><b>1. Road Maintenance Report</b> – To include details of ongoing and upcoming maintenance plan and details of funding for road maintenance.</li> <li><b>2. Car Parking Annual Report</b></li> <li><b>3. Climate Emergency Update</b></li> <li><b>4. Annual Customer Feedback Annual Report</b></li> <li><b>5. Illuminations Report</b> – To consider an update on the work undertaken following the 27 April 2021 Illuminations Review Panel</li> </ol>
2 February 2022	<ol style="list-style-type: none"> <li><b>1. Waste Services Annual Report</b></li> <li><b>2. Flood Risk Annual Report</b></li> <li><b>3. Bathing Water Quality Annual Report</b></li> <li><b>4. Town Centre Regeneration Update</b> - To include information on the progress, the long term impact of lockdown on economic development and forecast for current and planned regeneration projects and how these will support job creation in the town.</li> <li><b>5.</b></li> </ol>
30 March 2022	<ol style="list-style-type: none"> <li><b>1. Parks and Green Environment Annual Report</b></li> <li><b>2. Tourism Performance Update</b></li> </ol>

<b>Scrutiny Review Work</b>	
July 2021	<b>CCTV Scrutiny</b> - Details of work being undertaken in relation to CCTV in Blackpool.
Autumn 2021	<b>Public Rights of Way</b> – Details of work to maintain and improve rights of way in Blackpool, including a possible site-visit.
Autumn 2021	<b>Arts and Culture</b> - Details of the impact of Covid-19 arts and culture within Blackpool.
Autumn 2021	<b>Economic Development</b> - Details of the impact of Covid-19 on Economic Development within Blackpool, including details of the <b>Town Deal</b>
TBC	<b>Sustainability Strategy Policy</b> development scrutiny of the draft strategy.
TBC	<b>Lancashire Waste Strategy Policy</b> development scrutiny of the draft strategy.
TBC	<b>Air Quality Strategy</b> policy development scrutiny of the draft strategy.

<b>Children and Young People's Scrutiny Committee - Work Plan 2021/2022</b>	
Special Meeting TBC	<ol style="list-style-type: none"> <li>1. <b>Headstart Update</b> – To receive an update on the work of Headstart.</li> <li>2. <b>Blackpool Families Rock</b> - To receive a presentation on the Blackpool Families Rock working model.</li> <li>3. <b>Corporate Parent Panel Annual Report</b> – To receive the Corporate Parent Panel Annual Report and information from JustUz.</li> </ol>
24 June 2021	<ol style="list-style-type: none"> <li>1. <b>Children's Social Care Improvement</b> – To receive an update in relation to relationships with Third Sector partners.</li> <li>2. <b>Young Inspectors</b> – To receive a presentation from the newly recruited Young Inspectors of children's residential homes.</li> <li>3. <b>PASS Data</b> – To consider the town-wide Pupil Attitude to Self and School (PASS) survey data.</li> <li>4. <b>SEND Provision</b> – To receive detailed plans of any proposals for SEN provision at the Oracle building.</li> <li>5. <b>Blackpool Better Start Scrutiny Review</b> - To receive the final report from the review.</li> </ol>
7 October 2021	<ol style="list-style-type: none"> <li>1. <b>Children's Social Care Improvement</b> – To receive further information and initial results from the contextual safeguarding pilot introduced in April 2021.</li> <li>2. <b>Youth Offending Team Improvement</b> - To receive an update in relation to the recent inspection of YOT.</li> <li>3. <b>SEND Strategy</b> – To consider the final version of the SEND Strategy.</li> <li>4. <b>Catch-Up Premium</b> – To receive a report outlining how schools have used the government Catch-Up Premium funding.</li> <li>5. <b>Review of Youth Provision</b> – To receive an update on the progress of the review.</li> <li>6. <b>Inclusion in Education Scrutiny Review</b> – Recommendation monitoring one year on.</li> </ol>
9 December 2021	<ol style="list-style-type: none"> <li>1. <b>Children's Social Care Improvement</b> - To receive an update in relation to the Council's approach to tackling domestic abuse.</li> <li>2. <b>Mental Health and Wellbeing of Young People</b> - To receive information on provisions to support young people's mental health and wellbeing.</li> <li>3. <b>Educational Diversity</b> – To receive an update report on the impact of the counselling service introduced at Educational Diversity in November 2020.</li> <li>4. <b>Schools Response to the Pandemic Scrutiny Review</b> – Recommendation monitoring one year on and the impact of the pandemic on pupil attainment.</li> </ol>
27 January 2022	<ol style="list-style-type: none"> <li>1. <b>Youth Offending Team Improvement</b> - To receive an update in relation to the YOT Improvement Plan.</li> <li>2. <b>Children's Social Care Improvement</b> – To receive specific data around the support given to young people turning 18 and the number of vulnerable young people accessing services.</li> <li>3. <b>Education/SEND</b> – To receive information on the impact of the pandemic on early language and speech development.</li> <li>4. <b>Children Born Into Care</b> – To receive an update on the ongoing work looking at children born into care.</li> </ol>
24 March 2022	<ol style="list-style-type: none"> <li>1. <b>Youth Offending Team Improvement</b> - To receive an update in relation to the YOT Improvement Plan.</li> <li>2. <b>Children's Social Care Improvement</b> – To receive the findings of the Department for Education Care Review launched in January 2021.</li> <li>3. <b>Education/SEND</b> – To receive an update in relation to the education priority area of 'Inclusion'.</li> <li>4. <b>CSAP Annual Report</b> – To receive the annual report from CSAP.</li> </ol>

<b>Scrutiny Review Work</b>	
Commenced December 2020	<b>Blackpool Better Start</b> Following Committee approval, the final report from the review to be considered by the Executive.
February 2021	Input into the development of the SEND Vision and Strategy. The final version of the Strategy is anticipated to be ready for Committee consideration in October 2021.
TBC	<b>The Experience of Looked After Children in Blackpool</b> To gain an understanding of the journey of a cohort of Our Children including scrutiny of their experiences with various partners such as the Police, Health Services and schools. To potentially also include their experiences of Alternative Provision. Links to the following themes taken from the CSC Improvement Plan: <i>1. Improve the systems and quality of Agency Decision Maker's processes for approval and matching of foster carers and adopters.</i> <i>2. Ensure that our social workers are prepared for court proceedings.</i>
TBC	<b>Mental Health and Wellbeing in Schools</b> To review the provisions within schools to support the mental health and wellbeing of pupils. Potential link to SEND target of: <i>'Children and young people with SEND to enjoy good physical and mental health and wellbeing emotional health.'</i>
TBC	<b>SEND Funding and Capacity</b> Cabinet Member referral.
TBC	<b>Young People classed as Not In Employment, Education or Training (NEET)</b> To consider this cross-cutting issue which disproportionately affects vulnerable young people. To include the potential impact of the Covid-19 pandemic on training/employment opportunities for young people, as well as considering the breadth of the offer in Blackpool and whether young people are adequately directed to available opportunities.

<b>Adult Social Care And Health Scrutiny Committee Work Plan 2021-2022</b>	
1 July 2021	<ol style="list-style-type: none"> <li>1. <b>CCG End of Year performance</b></li> <li>2. <b>BTH Inspection update</b></li> <li>3. <b>Avoidable Readmissions</b> – a whole system report into readmissions to hospital, the reasons for the readmissions and an analysis of whether they could be avoided.</li> </ol>
TBC 28 September 2021	<p>SPECIAL MEETING:</p> <ol style="list-style-type: none"> <li>1. <b>Mental Health Services</b> to continue to monitor and evaluate the impact of changes in mental health service provision. To also include impact of pandemic on service provision. Integrated Care Partnership/System attendance requested. Including specific updates on the recommendations of the previous meeting. To be extended to include specific reference to mental health of new mums (Pauline Tschobotko).</li> <li>2. <b>Drug Related Death Scrutiny Review Final Report</b></li> </ol>
14 October 2021	<ol style="list-style-type: none"> <li>1. <b>System flow</b> - Rather than delayed discharges, whole series of events including what happens after discharge.</li> <li>2. <b>Adult Services</b> – complete service overview <b>including an update on service recovery arrangements</b>. Also to include medium term financial strategy and financial performance.</li> <li>3. <b>Public Health</b> Covid service recovery (as agreed at meeting March 2021) specific reference to Alcohol Abuse Treatment and support services during the pandemic, increases in alcohol consumption and impact and to include financial performance.</li> </ol>
2 December 2021	<ol style="list-style-type: none"> <li>1. <b>CCG Mid-year performance</b></li> <li>2. <b>Blackpool Safeguarding Adults Annual Report</b></li> <li>3. <b>Sexual Health Services</b> – provision of services/long term impact of pandemic on wait time</li> <li>4. <b>Blackpool Teaching Hospitals Trust Restoration of Services</b> including continuing improvement</li> </ol>
3 February 2022	<ol style="list-style-type: none"> <li>1. <b>Adult Services</b> – complete service overview. Also to include financial performance.</li> <li>2. <b>Conclusion of the Fulfilling Lives project</b> identifying the impact of the closure of the service, how the gaps caused by it ending were filled, data sharing and reframing communications in a positive way.</li> <li>3. <b>Integrated Care Partnership</b> – update on establishment, impact on Blackpool residents</li> </ol>
31 March 2022	<ol style="list-style-type: none"> <li>1. <b>Blackpool Teaching Hospitals Trust/CCG:</b> Overview report addressing progress made with patients waiting more than 52 weeks, long covid and the use of 111.</li> <li>2. <b>Smoking cessation</b> new model application and impact.</li> </ol>
TBC 23 June 2022	<ol style="list-style-type: none"> <li>1. <b>CCG End of year performance</b></li> <li>2. <b>Adult Services</b> – complete service overview. Also to include and financial performance.</li> </ol>

<b>Scrutiny Review Work</b>	
Informal review - ongoing	<p><b>Support for new mums during pandemic including health visiting and breastfeeding support (pre and post pandemic)</b> – including recovery programmes – what offer has been put in place to support them such as call backs etc.</p> <p>Covered to degree in discussions with BTH representatives at 26 November 2020 meeting. Also received an email update from PH on 4 December 2020 for review and questions.</p>
Next meeting 6 July 2021	<p><b>'Meals on Wheels'</b> as agreed in notice of motion at Council.</p> <p>Ongoing.</p>
TBC November 21?	<p>Scrutiny review of <b>Supported Housing</b> following agreement at the Committee meeting in January 2020. Commenced November 2020.</p> <p>Ongoing.</p>
TBC November/ December 2021?	<p>Proposed joint piece of work with Children and Young People's Scrutiny Committee:</p> <p><b>Child and Adolescent Mental Health</b> to include prevalence, performance of CAMHS, emotional health, looked after children and additional educational needs.</p> <p>Initial meeting to consider service redesign has been held. Request to come back 12 months after implementation for progress update.</p>
TBC January/ February 2022?	<p><b>Dentistry and oral health</b> ensuring adequate and accessible provision in the town. Care during the pandemic and impact on provision. Recovery. (NHS England).</p>
TBC March 2022?	<p>Scrutiny review of <b>population health management</b></p>
TBC April/May 2022?	<p><b>Dementia</b> – Provision of services/dementia friendly, impact of increasing diagnosis, support services on offer, long term impact of pandemic (dementia groups to be invited).</p>
TBC 2021 (once pressure of pandemic on PH has alleviated).	<p><b>Healthy Weight Scrutiny Review</b> - Firstly to review the recommendations in light of the time passed since the review was approved. Secondly to consider progress of recommendations and impact of the pandemic on the issues identified in the report.</p>

#### **Informal Briefings:**

October/November 2021: Pathology Collaboration (as agreed May 2021).