

**DEPUTY CHIEF  
EXECUTIVE'S  
DIRECTORATE**

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

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

DEPUTY CHIEF EXECUTIVE: Carmel McKeogh

CHIEF ACCOUNTANT: Mr Phil Redmond

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

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

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

Budget Holder: Carmel McKeogh - Deputy Chief Executive.

Finance Manager: Mr Mark Golden

**Notes:**

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

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

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

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

**Finance Manager: Mr Mark Golden**

**Notes:**

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

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

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

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

**Finance Manager: Mr Mark Golden**

**Notes:**

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

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

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

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

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

**Finance Manager: Mr Mark Golden**

**Notes:**

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

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

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

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

**Finance Manager: Mr Mark Golden**

**Notes:**

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

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

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

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

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

**Finance Manager: Mr Mark Golden**

**Notes:**

1)

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