

# Municipal Budget For the Year Ending 31<sup>st</sup> March 2021

Neil Jack Chief Executive | Steve Thompson Director of Resources



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## Introduction

The Budget for the forthcoming financial year is again challenging with a budget savings target of £19.65m on the back of successfully delivering £152.3m over the previous 9 years. This Budget has undergone detailed consideration and scrutiny over a lengthy formulation period. From the very outset this has involved the Council's Cabinet Members, who have ensured that resources are aligned more than ever before to the Council's specific priorities, followed by extensive engagement and consultation with key stakeholders such as the trade unions, business representatives, equality and diversity forums and of course our residents.

Despite the financial constraints, the Council has made sufficient provision within the Budget to accommodate:

- delivery of the 2019/20 Revenue Budget within Working Balances
- the full-year effect of demand pressures as at month 07 2019/20
- internal pay levels to rise by at least 2.0% for the period from 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021 and the payment of at least the National Living Wage to all contracted staff
- the payment of annual increments
- voluntary 5 days' unpaid leave on average to continue
- pension auto-enrolment based on previous uptakes
- a non-pay inflation contingency, to address contractual commitments and valid non-pay pressures @ 1.9% (forecast CPI as per Spring Statement 2019)
- Treasury Management budget predicated on a Base Rate of 1.00% (0.25% above the current Base Rate) with interest rates to remain at low levels
- the latest estimates of Settlement Funding Assessment
- the Council fulfilling its statutory obligation to balance its budget

These are all big challenges once again, but by working more collaboratively across Council directorates and indeed with other public sector partners where appropriate we can strive to achieve common goals and efficiencies together. I have every confidence that the services' efforts of 2011/12 - 2019/20 will be repeated in 2020/21 to deliver these objectives.

Steve Thompson

Director of Resources

March 2020

## **Revenue Budgets and Council Tax Setting**

# Blackpool Council

## Report

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### General Fund Revenue Budget 2020/21

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#### **1. Purpose**

- 1.1 The purpose of this report is to determine the overall level of net expenditure to be included in the General Fund Revenue Budget for 2020/21 and to identify a budget savings plan that will ensure a balanced budget in-year.

#### **2. Context**

- 2.1 The current Medium Term Financial Sustainability Strategy (MTFSS) covering the period 2016/17 – 2021/22 was approved by Executive on 12<sup>th</sup> September 2016 and presented a financial outlook, an assessment of risks and an indication of the Council's challenges over these 6 years. It incorporated the 4-year Settlement ending in 2019/20 at which point a new Settlement period was expected, however due to the consequences of exiting the European Union a 1-year only Settlement was announced for 2020/21. The Chancellor of the Exchequer's Budget of 11<sup>th</sup> March is expected to announce a new Spending Review later in 2020 with further clarification on Settlement period, Fair Funding Review, Business Rates Retention, Business Rates Reset and New Homes Bonus.

- 2.2 The key principles of the MTFSS are that:

- the statutory obligation to balance the Council's budget in each year of the period;
- resourcing services in line with Council priorities;
- embedding a culture of value for money and efficiency savings in all activities;
- keeping Council Tax levels as low as possible;
- maximising the level and resilience of the resources of cash, assets and people by attracting grants, generating additional income or creating partnering arrangements;
- ensuring significant risks are identified and mitigated where possible;
- ensuring financial reserves reflect the levels of business and risk; and
- optimising capital spending freedoms.

These all still hold true for 2020/21.

#### **3. The Local Government Finance Settlement 2020/21**

- 3.1 The Local Government Finance Settlement sets the amount of Central Government funding available to councils. The Secretary of State for Housing, Communities and Local Government announced the Provisional Local Government Finance Settlement for 2020/21 on 20<sup>th</sup> December 2019. The Final Settlement is expected was announced in February 2020.

- 3.2 The Settlement Funding Assessment (SFA) for Blackpool Council is split between resources received via Revenue Support Grant, an assessment of its share of Business Rates collectable plus a Top-up element from the 8<sup>th</sup> year of the Business Rates Retention Scheme. The Provisional SFA amounts to £63,300,000 in 2020/21. This compares with the Settlement Funding Assessment in 2019/20 of £62,300,000.
- 3.3 As part of the announcement the 2019/20 Lancashire collaboration for 75% Business Rates Retention Pilots was disestablished reverting Blackpool Council to the former 50% Business Rates Retention system during 2020/21.

#### **4. Other Funding 2020/21**

- 4.1 There are several other significant components of Central Government funding, some of which have been rolled into the SFA and some which remain separate specific grants:

##### **4.2 New Homes Bonus (NHB) Grant**

The 2020/21 New Homes Bonus allocations have been announced. This funding takes the form of an unringfenced grant which is distributed between local authorities based upon the net growth in housing provision within their areas. The number of years that the scheme is based on is 4 years and the scheme also only rewards growth in homes above a minimum expectation of +0.4% per annum.

The 4-year cumulative figure for 2020/21 has been confirmed as £266,441 with an in-year element of £65,197. As the roll forward is for one year, with any funding beyond 2020/21 subject to the 2020 Spending Review and potential new proposals, the new allocations in 2020/21 will not result in legacy payments being made in subsequent years based on those allocations.

##### **4.3 Housing Benefit (HB) Admin Grant**

The Housing Benefit subsidy scheme is the means by which local authorities claim subsidy from the Department for Work and Pensions (DWP) towards the cost of administering HB in their local areas. Benefit schemes of rent rebates for tenants of a local authority and rent allowances for private tenants are provided for by the Social Security Contributions and Benefits Act 1992 and the Social Security Administration Act 1992 (as amended). Claimants obtain these benefits by direct application to the authority. Eligibility for, and the amount of, HB is determined in all cases solely by the local authority. The Council received Housing Benefit Admin Subsidy grant in 2019/20 of £763,000 and this will be reduced by 2% to £746,000 in 2020/21.

##### **4.4 Public Health Grant**

The transfer of Public Health services and their responsibility to local government from April 2013 brought with it ring-fenced grant funding.

On 4<sup>th</sup> September 2019 the Chancellor of the Exchequer announced that there would be a real terms increase to the Public Health Grant in 2020/21. The Chief Executive of Public Health England has subsequently suggested a 1% real terms growth, equating to a combined increase of 2.84%. Whilst actual allocations have yet to be confirmed, Blackpool's allocation for 2020/21 planning purposes is based on this increase and is estimated at £18,450,524, a rise of £509,524 from the 2019/20 grant of £17,941,000.

#### 4.5 Better Care Fund (BCF)

The Better Care Fund is a programme spanning both the NHS and local government which seeks to join-up health and care services so that people can manage their own health and wellbeing and live independently in their communities for as long as possible. The aim of the BCF is to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support and providing them with integrated health and social care services, resulting in an improved experience and better quality of life.

In January 2019 the NHS Long-Term Plan was published which outlined several key priorities and improvement targets over the next ten years, one of which is a continued commitment to the BCF and to increase the focus on NHS organisations working with their local partners as 'Integrated Care Systems' (ICSs) to plan and deliver services which meet the needs of their communities.

Blackpool's Health and Wellbeing Board approved a pooled budget of £32.8m in 2019/20 and following the publication of the 'Integration and BCF Planning Requirements' document in spring 2020 the Council will work with Clinical Commissioning Group colleagues to agree the value of the pooled budget for 2020/21.

#### 4.6 Dedicated Schools Grant (DSG)

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

The DSG in 2019/20 prior to Academy Recoupment was £113.1m and the provisional allocation for 2020/21 is £121.1m whose further allocation has been approved by the Blackpool Schools Forum on 14<sup>th</sup> January 2020. The increase is mainly due to the continued roll-out of national formulae for the Schools Block and the High Needs block, both of which have resulted in additional allocations for Blackpool.

#### 4.7 Additional Social Care Funding

On 4<sup>th</sup> September 2019 the Chancellor of the Exchequer announced an additional £1bn for adult and children's social care. This funding was allocated to support local authorities to meet rising demand and continue to stabilise the social care system.

Blackpool's allocation for 2019/20 was £1,544,000 and this will increase to £5,922,000 in 2020/21. It is recommended that in view of the higher spending pressures currently being experienced in Children's Social Care and the recommendations from Ofsted's children's social care services inspection report of 17<sup>th</sup> January 2019 this funding is directed in full to that service.

Despite the magnitude of this uplift, when combined with the social care precept it represents the joint lowest year-on-year % increase in England alongside Westminster City Council.

#### 4.8 Core Spending Power

The Core Spending Power figures include the SFA, compensation for under-indexing the business rates multiplier, Council Tax, the Improved Better Care Fund, NHB, Rural Services Delivery Grant (not applicable), Transitional Grant (not applicable), Winter Pressures Grant and Social Care Support Grant / Social Care Grant. The table below shows Blackpool's Core Spending Power for 2020/21:

<b>Core Spending Power</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£m</b>	<b>£m</b>
Settlement Funding Assessment (SFA)	62.3	63.3
Compensation for under-indexing the business rates multiplier	1.5	1.9
Council Tax Requirement	52.6	54.3
Cumulative Adult Social Care Precept Flexibility	4.2	5.5
Improved Better Care Fund	9.7	10.6
New Homes Bonus	0.5	0.3
Winter Pressures Grant	0.9	0.0
Social Care Support Grant	1.6	0.0
Social Care Grant	0.0	5.9
<b>Total</b>	<b>133.3</b>	<b>141.8</b>
Change in Provisional Revenue Spending Power		8.5
Percentage Change		+6.4%

However, this calculation does not reflect inflationary (pay awards, National Living Wage announcements, non-pay) and demand pressures (see 7.1), which are required to be self-funded.



## 5. Revenue Budget 2019/20 – Projected Outturn

- 5.1 The summary in this budget book shows the projected adjusted revenue outturn as at month 7 for the current financial year.
- 5.2 Line 21 of the revenue budget summary on page 19 shows that it is now estimated that a sum of £7,606,000 will be taken from working balances as at 31<sup>st</sup> March 2020.

The main areas of budgetary variance are set out below:

	<b>£000</b>
Children's Services	10,104
Strategic Leisure Assets	2,759
Parking Services	759
Concessionary Fares	700
Governance & Partnership Services	277
Communications and Regeneration	60
Public Health	-
Chief Executive	(100)
Adult Services	(118)
Ward Budgets	(200)
Community and Environmental Services	(500)
Resources	(549)
Treasury Management	(860)
Other	(34)
<b>Net Service Overspendings 2019/20</b>	<b>12,298</b>
<b>Net Adjustment from Contingencies / Reserves</b>	<b>(4,692)</b>
<b>Net Overspending 2019/20</b>	<b>7,606</b>

5.3 The reasons for the overspendings are well documented in the Council's monthly Financial Performance Monitoring reports and recovery plans are under constant review with the most challenging being the required reduction in and de-escalation of Looked After Children in Children's Services. The Scrutiny Committees continuously scrutinise overspending services to seek assurances that effective remedial action is being taken.

5.4 In accordance with previous convention any overspendings on service budgets as at 31<sup>st</sup> March will be recovered in the following year 2020/21, but this will need to be revisited and reviewed at Provisional Outturn in the context of the exceptional pressures being faced by Children's Services.

## **6. Cash Limited Revenue Budget 2020/21**

6.1 There is a statutory requirement upon the Council to set a balanced budget:

- Section 100 of the Local Government Act 2002 requires local authorities to plan each year's revenue at a level sufficient to meet operating expenses and hence achieve a balanced budget.
- Section 114 of the Local Government Finance Act 1988 requires the chief finance officer of an authority to report to its Members and external auditor if it appears that the expenditure of the authority incurred (or proposed to incur) in a financial year is likely to exceed the resources available to meet that expenditure.

6.2 The cash limit upon the Revenue Budget for 2020/21 is £142,084,000 (line 22 of budget summary). This represents the maximum sum of net expenditure which is sustainable within the resources available.

6.3 The base Revenue Budget for next year incorporates the following key assumptions:-

- delivery of the 2019/20 Revenue Budget within Working Balances
- the full-year effect of demand pressures as at month 07 2019/20
- internal pay levels to rise by at least 2.0% for the period from 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021 and the payment of at least the National Living Wage to all contracted staff
- the payment of annual increments
- voluntary 5 days' unpaid leave on average to continue
- pension auto-enrolment based on previous uptakes
- a non-pay inflation contingency, to address contractual commitments and valid non-pay pressures @ 1.9% (forecast CPI as per Spring Statement 2019)
- Treasury Management budget predicated on a Base Rate of 1.00% (0.25% above the current Base Rate) with interest rates to remain at low levels
- the latest estimates of Settlement Funding Assessment
- the Council fulfilling its statutory obligation to balance its budget.

## 7. Budget Gap 2020/21 and Methodology for Delivering

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

	<b>£m</b>
Pay awards, increments, national insurance and pensions	2.88
Non-pay inflation	1.83
Pressures and growth	9.15
Developments	0.19
Reinstatement of non-recurrent savings from previous years and unachieved savings plans	5.60
<b>Budget Gap 2020/21</b>	<b>19.65</b>

### 7.2 Savings Programme

Achieving savings of the scale demanded has required concerted action and consideration of a broad range of initiatives, whilst maintaining strong financial management and budgetary control, addressing any areas of overspending in as timely a manner as practicable, maximising savings and ensuring value for money.

In a departure from the conventional approach of Priority-Led Budgeting, a Savings Programme constituting 7 thematic work streams has been developed and finessed over the last 4 years:

- i) Technical savings – these cover areas such as debt & PFI restructurings, pensions, review of reserves & provisions, use of capital receipts & capital-to-revenue transfers and review of Business Rate yield assumptions.
- ii) Income generation and management – fees & charges income will continue to be optimised along with returns on business loan investments, Growth & Prosperity initiatives and traded services.
- iii) Procurement and commissioning - maximising best value from the market place through an innovating commissioning regime to reduce third-party spend and deliver targeted social value.
- iv) Demand management and self-help initiatives such as the current Channel Shift project work.
- v) Transformational efficiency measures under the direction of the Chief Executive's Corporate Delivery Unit with a focus on 'upstream' prevention.

- vi) Structural reform:
- internally with Council services being the provider of first choice
  - collaborating and partnering with the Council's own companies (as has already progressed significantly with the adoption of the Companies Governance Framework)
  - across the wider public sector including the Healthier Lancashire & South Cumbria Integrated Care System and One Public Estate
  - with the private and voluntary sectors.
- vii) Service reductions and cuts, which are considered once i) – vi) have been exhausted.

This exercise has generated the necessary service budget target savings of £19.65m in 2020/21. With forecast earmarked reserves of £31.3m as at 31<sup>st</sup> March 2020 it is deemed reasonable to underwrite the residual budget savings gap of £2.25m from this source as savings proposals continue to be appraised (the recent launch of CIPFA's Financial Resilience Index showed that Blackpool Council has above average financial standing in comparison with its nearest neighbour authorities). In view of the late notification of the Provisional Local Government Finance Settlement on 20<sup>th</sup> December 2019, Budget consultation has started later than usual and a dedicated cross-party Budget Scrutiny Panel met on 24<sup>th</sup> February 2020 to undertake an in-depth scrutiny of the proposals.

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

## **8. Other Considerations**

### **8.1 Staffing Implications**

As part of the £19.65m savings target it is anticipated that in the year 2020/21 there will be up to 25 compulsory redundancies and up to 20 voluntary redundancies where it is possible to agree employee requests. In addition there are a further 30 employees in temporary contracts which will come to an end. These staffing reductions will come about as a result of services ceasing, reducing or being reconfigured and delivered differently.

In order to mitigate compulsory redundancies the following action is taken:

- continuation of voluntarily unpaid leave arrangements
- strict controls on external recruitment for all but essential posts that cannot be filled through redeployment or restructuring services
- consideration of applications for early retirement and voluntary redundancy (including a proposal for time limited enhancement for 'At Risk' employees)
  - holding vacant posts throughout the year which are subsequently removed resulting in a saving
  - encouraging employees to voluntarily reduce their hours of work
  - offering unpaid career breaks and unpaid sabbaticals
  - cessation or limitation of the use of agency staff and casuals

Where there is a requirement to fill a vacant post, employees who are at risk or on notice of redundancy have an opportunity to apply for these vacancies prior to them being advertised Council-wide.

A comprehensive package of support is on offer to affected employees from a dedicated member of the Council's Employment Adviser team.

The costs of redundancies have been managed centrally through an earmarked reserve. This reserve has been depleted each year by approximately £1m to cover redundancy payments and associated pension strain if it is required. This reserve is forecast to be £2.6m by March 2020. Since 2016/17 the reserve has been replenished each year from the consequences of the Minimum Revenue Provision (MRP) restructuring, which was approved as part of the 2016/17 Treasury Management Strategy, but 2019/20 was the final year that funds were available from the MRP restructuring to replenish the reserve.

## 8.2 Financial / Economic Context

Together with all other sectors of the national economy, the Council's finances have been affected by the measures being taken to recover from the economic downturn. The Chancellor announced as part of September 2019's Spending Round that making sure the United Kingdom is prepared to leave the European Union was its top priority. The Government stated that it will not be until this has been delivered that clearer and more meaningful forecasts for the economy and public finances can be made, which are now expected in the Spending Review 2020.

The effect of the economic climate continues to impact upon the ability to pay for some and make others more cautious in terms of personal spending. The overall effect will be to make collection of income due to the Council, both council tax and fees & charges, more difficult. However, regeneration investment in the town together with its ever improving tourism offer is attracting growing visitor numbers which are bolstering the town's tourism economy.

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

## 8.3 Business Loans Fund

The 2019/20 Budget increased the Loans Fund to £200m. Loans are available to businesses across the Fylde coast and strongly linked to growing and safeguarding the local economy. The Council has had approvals and expressions of interest totalling over £111m of loans as at 31<sup>st</sup> December 2019, although this is offset by repayments made to date. The total amount which has been drawn down so far is £79m net of repayments that have been made. These loans have created/safeguarded 1,299 jobs.

## 8.4 Equalities Analysis

The Council has a statutory responsibility under equality law, known as the 'Public Sector Duty', to examine and analyse the impacts on equality issues on any decisions it makes. Furthermore, the Council must have due regard to the need to eliminate discrimination, harassment, victimisation and other prohibited conduct, whilst advancing equality of opportunity and fostering good relations between different groups.

The Council adopts a robust approach to equality to assess the possible impact of the current budget proposals. This is in recognition of the often complex effect on service users, staff, citizens and visitors of these decisions.

Where potentially significant equality implications have been identified within the proposals outlined in this report, these are flagged up to decision makers and if appropriate this leads to the commissioning of a full impact review involving data analysis and consultation with service users and others affected.

Each year the Council also assesses the effect of budget reductions on staff diversity issues using a benchmark analysis of the current levels of workforce diversity for each of the key equality strands – Race, Gender, Disability, Age, Religion & Belief and Sexual Orientation.

## 8.5 Budget Engagement

The Council has undertaken two engagement exercises to seek comments and ideas on the Budget, one aimed at individual residents and staff which attracted 127 responses and the other aimed at stakeholder organisations which received 21 responses. The questionnaires, available at Council building reception points and online, sought views on Council priorities and services at a broad level and asked for comments on ways in which the Council could save or generate money.

Respondents to the residents and staff survey identified the Household Waste Services Recycling Centre, Adults and Older People Services, and Children and Young People Services as the most important, with residents also identifying Parks and Open Spaces as being of significant importance. Comments received tended to suggest focusing on the efficiency of council structures and management costs, the level of overspend in Council departments and capital expenditure.

The stakeholder survey had a slightly different focus with respondents being asked for comments rather than rating the importance of services. Respondents called for a focus on value for money in service delivery, continuing to allow people to access services through non-digital routes, to adopt collaborative working practices and for the Council to offer funding and support to community groups that help communities to do more to help themselves. Some respondents raised concerns that cuts in the Council's Budget would increase service demand and affect the viability of organisations delivering contracts for the Council.

Having considered these comments during the process of formulating the Budget, the Council will formally consult relevant parties on proposals where any significant changes or impacts may arise.

## 9. Capital Expenditure

9.1 The Council's Capital Programme for 2020/21 – 2022/23 is shown on pages 97 to 108. Debt financing costs for the capital programme have been included in the Revenue Budget on the basis of the indicative borrowing allocations received from Government and any Prudential borrowings.

9.2 The size and value of the capital programme is set in accordance with those allocations plus any available external grants, Prudential borrowing schemes (for which the costs are to be separately funded from service budgets), capital receipts and revenue contributions. Schemes being financed by Prudential borrowing continue to require specific approval of the Executive.

9.3 Future revenue costs of capital schemes will also have to be contained within existing bottom-line budgets, except where provision has specifically been agreed in advance.

## **10. Working Balances and Reserves (and in the context of Children's Services)**

10.1 Section 25 of the Local Government Act 2003 imposes a duty upon the Council's statutory finance officer to report on the robustness of the estimates and the adequacy of reserves.

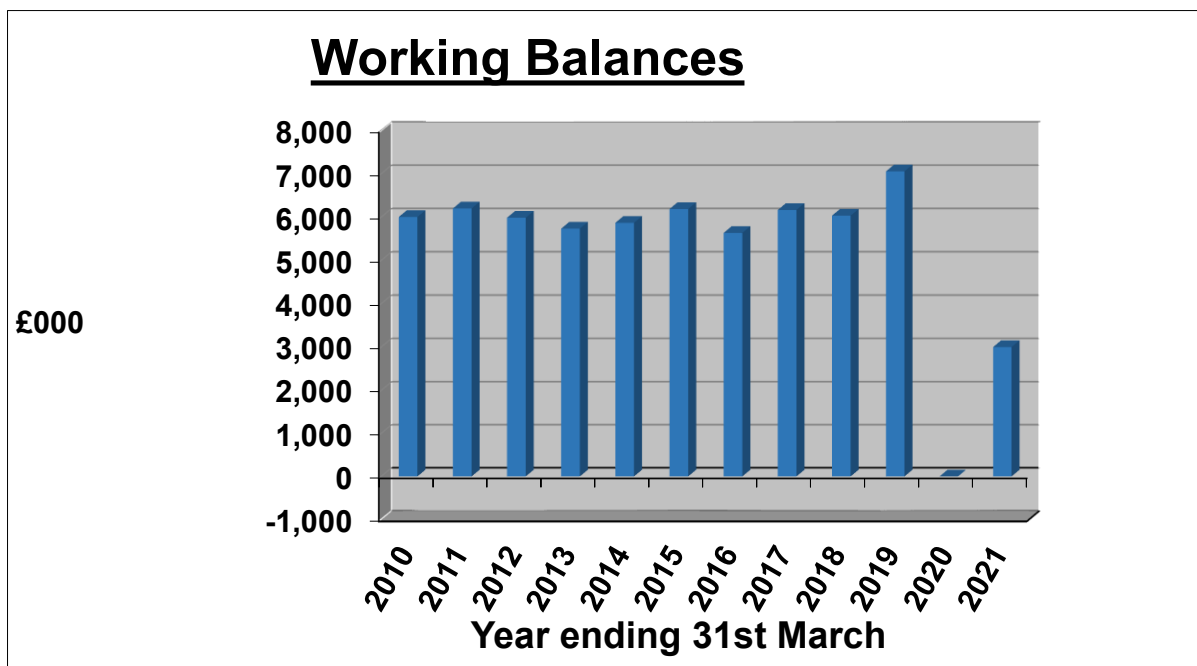
10.2 The proposed Budget for 2020/21 is underpinned and reinforced by Council-wide risk management and robust budget setting and monitoring processes.

- Risk Management – Risk management processes are embedded across the Council. A strategic risk register is maintained and a Corporate Risk Management Group meets quarterly to review the risks contained in the register. The strategic risk register identifies the key risks facing services in the delivery of Council priorities and which are scrutinised regularly by the Audit Committee. In addition, the recommendation concerning the level of the general working balances included in this Budget is itself a product of a risk-based assessment.
- Budget Setting – Accountancy staff work with budget holders to comprehensively review all budgets on an annual basis. The budgets set are cash limited. Instances of unavoidable growth, service demand pressures and new developments are identified and scrutinised as part of the budget process, together with other issues such as meeting new legislative requirements and statutory obligations.
- Budget Monitoring – Monitoring is carried out on a monthly basis with effect from month zero and highlights any significant variances and areas of risk, both for current and future years, with regular reports being presented to the Executive and Scrutiny Committees. This provides an opportunity to take action to mitigate such variances. Bearing in mind the importance of successfully delivering budget savings in the current financial year, detailed monthly reports on progress in achieving savings have been reported to the Corporate Leadership Team.

10.3 Under a Local Authority Accounting Panel Code of Practice (LAAP) issued in November 2008 the establishment of and transfers to/from reserves are subject to the approval of the Council's statutory finance officer. The Council's reserves are continuously reviewed to ensure that they remain at an appropriate level.

10.4 In addition to the Council's general working balances a number of specific revenue reserves have been established to cover specific risks and uncertain commitments. Without these specific reserves the Council's general working balances would need to be set at a higher level. Taking into account specific reserves it is the opinion of the Council's statutory finance officer that the Council should continue to plan for a level of general working balances of £6m. This level is necessary in view of the scale of the Council's gross revenue budget and associated risks. In setting the proposed budget and savings programme of £19.65m it is not realistic to assume that this target can be achieved in one year nor via contributions from revenue budgets, in particular as the level is forecast to have reduced to nil by 31<sup>st</sup> March 2020. As part of the budget exercise non-recurrent funds have been identified to restore levels to at least 50% of target with other work such as the Minimum Revenue Provision review ongoing to add to this if/where possible.

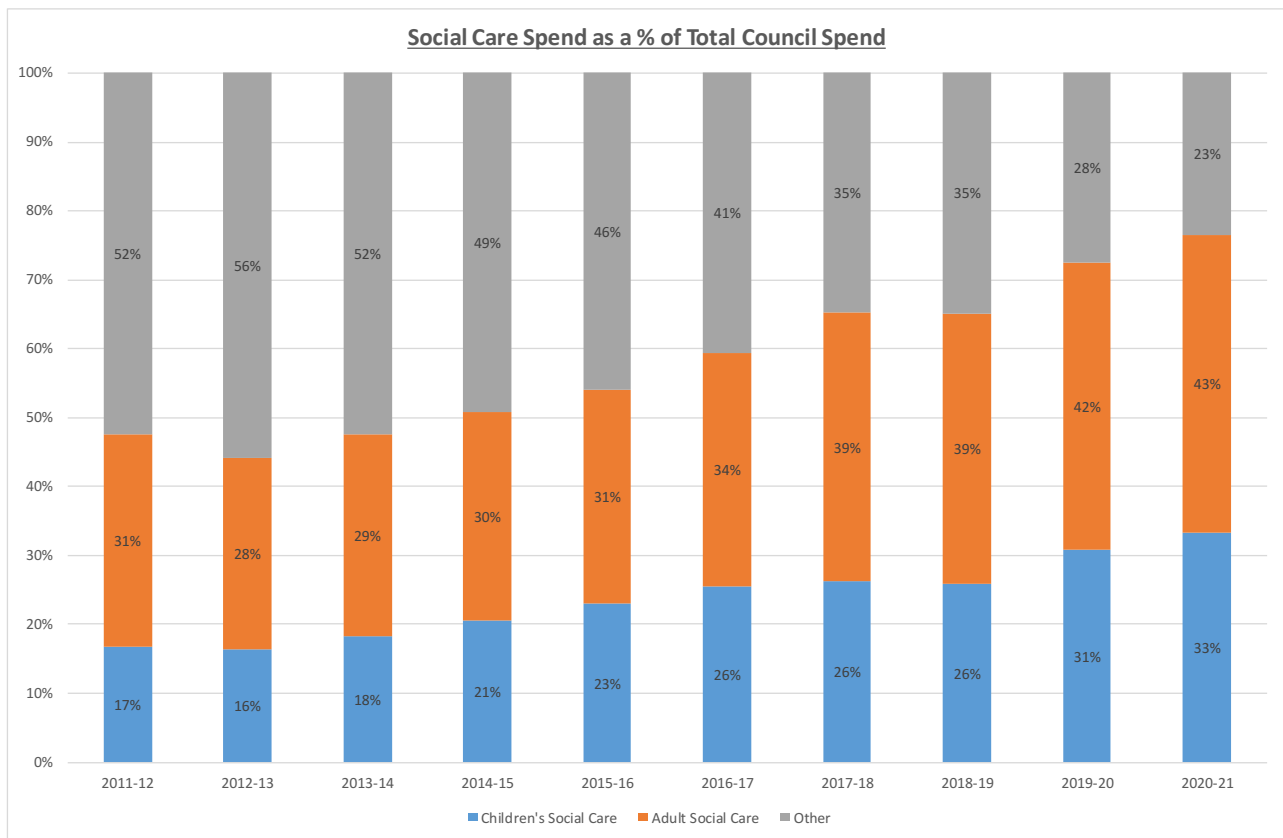
It is the view of the statutory finance officer that the significant investment in Children’s Services that this Revenue Budget recommends should remove the strain on working balances that has been borne in recent years.



10.5 As referred to in paragraph 4.7 Children’s Social Care Services was the subject of a full Ofsted inspection at the end of 2018 with the outcome published in a report on 17<sup>th</sup> January 2019. Whilst Ofsted did highlight improvements in service delivery in a number of areas, there remained issues in social work practice meaning some children were not always having their needs responded to in the right way or at the right time. The Secretary of State has subsequently appointed an Independent Commissioner who continues to work with Council officers and Members to determine the Council’s capacity and capability to improve itself and will be recommending later this calendar year whether or not the evidence is sufficiently strong to suggest that long-term sustainable improvement can be achieved should operational control remain with the Council.

The Council has an improvement plan in place, which is under continuous review to ensure that positive changes happen at a faster pace. In order to deliver this and on a sustainable footing, this Revenue Budget proposes unprecedented investment in the service with £4,279,000 to address the additional staffing requirement, some 30% more children’s social worker staffing than 12 months ago, and £10,108,000 to address the demographic demand pressures of children in need and the increasing intensity of care required – a total recurrent investment of £14,387,000. The upshot of this is that by next year Children’s Social Care will represent 33% of the Council’s revenue spend compared with 17% a decade earlier:





## 11. Capping

11.1 Under schedule 5 of the Localism Act 2011 the Government introduced a requirement to hold a local referendum when proposed council tax increases are deemed excessive. On 20<sup>th</sup> December 2019 as part of the Provisional Local Government Settlement it was announced that an increased council tax referendum threshold of 4% would apply for 2020/21 (comprising 2% for expenditure on adult social care and 2% for other expenditure).

11.2 This flexibility is offered in recognition of inflationary pressures such as the raising of the National Living Wage and demographic changes which are leading to growing demand for adult social care and increased pressure on council budgets. A requirement of this flexibility is that the Council spends the additional funds raised through the Adult Social Care Precept on adult social care only.

## 12. Medium Term Financial Prospects

12.1 Medium term prospects are overshadowed by the continuing cutbacks in public sector spending which were described in detail in the current Medium Term Financial Sustainability Strategy. It is impossible at this point in time to forecast beyond 2020/21 when the current 1-year Settlement ends and the prospect of the Spending Review 2020, the Fair Funding Review, Business Rates Retention, Business Rates Reset and the New Homes Bonus review adds more uncertainty to financial planning. However, it is the intention that the current Medium Term Financial Plan will be refreshed over a rolling 3-year period once indicative funding allocations begin to be released by Ministry of Housing, Communities and Local Government.

**Blackpool Council**  
**Council Tax 2019/20 and 2020/21**

Calculation of Council Tax at band D Equivalent:	2019/20 Estimates		2020/21 Estimates		Change year on year	
	£000	£000	£000	£000	£000	%
<b>General Fund Estimates - Net Expenditure</b>		<b>124,073</b>		<b>142,084</b>	18,011	14.52
Revenue Support Grant (RSG)		-		(15,030)		
NDR Baseline		(28,515)		(19,510)		
NDR - Top Up Amount		(27,137)		(24,468)		
Section 31 grants		(15,915)		(21,039)		
LCC Pool 75% Pilot		-		(47)		
Enterprise Zone		(496)		(324)		
		(72,063)		(80,418)	(8,355)	11.59
Collection Fund (Surplus)/Deficit						
	Council Tax	(1,146)		(477)	669	
	NNDR	1,473		(1,539)	(3,012)	
	Contribution to Reserves	4,501		485	(4,016)	
<b>Council Tax Requirement - Blackpool Council</b>		<b>56,838</b>		<b>60,135</b>	3,297	5.80
<b>Total Council Tax Requirement</b>						
Blackpool Council		56,838		60,135	3,297	5.80
Police and Crime Commissioner for Lancashire		7,357		7,857	500	6.80
Lancashire Fire Authority		2,537		2,633	96	3.78
		<b>66,732</b>		<b>70,625</b>	3,893	5.83
<b>Tax Base - Blackpool Council</b>		<b>Nos. 36,521</b>		<b>Nos. 37,157</b>	636	1.74
<b>Council Tax Elements at Band D Equivalent:</b>						
Blackpool Council		£ 1,446.68		£ 1,477.64	£ 62.08	3.99
Adult Social Care Element		109.63		140.75		
Police and Crime Commissioner for Lancashire		201.45		211.45	10.00	4.96
Lancashire Fire Authority		69.48		70.86	1.38	1.99
<b>Total Council Tax at Band D Equivalent</b>		<b>£ 1,827.24</b>		<b>£ 1,900.70</b>	73.46	4.02

Calculation of Council Tax By Band:								
Valuation Band	A	B	C	D	E	F	G	H
	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
	£	£	£	£	£	£	£	£
Blackpool Council	985.09	1,149.28	1,313.45	1,477.64	1,806.00	2,134.37	2,462.73	2,955.28
Adult Social Care Element	93.83	109.47	125.11	140.75	172.03	203.31	234.58	281.50
Police and Crime Commissioner for Lancashire	140.97	164.46	187.96	211.45	258.44	305.43	352.42	422.90
Lancashire Fire Authority	47.24	55.11	62.99	70.86	86.61	102.35	118.10	141.72
<b>Council Tax 2020/21</b>	<b>1,267.13</b>	<b>1,478.32</b>	<b>1,689.51</b>	<b>1,900.70</b>	<b>2,323.08</b>	<b>2,745.46</b>	<b>3,167.83</b>	<b>3,801.40</b>
Blackpool Council	964.45	1,125.20	1,285.93	1,446.68	1,768.16	2,089.65	2,411.13	2,893.36
Adult Social Care Element	73.09	85.27	97.45	109.63	133.99	158.36	182.72	219.26
Police and Crime Commissioner for Lancashire	134.30	156.68	179.07	201.45	246.22	290.98	335.75	402.90
Lancashire Fire Authority	46.32	54.04	61.76	69.48	84.92	100.36	115.80	138.96
<b>Council Tax 2019/20</b>	<b>1,218.16</b>	<b>1,421.19</b>	<b>1,624.21</b>	<b>1,827.24</b>	<b>2,233.29</b>	<b>2,639.35</b>	<b>3,045.40</b>	<b>3,654.48</b>
Blackpool Council	20.64	24.08	27.52	30.96	37.84	44.72	51.60	61.92
Adult Social Care Element	20.74	24.20	27.66	31.12	38.04	44.95	51.86	62.24
Police and Crime Commissioner for Lancashire	6.67	7.78	8.89	10.00	12.22	14.45	16.67	20.00
Lancashire Fire Authority	0.92	1.07	1.23	1.38	1.69	1.99	2.30	2.76
<b>Change, year on year</b>	<b>48.97</b>	<b>57.13</b>	<b>65.30</b>	<b>73.46</b>	<b>89.79</b>	<b>106.11</b>	<b>122.43</b>	<b>146.92</b>

## Blackpool Council

### General Fund Estimates Year Ending 31 March 2021

#### Summary

Line No	General Fund Net Requirements	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Cash Limited Bottom Line Budgets</b>					
1	Chief Executive	674	615	515	21
2	Governance and Partnership Services	3,902	3,773	3,850	2,136
3	Resources	4,698	4,563	4,014	2,414
4	Communications and Regeneration	6,816	(1,557)	1,262	(2,294)
5	Community and Environmental Services	37,079	43,446	42,946	44,987
6	Adult Services	52,160	54,559	54,441	56,367
7	Children's Services	42,450	41,027	51,131	54,906
8	Public Health	23	21	21	25
9	Budgets Outside the Cash Limit	12,580	12,708	13,273	12,677
10	Capital Charges	(30,305)	(29,962)	(29,962)	(27,708)
11	IAS 19 Retirement Benefits	179	-	-	-
12	<b>Sub Total - Net Cost of Services</b>	<b>130,256</b>	<b>129,193</b>	<b>141,491</b>	<b>143,531</b>
<b>Contributions and Contingencies</b>					
13	Contributions to/(from) Reserves	(1,566)	(3,667)	(8,176)	(2,252)
14	Revenue Consequences of Capital Outlay	-	200	200	300
15	Contingencies	(1,598)	(2,107)	(2,290)	50
16	<b>Sub Total - Contributions and Contingencies</b>	<b>(3,164)</b>	<b>(5,574)</b>	<b>(10,266)</b>	<b>(1,902)</b>
<b>Levies</b>					
17	North West Regional Flood Defence Committee	68	69	69	70
18	Apprenticeship Levy	335	385	385	385
19	<b>Sub Total - Levies</b>	<b>403</b>	<b>454</b>	<b>454</b>	<b>455</b>
20	<b>Total Net Expenditure to be met from Public Funds</b>	<b>127,495</b>	<b>124,073</b>	<b>131,679</b>	<b>142,084</b>
21	Less: Amount (Taken from) / Added to Working Balances	1,023	-	(7,606)	-
22	<b>Net Requirements after Working Balances</b>	<b>128,518</b>	<b>124,073</b>	<b>124,073</b>	<b>142,084</b>
<b>Working Balances as at 1st April</b>		4,034		7,057	-
Movement in Working Balances		1,023		(7,606)	-
Contribution to Working Balances		-		-	3,012
		<u>5,057</u>		<u>(549)</u>	<u>3,012</u>
Transfer from Earmarked Reserves		2,000		549	-
<b>General Balances as at 31st March</b>		<u>7,057</u>		<u>-</u>	<u>3,012</u>

**Chief Executive**

**Chief Executive**  
**General Fund Estimates Year Ending 31 March 2021**

**Summary**

Functions of Service	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
Chief Executive	678	724	694	729
HR, Organisation and Workforce Development	(43)	(13)	(33)	(20)
Corporate Delivery Unit	159	151	151	(66)
Housing	(120)	(247)	(297)	(622)
<b>Net Cost of Services</b>	<b>674</b>	<b>615</b>	<b>515</b>	<b>21</b>
Cost per '000 population	5	4	4	-

**Budget Holder: Mr Neil Jack - Chief Executive**

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

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	4,578	4,570	4,614	4,751
Premises	146	110	142	152
Transport	24	21	20	19
Supplies and Services	1,562	382	412	448
Third Party Payments	465	168	170	80
Transfer Payments	278	65	503	128
Support Services	1,205	1,184	1,184	1,141
Capital Charges	17	21	21	21
Corporate Savings Target	-	(30)	-	(37)
<b>Total Expenditure</b>	<b>8,275</b>	<b>6,491</b>	<b>7,066</b>	<b>6,703</b>
<b>Income</b>				
Customer and Client Receipts	392	229	228	232
Government Grants	1,585	294	824	709
Recharges	4,319	4,323	4,323	4,638
Other Grants, Reimbursements and Contributions	1,305	1,030	1,176	1,103
<b>Total Income</b>	<b>7,601</b>	<b>5,876</b>	<b>6,551</b>	<b>6,682</b>
<b>Net Expenditure</b>	<b>674</b>	<b>615</b>	<b>515</b>	<b>21</b>

**Chief Executive**  
**General Fund Estimates Year Ending 31 March 2021**  
**Chief Executive**

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	587	608	599	606
Premises	1	-	3	-
Transport	1	1	1	1
Supplies and Services	68	60	36	56
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	76	74	74	85
Capital Charges	13	13	13	13
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>746</b>	<b>756</b>	<b>726</b>	<b>761</b>
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	-	-	-	-
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	68	32	32	32
<b>Total Income</b>	<b>68</b>	<b>32</b>	<b>32</b>	<b>32</b>
<b>Net Expenditure</b>	<b>678</b>	<b>724</b>	<b>694</b>	<b>729</b>
Cost per '000 population	5	5	5	5

**Budget Holder: Mr Neil Jack - Chief Executive**

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

**Notes:**

- 1) This budget consists of the Chief Executive and the Executive Support Team. The Executive Support Team provides support to the Council's Executive Members and Chief Officers on the Corporate Leadership Team.

**Chief Executive**  
**General Fund Estimates Year Ending 31 March 2021**  
**HR, Organisation and Workforce Development**

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	1,543	1,454	1,454	1,496
Premises	2	-	-	
Transport	2	4	4	4
Supplies and Services	309	192	192	194
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	476	424	424	437
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	(20)
<b>Total Expenditure</b>	<b>2,332</b>	<b>2,074</b>	<b>2,074</b>	<b>2,111</b>
<b>Income</b>				
Customer and Client Receipts	252	90	90	90
Government Grants	-	-	-	-
Recharges	1,699	1,642	1,642	1,685
Other Grants, Reimbursements and Contributions	424	355	375	356
<b>Total Income</b>	<b>2,375</b>	<b>2,087</b>	<b>2,107</b>	<b>2,131</b>
<b>Net Expenditure</b>	<b>(43)</b>	<b>(13)</b>	<b>(33)</b>	<b>(20)</b>
Cost per '000 population	-	-	-	-

**Budget Holder: Mrs Linda Dutton - Head of HR, Organisation and Workforce Development**

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

**Notes:**

- 1) Organisation and Workforce Development helps to ensure that the Council is able to deliver its priorities safely and effectively through the training and development of employees. This includes being commissioned to deliver Children's and Adults Social Care training.
- 2) Recruitment and Safeguarding ensures a right first time approach to recruitment and safeguarding information.
- 3) Systems and Management Information provides the management of HR systems and first rate management information.
- 4) Employee Relations Section supports services with all people management issues to ensure that redundancies, restructures, re-organisations, disciplinaries, grievances and attendance management issues are progressed in line with legislation and internal policies.
- 5) Corporate Health - The service conducts pre-employment medicals, promotes healthy living and provides advice and guidance to managers.
- 6) All services provide services to Council departments, to Fylde Borough Council, schools/Academies and Council Wholly Owned Companies.

Elements of the Service	£000	£000	£000	£000
Human Resources and Organisation Development	(960)	(896)	(916)	(931)
Corporate Training	370	333	333	346
HR Systems and Information	319	342	342	352
Corporate Health	228	208	208	213
<b>Net Expenditure</b>	<b>(43)</b>	<b>(13)</b>	<b>(33)</b>	<b>(20)</b>

**Chief Executive**  
**General Fund Estimates Year Ending 31 March 2021**  
**Corporate Delivery Unit**

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	1,367	1,408	1,385	1,449
Premises	-	-	-	-
Transport	7	7	6	6
Supplies and Services	43	47	64	56
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	92	106	106	139
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	(28)
<b>Total Expenditure</b>	<b>1,509</b>	<b>1,568</b>	<b>1,561</b>	<b>1,622</b>
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	-	-	-	-
Recharges	754	815	815	1,087
Other Grants, Reimbursements and Contributions	596	602	595	601
<b>Total Income</b>	<b>1,350</b>	<b>1,417</b>	<b>1,410</b>	<b>1,688</b>
<b>Net Expenditure</b>	<b>159</b>	<b>151</b>	<b>151</b>	<b>(66)</b>
Cost per '000 population	1	1	1	-

**Budget Holder: Ms Kate Aldridge - Head of Delivery and Performance / Mr Antony Lockley - Director of Strategy and Assistant Chief Executive**

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

**Notes:**

- 1) The Children and Adults Commissioning Teams work in partnership with both internal and external stakeholders to implement the full cycle of commissioning activities. These activities include developing relationships across the market to ensure that there is a range of quality provision to meet current assessed needs and forecasted needs in Blackpool in line with statutory duties and best practice and support service reviews to drive the availability of sustainable and diverse services.
- 2) Corporate Delivery Unit - This section recognises the close relationship required of the Policy, Performance, Research, Evidence, Evaluation and Transformational 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 including key areas for transformational change and monitor and review the delivery of the Council Plan priorities to ensure the efficient delivery of services alongside our partners for the benefit of Blackpool.

Elements of the Service	£000	£000	£000	£000
Commissioning	390	376	376	341
Corporate Delivery Unit	(231)	(225)	(225)	(407)
<b>Net Expenditure</b>	<b>159</b>	<b>151</b>	<b>151</b>	<b>(66)</b>



**Chief Executive**  
**General Fund Estimates Year Ending 31 March 2021**  
**Housing**

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	1,081	1,100	1,176	1,200
Premises	143	110	139	152
Transport	14	9	9	8
Supplies and Services	1,142	83	120	153
Third Party Payments	465	168	170	80
Transfer Payments	278	65	503	128
Support Services	561	580	580	480
Capital Charges	4	8	8	8
Corporate Savings Target	-	(30)	-	-
<b>Total Expenditure</b>	<b>3,688</b>	<b>2,093</b>	<b>2,705</b>	<b>2,209</b>
<b>Income</b>				
Customer and Client Receipts	140	139	138	142
Government Grants	1,585	294	824	709
Recharges	1,866	1,866	1,866	1,866
Other Grants, Reimbursements and Contributions	217	41	174	114
<b>Total Income</b>	<b>3,808</b>	<b>2,340</b>	<b>3,002</b>	<b>2,831</b>
<b>Net Expenditure</b>	<b>(120)</b>	<b>(247)</b>	<b>(297)</b>	<b>(622)</b>
Cost per '000 population	(1)	(2)	(2)	(4)

**Budget Holder: Mrs Vikki Piper - Housing Options Manager / Mr Antony Lockley - Director of Strategy and Assistant Chief Executive**

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

**Notes:**

- 1) The Housing Service is responsible for the development of the town's housing strategy and the housing renewal plans that flow from that strategy and includes the Housing Options team which works to prevent and address homelessness. The Service is also responsible for Council home development programmes, working with private developers and housing associations to bring forward new homes and for setting up the strategy and tools for regulation of the private rented sector.

## **Governance & Partnership Services**

**Governance and Partnership Services**  
**General Fund Estimates Year Ending 31 March 2021**

**Summary**

Functions of Service	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
Democratic Governance	2,566	2,751	2,511	2,586
Customer Care and Life Events	(59)	(377)	(80)	(362)
Corporate Legal Services	1,293	1,297	1,317	(83)
Information Governance	102	102	102	(5)
Corporate Savings Target	-	-	-	-
<b>Net Cost of Services</b>	<b>3,902</b>	<b>3,773</b>	<b>3,850</b>	<b>2,136</b>
Cost per '000 population	28	27	28	15

**Budget Holder: Mr Mark Towers - Director of Governance and Partnerships**

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

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	4,348	4,431	4,420	4,782
Premises	216	220	223	223
Transport	78	71	71	71
Supplies and Services	2,296	2,125	2,005	1,587
Third Party Payments	138	161	161	161
Transfer Payments	-	-	-	-
Support Services	925	884	884	1,001
Capital Charges	70	70	70	70
Corporate Savings Target	-	(205)	(205)	(200)
<b>Total Expenditure</b>	<b>8,071</b>	<b>7,757</b>	<b>7,629</b>	<b>7,695</b>
<b>Income</b>				
Customer and Client Receipts	2,141	2,280	2,035	2,302
Government Grants	30	-	-	-
Recharges	1,058	954	954	2,449
Other Grants, Reimbursements and Contributions	940	750	790	808
<b>Total Income</b>	<b>4,169</b>	<b>3,984</b>	<b>3,779</b>	<b>5,559</b>
<b>Net Expenditure</b>	<b>3,902</b>	<b>3,773</b>	<b>3,850</b>	<b>2,136</b>

**Governance and Partnership Services**  
**General Fund Estimates Year Ending 31 March 2021**  
**Democratic Governance**

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	1,518	1,607	1,607	1,736
Premises	1	4	4	4
Transport	34	41	41	41
Supplies and Services	807	783	583	457
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	548	545	545	584
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>2,908</b>	<b>2,980</b>	<b>2,780</b>	<b>2,822</b>
<b>Income</b>				
Customer and Client Receipts	4	-	-	-
Government Grants	30	-	-	-
Recharges	128	125	125	125
Other Grants, Reimbursements and Contributions	180	104	144	111
<b>Total Income</b>	<b>342</b>	<b>229</b>	<b>269</b>	<b>236</b>
<b>Net Expenditure</b>	<b>2,566</b>	<b>2,751</b>	<b>2,511</b>	<b>2,586</b>
Cost per '000 population	18	20	18	19

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

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

**Notes:**

Democratic Governance includes the following elements of service:

- 1) Corporate and Member Services includes Corporate Management, Members Administration and Allowances, Mayoral Services, Town Twinning and Special Events.
- 2) Democratic Governance includes meeting support, scrutiny support and the Members' support functions. The service provides advice and support to Members of the Council and organises all Executive, Council and Committee meetings as well as governance support for Council wholly-owned companies, school appeals and safeguarding bodies.
- 3) Electoral Services includes the organisation of individual electoral registration and update of the Register of Electors, and arrangements for Borough, Parliamentary, European and Police and Crime Commissioner elections within the Borough. The budget covers the cost of delivering borough elections and will fluctuate according to the incidence of elections.
- 4) The budget for ward funding is held by Democratic Governance.
- 5) Governor Services includes clerking support for School Governing Boards and Committees including administration and training.

Elements of the Service	£000	£000	£000	£000
Corporate and Member Services	1,380	1,406	1,406	1,544
Democratic Services	448	523	483	536
Electoral Services	210	420	420	179
Members' Ward Funding	547	395	195	315
Governor Services	(19)	7	7	12
<b>Net Expenditure</b>	<b>2,566</b>	<b>2,751</b>	<b>2,511</b>	<b>2,586</b>

**Governance and Partnership Services**  
**General Fund Estimates Year Ending 31 March 2021**  
**Customer Care and Life Events**

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	1,272	1,268	1,257	1,319
Premises	215	216	219	219
Transport	38	25	25	25
Supplies and Services	542	389	449	260
Third Party Payments	138	161	161	161
Transfer Payments	-	-	-	-
Support Services	236	204	204	275
Capital Charges	70	70	70	70
Corporate Savings Target	-	(104)	(104)	(99)
<b>Total Expenditure</b>	<b>2,511</b>	<b>2,229</b>	<b>2,281</b>	<b>2,230</b>
<b>Income</b>				
Customer and Client Receipts	2,059	2,204	1,959	2,178
Government Grants	-	-	-	-
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	511	402	402	414
<b>Total Income</b>	<b>2,570</b>	<b>2,606</b>	<b>2,361</b>	<b>2,592</b>
<b>Net Expenditure</b>	<b>(59)</b>	<b>(377)</b>	<b>(80)</b>	<b>(362)</b>
Cost per '000 population	-	(3)	(1)	(3)

**Budget Holder: Ms Joceline Greenaway - Head of Life Events and Customer Engagement**

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

**Notes:**

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

Elements of the Service	£000	£000	£000	£000
Registrars	132	86	74	129
Coroners and Mortuary	490	428	489	476
Burials	(226)	(266)	(217)	(266)
Carleton Crematorium Services	(520)	(700)	(490)	(779)
Public Funerals	11	14	15	14
Customer Engagement	54	61	49	64
<b>Net Expenditure</b>	<b>(59)</b>	<b>(377)</b>	<b>(80)</b>	<b>(362)</b>

**Governance and Partnership Services**  
**General Fund Estimates Year Ending 31 March 2021**  
**Corporate Legal Services**

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	1,363	1,384	1,384	1,477
Premises	-	-	-	-
Transport	6	5	5	5
Supplies and Services	940	952	972	869
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	141	135	135	142
Capital Charges	-	-	-	-
Corporate Savings Target	-	(101)	(101)	(101)
<b>Total Expenditure</b>	<b>2,450</b>	<b>2,375</b>	<b>2,395</b>	<b>2,392</b>
<b>Income</b>				
Customer and Client Receipts	78	76	76	124
Government Grants	-	-	-	-
Recharges	930	829	829	2,174
Other Grants, Reimbursements and Contributions	149	173	173	177
<b>Total Income</b>	<b>1,157</b>	<b>1,078</b>	<b>1,078</b>	<b>2,475</b>
<b>Net Expenditure</b>	<b>1,293</b>	<b>1,297</b>	<b>1,317</b>	<b>(83)</b>
Cost per '000 population	9	9	9	(1)

**Budget Holder: Ms Dawn Goodall - Head of Legal Services**

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

**Notes:**

- 1) Legal Services is made up of the Property and Commercial section, Litigation and Risk section, Childcare section as well as the Practice Management section. Legal Services is Lexcel accredited by the Law Society and is a key legal service supporting all parts of Blackpool Council, wholly-owned Council companies, Schools and Academies.

**Governance and Partnership Services**  
**General Fund Estimates Year Ending 31 March 2021**  
**Information Governance**

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	195	172	172	250
Premises	-	-	-	-
Transport	-	-	-	-
Supplies and Services	7	1	1	1
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>202</b>	<b>173</b>	<b>173</b>	<b>251</b>
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	-	-	-	-
Recharges	-	-	-	150
Other Grants, Reimbursements and Contributions	100	71	71	106
<b>Total Income</b>	<b>100</b>	<b>71</b>	<b>71</b>	<b>256</b>
<b>Net Expenditure</b>	<b>102</b>	<b>102</b>	<b>102</b>	<b>(5)</b>
Cost per '000 population	1	1	1	()

**Budget Holder: Mrs Patricia Butcher - Head of Information Governance and Data Protection Officer**

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

**Notes:**

- 1) Information Governance is about ensuring that organisational information is managed as an asset to ensure that all statutory, regulatory and best practice requirements are met. The service supports Council departments, Schools, Academies and Council wholly-owned companies and Small and Medium Enterprises (SME's) in raising awareness, delivering training and testing compliance against these requirements.

## **Resources**



## Resources

### General Fund Estimates Year Ending 31 March 2021

#### Summary

Functions of Service	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
Procurement, Energy and Projects	44	45	2	3
Revenues and Exchequer Services	1,097	1,167	1,167	1,631
Benefits	(894)	(882)	(973)	(939)
ICT Services	113	(50)	(300)	8
Customer First	(23)	(10)	(10)	3
Accountancy	2	(3)	(26)	7
Risk Services	(103)	(6)	(33)	3
Property Services (including Investment Portfolio)	4,462	4,302	4,187	1,698
<b>Net Cost of Services</b>	<b>4,698</b>	<b>4,563</b>	<b>4,014</b>	<b>2,414</b>
Cost per '000 population	34	33	29	17

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

**Finance Manager: Mr Mark Golden**

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	12,158	12,754	12,571	13,069
Premises	6,554	5,353	5,407	5,238
Transport	84	95	146	101
Supplies and Services	4,598	4,031	4,569	4,450
Third Party Payments	147	185	212	186
Transfer Payments	216	215	214	215
Support Services	3,254	3,317	3,321	3,255
Capital Charges	7,795	7,238	7,235	5,241
Corporate Savings Target	(28)	(44)	(65)	(6)
<b>Total Expenditure</b>	<b>34,778</b>	<b>33,144</b>	<b>33,610</b>	<b>31,749</b>
<b>Income</b>				
Customer and Client Receipts	4,436	4,286	4,502	4,329
Government Grants	180	525	534	526
Recharges	20,815	20,843	20,832	21,325
Other Grants, Reimbursements and Contributions	4,649	2,927	3,728	3,155
<b>Total Income</b>	<b>30,080</b>	<b>28,581</b>	<b>29,596</b>	<b>29,335</b>
<b>Net Expenditure</b>	<b>4,698</b>	<b>4,563</b>	<b>4,014</b>	<b>2,414</b>

## Resources

### General Fund Estimates Year Ending 31 March 2021

#### Procurement, Energy and Projects

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	740	786	746	771
Premises	5	-	-	-
Transport	2	2	2	2
Supplies and Services	34	44	48	35
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	68	65	65	75
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>849</b>	<b>897</b>	<b>861</b>	<b>883</b>
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	-	-	-	-
Recharges	588	701	729	843
Other Grants, Reimbursements and Contributions	217	151	130	37
<b>Total Income</b>	<b>805</b>	<b>852</b>	<b>859</b>	<b>880</b>
<b>Net Expenditure</b>	<b>44</b>	<b>45</b>	<b>2</b>	<b>3</b>
Cost per '000 population	-	-	-	-

**Budget Holder: Mr Trevor Rayner & Mrs Cath Bagley - Head of Procurement, Energy and Projects.**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) The Project Team undertakes projects of strategic and corporate importance. It reviews, plans and implements improvements to services within the directorate and across the Council, delivering efficiency savings and value for money. It also strengthens performance management and business planning across the directorate.
- 2) Corporate Procurement co-ordinate and manage the contractual process and procurement of goods and services for the whole of the Council and provides advice on all issues relating to procurement.
- 3) The Energy and Sustainability Team delivers the energy and water management service, the carbon management plan and climate change agenda to develop a sustainable and efficient property portfolio which has minimum impact on the environment and climate during its life.

## Resources

### General Fund Estimates Year Ending 31 March 2021

#### Revenues and Exchequer Services

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	1,744	1,889	1,883	1,947
Premises	-	-	-	-
Transport	7	4	49	10
Supplies and Services	578	481	514	484
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	630	654	654	965
Capital Charges	-	-	-	-
Corporate Savings Target	-	(17)	-	-
<b>Total Expenditure</b>	<b>2,959</b>	<b>3,011</b>	<b>3,100</b>	<b>3,406</b>
<b>Income</b>				
Customer and Client Receipts	3	-	1	-
Government Grants	14	14	23	14
Recharges	1,471	1,560	1,537	1,617
Other Grants, Reimbursements and Contributions	374	270	372	144
<b>Total Income</b>	<b>1,862</b>	<b>1,844</b>	<b>1,933</b>	<b>1,775</b>
<b>Net Expenditure</b>	<b>1,097</b>	<b>1,167</b>	<b>1,167</b>	<b>1,631</b>
Cost per '000 population	8	8	8	12

**Budget Holder: Mr Andrew Turpin - Head of Revenues and Exchequer Services**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) The Revenues team administer and maximise the collection of Council Tax and Business Rates including the establishment of liability, entitlement to discounts, reliefs and exemptions. It also undertakes appropriate enforcement action and carries out collection on behalf of the Business Improvement District (BID).
- 2) Transactional Services is responsible for creditor payments, sundry debt recovery, debtor management and cashiers' services.
- 3) Payroll is responsible for the Council's payroll system and also provides external payroll services to a number of organisations including the Council's wholly-owned companies.

Elements of the Service	£000	£000	£000	£000
Revenues	1,113	1,166	1,138	1,636
Transactional Services	(26)	(1)	1	3
Payroll	10	2	28	(8)
<b>Net Expenditure</b>	<b>1,097</b>	<b>1,167</b>	<b>1,167</b>	<b>1,631</b>

## Resources

### General Fund Estimates Year Ending 31 March 2021

#### Benefits

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	3,065	3,218	3,139	3,142
Premises	-	1	1	1
Transport	3	3	3	4
Supplies and Services	360	347	350	315
Third Party Payments	-	-	-	-
Transfer Payments	201	200	199	200
Support Services	450	376	376	338
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>4,079</b>	<b>4,145</b>	<b>4,068</b>	<b>4,000</b>
<b>Income</b>				
Customer and Client Receipts	83	75	84	93
Government Grants	(4)	450	450	451
Recharges	4,378	3,960	3,932	3,927
Other Grants, Reimbursements and Contributions	516	542	575	468
<b>Total Income</b>	<b>4,973</b>	<b>5,027</b>	<b>5,041</b>	<b>4,939</b>
<b>Net Expenditure</b>	<b>(894)</b>	<b>(882)</b>	<b>(973)</b>	<b>(939)</b>
Cost per '000 population	(6)	(6)	(7)	(7)

**Budget Holder: Miss Louise Jones - Head of Benefits and Customer Services**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) Housing Benefit administration which includes processing new claims and changes of circumstances, reviewing on-going claims, verifying statutory requirements to entitlements and recovery of overpayments. Council Tax Reduction Scheme administration for Working Age Customers and Statutory Scheme for Pension Age customers which includes processing new claims and changes of circumstances, reviewing on-going claims, verifying requirements to entitlement and recovery of overpayments. Administering applications for and changes to Free School Meals entitlement.
- 2) Social Care financial assessment processing, which includes assessing client contributions towards the cost of residential and non-residential care, collection of contributions and payments to care providers. Administration of Discretionary awards for Housing Benefit and Council Tax Reduction. Administration of the Debt Advice and Outreach Benefits service. Administration of the Local Discretionary Support Scheme which replaces elements of the DWP Social Fund and provides emergency support (Crisis) and grants to enable residents to move back into or remain in the community. Administration of the Client Finances money management function.

Elements of the Service	£000	£000	£000	£000
Benefits Administration	(1,273)	(1,283)	(1,353)	(1,292)
Discretionary Support Scheme	379	401	380	353
<b>Net Expenditure</b>	<b>(894)</b>	<b>(882)</b>	<b>(973)</b>	<b>(939)</b>

## Resources

### General Fund Estimates Year Ending 31 March 2021

#### ICT Services

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	1,548	1,593	1,602	1,737
Premises	75	37	37	33
Transport	10	9	10	10
Supplies and Services	2,172	2,142	2,354	2,455
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	169	153	154	181
Capital Charges	835	963	963	796
Corporate Savings Target	-	-	(45)	-
<b>Total Expenditure</b>	<b>4,809</b>	<b>4,897</b>	<b>5,075</b>	<b>5,212</b>
<b>Income</b>				
Customer and Client Receipts	377	310	310	310
Government Grants	4	-	-	-
Recharges	2,887	3,615	3,656	3,516
Other Grants, Reimbursements and Contributions	1,428	1,022	1,409	1,378
<b>Total Income</b>	<b>4,696</b>	<b>4,947</b>	<b>5,375</b>	<b>5,204</b>
<b>Net Expenditure</b>	<b>113</b>	<b>(50)</b>	<b>(300)</b>	<b>8</b>
Cost per '000 population	1	-	(2)	-

**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 services provided by the Council's ICT Service. In addition to the above in the summer of 2016/17 the Social Care Systems Team and the CLC Media Team merged with the ICT Service.

Elements of the Service	£000	£000	£000	£000
Corporate ICT	(226)	(431)	(693)	(394)
Systems Development	306	354	362	371
Digital Media Manager	33	27	31	31
<b>Net Expenditure</b>	<b>113</b>	<b>(50)</b>	<b>(300)</b>	<b>8</b>

## Resources

### General Fund Estimates Year Ending 31 March 2021

#### Customer First

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	752	814	819	834
Premises	4	-	1	-
Transport	31	32	31	31
Supplies and Services	83	110	113	119
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	155	139	139	188
Capital Charges	-	-	-	-
Corporate Savings Target	-	(21)	(20)	-
<b>Total Expenditure</b>	<b>1,025</b>	<b>1,074</b>	<b>1,083</b>	<b>1,172</b>
<b>Income</b>				
Customer and Client Receipts	28	42	35	33
Government Grants	61	61	61	61
Recharges	948	964	967	1,062
Other Grants, Reimbursements and Contributions	11	17	30	13
<b>Total Income</b>	<b>1,048</b>	<b>1,084</b>	<b>1,093</b>	<b>1,169</b>
<b>Net Expenditure</b>	<b>(23)</b>	<b>(10)</b>	<b>(10)</b>	<b>3</b>
Cost per '000 population	-	-	-	-

**Budget Holder: Miss Louise Jones - Head of Benefits and Customer Services**

**Finance Manager: Mr Mark Golden**

**Notes:**

- Customer First is the first point of contact for many of the Council's customer enquiries. The service operates from the Municipal Building supporting all the main contact channels - counter, phone, web, email and post. Additional services provided include the incoming and outgoing mail hub and reception service for Council Offices. The service also administers the application of disabled parking permits.

## Resources

### General Fund Estimates Year Ending 31 March 2021

#### Accountancy

Subjective Analysis	2018/19 Actual  £000	2019/20 Adjusted Cash Limit  £000	2019/20 Forecast Outturn  £000	2020/21 Cash Limit  £000
<b>Expenditure</b>				
Employees	1,636	1,695	1,709	1,717
Premises	-	-	-	-
Transport	4	4	4	4
Supplies and Services	333	162	170	260
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	212	207	207	229
Capital Charges	-	-	-	-
Corporate Savings Target	-	(3)	-	-
<b>Total Expenditure</b>	<b>2,185</b>	<b>2,065</b>	<b>2,090</b>	<b>2,210</b>
<b>Income</b>				
Customer and Client Receipts	166	173	173	177
Government Grants	-	-	-	-
Recharges	1,545	1,557	1,595	1,598
Other Grants, Reimbursements and Contributions	472	338	348	428
<b>Total Income</b>	<b>2,183</b>	<b>2,068</b>	<b>2,116</b>	<b>2,203</b>
<b>Net Expenditure</b>	<b>2</b>	<b>(3)</b>	<b>(26)</b>	<b>7</b>
Cost per '000 population	-	-	-	-

**Budget Holder: Mr Phil Redmond - Chief Accountant**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) Accountancy - a corporate finance stewardship role in setting the governance framework, preparing the Council's statutory final accounts, managing its financial information system, its cashflow and providing financial planning, budget monitoring and financial management support to officers and elected Members; provision of specialist financial support re. central government funding, taxation, leasing and one-off technical projects.

## Resources

### General Fund Estimates Year Ending 31 March 2021

#### Risk Services

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	890	843	821	821
Premises	5	5	5	5
Transport	2	1	2	1
Supplies and Services	33	19	29	25
Third Party Payments	39	44	43	45
Transfer Payments	15	15	15	15
Support Services	169	164	164	196
Capital Charges	-	-	-	-
Corporate Savings Target	(28)	-	-	-
<b>Total Expenditure</b>	<b>1,125</b>	<b>1,091</b>	<b>1,079</b>	<b>1,108</b>
<b>Income</b>				
Customer and Client Receipts	5	2	5	2
Government Grants	105	-	-	-
Recharges	893	994	928	944
Other Grants, Reimbursements and Contributions	225	101	179	159
<b>Total Income</b>	<b>1,228</b>	<b>1,097</b>	<b>1,112</b>	<b>1,105</b>
<b>Net Expenditure</b>	<b>(103)</b>	<b>(6)</b>	<b>(33)</b>	<b>3</b>
Cost per '000 population	(1)	-	-	-

**Budget Holder: Tracy Greenhalgh - Head of Audit and Risk**

**Finance Manager: Mr Mark Golden**

**Notes:**

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



## Resources

### General Fund Estimates Year Ending 31 March 2021

#### Property Services (including Investment Portfolio)

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	1,783	1,916	1,852	2,100
Premises	6,465	5,310	5,363	5,199
Transport	25	40	45	39
Supplies and Services	1,005	741	991	757
Third Party Payments	108	141	169	141
Transfer Payments	-	-	-	-
Support Services	1,401	1,559	1,562	1,083
Capital Charges	6,960	6,275	6,272	4,445
Corporate Savings Target	-	(18)	-	(6)
<b>Total Expenditure</b>	<b>17,747</b>	<b>15,964</b>	<b>16,254</b>	<b>13,758</b>
<b>Income</b>				
Customer and Client Receipts	3,774	3,684	3,894	3,714
Government Grants	-	-	-	-
Recharges	8,105	7,492	7,488	7,818
Other Grants, Reimbursements and Contributions	1,406	486	685	528
<b>Total Income</b>	<b>13,285</b>	<b>11,662</b>	<b>12,067</b>	<b>12,060</b>
<b>Net Expenditure</b>	<b>4,462</b>	<b>4,302</b>	<b>4,187</b>	<b>1,698</b>
Cost per '000 population	32	31	30	12

**Budget Holder: Mr Paul Jones - Head of Property Services**

**Finance Manager: Mr Mark Golden**

**Notes:**

- Property Services undertake the Corporate Landlord role to manage and maintain the Council's land and property portfolio, ensuring it is safe, secure, accessible and maintained to an appropriate and defined standard. Supports the Carbon Management Plan and Climate Change agenda to develop a sustainable and efficient property portfolio which has a minimum impact on the environment and climate. Maintains the Asset Management database system, holding all core property data on all Council's land and property assets. Delivers the Office Accommodation Strategy and Asset Management Strategy to rationalise and reduce the cost base and ensure the most effective use of land and property. Provides a professional Valuation and Estates Service to manage the Council's land and property estate, undertaking valuations, disposals, acquisitions and Compulsory Purchase Orders. The service is responsible for the delivery of key property-related projects to develop the town, economy and local communities.
- The above figures include the operating costs of administrative and operational premises owned by the Council. These include Bickerstaffe House, Town Hall, Municipal Buildings, Festival House, Sports Centres, Layton Depot and Solaris Centre.
- The Solaris Centre incorporates a centre of environmental excellence promoting sustainability, and small business incubator units with rooms for training, seminars and meetings. It is also a base for partnerships delivering projects in the community and displays exhibitions of local art and photographs.

Elements of the Service	£000	£000	£000	£000
Property Services Management	268	395	395	(1,069)
Buildings	(1,970)	(1,268)	(1,252)	(1,187)
Capital Projects and Development	(3)	28	54	54
Estates	126	124	159	192
Property and Portfolio Management	357	522	273	620
Business Development and Strategy	181	202	194	210
Dual Use Properties	2,376	1,658	1,631	1,971
Investment Portfolio	3,127	2,641	2,733	907
<b>Net Expenditure</b>	<b>4,462</b>	<b>4,302</b>	<b>4,187</b>	<b>1,698</b>

## **Communications and Regeneration**

**Communications and Regeneration**  
**General Fund Estimates Year Ending 31 March 2021**

**Summary**

Functions of Service	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
Strategic Leisure Assets	2,597	523	3,282	380
Economic Development and Cultural Services	349	292	153	713
Growing Places	408	(5,534)	(5,634)	(6,392)
Tourism and Communications	3,462	3,162	3,461	3,005
<b>Net Cost of Services</b>	<b>6,816</b>	<b>(1,557)</b>	<b>1,262</b>	<b>(2,294)</b>
Cost per '000 population	49	(11)	9	(16)

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

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

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	7,315	5,988	7,086	6,069
Premises	2,520	1,921	3,423	929
Transport	231	176	215	170
Supplies and Services	11,241	2,837	6,175	2,767
Third Party Payments	2,011	30	3,510	31
Transfer Payments	155	116	108	66
Support Services	2,445	2,351	2,366	2,578
Capital Charges	5,136	4,850	4,936	1,488
Corporate Savings Target	-	(379)	-	(407)
<b>Total Expenditure</b>	<b>31,054</b>	<b>17,890</b>	<b>27,819</b>	<b>13,691</b>
<b>Income</b>				
Customer and Client Receipts	6,416	5,103	6,404	2,948
Government Grants	7,659	47	5,904	40
Recharges	4,612	4,517	4,553	4,840
Other Grants, Reimbursements and Contributions	5,551	9,780	9,696	8,157
<b>Total Income</b>	<b>24,238</b>	<b>19,447</b>	<b>26,557</b>	<b>15,985</b>
<b>Net Expenditure</b>	<b>6,816</b>	<b>(1,557)</b>	<b>1,262</b>	<b>(2,294)</b>

## Communications and Regeneration

### General Fund Estimates Year Ending 31 March 2021

#### Strategic Leisure Assets

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	116	90	92	95
Premises	1,046	776	2,046	-
Transport	-	-	7	-
Supplies and Services	1,720	540	553	-
Third Party Payments	-	-	-	-
Transfer Payments	50	50	-	-
Support Services	41	41	41	47
Capital Charges	4,320	4,668	4,003	860
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>7,293</b>	<b>6,165</b>	<b>6,742</b>	<b>1,002</b>
<b>Income</b>				
Customer and Client Receipts	3,239	3,491	2,847	300
Government Grants	-	-	-	-
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	1,457	2,151	613	322
<b>Total Income</b>	<b>4,696</b>	<b>5,642</b>	<b>3,460</b>	<b>622</b>
<b>Net Expenditure</b>	<b>2,597</b>	<b>523</b>	<b>3,282</b>	<b>380</b>
Cost per '000 population	19	4	24	3

**Budget Holder: Mr Lee Frudd - Head of Strategic Leisure Assets**

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

**Notes:**

1) Strategic Leisure Assets includes the following premises:

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

**Communications and Regeneration**  
**General Fund Estimates Year Ending 31 March 2021**  
**Economic Development and Cultural Services**

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	3,477	1,749	2,992	1,780
Premises	666	443	508	452
Transport	53	20	31	20
Supplies and Services	5,237	528	1,925	782
Third Party Payments	1,971	-	3,495	-
Transfer Payments	-	-	-	-
Support Services	347	301	307	380
Capital Charges	298	305	305	306
Corporate Savings Target	-	-	-	(130)
<b>Total Expenditure</b>	<b>12,049</b>	<b>3,346</b>	<b>9,563</b>	<b>3,590</b>
<b>Income</b>				
Customer and Client Receipts	239	175	219	194
Government Grants	7,415	37	5,732	30
Recharges	2,620	2,620	2,620	2,620
Other Grants, Reimbursements and Contributions	1,426	222	839	33
<b>Total Income</b>	<b>11,700</b>	<b>3,054</b>	<b>9,410</b>	<b>2,877</b>
<b>Net Expenditure</b>	<b>349</b>	<b>292</b>	<b>153</b>	<b>713</b>
Cost per '000 population	3	2	1	5

**Budget Holder: Mr P Legg - Head of Economic and Cultural Services**

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

Elements of the Service	£000	£000	£000	£000
Economic Development	244	194	195	308
Library Service	(16)	40	40	194
Arts and Heritage	81	13	13	75
Life Long Learning	40	43	(97)	14
Museum	-	2	2	122
<b>Net Expenditure</b>	<b>349</b>	<b>292</b>	<b>153</b>	<b>713</b>

**Notes:**

**1) Economic and Cultural Services combines the Economic Development and Cultural Services Divisions.**

The division aims to promote economic and cultural growth and prosperity for all residents. It does so through the provision of a range of discrete but inter-linked services as per shown below.

- 2) The Business Support Team provides essential support, advice and workspace provision for new and existing businesses to start up, grow and create jobs. It includes the Get Started Team, the management of the Blackpool Enterprise Centre and FYCreatives facilities, and the business communication platform Blackpoolunlimited.com. The team broker wider support by tapping into local, regional and national initiatives, and managing a series of events such as Blackpool Enterprise Week. The wider economic development team contribute to the management of key Council initiatives including the £200m Business Loans Fund.
- 3) Work and Health Programmes - housed within the HealthWorks facility on Clifton Street, Positive Steps into Work continues to pioneer support to resident job seekers, helping them gain and sustain employment and to improve health outcomes. This includes the integrated provision of employment and job search advice alongside specialist provision such as health therapies, basic skills and careers advice. Funding for this activity is not reflected in the above budget as it does not require core budget, it is sustained through internal and external contracts and project income.
- 4) The Library Service delivers the full range of library service offers across its network of eight community libraries; promoting children's and adult literacy and learning, digital services such as ebooks and emagazines and an at-home library outreach service for vulnerable residents unable to visit a local library.
- 5) The Arts Development Service includes the management and development of the Grundy Art Gallery, an Arts Council National Portfolio Organisation. It delivers quality contemporary exhibitions, workshops and community oriented events such as Wordpool, with excellent engagement with schools and community organisations. It also works closely with and co-funds the Grand Theatre and LeftCoast community arts organisation.
- 6) The Heritage Service includes the strategic lead and planning function for Heritage, including the care and management of the Blackpool Council's extensive heritage collections; public access through the Local History Centre and the delivery of community heritage activities through the Community Heritage Programme. The Heritage Service works in conjunction with the Blackpool Museum Project.
- 7) Adult Learning - funded by a ring-fenced grant from the Education Skills Funding Agency. The service provides first step basic learning programmes covering basic skills, employability skills, life skills and Family Learning.

## Communications and Regeneration

### General Fund Estimates Year Ending 31 March 2021

#### Growing Places

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	1,442	1,704	1,635	1,722
Premises	116	45	387	30
Transport	19	10	44	10
Supplies and Services	1,294	119	1,215	120
Third Party Payments	-	-	-	-
Transfer Payments	105	66	108	66
Support Services	341	299	299	351
Capital Charges	231	(410)	341	41
Corporate Savings Target	-	(63)	-	(70)
<b>Total Expenditure</b>	<b>3,548</b>	<b>1,770</b>	<b>4,029</b>	<b>2,270</b>
<b>Income</b>				
Customer and Client Receipts	2,231	644	2,444	1,610
Government Grants	137	-	150	-
Recharges	159	158	158	152
Other Grants, Reimbursements and Contributions	613	6,502	6,911	6,900
<b>Total Income</b>	<b>3,140</b>	<b>7,304</b>	<b>9,663</b>	<b>8,662</b>
<b>Net Expenditure</b>	<b>408</b>	<b>(5,534)</b>	<b>(5,634)</b>	<b>(6,392)</b>
Cost per '000 population	3	(40)	(40)	(46)

**Budget Holder: Mr. N Gerrard - Growth and Prosperity Programme Director**

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

**Notes:**

- 1) The Growing Places Division is made up of two core functions: Planning Services, and Growth and Prosperity.
- 2) Planning Services includes the full range of statutory planning functions as well as the formulation of strategic policy surrounding land use and transport. Planning Services are housed in two teams: Planning Quality and Control (Development Management, Building Control, Heritage and Divisional Support including Land Charges); and Planning Strategy (Strategic Planning and Transport Policy).
- 3) Growth and Prosperity was established in March 2017 and brings together a team that delivers the Growth and Prosperity Programme which includes a wide range of property-based projects to deliver on Council Priority 1, and the wider growth and prosperity objectives of the Council.

Elements of the Service	£000	£000	£000	£000
Planning Services	438	391	291	446
Growth and Prosperity	(30)	(5,925)	(5,925)	(6,838)
<b>Net Expenditure</b>	<b>408</b>	<b>(5,534)</b>	<b>(5,634)</b>	<b>(6,392)</b>

**Communications and Regeneration**  
**General Fund Estimates Year Ending 31 March 2021**  
**Tourism and Communications**

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	2,280	2,445	2,367	2,472
Premises	692	657	482	447
Transport	159	146	133	140
Supplies and Services	2,990	1,650	2,482	1,865
Third Party Payments	40	30	15	31
Transfer Payments	-	-	-	-
Support Services	1,716	1,710	1,719	1,800
Capital Charges	287	287	287	281
Corporate Savings Target	-	(316)	-	(207)
<b>Total Expenditure</b>	<b>8,164</b>	<b>6,609</b>	<b>7,485</b>	<b>6,829</b>
<b>Income</b>				
Customer and Client Receipts	707	793	894	844
Government Grants	107	10	22	10
Recharges	1,833	1,739	1,775	2,068
Other Grants, Reimbursements and Contributions	2,055	905	1,333	902
<b>Total Income</b>	<b>4,702</b>	<b>3,447</b>	<b>4,024</b>	<b>3,824</b>
<b>Net Expenditure</b>	<b>3,462</b>	<b>3,162</b>	<b>3,461</b>	<b>3,005</b>
Cost per '000 population	25	23	25	22

**Budget Holder: Mr. Philip Welsh - Head of Tourism and Communications**

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

**Notes:**

- 1) VisitBlackpool is the resort's Destination Management Organisation (DMO) which carries responsibility for delivering a major events programme and attracting millions of visitors through various year-round marketing activities. The service also includes the Corporate Communications function which is responsible for managing media enquiries and digital channels, and marketing a range of Council services to residents. The service also manages advertising across a portfolio of Council assets including tram and bus shelters, and poster sites.
- 2) The Illuminations Service is responsible for designing and delivering one of the town's most popular and enduring attractions, attracting circa three million visitors during the autumn season.
- 3) Corporate Print Services provides a design and print service for the authority and some external customers.
- 4) Beach Patrol offers a year-round service with a full-time staff resource augmented by seasonal staff during peak summer months.

Elements of the Service	£000	£000	£000	£000
Visit Blackpool/Corporate Communications/ Advertising	1,401	1,187	1,497	875
Illuminations	1,828	1,738	1,738	1,813
Print Services	36	33	22	65
Beach Patrol	197	204	204	252
<b>Net Expenditure</b>	<b>3,462</b>	<b>3,162</b>	<b>3,461</b>	<b>3,005</b>



## **Community and Environmental Services**

**Community and Environmental Services**  
**General Fund Estimates Year Ending 31 March 2021**

**Summary**

Functions of Service	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
Business Services	407	545	283	437
Leisure and Catering	2,749	2,922	2,966	3,258
Public Protection	571	605	557	756
Coastal and Environmental Partnerships	4,635	3,979	3,979	4,766
Highways and Traffic Management Services	16,263	16,590	16,458	16,771
Street Cleansing and Waste	11,836	18,125	17,980	18,307
Integrated Transport	618	680	723	692
<b>Net Cost of Services</b>	<b>37,079</b>	<b>43,446</b>	<b>42,946</b>	<b>44,987</b>
Cost per '000 population	266	312	308	323

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

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

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	15,953	17,011	16,706	17,268
Premises	4,147	2,255	3,766	2,275
Transport	3,859	2,311	3,059	2,170
Supplies and Services	10,326	4,712	6,373	4,875
Third Party Payments	16,944	22,056	22,545	23,553
Transfer Payments	203	202	202	181
Support Services	5,182	5,195	5,196	5,703
Capital Charges	15,437	17,859	17,859	17,749
Corporate Savings Target	-	(1,495)	(1,656)	(1,897)
<b>Total Expenditure</b>	<b>72,051</b>	<b>70,106</b>	<b>74,050</b>	<b>71,877</b>
<b>Income</b>				
Customer and Client Receipts	9,505	9,158	9,425	8,993
Government Grants	2,946	2,741	4,925	2,741
Recharges	10,049	9,765	10,208	9,912
Other Grants, Reimbursements and Contributions	12,472	4,996	6,546	5,244
<b>Total Income</b>	<b>34,972</b>	<b>26,660</b>	<b>31,104</b>	<b>26,890</b>
<b>Net Expenditure</b>	<b>37,079</b>	<b>43,446</b>	<b>42,946</b>	<b>44,987</b>

**Community and Environmental Services**  
**General Fund Estimates Year Ending 31 March 2021**  
**Business Services**

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	606	543	528	532
Premises	31	16	39	16
Transport	7	161	161	161
Supplies and Services	774	134	94	148
Third Party Payments	1	-	31	-
Transfer Payments	-	-	-	-
Support Services	389	438	439	436
Capital Charges	-	-	-	-
Corporate Savings Target	-	(647)	(909)	(749)
<b>Total Expenditure</b>	<b>1,808</b>	<b>645</b>	<b>383</b>	<b>544</b>
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	-	-	-	-
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	1,401	100	100	107
<b>Total Income</b>	<b>1,401</b>	<b>100</b>	<b>100</b>	<b>107</b>
<b>Net Expenditure</b>	<b>407</b>	<b>545</b>	<b>283</b>	<b>437</b>
Cost per '000 population	3	4	2	3

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

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

**Notes:**

- 1) This budget relates to the management and administration for Community and Environmental Services which includes the costs of employee related insurance.

**Community and Environmental Services**  
**General Fund Estimates Year Ending 31 March 2021**

**Leisure and Catering**

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	5,048	5,248	5,076	5,344
Premises	536	324	385	317
Transport	271	221	226	220
Supplies and Services	2,099	1,945	1,989	1,807
Third Party Payments	342	16	142	16
Transfer Payments	203	202	202	181
Support Services	3,012	3,069	3,069	3,324
Capital Charges	397	357	357	264
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>11,908</b>	<b>11,382</b>	<b>11,446</b>	<b>11,473</b>
<b>Income</b>				
Customer and Client Receipts	4,476	4,132	4,120	3,954
Government Grants	87	73	73	73
Recharges	2,325	2,774	2,754	2,690
Other Grants, Reimbursements and Contributions	2,271	1,481	1,533	1,498
<b>Total Income</b>	<b>9,159</b>	<b>8,460</b>	<b>8,480</b>	<b>8,215</b>
<b>Net Expenditure</b>	<b>2,749</b>	<b>2,922</b>	<b>2,966</b>	<b>3,258</b>
Cost per '000 population	20	21	21	23

**Budget Holder: Mrs L Arnold - Head of Parks, Leisure and Catering Services**

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

**Notes:**

- The service provides comprehensive leisure opportunities to the whole community, ensuring all interest groups, abilities, age groups and backgrounds are provided for. In excess of one million visits to leisure facilities and programmes are made by local people each year, which includes a whole range of activities, lessons, club sports activities, junior sports coaching and opportunities for the town's most vulnerable children, young people and adults. The health referral programmes provide support and physical activity opportunities for people with cardiac, respiratory, clinical and general health conditions, result in excess of 80,000 visits to facilities a year.
- The Parks Service is responsible for the management of over 90 open spaces across the town, including the Site of Special Scientific Interest site, Marton Mere Nature Reserve and Stanley Park, which is Blackpool's largest piece of public open space. The two hundred and fifty-six acre park is a landmark in Blackpool's heritage and history. The park was officially opened in 1926 and was designed by the internationally renowned Thomas Mawson. The park received Grade II status on the National Register of Historic Parks and Gardens in 1995 and benefitted from a six million pound Heritage Lottery Fund related restoration in 2007. The park boasts an impressive range of facilities which includes; ornamental gardens, a rose garden, water fountains, a boating lake and statues along with the historic Art Deco Café.
- Catering Services provide a range of services to schools and community settings throughout Blackpool. The core service is a hot lunchtime meal served at 14 Primary, Special and Secondary schools. A range of other provisions are available throughout the extended school day, including breakfast, morning break and after-school food offers. The various Pupil Referral Units are provided with a delivered packed lunch service for pupils on a daily basis. The Free School Breakfasts scheme provides a breakfast to over 8,500 primary school children a day. The service also offers a corporate buffet service and provision of lunch meals for the adult day care service.

Elements of the Service	£000	£000	£000	£000
Leisure and Sport	2,010	2,556	2,620	2,709
Parks	(4)	(76)	(86)	(52)
Catering	334	358	348	474
Building Cleaning	409	84	84	127
<b>Net Expenditure</b>	<b>2,749</b>	<b>2,922</b>	<b>2,966</b>	<b>3,258</b>

**Community and Environmental Services**  
**General Fund Estimates Year Ending 31 March 2021**  
**Public Protection**

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	3,129	3,262	3,147	3,435
Premises	47	20	32	28
Transport	155	97	123	108
Supplies and Services	528	410	453	370
Third Party Payments	83	72	65	68
Transfer Payments	-	-	-	-
Support Services	582	453	453	530
Capital Charges	-	-	-	-
Corporate Savings Target	-	(34)	(7)	(123)
<b>Total Expenditure</b>	<b>4,524</b>	<b>4,280</b>	<b>4,266</b>	<b>4,416</b>
<b>Income</b>				
Customer and Client Receipts	1,063	1,124	1,094	1,116
Government Grants	145	-	3	-
Recharges	2,103	2,109	2,110	2,156
Other Grants, Reimbursements and Contributions	642	442	502	388
<b>Total Income</b>	<b>3,953</b>	<b>3,675</b>	<b>3,709</b>	<b>3,660</b>
<b>Net Expenditure</b>	<b>571</b>	<b>605</b>	<b>557</b>	<b>756</b>
Cost per '000 population	4	4	4	5

**Budget Holder: Mr T Coglan - Head of Public Protection**

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

**Notes:**

- 1) The Public Protection and Enforcement Division comprises of Trading Standards, Licensing Service, Licensing Enforcement, Health & Safety Enforcement, Food Control, Housing Enforcement and Licensing, Environmental Protection, Planning Enforcement, Community Safety, Security and Civil Enforcement Officers.
- 2) The key issues for the Division involve working with partner agencies to protect the vulnerable and elderly, tackle crime and antisocial behaviour, protecting public safety, health and the environment, and promoting good business practice.

**Community and Environmental Services**  
**General Fund Estimates Year Ending 31 March 2021**  
**Coastal and Environmental Partnerships**

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	198	163	163	165
Premises	1,559	1,376	1,585	1,377
Transport	1	3	3	3
Supplies and Services	765	59	59	59
Third Party Payments	3,142	5,316	5,187	6,083
Transfer Payments	-	-	-	-
Support Services	102	112	112	129
Capital Charges	2,386	1,199	1,199	1,199
Corporate Savings Target	-	(700)	(700)	(700)
<b>Total Expenditure</b>	<b>8,153</b>	<b>7,528</b>	<b>7,608</b>	<b>8,315</b>
<b>Income</b>				
Customer and Client Receipts	89	-	-	-
Government Grants	2,634	2,627	2,627	2,627
Recharges	94	94	94	94
Other Grants, Reimbursements and Contributions	701	828	908	828
<b>Total Income</b>	<b>3,518</b>	<b>3,549</b>	<b>3,629</b>	<b>3,549</b>
<b>Net Expenditure</b>	<b>4,635</b>	<b>3,979</b>	<b>3,979</b>	<b>4,766</b>
Cost per '000 population	33	29	29	34

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

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

**Notes:**

- 1) The team concentrates on the procurement and delivery of projects primarily concerned with the holistic management of water and the environment. This includes flood risk, coastal protection, surface water management and bathing waters. The team ensures that the Council complies with the relevant legislative duties in respect of water management. It receives funding for the delivery of statutory duties under the Flood and Water Management Act. The team also delivers the street lighting and traffic signal Public Finance Initiative (PFI).

Elements of the Service	£000	£000	£000	£000
Coastal and Environmental Partnerships	32	43	43	62
Street Lighting	4,603	3,936	3,936	4,704
<b>Net Expenditure</b>	<b>4,635</b>	<b>3,979</b>	<b>3,979</b>	<b>4,766</b>

**Community and Environmental Services**  
**General Fund Estimates Year Ending 31 March 2021**  
**Highways and Traffic Management Services**

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	1,824	1,832	1,817	2,024
Premises	1,736	400	1,645	411
Transport	444	252	268	251
Supplies and Services	825	231	1,642	262
Third Party Payments	1,351	208	2,306	318
Transfer Payments	-	-	-	-
Support Services	425	435	435	392
Capital Charges	14,255	14,706	14,706	14,706
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>20,860</b>	<b>18,064</b>	<b>22,819</b>	<b>18,364</b>
<b>Income</b>				
Customer and Client Receipts	916	804	1,064	797
Government Grants	39	-	2,181	-
Recharges	229	273	28	273
Other Grants, Reimbursements and Contributions	3,413	397	3,088	523
<b>Total Income</b>	<b>4,597</b>	<b>1,474</b>	<b>6,361</b>	<b>1,593</b>
<b>Net Expenditure</b>	<b>16,263</b>	<b>16,590</b>	<b>16,458</b>	<b>16,771</b>
Cost per '000 population	117	119	118	120

**Budget Holder: Mr W Britain - Head of Highways**

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

**Notes:**

- 1) The Council as a Highway Authority has a statutory duty to maintain the highway network. Highways and Traffic Management Services is responsible for the Highways Asset Management Plan and all aspects of planned, routine and reactive maintenance arising from it.
- 2) Highway and Traffic Management Services have produced a Road Asset Management Strategy (RAMS) which is a strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers. This includes collecting and managing the necessary condition data required to recommend how to use the council's funding in the right place at the right time. This area also provides a statutory highway inspection service whereby all the roads are regularly inspected in line with a Blackpool Council Code of Practice.
- 3) Engineering Services (located at Layton Depot) is part of the Division and carries out the day-to-day routine maintenance required as part of the RAMS. Engineering Services also plays an important part of project delivery for most highway and/or public realm schemes. They also undertake projects for external clients which contributes towards the income generation of the Division.
- 4) The 2004 Traffic Management Act places a duty on the Council to manage the road network to secure the expeditious movement of traffic, considering the needs of all road users. Related to these duties, the service deals with traffic monitoring and management, the implementation of traffic regulation orders, parking management and restrictions and the control of utility works on the highway. This area also underpins the regeneration projects being undertaken.
- 5) The operation of the Tramway is governed by an Operating and Maintenance Agreement between the Council (as owner) and Blackpool Transport Services Ltd (as operator). The Council is responsible for the maintenance of the permanent way (including track, stops and platforms) but not operation or the service of vehicles.
- 6) The transport strategy of the Council is set down in the Local Transport Plan (LTP), which is required by the Department for Transport (DfT). The LTP also sets out a programme of improvements and works funded by DfT and delivered by Highways and Traffic Management Services. The service actively liaises with DfT, neighbouring authorities and transport operators to ensure Blackpool's needs are put forward and considered.

Elements of the Service	£000	£000	£000	£000
Highways and Engineering	15,649	16,013	15,931	16,272
Highways and Traffic	614	577	527	499
<b>Net Expenditure</b>	<b>16,263</b>	<b>16,590</b>	<b>16,458</b>	<b>16,771</b>

**Community and Environmental Services**  
**General Fund Estimates Year Ending 31 March 2021**  
**Street Cleansing and Waste**

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	3,010	3,681	3,622	3,335
Premises	236	117	78	124
Transport	771	382	407	389
Supplies and Services	3,792	678	666	689
Third Party Payments	11,849	16,284	14,646	16,918
Transfer Payments	-	-	-	-
Support Services	418	423	423	545
Capital Charges	(1,686)	1,493	1,493	1,481
Corporate Savings Target	-	(114)	(40)	(325)
<b>Total Expenditure</b>	<b>18,390</b>	<b>22,944</b>	<b>21,295</b>	<b>23,156</b>
<b>Income</b>				
Customer and Client Receipts	2,961	3,001	3,051	3,029
Government Grants	-	-	-	-
Recharges	155	152	155	154
Other Grants, Reimbursements and Contributions	3,438	1,666	109	1,666
<b>Total Income</b>	<b>6,554</b>	<b>4,819</b>	<b>3,315</b>	<b>4,849</b>
<b>Net Expenditure</b>	<b>11,836</b>	<b>18,125</b>	<b>17,980</b>	<b>18,307</b>
Cost per '000 population	85	130	129	131

**Budget Holder: Mr J Evans - Head of Waste and Environmental Operations**

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

**Notes:**

- 1) The Street Cleansing Team are responsible for general cleaning around Blackpool which includes the removal of litter and dog fouling from public footpaths, fly-tipping investigation and removal, clearing away wind-blown sand, removal of dead animals, removal of unwanted/illegal graffiti, removal of fly-tipping, removal of road traffic debris and the supply and service of litter bins. All residential streets are regularly inspected and swept. In addition, any justified requests for street cleansing services will be carried out as required.
- 2) The Council operates a containerised domestic waste management service, which is delivered by a Council wholly-owned company, Blackpool Waste Services (T/A Envenco).
- 3) The Household Waste Recycling Centre at Bristol Avenue has facilities for the disposal of household waste from any domestic properties within Blackpool. Help is available at the site to direct, advise and provide practical physical assistance to ensure the safe disposal of waste. Over 68% of waste disposed of at the site is recycled. Wrapping for the safe disposal of asbestos waste is also supplied. Commercial waste is not allowed at the site and permits are required to enter the facility in a van or trailer (a full list of vehicle types can be provided).
- 4) Trade Waste Services provides a service to the local business market.
- 5) Prior to August 2014, the Council's statutory waste disposal function was delivered in partnership with Lancashire County Council under a PFI Contract let to a consortium led by Global Renewables Ltd. However at the end of July 2014 Lancashire County Council and Blackpool Council reached consensual termination of this contract. From August 2014 Lancashire County Council and Blackpool Council own 100% of the operating company that previously provided the waste disposal function. The current arrangements provide the authorities with waste recycling, processing and disposal arrangements for 25 years, and aim to meet both European and Government targets to reduce the amount of waste sent to landfill.

Elements of the Service	£000	£000	£000	£000
Street Cleansing	3,695	3,719	3,589	3,847
Waste	7,502	13,801	13,786	13,883
Public Conveniences	639	605	605	577
<b>Net Expenditure</b>	<b>11,836</b>	<b>18,125</b>	<b>17,980</b>	<b>18,307</b>



**Community and Environmental Services**  
**General Fund Estimates Year Ending 31 March 2021**  
**Integrated Transport**

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	2,138	2,282	2,353	2,433
Premises	2	2	2	2
Transport	2,210	1,195	1,871	1,038
Supplies and Services	1,543	1,255	1,470	1,540
Third Party Payments	176	160	168	150
Transfer Payments	-	-	-	-
Support Services	254	265	265	347
Capital Charges	85	104	104	99
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>6,408</b>	<b>5,263</b>	<b>6,233</b>	<b>5,609</b>
<b>Income</b>				
Customer and Client Receipts	-	97	96	97
Government Grants	41	41	41	41
Recharges	5,143	4,363	5,067	4,545
Other Grants, Reimbursements and Contributions	606	82	306	234
<b>Total Income</b>	<b>5,790</b>	<b>4,583</b>	<b>5,510</b>	<b>4,917</b>
<b>Net Expenditure</b>	<b>618</b>	<b>680</b>	<b>723</b>	<b>692</b>
Cost per '000 population	4	5	5	5

**Budget Holder: Mr J Evans - Head of Waste and Environmental Operations**

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

**Notes:**

- 1) The service provides a transport service for Children's and Adult's social care.
- 2) Blackpool Council's Rideability service provides transport to anyone who can't use a conventional bus. This may be because of a disability or health problem preventing service users from getting to the nearest bus stop or because they are elderly or frail.
- 3) The service is responsible for the vehicle operating license of the Council and the CVMU corporate vehicle maintenance unit.
- 4) The service also delivers the School Crossing Patrol Service.

Elements of the Service	£000	£000	£000	£000
CVMU	190	231	216	327
Integrated Transport	309	323	313	235
Travel and Road Safety	119	126	194	130
<b>Net Expenditure</b>	<b>618</b>	<b>680</b>	<b>723</b>	<b>692</b>

## **Adult Services**

## Adult Services

### General Fund Estimates Year Ending 31 March 2021

#### Summary

Functions of Service	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
Adult Social Care	5,597	6,126	6,021	7,307
Care and Support	4,742	5,342	5,347	5,861
Adult Commissioning Placements	41,140	42,372	42,377	42,523
Adult Safeguarding	681	719	696	676
<b>Net Cost of Services</b>	<b>52,160</b>	<b>54,559</b>	<b>54,441</b>	<b>56,367</b>
Cost per '000 population	374	392	391	405

**Budget Holder: Karen Smith - Director of Adult Social Services**

**Finance Manager: Mr Mark Golden**

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	17,874	19,067	18,817	19,594
Premises	194	185	249	116
Transport	1,082	899	919	1,050
Supplies and Services	1,127	1,791	1,894	1,916
Third Party Payments	52,255	53,092	53,165	55,053
Transfer Payments	5,022	4,315	3,861	3,722
Support Services	2,528	2,691	2,691	2,869
Capital Charges	397	145	145	61
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>80,479</b>	<b>82,185</b>	<b>81,741</b>	<b>84,381</b>
<b>Income</b>				
Customer and Client Receipts	16,664	14,996	14,521	15,412
Government Grants	1,160	390	393	63
Recharges	259	1,201	1,241	32
Other Grants, Reimbursements and Contributions	10,236	11,039	11,145	12,507
<b>Total Income</b>	<b>28,319</b>	<b>27,626</b>	<b>27,300</b>	<b>28,014</b>
<b>Net Expenditure</b>	<b>52,160</b>	<b>54,559</b>	<b>54,441</b>	<b>56,367</b>

**Adult Services**  
**General Fund Estimates Year Ending 31 March 2021**  
**Adult Social Care**

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	7,001	7,749	7,652	8,096
Premises	2	-	2	1
Transport	130	88	102	96
Supplies and Services	165	107	113	114
Third Party Payments	2	-	1	-
Transfer Payments	28	55	55	55
Support Services	454	537	537	557
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>7,782</b>	<b>8,536</b>	<b>8,462</b>	<b>8,919</b>
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	534	-	-	-
Recharges	231	642	642	-
Other Grants, Reimbursements and Contributions	1,420	1,768	1,799	1,612
<b>Total Income</b>	<b>2,185</b>	<b>2,410</b>	<b>2,441</b>	<b>1,612</b>
<b>Net Expenditure</b>	<b>5,597</b>	<b>6,126</b>	<b>6,021</b>	<b>7,307</b>
Cost per '000 population	40	44	43	52

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

**Finance Manager: Mr Mark Golden**

**Notes:**

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

Elements of the Service	£000	£000	£000	£000
Adult Social Care Management	894	1,032	1,054	1,063
Adult Social Care	2,629	2,887	2,836	3,754
Learning Disabilities Team	518	535	530	711
Mental Health Team	1,556	1,672	1,601	1,779
<b>Net Expenditure</b>	<b>5,597</b>	<b>6,126</b>	<b>6,021</b>	<b>7,307</b>

## Adult Services

### General Fund Estimates Year Ending 31 March 2021

#### Care and Support

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	9,838	10,186	10,112	10,323
Premises	89	8	32	50
Transport	172	146	150	111
Supplies and Services	415	306	344	394
Third Party Payments	297	286	378	301
Transfer Payments	-	-	2	3
Support Services	1,141	1,288	1,288	1,427
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>11,952</b>	<b>12,220</b>	<b>12,306</b>	<b>12,609</b>
<b>Income</b>				
Customer and Client Receipts	452	394	449	501
Government Grants	25	-	-	-
Recharges	28	32	31	32
Other Grants, Reimbursements and Contributions	6,705	6,452	6,479	6,215
<b>Total Income</b>	<b>7,210</b>	<b>6,878</b>	<b>6,959</b>	<b>6,748</b>
<b>Net Expenditure</b>	<b>4,742</b>	<b>5,342</b>	<b>5,347</b>	<b>5,861</b>
Cost per '000 population	34	38	38	42

**Budget Holder: Mr Nick Henson - Head of Care & Support**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) The Adult Provider Services (Care and Support), have seen various services change direction over the last few years - from long-stay residential, domiciliary and day care to focused, short-term interventions or bespoke support packages for people with complex or challenging needs, aimed at keeping people out of hospital, independent and able to choose the life they wish to lead. We aim to deliver high quality, niche, competitively priced services that our customers, individuals and organisations want to choose to "buy" and access.
- 2) Care and Support delivers the Council's in-house services relating to Mental Health, Learning Disability, Older Adults and Physical Disability and include Phoenix, Keats, Coopers Way, The ARC, Extra Support, Gloucester, Care at Home (Reablement, Primary Night Care, End of Life Care and Urgent Response), Langdale, Vitaline, Blackpool Centre for Independent Living (BCIL), Volunteers and Shared Lives.
- 3) Care and Support is delivering a number of health and social care system resilience projects as part of the Better Care Fund/Adult Social Care Grants and other Temporary funding to (1) reduce the numbers of DToC (Delayed Transfers of Care), (2) reduce the LOS (Length of Stay) of patients in an acute setting and (3) help maintain people to be cared for at home for longer thus preventing hospital admission. These projects include investment to create additional capacity in the Council's Homecare and Assistive Technology Services to support a 'same day' response to care referrals and installation requests for people awaiting discharge from hospital.

Elements of the Service	£000	£000	£000	£000
Management and Administration	686	1,117	1,119	1,331
Day Centre	1,074	1,129	1,125	1,122
Coopers Way Residential Respite	95	39	39	60
Phoenix Centre/Gloucester Avenue	-	6	6	75
Extra Support	980	1,272	1,266	1,182
Shared Lives/Volunteer Service	216	230	224	223
Blackpool Centre for Independent Living	84	106	97	(6)
Homecare	1,327	1,205	1,205	1,311
ARC	-	(39)	(39)	79
Vitaline	280	277	305	484
<b>Net Expenditure</b>	<b>4,742</b>	<b>5,342</b>	<b>5,347</b>	<b>5,861</b>

## Adult Services

### General Fund Estimates Year Ending 31 March 2021

#### Adult Commissioning Placements

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	535	665	513	662
Premises	103	177	179	65
Transport	775	661	661	838
Supplies and Services	496	1,351	1,370	1,351
Third Party Payments	51,661	52,511	52,526	54,494
Transfer Payments	4,994	4,218	3,804	3,664
Support Services	915	846	846	856
Capital Charges	397	145	145	61
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>59,876</b>	<b>60,574</b>	<b>60,044</b>	<b>61,991</b>
<b>Income</b>				
Customer and Client Receipts	16,200	14,602	14,056	14,911
Government Grants	575	368	368	41
Recharges	-	527	527	-
Other Grants, Reimbursements and Contributions	1,961	2,705	2,716	4,516
<b>Total Income</b>	<b>18,736</b>	<b>18,202</b>	<b>17,667</b>	<b>19,468</b>
<b>Net Expenditure</b>	<b>41,140</b>	<b>42,372</b>	<b>42,377</b>	<b>42,523</b>
Cost per '000 population	295	304	304	305

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

**Finance Manager: Mr Mark Golden**

**Notes:**

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

Elements of the Service	£000	£000	£000	£000
Physical Support 18-64	4,711	4,649	3,241	3,808
Physical Support 65 and over	10,942	11,910	13,065	12,957
Sensory Support 18-64	196	178	209	251
Sensory Support 65 and over	195	240	292	280
Mental Health Support 18-64	3,680	4,541	4,492	3,550
Mental Health Support 65 and over	2,155	2,489	2,477	3,002
Support with Memory and Cognition 18-64	393	433	369	551
Support with Memory and Cognition 65 and over	3,482	3,558	3,653	4,259
Learning Disability Support 18-64	13,013	13,336	13,331	13,764
Learning Disability Support 65 and over	1,647	1,547	1,891	2,298
Social Support - Substance Misuse	223	194	175	185
Social Support - Social Isolation and Other	242	240	394	393
Social Support - Support for Carers	182	152	249	193
Assistive Equipment and Technology	311	358	358	300
Other Commissioning Placements	(1,008)	(1,983)	(2,352)	(3,716)
Housing Related Support	53	90	94	94
Other	723	429	439	354
<b>Net Expenditure</b>	<b>41,140</b>	<b>42,361</b>	<b>42,377</b>	<b>42,523</b>

## Adult Services

### General Fund Estimates Year Ending 31 March 2021

#### Adult Safeguarding

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	500	467	540	513
Premises	-	-	36	-
Transport	5	4	6	5
Supplies and Services	51	27	67	57
Third Party Payments	295	295	260	258
Transfer Payments	-	42	-	-
Support Services	18	20	20	29
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>869</b>	<b>855</b>	<b>929</b>	<b>862</b>
<b>Income</b>				
Customer and Client Receipts	12	-	16	-
Government Grants	26	22	25	22
Recharges	-	-	41	-
Other Grants, Reimbursements and Contributions	150	114	151	164
<b>Total Income</b>	<b>188</b>	<b>136</b>	<b>233</b>	<b>186</b>
<b>Net Expenditure</b>	<b>681</b>	<b>719</b>	<b>696</b>	<b>676</b>
Cost per '000 population	5	5	5	5

**Budget Holder: Rebecca Maidment - Principal Social Worker**

**Finance Manager: Mr Mark Golden**

**Notes:**

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

Elements of the Service	£000	£000	£000	£000
Safeguarding Management	34	72	59	73
Adults Safeguarding	397	405	387	345
Adults Safeguarding Board	80	87	87	73
Professional Leads	121	113	121	115
Training	49	42	42	70
<b>Net Expenditure</b>	<b>681</b>	<b>719</b>	<b>696</b>	<b>676</b>

## **Children's Services**



## Children's Services

### General Fund Estimates Year Ending 31 March 2021

#### Summary

Functions of Service	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
Local Schools Budget	19,921	21,580	21,580	21,796
Business Support and Resources	9,829	9,884	9,816	9,883
Education	20,235	19,937	20,350	26,565
Targeted Intervention	5,236	5,920	5,621	6,463
Children's Social Care	32,100	29,680	39,738	42,295
Grants	(44,871)	(45,974)	(45,974)	(52,096)
<b>Net Cost of Services</b>	<b>42,450</b>	<b>41,027</b>	<b>51,131</b>	<b>54,906</b>
Cost per '000 Population	305	295	367	394

**Budget Holder: Diane Booth - Director of Children's Services**

**Finance Manager: Mr Mark Golden**

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	47,144	49,502	52,576	54,480
Premises	2,145	2,200	2,216	2,221
Transport	2,835	2,892	3,655	2,234
Supplies and Services	19,131	18,033	19,384	17,799
Third Party Payments	27,622	28,431	32,156	33,996
Transfer Payments	7,775	8,032	7,668	13,406
Support Services	5,914	6,265	6,269	7,953
Capital Charges	3,982	2,274	2,276	2,215
Corporate Savings Target	(392)	(3,546)	(690)	-
<b>Total Expenditure</b>	<b>116,156</b>	<b>114,083</b>	<b>125,510</b>	<b>134,304</b>
<b>Income</b>				
Customer and Client Receipts	1,662	1,841	1,894	2,240
Government Grants	55,870	53,947	54,186	59,251
Recharges	6,376	8,810	8,812	9,192
Other Grants, Reimbursements and Contributions	9,798	8,458	9,487	8,715
<b>Total Income</b>	<b>73,706</b>	<b>73,056</b>	<b>74,379</b>	<b>79,398</b>
<b>Net Expenditure</b>	<b>42,450</b>	<b>41,027</b>	<b>51,131</b>	<b>54,906</b>

## Children's Services

### General Fund Estimates Year Ending 31 March 2021

#### Local Schools Budget

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	22,114	23,703	23,703	24,250
Premises	1,623	1,708	1,708	1,785
Transport	124	130	130	136
Supplies and Services	2,174	2,381	2,381	2,412
Third Party Payments	-	-	-	-
Transfer Payments	74	19	19	20
Support Services	2,430	2,557	2,557	2,672
Capital Charges	2,016	2,272	2,272	2,213
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>30,555</b>	<b>32,770</b>	<b>32,770</b>	<b>33,488</b>
<b>Income</b>				
Customer and Client Receipts	1,019	1,072	1,072	1,120
Government Grants	169	178	178	186
Recharges	8,092	8,515	8,515	8,897
Other Grants, Reimbursements and Contributions	1,354	1,425	1,425	1,489
<b>Total Income</b>	<b>10,634</b>	<b>11,190</b>	<b>11,190</b>	<b>11,692</b>
<b>Net Expenditure</b>	<b>19,921</b>	<b>21,580</b>	<b>21,580</b>	<b>21,796</b>
Cost per '000 population	143	155	155	156

**Budget Holder: Diane Booth - Director of Children's Services**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) The Individual Schools Budget (Delegated) figure represents the total of the budgets allocated to each school. The Blackpool Fair Funding Formula, which must adhere to specific government statutory regulations, forms the basis for this apportionment. Special School budgets are now analysed as High Needs Top-up Payments under Education.
- 2) The Individual Schools Budget (Non-Delegated) figure represents the budget centrally retained by the Local Authority specifically for schools. Typically this allocation is used for school licences, pupil growth, costs of supporting the Schools Forum, and capital charges.

Elements of the Service	£000	£000	£000	£000
Non-Delegated	2,454	3,202	3,202	2,592
Delegated to Primary Schools	17,467	18,378	18,378	19,204
<b>Net Expenditure</b>	<b>19,921</b>	<b>21,580</b>	<b>21,580</b>	<b>21,796</b>

## Children's Services

### General Fund Estimates Year Ending 31 March 2021

#### Business Support and Resources

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	833	796	727	723
Premises	102	113	113	107
Transport	8	11	9	12
Supplies and Services	8,713	8,425	8,502	8,550
Third Party Payments	1,956	3,851	3,851	3,851
Transfer Payments	(106)	-	(33)	-
Support Services	816	744	744	711
Capital Charges	1,964	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>14,286</b>	<b>13,940</b>	<b>13,913</b>	<b>13,954</b>
<b>Income</b>				
Customer and Client Receipts	215	-	-	15
Government Grants	2,779	3,024	3,024	3,024
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	1,463	1,032	1,073	1,032
<b>Total Income</b>	<b>4,457</b>	<b>4,056</b>	<b>4,097</b>	<b>4,071</b>
<b>Net Expenditure</b>	<b>9,829</b>	<b>9,884</b>	<b>9,816</b>	<b>9,883</b>
Cost per '000 population	71	71	70	71

**Budget Holder: Hilary Wood - Head of Business Support and Resources**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) Departmental Management - this budget contains the costs relating to the Director of Children's Services and the Head of Business Support and Resources as well as management expenditure for Children's Services including mandatory training, telephones, support services and capital charges.
- 2) Adults and Children's Funding - implements and operates funding formulae and other procedures for schools and early years providers, manages the schools PFI contract, develops and reviews adult social care financial policy issues, and provides financial and business support across Adult Services and Children's Services. Also includes school PFI contractual costs.
- 3) School Organisation - plans for the provision of school places and manages the Council's education capital programme, including construction management of schemes delivered through the Local Education Partnership.
- 4) The mandatory provision of free part-time Early Education places for 3 and 4 year-old children ensures they make a successful start to the Foundation Stage (the curriculum for 0 to 5 year olds), benefiting children when they commence in full-time primary education. Funding relating to 2 year-old places is available for children meeting certain criteria.

Elements of the Service	£000	£000	£000	£000
Departmental Management	1,341	1,244	1,195	1,120
Adults and Children's Funding	(299)	207	204	201
School Organisation	22	57	23	57
Early Years Monitoring and Support	216	371	319	327
Early Years Free Entitlement Grant	8,549	8,005	8,075	8,178
<b>Net Expenditure</b>	<b>9,829</b>	<b>9,884</b>	<b>9,816</b>	<b>9,883</b>

## Children's Services

### General Fund Estimates Year Ending 31 March 2021

#### Education

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	8,097	7,867	8,073	8,231
Premises	403	368	370	318
Transport	2,315	2,361	3,146	1,785
Supplies and Services	3,981	3,987	3,915	4,320
Third Party Payments	5,037	4,774	5,664	6,554
Transfer Payments	5,574	5,680	4,652	9,772
Support Services	1,031	1,119	1,119	1,314
Capital Charges	-	-	-	-
Corporate Savings Target	-	(690)	(690)	-
<b>Total Expenditure</b>	<b>26,438</b>	<b>25,466</b>	<b>26,249</b>	<b>32,294</b>
<b>Income</b>				
Customer and Client Receipts	335	747	810	1,083
Government Grants	403	216	294	216
Recharges	1,611	295	297	295
Other Grants, Reimbursements and Contributions	3,854	4,271	4,498	4,135
<b>Total Income</b>	<b>6,203</b>	<b>5,529</b>	<b>5,899</b>	<b>5,729</b>
<b>Net Expenditure</b>	<b>20,235</b>	<b>19,937</b>	<b>20,350</b>	<b>26,565</b>
Cost per '000 population	145	143	146	191

**Budget Holders: Mr Philip Thompson, Head of Special Educational Needs and Mr Paul Turner, Head of School Standards, Safeguarding and Inclusion**

**Finance Manager: Mr Mark Golden**

Elements of the Service	£000	£000	£000	£000
Education Management	(313)	(663)	(1,519)	(532)
School Improvement, Management and Strategy	557	663	613	704
Pupil Welfare and Attendance	279	311	293	276
Access and Inclusion	247	201	201	207
School Admissions	153	153	155	160
Music Services	(18)	(27)	(10)	(50)
Outdoor Education	43	47	51	13
Educational Diversity and Pupil Referral Units	2,579	2,534	2,533	2,730
Special Educational Needs	527	534	590	857
Educational Psychology	376	348	348	441
Specialist Advice and Resources including Sensory Service	1,071	1,052	1,060	1,050
Out of Borough Placements	3,654	3,981	4,383	4,740
Transport	2,037	1,351	2,165	1,497
High Needs Top-Up Payments	6,940	7,021	7,361	11,068
Post - 16 Provision	1,025	1,077	1,015	1,838
Virtual School	91	120	120	129
Direct Payments	400	562	314	478
Other Support for Disabled Persons	462	515	558	802
Short Breaks for Disabled Children	125	157	119	157
<b>Net Expenditure</b>	<b>20,235</b>	<b>19,937</b>	<b>20,350</b>	<b>26,565</b>

**Notes:**

- 1) School Improvement activities are wide and varied and are supported to varying degrees by all staff within the School Standards, Safeguarding and Inclusion Division. There is a small core team of School Improvement Officers providing Blackpool's statutory school improvement. This is supplemented by external consultancy and a small intervention budget to assist maintained schools.
- 2) The Pupil Welfare team has statutory duties regarding school attendance and supports schools to address attendance and welfare issues. This budget line includes the Courts and Licensing team, which has a duty regarding licensing young people performing or taking part in paid sports or modelling.
- 3) Access and Inclusion – staff in this area provide support to schools to enable pupils to remain within mainstream settings, and advise around exclusion policy and practice. The service provides guidance and signposts support for parents considering Elective Home Education or those already doing so. Support to schools is also provided under this heading for complex non-routine admissions.
- 4) School Admissions - co-ordinates the arrangements for the admission of pupils into schools, both at routine and non-routine times of the year, and liaises with other admissions bodies, such as voluntary-aided schools and academies, to ensure that the allocation of school places follows practices and criteria that are fair, clear and objective.
- 5) The Pupil Referral Unit fulfils the local authority's statutory responsibility to provide suitable education for pupils who are unable to access a school place due to medical / emotional / behavioural and social reasons, delivered by skilled and qualified staff.
- 6) The local authority has a statutory duty to assess, identify, monitor and ensure appropriate resources and provision are in place to meet the needs of children and young people who have special educational needs and disabilities. It has a duty to support families of children with a disability by providing supplementary care and resources including providing placements for those children who are unable to remain with their families.
- 7) Out of Borough costs are those associated with educational placements of children with social, emotional, mental health needs / learning difficulties and / or disabilities, whose needs cannot be met in Blackpool, in non-maintained / independent special schools.
- 8) High Needs top-up payments include payments to mainstream schools to cover the costs of additional support for children with Special Educational Needs, and Special School budgets.

## Children's Services

### General Fund Estimates Year Ending 31 March 2021

#### Targeted Intervention

Subjective Analysis	2018/19 Actual  £000	2019/20 Adjusted Cash Limit  £000	2019/20 Forecast Outturn  £000	2020/21 Cash Limit  £000
<b>Expenditure</b>				
Employees	5,816	6,264	6,035	7,656
Premises	6	-	1	-
Transport	121	145	136	84
Supplies and Services	2,275	1,910	2,451	1,151
Third Party Payments	1,598	1,720	1,655	1,134
Transfer Payments	7	-	-	-
Support Services	640	707	707	767
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>10,463</b>	<b>10,746</b>	<b>10,985</b>	<b>10,792</b>
<b>Income</b>				
Customer and Client Receipts	27	22	21	22
Government Grants	3,946	4,503	4,425	3,677
Recharges	45	-	-	-
Other Grants, Reimbursements and Contributions	1,209	301	918	630
<b>Total Income</b>	<b>5,227</b>	<b>4,826</b>	<b>5,364</b>	<b>4,329</b>
<b>Net Expenditure</b>	<b>5,236</b>	<b>5,920</b>	<b>5,621</b>	<b>6,463</b>
Cost per '000 population	38	42	40	46

**Budget Holder: Moya Foster - Head of Targeted Intervention Services**

**Finance Manager: Mr Mark Golden**

Elements of the Service	£000	£000	£000	£000
Early Help Management and Strategy	564	673	578	739
Children's Centres	1,443	1,552	1,444	1,967
Family Hubs	523	589	523	837
Blackpool Young People's Service	1,238	1,249	1,320	369
Families in Need including Springboard	950	1,302	1,207	1,932
Domestic Abuse	173	180	180	180
Contact Centre	345	375	369	439
<b>Net Expenditure</b>	<b>5,236</b>	<b>5,920</b>	<b>5,621</b>	<b>6,463</b>

**Notes:**

- 1) There are 2 Local Authority Children's Centres, one serves Park and Layton wards and one serves Talbot and Brunswick wards, which support a network of school-based Children's Centres. As part of a multi-agency pilot Talbot and Brunswick has transformed into a Family Hub, offering a wide range of community activities and extended opening hours which include evenings and weekends. Blackpool Children's Centres are the delivery arm of Better Start and all Centres work towards narrowing the gap for targeted disadvantaged and vulnerable families via an Outcomes Framework. The offer is across thresholds of the continuum of need and includes: Antenatal and Health Support, Targeted Family Support, Parenting Support, Community Resource and Services for Young People, Early Years and Signposting to Childcare. The aim of the Family Hub model is to provide services from birth to death for all residents in the community.
- 2) Blackpool Young People's Service was formed in July 2017 by the merging of the Leaving Care Personal Advisers, the Youth Offending Team, Connexions and the Hub (Substance Misuse and Wellbeing in Sexual Health Services). The service is based in the former Connexions building on Market Street, and provides an integrated, targeted, case management approach to meeting the needs of vulnerable young people aged 10-25 who are:
  - Care Leavers
  - At risk of offending / re-offending
  - Not in Education, Employment or Training (NEET)
  - At risk of poor health through substance misuse or sexual health
- 3) The Families in Need Service (FIN) is an integrated multi-agency team taking a whole family approach to support at level 3 and level 4. This work includes delivery of the national Troubled Families programme and delivery of the Pause programme, which works with women who have experienced repeat removals of children from their care.

## Children's Services

### General Fund Estimates Year Ending 31 March 2021

#### Children's Social Care

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	10,284	10,872	14,038	13,620
Premises	11	11	24	11
Transport	267	245	234	217
Supplies and Services	1,988	1,330	2,135	1,366
Third Party Payments	19,031	18,086	20,986	22,457
Transfer Payments	2,210	2,333	3,030	3,614
Support Services	997	1,138	1,142	2,489
Capital Charges	2	2	4	2
Corporate Savings Target	(392)	(2,856)	-	-
<b>Total Expenditure</b>	<b>34,398</b>	<b>31,161</b>	<b>41,593</b>	<b>43,776</b>
<b>Income</b>				
Customer and Client Receipts	66	-	(9)	-
Government Grants	314	52	291	52
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	1,918	1,429	1,573	1,429
<b>Total Income</b>	<b>2,298</b>	<b>1,481</b>	<b>1,855</b>	<b>1,481</b>
<b>Net Expenditure</b>	<b>32,100</b>	<b>29,680</b>	<b>39,738</b>	<b>42,295</b>
Cost per '000 population	230	213	285	304

**Budget Holder: Jeanette Richards - Assistant Director - Children's Social Care**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) The division is responsible for ensuring the timely assessment of need for those children who are within the most vulnerable groups in Blackpool. The service aims to deliver timely and high quality services to the public and partner agencies within the legal framework laid down by government and with a suitably skilled and experienced workforce. Local Authorities face high pressure on budgets however high cost services such as those for children in care are being reviewed and where possible, without compromising safety, are being reduced.
- 2) The Safeguarding, Quality and Review service is responsible for quality assurance of Children's Social Care and is delivered in accordance with a Quality Assurance Framework. The service includes a high quality Independent Reviewing Officer (IRO), Independent Safeguarding Chair, Local Authority Designated Officer service and Safeguarding Licensing Officer, management and administration of Blackpool Safeguarding Children Board, Voice of the Child including participation of Looked After Children and Quality Assurance.

Elements of the Service	£000	£000	£000	£000
Children's Services Management and Strategy	707	1,217	4,675	3,097
Supporting and Strengthening Families	2,380	2,319	2,423	3,014
Assessment and Support Teams	1,665	1,663	1,758	2,334
Emergency Duty Team	455	458	497	500
Looked After Children Management and Support	357	378	398	471
Supporting our Children Team	1,204	1,039	1,128	2,185
Section 17 Children in Need expenditure	677	514	657	772
Residential Homes	1,911	1,926	1,699	1,978
Adoption Services	1,796	1,546	1,547	1,578
Fostering Services	4,598	4,038	4,266	4,689
Special Guardianship Support and Residence Orders	1,728	2,242	2,042	2,024
External Placements	11,296	8,895	14,370	14,885
16+ Placements	1,725	1,780	2,441	2,803
Safeguarding, Quality and Review	1,601	1,665	1,837	1,965
<b>Net Expenditure</b>	<b>32,100</b>	<b>29,680</b>	<b>39,738</b>	<b>42,295</b>



## Children's Services

### General Fund Estimates Year Ending 31 March 2021

#### Grants

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	-	-	-	-
Premises	-	-	-	-
Transport	-	-	-	-
Supplies and Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	16	-	-	-
Support Services	-	-	-	-
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	48,259	45,974	45,974	52,096
Recharges	(3,372)	-	-	-
Other Grants, Reimbursements and Contributions	-	-	-	-
<b>Total Income</b>	<b>44,887</b>	<b>45,974</b>	<b>45,974</b>	<b>52,096</b>
<b>Net Expenditure</b>	<b>(44,871)</b>	<b>(45,974)</b>	<b>(45,974)</b>	<b>(52,096)</b>
Cost per '000 population	(322)	(330)	(330)	(374)

**Budget Holder: Diane Booth - Director of Children's Services**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) Dedicated Schools Grant (DSG) is the funding stream that supports the Schools Budget, which includes amounts that are devolved to schools through the Individual Schools Budget, together with centrally-retained pupil-related services.
- 2) Up to and including financial year 2016/17, certain education functions provided by local authorities for maintained schools were funded from the Education Services Grant (ESG). Since April 2017 when the ESG ceased, local authorities are able to retain funding from maintained schools relating to the provision of these functions, subject to approval from the Schools Forum.

Elements of the Service	£000	£000	£000	£000
Dedicated Schools Grant	(44,801)	(45,798)	(45,798)	(51,917)
Extended Rights for Home to School Travel Grant	(20)	(18)	(18)	(18)
Education Services Grant	(50)	(158)	(158)	(161)
<b>Net Expenditure</b>	<b>(44,871)</b>	<b>(45,974)</b>	<b>(45,974)</b>	<b>(52,096)</b>

## **Public Health**

## Public Health

### General Fund Estimates Year Ending 31 March 2021

#### Summary

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	1,118	1,122	1,122	1,114
Premises	-	-	-	-
Transport	7	8	8	10
Supplies and Services	90	39	39	54
Third Party Payments	20,293	17,181	17,181	17,850
Transfer Payments	-	-	-	-
Support Services	755	274	274	251
Capital Charges	-	-	-	-
Corporate Savings Target	-	(1)	(1)	-
<b>Total Expenditure</b>	<b>22,263</b>	<b>18,623</b>	<b>18,623</b>	<b>19,279</b>
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	20,926	17,941	17,941	18,451
Recharges	316	-	-	-
Other Grants, Reimbursements and Contributions	998	661	661	803
<b>Total Income</b>	<b>22,240</b>	<b>18,602</b>	<b>18,602</b>	<b>19,254</b>
<b>Net Expenditure</b>	<b>23</b>	<b>21</b>	<b>21</b>	<b>25</b>
Cost per '000 population	-	-	-	-

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

**Finance Manager: Mr Mark Golden**

Elements of the Service	£000	£000	£000	£000
Public Health Directorate and Corporate Support	497	579	579	1,078
NHS Health Checks - Mandated	71	100	100	100
Children (5-19) - Public Health Programmes	600	600	600	600
Children's 0-5 Services	2,432	2,410	2,410	2,410
Tobacco Control	63	354	354	354
Sexual Health Services	2,042	1,785	1,785	1,785
Substance Misuse (Drugs and Alcohol)	2,685	2,625	2,625	2,675
Healthy Weight/Weight Management	78	109	109	117
Miscellaneous Public Health Services	9,126	8,555	8,555	8,508
Harm Reduction	860	824	824	824
Corporate and Community Engagement	23	21	21	25
Public Health Grant	(18,453)	(17,941)	(17,941)	(18,451)
<b>Net Expenditure</b>	<b>23</b>	<b>21</b>	<b>21</b>	<b>25</b>

**Notes:**

- 1) The Public Health team work with a range of partners to commission public health services to improve the health of the population of Blackpool. A range of mandated services moved to the Authority from the NHS in April 2013.
- 2) Partners include Blackpool Clinical Commissioning Group, NHS England , Public Health England, Police and the voluntary sector. The work involves engaging with service providers, service users and local community representatives at every stage of the commissioning process and ongoing service review.
- 3) Through evidence base and best practice the Public Health team deliver cost efficient and high quality customer services that meet local population's needs.
- 4) Provide a robust financial management system to include planning and budget monitoring; ensuring policies, procedures and democratic processes are adhered to and contracts regularly reviewed and performance managed.
- 5) Develop the Joint Strategic Needs Assessment (JSNA); a process that identifies 'the big picture' in terms of health and wellbeing needs and inequalities of a local population. This information is used to develop strategies and plan service development to improve the public's health in Blackpool.
- 6) Provide population level public health advice to the NHS.
- 7) Community Engagement - this is a core corporate function, supporting the councils second priority – Communities. The team work to support, advise and shape community development within the council, developing strategy, tools and support frameworks to ensure a consistent approach to engagement. Corporate Engagement takes place when undertaking budget proposals. It provides information to shape proposals and works to gather information from community groups.
- 8) On 4th September 2019 the Chancellor of the Exchequer announced that there would be a real terms increase to the Public Health grant in 2020/21. The Chief Executive of Public Health England has subsequently suggested a 1% real terms growth, equating to a combined increase of 2.84%. Whilst actual allocations have yet to be confirmed Blackpool's allocation for 2020/21 planning purposes is based on this increase and is estimated at £18,451k, a rise of £510k from 2019/20. As the grant has not yet been confirmed, the expected increase has been allocated to Public Health Directorate and Corporate Support and not assigned to any Public Health schemes.

## **Budgets Outside the Cash Limit**

**Budgets Outside the Cash Limit**  
**General Fund Estimates Year Ending 31 March 2021**  
**Summary**

Functions of Service	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
Treasury Management	9,068	9,679	8,819	10,419
Parking Services	(4,045)	(4,850)	(4,091)	(4,796)
Corporate Subscriptions	132	137	137	137
Housing Benefits	1,075	1,497	1,497	1,570
Council Tax and NNDR Cost of Collection	1,104	1,103	1,103	1,104
Subsidiary Companies	(1,216)	(1,172)	(1,203)	(1,170)
Land Charges	(71)	(51)	(54)	(51)
Concessionary Fares	4,104	3,929	4,629	4,433
Employers Previous Years Pension Liability	2,894	2,890	2,890	1,297
New Homes Bonus	(465)	(454)	(454)	(266)
Corporate Savings Target	-	-	-	-
<b>Net Cost of Services</b>	<b>12,580</b>	<b>12,708</b>	<b>13,273</b>	<b>12,677</b>
Cost per '000 population	90	91	95	91

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	3,264	3,230	3,230	1,622
Premises	1,376	1,141	1,285	1,223
Transport	46	21	21	22
Supplies and Services	8,268	4,362	5,190	5,928
Third Party Payments	113	53	8	11
Transfer Payments	73,308	69,822	69,814	69,817
Support Services	4,537	4,097	4,098	4,221
Capital Charges	12,678	16,115	15,231	17,142
Corporate Savings Target	-	-	-	(227)
<b>Total Expenditure</b>	<b>103,590</b>	<b>98,841</b>	<b>98,877</b>	<b>99,759</b>
<b>Income</b>				
Customer and Client Receipts	6,914	7,923	7,230	7,746
Government Grants	75,370	70,234	70,234	70,046
Recharges	3,394	3,293	3,293	2,915
Other Grants, Reimbursements and Contributions	5,332	4,683	4,847	6,375
<b>Total Income</b>	<b>91,010</b>	<b>86,133</b>	<b>85,604</b>	<b>87,082</b>
<b>Net Expenditure</b>	<b>12,580</b>	<b>12,708</b>	<b>13,273</b>	<b>12,677</b>

## Budgets Outside the Cash Limit

### General Fund Estimates Year Ending 31 March 2021

#### Treasury Management

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	61	-	64	-
Premises	-	-	-	-
Transport	-	-	-	-
Supplies and Services	2,872	196	253	269
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	338	338	339	342
Capital Charges	11,787	15,331	14,447	16,366
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>15,058</b>	<b>15,865</b>	<b>15,103</b>	<b>16,977</b>
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	-	-	-	-
Recharges	3,394	3,293	3,293	2,915
Other Grants, Reimbursements and Contributions	2,596	2,893	2,991	3,643
<b>Total Income</b>	<b>5,990</b>	<b>6,186</b>	<b>6,284</b>	<b>6,558</b>
<b>Net Expenditure</b>	<b>9,068</b>	<b>9,679</b>	<b>8,819</b>	<b>10,419</b>
Cost per '000 population	65	69	63	75

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

**Chief Accountant: Mr Phil Redmond**

**Notes:**

- 1) The Treasury Management function deals with the financial management of Blackpool Council's cashflows, borrowings and investments. It ensures that the borrowings, investments, and cash balances best match the receipts and payments profile of the Council, both on a strategic long-term basis and from day-to-day.
- 2) The Council's own long-term borrowings currently stand at £94 million. The maturity profile and mix of fixed/variable rate debt chosen attempts to maximise the financial benefit, and minimise the financial risk, to the Council.
- 3) Investments (usually with retail banks, building societies, local authorities and other recognised banking institutions) are made when possible to place surplus funds. Priority is given to the security and liquidity of the investments. The highest rate of return (yield) is sought so long as this is consistent with the specified levels of security and liquidity.
- 4) The supplies and services budget includes debt management expenses. This comprises premiums on the early redemption of debt, commission to brokers, etc.
- 5) Capital charges represent the cost of maintaining debt financing, particularly the cost of interest payable to external providers of loan funding, and the cost of setting aside a provision for repaying that funding.
- 6) Recharges consist of the net contribution from the Housing Revenue Account and subsidiary companies in respect of transactions relating to municipal housing and costs of debt. It also includes amounts charged to Leisure Assets.

## Budgets Outside the Cash Limit

### General Fund Estimates Year Ending 31 March 2021

#### Parking Services

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	269	318	258	307
Premises	1,375	1,141	1,285	1,223
Transport	46	21	21	22
Supplies and Services	405	310	413	288
Third Party Payments	113	53	8	11
Transfer Payments	-	-	-	-
Support Services	96	94	94	124
Capital Charges	328	208	208	208
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>2,632</b>	<b>2,145</b>	<b>2,287</b>	<b>2,183</b>
<b>Income</b>				
Customer and Client Receipts	6,606	6,980	6,297	6,932
Government Grants	-	-	-	-
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	71	15	81	47
<b>Total Income</b>	<b>6,677</b>	<b>6,995</b>	<b>6,378</b>	<b>6,979</b>
<b>Net Expenditure</b>	<b>(4,045)</b>	<b>(4,850)</b>	<b>(4,091)</b>	<b>(4,796)</b>
Cost per '000 population	(29)	(35)	(29)	(34)

**Budget Holder: Mr. Philip Welsh - Head of Tourism and Communications**

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

**Notes:**

- 1) Parking Services manages over 20 surface pay and display car parks, as well as two multi-storey car parks and numerous on-street parking facilities. The team assists millions of car park users in the resort every year. The service also has an Administration team which carries out duties associated with the management of Penalty Charge Notices, as well as the issuing and management of parking permits.



## Budgets Outside the Cash Limit

### General Fund Estimates Year Ending 31 March 2021

#### Corporate Subscriptions

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	-	-	-	-
Premises	-	-	-	-
Transport	-	-	-	-
Supplies and Services	125	130	130	130
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	7	7	7	7
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>132</b>	<b>137</b>	<b>137</b>	<b>137</b>
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	-	-	-	-
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	-	-	-	-
<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Expenditure</b>	<b>132</b>	<b>137</b>	<b>137</b>	<b>137</b>
Cost per '000 population	1	1	1	1

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

**Chief Accountant: Mr Phil Redmond**

**Notes:**

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

## Budgets Outside the Cash Limit

### General Fund Estimates Year Ending 31 March 2021

#### Housing Benefits

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	-	-	-	-
Premises	-	-	-	-
Transport	-	-	-	-
Supplies and Services	535	(289)	(289)	509
Third Party Payments	-	-	-	-
Transfer Payments	73,284	69,787	69,787	69,779
Support Services	1,866	1,426	1,426	1,507
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>75,685</b>	<b>70,924</b>	<b>70,924</b>	<b>71,795</b>
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	74,581	69,427	69,427	69,427
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	29	-	-	798
<b>Total Income</b>	<b>74,610</b>	<b>69,427</b>	<b>69,427</b>	<b>70,225</b>
<b>Net Expenditure</b>	<b>1,075</b>	<b>1,497</b>	<b>1,497</b>	<b>1,570</b>
Cost per '000 population	8	11	11	11

**Budget Holder: Louise Jones - Head of Benefits and Customer Services**

**Chief Accountant: Mr Phil Redmond**

**Notes:**

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

## Budgets Outside the Cash Limit

### General Fund Estimates Year Ending 31 March 2021

#### Council Tax and NNDR Cost of Collection

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	-	-	-	-
Premises	-	-	-	-
Transport	-	-	-	-
Supplies and Services	193	52	52	52
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	2,179	2,179	2,179	2,180
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>2,372</b>	<b>2,231</b>	<b>2,231</b>	<b>2,232</b>
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	270	353	353	353
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	998	775	775	775
<b>Total Income</b>	<b>1,268</b>	<b>1,128</b>	<b>1,128</b>	<b>1,128</b>
<b>Net Expenditure</b>	<b>1,104</b>	<b>1,103</b>	<b>1,103</b>	<b>1,104</b>
Cost per '000 population	8	8	8	8

**Budget Holder: Mr Andrew Turpin - Head of Revenues and Exchequer Services**

**Chief Accountant: Mr Phil Redmond**

**Notes:**

- 1) This budget represents the cost of collection of Council Tax and National Non-Domestic Rates.
- 2) The Council Tax Reduction Scheme (CTRS) was introduced in April 2013. Under this scheme the Government introduced a Council Tax Support Grant equivalent to 90% of the Government's forecasted level of Council Tax Benefit that would have existed if the benefit system had continued. The Council is required to determine the approach to funding the gap. The level of Support Grant is fixed and the Council is responsible for the costs of any increase in caseload. The Council Tax Reduction Scheme (CTRS) must incorporate the national pensioner scheme, decided by Government. This ensures that pensioners support continues at existing levels. The 2020/21 CTRS applies a reduction of 27.11% (27.11% in 2019/20) to the support provided to Working Age claimants. Additional support is provided certain vulnerable groups of claimants by amending the percentage applied to their award from 27.11% to 13.56%. The major preceptors (Police and Crime Commissioner for Lancashire and Lancashire Fire Authority) also receive a proportionate share of the overall Council Tax Support Grant and this has been taken into account as part of their budget net requirements.

## Budgets Outside the Cash Limit

### General Fund Estimates Year Ending 31 March 2021

#### Subsidiary Companies

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	21	22	18	18
Premises	1	-	-	-
Transport	-	-	-	-
Supplies and Services	-	25	4	27
Third Party Payments	-	-	-	-
Transfer Payments	-	6	-	15
Support Services	25	24	24	27
Capital Charges	563	576	576	568
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>610</b>	<b>653</b>	<b>622</b>	<b>655</b>
<b>Income</b>				
Customer and Client Receipts	188	825	825	713
Government Grants	-	-	-	-
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	1,638	1,000	1,000	1,112
<b>Total Income</b>	<b>1,826</b>	<b>1,825</b>	<b>1,825</b>	<b>1,825</b>
<b>Net Expenditure</b>	<b>(1,216)</b>	<b>(1,172)</b>	<b>(1,203)</b>	<b>(1,170)</b>
Cost per '000 population	(9)	(8)	(9)	(8)

**Budget Holder: Mr Alan Cavill - Director of Communications and Regeneration**

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

**Notes:**

- 1) This budget shows the costs charged to and benefits derived by the Council from its wholly-owned subsidiary companies which are not included in other service budgets.
- 2) The Blackpool Airport group of companies are wholly-owned by the Council.
- 3) Blackpool Transport Services Limited (BTS) is a wholly-owned company of the Council.
- 4) Blackpool Operating Company Limited is a wholly-owned company of the Council, established to operate and manage the Sandcastle Waterpark.

Elements of the Service	£000	£000	£000	£000
Airport	10	9	11	11
BTS	(956)	(929)	(956)	(929)
Sandcastle Waterpark	(270)	(252)	(258)	(252)
<b>Net Expenditure</b>	<b>(1,216)</b>	<b>(1,172)</b>	<b>(1,203)</b>	<b>(1,170)</b>

## Budgets Outside the Cash Limit

### General Fund Estimates Year Ending 31 March 2021

#### Land Charges

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	21	-	-	-
Premises	-	-	-	-
Transport	-	-	-	-
Supplies and Services	45	24	13	13
Third Party Payments	-	-	-	-
Transfer Payments	24	29	27	23
Support Services	4	4	4	4
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>94</b>	<b>57</b>	<b>44</b>	<b>40</b>
<b>Income</b>				
Customer and Client Receipts	111	108	98	91
Government Grants	54	-	-	-
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	-	-	-	-
<b>Total Income</b>	<b>165</b>	<b>108</b>	<b>98</b>	<b>91</b>
<b>Net Expenditure</b>	<b>(71)</b>	<b>(51)</b>	<b>(54)</b>	<b>(51)</b>
<b>Cost per '000 population</b>	<b>(1)</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Budget Holder: Mr Nick Gerrard - Growth and Prosperity Programme Director**

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

**Notes:**

- 1) From November 2018 Her Majesty's Land Registry (HMLR) is responsible for the provision of the LLC1 search service and for Personal Searches and the Planning Department is responsible for the provision of the CON29 search service.
- 2) The Planning Department remains responsible for the ongoing maintenance of the Local Land Charges Register in accordance with statutory provisions and the updating of the register for use by HMLR.

## Budgets Outside the Cash Limit

### General Fund Estimates Year Ending 31 March 2021

#### Concessionary Fares

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	-	-	-	-
Premises	-	-	-	-
Transport	-	-	-	-
Supplies and Services	4,091	3,914	4,614	4,641
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	22	25	25	29
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	(227)
<b>Total Expenditure</b>	<b>4,113</b>	<b>3,939</b>	<b>4,639</b>	<b>4,443</b>
<b>Income</b>				
Customer and Client Receipts	9	10	10	10
Government Grants	-	-	-	-
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	-	-	-	-
<b>Total Income</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Net Expenditure</b>	<b>4,104</b>	<b>3,929</b>	<b>4,629</b>	<b>4,433</b>
Cost per '000 population	29	28	33	32

**Budget Holder: Mr Alan Cavill - Director of Communications and Regeneration**

**Finance Manager: Mr Steve Maher/Ms Kirsten Whyatt**

**Notes:**

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

**Holders of Elderly NoWcards:**

- English National Concession\*

**Holders of Disabled NoWcards issued by Blackpool:**

- English National Concession\*

- 50p flat fare before 9.30am on local bus journeys starting within the Blackpool boundary, Monday to Friday.

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

## Budgets Outside the Cash Limit

### General Fund Estimates Year Ending 31 March 2021

#### Employers Previous Years Pension Liability

Subjective Analysis	2018/19 Actual £000	2019/20 Adjusted Cash Limit £000	2019/20 Forecast Outturn £000	2020/21 Cash Limit £000
<b>Expenditure</b>				
Employees	2,892	2,890	2,890	1,297
Premises	-	-	-	-
Transport	-	-	-	-
Supplies and Services	2	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	<b>2,894</b>	<b>2,890</b>	<b>2,890</b>	<b>1,297</b>
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	-	-	-	-
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	-	-	-	-
<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Expenditure</b>	<b>2,894</b>	<b>2,890</b>	<b>2,890</b>	<b>1,297</b>
Cost per '000 population	21	21	21	9

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

**Chief Accountant: Mr Phil Redmond**

**Notes:**

- 1) The authority participates in the Local Government Pension Fund (LGPF) which is administered by Lancashire County Council. The fund has a full valuation every 3 years with the latest valuation being at 31st March 2020. The above payment is made to the Lancashire County Pension Fund in order to reduce the pension fund deficit.

## Budgets Outside the Cash Limit

### General Fund Estimates Year Ending 31 March 2021

#### New Homes Bonus

Subjective Analysis	2018/19 Actual	2019/20 Adjusted Cash Limit	2019/20 Forecast Outturn	2020/21 Cash Limit
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	-	-	-	-
Premises	-	-	-	-
Transport	-	-	-	-
Supplies and Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Charges	-	-	-	-
Corporate Savings Target	-	-	-	-
<b>Total Expenditure</b>	-	-	-	-
<b>Income</b>				
Customer and Client Receipts	-	-	-	-
Government Grants	465	454	454	266
Recharges	-	-	-	-
Other Grants, Reimbursements and Contributions	-	-	-	-
<b>Total Income</b>	<b>465</b>	<b>454</b>	<b>454</b>	<b>266</b>
<b>Net Expenditure</b>	<b>(465)</b>	<b>(454)</b>	<b>(454)</b>	<b>(266)</b>
Cost per '000 population	(3)	(3)	(3)	(2)

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

**Chief Accountant: Mr Phil Redmond**

**Notes:**

- 1) As a stimulus to the provision of new homes the Government announced in February 2011 the introduction of a New Homes Bonus funding component. This funding takes the form of an unringfenced grant which is distributed between local authorities based upon the net growth in housing provision within their areas.



## **Council Tax Information**

## Council Tax

### Further Information for Recipients of Council Tax Demands

#### As Required by the Council Tax Demand Notices Regulations

Annual Budget	2019/20	2020/21
	£000	£000
<b>Expenditure</b>	446,291	453,064
Contributions and Contingencies	3,373	9,947
Levies	453	454
Added to balances	4,501	438
<b>Gross Expenditure - Council Services</b>	<b>454,618</b>	<b>463,903</b>
<b>Income</b>	(389,375)	(395,186)
Contributions and Contingencies	(3,862)	(3,866)
Taken from balances	(4,543)	(4,716)
<b>Gross Income - Council Services</b>	<b>(397,780)</b>	<b>(403,768)</b>
<b>Council Tax Requirement</b>	<b>56,838</b>	<b>60,135</b>
Number of properties (Band D equivalent)	36,521	37,157
Blackpool Council Tax element	£1,446.68	£1,477.64
Adult Social Care Functions Tax element (see note)	£109.63	£140.75
Total Blackpool Council Tax element	£1,556.31	£1,618.39
Police & Crime Commissioner Tax element	£201.45	£211.45
Lancashire Combined Fire Authority Tax element	£69.48	£70.86
<b>Total Council Tax for Band D</b>	<b>£1,827.24</b>	<b>£1,900.70</b>

The Council's annual budget sets out planned spending on services each year taking account of costs and income. Blackpool Council's budgeted Gross Expenditure, after taking account of grant funding, business rates income, and other income receivable, results in the level of Council Tax set for 2020/21 shown in the 'Annual Budget' table above.

Where Your Money Goes	Expenditure	Expenditure
	%	£m
<b>Service</b>		
Children's Services	27.3%	123.8
Housing	20.4%	92.6
Adult Services	18.3%	82.9
Community and Environmental Services	11.7%	53.2
Resources	5.8%	26.2
Other (*)	5.2%	23.4
Public Health	4.3%	19.3
Treasury Management	3.8%	17.3
Communications and Regeneration	3.2%	14.4
<b>Expenditure totals</b>	<b>100.0%</b>	<b>453.1</b>

(\*) includes the Chief Executive's Directorate, Concessionary Fares, Governance and Partnership Services, Parking Services and Subsidiary Companies.

How the Costs Have Changed	2020/21
	£m
<b>Blackpool Council General Fund estimate - net expenditure 2019/20</b>	<b>124.1</b>
Pay-related pressures	2.9
Cost of inflation	1.8
Service developments and demand pressures	9.3
Other	5.6
Budget savings	(19.6)
	124.1
Technical changes - special grants transfer into Formula, contributions from reserves and contingencies	18.0
<b>Blackpool Council General Fund estimate - net expenditure 2020/21</b>	<b>142.1</b>

Council Tax Bands	Property Valuation	Annual Council Tax
	Band	£
<b>Property Valuation</b>		
£40,000 or below	A	1,267.13
£40,001 to £52,000	B	1,478.32
£52,001 to £68,000	C	1,689.51
£68,001 to £88,000	D	1,900.70
£88,001 to £120,000	E	2,323.08
£120,001 to £160,000	F	2,745.46
£160,001 to £320,000	G	3,167.83
Over £320,000	H	3,801.40

Further information about Blackpool's precepting authorities, including their Gross Expenditure and Council Tax Requirement, can be found on their websites:

<p>Police and Crime Commissioner for Lancashire  <a href="https://www.lancashire-pcc.gov.uk/our-money/budgets/">https://www.lancashire-pcc.gov.uk/our-money/budgets/</a></p>
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<p>Lancashire Combined Fire Authority  <a href="https://www.lancfirerescue.org.uk/about-us/how-we-are-funded/">https://www.lancfirerescue.org.uk/about-us/how-we-are-funded/</a></p>
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The increase in the Blackpool Council Tax element for 2020/21 (£30.96 at Band D) is based on 1.99% of the 2019/20 Total Blackpool Council Tax element (£1,556.31 at Band D). The increase in the Adult Social Care functions Tax element for 2020/21 (£31.12 at Band D) is based on 2% of the 2019/20 Total Blackpool Council Tax element. The Total Blackpool Council Tax element comprises the Blackpool Council Tax element plus the Adult Social Care functions Tax element. The overall increase in the Total Blackpool Council Tax element for 2020/21 (£62.08 at Band D) represents 3.99% of the 2019/20 Total Blackpool Council Tax element.

An adult social care authority is able to charge an additional "precept" on its council tax for financial years from the financial year beginning in 2016/2017 without holding a referendum, to assist the authority in meeting expenditure on adult social care. Subject to the annual approval of the House of Commons, the Secretary of State may choose to renew the option of charging this "precept" at an appropriate level in respect of a particular financial year. An adult social care authority will now be able to increase its council tax by up to 2% in 2020/21. In relation to the financial year 2020/21 a referendum threshold of 4% (comprising 2% for expenditure on adult social care and 2% for other expenditure) applies to Blackpool. Blackpool may therefore increase its relevant basic amount of council tax up to this percentage in 2020/21 without holding a referendum.

"Adult social care authorities" are local authorities which have functions under Part 1 of the Care Act 2014 ("adult social care functions"), namely county councils in England, districts councils for an area in England for which there is no county council, London borough councils, the Common Council of the City of London and the Council of the Isles of Scilly.

## **Subjective Analysis**

## Blackpool Council

General Fund Estimates Year Ending 31 March 2021

### Revenue Budget by Type Across Departments

Subjective Analysis	Chief Executive	Governance and Partnership Services	Resources	Communications and Regeneration	Community and Environmental Services	Adult Services	Children's Services	Public Health	Budgets Outside the Cash Limit	Contingency etc	2020/21 Cash Limit
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Expenditure</b>											
Employees	4,751	4,782	13,069	6,069	17,268	19,594	54,480	1,114	1,622	(1,572)	121,177
Premises	152	223	5,238	929	2,275	116	2,221	-	1,223	1,520	13,897
Transport	19	71	101	170	2,170	1,050	2,234	10	22	-	5,847
Supplies and Services	448	1,587	4,450	2,767	4,805	1,916	17,799	54	5,129	92	39,047
Third Party Payments	80	161	186	31	23,553	55,053	33,996	17,850	11	-	130,921
Transfer Payments	128	-	215	66	181	3,722	13,406	-	69,818	-	87,536
Support Services	1,141	1,001	3,255	2,578	5,703	2,869	7,953	251	4,221	-	28,972
Capital Charges	21	70	5,241	1,488	17,749	61	2,215	-	17,142	-	43,987
Corporate Savings Target	(37)	(200)	(6)	(407)	(1,827)	-	(227)	-	(227)	-	(2,704)
<b>Total Expenditure</b>	<b>6,703</b>	<b>7,695</b>	<b>31,749</b>	<b>13,691</b>	<b>71,877</b>	<b>84,381</b>	<b>134,304</b>	<b>19,279</b>	<b>98,961</b>	<b>40</b>	<b>468,680</b>
<b>Income</b>											
Customer & Client Receipts	232	2,302	4,329	2,948	8,993	15,412	2,240	-	7,746	-	44,202
Government Grants	709	-	526	40	2,741	63	59,251	18,451	70,046	-	151,827
Recharges	4,638	2,449	21,325	4,840	9,912	32	9,192	-	2,915	-	55,303
Other Grants, Reimbursements & Contributions	1,103	808	3,155	8,157	5,244	12,507	8,715	803	5,577	1,487	47,556
<b>Total Income</b>	<b>6,682</b>	<b>5,559</b>	<b>29,335</b>	<b>15,985</b>	<b>26,890</b>	<b>28,014</b>	<b>79,398</b>	<b>19,254</b>	<b>86,284</b>	<b>1,487</b>	<b>298,888</b>
<b>Net Expenditure</b>	<b>21</b>	<b>2,136</b>	<b>2,414</b>	<b>(2,294)</b>	<b>44,987</b>	<b>56,367</b>	<b>54,906</b>	<b>25</b>	<b>12,677</b>	<b>(1,447)</b>	<b>169,792</b>
Capital Charges*											
<b>Total Net Expenditure To Be Met From Public Funds</b>											<b>(27,708)</b>
											<b>142,084</b>

(\*) Capital charges comprises the cost of depreciating fixed assets plus capital financing costs

## **Housing Revenue Account**

## Housing Revenue Account

### Budget 2020/2021

Functions	2019/20 Full Year Budget £000	2019/20 Projected Outturn £000	2019/20 Variation £000	2020/21 Full Year Budget £000
Management Fee	9,756	9,783	27	9,826
General Fund Services	1,889	1,889	-	1,889
Other HRA Costs	125	125	-	275
Capital Charges	7,757	6,452	(1,305)	9,333
Provision for Bad and Doubtful Debts	385	385	-	385
<u>Rent and Service Charge Income Due</u>				
Rental Income	(16,735)	(16,703)	32	(17,268)
Sheltered Housing	(703)	(702)	1	(728)
Emergency Housing	(499)	(489)	10	(534)
Other Supported Housing	-	(4)	(4)	(38)
Television Service (IRS)	(73)	(72)	1	(74)
Community Cleaning	(25)	(25)	-	(26)
Community Lighting	(30)	(30)	-	(31)
Door Entry Systems	(8)	(8)	-	(8)
Gardening Scheme	(74)	(76)	(2)	(77)
Grounds Maintenance	(232)	(232)	-	(238)
<u>Other Rents and Charges</u>				
Garages	(84)	(81)	3	(87)
Leasehold	(168)	(165)	3	(168)
Commercial/Other Rents	-	(17)	(17)	(67)
Other Income	(120)	(136)	(16)	(90)
<u>Interest Income</u>				
Interest on Revenue Balances	(104)	(104)	-	(145)
<b>Contribution (To) / From Working Balances</b>	<b>1,057</b>	<b>(210)</b>	<b>(1,267)</b>	<b>2,129</b>

Working Balance	2019/20 Full Year Budget £000	2019/20 Projected Outturn £000	2019/20 Variation £000	2020/21 Full Year Budget £000
<b>Balance at 1st April</b>	<b>(5,281)</b>	<b>(5,705)</b>	<b>(424)</b>	<b>(5,915)</b>
Contribution (To) / From Working Balances	1,057	(210)	(1,267)	2,129
<b>Balance at 31st March</b>	<b>(4,224)</b>	<b>(5,915)</b>	<b>(1,691)</b>	<b>(3,786)</b>

## **Summary of Main Services Provided Within the Housing Revenue Account (HRA)**

### **Services Provided by Blackpool Coastal Housing Limited**

#### **Management Services**

##### **Tenancy and Estate Management**

This includes help and assistance to tenants, the investigation of complaints (e.g. nuisance), illegal occupation of properties and breaches of tenancy conditions, as well as the management of tenants rights such as "Right to Buy" and "Right to Improvement". The estate management function includes the management of council owned garages and garage sites, unauthorised parking, referral of highway maintenance problems and maintenance of open spaces.

##### **Managing Vacant Properties**

Vacant properties are identified and recorded both through formal notice being given and through physical inspection. Any necessary repair and maintenance to vacant properties is arranged, with post inspection to ensure that the work has been carried out satisfactorily. Additionally, arrangements are made for the viewing of properties by potential tenants.

##### **Rent and Service Charge Collection**

A rent collection service is provided by counter services at the Municipal Buildings, by bank standing order or direct debit, by telephone, via the internet and by tenants' cards at any post office or a variety of other outlets.

#### **Asset Management and Maintenance of the Housing Stock**

The Council's objective is to provide an effective and efficient repairs system, which ensures prompt action on reported problems, undertaking repairs within specified target times and to an acceptable standard whilst obtaining the best value for money.

##### **Repairs and Maintenance Administration**

The reporting of repairs for current tenants can be made by telephone, electronic communication and BCH offices. In some instances properties require both pre and post inspection, both to establish the work required and to ensure that the repairs have been carried out satisfactorily.

#### **Supported Housing Services**

##### **Hostels**

The Council currently manages two Hostels with a total of 118 temporary bed spaces. The service provides accommodation and intensive management to homeless single people and families within the Emergency Housing Units. The management focuses on individually assessed needs through a Support Plan to assist in managing the property and preparing for the transition into permanent accommodation.

##### **Sheltered Housing**

The aim of Sheltered Housing is the provision of accommodation that is easy to maintain and secure within a safe and supported environment. Intensive management is based on identified needs as defined within the Individual Support Plans and is co-ordinated by a Scheme Manager. The Scheme Manager will facilitate a service to all tenants, this is to sustain their tenancy and maximise their independence through planned intervention. The Sheltered Housing Service works in conjunction with the Council's community alarm service (Vitaline) to provide 24hrs emergency response to all tenants within the schemes.

#### **Other Services To Tenants**

Other services provided to tenants include grounds maintenance, an Integrated Reception System, security, caretaking and communal cleaning.

### **Services Provided by Blackpool Council**

#### **Allocations and Lettings of Properties**

The main services provided are the registration and classification of applications for council properties, the management of the council house waiting list and the allocation of properties.

#### **Housing Client**

This service manages the contract with Blackpool Coastal Housing, ensuring that high quality and cost effective services are provided.

#### **HRA SELF-FINANCING**

This is the locally controlled system under which Councils are responsible and accountable for their housing services. It allows Councils to make long term investment plans that respond to local need, involve tenants in decision making and operate independently under transparent local control. HRA self-financing commenced from 1 April 2012, when the housing subsidy system was abolished

## **Capital Programme**



## Blackpool Council

### Report

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#### Capital Programme 2020/21, 2021/22 and 2022/23

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#### 1. Introduction

- 1.1 The Council's 2020/21 capital programme runs concurrently with the 2020/21 revenue budget and reports on both are submitted to the Executive for approval. Capital schemes usually extend over a number of years and for that reason the programme projects forward indicative spending for 3 years. This report updates the programme reported in last year's budget and seeks to ensure that capital expenditure is allocated to areas that will contribute to meeting the Council's priorities. The capital programme submitted for approval for 2020/21 is £20.5m and over a three-year period is estimated at £103.2m.
- 1.2 The 2021/22 and 2022/23 programmes have been drawn up based upon known allocations and provisional bids. Government announcements in respect of some allocations have once again been delayed this year and in order to be prudent Blackpool Council has chosen not to include estimates of these figures. These will be reviewed as part of the budget processes for 2021/22 and 2022/23 in the light of changing priorities and final funding levels, which means that no commitment can be made as yet in respect of those new schemes identified for 2021/22 and 2022/23.
- 1.3 The Council has suffered from severe cuts in capital funding. It has continued to be proactive in seeking additional funding for schemes, and is seeking to take advantage of low level interest rates to facilitate investment and regeneration of the town.
- 1.4 The status of the capital programme is reported monthly to the Corporate Leadership Team (CLT) and the Executive as well as the Tourism, Economy and Resources Scrutiny Committee.
- 1.5 The capital programme now submitted is consistent with that agreed for 2019/20. It includes identified commitments for housing developments. The scale of these commitments means that there are very limited resources to deliver additional schemes that are not fully funded.
- 1.6 The capital programme prepared for 2020/21 does not include budgeted expenditure that has previously been approved by Executive. Blackpool Council has approximately £72m available for capital projects, e.g. Conference Centre, Town Centre Acquisition and Central Business District phase 2, that has been approved in previous years but not yet expended. The total capital budget therefore for 2020/21 is in reality approximately £92.5m.
- 1.7 The programme does not yet take account of all funding announcements anticipated in respect of Capital schemes. Additional funding streams are expected to be confirmed after the approval of this capital programme and reference will be made in the subsequent financial monitoring report to Executive.

1.8 The capital programme proposed demonstrates the increased investment that Blackpool Council is making in the town to ensure that Blackpool develops a year round economy that both attracts visitors and encourages growth in the town.

## **2. Capital Funding**

2.1 The Council's capital spending is funded from specific capital grants, capital receipts and revenue contributions. In addition to these traditional forms of funding the Council can undertake Prudential borrowing within limits set by the Council itself.

## **3. Prudential Borrowing**

3.1 A relaxation of controls upon local authority borrowing was introduced from 2004/05 and requires prudent management because the debt financing costs of such borrowings are not supported by Government grant and fall directly upon the Council Tax unless the schemes themselves generate sufficient savings or income to meet the financing costs. The approach agreed by this Council is that Prudential borrowing schemes can only take place in the following circumstances:

- (1) Prudential borrowing schemes must be specifically authorised by the Executive.
- (2) The financing costs of such schemes will be charged to identified service budgets by means of a budget virement to the central Treasury Management budget.
- (3) The total level of Prudential borrowing must remain within the limits set in the Council's annual Treasury Management Strategy.

3.2 Therefore, in most cases Prudential borrowing will only be approved where the scheme is likely to be self-financing over a reasonable payback period (such as energy management initiatives) or where there is an identified budget which can meet the costs.

3.3 Suppressed interest rates have encouraged the use of Prudential borrowing and provided an opportunity for Blackpool Council to invest in schemes that may not have been viable in the past. The investment made in capital schemes is monitored via the monthly report provided to CLT and Executive. The movement in interest rates is also monitored via the Treasury Management Panel.

3.4 The Council adheres to CIPFA's Prudential Code for Capital Finance in Local Authorities which requires authorities to set a range of 'Prudential Indicators' as part of the Budget-setting process. Those relating specifically to the capital programme are as follows:-

- (1) The actual capital position – (Non-HRA and HRA) for 2020/21 will be reported as part of the 2020/21 Capital Outturn report to Executive.
- (2) Prudence – capital expenditure including commitments for non-HRA and HRA for 2020/21 will be reported monthly to the Executive by means of the Capital Monitoring report.

## **4. Single Capital Pot**

4.1 The Council has capital funding made available to it by the Government in the form of capital grants. These fall into two categories of ring-fenced and non-ring-fenced. The ring-fenced capital grants can only be used for specifically named schemes. An example of this type of funding is the

Devolved Formula Capital grant that is specifically allocated to individual schools. In addition, the Government makes available non-ring-fenced capital grants. These allocations come from individual Government departments but fall into the category known as Single Capital Pot. This means they can be used for any proper capital expenditure on any service. Good practice shows that the Council would allocate this funding to a capital programme to meet its priorities and objectives without regard to the source Government department providing the funding. However, the problem with this approach is that there is a possibility of these allocations being reduced in future years. It has therefore previously been agreed that the central government allocations to individual services should remain broadly as originally notified.

- 4.2 There is clearly a balance to be had in looking at the overall investment needs of the Council and individual service priorities. It is proposed that the Council uses some non-ring-fenced capital grants in future for its corporate priorities, thereby allowing key schemes to proceed. The intention would be to retain the top-slice at 12.5% (12.5% first applied in 2005/06) of basic service capital grant in 2020/21 for corporate priorities including additional expenditure anticipated on existing schemes. The impact of this 12.5% proposal is set out overleaf (excluding Disabled Facilities Grant - see 4.4):

Department	2020/21 Non-ring-fenced Allocations £000	12.50% Top-slice £000	Net Total £000
Communication & Regeneration	2,887	361	2,526
Adult Services (see 4.4 below)	2,241	61	2,180
<b>Total</b>	<b>5,128</b>	<b>422</b>	<b>4,706</b>

The proposed allocations of the top-slicing can be found in section 9.1.

- 4.3 As can be seen from the table below the non-ring-fenced capital grant allocation shows an increase from 2019/20 to 2020/21:

Department	2019/20 £000	2020/21 £000	Increase £000
Communication & Regeneration	2,686	2,887	201
Adult Services	2,136	2,241	105
<b>Total</b>	<b>4,822</b>	<b>5,128</b>	<b>306</b>

- 4.4 Disabled Facilities Grant of £1,750k has been identified for 2020/21. This is an integral part of the Better Care initiative (formerly Integrated Transformation Fund) to support the integration of health and social care and as such will be protected for this purpose.

## 5. Capital Receipts

- 5.1 The Council has committed all available capital receipts to the support of the capital programme. This includes the net balance of the receipt from the sale of Blackpool Business and Technology Parks and any accumulated reserves arising as a result of the Central Business District Development.

5.2 The Council is continually undertaking a review of its property portfolio in order to identify those properties that may be disposed of in order to generate capital receipts necessary to support approved capital schemes, in particular the Central Business District. In addition the 2020/21 revenue budget continues the stretched target for revenue savings from a continuing property rationalisation programme, which is already well underway.

## **6. Priority Led Budgeting**

6.1 During 2013/14 the Corporate Asset Management Group formally agreed that a Priority Led approach would continue to be adopted in approving capital schemes from the available corporate resource.

6.2 The agreed approach allocates capital resources in line with the legislative framework, i.e. priority schemes are deemed to be those which include statutory obligations or health and safety issues.

6.3 A range of categories was agreed that could be assigned to each scheme:

Category 1 – have to do – statutory obligations, health and safety, committed schemes, overspends

Category 2 – need to do – schemes that generate future revenue savings or support transformational process

Category 3 – able to do - fully prudentially funded schemes / School schemes where resources available

Category 4 – want to do – aspirational schemes that the Council would like to progress should resources be available and which align with Corporate Priorities

Category 5 – do not want to do – schemes that do not align with Corporate Priorities.

6.4 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. The Capital Strategy incorporates the Capital Programme.

## **7. Capital Programme**

7.1 The proposed capital programme takes account of all available resources including capital receipts and the top-sliced resource to fund corporate priorities and other costs.

7.2 The proposed schemes that will proceed or are in progress are set out in the table on the next page. The expenditure by directorate is:-

Directorate	2020/21 £000	2021/22 £000	2022/23 £000
Communication & Regeneration	4,441	34,445	2,886
Housing Revenue Account	12,745	18,659	22,153
Community and Environmental Services	-	-	-
Adult Services	2,241	2,304	2,304
Children's Services	-	-	-
Resources	-	-	-
Governance and Partnership Services	625	-	-
Net top-slice	422	TBD	TBD
<b>Total</b>	<b>20,474</b>	<b>55,408</b>	<b>27,343</b>

7.3 The proposed capital programme supports key priorities, in particular regeneration of the town. The key schemes to be undertaken in the next twelve months are:-

- (1) Enterprise Zone.
- (2) Conference Centre.

The refurbishment of the Trams is undertaken over a rolling 8-year period, and will be funded over the next 2 financial years. Funding for 2021/2022 will be identified in next year's capital programme.

The Foxhall Village housing scheme is currently reporting an overspend of £1.2m, partly due to Hollinwood Homes entering administration. The Council is working with the appointed administrators, PWC, to develop options for the Foxhall Village scheme.

7.4 The Council has also identified a number of schemes that are priorities for the year but do not yet have full funding in place. It is hoped these will also progress in 2020/21 and more detailed decision reports will be submitted to Executive in due course, detailing the scheme and funding requirements:-

- (1) Blackpool Central
- (2) Central Business District Phase 3
- (3) CCTV relocation
- (4) Grange Park development

Should these schemes be approved by the Executive, they will form part of the monitoring reported on a monthly basis.

## 8. Management of the Risks Associated with the Capital Programme

8.1 The key risks in terms of the management of the proposed capital programme are:-

- (1) expected revenue streams derived from capital schemes are not delivered
- (2) private sector developers unable to raise finance, renegotiating or pulling out of deals as a result of the economic downturn
- (3) contractors likewise getting into financial difficulty
- (4) anticipated funding, e.g. grant, capital receipts and s.106 monies, not being realised and / or the clawback of external funding resulting in funding shortfalls
- (5) delivery of the scheme over-budget and / or late
- (6) increased reliance on Prudential borrowing and an increase in the pooled interest rate.

8.2 Regular monthly capital monitoring reports are provided and Finance staff aim to meet with project managers of the larger and more complex schemes on a monthly basis. A risk register and details of projected overspends on schemes are also provided on a regular basis.

8.3 Schemes that have specific funding attached should only proceed where the external funding has been formally agreed. There is no commitment upon the Council to fund a shortfall in such circumstances.

8.4 In addition, 2019/20 saw the emergence and resolution of a number of additional areas of risk within the capital programme. These are reported to the Corporate Leadership Team and Corporate Asset Management Group and work is ongoing to address these issues and mitigate where possible. A risk-based reserve strategy continues to be operated through the Medium Term Financial Sustainability Strategy and paragraph 9.2 recommends the creation of a top-slice contingency in the result of any overspends arising.

## 9. Capital Expenditure Commitments

9.1 Regular capital monitoring identifies schemes for which there is a contractual and legal obligation to fund and these become a call on available resources. There are 3 areas that fall into this category:-

	£000
Abortive relocation of college in 2013 as a result of over-programming by Learning & Skills Council	100
Carleton Crematorium - Cremators	243
Development of Carleton cemetery	49
<b>Total</b>	<b>422</b>

- 9.2 Corporate Asset Management Group has previously recommended the following:
- (1) On 8<sup>th</sup> January 2013 that College Relocation abortive costs phased over an initial 15-year period (from 2013/14) become the first call on any top-slice.
  - (2) On 16<sup>th</sup> January 2018 that the old Carleton Crematorium Cremators would be funded over a 14-year period (from 19/20).
  - (3) On 16<sup>th</sup> January 2020 that the development of Carleton cemetery (burial ground extension) will be funded over an 8-year period (from 21/22). The existing cemetery grounds have approximately 3-4 years left to expand to fulfil the projected burial requirements and work needs to be undertaken this next financial year to ensure that land which has been set aside is started to be prepared to enable expansion of the cemetery to be made. This will be funded through a combination of previous year's surplus top-slice and future years.
- 9.3 A number of long-term strategic schemes such as the Blackpool Central development are referred to elsewhere in this report. On occasion the opportunity to purchase small parcels of land or property associated with these may arise and where these purchases are essential to the project and can be completed within officer delegations this will be done within the existing contingency and any unallocated resource contained within this report.

Mr S Thompson  
Director of Resources

## Blackpool Council

### Capital Programme 2020/21 to 2022/23

	For Approval	For Information	For Information
<b>Service</b>	2020/21 Proposed Programme £000	2021/22 Potential Programme £000	2022/23 Potential Programme £000
Communications and Regeneration	4,441	34,445	2,886
Housing Revenue Account	12,745	18,659	22,153
Community and Environmental Services	-	-	-
Adult Services	2,241	2,304	2,304
Children's Services	-	-	-
Resources	-	-	-
Governance and Partnership Services	625	-	-
Top-Slice To Be Allocated	422	TBD	TBD
<b>Total Programme</b>	<b>20,474</b>	<b>55,408</b>	<b>27,343</b>

	For Approval	For Information	For Information
<b>Funding Sources</b>	2020/21 Proposed Programme £000	2021/22 Potential Programme £000	2022/23 Potential Programme £000
Grants/Contributions	13,610	10,965	11,378
Prudential Borrowing	1,230	38,808	10,330
Specific Capital Grants	5,189	5,190	5,190
Capital Receipts	445	445	445
Revenue Contributions	-	-	-
<b>Total Funding</b>	<b>20,474</b>	<b>55,408</b>	<b>27,343</b>



## Blackpool Council

### Capital Programme 2020/21 to 2022/23

	For Approval	For Information	For Information
	2020/21 Proposed Programme £000	2021/22 Potential Programme £000	2022/23 Potential Programme £000
<b>Grants/Contributions etc</b>			
C & YP - Devolved Capital	-	-	-
HRA Revenue	8,946	7,968	6,000
LEP	1,310	-	-
Housing Contribution	-	-	-
Homes England	3,282	2,925	5,306
Major Repairs	-	-	-
Leaseholder Income	72	72	72
Development Trust	-	-	-
<b>Prudential Borrowing</b>			
Central Business District Phase 2	-	16,798	-
Carleton Crematorium	625	-	-
Conference Centre	-	-	-
Enterprise Zone	-	14,000	-
Town Centre Car Parking	-	-	-
Tramway refurbishment	605	761	-
HRA	-	7,249	10,330
<b>Specific Capital Grants</b>			
C & YP - Basic Need	-	-	-
C & YP - Free infant school meals	-	-	-
<b>C &amp; YP - Top-Slice @ 12.5%</b>	-	-	-
C & YP - Condition	-	-	-
ASC - Social Care	491	554	554
<b>ASC - Top-Slice @ 12.5%</b>	61	-	-
Department for Transport	1,021	1,167	1,167
LTP - Integrated Transport	1,505	1,719	1,719
LTP - Maintenance	-	-	-
<b>LTP - Top-Slice @ 12.5%</b>	361	-	-
Dept. for Transport Potholes	-	-	-
Infrastructure Investment	-	-	-
Disabled Facilities Grant	1,750	1,750	1,750
<b>Capital Receipts</b>			
Housing - Right to Buy	445	445	445
Capital Reserves	-	-	-
Regen - Council Office receipts	-	-	-
Housing - Property Resale receipts	-	-	-
<b>Revenue Contributions</b>	-	-	-
<b>Total Resources</b>	105 <b>20,474</b>	<b>55,408</b>	<b>27,343</b>

## Blackpool Council

### Capital Programme 2020/21 to 2022/23

	For Approval	For Information	For Information
	2020/21 Proposed Programme £000	2021/22 Potential Programme £000	2022/23 Potential Programme £000
<b>Communications and Regeneration</b>			
Quality Corridors	1,310	-	-
LTP - Capital Maintenance	1,021	1,167	1,167
LTP - Integrated Transport : Road Safety	100	114	114
LTP - Integrated Transport : Congestion	555	634	634
LTP - Integrated Transport : Visitor Economy	621	710	710
LTP - Integrated Transport : Parking Management	16	18	18
LTP - Integrated Transport : Accessibility	40	46	46
LTP - Monitoring	15	17	17
Yeadon Way	135	154	154
Programme and Scheme Development	8	9	9
Electric Vehicle charging points	15	17	17
Enterprise Zone	-	14,000	-
Conference Centre	-	-	-
Central Business District - Phase 2	-	16,798	-
Town Centre Car Parking	-	-	-
Tramway refurbishment	605	761	-
<b>Total</b>	<b>4,441</b>	<b>34,445</b>	<b>2,886</b>

	For Approval	For Information	For Information
	2020/21 Proposed Programme £000	2021/22 Potential Programme £000	2022/23 Potential Programme £000
<b>Housing Revenue Account</b>			
Queens Park Phase 2	-	-	-
Maintain Decent Homes Standard	3,306	2,463	1,772
Troutbeck	4,860	4,860	-
Hoyle	-	-	-
Dunsop Court	510	-	-
Grange Park	-	3,340	4,460
New Build Developments	-	2,790	11,060
250 Acquisitions and Refurbishments as per Council Homes Investment Plan	2,430	3,240	3,240
Other Schemes	1,639	1,966	1,621
<b>Total</b>	<b>12,745</b>	<b>18,659</b>	<b>22,153</b>

## Blackpool Council

### Capital Programme 2020/21 to 2022/23

	For Approval	For Information	For Information
	2020/21 Proposed Programme £000	2021/22 Potential Programme £000	2022/23 Potential Programme £000
<b>Community &amp; Environmental Services</b>	-	-	-
<b>Total</b>	-	-	-

	For Approval	For Information	For Information
	2020/21 Proposed Programme £000	2021/22 Potential Programme £000	2022/23 Potential Programme £000
<b>Adult Services</b>			
Disabled Facilities Grant	1,750	1,750	1,750
Adult Social Care	491	554	554
<b>Total</b>	<b>2,241</b>	<b>2,304</b>	<b>2,304</b>

	For Approval	For Information	For Information
	2020/21 Proposed Programme £000	2021/22 Potential Programme £000	2022/23 Potential Programme £000
<b>Children's Services</b>	-	-	-
<b>Total</b>	-	-	-

	For Approval	For Information	For Information
	2020/21 Proposed Programme £000	2021/22 Potential Programme £000	2022/23 Potential Programme £000
<b>Resources</b>			
Leisure Assets	-	-	-
CRRM	-	-	-
<b>Total</b>	-	-	-

**Blackpool Council**

**Capital Programme 2020/21 to 2022/23**

	For Approval	For Information	For Information
	2020/21 Proposed Programme £000	2021/22 Potential Programme £000	2022/23 Potential Programme £000
<b>Governance and Partnership Services</b>			
Carleton Crematorium and Cemetery	625	-	-
<b>Total</b>	<b>625</b>	<b>-</b>	<b>-</b>

**Business Improvement District  
Revenue Account**

## Business Improvement District Revenue Account

	2019/20 Budget £000	2020/21 Budget £000
BID Levy Income	(332)	(335)
Costs of collecting Levy	17	17
Payment to Blackpool Town Centre BID Ltd	315	318
<b>Total</b>	<b>-</b>	<b>-</b>

**Notes :**

- 1) Blackpool Council is the billing authority for the Blackpool Town Centre Business Improvement District which is managed by Blackpool Town Centre BID Ltd.
- 2) A Business Improvement District (BID) is a partnership of businesses, organisations and the local authority working in a defined geographical area, to deliver initiatives to improve footfall and the trading environment.
- 3) The BID is financed by way of a levy equivalent to 1% of the non-domestic rateable value charged on all properties listed in the local Non-Domestic Rating List located within the BID area.
- 4) The BID area covers the main town centre and other areas designated for future commercial development.

**The BID aims to achieve:**

- 1) Events planning and management.
- 2) Building a clean, safe and secure environment.
- 3) Development of an early evening/twilight economy.
- 4) Enhancement of the BID profile and increased member involvement.
- 5) Leverage of additional support funding from external sources.

## **Cash Limited Budgets - Budgeting Guidelines**

## Cash Limited Budgets

### Key Points of the Budget Regime

1. The Chief Executive and Corporate Leadership Team are responsible for the Council's overall budget. Heads of Service are responsible for keeping strict supervision of expenditure of the services under their control. They must ensure that each cost centre is the responsibility of a budget holder who fully understands how to manage and monitor budgets.
2. Heads of Service, where they consider it appropriate, can nominate budget holders for services, who will then be notified in writing of their responsibilities and be provided with the required levels of training.
3. As part of the annual process a budget is set for each service. This budget will be managed by the budget holder. However, the Head of Service will retain the responsibility for ensuring that the budget holder undertakes the role efficiently and effectively.
4. Heads of Service will be required to fund any inflationary increases from within their cash limited budget.
5. Any underspends at the financial year-end are generally carried forward to the following financial year at 100% and added to that year's budget. Windfall gains will be applied in total to benefit the General Fund reserves.
6. A windfall gain, which occurs when either increased income or decreased expenditure results from events outside the control of the service, will be used for the benefit of the Council as a whole. Only those savings of major significance would be categorised as such. Director of Resources will categorise such occurrences as they happen. All losses outside the control of the service must be contained within that service's cash limits.
7. Any overspends must be recovered in the following financial year where possible. In extenuating circumstances an extended timescale may be permitted of up to 3 years. A specific report must be prepared for extended cases and approved by the Executive.
8. Virements of up to £150,000 are permitted between budget headings and Heads of Service are able to adjust the budget within the bottom line within this limit. Directors may transfer funds between bottom lines after consultation with the Head of Service concerned. Virements on one budget head totalling in excess of £150,000 in any one year will require the approval of the Executive. Director of Resources or one of his Accountancy representatives must be informed of all virements between budgets.
9. Capital financing charges will continue to be treated outside the bottom line cash limits and recharged on an annual basis.
10. The costs of Central Departmental Support services and Administrative Buildings are now within the cash limits.
11. Budgetary control statements will be prepared monthly and formally considered by Executive Members. Heads of Service will be required to monitor their budgets on a monthly basis in conjunction with Accountancy staff and forecast overspends in excess of £75,000 or 1.5% of the budget (whichever is the higher) will trigger formal reporting and the development of a recovery plan to be approved by the Portfolio Holder.



## **Glossary of Financial Terms**

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### **Adult Social Care Precept**

The Secretary of State for Communities and Local Government allowed adult social care authorities the option of being able to charge an additional “precept” on its council tax for financial years from the financial year beginning 2016/2017 without holding a referendum, to assist the authority in meeting expenditure on adult social care. Subject to the annual approval of the House of Commons, the Secretary of State may choose to renew the option of charging this “precept” at an appropriate level in respect of each financial year.

The income generated from this charge is ring-fenced, meaning it can only be used for adult social care services.

### **Budget**

A statement which sets out the financial effect of the Council’s policies over a future period of time.

### **Budget Requirement**

The estimated revenue expenditure on general fund services that needs to be financed from the council tax after deducting income from fees and charges, certain specific grants and any funding from reserves.

### **Business Improvement District**

A partnership of businesses, organisations and the local authority working in a defined geographical area to deliver initiatives to improve the trading environment and business.

### **Business Rates Retention Scheme**

The Business Rates Retention Scheme was implemented on 1<sup>st</sup> April 2013 and aims to provide local authorities with stronger incentives to create and support the local economy by allowing them to keep a proportion of their growth in business rates. The scheme includes ‘top-up’ and ‘tariffs’ to take account of local authorities with differing levels of business properties. Blackpool is a ‘top-up’ authority.

Where there is increased income (above the Non Domestic Rates baseline) a levy is applied. For ‘top-up’ authorities no levy is due. There is also the risk of decreased income due to negative growth. A ‘safety net’ mechanism will help protect local authorities from excessive decreases in income due to the change.

As part of the Local Government Settlement announcement 15 areas were approved to take part in the 75% Business Rates Retention Pilot during 2019/20. The Lancashire submission which included Blackpool was one of the successful bids. In 2019/20 Blackpool’s share of the amount collected will be 73.5%. The remaining shares are paid to Central Government (25%) and Lancashire Combined Fire Authority (1.5%). In 2020/21 the Lancashire Business Rates Retention Pilot ended and the Council reverted back to the previous shares of Central Government (50%), Blackpool Council (49%) and Lancashire Combined Fire Authority (1%).

### **Capital Charges**

A charge against service revenue accounts for fixed assets used in the provision of services.

### **Capital Expenditure**

Expenditure above £15,000 on the acquisition of a non-current asset or expenditure which adds to and not merely maintains the value of an existing non-current asset.

### **Capital Grants**

These usually relate to specific schemes/projects and require compliance with particular criteria.

### **Capital Programme**

A list of projects approved to start in the year of the programme, which involve capital expenditure.

### **Capital Receipts**

Proceeds received from the sale or lease of fixed assets, above a prescribed threshold (currently £10,000). Housing receipts are liable for "pooling" which replaces the requirement to set-aside a provision for credit liabilities.

### **Capital Receipts Applied**

Capital receipts utilised to finance capital expenditure or repay debt.

### **Cash Limited Budget**

A defined figure set by the Council that represents the maximum expenditure that a service can spend on its particular activities.

### **The Chartered Institute of Public Finance and Accountancy (CIPFA)**

One of the leading professional accountancy bodies in the UK, CIPFA specialises in the public sector.

### **Collection Fund**

A statutory account which billing authorities have to maintain for the collection and distribution of amounts due in respect of Council Tax and Non-Domestic Rates.

### **Contingency**

Money set aside in the budget to meet the cost of unforeseen items of expenditure or shortfalls in income and to provide for inflation where this is not included in individual budgets.

### **Council Tax**

The tax levied on domestic properties by the billing authority, for example Blackpool Council. The proceeds are paid into its Collection Fund for distribution to precepting authorities (for example the police and fire authorities), and for use by its own general fund.

Council Tax Band D Equivalents: The number of band D properties in an area which would raise the same council tax as the actual number of properties in all bands. Properties are converted to an equivalent based on that of band D e.g. 1 band H property is equivalent to 2 band D properties, because the taxpayer in a band H property pays twice as much council tax. Council Tax Bands (Valuation Bands): Domestic properties are allocated to one of eight bands for the purpose of assessment of council tax. The bands are defined with reference to property values at 1 April 1991 as follows:

<u>Band Value Range</u>	<u>Multiplier</u>
A - Up to £40,000	6/9 (67%)
B - £40,001 to £52,000	7/9 (78%)
C - £52,001 to £68,000	8/9 (89%)
D - £68,001 to £88,000	9/9 (100%)
E - £88,001 to £120,000	11/9 (122%)
F - £120,001 to £160,000	13/9 (144%)
G - £160,001 to £320,000	15/9 (167%)
H - Over £320,000	18/9 (200%)

### **Council Tax Reduction Scheme**

The Council Tax Reduction Scheme (CTRS) must incorporate the national pensioner scheme, decided by Government. This ensures that pensioners support continues at existing levels. Working Age claims are means tested to establish entitlement. A percentage reduction is applied at the end of the assessment. The 2020/21 CTRS applies a reduction of 27.11% (27.11% in 2019/2020) to the support provided to Working Age claimants. For the 2017/18 Scheme the Executive approved the provision of additional support for certain vulnerable groups of claimants by amending the percentage applied to their award from 27.11% to 13.56%. This additional support was extended further in 2018/19 and 2019/20. The percentage reduction applied in future years may change and will be determined by reference to the level of support grant, caseload and growth/reduction in caseload.

### **Council Tax Requirement**

The Localism Act 2011 has made significant changes to the Local Government Finance Act 1992, and now requires the billing authority to calculate a council tax requirement for the year, not its budget requirement as previously. The main difference between the two calculations is that Revenue Support Grant (RSG) and redistributed National Non-Domestic Rates (NNDR) are included as income in the calculation of the council tax requirement, whereas they were not included as income in the calculation of the budget requirement.

### **Dedicated Schools Grant (DSG)**

A specific formula grant for school funding distributed outside of the main local government finance settlement. This is a ring-fenced grant and must be applied to an authority's schools budget.

### **Direct Revenue Financing**

Resources provided from an authority's revenue budget to finance the cost of capital projects (also known as Capital Expenditure met from Revenue Account (CERA) or previously as Revenue Contributions to Capital Outlay (RCCO)).

### **Enterprise Zone**

An enterprise zone is a designated area which offers enhanced capital allowances to businesses to encourage growth. Billing authorities are allowed to retain 100% of any growth in designated areas in order to fund the development of the zone. Growth is measured against the baseline set for 2017/18 (uplifted for inflation).

### **Estimates**

The amounts which are expected to be spent or received as income during an accounting period. The term is also used to describe detailed budgets which are either being prepared for the following year or have been approved for the current year.

### **Expenditure and Income Analysis**

Expenditure can be analysed according to the type of service or function on which it is incurred (sometimes known as objective analysis), or by type of item, such as salaries, wages, capital charges, fees and charges (sometimes known as subjective analysis).

### **External Funding**

A generic term to describe all grant funding received from external sources such as European Regional Development Fund (ERDF) and Lottery funding.

**Fees and Charges**

Income raised by charging users of services for the facilities. For example, local authorities usually make charges for the use of leisure facilities, the supply of school meals, the collection of trade refuse, etc.

**Financial Regulations**

A written administration and code of procedures approved by the authority and intended to provide a framework for proper financial management. Financial regulations usually set out rules on accounting, audit, administrative procedures and budgeting systems.

**Financial Year**

The financial year for local authorities runs from 1st April and finishes on 31st March.

**Forecast Revenue Outturn**

Estimated revenue expenditure and income as at the year-end.

**Formula Funding**

The formula funding amount for a local authority, plus any specific grant transfers (such as Council Tax freeze grant) provides a total funding amount; this is known as the Settlement Funding Assessment. The Settlement Funding Assessment for an authority is split between resources received through Revenue Support Grant (RSG) and a Business Rate Retention (Baseline Funding Level) amount.

**IAS19 Retirement Benefit Adjustment**

The difference in retirement benefit calculated under IAS19 and the actual pension costs incurred in providing retirement benefits to employees within the accounting period.

**General Fund**

The main revenue fund of a billing authority. Day-to-day spending on most services is met from this fund, with housing spending being met from a separate Housing Revenue Account.

**Government Grants**

Assistance by government and inter-government agencies and similar bodies, whether local, national or international, in the form of cash or transfers of assets to an authority in return for past or future compliance with certain conditions relating to the activities of the authority.

**Gross Expenditure**

The total cost of providing the Council's services before taking account of income from government grants and fees & charges for services.

**Housing Benefit**

An allowance to persons on low (or no) income. Central government refunds part of the cost of the benefits and of the running costs of the service to local authorities. Benefits paid to the authority's own tenants are known as rent rebates and that paid to private sector tenants as rent allowances.

**Housing Revenue Account (HRA)**

Local authorities are required to maintain a separate account, the Housing Revenue Account, which sets out the expenditure and income arising from the provision of housing.

**HRA Management Fee**

Fee payable to Blackpool Coastal Housing for the management of the Council's public housing stock.

**HRA Self-Financing**

A locally controlled system under which Councils are responsible and accountable for their housing services. The intention is to allow Councils to make long-term investment plans that respond to local need, involve tenants in decision making and operate independently under transparent local control. HRA self-financing commenced from 1 April 2012.

**Individual Schools Budget (ISB)**

This refers to that part of the Local Schools Budget (LSB) that must be delegated to schools via the schools' funding formula.

**Local Government Association (LGA)**

An association which represents the interests of local authorities to central government.

**Local Schools Budget (LSB)**

This includes all planned expenditure on maintained schools, i.e. the expenditure managed centrally by the local education authority plus that delegated to schools via the Individual Schools Budget funding formula.

**National Non-Domestic Rate (NNDR)**

A levy on businesses based on a national rate in the pound multiplied by the 'rateable value' of the premises they occupy. NNDR is collected by billing authorities and Blackpool's share of the amount collected is 49% in 2020/21. The remaining shares are paid to Central Government (50%) and Lancashire Combined Fire Authority (1%).

**Net Expenditure**

Gross expenditure less specific service income, but before deduction of formula grant.

**Non-recurring Costs / Income**

These are revenue account items which are budgeted for one year or a defined period only.

**Outturn**

The final revenue (income and expenditure) account for a financial year.

**Precept**

The levy made by precepting authorities (for example the police and fire services) on billing authorities (councils) requiring the latter to collect income from council taxpayers on their behalf, along with its own Council Tax.

**Price Base**

The year whose cost and price levels are used for calculating estimates, forecasts, policy options, etc.

**Private Finance Initiative (PFI)**

A scheme in which the service (e.g. street lighting) is provided by the private sector under a long-term contract. The public sector pays for the project on a performance-related basis: when the contractor is paid to deliver to agreed service delivery standards and poor performance is penalised by contract deductions as laid out in the contract.

**Provisions**

Amounts set aside in one year to cover liabilities or losses that are likely or certain to be incurred in future years, but where the amounts or the dates on which they will arise are uncertain.

### **Prudential Borrowing**

Borrowing undertaken by the authority which can be demonstrably funded from the Council's own resources.

### **Prudential Code for Capital Finance**

Professional code of practice, devised by CIPFA, to support local authorities in their capital investment decisions. Local authorities are free to invest so long as their capital spending plans are affordable, prudent and sustainable. The Code sets out indicators that the authority must employ and factors that they must take into account to demonstrate this.

### **Recharges**

The collective term for accounting entries representing transfers of (or to cover) costs initially debited elsewhere. They therefore comprise apportionments and full charges.

### **Reserves**

The level of funds an authority has accumulated over the years. These include unallocated reserves (or 'balances') that every authority must maintain as a matter of prudence.

### **Revenue Expenditure**

Spending on day-to-day running costs, such as employee costs, and the costs of supplies and services. Expenditure which causes benefit to be received in the current period.

### **Revenue Support Grant (RSG)**

A grant paid by central government which can be used to finance revenue expenditure on any service, as opposed to specific grants which may only be used for a specific purpose. RSG forms part of the Settlement Funding Assessment.

### **Section 31 Grants**

Section 31 of the Local Government Act 2003 allows ministers to pay grants to any local authority in England or Wales for any expenditure. The consent of the Treasury is needed for grants to English local authorities. Such grants can be for either capital or revenue purposes, and are paid to the general fund. The government may set grant conditions which can cover how a grant is used and circumstances in which all or part of the grant must be repaid.

### **Section 137 Expenditure**

Under section 137 of the Local Government and Housing Act 1972 local authorities are allowed to spend an additional limited amount in the interests of their area or its inhabitants which will produce a benefit commensurate with the expenditure involved.

### **Service Expenditure Analysis**

The analysis of income or expenditure by reference to its different purposes, usually different services.

### **Tax Base**

The weighted average equivalent number of Council Tax band D properties within each local authority area after taking into account discounts, valuation list changes, disablement relief, allowance for losses on collection and Council Tax Reduction Scheme.

**Total Cost**

The total cost of a service or activity includes all costs incurred in providing the service or activity. Gross total cost includes employee costs, premises and transport costs, supplies and services, third party payments, transfer payments, and capital charges. It includes an appropriate share ('apportionment') of all support services and overheads.

**Unit Cost**

The cost of a particular service related to one or more non-financial measurements of the service, e.g. cost per population, cost per pupil, cost per passenger mile.

**Virement**

The permission to spend more on one budget head when this is matched by a corresponding reduction on some other budget head, i.e. a switch of resources between budget heads. Virements must be properly authorised by officers under delegated powers, otherwise the Executive.