

Municipal Budget For the Year Ending 31st March 2018

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INTRODUCTION

The Budget for the forthcoming financial year is undoubtedly the most challenging to date with a budget savings target of £18.9m on the back of successfully delivering £118.9m over the previous 6 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:

- Internal pay levels to rise on average by 1% for the period from 1st April 2017 to 31st March 2018 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
- a non-pay inflation contingency, to address contractual commitments and valid non-pay pressures
- consideration of previous year's financial performance, in particular an uplift of £4.0m to upsize Children's Services to meet current activity levels.
- the latest estimates of Settlement Funding Assessment
- interest rates to rise slowly in 2017/18 but to remain at low levels
- the Council fulfils 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 - 2016/17 will be repeated in 2017/18 to deliver these objectives.

Steve Thompson
Director of Resources
March 2017

Revenue Budgets and Council Tax Setting

REVENUE BUDGET

2016/17 PROJECTED OUTTURN

AND 2017/18 GENERAL FUND REVENUE BUDGET

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 2017/18 and to identify a budget savings plan that will ensure a balanced Budget.

2. Context

- 2.1 Local government in England is now six and a half years into a period of public sector austerity, which will continue until at least 2019/20 per the Autumn Statement of 2015.
- 2.2 The current Medium Term Financial Sustainability Strategy (MTFSS) covering the period 2016/17 – 2021/22 was approved by Executive on 12th September 2016 and presented a financial outlook, an assessment of risks and indication of the Council's challenges over these 6 years. Whilst Central Government funding does decline over this period, the unprecedented opportunity to accept a Government offer of guaranteed funding to 2019/20 presented the Council with greater certainty than ever before to be able to prepare a medium-term budget that allowed for flexibility and informed risk-taking.
- 2.3 The key principles of the approved 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
 - optimising capital spending freedoms.

3. The Local Government Finance Settlement 2017/18

- 3.1 The Local Government Finance Settlement sets the amount of Central Government funding available to councils. The Secretary of State for the Department for Communities and Local Government announced the Provisional Local Government Finance Settlement for 2017/18 on 15th December 2016. The Final Settlement was announced in early February 2017.
- 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 5th year of the Business Rates Retention Scheme. The Provisional SFA amounts to £69,646,000 in 2017/18. This compares with the Settlement Funding Assessment in 2016/17 of £75,845,000.

4. Other Funding 2017/18

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 Grant

The 2017/18 New Homes Bonus allocations and details of the consultation on the future of the scheme 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 will be based upon (currently 6 years in 2016/17) will reduce to 5 years in 2017/18 and 4 years from 2018/19 onwards. The scheme will now also only reward growth in homes above 0.4% per annum.

The 5-year cumulative figure for 2017/18 has been confirmed as £838,749 with an in-year element of £178,145.

4.3 Adult Social Care Support Grant

The changes to the New Homes Bonus Scheme have allowed the Government to remove £241m from the Scheme's previously announced funding for 2017/18. This funding has been diverted to the new Adult Social Care Support Grant. This funding is to be distributed based on the adult social care relative needs formula and is for 2017/18 only.

The Adult Social Care Support Grant for Blackpool has been notified as an allocation of £900,000.

4.4 Housing Benefit (HB) Admin Grant

The Housing Benefit subsidy scheme is the means by which local authorities claim subsidy from the 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 either by direct application to the authority or by applying simultaneously for income support/jobseekers allowance and HB to the DWP. 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 2016/17 of £1,007,000 and this will be reduced by 10% to £909,000 in 2017/18.

4.5 Public Health Grant

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

The Chancellor's Autumn Statement in 2016 confirmed that local government funding for Public Health would be reduced by an average 3.9 per cent in real terms per annum over the five years to 2020. This equates to a reduction in cash terms of 9.6 per cent over the full period.

Blackpool's allocation for 2016/2017 was £19,392,000 which will be reduced to £18,914,000 for 2017/18.

4.6 Better Care Fund

The Comprehensive Spending Review 2015 confirmed that the Better Care Fund will continue into 2016/17 and beyond – with a mandated minimum of £3.9bn nationally in 2016/17. Following the announcement of the Improved Better Care Fund (IBCF) the national minimums are increasing by £105 million in 2017/18, £800 million in 2018/19 and £1.5 billion in 2019/20. The

allocation of this funding takes into account local authorities' ability to raise income from the social care precept on Council Tax with the more deprived areas receiving a bigger proportion of the IBCF. This funding must be deployed locally on health and social care through pooled budget arrangements between local authority and clinical commissioning groups. In 2016/17 Blackpool's Health and Wellbeing Board approved a pooled budget of £18.9m. Officers from the Council and Blackpool Clinical Commissioning Group are currently discussing the schemes to be included in the pool for 2017/18 and these plans will be signed off by the Health and Wellbeing Board in April 2017.

4.7 Dedicated Schools Grant (DSG)

The Dedicated Schools Grant (DSG) is paid in support of the local authority's schools budget. It is the main source of income for the schools budget, Early Years and High Needs pupils. Local authorities are responsible for determining the split of the grant between central expenditure and the Individual Schools Budget (ISB) in conjunction with local schools forums. Local authorities are responsible for allocating the ISB to individual schools in accordance with the local schools' funding formula. The DSG in 2016/17 prior to Academy Recoupment was £104.5m and the allocation for 2017/18 is £106.5m. The increase is mainly due to Post-16 funding and the retained duties element of the Education Services Grant (ESG) being rolled into the 2017/18 DSG.

The Government has also announced that it is proposing to introduce a national funding formula for schools, which will replace the existing local formulae run by each local authority for allocating budgets to schools by 2019/20. The Department for Education has published illustrations of the levels of funding, at individual school and local authority level, that might be generated by the proposed formula. The illustrations show that Blackpool schools as a whole would see an overall increase of more than 4 per cent compared to current levels of funding, with the majority of schools gaining under the proposed formula. Only nine schools would see decreases, with some of these being relatively marginal. Of the nine schools, five are already receiving protection in Blackpool's formula through the minimum funding guarantee mechanism. The rest are predominantly small schools with relatively low levels of deprivation – this is because the new formula proposes to reduce the lump sum payable to each school, with an increase in factors for additional needs, including deprivation and low attainment, as compared to Blackpool's current formula.

It is proposed that the minimum funding guarantee will continue to protect annual losses for schools at no more than 1.5 per cent per pupil under the new arrangements, and gains have been capped at 3 per cent in the illustrations. The cap and floor protections mean that the overall increase in funding for Blackpool would be limited to just over 2 per cent in the first year.

The re-distribution of funding between local authorities will take place in 2018/19, but councils will continue to operate local formulae to allocate budgets to their schools, through what is known as a "soft" national formula. The "hard" formula, whereby each school's budget will be set by Central Government, will be introduced in 2019/20.

4.8 Education Services Grant (ESG)

Since April 2013 the education functions provided by local authorities have been funded by the Education Services Grant with the Council receiving £791k in 2016/17. However, in the 2015 Spending Review, the Government announced that it would be cutting £600m from ESG, at a time when the total grant amounted to £820m. In November 2016, details were released of how this level of savings would be realised, summarised as follows:

- Retained ESG to be transferred into DSG from April 2017 at the same rate of £15 for all pupils in the local authority area.
- Academies to continue to receive general ESG at £77 per pupil until the end of the 2016/17 academic year.
- Local authorities to receive ESG transitional grant for the period April to August 2017 at a

reduced rate of £66 per pupil pro rata.

- ESG to cease with effect from September 2017.

4.9 The Core Spending Power figures include the SFA, Council Tax, the Improved Better Care Fund, NHB, Transitional Grant, Rural Services Delivery Grant, and the Adult Social Care Support Grant. The table below shows Blackpool's Core Spending Power for 2017/18.

Core Spending Power	2016/17	2017/18
	£m	£m
Settlement Funding Assessment (SFA)	75.8	69.6
Council Tax Requirement	47.4	48.8
Cumulative Adult Social Care Precept Flexibility	0.9	2.3
Improved Better Care Fund	-	1.0
New Homes Bonus	1.8	0.9
The 2017/18 Adult Social Care Support Grant	-	0.9
Total	125.9	123.5
Change in Provisional Revenue Spending Power		-2.4
Percentage Change		-1.9%

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

5. Revenue Budget 2016/17 – Projected Outturn

- 5.1 The summary in this budget book shows the projected revenue outturn as at month 9 for the current financial year.
- 5.2 Line 20 of this summary shows that it is now estimated that a sum of £2,803,000 will be taken from working balances as at 31st March 2017.

The main areas of budgetary variance are set out below:

	£000
Children's Services	4,682
Strategic Leisure Assets	668
Places	595
Concessionary Fares	471
Parking Services	301
Governance & Partnership Services	102
Resources	54
Community & Environmental Services	(67)
Subsidiary Companies	(138)
Ward Budgets	(200)
Adult Services	(971)
Treasury Management	(1,203)
Other	(16)
Net Service Overspendings 2016/17	4,278
Net Adjustment to Contingencies / Reserves	(1,475)
Net Overspending 2016/17	2,803

- 5.3 The reasons for the overspendings are well documented in the Council's monthly Financial

Performance Monitoring reports and recovery plans are all in place with the exception of Children's Services' which will be developed with the new director. The Tourism, Economy & Resources Scrutiny Committee continuously scrutinises overspending services to seek assurances that effective remedial action is being taken.

5.4 In accordance with previous convention any overspendings on service budgets as at 31st March will be recovered in the following year 2017/18, but this will need to be revisited and reviewed at Provisional Outturn in the context of the exceptional pressures faced by Children's Services in-year.

6. Cash Limited Revenue Budget 2017/18

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 2017/18 is £120,248,000 (line 21 of budget summary). This represents the maximum sum of net expenditure which is sustainable within the resources available.

6.3 The Revenue Budget for 2017/18 includes the following key assumptions:-

- Internal pay levels to rise on average by 1% for the period from 1st April 2017 to 31st March 2018 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
- a non-pay inflation contingency, to address contractual commitments and valid non-pay pressures
- consideration of previous year's financial performance, in particular an uplift of £4.0m to upsize Children's Services to meet current activity levels.
- the latest estimates of Settlement Funding Assessment
- interest rates to rise slowly in 2017/18 but to remain at low levels
- the Council fulfils its statutory obligation to balance its Budget.

7. Budget Gap 2017/18 and Methodology for Delivering

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

	£m
Cash reduction in Government Settlement year-on-year	4.3
Pay award and annual increments	2.0
Non-pay inflation based on individual contract price increases	3.8
Service developments and demand pressures	8.6
Budget Gap 2017/18	18.7

7.2 Savings Programme (the 'Efficiency Plan')

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 a timely manner, maximising savings and ensuring value for money.

In a move away from the conventional approach of Priority-Led Budgeting, a Savings Programme constituting 7 thematic workstreams has been developed and finessed over the last few months:

- i) Technical savings – these covered areas such as debt and PFI restructurings, review of reserves & provisions, use of capital receipts & capital to revenue transfers and review of Council Tax Reduction Scheme.
- ii) Income generation and management – between 2014/15 and 2015/16 fees & charges income increased by £2.8m (or 7.9%) and 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 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 local Public Sector Board, Combined Authority, Healthier Lancashire & South Cumbria and One Public Estate
 - with the private and voluntary sectors.
- vii) Service reductions and cuts, which were considered once i) – vi) had been exhausted.

This exercise has generated the necessary service budget target savings of £18.7m in 2017/18. As part of the consultation on the budget, a dedicated cross-party Budget Scrutiny Panel was established to undertake an in-depth scrutiny review of the proposals across the seven thematic workstreams that had been identified in the savings programme contained within the Medium-Term Financial Sustainability Strategy.

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

8. Other Considerations

8.1 Staffing Implications

As part of the £18.7m savings target it is anticipated that in the year 2017/18 there will be 80 redundancies and in addition there are a further 70 employees in temporary contracts which will come to an end and up to 50 vacant posts will be deleted. These staffing reductions will come about as a result of services ceasing, reducing or being reconfigured and delivered differently.

Early retirements and voluntary redundancies have been encouraged in order to mitigate compulsory redundancies. In addition there is a high level of scrutiny and governance in relation to ongoing recruitment and retention to ensure that any natural wastage through staff turnover will be prioritised before any compulsory redundancies take place. Where jobs are replaced employees who are at risk or on notice have an opportunity to apply for these vacancies prior to them being advertised Council-wide.

In order to reduce the numbers of redundancies across the Council it is assumed that employees will continue to apply for voluntary unpaid leave and that the 5 days' unpaid leave on average continues

A variety 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 £2m to cover redundancy payments and associated pension strain if it is required. This reserve is forecast to fall to nil by March 2017 but will be replenished from the consequences of the Minimum Revenue Provision restructuring, which was approved as part of the 2016/17 Treasury Management Strategy.

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 the Autumn Statement 2016 that the Government had abandoned its commitment to reduce public sector net borrowing to a surplus by the end of this Parliament. It is now planning for a deficit of £21.9bn in 2019/20, compared to the surplus of £10.4bn planned for at Budget 2016. The Chancellor stated that the Government is committed to the overall plans for departmental resource spending until 2019/20, which were set out in the Spending Review 2015.

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 'staycation' 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 with a possible slight upturn in 2017/18. Interest receivable on temporary investments will continue at modest levels and debt restructuring opportunities will be kept under continuous review to minimise interest payments.

8.3 Business Loans Fund

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

As at 31st December 2016 £7.2m of business loans had been defrayed, assisting 12 businesses to either create or safeguard 228 jobs, bringing back into use 4 buildings and an area of improved / new business floor space of 495m².

With a financial strategy strongly linked to the economy and maximising growth and opportunity across Blackpool whilst protecting services and capacity, as part of this year's budget process it is recommended to increase the fund to £100m with immediate effect to support further

businesses including public sector partners. This will be met via borrowing through the Council's balance sheet and each application in excess of £499k will be considered by the Executive and as a confidential item where there is a commercial interest.

8.4 Equalities Analysis

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

- eliminate discrimination, harassment, victimisation and other prohibited conduct
- advance equality of opportunity
- foster good relations between different (defined) groups.

9. Capital Expenditure

9.1 The Council's Capital Programme for 2017/18 – 2019/20 is shown on pages 92-102. Debt financing costs for the capital programme have been included in the revenue budget on the basis of the indicative borrowing allocations received from Government and any Prudential borrowings.

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

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

10. Working Balances and Reserves

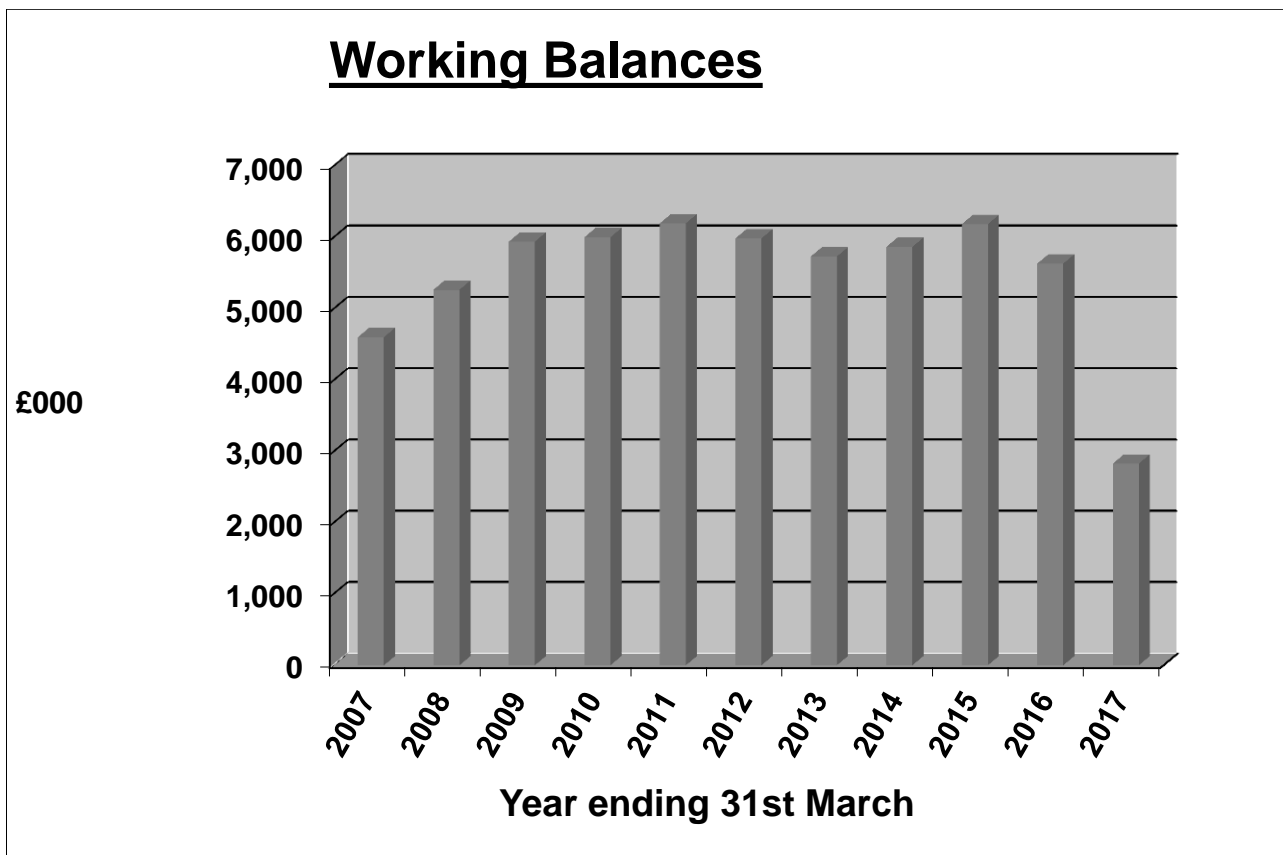
10.1 Section 25 of the Local Government Act 2003 imposes a duty upon the Council's statutory finance officer to report on the robustness of the estimates and the adequacy of reserves.

10.2 The proposed budget for 2017/18 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 Tourism, Economy & Resources Scrutiny Committee. 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 and the upsizing of the Children's Services budget in 2017/18, it is the opinion of the Council's statutory finance officer that the Council should continue to plan for a level of general working balances of **£6m**. This level is necessary in view of the scale of the Council's gross revenue budget and associated risks. An assessment of the significant risks and the steps which are being taken to mitigate these risks are set out in appendix 5. In setting the proposed budget and savings programme of £18.7m it is not realistic to assume that this target can be achieved via contributions from revenue budgets. It is therefore proposed that a detailed review of earmarked reserves will be undertaken at Provisional Outturn 2016/17 with a view to reprioritising and 'unearmarking' sufficient reserves to replenish working balances to their target level in early 2017/18.



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 15th December as part of the Provisional Local Government Settlement it was announced that a council tax referendum threshold of 2% would once again apply for 2017/18.
- 11.2 In 2016/17 the Social Care Precept on Council Tax was originally set at 2% per annum increase for the period 2016/17 to 2019/20. The terms of this precept have now been changed for the period 2017/18 to 2019/20. Local authorities will now be able to increase the Social Care Precept by up to 3% per annum in 2017/18 and 2018/19. However, authorities that go ahead with the 3% increase each year for 2017/18 and 2018/19 will not be able make a further increase in 2019/20 (i.e. the total allowable increase over the three-year period remains at 6%). This flexibility is being offered in recognition of inflationary pressures such as the raising of the National Living Wage and demographic changes which are leading to growing demand for adult social care and increased pressure on council budgets. A requirement of this flexibility is that the Council spends the additional funds raised through the Adult Social Care council tax precept on Adult Social Care only.
- 11.3 Therefore, for upper tier authorities wishing to use the social care precept at the maximum in 2017/18, a referendum will be triggered where council tax is increased by 5% or more above the authority's relevant basic amount of council tax for 2016/17 (i.e. 2% referendum threshold + 3% social care precept).

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 which was approved by Executive on 12th September 2016. However, 2017/18 looks likely to be the last of the very difficult years so will be a key milestone to pass.
- 12.2 The most significant factors in terms of the Council's budgetary resources in the medium term are the amounts which will be received by way of localised business rates collection, council tax and residual Revenue Support Grant. Indicative forecasts of these plus expected service pressures suggest a budget gap of £4.8m will be required to be met in 2018/19 and £6.6m in 2019/20.
- 12.3 It is the intention that the current Medium Term Financial Plan and Sustainability Strategy will be refreshed over a rolling 3-year period.

BLACKPOOL COUNCIL

COUNCIL TAX 2016/17 AND 2017/18

CALCULATION OF COUNCIL TAX AT BAND D EQUIVALENT:		2016/17 ESTIMATES		2017/18 ESTIMATES		CHANGE year on year	
		£000	£000	£000	£000	£000	%
GENERAL FUND ESTIMATES - NET EXPENDITURE			122,999		120,248	(2,751)	(2.24)
LESS:							
REVENUE SUPPORT GRANT		31,640		24,534			
NDR BASELINE		24,038		20,961			
NDR - TOP UP AMOUNT		19,320		22,858			
SECTION 31 GRANTS		2,211		2,621			
BETTER CARE FUND S31 GRANT		-		1,049			
NEW ADULTS SOCIAL CARE GRANT		-		908			
ENTERPRISE ZONE		-		220			
			(77,209)		(73,151)	4,058	(5.26)
COLLECTION FUND (SURPLUS)/DEFICIT	Ctax		(1,737)		(1,887)		
	NNDR		1,675		117		
	Cont to Res		2,567		5,518		
COUNCIL TAX REQUIREMENT - BLACKPOOL COUNCIL			48,295		50,845	1,307	2.71
TOTAL COUNCIL TAX REQUIREMENT							
BLACKPOOL COUNCIL		48,295		50,845		2,550	5.28
POLICE AND CRIME COMMISSIONER FOR LANCASHIRE		5,769		5,900		131	2.28
LANCASHIRE FIRE AUTHORITY		2,329		2,336		7	0.29
			56,393		59,081	2,688	4.77
TAX BASE - BLACKPOOL COUNCIL			35,562		35,662	100	0.28
COUNCIL TAX ELEMENTS AT BAND D EQUIVALENT:			£		£		
BLACKPOOL COUNCIL		1,331.93		1,358.89		67.7	4.99
ADULT SOCIAL CARE ELEMENT		26.12		66.86			
POLICE AND CRIME COMMISSIONER FOR LANCASHIRE		162.22		165.45		3.2	1.99
LANCASHIRE FIRE AUTHORITY		65.50		65.50		-	-
TOTAL COUNCIL TAX AT BAND D EQUIVALENT			1,585.77		1,656.70	70.9	4.47

CALCULATION OF COUNCIL TAX BY BAND:										
VALUATION BAND	A 6/9	B 7/9	C 8/9	D 9/9	E 11/9	F 13/9	G 15/9	H 18/9		
	£	£	£	£	£	£	£	£	£	£
BLACKPOOL	905.93	1,056.92	1,207.90	1,358.89	1,660.86	1,962.84	2,264.82	2,717.78		
ADULT SOCIAL CARE ELEMENT	44.57	52.00	59.43	66.86	81.72	96.58	111.43	133.72		
POLICE	110.30	128.68	147.07	165.45	202.22	238.98	275.75	330.90		
FIRE	43.67	50.94	58.22	65.50	80.06	94.61	109.17	131.00		
COUNCIL TAX 2017/18	1,104.47	1,288.54	1,472.62	1,656.70	2,024.86	2,393.01	2,761.17	3,313.40		
BLACKPOOL	887.95	1,035.95	1,183.93	1,331.93	1,627.91	1,923.90	2,219.88	2,663.86		
ADULT SOCIAL CARE ELEMENT	17.41	20.32	23.22	26.12	31.92	37.73	43.53	52.24		
POLICE	108.15	126.17	144.20	162.22	198.27	234.32	270.37	324.44		
FIRE	43.67	50.94	58.22	65.50	80.06	94.61	109.17	131.00		
COUNCIL TAX 2016/17	1,057.18	1,233.38	1,409.57	1,585.77	1,938.16	2,290.56	2,642.95	3,171.54		
BLACKPOOL	17.98	20.97	23.97	26.96	32.95	38.94	44.94	53.92		
POLICE	2.15	2.51	2.87	3.23	3.95	4.66	5.38	6.46		
FIRE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Change, year on year	20.13	23.48	26.84	30.19	36.90	43.60	50.32	60.38		

BLACKPOOL COUNCIL

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

SUMMARY

LINE NO.	GENERAL FUND NET REQUIREMENTS	2015/16	2016/17	2016/17	2017/18
		ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
		£000	£000	£000	£000
	CASH LIMITED BOTTOM LINE BUDGETS				
1	CHIEF EXECUTIVE	45	(126)	(126)	583
2	GOVERNANCE & PARTNERSHIP SERVICES	2,049	1,941	1,843	1,835
3	RESOURCES	4,937	3,355	3,409	3,505
4	PLACES	8,687	5,389	6,652	3,280
5	COMMUNITY & ENVIRONMENTAL SERVICES	43,553	43,794	43,727	42,082
6	ADULT SERVICES	42,509	45,542	44,571	45,991
7	CHILDREN'S SERVICES	41,926	37,160	41,842	38,471
8	PUBLIC HEALTH	282	304	304	25
9	BUDGETS OUTSIDE THE CASH LIMIT	15,284	16,332	15,747	14,077
10	CAPITAL CHARGES	(26,721)	(27,742)	(27,742)	(28,979)
11	IAS 19 RETIREMENT BENEFITS & ANNUAL LEAVE ACCRUAL	(2,121)	-	-	-
12	SUB TOTAL - NET COST OF SERVICES	130,430	125,949	130,227	120,870
	<u>CONTRIBUTIONS AND CONTINGENCIES</u>				
13	CONTRIBUTIONS - TO/(FROM) RESERVES	(2,545)	(5,574)	(6,242)	(4,185)
14	REVENUE CONSEQUENCES OF CAPITAL OUTLAY	-	85	85	185
15	CONTINGENCIES	1,289	2,474	1,667	3,311
16	SUB TOTAL - CONTRIBUTIONS AND CONTINGENCIES	(1,256)	(3,015)	(4,490)	(689)
	<u>LEVIES</u>				
17	NORTH WEST REGIONAL FLOOD DEFENCE COMMITTEE	65	65	65	67
18	SUB TOTAL - LEVIES	65	65	65	67
19	TOTAL NET EXPENDITURE TO BE MET FROM PUBLIC FUNDS	129,239	122,999	125,802	120,248
20	LESS: AMOUNT (TAKEN FROM) / ADDED TO WORKING BALANCES	(552)	-	(2,803)	-
21	NET REQUIREMENTS AFTER WORKING BALANCES	128,687	122,999	122,999	120,248
	Working Balances as at 1st April	6,188		5,636	2,833
	Movement in Working Balances	(552)		(2,803)	-
	General Balances as at 31st March	5,636		2,833	2,833

Chief Executive

CHIEF EXECUTIVE SUMMARY

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

SUMMARY

FUNCTIONS OF SERVICE	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
CHIEF EXECUTIVE	564	625	625	593
HR, ORGANISATION AND WORKFORCE DEVELOPMENT	(782)	(765)	(771)	24
CORPORATE DELIVERY UNIT	263	14	20	(34)
NET COST OF SERVICES	45	(126)	(126)	583
<i>COST PER '000 POPULATION</i>	<i>0</i>	<i>(1)</i>	<i>(1)</i>	<i>4</i>

Budget Holder: Mr Neil Jack- Chief Executive

Finance Manager: Mr S Maher / Mrs K Whyatt

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	3,882	2,642	2,613	2,818
PREMISES	7	-	-	-
TRANSPORT	16	13	20	14
SUPPLIES AND SERVICES	1,056	461	583	343
THIRD PARTY PAYMENTS	5	-	-	-
TRANSFER PAYMENTS	70	-	-	-
SUPPORT SERVICES	618	628	628	571
CAPITAL CHARGES	13	13	13	13
TOTAL EXPENDITURE	5,667	3,757	3,857	3,759
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	140	110	140	105
GOVERNMENT GRANTS	48	-	-	-
RECHARGES	3,577	3,333	3,338	2,239
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,857	440	505	832
TOTAL INCOME	5,622	3,883	3,983	3,176
NET EXPENDITURE	45	(126)	(126)	583

CHIEF EXECUTIVE

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

CHIEF EXECUTIVE

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	442	518	518	467
PREMISES	-	-	-	-
TRANSPORT	2	1	1	2
SUPPLIES AND SERVICES	90	12	12	68
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	74	105	105	75
CAPITAL CHARGES	13	13	13	13
TOTAL EXPENDITURE	621	649	649	625
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	16	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	41	24	24	32
TOTAL INCOME	57	24	24	32
NET EXPENDITURE	564	625	625	593
<i>COST PER '000 POPULATION</i>	4	4	4	4

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 support staff in the Executive Support Team

CHIEF EXECUTIVE

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

HR, ORGANISATION AND WORKFORCE DEVELOPMENT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	2,330	1,420	1,385	1,360
PREMISES	6	-	-	-
TRANSPORT	11	8	8	7
SUPPLIES AND SERVICES	799	311	402	169
THIRD PARTY PAYMENTS	1	-	-	-
TRANSFER PAYMENTS	(8)	-	-	-
SUPPORT SERVICES	502	468	468	449
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	3,641	2,207	2,263	1,985
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	153	94	124	90
GOVERNMENT GRANTS	8	-	-	-
RECHARGES	2,909	2,679	2,684	1,599
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,353	199	226	272
TOTAL INCOME	4,423	2,972	3,034	1,961
NET EXPENDITURE	(782)	(765)	(771)	24
COST PER '000 POPULATION				
	(5)	(5)	(5)	0

Budget Holder: Mrs Linda Dutton - Head of HR, Organisation & 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.
- 2) Recruitment and Safeguarding - Ensures a right first time approach to recruitment and safeguarding information.
- 3) Systems and Management information - The management of HR systems and first rate management information
- 4) Employee Relations - Supports services with all people management issues to ensure that restructures, re-organisations, disciplinaries, grievances and attendance management issues are progressed in line with legislation and internal policies.
- 5) Corporate Health - The service conducts pre-employment medicals, promotes healthy living and provides advice and guidance to managers and HR professionals with regard to the management of sickness absence cases.
- 6) All services provide internal services to the Council including schools and external services to organisations such as Fylde Council, Academies and Council Wholly Owned Companies.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HUMAN RESOURCES AND ORGANISATION DEVELOPMENT	(1,692)	(1,697)	(1,678)	(848)
CORPORATE TRAINING	408	384	384	343
HR SYSTEMS AND INFORMATION	311	337	322	322
CORPORATE HEALTH	191	211	201	207
NET EXPENDITURE	(782)	(765)	(771)	24

CHIEF EXECUTIVE

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

CORPORATE DELIVERY UNIT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,110	704	710	991
PREMISES	1	-	-	-
TRANSPORT	3	4	11	5
SUPPLIES AND SERVICES	167	138	169	106
THIRD PARTY PAYMENTS	4	-	-	-
TRANSFER PAYMENTS	78	-	-	-
SUPPORT SERVICES	42	55	55	47
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	1,405	901	945	1,149
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	(13)	16	16	15
GOVERNMENT GRANTS	40	-	-	-
RECHARGES	652	654	654	640
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	463	217	255	528
TOTAL INCOME	1,142	887	925	1,183
NET EXPENDITURE	263	14	20	(34)
<i>COST PER '000 POPULATION</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>(0)</i>

Budget Holder: Mrs Sally Shaw - Head of Corporate Delivery Unit

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

- 1) Communications - This service delivers the corporate communication function of the Council. Externally it focuses upon the need to proactively and reactively manage media enquiries, whilst also undertaking media campaigns to engage with communities, and enhance the Council's and Blackpool's image to support the delivery of the strategic priorities of the Council and its partners. Internally it ensures that the Council's workforce is engaged with the Council's key priorities and organisational issues.
- 2) Corporate 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 and 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
CORPORATE DELIVERY UNIT	232	67	54	(172)
POLICY AND TRANSFORMATION	31	(53)	(34)	138
NET EXPENDITURE	263	14	20	(34)

Governance & Partnership Services

GOVERNANCE AND PARTNERSHIP SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018
SUMMARY

FUNCTIONS OF SERVICE	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
DEMOCRATIC GOVERNANCE	2,661	2,649	2,449	2,299
REGISTRATION AND BEREAVEMENT SERVICES	(153)	(372)	(270)	(464)
CORPORATE LEGAL SERVICES	(459)	(336)	(336)	-
NET COST OF SERVICES	2,049	1,941	1,843	1,835
<i>COST PER '000 POPULATION</i>	<i>14</i>	<i>14</i>	<i>13</i>	<i>13</i>

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

Finance Manager: Mr S Maher / Mrs K Whyatt

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	3,350	3,196	3,227	3,346
PREMISES	199	213	251	205
TRANSPORT	48	45	54	40
SUPPLIES AND SERVICES	1,207	1,273	1,199	917
THIRD PARTY PAYMENTS	181	159	156	161
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	1,065	983	1,000	941
CAPITAL CHARGES	100	68	68	68
TOTAL EXPENDITURE	6,150	5,937	5,955	5,678
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	2,040	2,219	2,177	2,277
GOVERNMENT GRANTS	(62)	-	19	-
RECHARGES	1,361	1,298	1,221	876
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	762	479	695	690
TOTAL INCOME	4,101	3,996	4,112	3,843
NET EXPENDITURE	2,049	1,941	1,843	1,835

GOVERNANCE AND PARTNERSHIP SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

DEMOCRATIC GOVERNANCE

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,682	1,493	1,470	1,494
PREMISES	6	6	7	7
TRANSPORT	19	26	20	18
SUPPLIES AND SERVICES	491	773	632	438
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	783	610	610	612
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	2,981	2,908	2,739	2,569
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1	31	-	-
GOVERNMENT GRANTS	(90)	-	-	-
RECHARGES	141	131	104	103
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	268	97	186	167
TOTAL INCOME	320	259	290	270
NET EXPENDITURE	2,661	2,649	2,449	2,299
COST PER '000 POPULATION	19	19	17	16

Budget Holder: Mrs Lorraine Hurst - Head of Democratic Governance

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

- 1) Corporate and Member Services includes Corporate Management, Members Administration, Mayoral Services, Town Twinning and Special Events.
- 2) Democratic Services includes the Meeting Support, Scrutiny Support and the Members Support functions. The department provides advice and support to the Mayor and Members of the Council and organises all Executive, Council and Committee meetings.
- 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 elections and will fluctuate according to the incidence of elections.
- 4) The budget for ward funding is held by Democratic Governance. Governor Services includes clerking support for School Governing Boards and Committees including administration and training.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CORPORATE & MEMBER SERVICES	1,610	1,443	1,428	1,422
DEMOCRATIC SERVICES	489	510	472	426
ELECTORAL SERVICES	333	172	217	181
WARD BUDGETS	262	516	316	270
GOVERNOR SERVICES	(33)	8	16	-
NET EXPENDITURE	2,661	2,649	2,449	2,299

GOVERNANCE AND PARTNERSHIP SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

REGISTRATION AND BEREAVEMENT SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,011	944	995	1,050
PREMISES	193	207	244	198
TRANSPORT	27	18	32	20
SUPPLIES AND SERVICES	604	411	478	388
THIRD PARTY PAYMENTS	181	159	156	161
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	117	239	257	190
CAPITAL CHARGES	100	68	68	68
TOTAL EXPENDITURE	2,233	2,046	2,230	2,075
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1,963	2,115	2,101	2,201
GOVERNMENT GRANTS	28	-	19	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	395	303	380	338
TOTAL INCOME	2,386	2,418	2,500	2,539
NET EXPENDITURE	(153)	(372)	(270)	(464)
COST PER '000 POPULATION	(1)	(3)	(2)	(3)

Budget Holder: Ms Joceline Greenaway - Head of Registration and Bereavement Services

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 Cemetery and Muslim burial area both located in Layton.
- 4) There is a crematorium facility at Carleton which operates throughout the year in accordance with the standards required by the Environmental Protection Act 1990 regarding pollution of the environment and reduction of emissions.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
REGISTRARS	97	79	95	25
CORONERS & MORTUARY	368	353	397	382
BURIALS	(255)	(307)	(256)	(267)
CARLETON CREMATORIUM SERVICES	(463)	(568)	(545)	(690)
PUBLIC FUNERALS	(2)	14	9	30
CUSTOMER CARE	102	57	30	56
NET EXPENDITURE	(153)	(372)	(270)	(464)

GOVERNANCE AND PARTNERSHIP SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

CORPORATE LEGAL SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	656	759	762	802
PREMISES	-	-	-	-
TRANSPORT	2	1	2	1
SUPPLIES AND SERVICES	113	90	90	91
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	166	133	133	139
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	937	983	987	1,033
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	76	76	76	76
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,221	1,164	1,118	774
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	99	79	129	183
TOTAL INCOME	1,396	1,319	1,323	1,033
NET EXPENDITURE	(459)	(336)	(336)	-
<i>COST PER '000 POPULATION</i>	<i>(3)</i>	<i>(2)</i>	<i>(2)</i>	<i>0</i>

Budget Holder: Dawn Goodall- Head of Legal Services

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

- 1) Legal Services is made up of the Property, Commercial and Litigation (General) section and the Practice Management section. Legal Services is Lexcel accredited by the Law Society and is a key service supporting all parts of Blackpool Council, Council owned companies, the Blackpool Teaching Hospitals Trust, Schools and Academies.

Resources

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

SUMMARY

FUNCTIONS OF SERVICE	2015/16	2016/17	2016/17	2017/18
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
PROCUREMENT & DEVELOPMENT	(34)	(11)	(73)	6
REVENUES & EXCHEQUER SERVICES	1,500	1,405	1,459	1,176
BENEFITS	(947)	(1,053)	(1,062)	(996)
ICT SERVICES	569	174	113	382
CUSTOMER FIRST	(17)	(61)	(51)	13
ACCOUNTANCY	75	(25)	(34)	24
RISK SERVICES	224	69	54	12
PROPERTY SERVICES & INVESTMENT PORTFOLIO	3,567	2,857	3,003	2,888
NET COST OF SERVICES	4,937	3,355	3,409	3,505
<i>COST PER '000 POPULATION</i>	35	24	24	25

Budget Holder: Mr Steve Thompson - Director of Resources

Finance Manager: Mr Mark Golden

SUBJECTIVE ANALYSIS	2015/16	2016/17	2016/17	2017/18
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	12,388	11,752	11,726	11,284
PREMISES	6,350	5,249	5,649	5,205
TRANSPORT	139	151	118	147
SUPPLIES AND SERVICES	5,270	3,873	4,565	3,529
THIRD PARTY PAYMENTS	412	(3)	19	46
TRANSFER PAYMENTS	267	215	216	215
SUPPORT SERVICES	3,111	3,067	3,073	3,208
CAPITAL CHARGES	4,965	5,325	5,768	6,111
TOTAL EXPENDITURE	32,902	29,629	31,134	29,745
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	2,878	2,960	3,414	2,987
GOVERNMENT GRANTS	556	455	478	525
RECHARGES	19,954	20,595	20,439	20,867
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	4,577	2,264	3,394	1,861
TOTAL INCOME	27,965	26,274	27,725	26,240
NET EXPENDITURE	4,937	3,355	3,409	3,505

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

PROCUREMENT & DEVELOPMENT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	518	494	438	487
PREMISES	-	-	(1)	-
TRANSPORT	2	1	2	1
SUPPLIES AND SERVICES	168	27	271	27
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	60	73	73	67
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	748	595	783	582
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	487	492	492	462
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	295	114	364	114
TOTAL INCOME	782	606	856	576
NET EXPENDITURE	(34)	(11)	(73)	6
<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>(0)</i>	<i>(1)</i>	<i>0</i>

Budget Holder: Mr Trevor Rayner - Head of Procurement & Development

Finance Manager: Mr Mark Golden

Notes:

- 1) The Project Team undertakes projects of strategic and corporate importance. 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.

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

REVENUES & EXCHEQUER SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,617	1,461	1,571	1,390
PREMISES	-	-	-	-
TRANSPORT	9	10	8	10
SUPPLIES AND SERVICES	505	543	498	539
THIRD PARTY PAYMENTS	-	-	4	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	784	797	797	707
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	2,915	2,811	2,878	2,646
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	137	79	182	-
GOVERNMENT GRANTS	15	-	14	14
RECHARGES	1,085	1,172	1,019	1,345
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	178	155	204	111
TOTAL INCOME	1,415	1,406	1,419	1,470
NET EXPENDITURE	1,500	1,405	1,459	1,176
<i>COST PER '000 POPULATION</i>	<i>11</i>	<i>10</i>	<i>10</i>	<i>8</i>

Budget Holder: Mr Andrew Turpin - Head of Revenue & Exchequer Services

Finance Manager: Mr Mark Golden

Notes:

- 1) Income and Recovery - administer and maximise the collection of Council Tax, Business Rates and sundry debts 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 includes 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 and Council owned companies.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
REVENUES	1,347	1,227	1,241	1,150
TRANSACTIONAL SERVICES	(61)	(46)	(26)	15
PAYROLL	214	224	244	11
NET EXPENDITURE	1,500	1,405	1,459	1,176

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

BENEFITS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	2,852	2,891	2,918	2,891
PREMISES	2	-	-	-
TRANSPORT	8	4	8	4
SUPPLIES AND SERVICES	608	680	746	346
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	199	200	201	200
SUPPORT SERVICES	316	294	294	332
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	3,985	4,069	4,167	3,773
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	15	-	37	-
GOVERNMENT GRANTS	455	394	403	450
RECHARGES	3,883	3,936	3,911	3,892
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	579	792	878	427
TOTAL INCOME	4,932	5,122	5,229	4,769
NET EXPENDITURE	(947)	(1,053)	(1,062)	(996)
<i>COST PER '000 POPULATION</i>	<i>(7)</i>	<i>(7)</i>	<i>(7)</i>	<i>(7)</i>

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.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
BENEFITS ADMIN	(1,348)	(1,394)	(1,404)	(1,332)
DISCRETIONARY SUPPORT SCHEME	401	341	342	336
NET EXPENDITURE	(947)	(1,053)	(1,062)	(996)

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

ICT SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,712	1,682	1,480	1,509
PREMISES	51	8	16	8
TRANSPORT	14	15	12	13
SUPPLIES AND SERVICES	2,670	1,926	2,064	1,858
THIRD PARTY PAYMENTS	-	2	-	2
TRANSFER PAYMENTS	53	-	-	-
SUPPORT SERVICES	167	160	160	163
CAPITAL CHARGES	556	634	634	814
TOTAL EXPENDITURE	5,223	4,427	4,366	4,367
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	556	413	432	280
GOVERNMENT GRANTS	25	-	-	-
RECHARGES	3,102	3,218	3,192	3,091
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	971	622	629	614
TOTAL INCOME	4,654	4,253	4,253	3,985
NET EXPENDITURE	569	174	113	382
COST PER '000 POPULATION	4	1	1	3

Budget Holder: Mr Tony Doyle - Head of ICT Services

Finance Manager: Mr Mark Golden

Notes:

- Information and Communications Technology underpins activities of the Council, Blackpool schools and other local organisations. 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. During 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	123	(167)	(192)	(35)
Transforming Schools ICT	91	17	(3)	110
Systems Development	341	323	289	305
Digital Media Manager	14	1	19	2
NET EXPENDITURE	569	174	113	382

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

CUSTOMER FIRST

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	784	803	795	768
PREMISES	-	-	-	-
TRANSPORT	25	32	31	31
SUPPLIES AND SERVICES	270	105	122	104
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	169	152	152	152
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	1,248	1,092	1,100	1,055
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	29	32	29	30
GOVERNMENT GRANTS	61	61	61	61
RECHARGES	988	1,048	1,048	932
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	187	12	13	19
TOTAL INCOME	1,265	1,153	1,151	1,042
NET EXPENDITURE	(17)	(61)	(51)	13
<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>(0)</i>	<i>(0)</i>	<i>0</i>

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 2018

ACCOUNTANCY

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,574	1,487	1,518	1,481
PREMISES	-	-	-	-
TRANSPORT	5	3	4	3
SUPPLIES AND SERVICES	209	114	113	109
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	255	207	207	209
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	2,043	1,811	1,842	1,802
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	114	115	115	161
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,729	1,648	1,649	1,521
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	125	73	112	96
TOTAL INCOME	1,968	1,836	1,876	1,778
NET EXPENDITURE	75	(25)	(34)	24
<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>(0)</i>	<i>(0)</i>	<i>0</i>

Budget Holder: Mr Phil Redmond - Chief Accountant

Finance Manager: Mr Mark Golden

Notes:

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

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

RISK SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	690	701	732	637
PREMISES	-	-	-	-
TRANSPORT	3	4	3	4
SUPPLIES AND SERVICES	31	19	30	20
THIRD PARTY PAYMENTS	5	-	1	49
TRANSFER PAYMENTS	15	15	15	15
SUPPORT SERVICES	128	124	124	136
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	872	863	905	861
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1	-	29	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	554	669	636	742
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	93	125	186	107
TOTAL INCOME	648	794	851	849
NET EXPENDITURE	224	69	54	12
<i>COST PER '000 POPULATION</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>0</i>

Budget Holder: Tracy Greenhalgh - Chief Internal Auditor

Finance Manager: Mr Mark Golden

Notes:

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

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

PROPERTY SERVICES & INVESTMENT PORTFOLIO

SUBJECTIVE ANALYSIS	2015/16	2016/17	2016/17	2017/18
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	2,641	2,233	2,274	2,121
PREMISES	6,297	5,241	5,634	5,197
TRANSPORT	73	82	50	81
SUPPLIES AND SERVICES	809	459	721	526
THIRD PARTY PAYMENTS	407	(5)	14	(5)
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	1,232	1,260	1,266	1,442
CAPITAL CHARGES	4,409	4,691	5,134	5,297
TOTAL EXPENDITURE	15,868	13,961	15,093	14,659
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	2,026	2,321	2,590	2,516
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	8,126	8,412	8,492	8,882
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,149	371	1,008	373
TOTAL INCOME	12,301	11,104	12,090	11,771
NET EXPENDITURE	3,567	2,857	3,003	2,888
COST PER '000 POPULATION	25	20	21	20

Budget Holder: Mr Stephen Waterfield - Head of Property & Asset Management

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 that it is safe, secure, accessible and maintained to an appropriate and defined standard. It delivers the energy and water management service, the Carbon Management Plan and Climate Change agenda to develop a sustainable and efficient property portfolio which has a minimum impact on the environment and climate during its life. It maintains the Asset Management database system, holding the core property data on all Council's land and property assets. Delivers the Office Accommodation Strategy to rationalise and reduce the cost base. The service provides a professional valuation & Estates Service to manage the Council's land and property estate, undertaking valuations, disposals, acquisitions & Compulsory Purchase Orders. The service is responsible for the delivery of key property-related projects to develop the town, economy & local communities.
- The above figures include the operating costs of administrative & operational premises including but not restricted to:-

- Bickerstaffe House	- Festival House	- Phoenix Centre	- Sure Start Grange park
- Town Hall	- Palatine Leisure Centre	- Sure Start Tab	- Hornby Rd
- Municipal Buildings	- Blackpool Sports Centre	- Bispham Rd	- Argosy Avenue
- Stanley Buildings	- Moor Park Leisure Centre	- Bispham Centre	- Whitegate Manor
- Solaris Centre	- Technology Management Centre	- Lowmoor Rd	- Oxford Centre
- South King Street	- Coastal House	- The Willows	- City Learning Centre
- Shorlands	- Assessment & Rehabilitation Centre	- Christ the King	- Layton Depot
- Whitegate CIL	- Coopers Way		
- The Solaris Centre incorporates a centre of environmental excellence promoting sustainability, and small business incubator units with rooms for training, seminars and meetings. It is also a base for partnerships delivering environmental projects in the community and displays exhibitions of local art and photographs.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PROPERTY SERVICES MANAGEMENT	1,052	422	419	327
BUILDINGS	1,006	775	783	412
CAPITAL PROJECTS & DEVELOPMENT	(152)	(305)	103	(275)
PROPERTY & PORTFOLIO MANAGEMENT	582	497	518	474
BUSINESS DEVELOPMENT & STRATEGY	157	122	121	119
ENERGY & PROPERTY DATA	(605)	262	286	255
BUILDING SERVICES	265	47	55	52
INVESTMENT PORTFOLIO	1,260	1,037	718	1,524
OTHER	2	-	-	-
NET EXPENDITURE	3,567	2,857	3,003	2,888

Places

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

SUMMARY

FUNCTIONS OF SERVICE	2015/16	2016/17	2016/17	2017/18
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
STRATEGIC LEISURE ASSETS	1,428	1,355	2,023	(192)
CULTURAL SERVICES	1,811	(4)	11	24
ECONOMIC DEVELOPMENT	604	79	79	9
GROWING PLACES	431	198	398	285
VISITOR ECONOMY	4,413	3,761	4,141	3,154
NET COST OF SERVICES	8,687	5,389	6,652	3,280
<i>COST PER '000 POPULATION</i>	<i>61</i>	<i>38</i>	<i>47</i>	<i>23</i>

Budget Holder: Mr A Cavill- Director of Place

Finance Manager: Mr S Maher / Mrs K Whyatt

SUBJECTIVE ANALYSIS	2015/16	2016/17	2016/17	2017/18
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	7,609	5,981	6,960	6,755
PREMISES	2,395	1,655	1,750	1,608
TRANSPORT	317	306	332	292
SUPPLIES AND SERVICES	6,459	2,812	5,810	2,326
THIRD PARTY PAYMENTS	92	345	754	337
TRANSFER PAYMENTS	2,166	65	65	43
SUPPORT SERVICES	1,404	1,486	1,500	1,430
CAPITAL CHARGES	4,353	4,867	4,422	4,867
TOTAL EXPENDITURE	24,795	17,517	21,593	17,658
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	3,503	3,741	3,915	4,003
GOVERNMENT GRANTS	1,342	8	1,479	60
RECHARGES	2,944	5,595	5,395	5,133
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	8,319	2,784	4,152	5,182
TOTAL INCOME	16,108	12,128	14,941	14,378
NET EXPENDITURE	8,687	5,389	6,652	3,280

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

STRATEGIC LEISURE ASSETS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	106	103	103	110
PREMISES	1,166	539	590	529
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	(710)	508	508	502
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	46	44	44	38
CAPITAL CHARGES	3,854	4,335	3,890	4,335
TOTAL EXPENDITURE	4,462	5,529	5,135	5,514
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	2,223	2,729	2,729	2,854
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	811	1,445	383	2,852
TOTAL INCOME	3,034	4,174	3,112	5,706
NET EXPENDITURE	1,428	1,355	2,023	(192)
COST PER '000 POPULATION	10	10	14	(1)

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

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

1) Strategic Leisure Assets includes the following premises:

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

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

CULTURAL SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,704	1,129	1,547	1,332
PREMISES	314	327	347	311
TRANSPORT	33	18	42	12
SUPPLIES AND SERVICES	1,610	446	1,616	328
THIRD PARTY PAYMENTS	54	1	19	2
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	230	249	263	223
CAPITAL CHARGES	259	288	288	288
TOTAL EXPENDITURE	4,204	2,458	4,122	2,496
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	27	29	39	43
GOVERNMENT GRANTS	32	-	96	-
RECHARGES	739	2,271	2,271	1,948
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,595	162	1,705	481
TOTAL INCOME	2,393	2,462	4,111	2,472
NET EXPENDITURE	1,811	(4)	11	24
<i>COST PER '000 POPULATION</i>	<i>13</i>	<i>(0)</i>	<i>0</i>	<i>0</i>

Budget Holder: Mr P Legg - Head of Economic Development

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

- 1) Cultural Services comprises of Library Services, Arts Development and Heritage Services.
- 2) The library service in Blackpool consists of a network of eight community libraries which provide the library service across the Borough. It also provides an at-home library outreach service for vulnerable people who are unable to visit a local library. The service co-ordinates the national Book Start scheme - providing books, via a gifting scheme, to all households with babies and pre-school children, as well as an annual Reader Development programme which is actioned to promote and support literacy, learning, and the use of libraries.
- 3) The Arts & Heritage budget represents the cost of providing the general running costs, exhibition and education programme, and staffing for the Arts Development Service. This budget does not include external funding. The Arts Service uses its core budget to attract external funding to invest in Blackpool's communities, for programmes supporting some of our most vulnerable residents, including users of mental health services, and residents of some of our most deprived areas.

The Heritage service includes the strategic lead and future planning function for Heritage, the care and management of the Blackpool Council heritage collections, public access through the Local History Centre and the delivery of community heritage activities through the Community Heritage Programme. The Heritage service also proactively supports the Blackpool Museum Project.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ARTS & HERITAGE	143	27	70	4
LIBRARY SERVICE	1,668	(31)	(59)	20
NET EXPENDITURE	1,811	(4)	11	24

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

ECONOMIC DEVELOPMENT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	763	333	344	320
PREMISES	125	110	124	104
TRANSPORT	7	5	4	4
SUPPLIES AND SERVICES	499	113	162	85
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	103	78	78	59
CAPITAL CHARGES	11	11	11	11
TOTAL EXPENDITURE	1,508	650	723	583
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	105	107	134	109
GOVERNMENT GRANTS	72	-	-	-
RECHARGES	-	450	450	430
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	727	14	60	35
TOTAL INCOME	904	571	644	574
NET EXPENDITURE	604	79	79	9
COST PER '000 POPULATION				
	4	1	1	0

Budget Holder: Mr P Legg - Head of Economic Development

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

- 1) The Economic Development Division is a small but effective team that spearheads the Council's support to new and existing businesses to assist in their set up, growth and job creation. The function has two parts to the operation: support to local businesses, and support to unemployed residents; with essential overlap around employer engagement.
- 2) The Business Support team has a successful track record of supporting new start businesses through its Get Started service offering advice, training and access to start up finance. The wider team acts as a key interface with existing businesses, in particular growing businesses in their efforts to locate and invest in property, plant and equipment, recruitment and skills. The team communicates with businesses through a variety of methods including Blackpoolunlimited.com, an online business communication portal; reacting to enquiries, and proactively navigating businesses through the various types of support available at a local and national level (including start up advice & finance, growth coaching & mentoring, finance including capital grants, innovation, etc.). The team help administer the Council's Business Loans Fund (formerly Blackpool Investment Fund), and property improvement grants as part of the Town Centre Quality Corridors initiative. It also manages the Council's two business hubs (FY Creatives and the Blackpool Enterprise Centre).
- 3) Positive Steps into Work, the Council's lead adult employment services team, operates a number of commercial and publicly funded contracts collectively aimed at helping unemployed Blackpool residents to gain and sustain employment and to improve health outcomes. This includes: a contract to deliver the government's Work Programme assisting long term unemployed across the Fylde Coast; a number of employment support contracts for residents with complex needs such as drug and alcohol rehabilitation, and/or in target neighbourhoods; the operation of the Chance to Shine Work Placement scheme, and coordinated redundancy response for public and private employees. The team has secured £2m of external funding to spearhead a 2-year pilot commencing in late 2016 supporting Blackpool residents with moderate mental health conditions into employment, one of only 3 areas in the country. In late 2016 the combined service offer came together under one roof within the new HealthWorks facility on Clifton Street, redeveloped in partnership with the Council's Public Health department. This now delivers a universal Healthy Lifestyles service which offers practical non-clinical advice and support to residents looking to make lifestyle changes to their physical and mental health, and will evolve the offer to include other related services such as smoking cessation. The funding for this ongoing activity is not reflected in the above budget as it does not require core budget, sustained through internal and external contracts and projects.

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

GROWING PLACES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	2,140	1,793	1,919	2,357
PREMISES	127	96	96	92
TRANSPORT	33	20	34	19
SUPPLIES AND SERVICES	1,350	201	286	467
THIRD PARTY PAYMENTS	24	319	729	318
TRANSFER PAYMENTS	2,166	65	65	43
SUPPORT SERVICES	555	644	644	679
CAPITAL CHARGES	4	4	4	4
TOTAL EXPENDITURE	6,399	3,142	3,777	3,979
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	725	717	692	782
GOVERNMENT GRANTS	489	-	517	50
RECHARGES	1,799	2,143	1,943	2,049
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,955	84	227	813
TOTAL INCOME	5,968	2,944	3,379	3,694
NET EXPENDITURE	431	198	398	285
<i>COST PER '000 POPULATION</i>	<i>3</i>	<i>1</i>	<i>3</i>	<i>2</i>

Budget Holder: Mr. A Lockley - Strategic Head of Development

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

- 1) The Growing Places Division is made up of three core functions: planning services, housing services and growth and development.
- 2) Planning Services include the full range of statutory planning functions spread across a number of teams, as well as the formulation of strategic policy surrounding land use and transport. Planning Services are housed in two departments: Planning Quality and Control (Development Management, Building Control, Heritage and Divisional Support to include Land Charges); and Planning Strategy (Strategic Planning and Transport Policy).
- 3) Housing Services include teams that discharge statutory homelessness functions (Housing Options), formulate housing policy and strategy, deliver funded programmes and provide client responsibilities in terms of Blackpool Coastal Housing and Blackpool Housing Company.
- 4) Enterprise and Growth is a new area of the Division that brings together a team that will deliver property based projects as part of the Council Priority 1, and the wider growth and prosperity objectives of the Council.
- 5) The Strategic Head of the Division acts as the officer lead for the Council on the interface with key sub-regional funding and policy bodies such as the Local Enterprise Partnership and Lancashire Combined Authority, providing advocacy, expert advice and support to Executive members as appropriate.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HOUSING	(33)	(88)	(58)	(86)
PLANNING	411	281	281	371
GROWTH TEAM	53	5	175	-
NET EXPENDITURE	431	198	398	285

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

VISITOR ECONOMY

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	2,895	2,624	3,046	2,634
PREMISES	663	583	595	573
TRANSPORT	244	263	253	257
SUPPLIES AND SERVICES	3,712	1,544	3,238	944
THIRD PARTY PAYMENTS	14	25	6	19
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	470	471	471	430
CAPITAL CHARGES	225	228	228	228
TOTAL EXPENDITURE	8,223	5,738	7,837	5,085
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	424	159	321	215
GOVERNMENT GRANTS	749	8	866	10
RECHARGES	406	731	731	705
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,231	1,079	1,778	1,001
TOTAL INCOME	3,810	1,977	3,696	1,931
NET EXPENDITURE	4,413	3,761	4,141	3,154
COST PER '000 POPULATION	31	26	29	22

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

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

- 1) Visit Blackpool is the resort's Destination Management Organisation (DMO) which has responsibility for attracting visitors through various year-round marketing activities. Its key objective is to reposition Blackpool as Europe's leading seaside resort.
- 2) The Illuminations service carries responsibility for designing and delivering one of the town's most popular and enduring attractions. The Illuminations attract circa three million visitors into Blackpool during the autumn season.
- 3) The Partnerships & Business Development team carries responsibility for private sector engagement and partnership working, as well as relationship management between the Council and key partner organisations.
- 4) Print Services provides a printing service for the authority.
- 5) The Community Safety team supports the work of the Community Safety Partnership, BSafe Blackpool, by developing initiatives to reduce crime and anti-social behaviour, as well as putting plans in place to support vulnerable victims of crime and anti-social behaviour.
- 6) Security Services provide services to a number of Council and non-Council sites. These include key-holding and alarm response services, as well as static security to sites such as Layton Depot. The service also provides mobile patrol and close protection services.
- 7) The CCTV service provides a maintenance and installation service for the Council cameras, as well as for those of neighbouring local authorities. It also provides services such as wireless links, access control and automatic number plate recognition systems.
- 8) Beach patrol offers a year-round service, with a full time staff complement further augmented by seasonal staff during peak summer months. The whole of Blackpool's coastline is patrolled, with the more highly populated beach and sea areas receiving greater cover. The service also provides an educational service to the local schools to make young people aware of the dangers associated with the sea.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PARTNERSHIPS & BUSINESS DEVELOPMENT	564	341	341	417
ILLUMINATIONS	1,744	1,715	1,965	1,698
PRINT SERVICES	88	(24)	76	(18)
VISIT BLACKPOOL	1,623	1,366	1,397	812
VISITOR SERVICES	394	363	362	245
NET EXPENDITURE	4,413	3,761	4,141	3,154

Community & Environmental Services

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

SUMMARY

FUNCTIONS OF SERVICE	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
BUSINESS SERVICES	1,377	969	960	252
LEISURE AND CATERING	3,788	4,245	4,167	2,998
PUBLIC PROTECTION	(216)	(303)	(238)	106
COASTAL AND ENVIRONMENTAL PARTNERSHIPS	4,693	4,326	4,326	4,346
HIGHWAYS AND TRAFFIC MANAGEMENT SERVICES	14,404	15,325	15,353	15,412
STREET CLEANSING AND WASTE	19,129	18,718	18,581	18,362
INTEGRATED TRANSPORT	378	514	578	606
NET COST OF SERVICES	43,553	43,794	43,727	42,082
<i>COST PER '000 POPULATION</i>	<i>306</i>	<i>307</i>	<i>307</i>	<i>295</i>

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

Finance Managers: Mr S Maher / Mrs K Whyatt

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	15,882	14,473	14,812	14,459
PREMISES	2,307	1,999	1,953	1,871
TRANSPORT	2,847	2,521	3,770	2,654
SUPPLIES AND SERVICES	11,896	5,137	6,366	4,687
THIRD PARTY PAYMENTS	23,716	22,413	23,204	22,221
TRANSFER PAYMENTS	286	312	320	285
SUPPORT SERVICES	4,499	5,445	5,448	4,984
CAPITAL CHARGES	16,870	16,048	16,065	16,606
DIRECTORATE SAVINGS TARGET	-	-	-	(560)
TOTAL EXPENDITURE	78,304	68,349	71,937	67,207
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	9,095	8,718	9,402	9,670
GOVERNMENT GRANTS	2,863	2,788	2,773	2,852
RECHARGES	8,226	8,336	8,722	8,630
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	14,567	4,713	7,314	3,973
TOTAL INCOME	34,751	24,555	28,210	25,125
NET EXPENDITURE	43,553	43,794	43,727	42,082

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

BUSINESS SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	504	376	366	365
PREMISES	68	16	17	16
TRANSPORT	22	4	4	3
SUPPLIES AND SERVICES	118	72	72	46
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	723	501	501	412
CAPITAL CHARGES	-	-	-	-
DIRECTORATE SAVINGS TARGET	-	-	-	(560)
TOTAL EXPENDITURE	1,435	969	960	282
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	10	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	48	-	-	30
TOTAL INCOME	58	-	-	30
NET EXPENDITURE	1,377	969	960	252
<i>COST PER '000 POPULATION</i>	<i>10</i>	<i>7</i>	<i>7</i>	<i>2</i>

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

Finance Managers: 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.
- 2) Layton Depot is shown in Property Services from 2015/16.

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

LEISURE AND CATERING

SUBJECTIVE ANALYSIS	2015/16	2016/17	2016/17	2017/18
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	5,870	5,475	5,480	5,400
PREMISES	564	352	489	350
TRANSPORT	328	343	358	236
SUPPLIES AND SERVICES	3,474	2,318	2,382	2,432
THIRD PARTY PAYMENTS	31	23	181	16
TRANSFER PAYMENTS	286	312	312	285
SUPPORT SERVICES	2,374	2,957	2,959	2,978
CAPITAL CHARGES	352	349	345	348
TOTAL EXPENDITURE	13,279	12,129	12,506	12,045
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	4,789	4,868	4,751	4,876
GOVERNMENT GRANTS	150	120	88	184
RECHARGES	1,636	1,578	1,494	2,646
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,916	1,318	2,006	1,341
TOTAL INCOME	9,491	7,884	8,339	9,047
NET EXPENDITURE	3,788	4,245	4,167	2,998
COST PER '000 POPULATION	27	30	29	21

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

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. Health on referral programmes, for people with cardiac, respiratory, clinical and general health conditions, result in excess of 80,000 visits to facilities a year.
- Stanley Park is Blackpool's largest public open space. The 256 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 £6 million Heritage Lottery Fund related restoration in 2007. The park boasts an impressive range of facilities which includes; ornamental gardens, a rose garden, water fountains, a boating lake and statues along with the historic Art Deco Café. The park is also home to Blackpool Sports Centre, an athletics arena, a national standards BMX track, synthetic turf and grass sports pitches, netball and tennis courts and an adventure play area. The service also provides weed treatment and maintenance of green open spaces outside of Stanley Park including removal of fallen leaves and blossom and highway verge grass cutting.
- Catering Services provide a range of services to schools throughout Blackpool. The core service is a hot lunchtime meal served at 24 Primary, Special and Secondary schools. A range of other provisions are available throughout the extended school day, including breakfast, morning break and after-school food offers. The various Pupil Referral Units are provided with a delivered packed lunch service for pupils on a daily basis. The Catering Management Team are responsible for the monitoring of hygiene standards in all Council establishments in agreement with the local environmental health team, and also for compliance with nutritional and healthy meals governmental requirements throughout the borough. The Free School Breakfasts scheme provides a breakfast to over 8,500 primary school children a day.
- The Building Cleaning Team provides a cleaning service within the authority, schools, health and housing associations. Cleaning specifications are tailored to meet the customer's needs and include fixed term contracts, service level agreements or one-off cleans. Building Cleaning provide a window cleaning service using a water fed pole system for the authority. Building Cleaning run the office moves service. This involves moving office furniture throughout the authority, transporting archive boxes between sites and transporting library boxes to all Blackpool libraries.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
LEISURE & SPORT	2,050	2,307	2,308	2,529
PARKS	1,585	1,517	1,516	287
CATERING	230	491	409	322
BUILDING CLEANING	(77)	(70)	(66)	(140)
NET EXPENDITURE	3,788	4,245	4,167	2,998

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

PUBLIC PROTECTION

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	2,514	1,968	2,086	1,936
PREMISES	12	11	12	6
TRANSPORT	67	69	67	77
SUPPLIES AND SERVICES	281	315	303	334
THIRD PARTY PAYMENTS	91	57	30	33
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	434	489	489	455
CAPITAL CHARGES	45	27	27	-
TOTAL EXPENDITURE	3,444	2,936	3,014	2,841
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	928	1,023	897	1,093
GOVERNMENT GRANTS	30	-	5	-
RECHARGES	2,200	2,128	2,130	1,568
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	502	88	220	74
TOTAL INCOME	3,660	3,239	3,252	2,735
NET EXPENDITURE	(216)	(303)	(238)	106
<i>COST PER '000 POPULATION</i>	<i>(2)</i>	<i>(2)</i>	<i>(2)</i>	<i>1</i>

Budget Holder: Mr Tim Coglan - Head of Public Protection

Finance Managers: Mr S Maher / Mrs K Whyatt

Notes:

- 1) The Public Protection Department comprises of the following functions: Trading Standards, Licensing Service, Health & Safety Enforcement, Licensing Enforcement, Food Control, Housing Enforcement (including Selective Licensing) & Planning Enforcement.
- 2) Each team is top performing nationally in their sphere and deals with key issues around protecting the vulnerable and elderly, reducing crime and disorder and antisocial behaviour, protecting public safety and health, and promoting good business practice.

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

COASTAL AND ENVIRONMENTAL PARTNERSHIPS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	325	326	281	255
PREMISES	1,027	1,129	1,129	1,087
TRANSPORT	7	4	3	3
SUPPLIES AND SERVICES	3,714	70	92	54
THIRD PARTY PAYMENTS	4,015	5,206	4,768	4,894
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	35	107	107	97
CAPITAL CHARGES	2,647	1,255	1,255	1,255
TOTAL EXPENDITURE	11,770	8,097	7,635	7,645
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	134	-	168	-
GOVERNMENT GRANTS	2,642	2,627	2,639	2,627
RECHARGES	1	543	210	325
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	4,300	601	292	347
TOTAL INCOME	7,077	3,771	3,309	3,299
NET EXPENDITURE	4,693	4,326	4,326	4,346
COST PER '000 POPULATION	33	30	30	30

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

Finance Managers: Mr S Maher / Mrs K Whyatt

Notes:

- 1) The team concentrates on the procurement and delivery of projects through Fylde Peninsula Water Management Partnership primarily concerned with the holistic management of water and the environment. This includes flood risk, coastal protection, surface water management and bathing waters. The team ensures that the Council complies with the relevant legislative duties in respect of water management. The team also delivers the Street lighting and traffic signal PFI Partnership. The team is funded via the projects and also via dedicated funding for the Fylde Peninsula Partnership from the Environment Agency.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
COASTAL AND ENVIRONMENTAL PARTNERSHIPS	32	(86)	(86)	15
STREET LIGHTING	4,661	4,412	4,412	4,331
NET EXPENDITURE	4,693	4,326	4,326	4,346

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

HIGHWAYS AND TRAFFIC MANAGEMENT SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,801	1,760	1,779	1,818
PREMISES	472	222	117	147
TRANSPORT	310	346	430	363
SUPPLIES AND SERVICES	1,799	459	1,153	147
THIRD PARTY PAYMENTS	1,786	595	875	596
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	213	342	341	402
CAPITAL CHARGES	12,276	12,931	12,931	13,513
TOTAL EXPENDITURE	18,657	16,655	17,626	16,986
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	912	458	831	906
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	352	280	268	265
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,989	592	1,174	403
TOTAL INCOME	4,253	1,330	2,273	1,574
NET EXPENDITURE	14,404	15,325	15,353	15,412
<i>COST PER '000 POPULATION</i>	<i>101</i>	<i>108</i>	<i>108</i>	<i>108</i>

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HIGHWAYS & ENGINEERING	13,798	14,709	14,707	14,789
HIGHWAYS & TRAFFIC	606	616	646	623
NET EXPENDITURE	14,404	15,325	15,353	15,412

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

STREET CLEANSING AND WASTE

SUBJECTIVE ANALYSIS	2015/16	2016/17	2016/17	2017/18
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	2,992	2,805	2,842	2,877
PREMISES	155	232	183	233
TRANSPORT	719	740	714	680
SUPPLIES AND SERVICES	945	439	733	659
THIRD PARTY PAYMENTS	17,775	16,500	17,230	16,560
TRANSFER PAYMENTS	-	-	7	-
SUPPORT SERVICES	656	944	945	392
CAPITAL CHARGES	1,516	1,385	1,405	1,400
TOTAL EXPENDITURE	24,758	23,045	24,059	22,801
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	2,330	2,268	2,668	2,692
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	112	112	113	112
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,187	1,947	2,697	1,635
TOTAL INCOME	5,629	4,327	5,478	4,439
NET EXPENDITURE	19,129	18,718	18,581	18,362
<i>COST PER '000 POPULATION</i>	<i>134</i>	<i>131</i>	<i>130</i>	<i>129</i>

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

Finance Managers: Mr S Maher / Mrs K Whyatt

Notes:

- 1) The Street Cleansing Team are responsible for general cleaning around Blackpool. The work they do includes; removal of litter and dog fouling from public footpaths, clearing away wind blown sand, removal of dead animals, removal of unwanted/illegal graffiti, removal of fly-tipping, removal of road traffic debris and the supply and service of litter bins. All residential streets are regularly inspected and swept. In addition, any justified requests for street cleansing services will be carried out as required.
- 2) The Council operates a containerised domestic waste management service in partnership with waste collection contractor Veolia Environmental Services.
- 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 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 in excess of 48% of the local business market.
- 5) Prior to August 2014, the Council's statutory waste disposal function was delivered in partnership with Lancashire County Council under a PFI Contract let to a consortium led by Global Renewables Ltd. However at the end of July 2014 Lancashire County Council and Blackpool Council reached consensual termination of this contract. From August 2014 Lancashire County Council and Blackpool Council own 100% of the operating company that previously provided the waste disposal function. The new arrangements will provide the authorities with waste recycling, processing and disposal arrangements for 25 years, and 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	2,931	3,365	3,315	3,456
WASTE	15,266	14,386	14,250	14,074
PUBLIC CONVENIENCES	932	967	1,016	832
NET EXPENDITURE	19,129	18,718	18,581	18,362

COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

INTEGRATED TRANSPORT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,876	1,763	1,977	1,807
PREMISES	9	37	7	32
TRANSPORT	1,394	1,015	2,195	1,292
SUPPLIES AND SERVICES	1,565	1,463	1,632	1,015
THIRD PARTY PAYMENTS	18	32	120	122
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	65	106	106	249
CAPITAL CHARGES	34	102	101	90
TOTAL EXPENDITURE	4,961	4,518	6,138	4,607
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	2	100	87	103
GOVERNMENT GRANTS	41	41	41	41
RECHARGES	3,915	3,695	4,508	3,714
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	625	168	924	143
TOTAL INCOME	4,583	4,004	5,560	4,001
NET EXPENDITURE	378	514	578	606
<i>COST PER '000 POPULATION</i>	3	4	4	4

Budget Holder: Mrs Lynne Rowbottom - Head of Integrated Transport

Finance Managers: 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 are unable to 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 Corporate Vehicle Maintenance Unit (CVMU).

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CVMU	(23)	17	17	191
INTEGRATED TRANSPORT	112	264	264	257
TRAVEL AND ROAD SAFETY	289	233	297	158
NET EXPENDITURE	378	514	578	606

Adult Services

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

SUMMARY

FUNCTIONS OF SERVICE	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
ADULT SOCIAL CARE	3,995	3,664	3,604	4,258
CARE & SUPPORT	7,142	4,237	4,013	3,591
COMMISSIONING & CONTRACTS	1,208	1,067	958	888
ADULTS COMMISSIONING PLACEMENTS	29,463	36,112	35,379	36,598
ADULTS SAFEGUARDING	701	462	617	656
NET COST OF SERVICES	42,509	45,542	44,571	45,991
<i>COST PER '000 POPULATION</i>	298	320	313	323

Budget Holder: Karen Smith - Director of Adult Social Services

Finance Manager: Mr Mark Golden

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	16,511	14,363	15,286	15,192
PREMISES	131	77	68	58
TRANSPORT	823	838	818	890
SUPPLIES AND SERVICES	1,631	1,629	1,740	1,692
THIRD PARTY PAYMENTS	40,171	43,239	42,498	44,378
TRANSFER PAYMENTS	7,134	4,888	4,914	4,619
SUPPORT SERVICES	2,263	2,220	2,219	2,559
CAPITAL CHARGES	4	6	6	300
TOTAL EXPENDITURE	68,668	67,260	67,549	69,688
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	12,521	11,396	11,015	12,649
GOVERNMENT GRANTS	1,443	149	170	124
RECHARGES	36	33	182	404
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTION	12,159	10,140	11,611	10,520
TOTAL INCOME	26,159	21,718	22,978	23,697
NET EXPENDITURE	42,509	45,542	44,571	45,991

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

ADULT SOCIAL CARE

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	5,737	5,692	5,773	6,159
PREMISES	-	-	1	-
TRANSPORT	199	197	209	197
SUPPLIES AND SERVICES	126	95	97	112
THIRD PARTY PAYMENTS	8	-	5	-
TRANSFER PAYMENTS	1,272	-	(4)	-
SUPPORT SERVICES	543	471	471	460
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	7,885	6,455	6,552	6,928
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	1,008	-	-	-
RECHARGES	-	-	17	212
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,882	2,791	2,931	2,458
TOTAL INCOME	3,890	2,791	2,948	2,670
NET EXPENDITURE	3,995	3,664	3,604	4,258
COST PER '000 POPULATION	28	26	25	30

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

Finance Manager: Mr Mark Golden

Notes:

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

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ADULT SOCIAL CARE MANAGEMENT	1,124	233	242	611
ADULT SOCIAL CARE	1,816	1,717	1,677	1,831
LEARNING DISABILITIES TEAM	450	483	464	536
MENTAL HEALTH TEAM	605	1,231	1,221	1,280
NET EXPENDITURE	3,995	3,664	3,604	4,258

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

CARE & SUPPORT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	9,382	7,334	8,133	7,201
PREMISES	46	17	7	17
TRANSPORT	120	173	143	173
SUPPLIES AND SERVICES	598	271	334	271
THIRD PARTY PAYMENTS	112	186	203	186
TRANSFER PAYMENTS	5	-	-	-
SUPPORT SERVICES	1,256	1,317	1,316	1,166
CAPITAL CHARGES	1	-	-	-
TOTAL EXPENDITURE	11,520	9,298	10,136	9,014
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	655	608	227	351
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	29	33	165	32
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,694	4,420	5,731	5,040
TOTAL INCOME	4,378	5,061	6,123	5,423
NET EXPENDITURE	7,142	4,237	4,013	3,591
<i>COST PER '000 POPULATION</i>	50	30	28	25

Budget Holder: Karen Smith - Director of Adult Social Services

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.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
MANAGEMENT & ADMIN	1,001	787	950	538
DAY CENTRE	945	1,032	877	947
COOPERSWAY RESIDENTIAL RESPITE	964	536	576	528
PHOENIX CENTRE/GLOUCESTER AVE	48	129	123	89
EXTRA SUPPORT	1,693	626	451	630
SUPPORTED LIVING	1,637	247	247	-
SHARED LIVES/VOLUNTEER SERVICE	134	150	152	155
BLACKPOOL CENTRE FOR INDEPENDENT LIVING	136	134	134	128
HOMECARE	33	72	61	59
ARC	595	551	441	546
VITALINE	(44)	(27)	1	(29)
NET EXPENDITURE	7,142	4,237	4,013	3,591

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

COMMISSIONING & CONTRACTS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	887	977	989	1,147
PREMISES	-	-	-	-
TRANSPORT	12	16	13	16
SUPPLIES AND SERVICES	145	203	149	142
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	337	46	46	44
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	1,381	1,242	1,197	1,349
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	46	46	46	46
RECHARGES	-	-	-	160
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	127	129	193	255
TOTAL INCOME	173	175	239	461
NET EXPENDITURE	1,208	1,067	958	888
COST PER '000 POPULATION	8	7	7	6

Budget Holder: Ms Val Raynor - Head of Commissioning

Finance Manager: Mr Mark Golden

Notes:

- 1) The Children, Public Health and Adults Commissioning Teams work in partnership with both internal and external stakeholders to implement the full cycle of commissioning activities. These activities include developing the market for personalisation and the implications of the Care Act that will meet current assessed needs and forecasted needs in Blackpool, and service reviews to drive the availability of sustainable and diverse services.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
COMMISSIONING MANAGEMENT	469	207	182	191
COMMISSIONING TEAMS	380	457	412	318
QUALITY ASSURANCE TEAM	348	365	344	365
HEALTH & WELLBEING	11	38	20	14
NET EXPENDITURE	1,208	1,067	958	888

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

ADULTS COMMISSIONING PLACEMENTS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	59	17	17	288
PREMISES	85	60	60	41
TRANSPORT	489	449	449	501
SUPPLIES AND SERVICES	436	837	837	844
THIRD PARTY PAYMENTS	40,050	43,024	42,261	44,163
TRANSFER PAYMENTS	5,817	4,846	4,876	4,577
SUPPORT SERVICES	127	366	366	871
CAPITAL CHARGES	3	6	6	300
TOTAL EXPENDITURE	47,066	49,605	48,872	51,585
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	11,866	10,788	10,788	12,298
GOVERNMENT GRANTS	355	56	56	56
RECHARGES	3	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTION	5,379	2,649	2,649	2,633
TOTAL INCOME	17,603	13,493	13,493	14,987
NET EXPENDITURE	29,463	36,112	35,379	36,598
<i>COST PER '000 POPULATION</i>	<i>207</i>	<i>253</i>	<i>248</i>	<i>257</i>

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

Finance Manager: Mr Mark Golden

Notes:

- 1) There are a variety of social care and housing related support services for adults and children living in Blackpool such as nursing and residential placements, care at home, and equipment and adaptations. These services are commissioned in a number of ways including block contracts, spot contracts and framework agreements. Where appropriate, this work is carried out in conjunction with 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	2,842	2,476	3,758	3,357
PHYSICAL SUPPORT 65+	8,685	10,848	8,776	10,234
SENSORY SUPPORT 18-64	79	102	73	80
SENSORY SUPPORT 65+	202	314	295	313
MENTAL HEALTH SUPPORT 18-64	2,669	3,336	3,945	4,061
MENTAL HEALTH SUPPORT 65+	1,417	1,920	1,945	2,058
SUPPORT WITH MEMORY AND COGNITION 18-64	107	129	221	307
SUPPORT WITH MEMORY AND COGNITION 65+	3,526	4,203	3,622	3,775
LEARNING DISABILITY SUPPORT 18-64	8,257	10,065	9,648	9,615
LEARNING DISABILITY SUPPORT 65+	809	1,195	1,288	1,276
SOCIAL SUPPORT-SUBSTANCE MISUSE SUPPORT	140	178	185	182
SOCIAL SUPPORT-SOCIAL ISOLATION & OTHER	(1)	26	59	29
SOCIAL SUPPORT-SUPPORT FOR CARERS	197	204	194	148
ASSISTIVE EQUIPMENT & TECHNOLOGY	1,092	984	984	901
INFORMATION & EARLY INTERVENTION	96	96	96	96
OTHER COMMISSIONING PLACEMENTS	(2,461)	(1,114)	(891)	(705)
HOUSING RELATED SUPPORT	1,680	1,150	1,181	300
OTHER	127	-	-	571
NET EXPENDITURE	29,463	36,112	35,379	36,598

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

ADULTS SAFEGUARDING

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	446	343	374	397
PREMISES	-	-	-	-
TRANSPORT	3	3	4	3
SUPPLIES AND SERVICES	326	223	323	323
THIRD PARTY PAYMENTS	1	29	29	29
TRANSFER PAYMENTS	40	42	42	42
SUPPORT SERVICES	-	20	20	18
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	816	660	792	812
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	34	47	68	22
RECHARGES	4	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	77	151	107	134
TOTAL INCOME	115	198	175	156
NET EXPENDITURE	701	462	617	656
<i>COST PER '000 POPULATION</i>	5	3	4	5

Budget Holder: Karen Smith - Director of Adult Social Services

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	62	74	75	75
ADULTS SAFEGUARDING	374	171	317	360
ADULTS SAFEGUARDING BOARD	69	73	73	75
PROFESSIONAL LEADS	156	102	110	104
TRAINING	40	42	42	42
NET EXPENDITURE	701	462	617	656

Children's Services

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

SUMMARY

FUNCTIONS OF SERVICE	2015/16	2016/17	2016/17	2017/18
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
LOCAL SCHOOLS BUDGET	31,000	24,385	24,385	22,831
BUSINESS SUPPORT AND RESOURCES	2,185	2,290	2,268	1,930
EDUCATION	25,935	25,560	25,587	29,574
EARLY HELP FOR CHILDREN & FAMILIES	4,358	4,157	3,779	4,129
CHILDREN'S SOCIAL CARE	30,074	26,363	31,306	28,234
GRANTS	(51,626)	(45,595)	(45,483)	(48,227)
NET COST OF SERVICES	41,926	37,160	41,842	38,471
<i>COST PER '000 POPULATION</i>	<i>294</i>	<i>261</i>	<i>294</i>	<i>270</i>

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

Finance Manager : Mr Mark Golden

SUBJECTIVE ANALYSIS	2015/16	2016/17	2016/17	2017/18
	ACTUAL	ADJUSTED	FORECAST	CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	56,824	47,926	48,978	46,463
PREMISES	3,156	2,557	2,655	2,419
TRANSPORT	2,653	2,328	2,613	2,369
SUPPLIES AND SERVICES	17,349	16,766	17,304	18,499
THIRD PARTY PAYMENTS	20,713	15,591	23,671	17,721
TRANSFER PAYMENTS	7,682	6,606	6,507	10,042
SUPPORT SERVICES	8,101	6,497	6,498	5,655
CAPITAL CHARGES	5,909	3,532	3,532	3,238
TOTAL EXPENDITURE	122,387	101,803	111,758	106,406
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1,229	955	1,053	909
GOVERNMENT GRANTS	63,053	50,030	53,137	53,604
RECHARGES	5,729	7,157	7,172	6,698
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	10,450	6,501	8,554	6,724
TOTAL INCOME	80,461	64,643	69,916	67,935
NET EXPENDITURE	41,926	37,160	41,842	38,471

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

LOCAL SCHOOLS BUDGET

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	29,815	22,909	22,909	21,225
PREMISES	2,836	2,172	2,172	2,033
TRANSPORT	140	107	107	100
SUPPLIES AND SERVICES	3,290	2,555	2,555	2,407
THIRD PARTY PAYMENTS	1	1	1	1
TRANSFER PAYMENTS	40	29	29	27
SUPPORT SERVICES	3,019	2,316	2,316	2,168
CAPITAL CHARGES	3,531	3,236	3,236	3,236
TOTAL EXPENDITURE	42,672	33,325	33,325	31,197
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	720	552	552	516
GOVERNMENT GRANTS	37	28	28	27
RECHARGES	9,334	7,149	7,149	6,690
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,581	1,211	1,211	1,133
TOTAL INCOME	11,672	8,940	8,940	8,366
NET EXPENDITURE	31,000	24,385	24,385	22,831
<i>COST PER '000 POPULATION</i>	<i>218</i>	<i>171</i>	<i>171</i>	<i>160</i>

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

Finance Manager: 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 licences, pupil growth, exceptional high needs funding and supporting the Schools Forum.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
NON DELEGATED	3,972	3,683	3,683	3,459
DELEGATED TO SCHOOLS				
- PRIMARY	21,460	20,529	20,529	19,372
- SECONDARY	5,568	173	173	-
TOTAL DELEGATED	27,028	20,702	20,702	19,372
NET EXPENDITURE	31,000	24,385	24,385	22,831

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

BUSINESS SUPPORT AND RESOURCES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	952	1,029	1,044	853
PREMISES	(125)	4	85	3
TRANSPORT	11	16	11	9
SUPPLIES AND SERVICES	297	174	287	195
THIRD PARTY PAYMENTS	3,432	-	3,887	-
TRANSFER PAYMENTS	53	335	39	130
SUPPORT SERVICES	535	543	543	806
CAPITAL CHARGES	2,377	294	294	-
TOTAL EXPENDITURE	7,532	2,395	6,190	1,996
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	4	-	17	-
GOVERNMENT GRANTS	3,024	-	3,024	-
RECHARGES	5	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,314	105	881	66
TOTAL INCOME	5,347	105	3,922	66
NET EXPENDITURE	2,185	2,290	2,268	1,930
COST PER '000 POPULATION	15	16	16	14

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

Finance Manager: Mark Golden

Notes:

- 1) Departmental Management - this budget contains the costs relating to the Director of Children's Services, the Head of Business Support and Resources and the Development Manager as well as management expenditure for Children's Services including mandatory training, telephones, support services and capital charges.
- 2) Adults & Children's Funding - implements and operates funding formulae and other procedures for schools and early years providers, manages the schools PFI contract, develops and reviews adult social care financial policy issues, and provides financial and business support across Adult Services and Children's Services. 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) 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.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
DEPARTMENTAL MANAGEMENT	1,485	1,608	1,614	1,438
ADULTS AND CHILDREN'S FUNDING	514	478	466	272
SCHOOL ORGANISATION	40	45	45	57
SCHOOL ADMISSIONS	146	159	143	163
NET EXPENDITURE	2,185	2,290	2,268	1,930

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

EDUCATION

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	9,951	9,059	9,456	8,710
PREMISES	424	369	384	369
TRANSPORT	1,999	1,673	1,997	1,694
SUPPLIES AND SERVICES	10,758	10,575	10,579	11,710
THIRD PARTY PAYMENTS	3,022	2,864	3,408	3,474
TRANSFER PAYMENTS	6,047	4,653	4,254	7,391
SUPPORT SERVICES	1,163	1,189	1,189	1,011
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	33,364	30,382	31,267	34,359
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	429	385	465	375
GOVERNMENT GRANTS	1,268	934	1,401	939
RECHARGES	590	8	23	8
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	5,142	3,495	3,791	3,463
TOTAL INCOME	7,429	4,822	5,680	4,785
NET EXPENDITURE	25,935	25,560	25,587	29,574
COST PER '000 POPULATION	182	179	180	208

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

Finance Manager: Mark Golden

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
EDUCATION MANAGEMENT	670	625	276	310
SCHOOL IMPROVEMENT, MANAGEMENT & STRATEGY	303	258	231	630
LEARNING RESOURCE CENTRE	142	164	150	-
PUPIL WELFARE AND ATTENDANCE	372	384	384	289
EARLY YEARS MONITORING AND SUPPORT	884	732	856	350
EARLY YEARS FREE ENTITLEMENT GRANTS	6,377	6,499	6,327	7,459
DIVERSITY LEARNING	198	254	199	252
VIRTUAL SCHOOL	73	76	74	78
MUSIC SERVICES	(28)	(28)	(28)	(35)
OUTDOOR EDUCATION	48	12	43	15
EDUCATIONAL DIVERSITY AND PUPIL REFERRAL UNITS	2,388	2,580	2,580	2,580
SPECIAL EDUCATIONAL NEEDS	297	371	320	373
EDUCATIONAL PSYCHOLOGY	217	309	309	310
SPECIALIST ADVICE & RESOURCES INC. SENSORY SERVICE	932	979	975	980
OUT OF BOROUGH PLACEMENTS	2,419	2,532	2,782	2,835
TRANSPORT	1,617	1,324	1,563	1,281
HIGH NEEDS TOP-UP PAYMENTS	6,687	6,335	6,440	9,065
POST-16 PROVISION	823	845	845	1,502
DIRECT PAYMENTS	515	533	525	533
OTHER SUPPORT FOR DISABLED CHILDREN	424	125	110	127
SHORT BREAKS FOR DISABLED CHILDREN	149	167	167	157
LIFE LONG LEARNING	428	484	459	483
NET EXPENDITURE	25,935	25,560	25,587	29,574

Notes:

- 1) School Improvement activities are wide and varied and are supported to varying degrees by all staff within the Universal Services
- 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) The Access and Inclusion Team, including Children Missing Education, has statutory duties regarding ensuring every child is in receipt of a suitable and full time education provision with special regard to children from vulnerable groups including LAC, EHE, GRT and complex non-routine admissions. Qualified teachers on the team visit children who are de-registered from school to be electively home educated. The team also track and trace children who have left the borough with no known destination.
- 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, and has increased significantly over the last 3 years.
- 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.
- 9) Life Long Learning Services includes the Adult Learning service which is funded by a ring-fenced grant from the Skills Funding Agency, and the Connexions team, which employs Learning Advisers who have a duty to provide independent careers advice to school age young people and to reduce the number of young people Not in Education, Employment or Training (NEET).

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

EARLY HELP FOR CHILDREN AND FAMILIES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	4,108	3,749	3,417	4,300
PREMISES	7	2	1	2
TRANSPORT	134	124	128	161
SUPPLIES AND SERVICES	885	1,446	1,498	1,856
THIRD PARTY PAYMENTS	1,576	1,572	1,534	1,572
TRANSFER PAYMENTS	23	-	99	-
SUPPORT SERVICES	748	687	687	644
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	7,481	7,580	7,364	8,535
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	73	18	19	18
GOVERNMENT GRANTS	2,320	3,021	2,491	3,963
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	730	384	1,075	425
TOTAL INCOME	3,123	3,423	3,585	4,406
NET EXPENDITURE	4,358	4,157	3,779	4,129
<i>COST PER '000 POPULATION</i>	<i>31</i>	<i>29</i>	<i>27</i>	<i>29</i>

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

Finance Manager: Mark Golden

Notes:

- There are 2 Local Authority Children's Centre Hubs, one which serves Grange Park and Layton wards and one which serves Talbot & Brunswick wards, which support a network of Children's Centres. The Children's Centres act as Children and Family Hubs delivering services to families across all thresholds (Universal, Level 2, 3 and 4). Centres work towards narrowing the gap for targeted disadvantaged and vulnerable families via an Outcomes Framework. The Blackpool's Children Centre offer includes: Antenatal and Health Support, Targeted Family Support, Parenting Support, Community Resource and Services for Young People, Early Years and signposting to Childcare and are expanding their offer beyond families with young children by working closely with partners to increase services for young people 0-19 and their families.
- The Specialist Support Team offer a range of services to young people and young adults who require additional support, these include substance misuse treatment for under 25s, non-clinical sexual health and relationships support for under 18s, targeted youth services for 11-16 year olds and offending prevention work with 10-17 year olds. These services are supporting some of the most vulnerable young people in Blackpool and are helping to significantly reduce the rate of teenage conceptions and first time entrants to the youth justice system and to increase the rate of school attendance. Over 80% of young people and young adults supported by the hub reduce or stop their drug and alcohol use.
- 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 local delivery of Blackpool Transience Programme in South Beach, Claremont and Central areas of Blackpool.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
EARLY HELP MANAGEMENT AND STRATEGY	658	797	797	681
CHILDREN'S CENTRES	1,558	1,527	1,526	1,532
SURE STARTS	634	569	573	580
SPECIALIST SUPPORT	328	211	114	178
FAMILIES IN NEED INCLUDING SPRINGBOARD	1,015	888	604	978
DOMESTIC ABUSE	165	165	165	180
NET EXPENDITURE	4,358	4,157	3,779	4,129

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

CHILDREN'S SOCIAL CARE

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	11,998	11,180	12,152	11,375
PREMISES	14	10	13	12
TRANSPORT	369	408	370	405
SUPPLIES AND SERVICES	2,119	2,016	2,385	2,331
THIRD PARTY PAYMENTS	12,682	11,154	14,841	12,674
TRANSFER PAYMENTS	1,484	1,589	2,086	2,494
SUPPORT SERVICES	2,636	1,762	1,763	1,026
CAPITAL CHARGES	1	2	2	2
TOTAL EXPENDITURE	31,303	28,121	33,612	30,319
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	3	-	-	-
GOVERNMENT GRANTS	513	452	710	448
RECHARGES	30	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	683	1,306	1,596	1,637
TOTAL INCOME	1,229	1,758	2,306	2,085
NET EXPENDITURE	30,074	26,363	31,306	28,234
<i>COST PER '000 POPULATION</i>	<i>211</i>	<i>185</i>	<i>220</i>	<i>198</i>

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

Finance Manager: Mark Golden

Notes:

- 1) The division is responsible for ensuring the timely assessment of need for those children who are within the most vulnerable groups in Blackpool. The service aims to deliver timely and high quality services to the public and partner agencies within the legal framework laid down by government and with a suitably skilled and experienced workforce. All Local Authorities face high pressure on budgets and high cost services such as those for children in care are being reviewed and where possible and safe, reduced.
- 2) The Youth Offending Team is a statutory service working with young offenders in Blackpool, with a focus on prevention of offending and reoffending, protection of the public and safeguarding. The funding of the YOT is heavily influenced by central government allocations which have decreased year on year.
- 3) The Safeguarding, Quality and Review service is responsible for quality assurance of Children's Social Care and is delivered in accordance with a Quality Assurance Framework. The service includes a high quality Independent Reviewing Officer (IRO), Independent Safeguarding Chair, Local Authority Designated Officer service and Safeguarding Licensing Officer, management and administration of Blackpool Safeguarding Children Board, Voice of the Child including participation of Looked After Children and Quality Assurance.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CHILDREN'S SERVICES MANAGEMENT AND STRATEGY	3,490	1,602	1,770	1,006
LEGAL FEES	1,254	1,107	1,411	1,372
LONG TERM SOCIAL WORK TEAMS	3,227	3,482	3,793	3,870
DUTY AND ASSESSMENT SOCIAL WORK TEAMS	1,924	1,933	1,909	2,135
LOOKED AFTER CHILDREN MANAGEMENT AND SUPPORT	172	298	314	267
LOOKED AFTER CHILDREN OVER 12 INCLUDING LEAVING CARE	1,643	1,690	1,789	2,073
LOOKED AFTER CHILDREN UNDER 12 INCLUDING PERMANENCE	573	437	512	637
RESIDENTIAL HOMES	2,331	1,540	2,077	1,909
ADOPTION SERVICES	1,165	1,607	1,328	1,611
FOSTERING SERVICES	3,712	3,723	3,865	4,077
SPECIAL GUARDIANSHIP SUPPORT & RESIDENCE ORDERS	1,381	1,499	1,473	1,622
EXTERNAL PLACEMENTS	7,045	5,350	8,938	5,601
YOUTH OFFENDING TEAM	848	597	604	597
SAFEGUARDING, QUALITY AND REVIEW	1,309	1,498	1,523	1,457
NET EXPENDITURE	30,074	26,363	31,306	28,234

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

GRANTS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	35	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	35	-	-	-
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	55,891	45,595	45,483	48,227
RECHARGES	(4,230)	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTION	-	-	-	-
TOTAL INCOME	51,661	45,595	45,483	48,227
NET EXPENDITURE	(51,626)	(45,595)	(45,483)	(48,227)
COST PER '000 POPULATION	(362)	(320)	(319)	(338)

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

Finance Manager: Mark Golden

Notes:

- 1) Dedicated Schools Grant (DSG) is the funding stream that supports the Schools Budget, which includes amounts that are devolved to schools through the Individual Schools Budget, together with centrally-retained pupil-related services.
- 2) The Local Services Support Grant (LSSG) replaced several centrally directed grants that ended in 2010-11. The majority of the grant was rolled into the Council's formula grant in 2013-14.
- 3) Up to and including financial year 2016/17, education functions provided by local authorities were funded from the Education Services Grant (ESG). For 2016-17, the Council received £77 per pupil in relation to the pupils in schools maintained by the authority (general funding allocation) and £15 for each pupil in all schools and academies in respect of responsibilities retained for every pupil within the Blackpool boundary (retained duties allocation). From 1 April 2017, the ESG will cease. The general funding allocation will be replaced by transition funding at an estimated rate of £20 per pupil between April and August 2017, and a new School Improvement grant from September 2017 onwards, and the retained duties allocation will become part of the DSG.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
DEDICATED SCHOOLS GRANT	(50,642)	(44,721)	(44,673)	(47,718)
LOCAL SERVICES SUPPORT GRANT	(15)	-	(19)	-
EDUCATION SERVICES GRANT	(969)	(874)	(791)	(509)
NET EXPENDITURE	(51,626)	(45,595)	(45,483)	(48,227)

Public Health

PUBLIC HEALTH

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

SUMMARY

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,480	1,592	1,592	1,230
PREMISES	-	-	-	-
TRANSPORT	9	21	21	16
SUPPLIES AND SERVICES	37	117	117	26
THIRD PARTY PAYMENTS	17,289	17,616	17,616	17,352
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	383	354	354	486
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	19,198	19,700	19,700	19,110
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	18,680	19,392	19,392	18,914
RECHARGES	-	-	-	167
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	236	4	4	4
TOTAL INCOME	18,916	19,396	19,396	19,085
NET EXPENDITURE	282	304	304	25
<i>COST PER '000 POPULATION</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>0</i>

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 & CORPORATE SUPPORT	1,490	1,798	1,798	1,678
NHS HEALTH CHECKS - MANDATED	86	125	125	146
CHILDREN (5-19) - PUBLIC HEALTH PROGRAMMES	1,175	676	676	695
CHILDREN'S 0-5 SERVICES	1,750	2,489	2,489	2,463
TOBACCO CONTROL	543	544	544	498
MENTAL HEALTH & WELLBEING	1,173	29	29	64
SEXUAL HEALTH SERVICES	2,385	2,430	2,430	2,194
SUBSTANCE MISUSE (DRUGS & ALCOHOL)	4,687	3,746	3,746	3,688
HEALTHY WEIGHT/WEIGHT MANAGEMENT	1,627	1,006	1,006	957
OTHER PUBLIC HEALTH SERVICES	244	204	204	-
MISCELLANEOUS PUBLIC HEALTH SERVICES	3,035	6,350	6,350	6,536
FALLS, PREVENTIONS & ACCIDENTS	112	-	-	-
COMMUNITY & ENGAGEMENT	264	299	299	20
PUBLIC HEALTH GRANT	(18,289)	(19,392)	(19,392)	(18,914)
NET EXPENDITURE	282	304	304	25

Notes:

- 1) The Public Health team work with a range of partners to commission public health services to improve the health of the population of Blackpool. A range of mandated services moved to the Authority from the NHS in April 2013.
- 2) Partners include Blackpool Clinical Commissioning Group, NHS England , Public Health England, Police and the voluntary sector. The work involves engaging with service providers, service users and local community representatives at every stage of the commissioning process and ongoing service review.
- 3) Through evidence base and best practice the Public Health team deliver cost efficient and high quality customer services that meet local population's needs.
- 4) Provide a robust financial management system to include planning, budget monitoring to ensure balance at year end; ensuring policies, procedures and democratic processes are adhered to and contracts regularly reviewed and performance managed.
- 5) Develop the Joint Strategic Needs Assessment (JSNA); a process that identifies 'the big picture' in terms of health and wellbeing needs and inequalities of a local population. This information is used to develop strategies and plan service development to improve the public's health in Blackpool.
- 6) Provide population level public health advice to the NHS.

Budgets Outside the Cash Limit

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

SUMMARY

FUNCTIONS OF SERVICE	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
TREASURY MANAGEMENT	11,279	13,107	11,904	10,371
PARKING SERVICES	(3,438)	(3,518)	(3,217)	(4,100)
CORPORATE SUBSCRIPTIONS	162	192	192	191
HOUSING BENEFITS	1,501	1,884	1,884	2,027
COUNCIL TAX AND NNDR COST OF COLLECTION	506	306	306	304
SUBSIDIARY COMPANIES	(914)	(972)	(1,110)	(1,027)
LAND CHARGES	(43)	(48)	(64)	(52)
CONCESSIONARY FARES	4,433	3,834	4,305	4,263
EMPLOYERS PREVIOUS YEARS PENSION LIABILITY	3,379	3,190	3,190	2,890
NEW HOMES BONUS	(1,581)	(1,643)	(1,643)	(790)
NET COST OF SERVICES	15,284	16,332	15,747	14,077
<i>COST PER '000 POPULATION</i>	<i>107</i>	<i>115</i>	<i>111</i>	<i>99</i>

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	4,186	4,026	4,013	3,723
PREMISES	1,022	1,155	1,041	1,118
TRANSPORT	35	38	29	27
SUPPLIES AND SERVICES	9,262	5,125	5,583	5,565
THIRD PARTY PAYMENTS	121	70	74	72
TRANSFER PAYMENTS	83,196	79,506	79,256	79,361
SUPPORT SERVICES	4,171	4,064	4,078	4,033
CAPITAL CHARGES	12,147	17,257	16,032	16,327
TOTAL EXPENDITURE	114,140	111,241	110,106	110,226
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	6,560	7,089	6,672	7,678
GOVERNMENT GRANTS	85,895	81,407	81,261	80,258
RECHARGES	3,161	3,568	3,568	3,568
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,240	2,845	2,858	4,645
TOTAL INCOME	98,856	94,909	94,359	96,149
NET EXPENDITURE	15,284	16,332	15,747	14,077

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

TREASURY MANAGEMENT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	3,015	269	268	270
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	370	327	325	320
CAPITAL CHARGES	11,370	16,350	15,150	15,420
TOTAL EXPENDITURE	14,755	16,946	15,743	16,010
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	3,161	3,568	3,568	3,568
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	315	271	271	2,071
TOTAL INCOME	3,476	3,839	3,839	5,639
NET EXPENDITURE	11,279	13,107	11,904	10,371
<i>COST PER '000 POPULATION</i>	79	92	84	73

Budget Holder: Mr Steve Thompson - Director of Resources

Chief Accountant: Phil Redmond

Notes:

- 1) The Treasury Management function deals with the financial management of Blackpool Council's cashflows, borrowings and investments. It ensures that the borrowings, investments, and cash balances best match the receipts and payments profile of the Council, both on a strategic long-term basis and from day to day.
- 2) The Council's own long-term borrowings currently stand at £86 million. The maturity profile and mix of fixed/variable rate debt chosen attempts to maximise the financial benefit, and minimise the financial risk, to the Council. In addition, Blackpool has a £19 million share of debt which is held by Lancashire County Council and which relates to assets acquired when Blackpool took Unitary status.
- 3) Investments (usually with retail banks, building societies, local authorities and other recognised banking institutions) are made when possible to place surplus funds. Priority is given to the security and liquidity of the investments. The highest rate of return (yield) is sought so long as this is consistent with the specified levels of security and liquidity.
- 4) The supplies and services budget includes debt management expenses. This comprises premiums on the early redemption of debt, commission to brokers, etc.
- 5) Capital charges represent the cost of maintaining debt financing, particularly the cost of interest payable to external providers of loan funding, and the cost of setting aside a provision for repaying that funding. The cost of loan charges relating to assets transferred from Lancashire County Council when Blackpool Council took Unitary status is also included.
- 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 2018

PARKING SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	790	801	799	809
PREMISES	1,021	1,155	1,041	1,118
TRANSPORT	35	38	29	27
SUPPLIES AND SERVICES	494	263	264	264
THIRD PARTY PAYMENTS	121	70	74	72
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	106	94	114	83
CAPITAL CHARGES	103	321	321	321
TOTAL EXPENDITURE	2,670	2,742	2,642	2,694
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	6,046	6,259	5,845	6,793
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	62	1	14	1
TOTAL INCOME	6,108	6,260	5,859	6,794
NET EXPENDITURE	(3,438)	(3,518)	(3,217)	(4,100)
<i>COST PER '000 POPULATION</i>	<i>(24)</i>	<i>(25)</i>	<i>(23)</i>	<i>(29)</i>

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

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

- 1) Parking Services manages over 20 surface pay & display car parks, as well as two multi-storey car parks. The team assists millions of car park users in the resort every year, as well as carrying out any enforcement activity which may be required. The service also has an Administration team which carries out duties associated with the issuing and 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 2018

CORPORATE SUBSCRIPTIONS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	1	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	153	185	185	185
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	8	7	7	6
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	162	192	192	191
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	-	-	-	-
NET EXPENDITURE	162	192	192	191
<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>

Budget Holder: Mr Steve Thompson - Director of Resources

Chief Accountant: Phil Redmond

Notes:

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

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

HOUSING BENEFITS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	1,125	517	517	514
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	83,167	79,373	79,227	79,228
SUPPORT SERVICES	1,405	1,405	1,405	1,400
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	85,697	81,295	81,149	81,142
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	83,896	79,411	79,265	79,115
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	300	-	-	-
TOTAL INCOME	84,196	79,411	79,265	79,115
NET EXPENDITURE	1,501	1,884	1,884	2,027
<i>COST PER '000 POPULATION</i>	<i>11</i>	<i>13</i>	<i>13</i>	<i>14</i>

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

Chief Accountant: Phil Redmond

Notes:

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

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

COUNCIL TAX AND NNDR COST OF COLLECTION

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	(7)	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	55	52	52	52
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	2,223	2,180	2,180	2,178
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	2,271	2,232	2,232	2,230
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	34	-	-	-
GOVERNMENT GRANTS	314	353	353	353
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,417	1,573	1,573	1,573
TOTAL INCOME	1,765	1,926	1,926	1,926
NET EXPENDITURE	506	306	306	304
<i>COST PER '000 POPULATION</i>	4	2	2	2

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

Chief Accountant: Phil Redmond

Notes:

- 1) This budget represents cost of collection of Council Tax and National Non-Domestic Rates.

- 2) The Council Tax Reduction Scheme (CTRS) 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 2017/18 CTRS applies a reduction of 27.11% (27.11% in 2016/17) to the support provided to Working Age claimants. At its meeting on 15th December 2016 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%. 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 2018

SUBSIDIARY COMPANIES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	23	35	24	24
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	11
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	103	-	103
SUPPORT SERVICES	12	28	23	23
CAPITAL CHARGES	674	587	562	587
TOTAL EXPENDITURE	709	753	609	748
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	374	725	719	775
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,249	1,000	1,000	1,000
TOTAL INCOME	1,623	1,725	1,719	1,775
NET EXPENDITURE	(914)	(972)	(1,110)	(1,027)
<i>COST PER '000 POPULATION</i>	<i>(6)</i>	<i>(7)</i>	<i>(8)</i>	<i>(7)</i>

Budget Holder: Mr Alan Cavill - Director of Place

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

- 1) This budget includes the costs to the Council in support of services provided by its subsidiary companies.
- 2) Blackpool Transport Services Limited (BTS) is a wholly-owned company of the Council.
- 3) Blackpool Operating Company Limited is a wholly-owned company of the Council, established to operate and manage the Sandcastle Waterpark.
- 4) Blackpool Housing Company was incorporated during 2015/2016 . This is long term investment vehicle.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
AIRPORT	8	11	11	9
BTS	(953)	(928)	(940)	(930)
SANDCASTLE WATERPARK	31	(55)	(181)	(106)
BLACKPOOL HOUSING COMPANY	-	-	-	-
NET EXPENDITURE	(914)	(972)	(1,110)	(1,027)

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

LAND CHARGES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	24	25	12	25
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	28	29	28	29
SUPPORT SERVICES	10	3	4	4
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	62	57	44	58
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	105	105	108	110
GOVERNMENT GRANTS	104	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(104)	-	-	-
TOTAL INCOME	105	105	108	110
NET EXPENDITURE	(43)	(48)	(64)	(52)
COST PER '000 POPULATION	(0)	(0)	(0)	(0)

Budget Holder: Mr A Lockley - Strategic Head of Development

Finance Manager: Mr S Maher / Mrs K Whyatt

Notes:

- 1) The Planning Department is responsible for the Land Charges function. The Local Land Charges Register is maintained in accordance with statutory provisions.
- 2) The "Customer and Client Receipts" budget consists mainly of charges for Land Charge searches.
- 3) Fees have to be calculated by reference to statutory regulations.

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

CONCESSIONARY FARES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	4,397	3,814	4,285	4,244
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	36	20	20	19
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	4,433	3,834	4,305	4,263
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	-	-	-	-
NET EXPENDITURE	4,433	3,834	4,305	4,263
<i>COST PER '000 POPULATION</i>	31	27	30	30

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

Finance Managers: Mrs K Whyatt & Mr S Maher

Notes:

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

The entitlements :-

Elderly

Holders of Elderly NoWcards:

- English National Concession*
- £1 flat fare on Blackpool Trams for Blackpool residents

Disabled

Holders of Disabled NoWcards issued by Blackpool:

- English National Concession*
- 50p flat fare before 9.30am on local bus journeys starting or ending in Lancashire
- £1 flat fare on Blackpool Trams for Blackpool residents

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

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

EMPLOYERS PREVIOUS YEARS PENSION LIABILITY

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	3,379	3,190	3,190	2,890
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	3,379	3,190	3,190	2,890
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	-	-	-	-
NET EXPENDITURE	3,379	3,190	3,190	2,890
<i>COST PER '000 POPULATION</i>	24	22	22	20

Budget Holder: Mr Steve Thompson - Director of Resources

Chief Accountant: Phil Redmond

Notes:

- 1) This is the payment 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 2018

NEW HOMES BONUS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	-	-	-	-
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	1,581	1,643	1,643	790
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	1,581	1,643	1,643	790
NET EXPENDITURE	(1,581)	(1,643)	(1,643)	(790)
<i>COST PER '000 POPULATION</i>	<i>(11)</i>	<i>(12)</i>	<i>(12)</i>	<i>(6)</i>

Budget Holder: Mr Steve Thompson - Director of Resources

Chief Accountant: 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	2016/17	2017/18	WHERE YOUR MONEY GOES	EXPENDITURE	EXPENDITURE
	£000	£000		%	£m
Expenditure	422,506	414,527	Service		
Contributions and Contingencies	6,124	4,146	Housing	24.4%	101.0
Levies	65	67	Children's Services	24.3%	100.6
Added to balances	2,567	5,518	Adult Services	16.3%	67.4
Gross Expenditure - Council Services	431,262	424,258	Community and Environmental Services	12.2%	50.8
Income	(375,637)	(368,276)	Other (*)	5.8%	24.2
Contributions and Contingencies	-	-	Resources	5.7%	23.5
Taken from balances	(7,330)	(5,137)	Public Health	4.7%	19.6
Gross Income - Council Services	(382,967)	(373,413)	Treasury Management	3.9%	16.0
Council Tax Requirement	48,295	50,845	Places	2.7%	11.4
Number of properties (Band D equivalent)	35,562	35,662			
Blackpool Council Tax element	£1,331.93	£1,358.89	Expenditure totals	100.0%	414.5
Adult Social Care functions Tax element (see note)	£26.12	£66.86			
Total Blackpool Council Tax element	£1,358.05	£1,425.75			
Police & Crime Commissioner Tax element	£162.22	£165.45			
Lancashire Combined Fire Authority Tax element	£65.50	£65.50			
Total Council Tax for Band D	£1,585.77	£1,656.70			

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 2017/18 shown in the 'Annual Budget' table above.

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

HOW THE COSTS HAVE CHANGED	2017/18
	£m
Blackpool Council General Fund estimate - net expenditure 2016/17	123.0
Specific developments	2.6
Pay-related pressures	2.0
Cost of inflation	3.8
Children's and Adult Social Care - demographic pressures	4.6
Other cost pressures	1.4
Budget savings	(18.7)
	118.7
Technical changes - special grants transfer into Formula, contributions from reserves and contingencies	1.5
Blackpool Council General Fund estimate - net expenditure 2017/18	120.2

COUNCIL TAX BANDS	PROPERTY VALUATION BAND	ANNUAL COUNCIL TAX £
Property Valuation		
£40,000 or below	A	1,104.47
£40,001 to £52,000	B	1,288.54
£52,001 to £68,000	C	1,472.62
£68,001 to £88,000	D	1,656.70
£88,001 to £120,000	E	2,024.86
£120,001 to £160,000	F	2,393.01
£160,001 to £320,000	G	2,761.17
Over £320,000	H	3,313.40

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

Police and Crime Commissioner for Lancashire www.http://lancashire-pcc.gov.uk/our-money/budgets/budget-201718
--

Lancashire Combined Fire Authority www.lancsfireandrescue.org.uk/Pages/how-we-are-funded.aspx

The increase in the Blackpool Council Tax element for 2017/18 (£26.96 at Band D) is based on 1.99% of the 2016/17 Total Blackpool Council Tax element (£1,358.05 at Band D). The increase in the Adult Social Care functions Tax element for 2017/18 (£40.74 at Band D) is based on 3% of the 2016/17 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.

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 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 intends to offer the option of charging this "precept" at an appropriate level in each financial year up to and including the financial year 2019/20. An adult social care authority will now be able to increase its council tax by up to 3% in 2017/18 and 2018/19, but cannot exceed 6% in total over the three-year period to 2019/20. In relation to the financial year 2017/18 a referendum threshold of 5% (comprising 3% for expenditure an adult social care and 2% for other expenditure), has been set for adult social care authorities. These authorities may therefore increase their relevant basic amount of council tax up to this percentage in 2017/18 without holding a referendum.

[footnote]. "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 2018

REVENUE BUDGET BY TYPE ACROSS DEPARTMENTS

SUBJECTIVE ANALYSIS	Chief Executive	Governance and Partnership Services	Resources	Places	Community and Environmental Services	Adult Services	Children's Services	Public Health	Budgets Outside the Cash Limit	Contingency etc	2017/18 CASH LIMIT
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
EXPENDITURE											
EMPLOYEES	2,818	3,346	11,284	6,755	14,459	15,192	46,463	1,230	3,723	2,861	108,131
PREMISES	-	205	5,205	1,608	1,871	58	2,419	-	1,118	2,280	14,764
TRANSPORT	14	40	147	292	2,654	890	2,369	16	27	(250)	6,199
SUPPLIES AND SERVICES	343	917	3,529	2,326	4,687	1,692	18,499	26	5,565	2,579	40,163
THIRD PARTY PAYMENTS	-	161	46	337	22,221	44,378	17,721	17,352	72	67	102,355
TRANSFER PAYMENTS	-	-	215	43	285	4,619	10,042	-	79,361	200	94,765
SUPPORT SERVICES	571	941	3,208	1,430	4,984	2,559	5,655	486	4,033	185	24,052
CAPITAL CHARGES	13	68	6,111	4,867	16,606	300	3,238	-	16,327	-	47,530
DIRECTORATE SAVINGS TARGET	-	-	-	-	(560)	-	-	-	-	-	(560)
CORPORATE SAVINGS TARGET	-	-	-	-	-	-	-	-	-	(4,203)	(4,203)
TOTAL EXPENDITURE	3,759	5,678	29,745	17,658	67,207	69,688	106,406	19,110	110,226	3,719	433,196
INCOME											
CUSTOMER & CLIENT RECEIPTS	105	2,277	2,987	4,003	9,670	12,649	909	-	7,678	161	40,439
GOVERNMENT GRANTS	-	-	525	60	2,852	124	53,604	18,914	80,258	-	156,337
RECHARGES	2,239	876	20,867	5,133	8,630	404	6,698	167	3,568	-	48,582
OTHER GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS	832	690	1,861	5,182	3,973	10,520	6,724	4	4,645	4,180	38,611
TOTAL INCOME	3,176	3,843	26,240	14,378	25,125	23,697	67,935	19,085	96,149	4,341	283,969
NET EXPENDITURE	583	1,835	3,505	3,280	42,082	45,991	38,471	25	14,077	(622)	149,227
CAPITAL CHARGES*											(28,979)
TOTAL NET EXPENDITURE TO BE MET FROM PUBLIC FUNDS											120,248

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

Housing Revenue Account

HOUSING REVENUE ACCOUNT

BUDGET 2017/2018

FUNCTIONS	2016/2017 FULL YEAR BUDGET £000	2016/2017 PROJECTED OUTTURN £000	2016/2017 VARIATION £000	2017/2018 FULL YEAR BUDGET £000
MANAGEMENT FEE	9,565	9,565	-	9,565
GENERAL FUND SERVICES	1,531	1,531	-	1,819
OTHER HRA COSTS	125	125	-	125
CAPITAL CHARGES	8,905	7,400	(1,505)	7,958
PROVISION FOR BAD AND DOUBTFUL DEBTS	500	300	(200)	400
<u>RENT & SERVICE CHARGE INCOME DUE</u>				
Rental Income	(16,832)	(16,916)	(84)	(16,870)
Sheltered Housing	(687)	(686)	1	(687)
Emergency Housing	(382)	(338)	44	(406)
Television Service (IRS)	(73)	(73)	-	(77)
Security			-	
Community Cleaning	(29)	(29)	-	(30)
Community Lighting	(32)	(32)	-	(32)
Door Entry Systems	(9)	(9)	-	(9)
Gardening Scheme	(122)	(114)	8	(79)
Grounds Maintenance	-	-	-	(236)
Furniture	(2)	-	2	-
<u>OTHER RENTS & CHARGES</u>				
Garages	(87)	(88)	(1)	(90)
Leasehold	(160)	(169)	(9)	(173)
Commercial Rents	(14)	(9)	5	(5)
Other Income	(100)	(150)	(50)	(150)
<u>INTEREST INCOME</u>				
Interest on Revenue Balances	(58)	(71)	(13)	(70)
Mortgage Interest	(1)	(1)	-	(1)
CONTRIBUTION (TO) / FROM WORKING BALANCES	2,038	236	(1,802)	952

	2016/2017 FULL YEAR BUDGET £000	2016/2017 PROJECTED OUTTURN £000	2016/2017 VARIATION £000	2017/2018 FULL YEAR BUDGET £000
WORKING BALANCE				
BALANCE AT 1ST APRIL	(6,902)	(7,235)	(333)	(6,999)
CONTRIBUTION (TO) / FROM WORKING BALANCES	2,038	236	(1,802)	952
BALANCE AT 31ST MARCH	(4,864)	(6,999)	(2,135)	(6,047)

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

MANAGING VACANT PROPERTIES

Vacant properties are identified and recorded both through formal notice being given and through physical

RENT AND SERVICE CHARGE COLLECTION

A rent collection service is provided by counter services at the Municipal Buildings, by bank standing order or direct

ASSET MANAGEMENT & MAINTENANCE OF THE HOUSING STOCK

The Council's objective is to provide an effective and efficient repairs system, which ensures prompt action on

REPAIRS AND MAINTENANCE ADMINISTRATION

The reporting of repairs for current tenants can be made by telephone, electronic communication and BCH offices. In

SUPPORTED HOUSING SERVICES

HOSTELS

The Council currently manages two Hostels with a total of 118 temporary bed spaces. The service provides

SHELTERED HOUSING

The aim of Sheltered Housing is the provision of accommodation that is easy to maintain and secure within a safe

OTHER SERVICES TO TENANTS

Other services provided to tenants include grounds maintenance, an Integrated Reception System, security,

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

HOUSING CLIENT

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

HRA SELF-FINANCING

This is the locally controlled system under which Councils are responsible and accountable for their housing services.

Capital Programme

BLACKPOOL COUNCIL
REPORT

CAPITAL PROGRAMME 2017/18, 2018/19 AND 2019/20

1. Introduction

- 1.1 The Council's 2017/18 capital programme runs concurrently with the 2017/18 revenue budget and reports on both are submitted to 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 2017/18 is £23.1m and over a three-year period is estimated at £71.3m.
- 1.2 The 2018/19 and 2019/20 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 2018/19 and 2019/20 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 2018/19 and 2019/20.
- 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 2016/17. 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 2017/18 does not include budgeted expenditure that has previously been approved by Executive. Blackpool Council has approximately £25m available for capital projects, eg Queens Park and Anchorholme Seawall, that has been approved in previous years but not yet expended. The total capital budget therefore for 2017/18 is in reality approximately £48.1m.
- 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 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 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 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 2017/18 will be reported as part of the 2017/18 Capital Outturn report to Executive.
- (2) Affordability – Estimates of the incremental impact of capital investment decisions on council tax (non-HRA) and on Housing rents (HRA) for 2017/18.
- (3) Prudence – capital expenditure including commitments for non-HRA and HRA for 2017/18 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 2017/18 for corporate priorities including additional expenditure anticipated on existing schemes. The impact of this 12.5% proposal is set out below (excluding Disabled Facilities Grant - see 4.4):

Department	2017/18 Non-ring-fenced Allocations £000	12.50% Top-slice £000	Net Total £000
Place	2,788	348	2,440
Adult Services (see 4.4 below)	1,200	0	1,200
Children's Services	2,013	252	1,761
TOTAL	6,001	(600)	5,401

The proposed allocations of the top-slicing can be found in section 9.

4.3 As can be seen from the table below the non-ring-fenced capital grant allocation shows a decrease from 2016/17 to 2017/18:

Department	2017/18 £000	2016/17 £000	Decrease £000
Place	2,788	2,821	(33)
Adult Services	1,200	1,200	0
Children's Services	2,013	3,649	(1,636)
TOTAL	6,001	7,670	(1,669)

4.4 Disabled Facilities Grant of £1,200k has been identified for 2017/18. 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 2017/18 revenue budget continues the stretched target for revenue savings from a continuing property rationalisation programme, which is already 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.

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 below. The expenditure by directorate is:-

Directorate	2017/18 £000	2018/19 £000	2019/20 £000
Places	3,825	3,930	3,510
Housing Revenue Account	8,163	4,346	5,056
Community and Environment	3,511	1,500	0
Adult Services	1,200	1,100	1,100
Children's Services	2,279	5,730	2,490
Resources	3,500	12,000	7,500
Governance and Regulation	-	-	-
Net top-slice	600	TBD	TBD
TOTAL	23,078	28,606	19,656

TBD – To be determined

7.3 Any new proposals will be submitted through the formal decision making process.

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

(1) Central Business District Phase 2

(2) Queens Park Housing development

(3) Bridge improvements.

7.5 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 2017/18 and more detailed decision reports will be submitted to Executive in due course:-

- (1) Blackpool Conference Centre
- (2) Tramway Extension
- (3) Museum.

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, 2016/17 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. The creation of a top slice contingency will occur if any overspends arise.

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 2 areas that fall into this category:-

	£000
College Relocation	100
Christ the King	320
TOTAL	420

9.2 Corporate Asset Management Group have previously recommended the following:

- (1) On 8th 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 6th January 2015 that Christ the King school be funded via a prioritised call on top slice in lieu of a developer contribution failing to materialise over 5 years.

9.3 There is still a surplus remaining from the 2016/17 top slice of £277k and this will be utilised in the first instance to meet the commitments outlined above. Having met the remaining commitments from the in year top-slice a residual amount of £457k will remain to provide a contingency should any current or prospective capital scheme urgently require additional funding.

BLACKPOOL COUNCIL

CAPITAL PROGRAMME 2017/18 TO 2019/20

	FOR APPROVAL	FOR INFORMATION	FOR INFORMATION
SERVICE	2017/18 PROPOSED PROGRAMME £000	2018/19 POTENTIAL PROGRAMME £000	2019/20 POTENTIAL PROGRAMME £000
RESOURCES	3,500	12,000	7,500
PLACE	3,825	3,930	3,510
COMMUNITY & ENVIRONMENT	3,511	1,500	-
ADULT SERVICES	1,200	1,100	1,100
CHILDREN'S SERVICES	2,279	5,730	2,490
HOUSING REVENUE ACCOUNT	8,163	4,346	5,056
TOP-SLICE TO BE ALLOCATED	600	-	-
TOTAL PROGRAMME	23,078	28,606	19,656

	FOR APPROVAL	FOR INFORMATION	FOR INFORMATION
FUNDING SOURCES	2017/18 PROPOSED PROGRAMME £000	2018/19 POTENTIAL PROGRAMME £000	2019/20 POTENTIAL PROGRAMME £000
GRANTS / CONTRIBUTIONS	15,353	9,236	6,146
PRUDENTIAL BORROWING	-	10,000	7,500
SPECIFIC CAPITAL GRANTS	7,625	9,270	5,910
CAPITAL RECEIPTS	100	100	100
TOTAL FUNDING	23,078	28,606	19,656

BLACKPOOL COUNCIL

CAPITAL RESOURCES 2017/18 TO 2019/20

	FOR APPROVAL	FOR INFORMATION	FOR INFORMATION
	2017/18 PROPOSED PROGRAMME £000	2018/19 POTENTIAL PROGRAMME £000	2019/20 POTENTIAL PROGRAMME £000
GRANTS / CONTRIBUTIONS / ETC.			
C & YP - Devolved Capital	90	90	90
HRA Revenue	472	1,600	1,600
LEP	3,700	2,900	1,100
Housing Contribution	5,441	496	1,206
Major Repairs	2,100	2,100	2,100
Leaseholder Income	50	50	50
Development Trust	3,500	2,000	-
PRUDENTIAL BORROWING			
Central Business District Phase 2	-	10,000	7,500
SPECIFIC CAPITAL GRANTS			
C & YP - Basic Need	1,761	5,220	2,000
C & YP - Top Slice @ 12.5%	252	-	-
C & YP - Condition	428	420	400
Department for Transport	596	-	-
LTP - Integrated Transport	1,505	1,000	1,000
LTP - Maintenance	935	1,530	1,410
LTP - Top Slice @ 12.5%	348	-	-
DFT Potholes	106	-	-
Infrastructure Investment	494	-	-
Disabled Facilities Grant	1,200	1,100	1,100
CAPITAL RECEIPTS			
Housing - Right to Buy	100	100	100
TOTAL RESOURCES	23,078	28,606	19,656

BLACKPOOL COUNCIL

Capital Programme 2017/18 to 2019/20

	FOR APPROVAL	FOR INFORMATION	FOR INFORMATION
	2017/18 PROPOSED PROGRAMME £000	2018/19 POTENTIAL PROGRAMME £000	2019/20 POTENTIAL PROGRAMME £000
Resources			
Central Library Refurbishment	0	0	0
Central Business District - Phase 2	3,500	12,000	7,500
Leisure Assets	0	0	0
CRRM	0	0	0
TOTAL	3,500	12,000	7,500

BLACKPOOL COUNCIL

Capital Programme 2017/18 to 2019/20

	FOR APPROVAL	FOR INFORMATION	FOR INFORMATION
	2017/18 PROPOSED PROGRAMME £000	2018/19 POTENTIAL PROGRAMME £000	2019/20 POTENTIAL PROGRAMME £000
Place			
Quality Corridors	2,000	2,900	1,100
LTP - Capital Maintenance	420	400	900
LTP - Integrated Transport : Traffic Management	440	300	840
LTP - Integrated Transport : Public Transport	260	200	390
LTP - Integrated Transport : Local Safety Schemes	0	50	160
LTP - Integrated Transport : Parking Management	85	50	90
LTP - Monitoring	20	30	30
Potholes	106	0	0
Highway investment	494	0	0
TOTAL	3,825	3,930	3,510

BLACKPOOL COUNCIL

Capital Programme 2017/18 to 2019/20

	FOR APPROVAL	FOR INFORMATION	FOR INFORMATION
	2017/18 PROPOSED PROGRAMME £000	2018/19 POTENTIAL PROGRAMME £000	2019/20 POTENTIAL PROGRAMME £000
Community & Environment			
Bridges	3,511	1,500	0
TOTAL	3,511	1,500	0

BLACKPOOL COUNCIL

Capital Programme 2017/18 to 2019/20

	FOR APPROVAL	FOR INFORMATION	FOR INFORMATION
	2017/18 PROPOSED PROGRAMME £000	2018/19 POTENTIAL PROGRAMME £000	2019/20 POTENTIAL PROGRAMME £000
Adult Services			
Disabled Facilities Grant	1,200	1,100	1,100
TOTAL	1,200	1,100	1,100

BLACKPOOL COUNCIL

Capital Programme 2017/18 to 2019/20

	FOR APPROVAL	FOR INFORMATION	FOR INFORMATION
	2017/18 PROPOSED PROGRAMME £000	2018/19 POTENTIAL PROGRAMME £000	2019/20 POTENTIAL PROGRAMME £000
Children's Services			
New Pupil Places/Basic Need	1,761	5,220	2,000
Condition	428	420	400
Devolved Capital	90	90	90
TOTAL	2,279	5,730	2,490

BLACKPOOL COUNCIL

Capital Programme 2017/18 to 2019/20

	FOR APPROVAL	FOR INFORMATION	FOR INFORMATION
	2017/18 PROPOSED PROGRAMME £000	2018/19 POTENTIAL PROGRAMME £000	2019/20 POTENTIAL PROGRAMME £000
Housing Revenue Account			
Queens Park phase 2	3,838	1,512	0
Maintain Decent Homes Standard	3,245	1,902	4,041
Other Schemes	1,080	932	1,015
TOTAL	8,163	4,346	5,056

**Business Improvement District
Revenue Account**

Business Improvement District Revenue Account

	2016/17 Budget £000	2017/18 Budget £000
BID Levy Income	(280)	(280)
Costs of collecting Levy	17	17
Payment to Blackpool Town Centre BID Ltd	263	263
TOTAL	-	-

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

GLOSSARY OF FINANCIAL TERMS

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 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 intends to offer the option of charging this “precept” at an appropriate level in each financial year up to and including the financial year 2019-20.

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 1st April 2013 and aims to provide local authorities with stronger incentives to create & 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 NDR 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.

Blackpool’s share of the amount collected will be 49%. The remaining shares are paid to Central Government (50%) and Lancashire 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.

CHILDREN'S SERVICES AUTHORITY (CSA)

A local authority responsible for education and children's social care.

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.

COST CENTRE

The term for each individual unit to which items of expenditure and income are attributed for either managerial or detailed control purposes e.g. a department or section.

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 2017/18 CTRS applies a reduction of 27.11% (27.11% in 2016/17) to the support provided to Working Age claimants. At its meeting on 15th December 2016 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%. 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.

DEBT CHARGES

A term for the interest paid on loans raised and repayments of the amount borrowed (the 'principal'). It is also known as capital financing costs or loan charges.

DEBT MANAGEMENT EXPENSES

The other costs, excluding interest, of administering the loans fund.

DEDICATED SCHOOLS GRANT (DSG)

A specific formula grant for school funding distributed outside of the main local government finance settlement. This is a ringfenced 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)).

EDUCATION SERVICES GRANT (ESG)

Since April 2013, the education function provided by local authorities has been funded from Education Services Grant (ESG). The Council will receive £87 per pupil in relation to pupils in schools maintained by the authority and £15 for each pupil in all schools and academies in respect of responsibilities retained for every pupil within our boundary.

ENTERPRISE ZONE

An enterprise zone is a designated area which offers enhanced capital allowances to businesses to encourage growth. There is 100% business rate retention for the local authority in order to fund the development of the zone.

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 need) 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.

FULL-YEAR EFFECT (FYE)

The impact of a policy decision on future spending levels, e.g. the establishment of a new post mid-way through the year would require a further increase to the base budget in the following year.

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.

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

The UK Public Sector has now adopted IFRS-based financial reporting. This is seen as promoting consistent treatment of accounting transactions and as best practice. It is intended to allow better international comparisons to be made between similar bodies.

INVESTMENTS

The placing of excess cash and surplus balances and reserves with external organisations in accordance with the Council's Treasury Management Policy and Strategy.

LOCAL GOVERNMENT ASSOCIATION (LGA)

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

LOCAL MANAGEMENT IN SCHOOLS (LMS)

A system of delegation of management responsibility and budgets to schools, which has applied since 1990/91 and was introduced by the *Education Reform Act 1988*.

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.

MINIMUM REVENUE PROVISION (MRP)

The minimum amount which must be charged against an authority's revenue account each year in order to provide for the repayment of debt, as required by accounting practice and legislation.

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%. The remaining shares are paid to Central Government (50%) and Lancashire 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.

RINGFENCED SUPPORTED CAPITAL EXPENDITURE (REVENUE) (SCE(R))

A scheme-specific amount of capital expenditure for which the Government will support the borrowing via formula grant.

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.

SINGLE POT SUPPORTED CAPITAL EXPENDITURE (REVENUE) (SCE(R))

This is governed by the *Local Government Act 2003*. It is a service block-specific amount of capital expenditure for which the Government will support the borrowing via formula grant.

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 & transport costs, supplies & 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.