

Municipal Budget

For the Year Ending 31st March 2012

BLACKPOOL
COUNCIL

S. Weaver *Chief Executive* | A. Pollock *Director of Resources*



INVESTOR IN PEOPLE



Blackpool Council
BUILDING A BETTER COMMUNITY FOR ALL

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INTRODUCTION

This Revenue Budget has been framed and risk assessed against the backdrop of both prevailing economic conditions and the severe public spending constraints foreshadowed by the Comprehensive Spending Review in Autumn 2010.

Blackpool's Formula Grant entitlement for 2011/12 has been confirmed as £86.4 million, a reduction of £8.6m (or 9%) when compared with the value of the Grant awarded to the Council by the Government for the current financial year. When combined with other Government grants which have been either deleted or much reduced, the overall reduction year on year in central government grant support amounts to £18.5 million (in excess of 14%).

In addition, this Budget takes account of specific cost pressures in 2011/12 including:

- implementing the Single Status pay agreement
- delivery of the Lancashire Waste Disposal Private Finance Initiative
- increases in employers' contributions for national insurance and pensions
- capital financing charges of the regeneration programme

The Revenue Budget for 2011/12 has been formulated on the basis that Council Tax is to be frozen and remain at its existing level. The Government has introduced a Council Tax Freeze Grant with effect from 2011/12 for those local authorities prepared to freeze their Council Tax level in 2011/12, which is equivalent to a Council Tax increase of 2.5%.

Given the uncertainties of the economic environment and the size of the reductions in funding outlined above, the successful attainment of the balanced budget documented here relies critically upon the delivery of a programme of expenditure reductions across Council services. This facet of the Revenue Budget, together with its associated risks, brings an unprecedented need for robust budget monitoring to ensure that the Council's finances remain stable and soundly based.

I am confident that this Budget successfully addresses the financial challenges which face the Council and will provide a solid platform from which to tackle the further challenges which lie ahead.

Andrew Pollock
Director of Resources
March 2011

Revenue Budgets and Council Tax Setting

REVENUE BUDGET

2010/11 PROJECTED OUTTURN

AND 2011/12 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 2011/12.

2. The Local Government Finance Settlement

- 2.1 The Local Government Finance Settlement is a key factor in the Council's revenue budget by setting the amount of central government funding available to the Council by way of Formula Grant. Following a consultation last autumn the Government has revised the methodology for calculating this grant.
- 2.2 The Secretary of State for Communities and Local Government (CLG) made a statement to Parliament on 13th December 2010 in which he announced the Provisional Settlement for local government for the 2-year period 2011/12 – 2012/13. Blackpool's Formula Grant entitlement for 2011/12 will be £86.4m, a reduction of 9% over the current year's equivalent figure of £95.0m. However, when deleted or much reduced other grants such as Working Neighbourhoods Fund, Local Enterprise Growth Initiative and Area Based Grant are taken into account, the year-on-year reduction in central government grant support increases to over 14%. The table below includes the known impact in 2012/13 and a best estimate for the subsequent 2 years based upon the Comprehensive Spending Review:

	2011/12	2012/13	2013/14	2014/15
Reduction in central govt grant funding	-14.3%	-4.9%	-0.7%	-7.1%

- 2.3 Formula Grant is distributed between local authorities primarily based upon an assessment of relative needs. A key issue for Blackpool continues to be the damping mechanism that in order to fund a minimum decrease for all upper tier authorities under the new Settlement formula, the Council will not receive the benefit of £7.7 million (equivalent to 8.2%) of Formula Grant entitlement in 2011/2012. It would otherwise have received the 5th lowest loss of Formula Grant of all 151 upper tier authorities of £885,000, but now suffers the 25th highest absolute contribution to floor damping of £7,718,000.
- 2.4 Since it became clear in early 2010/2011 that Local Government would suffer the worst of the planned cuts to public sector funding, a number of representations have been made to Government:
- 15th June 2010 letter sent to the Secretary of State highlighting how the planned in-year cuts to Area Based Grant would disproportionately damage such needy and vulnerable authorities as Blackpool and seeking a faster unwinding of the damping mechanism
 - 6th October 2010 joint letter with Blackburn-with-Darwen, Hartlepool, Hull, Stoke and Torbay councils sent to the Secretary of State reiterating the impact of grant cuts on deprived communities and seeking a reweighting of the Relative Needs Formula to redress this

- 6th October 2010 formal response to CLG on the Formula Grant Consultation with particular emphasis on the proposal to replace the Day Visitor Indicator with a Foreign Night Visitor Indicator and the future funding of the National Concessionary Fares Scheme
- 4th November 2010 letter to the Secretary of State seeking a reconsideration of the front loading of funding cuts to local government
- 10th December 2010 letter to the Secretary of State seeking a more effective damping solution for such low council taxbase authorities as Blackpool
- 17th January 2011 formal response to CLG regarding the Provisional Settlement Consultation
- 8th February 2011 a face-to-face meeting between the Leader of the Council and the Secretary of State to put forward Blackpool's special case for more funding.

3. Forecast Revenue Outturn 2010/2011

- 3.1 The summary within this Budget Book shows the forecast revenue outturn for the current financial year.
- 3.2 Line 20 of this summary shows that it is now estimated that a sum of £906,000 will be added to working balances at 31st March 2011.

The main reasons for this change are set out below:-

	£000	£000
Overspendings 2010/11		
Children, Adult and Family Services	1,002	
Places – Illuminations (on target to meet 3-year recovery plan)	283	
Other	<u>101</u>	
		1,386
Underspendings 2010/11		
Central Support Services	(559)	
Treasury Management	(753)	
Concessionary Fares	(980)	
		(2,292)
Net underspending 2010/2011		(906)

- 3.3 The most significant overspendings relate to ongoing demand in children's social care, domiciliary care and learning disabilities, though the Children, Adults and Family Services Directorate has now put in place an extensive action plan amounting to £2,051,000 to recover most of these additional costs by 31st March 2011. This was approved by the Executive on 12th January 2011. Further budget savings have been generated from treasury management activities in the form of interest savings from debt restructuring and following concerted lobbying the late receipt of a supplementary special grant for concessionary fares.
- 3.4 As a result the net overspending on directorate budgets is estimated to total £552,000 as at 31st March 2011 and it is recommended that this sum is carried forward to be recovered by services by 2012/13.

4. Cash Limited Revenue Budget 2011/12

- 4.1 The revenue budget for 2011/12 has been prepared on the basis of the

principles and policies set out in the Sustainable Communities Strategy, the Corporate Performance Plan and the Medium-Term Financial Strategy. A key facet of these principles is to keep levels of council tax as low as possible. Following the consultation on *local referendums to veto excessive council tax increases* for the purposes of “scrapping outdated capping powers and giving people the final say on (council tax) increases in their area”, the Government has now published the Localism Bill in which it sets out a duty on a local authority to hold a referendum when its proposed council tax increase is deemed excessive. In addition, the Government has introduced a new 4-year Council Tax Freeze Grant with effect from 2011/12 for those authorities who are prepared to freeze their council tax level in 2011/12 only. This is equivalent to a 2.5% council tax increase which for Blackpool equates to £1.5m. In its Comprehensive Spending Review the Government has assumed that council tax receipts will increase by around 4% per annum over the following 3-year period 2012/13 – 2014/15.

4.2 The cash limited revenue budget 2011/12 of £147,757,000 (line 21 of the Summary) represents the sum of net expenditure required to maintain Council services within the resources available. Despite the inevitable risks of trying to deliver front-line services with a lesser resource, it must be emphasised that the statutory requirement for setting a balanced budget takes precedence:

- Section 100 of the Local Government Act 2002 requires local authorities to set each year’s operating revenue at a level sufficient to meet operating expenses to 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.

4.3 Sums incorporated into the Revenue Budget for next year include the following:-

- Government changes to employer national insurance contributions
- +0.5% additional employer pension contributions following the latest triennial revaluation of the Lancashire County Pension Fund
- savings of £2.2-2.3m resulting from an agreement with staff via the trade unions to freeze pay increments in 2011/12, to require 4 days of unpaid leave, to charge staff for car parking in Council car parks and to reduce the mileage reimbursement rate
- inflation on operating costs of 2% (except for known contractual commitments and exceptional inflationary pressures)
- the financial effects of decisions taken this year with budgetary implications for next year
- expenditure pressures from:
 - implementation of the Single Status Agreement for local authority employees
 - the final tranche of the Lancashire Waste Disposal Private Finance Initiative
 - revenue consequences of capital schemes
- a sum of £300,000 for voluntary sector grants and subscriptions, £100,000 as a contribution to the provision of Police Community Support Officers and £250,000 non-recurrent gap funding to facilitate the potential transfer of Council services to community ownership
- changes to fees and charges at the discretion of the respective services
- an allocation of £1.8m from the Council’s reserves and balances in addition to the £1.5m allocated to Childrens, Adults and Family Services in the following paragraph 4.4.

The Revenue Budget does not include any provision for pay awards in 2011/12. The budget also assumes that the level of council tax will remain unchanged (ref. paragraph 4.1).

4.4 Children, Adults and Families Budget

The current year's budget has experienced significant pressures arising from the service demands falling upon the Children, Adults and Family Services Directorate. In recognition of this and in order to rightsize the Children, Adults and Family Services budget in advance of consideration of next year's savings requirements, the following allocations are recommended (and in some cases have already been approved):

	£m	£m
NHS funding to support social care and benefit health	2.4	
Additional recurring budget (of which £0.5m already approved by Executive on 12 th January 2011)	1.5	
Allocation of savings from revised staff terms and conditions for Council staff @ 50%	1.1	
Write-off of budget overspend brought forward at 1 st April 2010 (approved by Executive on 12 th January 2011)	1.0	
Sub-total - additional corporate funds		6.0
First call on Directorate savings proposals 2011/12		2.6
Additional funding 2011/12		8.6

In addition, the Directorate should benefit further in the current financial year from a share of Government funding of £162m nationally for Winter Pressures that was announced recently.

4.5 The consequence of the Provisional Settlement and the above budget assumptions and commitments is an initial Budget savings target of £27.1m made up as follows:

	£m	£m
Loss of Central Government grant support		18.5
Cost Pressures:		
Annual increments	1.0	
Employer's national insurance contributions	0.6	
Employer's pension contributions	0.5	
Non-pay inflation	1.3	
Waste Private Finance Initiative	3.5	
Concessionary fares reduction in reimbursement	(0.4)	
Capital financing	1.1	
Pay Review appeals	<u>1.0</u>	
		8.6
Budget savings target 2011/12		27.1

In order to achieve a balanced budget in 2011/12 it will be necessary to agree a savings programme totalling £27.1m before taking into account any contributions from reserves and contingencies.

5. Considerations

5.1 Budget Savings

Despite the level of budget efficiency savings which the Council has consistently delivered over recent years, achieving savings of £27.1m will present an unprecedented challenge which can only be achieved by decisive intervention in the design and delivery of Council services.

As a first step and in order to minimise the impact of the savings requirement on front line service delivery, a number of actions have been taken and assumptions made:

	£m	£m
Initial Budget savings target 2011/12		27.1
Balance of savings from revised staff terms & conditions		(1.2)
Application of reserves, provisions and contingencies		(1.8)
Reduction in senior management costs		(0.8)
Reduction in back office support costs:		
Resources	(2.2)	
Policy & Communications	(0.2)	
Chief Executive	(0.1)	
Human Resources (part)	(0.4)	
		(2.9)
DECATS (savings to be delivered in 2012/13 and covered by non-recurrent reserves in 2011/12)		(2.3)
Net reduction in service budgets equivalent to budget savings required		18.1

In order to achieve the remaining savings of £18.1m, it is proposed to effect further reductions in service budgets.

The single largest component of the Council's revenue spending relates to staffing costs and the proposed savings will result in the estimated loss of 750 posts. This figure will firstly be reduced by deleting approximately 150 vacant posts that have been managed and kept on hold for some time pending the outcome of the Spending Review. There are also expected to be around 200 posts that will cease at the end of their fixed-term period as planned. After that early retirements and voluntary redundancies will be encouraged if they are viable before unavoidable compulsory redundancies will take place. The Council is working with a number of partners in the employment, training and development fields to ensure that any employee facing redundancy will be supported as best as possible to obtain future employment through the Council's redeployment process or with other employers.

5.2 Financial 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 recent economic downturn.

Treasury Management – The outlook on shorter-term interest rates is that they will continue to remain low during 2011 but may rise incrementally to

2.0% over the following 2 years. The budget for interest receivable will be prudently maintained at modest levels and debt restructuring opportunities will be kept under continuous review to minimise interest payable.

Concessionary Fares – Whilst patronage of this Scheme remains popular with Blackpool residents having the highest take-up of NoWcards across Lancashire and Cumbria, the Council has suffered a £1.3m reduction in its funding as a result of changes to the grant methodology. At the same time bus operators are anticipating reductions in their income as a result of changes to the Department for Transport's reimbursement calculation, which the Confederation of Passenger transport UK is currently challenging. These issues will place further pressures on public transport capacity and provision.

Waste Disposal PFI – The Council is a partner with Lancashire County Council in the Waste PFI contract with Global Renewables Ltd (GRL). The contract requires a final contribution of £3.5m net of landfill tax from the Council in 2011/12.

Single Status – The Pay Review is now substantially completed and appropriate provision has been made in the Council's reserves for future appeals and tribunal claims.

Termination costs – With an estimated loss of 750 posts in 2011/12, the Council needs to provide an appropriate sum (estimated at £3.0m) for the consequential redundancy and pension costs in addition to that which may be granted from the Government's national capitalisation pot of £200m.

5.3 Equalities Impact Assessment

The Council has a statutory responsibility under Equality law, known as the "Public Sector Duty", to undertake an assessment of the equality impact on all major proposed changes to services. 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.

6. Voluntary Sector Grants and Subscriptions

- 6.1 Applications have been received from a large number of voluntary sector organisations in respect of financial assistance for 2011/12 and these were approved by full Council on 18th February 2011 and will be considered by the Culture, Communities and Business Services Overview and Scrutiny Committee. It is recommended that £300,000 is provided for this purpose.

7. Capital Expenditure

- 7.1 The Council's capital programme for 2011/12 – 2013/14 has its own section within this Budget Book. Debt financing costs for the capital programme of £1.1m have been included in the revenue budget on the basis of the indicative borrowing allocations received from Government and any prudential borrowings.
- 7.2 The size and value of the capital programme is set in accordance with those allocations plus any available capital receipts, external grants, and any

prudential borrowing schemes where the costs are to be separately funded from service budgets. Schemes being financed by prudential borrowing require specific approval from the Executive.

- 7.3 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.

8. Working Balances and Reserves

- 8.1 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.

- 8.2 The budget for 2011/12 is underpinned and reinforced by Council-wide risk management and robust budget setting and monitoring processes.

- Risk management – Risk management processes are fully embedded across the Council. A strategic risk register is maintained and a Corporate Risk Management Group, with Executive representation, 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. Each meeting of the Audit Committee considers an item on the corporate risk register, and this has proved to be a very effective means of instilling accountability.
- Budget Setting – Finance 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 and highlights any significant variances and areas of risk, both for current and future years, with regular reports being presented to the Executive. Performance and risk monitoring reports are also used to complement financial monitoring and such reports are taken at least quarterly to Executive Directors, Overview and Scrutiny Committees and the Audit Committee. This provides both a further indication of potential risk areas for the Council and an opportunity to take action to mitigate such risks. Bearing in mind the scale of risk in delivering next year's budget savings programme, it is now proposed that monthly reports on progress in achieving savings will be tabled at the Executive with effect from 31st March 2011. Directors will also be asked to monitor their respective action plans on a weekly basis.

- 8.3 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 Section 151 Officer. The Council's reserves are continuously reviewed to ensure that they remain at an appropriate level. A recent *Local Government Chronicle* league table of non-schools reserves as a percentage of revenue expenditure showed Blackpool Council already in the lowest quartile at 5.5%. A consequence of this Budget proposal is that this ratio will reduce further to 3.3% in 2011/12.

- 8.4 In addition to the Council's general working balances a number of specific

revenue reserves have been established to cover specific risks and uncertain commitments. Without these specific reserves the Council's general working balances would need to be set at a higher level. Taking into account specific reserves, it is the opinion of the Council's Section 151 Officer that the Council should 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 has been made. Whereas the nature of the financial risk to the Council has changed with the conclusion of a number of schemes and proposals, these uncertainties have been replaced by the scale of budget savings required. It is reasonable for the Council to expect to achieve a level of general working balances of around £6m over the next 12 months by setting the budget proposed and achieving the savings programme it has set.

- 8.5 In order to achieve the balanced budget for 2011/12, it will be necessary to allocate the following sums from the Council's reserves:

	£m
Earmarking of underspendings c/f as at 31/03/11	1.50
DECATS savings (equivalent to estimated 12/13 savings)	2.25
Potential Pay Review tribunal appeals	3.00
Transfer of Council services to community ownership	0.30
Total	7.05

Once these allocations are made, there will be no remaining unearmarked reserves available to the Council.

9. Capping

- 9.1 As reported at paragraph 4.1 the Government has recently introduced a proposal for holding a local referendum when proposed Council Tax increases are deemed excessive. This will replace the Government's existing capping powers.
- 9.2 The Council Tax freeze implied by the revenue budget outlined in this report should not invoke such a referendum.

10. Medium Term Financial Prospects

- 10.1 Medium term prospects are overshadowed by the need to achieve substantial reductions in the Council's revenue budget within an extremely tight timescale.
- 10.2 The most significant factor in terms of the Council's budgetary resources in the medium term is the amount which will be received by way of Formula Grant. Apart from the Formula Grant very few other separate grant funding streams are now available to local authorities, most notably the Dedicated Schools Grant and Early Intervention Grant, as the remainder have either been mainstreamed or deleted. Until the Final Settlement has been announced, uncertainties will still prevail regarding the value and continuation of some residual grants. The prospects for Formula Grant from 2013/14 onwards remain uncertain. If the Council succeeds in achieving its savings, it will make a significant contribution to achieving the bulk of the savings required for the following 2 years.
- 10.3 A revised Medium Term Financial Strategy will be presented to the Executive early in the new financial year.

BLACKPOOL COUNCIL

COUNCIL TAX 2010/11 AND 2011/12

CALCULATION OF COUNCIL TAX AT BAND D EQUIVALENT:		2010/11 ESTIMATES		2011/12 ESTIMATES		CHANGE year on year	
		£000	£000	£000	£000	£000	%
BUDGET REQUIREMENT			166,813		147,757	(19,056)	(11.42)
LESS:							
REVENUE SUPPORT GRANT		10,372		20,404			
REDISTRIBUTED NATIONAL NON-DOMESTIC RATES		71,425		66,012			
AREA BASED GRANT		25,483		-			
INDICATIVE COUNCIL TAX FREEZE GRANT		-		1,492			
COLLECTION FUND SURPLUSES		-		-			
			(107,280)		(87,908)	19,372	(18.06)
ADD:							
COLLECTION FUND DEFICIT		-	-	-	-	-	-
DEMAND ON COLLECTION FUND - BLACKPOOL COUNCIL			59,533		59,849	316	0.53
TOTAL DEMAND ON COLLECTION FUND							
BLACKPOOL COUNCIL			59,533		59,849	316	0.53
LANCASHIRE POLICE AUTHORITY			6,667		6,702	35	0.53
LANCASHIRE FIRE AUTHORITY			2,901		2,917	16	0.54
			69,101		69,468	367	0.53
TAX BASE - BLACKPOOL COUNCIL			Nos.		Nos.		
			45,581		45,823	242	0.53
COUNCIL TAX ELEMENTS AT BAND D EQUIVALENT:							
BLACKPOOL COUNCIL		£		£		£	
LANCASHIRE POLICE AUTHORITY		1,306.09		1,306.09		-	-
LANCASHIRE FIRE AUTHORITY		146.27		146.27		-	-
		63.65		63.65		-	-
TOTAL COUNCIL TAX AT BAND D EQUIVALENT			1,516.01		1,516.01	-	-

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	870.73	1,015.84	1,160.96	1,306.09	1,596.34	1,886.57	2,176.82	2,612.18
POLICE	97.51	113.77	130.02	146.27	178.77	211.28	243.78	292.54
FIRE	42.43	49.51	56.58	63.65	77.79	91.94	106.08	127.30
COUNCIL TAX 2011/12	1,010.67	1,179.12	1,347.56	1,516.01	1,852.90	2,189.79	2,526.68	3,032.02
BLACKPOOL	870.73	1,015.84	1,160.96	1,306.09	1,596.34	1,886.57	2,176.82	2,612.18
POLICE	97.51	113.77	130.02	146.27	178.77	211.28	243.78	292.54
FIRE	42.43	49.51	56.58	63.65	77.79	91.94	106.08	127.30
COUNCIL TAX 2010/11	1,010.67	1,179.12	1,347.56	1,516.01	1,852.90	2,189.79	2,526.68	3,032.02
BLACKPOOL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
POLICE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FIRE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Change, year on year	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

BLACKPOOL COUNCIL
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012
SUMMARY

LINE NO.	GENERAL FUND NET REQUIREMENTS	2009/2010 ACTUAL £000	2010/2011 ADJUSTED CASH LIMIT £000	2010/2011 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	CASH LIMITED BOTTOM LINE BUDGETS				
1	CHIEF EXECUTIVE	(133)	(4)	(94)	455
2	POLICY, TRANSFORMATION & COMMUNICATION	35	286	(35)	(204)
3	HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT	1,104	501	501	(476)
4	RESOURCES DIRECTORATE	5,745	6,426	5,996	3,344
5	PLACES DIRECTORATE	23,969	23,425	23,656	19,705
6	CHILDREN, ADULT & FAMILY SERVICES	80,419	86,865	87,867	80,404
7	BLACKPOOL SERVICES	35,886	39,266	39,426	39,836
8	BUDGETS OUTSIDE THE CASH LIMIT	21,099	24,255	23,347	22,212
9	CAPITAL CHARGES	(19,359)	(23,167)	(23,167)	(26,171)
10	FRS 17 RETIREMENT BENEFITS	4,391	-	-	
11	SUB TOTAL - NET COST OF SERVICES	153,156	157,853	157,497	139,105
	<u>CONTRIBUTIONS AND CONTINGENCIES</u>				
12	CONTRIBUTIONS - TO RESERVES	928	-	-	3,000
	- DSO RESERVE	-	(100)	(100)	(100)
	- RENEWAL & REPAIRS RESERVE	-	100	100	100
13	REVENUE CONSEQUENCES OF CAPITAL OUTLAY	250	257	257	460
14	WORKING NEIGHBOURHOODS FUND	-	1,519	1,519	-
15	CONTINGENCIES	314	5,000	4,020	5,583
16	SUB TOTAL - CONTRIBUTIONS AND CONTINGENCIES	1,492	6,776	5,796	9,043
	<u>LEVIES</u>				
17	NORTH WEST REGIONAL FLOOD DEFENCE COMMITTEE	71	72	72	74
18	SUB TOTAL - LEVIES	71	72	72	74
19	TOTAL NET EXPENDITURE TO BE MET FROM PUBLIC FUNDS	154,719	164,701	163,365	148,222
20	LESS: AMOUNT (TAKEN FROM) / ADDED TO WORKING BALANCES	60	(430)	906	(465)
21	NET REQUIREMENTS AFTER WORKING BALANCES	154,779	164,271	164,271	147,757
	Working Balances as at 1st April	5,944		6,004	6,910
	Movement in Working Balances	60		906	(465)
		6,004		6,910	6,445
	Transfer from Earmarked Reserves	-		-	-
	General Balances as at 31st March	6,004		6,910	6,445

Note(s)

1. Actuals include FRS17 adjustments regarding employer's superannuation contributions

Chief Executive

CHIEF EXECUTIVE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	658	522	492	451
PREMISES	-	-	-	-
TRANSPORT	8	9	7	9
SUPPLIES AND SERVICES	54	48	42	31
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	24	170	118	36
CAPITAL CHARGES	13	13	13	13
	-	-	-	-
TOTAL EXPENDITURE	757	762	672	540
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	890	766	766	75
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	10
TOTAL INCOME	890	766	766	85
NET EXPENDITURE	(133)	(4)	(94)	455
COST PER '000 POPULATION	(1)	0	(1)	3

BUDGET HOLDER : S WEAVER - CHIEF EXECUTIVE

Notes :

1. This budget consists of the Chief Executive, one Executive Director and support staff.

Policy Transformation and Communication

POLICY, TRANSFORMATION & COMMUNICATION

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

SUMMARY

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
FUNCTIONS OF THE SERVICE	£000	£000	£000	£000
POLICY, TRANSFORMATION & COMMUNICATION	(717)	(743)	(889)	(1,004)
POLICY & TRANSFORMATION	535	731	588	518
COMMUNICATIONS	217	298	266	282
NET COST OF SERVICES	35	286	(35)	(204)
<i>COST PER '000 POPULATION</i>		2	()	(1)

BUDGET HOLDER : F MCGRATH - ASSISTANT CHIEF EXECUTIVE

CHIEF ACCOUNTANT : P REDMOND

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
SUBJECTIVE ANALYSIS	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	822	1,003	847	714
PREMISES	2	1	1	-
TRANSPORT	4	7	7	7
SUPPLIES AND SERVICES	351	265	265	239
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	52	203	59	125
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	1,231	1,479	1,179	1,085
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	60	-	-	-
RECHARGES	902	1,054	1,054	1,235
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	234	139	160	54
TOTAL INCOME	1,196	1,193	1,214	1,289
NET EXPENDITURE	35	286	(35)	(204)

1 The Policy, Transformation and Communications department comprises of the following functions:

- a. POLICY & COMMUNICATIONS - Supports the Chief Executive in ensuring Corporate Leadership of the Council is focused upon delivering its priorities as One Council; and that the Council remains in a position to deliver its priorities in light of its changing political, economic, social and technological environment.
- b. POLICY & TRANSFORMATION - This division recognises the close relationship required of the Policy, Performance, Research and Partnership functions. There is a drive for improved collaborative working and building upon the shared knowledge that these functions hold. The prime rationale for this division is the transformation of the Council to ensure the efficient delivery of services alongside our partners for the benefit of Blackpool.
- c. COMMUNICATIONS - This division acts as the corporate communication function of the Council. Externally it focuses upon the needs to proactively and reactively manage media enquires; whilst also undertake 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 large workforce is engaged with the Council's key priorities and organisational issues.

Human Resources and Organisational Development

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

SUMMARY

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
FUNCTIONS OF THE SERVICE				
HUMAN RESOURCES	(387)	(991)	(991)	(1,937)
HEALTH & SAFETY	257	337	337	218
ORGANISATION & WORKFORCE DEVELOPMENT	1,156	932	932	637
PAYROLL & HR ADMINISTRATION	(126)	(54)	(54)	345
OCCUPATIONAL HEALTH	204	277	277	261
NET COST OF SERVICES	1,104	501	501	(476)
COST PER '000 POPULATION	8	4	4	(3)

ASSISTANT CHIEF EXECUTIVE: CARMEL MCKEOGH

CHIEF ACCOUNTANT : P REDMOND

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
SUBJECTIVE ANALYSIS				
<u>EXPENDITURE</u>				
EMPLOYEES	3,472	3,377	3,377	2,689
PREMISES	56	5	5	3
TRANSPORT	20	17	17	18
SUPPLIES AND SERVICES	842	523	523	583
THIRD PARTY PAYMENTS	1	-	-	-
TRANSFER PAYMENTS	36	-	-	-
SUPPORT SERVICES	168	193	193	365
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	4,595	4,115	4,115	3,658
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	176	92	92	92
GOVERNMENT GRANTS	70	-	-	-
RECHARGES	2,787	2,947	2,947	3,610
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	458	575	575	432
TOTAL INCOME	3,491	3,614	3,614	4,134
NET EXPENDITURE	1,104	501	501	(476)

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

HUMAN RESOURCES

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,319	987	987	804
PREMISES	2	2	2	2
TRANSPORT	8	7	7	6
SUPPLIES AND SERVICES	194	21	21	127
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	36	-	-	-
SUPPORT SERVICES	108	131	131	365
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	1,667	1,148	1,148	1,304
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,885	2,020	2,020	3,223
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	169	119	119	18
TOTAL INCOME	2,054	2,139	2,139	3,241
NET EXPENDITURE	(387)	(991)	(991)	(1,937)
COST PER '000 POPULATION	(2.71)	(7)	(7)	(14)

BUDGET HOLDER : CARMEL MCKEOGH

Notes :

- Human Resources is a key support function to the Council. In addition the team provide services to a range of other clients and Schools through service level agreements.
- The purpose of the team is to provide employee relations services, facilities for recognised Trades Unions, management of the whole function and a modern recruitment service.
- The Equalities team provides advice, guidance and support to managers right across the Council, as well as working directly with employee and community groups to ensure the development of good equality practice and foster community cohesion

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HR SUPPORT	(627)	(1,771)	(1,771)	(2,614)
UNIONS	102	112	112	115
EMPLOYEE RELATIONS	-	398	398	298
RECRUITMENT & SAFEGUARDING	-	147	147	95
FAITH, EQUALITY & DIVERSITY	138	123	123	169
NET EXPENDITURE	(387)	(991)	(991)	(1,937)

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

HEALTH & SAFETY

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	317	380	380	255
PREMISES	2	3	3	-
TRANSPORT	3	2	2	2
SUPPLIES AND SERVICES	11	10	10	10
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	29	28	28	-
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	362	423	423	267
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	105	86	86	49
TOTAL INCOME	105	86	86	49
NET EXPENDITURE	257	337	337	218
COST PER '000 POPULATION	2	2	2	2

BUDGET HOLDER : TERRY HALL

Notes :

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

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

ORGANISATION & WORKFORCE DEVELOPMENT

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,147	1,157	1,157	912
PREMISES	51			
TRANSPORT	7	8	8	8
SUPPLIES AND SERVICES	473	366	366	310
THIRD PARTY PAYMENTS	1	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	1,679	1,531	1,531	1,230
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	74	-	-	-
GOVERNMENT GRANTS	70	-	-	-
RECHARGES	249	251	251	251
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	130	348	348	342
TOTAL INCOME	523	599	599	593
NET EXPENDITURE	1,156	932	932	637
COST PER '000 POPULATION	8	7	7	4

BUDGET HOLDER : LINDA DUTTON

Notes :

1. Organisation development is a key support function to the Council. In addition the team provide services to a range of other clients and Schools through service level agreements.
2. This team is responsible for ensuring that the organisation is able to deliver its goals and objectives through effective change management, the training and development of employees, excellent relationships with our client managers and first rate management information.
3. The team is made up of the workforce development team, the management information team and the business partner functions.

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

PAYROLL & HR ADMINISTRATION

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	483	576	576	458
PREMISES	-	-	-	-
TRANSPORT	2	-	-	2
SUPPLIES AND SERVICES	155	126	126	130
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	31	34	34	-
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	671	736	736	590
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	102	92	92	92
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	643	676	676	136
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	52	22	22	17
TOTAL INCOME	797	790	790	245
NET EXPENDITURE	(126)	(54)	(54)	345
COST PER '000 POPULATION	(1)	0	0	2

BUDGET HOLDER : KATRINA CAINES

Notes :

- Human Resources Administration and Payroll is a key support function to the Council. In addition the team provide services to a range of other clients and Schools through service level agreements.
- The service is responsible for providing a payroll service for the Council and many other customers. The service provides pension and taxation services in addition to a basic payroll service.

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

OCCUPATIONAL HEALTH

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	206	277	277	260
PREMISES	1	-	-	1
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	9	-	-	6
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	216	277	277	267
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	10	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2	-	-	6
TOTAL INCOME	12	-	-	6
NET EXPENDITURE	204	277	277	261
COST PER '000 POPULATION	1	2	2	2

BUDGET HOLDER : KAREN WHITE

Notes :

1. Corporate Health services or occupational health services are a key support function to the Council. In addition the team provide services to a range of other clients and Schools through service level agreements.
2. The team conduct pre –employment medicals and checks, undertake risk assessments and health checks, promote healthy living and provide advice and guidance to managers and HR professionals with regard to the management of sickness absence cases

Resources Directorate

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

SUMMARY

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
FUNCTIONS OF THE SERVICE	£000	£000	£000	£000
MANAGEMENT, PROCUREMENT & DEVELOPMENT	539	(114)	(146)	(52)
REVENUES, BENEFITS & TRANSACTIONAL SERVICES	1,499	1,941	1,840	1,489
LEGAL & DEMOCRATIC SERVICES	3,807	4,407	4,194	3,059
ICT & CUSTOMER FIRST	(380)	(444)	(444)	(887)
FINANCE & AUDIT	280	636	552	(265)
NET COST OF SERVICES	5,745	6,426	5,996	3,344
COST PER '000 POPULATION	40	45	42	23

DIRECTOR OF RESOURCES: A POLLOCK

CHIEF ACCOUNTANT : P REDMOND

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
SUBJECTIVE ANALYSIS	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	13,155	12,997	13,318	11,195
PREMISES	149	22	21	22
TRANSPORT	154	189	160	183
SUPPLIES AND SERVICES	5,828	4,890	4,955	4,487
THIRD PARTY PAYMENTS	128	211	195	200
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	3,692	4,315	4,235	4,622
CAPITAL CHARGES	503	361	361	354
TOTAL EXPENDITURE	23,609	22,985	23,245	21,063
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1,997	1,436	1,855	1,498
GOVERNMENT GRANTS	540	640	521	640
RECHARGES	13,729	13,464	13,420	14,471
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,598	1,019	1,453	1,110
TOTAL INCOME	17,864	16,559	17,249	17,719
NET EXPENDITURE	5,745	6,426	5,996	3,344

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

MANAGEMENT, PROCUREMENT & DEVELOPMENT

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,021	626	717	647
PREMISES	35	13		13
TRANSPORT	20	36	39	35
SUPPLIES AND SERVICES	177	248	72	204
THIRD PARTY PAYMENTS	1	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	54	95	79	79
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	1,308	1,018	907	978
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	23	175	(2)	175
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	424	719	719	566
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	322	238	336	289
TOTAL INCOME	769	1,132	1,053	1,030
NET EXPENDITURE	539	(114)	(146)	(52)
COST PER '000 POPULATION	4	(1)	(1)	(1)

BUDGET HOLDER : A POLLOCK - DIRECTOR OF RESOURCES.

Notes :

1. Business Development - Strengthen performance management across the Directorate, and review, plan and implement improvements to services within the Directorate and across the Council.
2. Corporate Procurement and Stores - Co-ordinate and manage the contractual process and procurement of goods and services for the whole Council and provide advice on all issues relating to procurement. Manage the Layton Depot stores service.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
MANAGEMENT	195	53	8	38
DEVELOPMENT	(32)	(96)	(85)	34
PROCUREMENT	5	(1)	56	(69)
STORES	(94)	(70)	(125)	(54)
PERFORMANCE REVIEW TEAM	465	-	-	(1)
NET EXPENDITURE	539	(114)	(146)	(52)

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

REVENUES, BENEFITS & TRANSACTIONAL SERVICES

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	3,680	3,948	4,015	3,782
PREMISES	64	2		2
TRANSPORT	36	36	27	34
SUPPLIES AND SERVICES	872	1,045	846	923
THIRD PARTY PAYMENTS	12	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	624	707	682	2,365
CAPITAL CHARGES	304	224	224	217
TOTAL EXPENDITURE	5,592	5,962	5,794	7,323
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	6	-	1	-
GOVERNMENT GRANTS	283	382	263	382
RECHARGES	3,259	3,261	3,233	5,074
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	545	378	457	378
TOTAL INCOME	4,093	4,021	3,954	5,834
NET EXPENDITURE	1,499	1,941	1,840	1,489
COST PER '000 POPULATION	11	14	13	10

BUDGET HOLDER : M McROBERTS - ASSISTANT DIRECTOR FOR REVENUES, BENEFITS & TRANSACTIONAL SERVICES.

Notes :

This budget contains the following costs: -

1. Housing and Council Tax Benefit administration which includes processing new claims, reviewing on-going claims and verifying statutory requirements to entitlement.
2. Income and Recovery - administer and maximise the collection of Council Tax, Business Rates & sundry debts including the establishment of liability, entitlement to discounts, reliefs and exemption. Also undertakes appropriate enforcement action. Carries out collection on behalf of the Business Improvement District (BID).
3. Social Care benefits processing which includes assessing client contributions towards the cost of residential and non-residential care, collection of contributions and payments to care providers.
4. Education Awards - processing applications for free school meals and clothing vouchers and students' awards for higher education.
5. Transactional Services - creditor payment, debtor management and cashiers' services.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
REVENUES MANAGEMENT	160	140	146	74
BENEFITS	281	547	490	633
INCOME AND RECOVERY	827	895	836	763
ADVICE LINK	66	40	40	18
TRANSACTIONAL SERVICES	165	319	328	1
NET EXPENDITURE	1,499	1,941	1,840	1,489

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

LEGAL & DEMOCRATIC SERVICES

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	2,649	2,729	2,717	2,277
PREMISES	7	4	6	4
TRANSPORT	57	55	57	55
SUPPLIES AND SERVICES	2,418	2,052	2,106	1,942
THIRD PARTY PAYMENTS	94	195	195	199
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	2,477	3,096	3,002	1,190
CAPITAL CHARGES	4	4	4	4
TOTAL EXPENDITURE	7,706	8,135	8,087	5,671
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1,219	1,111	1,159	1,173
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	2,367	2,472	2,443	1,254
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	313	145	291	185
TOTAL INCOME	3,899	3,728	3,893	2,612
NET EXPENDITURE	3,807	4,407	4,194	3,059
COST PER '000 POPULATION	27	31	29	21

BUDGET HOLDER : Various budget holders.

Notes :

Legal & Democratic Services comprises the elements of service shown below.

- Legal Services is a key support function to the Council. It comprises a Property & Commercial section, Litigation (Children) section and a General Litigation section.
- Licensing - The Licensing Act was implemented during 2005/06 and The Gambling Act 2005 was implemented during 2006/07.
- Electoral Services includes the organisation of the annual canvass and update of the Register of Electors, and arrangements for Borough, Parliamentary & European elections within the Borough. The budget covers the cost of producing and delivering elections forms & cards and will fluctuate according to the incidence of elections.
- Corporate & Member Services includes Corporate Management, Member Services, Mayoral Services, Town Twinning & Special Events.
- Democratic Services includes Divisional Administration, Scrutiny Support, Meetings Support & Services Business Support. The division provides advice and support to the Mayor & Members of the Council and organises all Executive, Council and committee meetings.
- The Coroners & Mortuary service covers the Blackpool and Fylde district with Blackpool being the lead authority.
- 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:
 - Establish a permanent legal record of every birth, marriage and death and provide documentary evidence of these events.
 - Carry out the civil preliminaries to marriage, conduct civil marriage ceremonies and civil partnerships.
 - Furnish the Registrar General with relevant returns to assist with population statistics and medical research.
 - Conduct citizenship ceremonies.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
LEGAL SERVICES	(181)	(1,143)	(1,117)	425
LICENSING	(61)	(91)	(49)	(193)
ELECTORAL SERVICES	170	291	270	270
CORPORATE & MEMBER SERVICES	2,862	2,865	2,788	1,082
AREA PANELS & WARDS	743	1,428	1,277	525
DEMOCRATIC SERVICES	721	581	578	605
AREA FORUMS	18	32	32	32
PRACTICE MANAGEMENT	(827)	-	-	-
REGISTRAR OF BIRTHS, DEATHS & MARRIAGES	153	130	135	5
CORONER	213	237	250	227
MORTUARY	(4)	77	30	81
NET EXPENDITURE	3,807	4,407	4,194	3,059

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

ICT & CUSTOMER FIRST

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	3,484	3,180	3,334	2,381
PREMISES	24	3	15	3
TRANSPORT	16	39	15	39
SUPPLIES AND SERVICES	1,967	1,277	1,724	1,185
THIRD PARTY PAYMENTS	1	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	363	216	281	506
CAPITAL CHARGES	195	133	133	133
TOTAL EXPENDITURE	6,050	4,848	5,502	4,247
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	645	40	589	41
GOVERNMENT GRANTS	61	61	61	61
RECHARGES	5,453	5,007	5,007	4,848
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	271	184	289	184
TOTAL INCOME	6,430	5,292	5,946	5,134
NET EXPENDITURE	(380)	(444)	(444)	(887)
COST PER '000 POPULATION	(3)	(3)	(3)	(6)

BUDGET HOLDER : P BARON - ASSISTANT DIRECTOR FOR ICT & CUSTOMER SERVICES

Notes :

- Information and Communications Technology underpins all activities of the Council, Blackpool Schools and the Community. ICT Services enables the Council to utilise new technologies and systems to deliver better, more convenient and cost effective service. ICT Services budget covers all the costs for the 50 staff and for managing the Council's modern ICT infrastructure and corporate applications. The costs for business application licences, refreshing PCs and telephones are paid directly by the services.
- Customer First is the first point of contact for most 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.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ICT	(119)	(224)	(192)	(325)
CUSTOMER FIRST	(261)	(220)	(252)	(562)
NET EXPENDITURE	(380)	(444)	(444)	(887)

RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

FINANCE & AUDIT

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	2,321	2,516	2,536	2,110
PREMISES	19	-	-	-
TRANSPORT	24	22	22	20
SUPPLIES AND SERVICES	394	267	207	233
THIRD PARTY PAYMENTS	20	15	-	1
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	174	201	191	481
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	2,952	3,021	2,956	2,845
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	105	108	108	109
GOVERNMENT GRANTS	195	197	197	197
RECHARGES	2,225	2,005	2,018	2,729
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	147	75	81	75
TOTAL INCOME	2,672	2,385	2,404	3,110
NET EXPENDITURE	280	636	552	(265)
COST PER '000 POPULATION	2	4	4	(2)

BUDGET HOLDER : S THOMPSON - CHIEF FINANCIAL OFFICER

Notes :

Financial and Audit is a key support function within the Resources Directorate and comprises the following services:-

Accountancy - management of the Council's financial information system, provision of financial management support advice to elected Members & officers, management of the Council's cashflow and preparation of its statutory accounts, provision of a specialist financial support service to the Council covering the key areas of Local Government Financial Settlement, VAT management, leasing and one-off technical projects.

- Services under the Chief Internal Auditor - provision of an independent internal audit appraisal to review the adequacy and effectiveness of controls in operation within the Council, investigation of benefit and corporate fraud, 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 2003 which require local authorities to maintain an adequate and effective system of internal audit.)

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CHIEF FINANCIAL OFFICER	127	192	154	97
AUDIT AND RISK	377	451	395	(92)
ACCOUNTANCY	(224)	(7)	3	(270)
NET EXPENDITURE	280	636	552	(265)

Places Directorate

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

SUMMARY

	FUNCTIONS OF THE SERVICE	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	ASSET & ESTATE MANAGEMENT	2,010	2,279	2,224	1,779
	STRATEGIC LEISURE ASSETS	-	74	74	915
	CAPITAL PROJECTS	2,305	2,664	2,756	2,113
	DIRECTORATE DEVELOPMENT TEAM	1,681	898	898	1,394
	ECONOMIC DEVELOPMENT COMPANY	4,606	4,081	4,057	1,249
	ILLUMINATIONS	2,525	2,858	3,141	2,688
	VISIT BLACKPOOL/ MARKETING COMPANY	1,617	2,074	2,074	1,847
	ARTS & HERITAGE	607	676	676	795
	LIBRARY SERVICES	2,257	2,215	2,215	1,814
	QUALITY AND ENFORCEMENT	1,721	1,672	1,672	1,680
	SEA FRONT SERVICES	263	254	243	143
	HOUSING	514	131	77	117
	PLANNING SERVICES	1,178	1,001	1,001	1,052
	TRANSPORTATION	2,685	2,548	2,548	2,119
	NET COST OF SERVICES	23,969	23,425	23,656	19,705
	<i>COST PER '000 POPULATION</i>	<i>168</i>	<i>164</i>	<i>166</i>	<i>138</i>

EXECUTIVE DIRECTOR : H FRANCE

FINANCE MANAGERS : K WHYATT / S MAHER

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	14,418	14,583	14,425	11,882
	PREMISES	6,482	5,203	6,792	5,491
	TRANSPORT	425	335	401	301
	SUPPLIES AND SERVICES	12,860	9,863	10,050	7,212
	THIRD PARTY PAYMENTS	886	3,805	3,847	4,097
	TRANSFER PAYMENTS	365	260	260	-
	SUPPORT SERVICES	2,709	3,060	3,434	3,466
	CAPITAL CHARGES	2,905	5,303	5,303	7,837
	TOTAL EXPENDITURE	41,050	42,412	44,512	40,286
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	3,517	5,789	5,789	7,971
	GOVERNMENT GRANTS	3,790	3,513	3,580	2,834
	RECHARGES	6,815	7,524	7,467	8,640
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,959	2,161	4,020	1,136
	TOTAL INCOME	17,081	18,987	20,856	20,581
	NET EXPENDITURE	23,969	23,425	23,656	19,705

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

ASSET & ESTATE MANAGEMENT

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,218	1,696	1,156	1,567
PREMISES	2,986	2,494	2,690	2,585
TRANSPORT	7	7	13	6
SUPPLIES AND SERVICES	500	808	598	804
THIRD PARTY PAYMENTS	2	2	1	2
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	617	693	706	1,053
CAPITAL CHARGES	2,498	2,956	2,956	2,970
TOTAL EXPENDITURE	7,828	8,656	8,120	8,987
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1,323	1,706	1,485	1,706
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	4,339	4,562	4,324	5,393
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	156	109	87	109
TOTAL INCOME	5,818	6,377	5,896	7,208
NET EXPENDITURE	2,010	2,279	2,224	1,779
COST PER '000 POPULATION	14	16	16	12

BUDGET HOLDER : S WATERFIELD - HEAD OF STRATEGIC ASSET AND ESTATES MANAGEMENT

Notes :

- The above figures include the operating costs of the following premises:-
 - Town Hall
 - Municipal Buildings
 - Stanley Buildings
 - 1 Clifton Street
 - Progress House
 - South King Street
 - Blackpool Football Club
- The Solaris Centre incorporates a centre of environmental excellence promoting sustainability, 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.
- "Recharges" relates to accommodation costs allocated to various departments of the Council.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
BUILDINGS	(461)	(710)	(773)	(381)
ENTERPRISE CENTRE	11	(23)	(14)	(21)
FACILITIES	155	325	255	432
ESTATES	(19)	431	287	419
VACANT AND UNDERUSED	201	220	290	110
INVESTMENT PORTFOLIO	1,105	1,469	1,512	1,491
PROJECTS	(37)	(176)	96	(171)
ENERGY, SOLARIS AND P2.NET	1,055	743	571	(100)
NET EXPENDITURE	2,010	2,279	2,224	1,779

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

STRATEGIC LEISURE ASSETS

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	794	794	1,020
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	958	958	250
THIRD PARTY PAYMENTS	-	538	538	993
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	49
CAPITAL CHARGES	-	844	844	3,251
TOTAL EXPENDITURE	-	3,134	3,134	5,563
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	2,160	2,160	4,363
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	900	900	285
TOTAL INCOME	-	3,060	3,060	4,648
NET EXPENDITURE	-	74	74	915
COST PER '000 POPULATION	-	1	1	6

BUDGET HOLDER : S WATERFIELD - HEAD OF STRATEGIC ASSET AND ESTATES MANAGEMENT

Notes :

- Strategic Leisure Assets include the following premises:
 - Blackpool Tower
 - The Winter Gardens
 - Madame Tussauds
 - The Golden Mile Centre

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

CAPITAL PROJECTS

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,800	1,704	1,842	1,515
	PREMISES	1,638	625	626	638
	TRANSPORT	39	32	29	25
	SUPPLIES AND SERVICES	914	1,789	1,780	1,778
	THIRD PARTY PAYMENTS	543	2,952	2,943	2,940
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	152	338	409	200
	CAPITAL CHARGES	22	109	109	110
	TOTAL EXPENDITURE	5,108	7,549	7,738	7,206
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	11	-	-	-
	GOVERNMENT GRANTS	547	2,625	2,625	2,625
	RECHARGES	2,242	2,260	2,357	2,468
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3	-	-	-
	TOTAL INCOME	2,803	4,885	4,982	5,093
	NET EXPENDITURE	2,305	2,664	2,756	2,113
	COST PER '000 POPULATION	16	19	19	15

BUDGET HOLDER : C. NOLAN-BARNES - HEAD OF CAPITAL PROJECTS

Notes :

1. The Capital Projects Division provides in-house architectural, highway engineering, mechanical, electrical design, coast protection and environmental, street lighting, cost consultancy and project management services.
2. 2009 saw the awarding and commencement of the 25 year PFI contract to design, build and maintain the public lighting and traffic signals services within the town. This contract will see the transformation of the town's traffic signals and street lights with 13,150 lighting columns, 1,500 illuminated signs and 1,720 traffic signal points all being replaced within the first 5 years of the contract.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	CAPITAL WORKS	(201)	(173)	(124)	(703)
	STREET LIGHTING & SIGNALS	2,506	2,837	2,880	2,816
	NET EXPENDITURE	2,305	2,664	2,756	2,113

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

DIRECTORATE DEVELOPMENT TEAM

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	312	379	372	304
	PREMISES	8	-	2	-
	TRANSPORT	5	3	6	2
	SUPPLIES AND SERVICES	1,400	201	203	281
	THIRD PARTY PAYMENTS	25	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	-	315	315	807
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	1,750	898	898	1,394
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	32	-	-	-
	GOVERNMENT GRANTS	1	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	36	-	-	-
	TOTAL INCOME	69	-	-	-
	NET EXPENDITURE	1,681	898	898	1,394
	COST PER '000 POPULATION	12	6	6	10

BUDGET HOLDER : A. CAVILL - ASSISTANT DIRECTOR OF TOURISM & ECONOMY

Notes :

- The Directorate Development Team supports all of the directorate to deliver continuous improvement and to champion and deliver Authority-wide initiatives such as Blackpool's project management methodology. It also provides the support to bring in and monitor external grants along with assurance on grant eligibility and audit.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	DIRECTORATE DEVELOPMENT TEAM	116	294	300	178
	PLACES SUPPORT	25	263	263	102
	TOURISM & ECONOMY AND OTHER FUNDING	1,540	341	335	1,114
	NET EXPENDITURE	1,681	898	898	1,394

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

ECONOMIC DEVELOPMENT COMPANY

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	2,295	2,009	2,228	705
	PREMISES	198	126	126	86
	TRANSPORT	32	31	31	13
	SUPPLIES AND SERVICES	3,622	2,598	2,322	632
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	365	260	260	-
	SUPPORT SERVICES	322	499	497	63
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	6,834	5,523	5,464	1,499
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	182	25	25	-
	GOVERNMENT GRANTS	1,287	742	670	-
	RECHARGES	-	-	69	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	759	675	643	250
	TOTAL INCOME	2,228	1,442	1,407	250
	NET EXPENDITURE	4,606	4,081	4,057	1,249
	COST PER '000 POPULATION	32	29	28	9

BUDGET HOLDER : A. CAVILL - ASSISTANT DIRECTOR OF TOURISM & ECONOMY

Notes :

- Following significant changes to the requirements of funders and funding the Council has supported the creation of the Blackpool Fylde and Wyre Economic Development Company. This has taken on many of the previous responsibilities of the now defunct ReBlackpool but also extended its remit. The Council has agreed to transfer its support from ReBlackpool to this new organisation. This company is tasked with delivering the transformation of the resort into a world class 21st century visitor destination that will provide a sustainable year round economy for all those living and working in Blackpool.

Visit www.bfwedc.co.uk to see the latest progress on the key developments that are beginning to transform the town.
- The Enterprise & Employment Division manages and directly delivers a diverse range of projects aimed at supporting the creation and growth of local businesses and assisting local residents to access employment and training opportunities. The Division facilitates external partnership working, such as Blackpool Enterprise Board, responsible for the oversight and allocation of Blackpool's Local Enterprise Growth Initiative. The Division is responsible for the direct delivery of projects including the administration of capital grants and loans to the private sector and bespoke advice, guidance and intermediate jobs for long-term unemployed. Sourcing external funding to add value to mainstream Council resources is also a key role of the team.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	ECONOMIC DEVELOPMENT COMPANY	965	710	710	501
	ENTERPRISE & EMPLOYMENT / LEGI & OTHER FUNDING	3,644	3,371	3,347	748
	TECHNOLOGY MANAGEMENT CENTRE	(3)	-	-	-
	NET EXPENDITURE	4,606	4,081	4,057	1,249

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

ILLUMINATIONS

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,367	1,158	1,306	978
PREMISES	315	248	336	242
TRANSPORT	120	101	129	101
SUPPLIES AND SERVICES	1,084	402	454	304
THIRD PARTY PAYMENTS	28	2	16	2
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	127	(66)	132	9
CAPITAL CHARGES	156	1,134	1,134	1,178
TOTAL EXPENDITURE	3,197	2,979	3,507	2,814
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	4	-	25	-
GOVERNMENT GRANTS	-	-	100	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	668	121	241	126
TOTAL INCOME	672	121	366	126
NET EXPENDITURE	2,525	2,858	3,141	2,688
COST PER '000 POPULATION	18	20	22	19

BUDGET HOLDER : R. RYAN - ILLUMINATIONS MANAGER

Notes :

1. The Council has staged the illuminations display in the autumn of each year since 1913 and it forms one of the town's most popular attractions. The features for the display are designed and built by the illuminations division.
2. Voluntary subscriptions from businesses and other local interests are received each year towards the cost of staging the display and nightly collections are made on the promenade. Sponsorship of the display and features in it also raise additional income.

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

VISIT BLACKPOOL / MARKETING COMPANY

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	597	663	623	508
PREMISES	37	32	32	25
TRANSPORT	18	12	7	12
SUPPLIES AND SERVICES	2,414	1,436	1,478	1,552
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	239	233	233	50
CAPITAL CHARGES	2	-	-	2
TOTAL EXPENDITURE	3,307	2,376	2,373	2,149
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	231	271	191	271
GOVERNMENT GRANTS	1,253	-	8	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	206	31	100	31
TOTAL INCOME	1,690	302	299	302
NET EXPENDITURE	1,617	2,074	2,074	1,847
COST PER '000 POPULATION	11	15	15	13

BUDGET HOLDER : N WYATT - HEAD OF VISIT BLACKPOOL

Notes :

- 1 This department aims to maintain and promote the public's awareness of Blackpool as the UK's premier holiday resort, day trip destination and conference town, in order to increase visitor numbers. It is responsible for the production of all marketing collateral, engaging and working in partnership with private sector businesses in the resort, but also the programming and delivery of events. A comprehensive marketing and events strategy is currently being produced. In addition to this, the department also operates the Tourist Information Centre.

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

ARTS & HERITAGE

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	251	296	417	280
PREMISES	35	29	32	29
TRANSPORT	6	4	8	4
SUPPLIES AND SERVICES	342	184	402	161
THIRD PARTY PAYMENTS	100	94	94	56
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	23	36	37	232
CAPITAL CHARGES	38	38	38	38
TOTAL EXPENDITURE	795	681	1,028	800
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	4	1	1	1
GOVERNMENT GRANTS	-	-	25	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	184	4	326	4
TOTAL INCOME	188	5	352	5
NET EXPENDITURE	607	676	676	795
COST PER '000 POPULATION	4	5	5	6

BUDGET HOLDER : P HAMILTON - ASSISTANT DIRECTOR

Notes :

Arts and Creative Industries

This budget represents the cost of providing the following key areas:

- 1 The general running costs, exhibition and education programme, and staffing for the Grundy Art Gallery. The exhibition programme attracts visitors locally, regionally and nationally; and the education programme provides opportunities particularly for young people and adults as well to learn about and participate in the visual arts, as part of our commitment to delivering the 5-hour Culture Offer.
- 2 An Arts Development Service.
- 3 Revenue funding to the Grand Theatre provided through a Service Level Agreement. This funding supports the Grand's core performance programme.
- 4 A maintenance budget for the Great Promenade Show. This allows for the general upkeep of this visitor attraction.
- 5 This budget does not include external funding. The Arts Service uses its core budget to attract external funding of around £300k annually 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.

Heritage, Collections and Archives

The Heritage Service has a wide remit encompassing a range of heritage activities from strategic development to operational issues including:

- 1 Policy development and review, including the Blackpool Council Heritage Strategy.
- 2 Lead for Blackpool's bid for UNESCO World Heritage Site status.
- 3 Lancashire Record Office, the Local Family and History Centre, the Illuminations Archive centre and advice, the former Tower Company Collection and support for other Blackpool Collections in private hands.
- 4 Local, regional and national advocacy for Blackpool's heritage.
- 5 Development and implementation of community heritage projects and events, like the Heritage Open Days initiative.
- 6 Development and co-ordination of heritage networks in the local area including the creation of a network of volunteers.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ARTS DEVELOPMENT	284	272	271	194
ART GALLERY	165	168	166	170
DIVISIONAL OVERHEADS	110	188	191	383
HERITAGE	48	48	48	48
NET EXPENDITURE	607	676	676	795

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

LIBRARY SERVICES

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,260	1,350	1,297	1,092
PREMISES	226	221	226	222
TRANSPORT	24	21	22	21
SUPPLIES AND SERVICES	444	348	352	334
THIRD PARTY PAYMENTS	1	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	275	222	277	26
CAPITAL CHARGES	122	127	127	193
TOTAL EXPENDITURE	2,352	2,289	2,301	1,888
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	71	74	76	74
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	24	-	10	-
TOTAL INCOME	95	74	86	74
NET EXPENDITURE	2,257	2,215	2,215	1,814
COST PER '000 POPULATION	16	16	16	13

BUDGET HOLDER :P HAMILTON - ASSISTANT DIRECTOR

Notes :

This budget represents the cost of providing the statutory public library service. The library service in Blackpool consists of:-

- 1 A network of community libraries which provide the Blackpool library service across the Borough. All provide trusted community places for learning, information provision, social and cultural activities, books and other items for loan and access to public PCs.
- 2 An at-home library outreach service for 170 residents is provided for vulnerable people who are unable to visit a local library - mainly older people.
The service co-ordinates the national Bookstart scheme - providing books, via a gifting scheme, to all households with babies and pre-school children.
- 3 children.
- 4 An annual Reader Development programme is actioned to promote and support literacy, learning, and the use of libraries - this activity includes targetted activity for children, young people, adult learners, unemployed people, older people and others with special needs. These varied activities include the Wordpool festival, storytimes, adult learning support, x-box clubs, band nights, author visits and information sessions on a wide range of topics such as health, benefits, housing, jobs, etc.
- 5 A Local and Family History Centre, which helps residents and others learn about the history of Blackpool and research their family trees.

Over 40% of the population are registered as library members - over 25,000 of these registered users are 'active' users, having used the library in the past 12 months. The last figure does not include those people who do not borrow anything or use a PC but simply visit the library for other reasons, eg to read a daily newspaper or attend an event.

The service is currently involved in two major capital projects - at Moor Park and at Central Library.

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

QUALITY AND ENFORCEMENT

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,348	1,295	1,319	1,332
PREMISES	2	1	-	1
TRANSPORT	37	33	36	28
SUPPLIES AND SERVICES	186	146	145	105
THIRD PARTY PAYMENTS	13	16	12	17
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	253	194	239	210
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	1,839	1,685	1,751	1,693
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1	1	11	1
GOVERNMENT GRANTS	1	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	116	12	68	12
TOTAL INCOME	118	13	79	13
NET EXPENDITURE	1,721	1,672	1,672	1,680
COST PER '000 POPULATION	12	12	12	12

BUDGET HOLDER : T COGLAN - ASSISTANT DIRECTOR

Notes :

- The Enforcement and Quality Standards Department comprises the following functions: Trading Standards Enforcement, Advice & Education, Health & Safety, Licensing Enforcement, Food Control, Housing Enforcement & Planning Enforcement.
- Enforcement Quality Standards staff provide advice, assistance and mediation in resolving civil law matters and breaches of contract (involving representation in the County Court).

Enforcement occurs around all consumer protection issues including key roles relating to food poisoning, underage sales, antisocial behaviour, loan sharks, street trading, begging and sleaze, H.M.O.'s, appearance and condition of properties.

Education programmes occur across the whole remit of the service including the production of the Proof of Age Card and Safe & Secure Directory.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
QUALITY STANDARDS ADMIN	479	430	487	390
TRADING STANDARDS	280	265	261	243
LICENSING	194	185	145	151
HEALTH & SAFETY	174	166	143	134
ADVICE & EDUCATION	143	150	163	152
FOOD	378	403	344	367
HOUSING	73	73	129	243
NET EXPENDITURE	1,721	1,672	1,672	1,680

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

SEA FRONT SERVICES

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	302	218	200	128
	PREMISES	2	5	5	5
	TRANSPORT	17	16	14	16
	SUPPLIES AND SERVICES	15	20	20	20
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	17	22	22	1
	CAPITAL CHARGES	1	13	13	13
	TOTAL EXPENDITURE	354	294	274	183
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	20	27	14	27
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	71	13	17	13
	TOTAL INCOME	91	40	31	40
	NET EXPENDITURE	263	254	243	143
	COST PER '000 POPULATION	2	2	2	1

BUDGET HOLDER : R. WILLIAMS - BEACH PATROL MANAGER

Notes :

1. The functions of the service are as follows:
 - a. The management of the Council's Award winning beaches.
 - b. Running the Beach Patrol Sea and Beach Rescue service, lost children centres and a first aid centre .

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	BEACH PATROL	258	243	220	153
	DECKCHAIRS	5	11	23	(10)
	NET EXPENDITURE	263	254	243	143

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

HOUSING

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,122	1,105	1,194	1,167
PREMISES	63	66	63	67
TRANSPORT	53	30	54	28
SUPPLIES AND SERVICES	652	74	148	169
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	38	5	5	42
CAPITAL CHARGES	68	82	82	82
	-	-	-	-
TOTAL EXPENDITURE	1,996	1,362	1,546	1,555
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	364	357	390	454
GOVERNMENT GRANTS	402	-	30	110
RECHARGES	256	702	684	702
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	460	172	365	172
TOTAL INCOME	1,482	1,231	1,469	1,438
NET EXPENDITURE	514	131	77	117
COST PER '000 POPULATION	4	1	1	1

BUDGET HOLDER : S MATTHEWS - HEAD OF STRATEGIC HOUSING

Notes :

- The Housing Service is responsible for the development of the town's housing strategy and the housing renewal plans that flow from that strategy. The Service is responsible for major housing development programmes in conjunction with the Homes and Communities Agency, private developers and registered social landlords. The service is the client for Blackpool Coastal Housing who manage the Council's housing stock. The Care & Repair Service is provided to assist with the necessary adaptations and property improvements. The Service also maintains the main point of contact with private landlords and is responsible for activity to raise the standards of private sector accommodation.

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

PLANNING SERVICES

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,406	1,524	1,283	1,215
	PREMISES	65	1	1	1
	TRANSPORT	18	18	18	15
	SUPPLIES AND SERVICES	347	195	470	106
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	453	365	366	720
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	2,289	2,103	2,138	2,057
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	914	973	1,135	908
	GOVERNMENT GRANTS	178	127	-	95
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	19	2	2	2
	TOTAL INCOME	1,111	1,102	1,137	1,005
	NET EXPENDITURE	1,178	1,001	1,001	1,052
	COST PER '000 POPULATION	8	7	7	7

BUDGET HOLDER : J DONNELLON - ASSISTANT DIRECTOR HOUSING, PLANNING & TRANSPORT

Notes :

1. During 2011/12 the service will:
 - a. Continue to contribute to the development and consideration of key projects including the Conference/Leisure Quarter, Talbot Gateway and the Central Seafront/Promenade and housing renewal in the inner areas.
 - b. Agree the Core Strategy and submit it for scrutiny at a public enquiry, agree and adopt the Town Centre Strategy, review the provisions of the Localism Bill and agree how the Planning and Building Control Service will respond.
 - c. Manage the Townscape Heritage Initiative grant assisting building improvements in the Town Centre Conservation Area.
 - d. Continue to seek to influence Sub-Regional, Regional and National Policies and strategies in order to ensure they support Blackpool's development ambitions.
 - e. Continue to lift quality and improve service provision and customer care in the areas of planning and building control.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	PLANNING MANAGEMENT	141	114	2	79
	PLANNING POLICY	547	417	369	416
	DEVELOPMENT CONTROL	340	230	364	231
	BUILDING CONTROL	150	240	266	326
	NET EXPENDITURE	1,178	1,001	1,001	1,052

PLACES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

TRANSPORTATION

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,139	1,186	1,188	1,091
PREMISES	907	562	1,859	570
TRANSPORT	48	27	34	31
SUPPLIES AND SERVICES	939	705	721	716
THIRD PARTY PAYMENTS	174	201	244	86
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	194	204	195	5
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	3,401	2,885	4,241	2,499
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	361	195	277	167
GOVERNMENT GRANTS	121	20	123	4
RECHARGES	(22)	-	32	77
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	256	122	1,261	132
TOTAL INCOME	716	337	1,693	380
NET EXPENDITURE	2,685	2,548	2,548	2,119
COST PER '000 POPULATION	19	18	18	15

BUDGET HOLDER : P CROSS - HEAD OF TRANSPORTATION

Notes :

- The Council as a Highway Authority has a statutory duty to investigate and prevent road accidents along with the provision of promoting road safety advice and education. The Traffic Management Act 2004 also places additional duties on the Authority to reduce congestion and delays affecting all road users.
- Related to these duties, the service also deals with the implementation of traffic regulation orders covering parking restrictions and actively manages parking issues across the town.
- The service also manages the provision of school crossing patrols as part of a wide ranging and successful road safety programme.
- The Council as a Transport Authority is responsible for strategic transportation functions, supported bus services, public transport information, transport infrastructure and community transport (Dial a ride).
- The transportation strategy of the Council has the stated overall objective to provide for and manage the growing travel demands of residents, business and visitors for convenient and safe travel by making best use of the transport network and infrastructure and encouraging more environmentally-friendly forms of transport.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PLANNED MAINTENANCE	883	850	835	700
TRAFFIC MANAGEMENT	224	205	205	188
TRAVEL & SAFETY	287	383	397	237
SCHOOL CROSSING PATROLS	210	213	213	214
PUBLIC TRANSPORT	910	703	706	571
TRANSPORT POLICY	171	194	192	209
NET EXPENDITURE	2,685	2,548	2,548	2,119

Children Adult and Family Services

CHILDREN, ADULT & FAMILY SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

CHILDREN, ADULT & FAMILY SERVICES SUMMARY

	FUNCTIONS OF SERVICE	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	LOCAL SCHOOLS BUDGET	71,139	73,734	73,738	84,050
	TRANSFORMATION, SCHOOL ORGANISATION & CLIENT FUNCTION	606	564	538	925
	ADULT SOCIAL WORK	(1,434)	5,153	5,069	5,919
	CHILDREN SOCIAL WORK	22,570	22,043	23,289	24,540
	CARE & SUPPORT	11,920	11,789	12,293	12,049
	SCHOOL IMPROVEMENT	2,692	2,422	2,324	2,166
	LEARNING	10,371	10,927	10,569	9,682
	COMMUNITY & EARLY INTERVENTION	7,055	5,980	5,405	12,126
	COMMISSIONING & CONTRACTS	27,542	28,080	28,758	27,624
	PLANNING & PERFORMANCE	741	643	568	949
	FINANCE & RESOURCING	11,508	12,264	12,050	9,138
	GRANTS - inc DSG & EIG	(84,291)	(86,734)	(86,734)	(108,764)
	NET COST OF SERVICES	80,419	86,865	87,867	80,404
	<i>COST PER '000 POPULATION</i>	<i>564</i>	<i>610</i>	<i>617</i>	<i>564</i>

EXECUTIVE DIRECTOR : DAVID LUND

FINANCE MANAGER : MARK GOLDEN

The 'people-focused' Directorate brings together wide and varied services that target children, adults and the family overall, to meet their many needs, from helping children reach their potential in Education, to helping our elderly residents lead fulfilling and independent lives. There will be more emphasis on safeguarding for children and vulnerable adults, and further focus on the personalisation agenda. The large Directorate is an amalgamation of the former 'Children and Young People' and 'Adult Social Care & Housing', and is keen to maximise its many strengths, maximise potential efficiency savings, and ensure a smooth transition for all.

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	124,993	128,839	129,703	131,003
	PREMISES	8,537	7,890	7,912	8,907
	TRANSPORT	3,701	3,623	3,804	3,480
	SUPPLIES AND SERVICES	22,988	22,432	22,622	22,367
	THIRD PARTY PAYMENTS	48,470	47,331	49,421	49,964
	TRANSFER PAYMENTS	15,109	12,531	13,256	9,726
	SUPPORT SERVICES	11,945	7,482	7,533	7,286
	CAPITAL CHARGES	6,816	6,754	6,754	7,262
	TOTAL EXPENDITURE	242,559	236,882	241,005	239,995
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	10,993	10,556	11,152	11,015
	GOVERNMENT GRANTS	111,141	105,778	106,475	117,564
	RECHARGES	15,761	12,644	12,836	14,679
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	24,245	21,039	22,675	16,333
	TOTAL INCOME	162,140	150,017	153,138	159,591
	NET EXPENDITURE	80,419	86,865	87,867	80,404

CHILDREN, ADULT & FAMILY SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012
LOCAL SCHOOLS BUDGET

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	74,450	76,410	76,461	86,698
	PREMISES	6,276	6,190	6,190	7,026
	TRANSPORT	161	152	152	172
	SUPPLIES AND SERVICES	7,497	7,723	7,676	8,856
	THIRD PARTY PAYMENTS	12	25	25	29
	TRANSFER PAYMENTS	27	278	278	348
	SUPPORT SERVICES	4,537	-	-	-
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	92,960	90,778	90,782	103,129
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	1,338	1,345	1,345	1,521
	GOVERNMENT GRANTS	1,757	1,181	1,181	1,347
	RECHARGES	13,277	10,905	10,905	12,379
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	5,449	3,613	3,613	3,832
	TOTAL INCOME	21,821	17,044	17,044	19,079
	NET EXPENDITURE	71,139	73,734	73,738	84,050
	COST PER '000 POPULATION	499	517	517	590

BUDGET HOLDER : DELYTH CURTIS

Notes:

- 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.
- The Individual Schools Budget (Non-Delegated) figure represents the budget centrally retained by the LEA specifically for schools. Typically this allocation is used for capital financing, insurance charges, redundancy costs and maternity/union duty/jury service supply cover.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	DELEGATED	70,685	73,330	73,282	83,236
	NON DELEGATED	454	404	456	814
	NET EXPENDITURE	71,139	73,734	73,738	84,050

CHILDREN, ADULT & FAMILY SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

TRANSFORMATION, SCHOOL ORGANISATION & CLIENT FUNCTION

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	744	669	611	122
	PREMISES	19	50	-	170
	TRANSPORT	16	11	16	14
	SUPPLIES AND SERVICES	808	913	956	334
	THIRD PARTY PAYMENTS	2	-	2	-
	TRANSFER PAYMENTS	159	523	512	627
	SUPPORT SERVICES	139	189	189	107
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	1,887	2,355	2,286	1,374
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	302	468	450	-
	RECHARGES	300	289	288	289
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	679	1,034	1,010	160
	TOTAL INCOME	1,281	1,791	1,748	449
	NET EXPENDITURE	606	564	538	925
	COST PER '000 POPULATION	4	4	4	6

BUDGET HOLDER : CARL BAKER

Notes:

- The Transformation, School Organisation & Client Function division leads the Blackpool delivery of the Department for Education's schools capital programmes, this includes Building Schools for the Future (BSF) and the Primary Capital Programme (PCP) which addresses the organisation, condition, suitability and sufficiency of the school estate, schools ICT, health & safety, risk management and procurement.
- The Division has a statutory responsibility to monitor and ensure that school properties are maintained to an appropriate standard and all Children, Adult & Family Services buildings remain safe and secure places for staff and service users. We work closely with professional service teams across the council to ensure that a programme of ongoing maintenance is in place to ensure the upkeep and longevity of our properties.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	ICT	68	53	36	156
	CLIENT FUNCTION	-	179	179	436
	PROPERTY SERVICES	133	131	121	107
	BUILDING SCHOOLS FOR THE FUTURE	300	201	202	226
	HEALTH & SAFETY	105	-	-	-
	NET EXPENDITURE	606	564	538	925

CHILDREN, ADULT & FAMILY SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012
ADULT SOCIAL WORK

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	5,732	5,881	5,953	6,034
	PREMISES	135	56	56	41
	TRANSPORT	203	196	196	191
	SUPPLIES AND SERVICES	626	585	608	591
	THIRD PARTY PAYMENTS	(21)	22	22	22
	TRANSFER PAYMENTS	1	-	(22)	19
	SUPPORT SERVICES	-	-	-	568
	CAPITAL CHARGES	14	14	14	14
	TOTAL EXPENDITURE	6,690	6,754	6,827	7,480
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	6	19	19	13
	GOVERNMENT GRANTS	89	104	104	-
	RECHARGES	59	-	157	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	7,970	1,478	1,478	1,548
	TOTAL INCOME	8,124	1,601	1,758	1,561
	NET EXPENDITURE	(1,434)	5,153	5,069	5,919
	COST PER '000 POPULATION	(10)	36	36	42

BUDGET HOLDER : JANET HAMBLY

Notes:

- Adult social care social work services are provided across three specialist areas - Learning Disability, Mental Health, and Social Services Direct. The service works in conjunction with health community services across all areas and operates in fully integrated teams within Learning Disability and Mental Health.
- The service provides assessment and core management functions incorporating risk assessment and safeguarding responsibilities for all adults who are in need of social care support and who meet our Fair Access to Care eligibility criteria.
- In 2011/12 the service will be focused on reassessing and reviewing support packages in light of the reduced commissioning budget and according to revised access criteria.
- Mental health provider services include day care provision, supported tenancies, community support services, residential rehabilitation and crisis services. The challenges for 2011/12 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
	MANAGEMENT	470	393	393	912
	FIELDWORK	(2,449)	4,160	4,026	4,358
	MENTAL HEALTH PROVIDER	545	600	650	649
	NET EXPENDITURE	(1,434)	5,153	5,069	5,919

CHILDREN, ADULT & FAMILY SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

CHILDREN SOCIAL WORK

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	9,654	10,407	9,669	9,849
PREMISES	246	234	272	277
TRANSPORT	497	448	479	446
SUPPLIES AND SERVICES	2,218	2,548	2,604	2,746
THIRD PARTY PAYMENTS	9,516	7,709	9,158	9,163
TRANSFER PAYMENTS	1,076	1,000	1,314	1,368
SUPPORT SERVICES	1,563	1,759	1,762	1,711
CAPITAL CHARGES	72	82	82	82
TOTAL EXPENDITURE	24,842	24,187	25,340	25,642
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	3	-
GOVERNMENT GRANTS	824	979	979	382
RECHARGES	15	16	16	16
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,433	1,149	1,053	704
TOTAL INCOME	2,272	2,144	2,051	1,102
NET EXPENDITURE	22,570	22,043	23,289	24,540
COST PER '000 POPULATION	158	155	163	172

BUDGET HOLDER : JANET HAMBLY

Notes:

- The division is responsible for ensuring the protection and support of the most vulnerable groups within Blackpool. It includes all of what was previously Targeted Services, except Children with Additional Needs, with the addition of Adult Safeguarding, including Deprivation of Liberty, Domestic Abuse and Emergency Duty Team (EDT). As part of business planning the service works to ensure all issues identified in the Social Work Task Force Report, particularly in relation to staffing levels, recruitment, retention and staff development are addressed. Blackpool - like other authorities - has seen an increase in the Looked After Children population. A priority for the next financial year is to ensure that we have an adequate range of placements to meet our needs and to further identify partnership working to ensure that as many young people as possible can remain safely in their own family and/or community.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CHILDREN WITH DISABILITIES	1,074	1,047	983	1,105
FIELDWORK	3,767	4,059	4,206	3,981
LEGAL COSTS	456	340	518	593
SECTION 17	68	62	62	77
ICS	109	146	148	110
DOMESTIC VIOLENCE	195	256	256	271
EMERGENCY DUTY TEAM	320	354	331	300
YOUTH OFFENDING TEAM	742	868	831	1,157
MANAGEMENT & CDS	2,038	2,595	2,336	2,554
SAFEGUARDING	174	320	288	297
ADMIN	659	708	523	619
QUALITY ASSURANCE TEAM	360	363	375	404
CHILDREN'S HOMES	2,217	2,131	2,112	2,121
FOSTERING	3,580	3,601	3,793	3,949
ADOPTION	695	762	833	1,147
LEAVING CARE	893	805	934	1,038
COMMISSIONING	5,223	3,626	4,760	4,817
NET EXPENDITURE	22,570	22,043	23,289	24,540

CHILDREN, ADULT & FAMILY SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

CARE & SUPPORT

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	13,896	14,010	14,844	12,478
PREMISES	848	333	369	366
TRANSPORT	424	384	388	349
SUPPLIES AND SERVICES	705	667	697	560
THIRD PARTY PAYMENTS	214	162	101	184
TRANSFER PAYMENTS	54	22	22	-
SUPPORT SERVICES	4	452	452	1,745
CAPITAL CHARGES	176	169	169	152
TOTAL EXPENDITURE	16,321	16,199	17,042	15,834
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	719	767	825	628
GOVERNMENT GRANTS	847	933	1,005	608
RECHARGES	664	206	198	217
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,171	2,504	2,721	2,332
TOTAL INCOME	4,401	4,410	4,749	3,785
NET EXPENDITURE	11,920	11,789	12,293	12,049
COST PER '000 POPULATION	84	83	86	85

BUDGET HOLDER : JANET HAMBLY

Notes:

- The Adult Provider Service, previously known as Integrated Care Services, has seen various services change direction over the last few years - from long stay residential, domiciliary and day care to focused, short term interventions aimed at keeping people independent and able to choose the life they wish to lead. It aims to deliver high quality, competitively priced services that our customers – individuals and organisations – want to “buy” and access. This process will accelerate with the national ‘Putting People First’ agenda.
- Housing Options responds to the housing needs of the people of Blackpool and in particular where people are vulnerable in housing terms, as well as delivering the Council’s statutory duties under the homelessness legislation. Once any crisis situation has stabilised the service will work directly with individuals and with others to ensure that the person has the support they need to successfully maintain a home and move on in their lifestyle to something more sustainable and fulfilling.
- The Springboard Project is establishing ways of providing integrated, holistic, intensive interventions for families by working with a range of services, both council and partner agencies.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ADULT PROVIDER	10,769	10,556	11,036	10,383
SENIOR MANAGEMENT	119	520	520	772
HOUSING OPTIONS	544	479	502	135
SPRINGBOARD	488	234	235	759
NET EXPENDITURE	11,920	11,789	12,293	12,049

CHILDREN, ADULT & FAMILY SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012
SCHOOL IMPROVEMENT

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	2,599	2,319	2,385	1,601
	PREMISES	116	94	89	88
	TRANSPORT	77	50	58	32
	SUPPLIES AND SERVICES	1,075	1,494	946	620
	THIRD PARTY PAYMENTS	34	-	296	-
	TRANSFER PAYMENTS	1,707	1,594	1,781	36
	SUPPORT SERVICES	97	(117)	41	489
	CAPITAL CHARGES	91	114	114	114
	TOTAL EXPENDITURE	5,796	5,548	5,710	2,980
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	178	135	119	90
	GOVERNMENT GRANTS	2,088	2,757	2,638	2
	RECHARGES	86	99	135	608
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	752	135	494	114
	TOTAL INCOME	3,104	3,126	3,386	814
	NET EXPENDITURE	2,692	2,422	2,324	2,166
	<i>COST PER '000 POPULATION</i>	<i>19</i>	<i>17</i>	<i>16</i>	<i>15</i>

BUDGET HOLDER : SUE HARRISON

Notes:

1. School Improvement activities are wide and varied and are supported to varying degrees by all staff within the Learning and Schools Division. There is a small core team of advisors providing Blackpool's statutory school improvement and schools can buy additional support through SLA.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	MANAGEMENT	1,254	786	846	794
	PRIMARY	147	231	193	252
	NATIONAL STRATEGY	297	117	119	142
	TEACHING & LEARNING	396	450	388	386
	POST 14	127	282	202	149
	CITY LEARNING CENTRE	416	395	393	279
	SIP ADMIN	-	109	131	126
	GOVERNOR SERVICES	55	52	52	38
	NET EXPENDITURE	2,692	2,422	2,324	2,166

CHILDREN, ADULT & FAMILY SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012
LEARNING

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	6,805	6,754	7,036	6,008
	PREMISES	294	312	298	354
	TRANSPORT	1,831	1,902	1,918	1,765
	SUPPLIES AND SERVICES	698	580	871	614
	THIRD PARTY PAYMENTS	3,169	3,006	2,627	2,233
	TRANSFER PAYMENTS	29	71	39	26
	SUPPORT SERVICES	223	136	146	1
	CAPITAL CHARGES	13	14	14	14
	TOTAL EXPENDITURE	13,062	12,775	12,949	11,015
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	502	453	597	493
	GOVERNMENT GRANTS	677	604	669	161
	RECHARGES	290	296	266	300
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,222	495	848	379
	TOTAL INCOME	2,691	1,848	2,380	1,333
	NET EXPENDITURE	10,371	10,927	10,569	9,682
	<i>COST PER '000 POPULATION</i>	<i>73</i>	<i>77</i>	<i>74</i>	<i>68</i>

BUDGET HOLDER : SUE HARRISON

Notes:

1. Educational Diversity - provides educational programmes, for pupils who are unable to access a school place due to medical/emotional/behavioural and social reasons, delivered by skilled and qualified staff.
2. The local authority has a statutory duty to assess, identify, monitor and ensure appropriate resources and provision are in place to meet the educational 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.
3. Out of Borough costs are those associated with educational placements of children with learning difficulties and or disabilities in non-maintained/independent special schools whose needs can not be met in Blackpool.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	ADMISSIONS	198	158	161	137
	EMOTIONAL WELLBEING IN SCHOOLS	(5)	-	-	159
	MUSIC	(70)	(9)	(24)	(37)
	PE & SPORTS TEAM	-	10	10	(56)
	EDUCATION DIVERSITY	5,458	5,766	5,408	4,981
	LOOKED AFTER CHILDREN	171	162	132	120
	DIVERSITY LEARNING	28	26	19	86
	CENTRAL TEAM	402	489	469	404
	PARENTAL SUPPORT	32	30	10	30
	EDUCATIONAL PSYCHOLOGISTS	377	379	374	336
	SPECIALIST ADVISORY TEACHERS	876	916	886	735
	STATUTORY ASSESSMENT	939	985	1,015	857
	TRANSPORT	1,162	1,195	1,295	1,230
	OUT OF BOROUGH - DSG	803	820	814	700
	NET EXPENDITURE	10,371	10,927	10,569	9,682

CHILDREN, ADULT & FAMILY SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012
COMMUNITY & EARLY INTERVENTION

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	7,937	8,251	8,970	5,162
	PREMISES	495	522	534	485
	TRANSPORT	194	145	157	124
	SUPPLIES AND SERVICES	5,888	5,604	5,858	5,651
	THIRD PARTY PAYMENTS	1,205	2,611	2,444	2,558
	TRANSFER PAYMENTS	2,697	360	415	160
	SUPPORT SERVICES	575	123	123	87
	CAPITAL CHARGES	94	97	97	97
	TOTAL EXPENDITURE	19,085	17,713	18,598	14,324
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	359	355	354	395
	GOVERNMENT GRANTS	10,275	10,236	10,864	1,135
	RECHARGES	100	118	118	118
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,296	1,024	1,857	550
	TOTAL INCOME	12,030	11,733	13,193	2,198
	NET EXPENDITURE	7,055	5,980	5,405	12,126
	<i>COST PER '000 POPULATION</i>	<i>50</i>	<i>42</i>	<i>38</i>	<i>85</i>

BUDGET HOLDER : SUE HARRISON

Notes:

1. The Pupil Welfare Team deals with attendance and welfare issues with schools and provides support and child protection training to schools.
2. To provide more coherent support for young people, the following services have been brought together under Blackpool Young People Services - Youth Service, Teenage Pregnancy, Substance Misuse, Young Carers and preventative services previously provided by the Youth Offending Team.
3. 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.
4. There are 3 Sure Start Children's Centre Hubs, one in each locality which includes a nursery - these are based in Mereside, Grange Park and Talbot & Brunswick wards, which support a network of several children's centres.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	PUPIL WELFARE	554	610	586	602
	FAMILY SUPPORT	1,160	246	111	566
	EARLY YEARS	2,054	2,151	2,101	5,276
	LIFELONG LEARNING	25	18	19	(4)
	BLACKPOOL YOUNG PEOPLE SERVICES	3,277	2,918	2,676	1,940
	PARENTING	54	59	(2)	277
	CHILDREN CENTRES	(86)	(131)	(195)	2,269
	SURE START	17	109	109	1,200
	NET EXPENDITURE	7,055	5,980	5,405	12,126

CHILDREN, ADULT & FAMILY SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012
COMMISSIONING & CONTRACTS

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,366	1,588	1,224	967
	PREMISES	82	92	97	98
	TRANSPORT	200	227	332	284
	SUPPLIES AND SERVICES	2,397	1,450	1,658	1,654
	THIRD PARTY PAYMENTS	34,299	33,761	34,711	35,739
	TRANSFER PAYMENTS	9,192	8,590	8,832	8,124
	SUPPORT SERVICES	-	-	-	38
	CAPITAL CHARGES	16	42	42	59
	TOTAL EXPENDITURE	47,552	45,750	46,896	46,963
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	7,827	7,236	7,644	7,823
	GOVERNMENT GRANTS	9,093	914	1,004	4,643
	RECHARGES	634	426	426	463
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,456	9,094	9,064	6,410
	TOTAL INCOME	20,010	17,670	18,138	19,339
	NET EXPENDITURE	27,542	28,080	28,758	27,624
	<i>COST PER '000 POPULATION</i>	<i>193</i>	<i>197</i>	<i>202</i>	<i>194</i>

BUDGET HOLDER : DELYTH CURTIS

Notes:

1. Within the division there are a range of staff who work together to ensure that we have in place a variety of social care and housing related support services for adults living in Blackpool. Everything is carried out in conjunction with our health colleagues in NHS Blackpool in order that we can commission a range of health and social care services via a joint approach. The work involves engaging service users, carers and local community representatives at each stage of the process. Social workers and other assessing professionals also keep the division informed of what is needed from their assessments and care planning activities with individuals.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	COMMISSIONING & CONTRACTS - PLACEMENTS:				
	OLDER ADULTS	6,666	6,889	6,718	8,063
	PHYSICAL DISABILITY	2,204	1,922	1,938	2,077
	LEARNING DISABILITY	9,359	2,254	2,334	2,813
	MENTAL HEALTH	1,353	1,413	1,557	1,471
	OVER 65 MENTAL HEALTH	4,039	4,278	4,436	4,656
	OTHER VULNERABLE ADULTS	2,826	3,407	4,133	1,982
	SUBSTANCE MISUSE	101	146	(12)	163
	HOUSING RELATED SUPPORT	(17)	6,480	6,479	5,519
	COMMISSIONING & CONTRACTS - SUPPORT FUNCTIONS	1,011	1,291	1,175	880
		-	-	-	-
	NET EXPENDITURE	27,542	28,080	28,758	27,624

CHILDREN, ADULT & FAMILY SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

PLANNING & PERFORMANCE

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	761	956	980	721
PREMISES	-	-	-	-
TRANSPORT	8	7	7	6
SUPPLIES AND SERVICES	199	(39)	(138)	266
THIRD PARTY PAYMENTS	11	-	-	-
TRANSFER PAYMENTS	23	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	1,002	924	849	993
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	162	165	165	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	99	116	116	44
TOTAL INCOME	261	281	281	44
NET EXPENDITURE	741	643	568	949
COST PER '000 POPULATION	5	5	4	7

BUDGET HOLDER : DELYTH CURTIS

Notes:

- The Division is designed to support employees within the Children, Adult & Family Services Directorate deliver the best outcomes for users, in the most effective and efficient ways, linking with the Primary Care Trust, Police and voluntary sector, through system development, business intelligence and customer care.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
SYSTEMS DEVELOPMENT	119	(1)	17	363
BUSINESS INTELLIGENCE	456	423	324	401
SENIOR MANAGEMENT	61	62	68	67
CUSTOMER CARE	105	121	121	78
CHILDRENS TRUST	-	14	14	14
ACCESS & POLICY	-	24	24	26
NET EXPENDITURE	741	643	568	949

CHILDREN, ADULT & FAMILY SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012
FINANCE & RESOURCING

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,049	1,594	1,570	1,363
	PREMISES	26	7	7	2
	TRANSPORT	90	101	101	97
	SUPPLIES AND SERVICES	877	907	886	475
	THIRD PARTY PAYMENTS	29	35	35	36
	TRANSFER PAYMENTS	144	93	85	(982)
	SUPPORT SERVICES	4,807	4,940	4,820	2,540
	CAPITAL CHARGES	6,340	6,222	6,222	6,730
	TOTAL EXPENDITURE	13,362	13,899	13,726	10,261
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	64	246	246	52
	GOVERNMENT GRANTS	804	703	682	522
	RECHARGES	336	289	327	289
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	650	397	421	260
	TOTAL INCOME	1,854	1,635	1,676	1,123
	NET EXPENDITURE	11,508	12,264	12,050	9,138
	COST PER '000 POPULATION	81	86	85	64

BUDGET HOLDER : DELYTH CURTIS

Notes:

- The Division is designed to help employees within the Children, Adult & Family Services Directorate deliver the best outcomes for users, in the most effective and efficient ways possible, linking with the Primary Care Trust, Police and voluntary sector, through joint finance and workforce development.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	DEPARTMENTAL MANAGEMENT	7,118	11,338	11,187	8,526
	SENIOR MANAGEMENT	74	63	63	65
	ADMINISTRATION	4,069	636	555	475
	BUSINESS MODERNISATION	73	31	31	69
	AWARDS	225	225	224	65
	CAF SERCRETARIAT	190	146	145	169
	EDUCATION FINANCE	68	46	46	54
	DIRECT PAYMENTS TEAM	138	165	165	128
	LSC GRANT	(537)	(542)	(522)	(522)
	SCHOOL TRANSPORT	90	107	107	109
	OTHER	-	49	49	-
	NET EXPENDITURE	11,508	12,264	12,050	9,138

CHILDREN, ADULT & FAMILY SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012
SPECIFIC GRANTS

	SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £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	84,223	86,734	86,734	108,764
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	68	-	-	-
	TOTAL INCOME	84,291	86,734	86,734	108,764
	NET EXPENDITURE	(84,291)	(86,734)	(86,734)	(108,764)
	COST PER '000 POPULATION	(592)	(609)	(609)	(763)

BUDGET HOLDER : DELYTH CURTIS

Notes:

- 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. Many former Standards Fund grants that schools and local authorities have historically received are being rolled into DSG from April 2011 to simplify the funding system.
- The new Early Intervention Grant (EIG) replaces several centrally directed grants to support services for children, young people and families that ended in 2010-11. The EIG will provide a substantial new funding stream for early intervention and preventative services. The new grant is not ring-fenced, bringing a significant extension of local flexibility and greater freedom at local level, to respond to local needs and drive reform, while supporting a focus on early intervention in the early years and up through the age range, and to pool and align funding where that enables local authorities and their partners to target disadvantage and achieve better results.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	DEDICATED SCHOOL GRANT	(84,291)	(86,734)	(86,734)	(100,341)
	EARLY INTERVENTION GRANT	-	-	-	(8,423)
	NET EXPENDITURE	(84,291)	(86,734)	(86,734)	(108,764)

Blackpool Services

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

SUMMARY

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
FUNCTIONS OF THE SERVICE	£000	£000	£000	£000
PROPERTY SERVICES	111	138	138	(900)
TRANSPORT SERVICES	87	3	3	27
PARKING	(1,918)	(2,174)	(2,174)	(2,736)
SECURITY & CCTV	761	598	758	217
WASTE MANAGEMENT	12,598	15,392	15,392	17,367
HIGHWAYS	5,251	4,941	4,941	4,598
STREET SCENE	4,074	4,402	4,402	4,250
TRAMWAY	696	3,630	3,630	5,452
COASTAL PROTECTION	5,072	3,919	3,919	4,136
COMMUNITY SAFETY	456	370	370	111
ENVIRONMENTAL PROTECTION	1,336	1,141	1,141	780
RE-ASSURANCE AREAS	807	679	679	330
ENTERPRISE AND DEVELOPMENT	2,174	1,991	1,991	3,872
PARKS	2,246	2,056	2,056	2,060
LEISURE DEVELOPMENT & FACILITIES	2,309	2,383	2,383	1,528
CEMETRIES & CREMATORIUM	(251)	(293)	(293)	(631)
CATERING SERVICES	77	90	90	(625)
NET COST OF SERVICES	35,886	39,266	39,426	39,836
<i>COST PER '000 POPULATION</i>	<i>252</i>	<i>276</i>	<i>277</i>	<i>280</i>

EXECUTIVE DIRECTOR : Shirley Young - Managing Director

CHIEF ACCOUNTANT : Gary Smith

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
SUBJECTIVE ANALYSIS	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	19,720	19,230	19,170	18,217
PREMISES	8,157	6,290	6,505	4,913
TRANSPORT	2,848	2,551	2,557	2,580
SUPPLIES AND SERVICES	12,159	15,545	15,679	19,235
THIRD PARTY PAYMENTS	9,755	6,453	6,667	6,756
TRANSFER PAYMENTS	558	528	529	539
SUPPORT SERVICES	4,899	3,534	3,832	4,321
CAPITAL CHARGES	8,528	10,286	10,325	12,490
CORPORATE SAVINGS TARGET	-	-	-	(5,830)
TOTAL EXPENDITURE	66,624	64,417	65,264	63,221
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	11,438	11,174	11,195	11,281
GOVERNMENT GRANTS	482	664	590	240
RECHARGES	10,395	9,666	9,912	8,151
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	8,423	3,647	4,141	3,713
TOTAL INCOME	30,738	25,151	25,838	23,385
NET EXPENDITURE	35,886	39,266	39,426	39,836

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

PROPERTY SERVICES

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,567	1,455	1,455	1,392
PREMISES	279	18	18	5
TRANSPORT	49	46	46	45
SUPPLIES AND SERVICES	207	162	162	181
THIRD PARTY PAYMENTS	25	22	22	44
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	390	274	274	155
CAPITAL CHARGES	37	37	37	37
CORPORATE SAVINGS TARGET				(892)
TOTAL EXPENDITURE	2,554	2,014	2,014	967
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	9	-	-	-
GOVERNMENT GRANTS	(4)	-	-	-
RECHARGES	1,806	1,901	1,901	1,860
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	632	(25)	(25)	7
TOTAL INCOME	2,443	1,876	1,876	1,867
NET EXPENDITURE	111	138	138	(900)
COST PER '000 POPULATION	1	1	1	(6)

BUDGET HOLDER: JOHN BLACKLEDGE - ASSISTANT DIRECTOR LEISURE & COMMERCIAL SERVICES

Notes :

- Property Services comprises the Property Maintenance and Building Cleaning teams.
Property Maintenance consists of four integrated units: building surveyors, mechanical & electrical engineers, the asbestos management team and the technical support team, who collectively maintain all of Blackpool Council's corporate property stock and a large proportion of schools.
- The section also offers a design and project management service for small to medium schemes and a design and build service, with our direct works building service, to deliver new builds and refurbishment projects.
- The Building Cleaning team provides a cleaning service to local authorities, schools, primary care trusts 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. The team is working in partnership with Blackpool & Fylde College to offer British Institute of Cleaning Science training and qualifications for long-term unemployed people in the area.

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

TRANSPORT SERVICES

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	865	937	937	942
PREMISES	-	-	-	-
TRANSPORT	948	934	934	953
SUPPLIES AND SERVICES	38	11	11	11
THIRD PARTY PAYMENTS	2	-	-	-
TRANSFER PAYMENTS	1	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	26	26	26	26
COPORATE SAVINGS TARGET				
TOTAL EXPENDITURE	1,880	1,908	1,908	1,932
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	10	10	10
GOVERNMENT GRANTS	39	10	10	-
RECHARGES	1,693	1,865	1,865	1,875
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	61	20	20	20
TOTAL INCOME	1,793	1,905	1,905	1,905
NET EXPENDITURE	87	3	3	27
COST PER '000 POPULATION	1			

BUDGET HOLDER: JOHN BLACKLEDGE - ASSISTANT DIRECTOR LEISURE & COMMERCIAL SERVICES

Notes :

- The service provides a "home to school" transport service for vulnerable children and young people within the borough. In excess of 750 children and young people are transported daily, which includes looked after children, children with special needs, those with behavioural issues and transportation in relation to homeless hostels and women's refuge.
- The service employs 14 drivers and 82 passenger assistants, with 200 different routes planned and taken daily. In addition, the service manages the school bus pass permits, which are in excess of 150.

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

PARKING

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,495	1,417	1,417	1,414
PREMISES	1,066	1,188	1,188	1,212
TRANSPORT	28	29	29	30
SUPPLIES AND SERVICES	254	190	190	195
THIRD PARTY PAYMENTS	159	61	61	62
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	325	44	44	114
CAPITAL CHARGES	1,025	908	908	901
CORPORATE SAVINGS TARGET				(648)
TOTAL EXPENDITURE	4,352	3,837	3,837	3,280
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	6,089	6,011	6,011	6,016
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	3	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	178	-	-	-
TOTAL INCOME	6,270	6,011	6,011	6,016
NET EXPENDITURE	(1,918)	(2,174)	(2,174)	(2,736)
COST PER '000 POPULATION	(13)	(15)	(15)	(19)

BUDGET HOLDER: JOHN BLACKLEDGE - ASSISTANT DIRECTOR LEISURE & COMMERCIAL SERVICES

Notes :

1. Parking Services aims to keep illegal parking to a minimum, keep traffic flowing safely and freely and offer help and advice to visitors and residents alike.
2. There are 3 multi-storey and 23 surface car parks which accommodate in excess of 5,000 off-street parking spaces.
3. Civil Enforcement Officers not only issue penalty notices, but also provide information to the Police regarding a wide range of issues relating to vehicles and their use.

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

SECURITY & CCTV

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	914	1,039	953	996
PREMISES	64	82	100	84
TRANSPORT	38	50	50	51
SUPPLIES AND SERVICES	196	71	51	72
THIRD PARTY PAYMENTS	516	267	397	273
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	75	62	281	(11)
CAPITAL CHARGES	173	61	61	46
CORPORATE SAVINGS TARGET				(260)
TOTAL EXPENDITURE	1,976	1,632	1,893	1,251
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	167	167	167
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,214	867	968	867
TOTAL INCOME	1,215	1,034	1,135	1,034
NET EXPENDITURE	761	598	758	217
COST PER '000 POPULATION	5	4	5	2

BUDGET HOLDER: JOHN BLACKLEDGE - ASSISTANT DIRECTOR LEISURE & COMMERCIAL SERVICES

Notes :

1. Security Services are focussed on contributing to the prevention of anti-social behavior within the borough, working closely and in partnership with the Police.
2. The service provides a professional 24-hour, 365 days per year dedicated security team, managing internal and external security contracts.
3. The CCTV service aims to reduce the fear of crime and help deter disorder and criminal behavior.
4. The CCTV service also helps to detect crime and provide evidential material for court proceedings, helping in relation to enforcement and regulatory functions within the borough.

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

WASTE MANAGEMENT

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	549	911	911	875
PREMISES	319	224	224	228
TRANSPORT	133	160	160	163
SUPPLIES AND SERVICES	4,510	9,824	9,824	13,805
THIRD PARTY PAYMENTS	8,119	5,401	5,401	5,509
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	469	670	670	-
CAPITAL CHARGES	197	230	230	97
CORPORATE SAVINGS TARGET				(1,277)
TOTAL EXPENDITURE	14,296	17,420	17,420	19,400
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	883	1,019	1,019	986
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	815	1,009	1,009	1,047
TOTAL INCOME	1,698	2,028	2,028	2,033
NET EXPENDITURE	12,598	15,392	15,392	17,367
COST PER '000 POPULATION	88	108	108	122

BUDGET HOLDER: JOHN BLACKLEDGE - ASSISTANT DIRECTOR LEISURE & COMMERCIAL SERVICES

Notes:

- The Council operates a containerised domestic waste / management service in partnership with waste collection contractor Veolia Environmental Services. Blackpool residents are now recycling nearly 50% of all household waste.
- The Household Waste Recycling Centre at Bristol Avenue has facilities for the disposal of waste from any domestic household within Blackpool. The site is open 7 days a week except Christmas Day, Boxing Day and New Year's Day, between the hours of: 9am – 5pm.
- Help is available at the site to direct, advise and provide practical physical assistance to ensure the safe disposal of waste. Over 60% of waste disposed at the site is recycled. We supply wrapping for the safe disposal of asbestos waste.
- 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).
- The Waste PFI is a contract let by Lancashire County Council and Blackpool Council to a consortium led by Global Renewables Ltd, which will provide the authorities with waste recycling, processing & disposal arrangement for 25 years. These arrangements will allow the authorities to meet both European and Government targets to reduce the amount of waste sent to landfill.
- The contract includes the construction of two regional processing facilities at Leyland and Thornton, and several transfer facilities to aid the delivery of the waste to the two processing facilities.

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

HIGHWAYS

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,370	1,214	1,214	1,104
PREMISES	1,859	577	577	589
TRANSPORT	316	314	314	319
SUPPLIES AND SERVICES	2,019	1,511	1,511	1,541
THIRD PARTY PAYMENTS	257	115	115	117
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	1,290	1,028	1,028	803
CAPITAL CHARGES	1,448	1,568	1,568	1,671
CORPORATE SAVINGS TARGET				(160)
TOTAL EXPENDITURE	8,559	6,327	6,327	5,984
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	24	3	3	3
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,332	1,180	1,180	1,180
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,952	203	203	203
TOTAL INCOME	3,308	1,386	1,386	1,386
NET EXPENDITURE	5,251	4,941	4,941	4,598
COST PER '000 POPULATION	37	35	35	32

BUDGET HOLDER : RUSS WEAVER - ASSISTANT DIRECTOR NEIGHBOURHOOD SERVICES

Notes :

- Blackpool Council is the Highway Authority for the town and as such is responsible for the maintenance and improvement of the highway network infrastructure.
The introduction of the 2004 Traffic Management Act places a duty on the Authority to actively manage the network to avoid and mitigate delays and congestion affecting all road users (including pedestrians and cyclists).
- The council has a dedicated highways inspection & enforcement team that inspect all adopted highways & footways across the town on a regular basis. The objectives are to maintain the network to a suitable standard for residents and visitors to the town and to reduce the number of tripping claims made against the Council.
The enforcement aspect of the team's role extends to identifying illegally constructed vehicle crossings and applications from residents for new vehicle crossings. Residents and commercial premises pay an inspection fee for an officer to assess whether they can apply for a crossing and then can either make use of the Council's in house team to carry out the work or choose from a list of preferred contractors.
- Other areas of work include identifying obstructions on the highway, such as advertising boards, and ensuring these are removed.
- The team also brings to the attention of relevant officers other street scene issues that require intervention such as fly tipping, overhanging hedgerows, damaged street furniture, etc.
- The parade, sea defence areas and tramway are also inspected on a cyclic basis, to identify the required day-to-day maintenance activities. The monitoring of permits issued for works or events that impact upon the tramway is also carried out.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HIGHWAYS SCHEMES	209			8
HIGHWAYS MAINTENANCE	4,513	4,531	4,531	4,222
INSPECTION & ENFORCEMENT	529	410	410	368
NET EXPENDITURE	5,251	4,941	4,941	4,598

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

STREET SCENE

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	2,986	2,913	2,913	2,915
PREMISES	82	422	422	431
TRANSPORT	806	600	600	611
SUPPLIES AND SERVICES	294	241	241	246
THIRD PARTY PAYMENTS	161	138	138	293
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	558	134	134	-
CAPITAL CHARGES	208	232	232	232
CORPORATE SAVINGS TARGET				(50)
TOTAL EXPENDITURE	5,095	4,680	4,680	4,678
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	15	11	11	11
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	706	171	171	171
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	300	96	96	246
TOTAL INCOME	1,021	278	278	428
NET EXPENDITURE	4,074	4,402	4,402	4,250
COST PER '000 POPULATION	29	31	31	30

BUDGET HOLDER : RUSS WEAVER - ASSISTANT DIRECTOR NEIGHBOURHOOD SERVICES

Notes :

- The Council has a statutory responsibility to remove litter and debris from highways and the beach. This service is carried out in accordance with the Environmental Protection Act (1990) Code of Practice on Litter and Refuse.
- The Neighbourhood Environmental Action Team (NEAT) service focuses on improving the appearance and quality of the street environment by removing fly tipped rubbish, graffiti and fly posters, carrying out minor repairs to areas of damaged highway and undertaking works to support the greening up of Blackpool neighbourhoods.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
GROUNDS MAINTENANCE	408	334	334	255
NEAT	369	618	618	608
STREET CLEANSING	3,297	3,450	3,450	3,387
NET EXPENDITURE	4,074	4,402	4,402	4,250

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

TRAMWAY

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	395	531	531	536
PREMISES	80	72	72	73
TRANSPORT	44	46	46	47
SUPPLIES AND SERVICES	146	81	81	83
THIRD PARTY PAYMENTS	315	306	306	312
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	63	47	47	11
CAPITAL CHARGES	6	2,820	2,820	4,663
CORPORATE SAVINGS TARGET				
TOTAL EXPENDITURE	1,049	3,903	3,903	5,725
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	105	27	27	27
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	247	246	246	246
TOTAL INCOME	353	273	273	273
NET EXPENDITURE	696	3,630	3,630	5,452
COST PER '000 POPULATION	5	25	25	38

BUDGET HOLDER : RUSS WEAVER - ASSISTANT DIRECTOR NEIGHBOURHOOD SERVICES

Notes :

- The tramtrack and related electrical equipment are owned by the Council and maintained by Blackpool Services. Blackpool Transport Services (BTS) operate the tram service and are responsible for the tram fleet.

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

COASTAL PROTECTION

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	86	145	145	145
PREMISES	319	322	322	328
TRANSPORT	2	2	2	2
SUPPLIES AND SERVICES	13	11	11	12
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	339	109	109	63
CAPITAL CHARGES	4,348	3,330	3,330	3,726
CORPORATE SAVINGS TARGET				(140)
TOTAL EXPENDITURE	5,107	3,919	3,919	4,136
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS		-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES		-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	35	-	-	-
TOTAL INCOME	35	-	-	-
NET EXPENDITURE	5,072	3,919	3,919	4,136
COST PER '000 POPULATION	36	28	28	29

BUDGET HOLDER : RUSS WEAVER - ASSISTANT DIRECTOR NEIGHBOURHOOD SERVICES

Notes :

1. The purpose of the Coast Protection and Sea Defences service is to provide protection from erosion, inundation and flooding by the sea. This also involves maintenance of the sea front infrastructure that lies generally west of the tramtrack including; the beach, access points to the beach, promenades, pathways, steps, ramps, amenity areas, seating, shelters, colonnades, signs and the North Shore cliffs.

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

COMMUNITY SAFETY

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	308	237	237	80
PREMISES	3	-	-	-
TRANSPORT	18	4	4	4
SUPPLIES AND SERVICES	584	198	198	5
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	64	44	44	21
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET	-	-	-	-
TOTAL EXPENDITURE	977	483	483	110
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	7	(5)	(5)	(1)
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	514	118	118	-
TOTAL INCOME	521	113	113	(1)
NET EXPENDITURE	456	370	370	111
COST PER '000 POPULATION	3	3	3	1

BUDGET HOLDER : RUSS WEAVER - ASSISTANT DIRECTOR NEIGHBOURHOOD SERVICES

Notes :

- BSafe is predominantly externally funded and is responsible for the development of projects and strategies to reduce crime and the fear of crime. In addition they coordinate activity of the six statutory authorities and provide support to Reassurance Plus and the Neighbourhood Policing Teams.

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

ENVIRONMENTAL PROTECTION

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	928	807	807	787
PREMISES	2	1	1	1
TRANSPORT	40	27	27	27
SUPPLIES AND SERVICES	98	54	54	55
THIRD PARTY PAYMENTS	72	81	81	82
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	289	248	248	47
CAPITAL CHARGES	1	1	1	-
CORPORATE SAVINGS TARGET				(143)
TOTAL EXPENDITURE	1,430	1,219	1,219	856
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	59	55	55	53
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	35	23	23	23
TOTAL INCOME	94	78	78	76
NET EXPENDITURE	1,336	1,141	1,141	780
COST PER '000 POPULATION	9	8	8	5

BUDGET HOLDER : RUSS WEAVER - ASSISTANT DIRECTOR NEIGHBOURHOOD SERVICES

Notes :

- The Environmental Protection Services uses a wide range of statutory tools and powers to deliver a variety of front-line services to maintain and protect a healthy environment, these include; pest control, enforcement (litter, tobacco), dog warden, contaminated land, travellers, bathing water and air quality.

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

RE-ASSURANCE AREAS

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	437	451	451	223
PREMISES	74	66	66	64
TRANSPORT	9	8	8	6
SUPPLIES AND SERVICES	240	226	226	146
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	38	33	33	34
CAPITAL CHARGES	65	100	100	99
CORPORATE SAVINGS TARGET				(215)
TOTAL EXPENDITURE	863	884	884	357
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	3	-	-	-
GOVERNMENT GRANTS	-	202	202	24
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	53	3	3	3
TOTAL INCOME	56	205	205	27
NET EXPENDITURE	807	679	679	330
COST PER '000 POPULATION	6	5	5	2

BUDGET HOLDER : RUSS WEAVER - ASSISTANT DIRECTOR NEIGHBOURHOOD SERVICES

Notes :

- The service leads a dedicated multi-agency partnership response to environmental and quality of life issues in Blackpool's most deprived neighbourhoods. Other partners include: Police, Fire & Rescue, the Primary Care Trust and a wide range of council departments. The service was one of only 12 authorities in the country to be awarded 'Exemplar Status' by the National Police Improvement Agency (NPIA)

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

ENTERPRISE AND DEVELOPMENT

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,597	1,493	1,425	1,225
PREMISES	333	48	211	71
TRANSPORT	22	13	14	(8)
SUPPLIES AND SERVICES	604	368	530	237
THIRD PARTY PAYMENTS	59	49	60	50
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	214	137	196	3,013
CAPITAL CHARGES	43	3	43	-
CORPORATE SAVINGS TARGET				(716)
TOTAL EXPENDITURE	2,872	2,111	2,479	3,872
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	6	2	3	-
GOVERNMENT GRANTS	-	118	18	-
RECHARGES	430	-	252	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	262	-	215	-
TOTAL INCOME	698	120	488	-
NET EXPENDITURE	2,174	1,991	1,991	3,872
COST PER '000 POPULATION	15	14	14	27

BUDGET HOLDER : SALLY SHAW - HEAD OF ENTERPRISE & DEVELOPMENT

Notes :

1. The Enterprise and Development Department leads Blackpool Services strategic business planning and provides guidance and direction for the delivery of service change and continuous improvement.
2. The Department comprises of the following services; Strategic Planning, Health and Safety, Quality and Administrative Services, Safeguarding, Business Continuity and Risk Management, Performance Management and Business Intelligence.
3. The Team are also responsible for devising and implementing the Directorate's performance management framework and take a lead role in corporate and directorate planning to achieve increased productivity and maximum efficiencies.
4. The Department also includes the Council's Corporate Print Services who operate as a trading account - this means that they do not receive any funding from the Council.
5. Include in the Cash Limit for 2011/12 are Corporate Recharges for the whole of Blackpool Services.

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

PARKS

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,525	1,269	1,370	1,262
PREMISES	1,607	1,507	1,519	314
TRANSPORT	257	208	213	213
SUPPLIES AND SERVICES	525	255	270	260
THIRD PARTY PAYMENTS	54	3	66	4
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	157	113	121	11
CAPITAL CHARGES	432	330	330	353
CORPORATE SAVINGS TARGET				(239)
TOTAL EXPENDITURE	4,557	3,685	3,889	2,178
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	129	108	122	99
GOVERNMENT GRANTS	19	-	25	-
RECHARGES	1,641	1,486	1,480	10
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	522	35	206	9
TOTAL INCOME	2,311	1,629	1,833	118
NET EXPENDITURE	2,246	2,056	2,056	2,060
COST PER '000 POPULATION	16	14	14	14

BUDGET HOLDER : RUSS WEAVER - ASSISTANT DIRECTOR NEIGHBOURHOOD SERVICES

Notes :

- The service is responsible for maintenance and development of Blackpool's 94 parks / open spaces, which accommodate a wide variety of sports and recreational facilities e.g. 39 football pitches, 23 bowling greens and a 22 acre boating lake.
- The service works in close partnership with voluntary and community groups and manages 8 allotment sites. Currently 70% of parks have a friends group who work with the service to improve the quality of their local open space.
- The section also operates an Arboricultural Service that inspects and maintains trees throughout the Borough including those on highway and street verges.
- Marton Mere is a freshwater lake situated in a depression in a glacial till and is one of the few natural open areas in Lancashire. Its status is a Site of Special Scientific Interest notified under section 23 of the National Parks and Access to the Countryside Act and covers an area of 101 acres.

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

LEISURE DEVELOPMENT & FACILITIES

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	2,569	2,203	2,203	2,192
PREMISES	1,220	959	959	981
TRANSPORT	107	71	71	77
SUPPLIES AND SERVICES	637	556	556	568
THIRD PARTY PAYMENTS	1	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	422	380	380	60
CAPITAL CHARGES	496	614	614	614
CORPORATE SAVINGS TARGET				(564)
TOTAL EXPENDITURE	5,452	4,783	4,783	3,928
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1,789	1,529	1,529	1,669
GOVERNMENT GRANTS	212	122	122	-
RECHARGES	416	415	415	407
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	726	334	334	324
TOTAL INCOME	3,143	2,400	2,400	2,400
NET EXPENDITURE	2,309	2,383	2,383	1,528
COST PER '000 POPULATION	16	17	17	11

BUDGET HOLDER: JOHN BLACKLEDGE - ASSISTANT DIRECTOR LEISURE & COMMERCIAL SERVICES

Notes :

- The service provides comprehensive leisure opportunities to the whole community, ensuring all interest, abilities, age groups and backgrounds are provided for.
- In excess of 1 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 27,000 visits to facilities a year.
- The service is focused on delivering quality and excellence and ensuring Blackpool benefits from national revenue and capital investment grant aid funding programmes.

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

CEMETRIES & CREMATORIUM

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	150	140	132	135
PREMISES	451	444	465	165
TRANSPORT	2	2	1	2
SUPPLIES AND SERVICES	96	93	70	94
THIRD PARTY PAYMENTS	14	10	20	10
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	60	46	58	-
CAPITAL CHARGES	23	26	26	25
CORPORATE SAVINGS TARGET				
TOTAL EXPENDITURE	796	761	772	431
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1,045	1,044	1,047	1,052
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2	10	18	10
TOTAL INCOME	1,047	1,054	1,065	1,062
NET EXPENDITURE	(251)	(293)	(293)	(631)
COST PER '000 POPULATION	(2)	(2)	(2)	(4)

BUDGET HOLDER: JOHN BLACKLEDGE - ASSISTANT DIRECTOR LEISURE & COMMERCIAL SERVICES

Note :

- The Council operates two cemeteries located at Layton and Carleton. In addition 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.

BLACKPOOL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

CATERING SERVICES

SUBJECTIVE ANALYSIS	2009/10 ACTUAL £000	2010/11 ADJUSTED CASH LIMIT £000	2010/11 FORECAST OUTTURN £000	2011/12 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	1,979	2,068	2,068	1,994
PREMISES	399	360	360	367
TRANSPORT	29	37	37	38
SUPPLIES AND SERVICES	1,698	1,693	1,693	1,724
THIRD PARTY PAYMENTS	1	-	-	-
TRANSFER PAYMENTS	557	528	528	539
SUPPORT SERVICES	146	165	165	-
CAPITAL CHARGES	-	-	-	-
CORPORATE SAVINGS TARGET				(526)
TOTAL EXPENDITURE	4,809	4,851	4,851	4,136
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1,281	1,355	1,355	1,355
GOVERNMENT GRANTS	209	217	217	217
RECHARGES	2,367	2,481	2,481	2,481
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	875	708	708	708
TOTAL INCOME	4,732	4,761	4,761	4,761
NET EXPENDITURE	77	90	90	(625)
COST PER '000 POPULATION	1	1	1	(4)

BUDGET HOLDER: JOHN BLACKLEDGE - ASSISTANT DIRECTOR LEISURE & COMMERCIAL SERVICES

Notes :

- Individual schools have the option either to enter into the Catering Service Level Agreement or to purchase their catering from an external supplier. The service is accountable to the statutory schools forum for its quality and financial performance. The service undertakes the statutory monitoring on behalf of the authority for nutritional and hygiene standards.

Budgets Outside the Cash Limit

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

SUMMARY

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
FUNCTIONS OF SERVICE	£000	£000	£000	£000
TREASURY MANAGEMENT	14,159	16,436	15,683	13,896
GRANTS, DONATIONS & SUBSCRIPTIONS	592	654	613	512
HOUSING BENEFITS	932	1,218	1,212	1,346
COUNCIL TAX & NNDR COST OF COLLECTION	1,238	1,613	1,600	1,259
SUBSIDIARY COMPANIES	(163)	529	511	479
CONCESSIONARY FARES	3,334	2,836	2,735	4,832
WINTER GARDENS	1,000	1,000	1,000	-
LAND CHARGES	7	(31)	(7)	(112)
NET COST OF SERVICES	21,099	24,255	23,347	22,212
<i>COST PER '000 POPULATION</i>	<i>148</i>	<i>170</i>	<i>164</i>	<i>156</i>

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
SUBJECTIVE ANALYSIS	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	140	149	109	86
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	12,767	7,806	7,716	6,471
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	96,236	96,944	104,369	104,278
SUPPORT SERVICES	4,639	4,707	4,544	4,034
CAPITAL CHARGES	14,447	18,206	17,434	16,762
TOTAL EXPENDITURE	128,229	127,812	134,172	131,631
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	768	815	764	817
GOVERNMENT GRANTS	100,743	99,022	106,483	104,110
RECHARGES	1,305	1,557	1,557	2,669
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	4,314	2,163	2,021	1,823
TOTAL INCOME	107,130	103,557	110,825	109,419
NET EXPENDITURE	21,099	24,255	23,347	22,212

BUDGETS OUTSIDE THE CASH LIMIT
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012
TREASURY MANAGEMENT

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
SUBJECTIVE ANALYSIS	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	2,116	155	155	268
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	346	364	364	248
CAPITAL CHARGES	13,764	17,503	16,750	16,078
TOTAL EXPENDITURE	16,226	18,022	17,269	16,594
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,305	1,557	1,557	2,669
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	762	29	29	29
TOTAL INCOME	2,067	1,586	1,586	2,698
NET EXPENDITURE	14,159	16,436	15,683	13,896
COST PER '000 POPULATION	99	115	110	98

BUDGET HOLDER : CHIEF FINANCIAL OFFICER

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 £143 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 £24 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. The 2011/12 Budget reflects the loan charges arising from the capital programme.
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.

BUDGETS OUTSIDE THE CASH LIMIT
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012
GRANTS, DONATIONS & SUBSCRIPTIONS

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
SUBJECTIVE ANALYSIS	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	572	639	598	511
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	20	15	15	1
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	592	654	613	512
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	-	-	-	-
NET EXPENDITURE	592	654	613	512
COST PER '000 POPULATION	4	5	4	4

BUDGET HOLDER : S THOMPSON - CHIEF FINANCIAL OFFICER

Notes :

1. This budget comprises financial assistance to national bodies, voluntary organisations and charitable bodies operating in the Blackpool area. It also includes subscriptions payable to national organisations such as the Local Government Association.

BUDGETS OUTSIDE THE CASH LIMIT
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012
HOUSING BENEFITS

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
SUBJECTIVE ANALYSIS	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	3,168	150	132	132
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	78,650	79,500	85,545	85,545
SUPPORT SERVICES	1,473	1,524	1,358	1,510
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	83,291	81,174	87,035	87,187
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	81,073	79,206	85,341	85,288
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,286	750	482	553
TOTAL INCOME	82,359	79,956	85,823	85,841
NET EXPENDITURE	932	1,218	1,212	1,346
COST PER '000 POPULATION	7	9	9	9

BUDGET HOLDER : M MCROBERTS - ASSISTANT DIRECTOR OF REVENUES, BENEFITS AND TRANSACTIONAL SERVICES

Notes :

- Housing Benefits are paid to private tenants in the form of rent allowances. 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 2012
COUNCIL TAX & NNDR COST OF COLLECTION

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
SUBJECTIVE ANALYSIS	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	216	736	747	710
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	17,277	17,050	18,376	18,330
SUPPORT SERVICES	2,774	2,756	2,758	2,257
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	20,267	20,542	21,881	21,297
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	18,271	17,545	18,822	18,822
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	758	1,384	1,459	1,216
TOTAL INCOME	19,029	18,929	20,281	20,038
NET EXPENDITURE	1,238	1,613	1,600	1,259
COST PER '000 POPULATION	9	11	11	9

BUDGET HOLDER : M MCROBERTS - ASSISTANT DIRECTOR OF REVENUES, BENEFITS AND TRANSACTIONAL SERVICES

Notes :

1. This budget represents the cost of collecting Council Tax and National Non-Domestic Rates. It also includes Council Tax rebates.
2. "Transfer Payments" includes Council Tax rebates which is offset by Government Grants

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

SUBSIDIARY COMPANIES

SUBJECTIVE ANALYSIS	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	46	46	22	35
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	939	9	8	8
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	309	394	448	403
SUPPORT SERVICES	18	40	40	12
CAPITAL CHARGES	683	702	683	683
TOTAL EXPENDITURE	1,995	1,191	1,201	1,141
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	662	662	662	662
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,496	-	28	-
TOTAL INCOME	2,158	662	690	662
NET EXPENDITURE	(163)	529	511	479
COST PER '000 POPULATION	(1)	4	4	3

BUDGET HOLDER : S THOMPSON - CHIEF FINANCIAL OFFICER

Notes :

1. Included within this budget head are the costs to the Council in support of services provided by its subsidiary companies.
2. In July 2004 the Council sold Blackpool Airport Limited to City Hopper Airports (Blackpool Ltd.) After that date, the Council became no longer liable for any losses arising from the Airport, resulting in savings to the General Fund. Blackpool Council retains a 5% investment share in the new Airport company.
3. Blackpool Transport Services Limited is a wholly owned company of the Council.
4. Blackpool Operating Company Limited is a wholly owned company of the Council, established to operate and manage the Sandcastle Waterpark.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
AIRPORT	7	5	5	5
BLACKPOOL TRANSPORT SERVICES	(453)	82	64	82
SANDCASTLE WATERPARK	283	442	442	392
NET EXPENDITURE	(163)	529	511	479

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012

CONCESSIONARY FARES

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
SUBJECTIVE ANALYSIS	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	4,738	5,109	5,058	4,835
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	4,738	5,109	5,058	4,835
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	3	2	3	3
GOVERNMENT GRANTS	1,401	2,271	2,320	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	1,404	2,273	2,323	3
NET EXPENDITURE	3,334	2,836	2,735	4,832
COST PER '000 POPULATION	23	20	19	34

BUDGET HOLDER : H FRANCE - EXECUTIVE DIRECTOR PLACES

Notes :

The Concessionary Fares scheme in Blackpool is a partnership between Blackpool, Blackburn with Darwen, Lancashire and Cumbria councils and is branded as NoWcard.

From April 2008 the English National Concessionary Travel Scheme was amended to allow free travel on public transport to those aged 60 or above, or the disabled as detailed below.

The entitlements:-

Elderly

Holders of Elderly NoWcards:

- English National Concession*
- Off Peak free travel on Blackpool Trams and the Knott-End to Fleetwood Ferry

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
- Off Peak free travel on Blackpool Trams and the Knott-End to Fleetwood Ferry
- 50p flat fare before 9.30am on Blackpool Trams

* 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 2012
WINTER GARDENS

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
SUBJECTIVE ANALYSIS	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	1,000	1,000	1,000	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	1,000	1,000	1,000	-
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	-	-	-	-
NET EXPENDITURE	1,000	1,000	1,000	-
COST PER '000 POPULATION	7	7	7	-

BUDGET HOLDER : H FRANCE - EXECUTIVE DIRECTOR OF PLACES

Notes :

1. The Council entered into a licence agreement with the owners of the Winter Gardens in 1986 in order to allow access to a number of public rooms for the period 1 October - 30 June each year whilst the owners retained responsibility during this period for maintaining the buildings, contents and services in a state appropriate for a first class conference, banqueting and entertainment centre - this agreement ran until 31 October 2009.

BUDGETS OUTSIDE THE CASH LIMIT
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2012
LAND CHARGES

	2009/10 ACTUAL	2010/11 ADJUSTED CASH LIMIT	2010/11 FORECAST OUTTURN	2011/12 CASH LIMIT
SUBJECTIVE ANALYSIS	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	93	103	87	51
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	19	8	19	8
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	8	9	9	6
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	120	120	115	65
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	102	151	99	152
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	11	-	23	25
TOTAL INCOME	113	151	122	177
NET EXPENDITURE	7	(31)	(7)	(112)
COST PER '000 POPULATION		0	0	(1)

BUDGET HOLDER : To be determined.

Notes :

1. The Legal Services 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

Housing Revenue Account

HOUSING REVENUE ACCOUNT

BUDGET 2011/2012

FUNCTIONS	2010/2011 FULL YEAR BUDGET	2010/2011 PROJECTED OUTTURN	2010/2011 VARIATION	2011/2012 DRAFT BUDGET
	£000	£000	£000	£000
MANAGEMENT FEE	11,109	11,109	-	10,691
HOUSING CLIENT & APPLICATIONS SERVICE	478	478	-	478
OTHER HRA COSTS	118	118	-	119
CAPITAL CHARGES	7,004	6,587	(417)	7,107
RENT REBATE SUBSIDY LIMITATION	418	418	-	-
PROVISION FOR BAD AND DOUBTFUL DEBTS	200	200	-	200
HOUSING SUBSIDY	(1,640)	(1,147)	493	(1,199)
<u>RENT & SERVICE CHARGE INCOME DUE</u>				
Rental Income & Depooled Service Charges	(15,690)	(15,750)	(60)	(16,060)
Sheltered Housing	(860)	(865)	(5)	(647)
Transitional Protection	21	22	1	15
Emergency Housing	(263)	(295)	(32)	(254)
Television Service (IRS)	(197)	(200)	(3)	(204)
Gardening Scheme	(113)	(120)	(7)	(113)
Security	(80)	(81)	(1)	(82)
Furniture	(5)	(7)	(2)	(8)
<u>OTHER RENTS & CHARGES</u>				
Garages	(113)	(108)	5	(110)
Leasehold	(124)	(115)	9	(167)
Commercial Rents	(45)	(41)	4	(32)
Other Income	(17)	(17)	-	(17)
<u>INTEREST INCOME</u>				
Interest on Revenue Balances	(275)	(145)	130	(66)
Mortgage Interest	(3)	(3)	-	(3)
CONTRIBUTION (TO) / FROM WORKING BALANCE	(77)	38	115	(352)
WORKING BALANCE	2010/2011 BUDGET	2010/2011 PROJECTED OUTTURN	2010/2011 VARIATION	2011/2012 DRAFT BUDGET
	£000	£000	£000	£000
BALANCE AT 1ST APRIL	(1,350)	(1,350)	-	(1,312)
CONTRIBUTION (TO) / FROM WORKING BALANCE	(77)	38	115	(352)
BALANCE AT 31ST MARCH	(1,427)	(1,312)	115	(1,664)
HOUSING STOCK	2009/2010 ACTUAL	2010/2011 BUDGET	2010/2011 PROJECTED OUTTURN	2011/2012 BUDGET
	Dwellings	Dwellings	Dwellings	Dwellings
Total Number of dwellings at 1st April	5,395	5,362	5,362	5,298
Number of dwellings completed and acquired in the year	5	-	12	37
Number of dwellings sold / deleted in the year	(38)	(30)	(76)	(14)
Total number of dwellings at 31st March	5,362	5,332	5,298	5,321

SUMMARY OF MAIN SERVICES PROVIDED WITHIN THE HOUSING REVENUE ACCOUNT (HRA)

SERVICES PROVIDED BY BLACKPOOL COASTAL HOUSING LIMITED

MANAGEMENT SERVICES

TENANCY AND ESTATE MANAGEMENT

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

MANAGING VACANT PROPERTIES

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

RENT AND SERVICE CHARGE COLLECTION

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

ASSET MANAGEMENT & MAINTENANCE OF THE HOUSING STOCK

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

REPAIRS AND MAINTENANCE ADMINISTRATION

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

SUPPORTED LIVING SERVICES

HOSTELS

The Council currently manages three Hostels with a total of 129 temporary bed spaces. The service provides accommodation and specialist support to homeless single people and families within the Emergency Housing Units. The support focuses on individually assessed needs through a Support Plan to assist in retaining/relearning life skills, maximising independence, developing support networks and preparing for the transition into permanent accommodation.

SHELTERED HOUSING

The aim of Sheltered Housing is the provision of accommodation that is easy to maintain and secure within a safe and supported environment. Support to the tenant is based on identified needs as defined within the Individual Support Plans and is co-ordinated by a Scheme Manager. The Scheme Manager will facilitate a flexible and tailored service to all tenants with a holistic approach to their assessed needs. This is to assist individuals to retain and/or relearn life skills, develop support networks, sustain their tenancy and maximise their independence through planned intervention and support. The Sheltered Housing Service works in conjunction with the Council's community alarm service (Vitaline) to provide 24hrs emergency response to all tenants within the schemes.

OTHER SERVICES TO TENANTS

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

SERVICES PROVIDED BY BLACKPOOL COUNCIL

ALLOCATIONS AND LETTINGS OF PROPERTIES

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

HOUSING CLIENT

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

RENT REBATE SUBSIDY LIMITATION

Rent Rebate is the term used for Housing Benefit that is paid to Council tenants. Since 1 April 2004 Rent Rebates are no longer accounted for in the HRA, but are used as a method of rent control. If a local authority charges a higher rent than the figure set by the Department for Communities & Local Government (DCLG), then the authority will have to pay back a proportion of the additional income.

HOUSING SUBSIDY

Housing Subsidy is provided by the DCLG. This is calculated by the DCLG using assumptions about the level of management maintenance costs that should be necessary for Blackpool's stock and the level of rent that should be collected. An allowance is also paid to support an approved level of capital investment.

Capital Programme

BLACKPOOL COUNCIL

REPORT

2011/12, 2012/13 & 2013/14 CAPITAL PROGRAMME

1. Introduction

- 1.1 The Council's 2011/12 capital programme runs concurrently with the 2011/12 revenue budget and reports on both have been submitted 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 budget 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 2011/12 is £51m and over a three year period is estimated at £132m. To this should be added the investment that will be made over the next few years via the Street Lighting PFI (Private Finance Initiative) of £32m, Building Schools for the Future currently estimated at £40m and Blackpool's share of the Waste PFI of £27m. Given that these items are not included on the Council's balance sheet, they are not specifically detailed in the capital programme schedules at Appendices A and B. The 2012/13 and 2013/14 programmes have been drawn up based upon allocations and provisional bids. Government announcements in respect of allocations have been delayed this year and in order to be prudent Blackpool Council has chosen not to include estimates of these figures. An update will be provided to Executive once these allocations have been announced. These will be reviewed as part of the budget processes for 2012/13 and 2013/14 in the light of changing priorities and final funding levels which mean that no commitments can be made as yet in respect of those new schemes identified for 2012/13 and 2013/14.
- 1.2 The Council has like all other local authorities suffered from cuts in available capital budgets. Blackpool Council has continued to be pro-active in seeking additional funding for schemes and this is reflected in the size of the capital programme.
- 1.3 The position of the capital programme for 2010/11 is reported monthly to the Corporate Leadership Team (CLT) and the Executive as well as the Audit Committee. The Council's performance in delivering a very high level of planned expenditure now means that the past practice of relying on over-programming to allow schemes to proceed is no longer recommended.
- 1.4 The capital programme now submitted is consistent with that agreed for 2010/11. It includes identified commitments for schemes in progress such as development of the Central Library and the Leisure Assets as well as improvements to the Promenade and the Tramway. The scale of these commitments means there are very limited resources to deliver additional schemes that are not fully funded.
- 1.5 The capital programme prepared for 2011/12 does not include budgeted expenditure that has previously been approved by Executive. Blackpool Council has in the region of £30m at its disposal for capital projects that has been approved in previous years but not yet been expended. The total capital budget therefore for 2011/12 is in reality in the region of £80m.

2. Capital Funding

- 2.1 The Council's capital spending is funded from Supported Capital Expenditure (SCE), 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. SCE capital borrowing allocations are matched by Government funding of the debt financing costs element that is received through Formula Grant. In recent years there has been a move to convert SCE to capital grants, which can be treated the same as SCE. One example of this is the Transport Capital Settlement which is split between SCE and capital grant for both the Integrated Transport and Highways Maintenance elements.

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 (see separate report to this Cabinet meeting).

- 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 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 with more detailed information on prudential indicators following:-

- (1) The actual capital position – (Non-HRA and HRA) for 2010/11 will be reported as part of the 2010/11 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 2011/12.
- (3) Prudence – capital expenditure including commitments for non-HRA and HRA for 2010/11 is 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 ringfenced and non-ringfenced. The ringfenced borrowing approvals and 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-ringfenced capital grants. These allocations come from individual Government departments but fall into the category known as the 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 the service priorities. It is proposed that the Council uses some non-ringfenced SCEs/capital grants in future for its corporate priorities, thereby allowing key schemes to proceed. The intention would be to continue to apply a top-slice of **12.5%** (first applied in 2005/06) of basic service SCE/capital grant in 2011/12 for corporate priorities including additional expenditure anticipated on existing schemes. The impact of this 12.5% proposal is set out below:

Directorate	2011/12 Non ringfenced Allocations £000	12.50% Top-slice £000	Net Total £000
Places	2,979	(372)	2,607
Children Adult Family Services	2,386	(298)	2,080
TOTAL	5,365	(670)	4,695

- 4.3 As can be seen from the table below the non-ringfenced SCE/capital grant allocation shows a significant decrease from 2010/11 to 2011/12:

Services	2010/11 £000	2011/12 £000	Reduction £000
Education	1,380	1,920	540
Children's PSS	28	-	(28)
Housing	3,405	-	(3,405)
Social Care	189	466	277
Waste Infrastructure	102	-	(102)
Transport	3,949	2,979	(970)
TOTAL	9,053	5,365	(3,688)

5. Capital Receipts

- 5.1 The Council has committed all available capital receipts to the support of the capital programme. This includes the remaining balance of the proceeds from the disposal of Blackpool Airport and the net balance of the receipt from the sale of Blackpool Business and Technology parks.
- 5.2 The Council has also specifically ring fenced receipts such as the New Homes Bonus to allow capital schemes to proceed. Some capital schemes would be unable to proceed without this additional funding being identified.
- 5.3 The Council continually reviews its assets in order to identify those that may be disposed of to generate new capital receipts. However, the current economic climate has seen a significant fall in land and building values such that disposal, even if buyers might be available, is not always viable.

6. Management of the Capital Programme and Associated Risks

- 6.1 The key risks in terms of the management of the proposed capital programme are:-
 - (1) private sector developers unable to raise finance, renegotiating or pulling out of deals as a result of the economic downturn
 - (2) contractors likewise getting into financial difficulty
 - (3) anticipated funding eg. grant and capital receipts, not being realised resulting in funding shortfalls
 - (4) additional, unbudgeted revenue implications arising on schemes
 - (5) delivery of the scheme over budget and late
 - (6) increased reliance on Prudential borrowing and an increase in the pooled interest rate.
- 6.2 In order to address these issues the Council has improved its capital monitoring information by redeploying resources into its Capital Finance Team. 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 is also provided on a regular basis.
- 6.3 Schemes that have specific funding attached should only proceed where the external funding has been formally secured. There is no commitment on the Council to fund a shortfall in such circumstances.
- 6.4 In addition, 2010/11 saw the emergence and realisation of a number of significant overspends within the capital programme. These are reported to the Corporate Leadership Team on a monthly basis and work is ongoing to address these overspends and mitigate where possible.
- 6.5 The introduction of International Financial Reporting Standards (IFRSs) in 2010/11 has had a significant impact on the Capital Programme. Councils must comply with IFRSs, and the final accounts will be presented in a different format than that currently utilised. Property, plant and equipment are now to be valued on a component basis, and leases and PFIs subject to detailed appraisal. There are costs to implementing IFRSs which Finance has met, as the Secretary of State has decided not to exempt local authorities from this regulation.

7. Regeneration Issues

- 7.1 For 2011/12 the revenue and capital budgets have been determined on a common timescale. The figures included under the Places element of the capital programme reflect the anticipated loss of funding and the ultimate disestablishment of the North West Development Agency (NWDA).
- 7.2 The main categories for capital spend on Places projects are:-
- (1) Resort Regeneration (including the Seafront, Illuminations and Tramway);
 - (2) Skills and Economic Inclusion; and
 - (3) Access, Infrastructure and the Environment (including the Town Centre and Talbot Gateway).
- 7.3 The Coastal Defence/Seafront Experience project is well underway and is due to be completed in 2011/12. Funding from a number of sources has been utilised to complete a new and vibrant attraction to the town.
- 7.4 Merlin have been appointed to operate Blackpool Tower and associated attractions. They have vast experience in running ventures of this magnitude and their experience and knowledge should restore Blackpool Tower to being a world class attraction.
- 7.5 The Council has now finalised a Development Agreement for delivery of the wider Talbot Gateway scheme and initial development work on the scheme is planned to commence in 2011/12 by MUSE, the Council's appointed developer.

8. Arms Length Management Organisation

- 8.1 Restoration of funding for the Decent Homes Standard that was cut in the CSR has not yet been announced by Central Government, therefore only funding in relation to anticipated capital receipts has been recognised.

9. Building Schools for the Future (BSF)

- 9.1 A sum of £20m has been included in the Capital Programme in respect of BSF. There is a simple Design and Build scheme and also a PFI scheme which will be predominantly funded by the Department for Education (DfE) and is expected to result in the development and construction of 3 new schools.

10. Capital Programme

- 10.1 The capital programme takes account of all available resources including capital receipts and the top-sliced resource to fund corporate priorities and other costs. These are identified in the following table.
- 10.2 The schemes that will proceed or are in progress are set out in detail in the table that follows. The expenditure by directorate is:-

Directorate	2011/12 £000	2012/13 £000	2013/14 £000
Places	40,913	33,290	30,147
Blackpool Services	-	-	-
Children Adult and Family Services	9,543	10,360	8,005
Resources	50	50	50
TOTAL	50,506	43,700	38,202

- 10.3 Any new proposals will be submitted throughout the year via the formal decision-making process.

11. Capital Expenditure Commitments

- 11.1 Regular capital monitoring identifies schemes for which there is a contractual and legal obligation to fund and these become first call on available resources. In addition, there are a number of other areas for which corporate resources have been specifically earmarked:-

	£'000
Contractual/Legal commitments	50
Central Library	375
CRRM	245
TOTAL	670

12. Council Priorities

- 12.1 The capital programme supports key priorities especially regeneration of the town. The four key schemes to be undertaken in the next twelve months are:-

- (1) the Talbot Gateway development
- (2) Tramway
- (3) Building Schools for the Future
- (4) Leisure Assets re-development.

BLACKPOOL COUNCIL
CAPITAL PROGRAMME 2011/12 TO 2013/14

SERVICE

PLACES

HOUSING REVENUE ACCOUNT

BLACKPOOL SERVICES

CHILDREN, ADULT AND FAMILY SERVICES

RESOURCES

2011/12 APPROVED PROGRAMME £000	2012/13 POTENTIAL PROGRAMME £000	2013/14 POTENTIAL PROGRAMME £000
40,813	33,190	30,047
100	100	100
-	-	-
9,543	10,360	8,005
50	50	50

TOTAL PROGRAMME

50,506	43,700	38,202
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FUNDING SOURCES

SUPPORTED CAPITAL EXPENDITURE

PRUDENTIAL BORROWING

SPECIFIC CAPITAL GRANTS

OTHER GRANTS/CONTRIBUTIONS

REVENUE CONTRIBUTIONS

CAPITAL RECEIPTS

2011/12 APPROVED PROGRAMME £000	2012/13 POTENTIAL PROGRAMME £000	2013/14 POTENTIAL PROGRAMME £000
-	-	-
27,384	29,355	21,855
12,499	12,985	10,597
10,523	1,260	5,650
-	-	-
100	100	100

TOTAL FUNDING

50,506	43,700	38,202
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BLACKPOOL COUNCIL

CAPITAL RESOURCES 2011/12 TO 2013/14

	2011/12 APPROVED PROGRAMME £000	2012/13 POTENTIAL PROGRAMME £000	2013/14 POTENTIAL PROGRAMME £000
SUPPORTED CAPITAL EXPENDITURE			
Local Transport Plan	-	-	-
LTP - Top Slice @ 12.5%	-	-	-
Children and Young People	-	-	-
Children's PSS	-	-	-
C & YP - Top Slice @ 12.5%	-	-	-
PRUDENTIAL BORROWING			
Central Business District Development	2,683	15,536	15,855
Tramway	15,250	-	-
Tyldesley Rd, Project 30 etc	9,451	13,819	6,000
SPECIFIC CAPITAL GRANTS			
C & YP - Basic Need	182	207	207
C & YP - Capital Maintenance	1,498	1,712	1,712
C & YP - Top Slice @ 12.5%	240	50	50
C & YP - Building Schools for the Future	7,135	7,649	5,366
ASC - Social Care	408	472	400
ASC - Top Slice @ 12.5%	58	-	-
LTP - Integrated Transport	1,124	1,371	1,371
LTP - Road Safety Schemes	1,482	1,524	1,491
LTP - Top Slice @ 12.5%	372	-	-
OTHER GRANTS/CONTRIBUTIONS/ETC.			
C & YP - Devolved Capital	320	320	320
LAA - Top Slice @ 12.5%			
Transport - LCC	7,160	-	-
Regeneration - North West Development Agency	1,786	459	-
Regeneration - ERDF	1,257	481	-
HCA	-	-	5,330
CAPITAL RECEIPTS			
Housing - Right to Buy	100	100	100
PSH - Loan Repayments			
Regen - Council Office Receipts			
Housing - Property Resale Receipts			
TOTAL RESOURCES	50,506	43,700	38,202

BLACKPOOL COUNCIL

Capital Programme 2011/12

Places

Central Library Refurbishment
 LTP - Integrated Transport : Traffic Management
 LTP - Integrated Transport : Parking Management
 LTP - Integrated Transport : Walking and Cycling
 LTP - Integrated Transport : Local Safety Schemes
 LTP - Integrated Transport : Public Transport
 LTP - Capital Maintenance
 LTP - Monitoring
 Tramway
 Seafront - Parades
 Seafront - Tower Headlands inc Registry Office
 Central Business District Development
 Tyldesley Rd / Rigby Rd
 Project 30
 Leisure Assets
 CRRM

2011/12 APPROVED PROGRAMME £000	2012/13 POTENTIAL PROGRAMME £000	2013/14 POTENTIAL PROGRAMME £000
375	-	-
550	600	570
90	100	100
550	600	600
160	200	200
500	575	575
738	800	800
18	20	17
22,410	-	-
244	-	-
343	-	-
2,683	15,536	15,855
2,200	7,340	5,330
6,000	6,000	6,000
3,707	1,419	-
245	-	-
40,813	33,190	30,047

TOTAL

BLACKPOOL COUNCIL

Capital Programme 2011/12

Housing Revenue Account

Works to achieve Decent Homes Standard

TOTAL

2011/12 APPROVED PROGRAMME £000	2012/13 POTENTIAL PROGRAMME £000	2013/14 POTENTIAL PROGRAMME £000
100	100	100
100	100	100

Capital Programme 2011/12

Fair Play Pathfinders
Stanley Park Greenhouses
Moor Park Fitness Equipment
Safer Stronger Communities Fund
Waste Infrastructure

TOTAL

BLACKPOOL COUNCIL

Capital Programme 2011/12

Children, Adult and Family Services

New Pupil Places/Basic Need
Modernisation
Devolved Capital
Building Schools for the Future
Social Care Single Capital Pot

2011/12 APPROVED PROGRAMME £000	2012/13 POTENTIAL PROGRAMME £000	2013/14 POTENTIAL PROGRAMME £000
182	207	207
1,498	1,712	1,712
320	320	320
7,135	7,649	5,366
408	472	400
9,543	10,360	8,005

TOTAL

BLACKPOOL COUNCIL

Capital Programme 2011/12

Resources

Accountancy Support

TOTAL

2011/12 APPROVED PROGRAMME £000	2012/13 POTENTIAL PROGRAMME £000	2013/14 POTENTIAL PROGRAMME £000
50	50	50
50	50	50

**Business Improvement District
Revenue Account**

Business Improvement District Revenue Account

		2010/11 Budget £000	2011/12 Budget £000
	BID Levy Income	(234)	(269)
	Costs of collecting Levy	22	11
	Payment to Blackpool Town Centre BID Ltd	212	258
	TOTAL	-	-

Notes :

Blackpool Council is the billing authority for the Blackpool town centre business improvement district which is managed by Blackpool Town Centre BID Ltd

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 the trading environment and business.

The BID is financed by way of a levy equivalent to 1% (plus an annual uplift) of the non domestic rateable value charged on all properties listed in the 2005 local Non-Domestic Rating List located within the BID area except those located within the Hounds Hill centre that already pay a service charge, these properties are subject to a levy at 0.7% of their rateable value.

The BID area covers the main town centre and other areas designated for future commercial developments

The BID aims to achieve:

- A better and safer environment
- More customers and better trade
- Reduction of shop theft, street crime and begging
- High profile marketing and promotion
- Festivals and events
- 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 Executive Directors 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. The 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. Executive Directors may transfer funds between bottom lines after consultation with the Heads 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. The 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 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 the Director of Resources' 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

AREA BASED GRANTS

This single non-ringfenced grant was payable to local authorities by central government for several years until 2010/11. Its components have now either rolled into Formula Grant, into other grants in particular Early Intervention Grant, or have ended.

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.

CAPITAL CHARGES

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

CAPITAL EXPENDITURE

Expenditure on major items, such as land and buildings, which is paid for over more than one year. This could be the acquisition of a fixed asset, or expenditure which enhances (and not merely maintains) the value of an existing fixed asset.

CAPITAL GRANTS

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

CAPITAL PROGRAMME

The capital schemes an authority proposes to undertake over a period of time.

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 method of expenditure control which restricts the amount available for revenue spending to a specified cash amount - irrespective of the effects of inflation.

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)

This is one of the leading professional accountancy bodies in the UK and the only one that specialises in the public sector.

COLLECTION FUND

A statutory fund maintained by the Council which is used to record local taxes and non-domestic rates collected by the authority, and also payments to precepting authorities, the national pool of non-domestic rates and the Council's own general fund.

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 BENEFIT

Assistance provided by billing authorities to adults on low incomes to help them pay their council tax bill. The cost to authorities of council tax benefits is largely met by government grant.

COUNCIL TAX FREEZE GRANT

This grant is available to all local authorities, along with police and fire authorities, which decide to freeze or reduce their council tax in 2011/12. If they do, they will receive additional funding in 2011-12, equivalent to raising their 2010-11 council tax by 2.5 per cent. This funding will continue over the Spending Review period (2011/12 - 2014/15).

DEBT CHARGES

A term for the interest paid on loans raised and repayments of the amount borrowed (the 'principal'). 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 LABOUR AND DIRECT SERVICE ORGANISATIONS

Direct Labour Organisations (DLOs) were established under the *Local Government Planning and Land Act 1980* and Direct Service Organisations (DSOs) under the *Local Government Act 1988* to carry out work on defined activities in accordance with compulsory competitive tendering.

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))

EARLY INTERVENTION GRANT (EIG)

The EIG replaces several centrally directed grants to support services for children, young people and families that ended in 2010-11. The EIG will provide a substantial new funding stream for early intervention and preventative services. The new grant is not ringfenced, bringing a significant extension of local flexibility and greater freedom at local level, to respond to local needs and drive reform, while supporting a focus on early intervention in the early years and up through the age range, and to pool and align funding where that enables local authorities and their partners to target disadvantage and achieve better results.

EXTERNAL FUNDING

A generic term to describe all grant funding received from external sources such as Neighbourhood Renewal Fund (NRF), European Regional Development Fund (ERDF) and North West Development Agency (NWDA).

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).

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.

FORMULA GRANT

Grant distributed by formula through the local government finance settlement. It comprises Revenue Support Grant and redistributed business rates (NNDR). It is a general subsidy towards council spending and is not ring-fenced for specific services.

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. Benefit paid to the authority's own tenants is known as rent rebate and that paid to private sector tenants as rent allowance.

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 SUBSIDY

A government grant paid to some housing authorities towards the cost of providing and maintaining dwellings.

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 cashflow 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, ie. 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 on behalf of central government and then redistributed among all local authorities and police authorities as part of Formula Grant. Also known as 'business rates', the 'uniform business rate' and the 'non-domestic rate'.

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 is provided by the private sector over the long-term. The public sector pays for the project on a performance-related basis: covering service delivery and return on investment.

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 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 general 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 Formula Grant.

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 and allowance for losses on collection.

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. Virement must be properly authorised by officers under delegated powers, otherwise the Executive cabinet.

