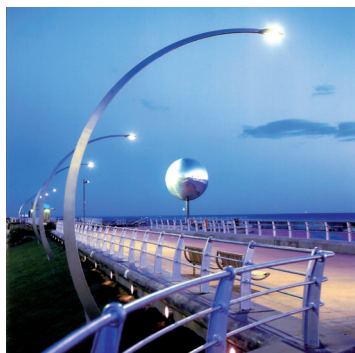
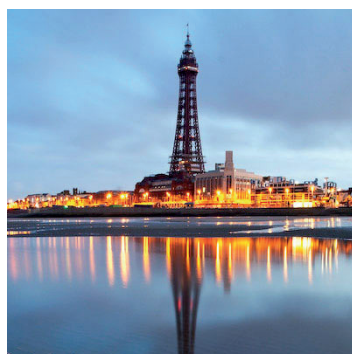


Municipal Budget For the Year Ending 31st March 2015

N. Jack *Chief Executive* | S. Thompson *Treasurer*

Blackpool Council



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INTRODUCTION

The Budget for the forthcoming financial year is the most challenging to date with a budget savings target of £15.8m on the back of successfully delivering £52.4m over the previous 3 years. This Budget has undergone detailed consideration and scrutiny over a lengthy formulation period. From the outset this has involved the Council's Cabinet Members, who have ensured that resources are aligned more than ever before to the Council's specific priorities and over a medium-term period through to 2015/16.

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

- a pay award to staff based on 1.0% of the total pay bill
- non-pay inflation at an average of 2.3%
- a council tax freeze of £1,306.00
- specific service developments and pressures, in particular the Central Business District capital scheme and Children's Social Care activity
- Credit Union Junior Savers project.

2014/15 also brings new responsibilities to the Council with:

- changes to the assessment process for social care
- continuing the roll out of Universal Credit

These are big challenges, but by working more collaboratively across Council departments and indeed with other public sector partners where appropriate we can strive to achieve common goals and efficiencies together. I have every confidence that the services' efforts of 2011/12 - 2013/14 will be repeated in 2014/15 to deliver these objectives.

Steve Thompson
Treasurer
March 2014

Revenue Budgets and Council Tax Setting

REVENUE BUDGET

2013/14 PROJECTED OUTTURN

AND 2014/15 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 2014/15 and to provide indicative targets for the subsequent financial year in order to support medium-term financial and service planning.

2. Context

- 2.1 Local government in England is now three and a half years into a period of public sector austerity, which is certain to continue until at least the next General Election in 2015/16, and in all probability beyond.
- 2.2 2014/15 represents the final year of the Council's current Medium Term Financial Strategy (MTFS) and strategic financial planning during this period has proven very challenging. Indeed, even since the current year's Budget was approved by full Council in February 2013 there have been 6 separate announcements from the Treasury and the Department for Communities & Local Government (DCLG) that have each impacted significantly and adversely upon Blackpool's central government funding allocations for the next 2 years, requiring plans for budget cuts to be revisited each time.
- 2.3 Nonetheless, the key principles of the current (and previous) MTFSs still hold, namely that:
- services are resourced in line with Council priorities
 - council tax is maintained as low as possible
 - resources are maximised
 - delivery of value for money is embedded in all activities
 - financial standing, ie. reserves and provisions, reflects the levels of business and risk
 - capital freedoms are maximised
 - risks are identified and mitigated where possible.

3. The Local Government Finance Settlement 2014/15

- 3.1 The Local Government Finance Settlement sets the amount of central government funding available to councils. The Minister for Local Government announced the Provisional Local Government Finance Settlement for 2014/15 together with an "illustrative" settlement for 2015/16 on 18th December 2013. The Final Settlement was confirmed on 5th February 2014.
- 3.2 The newly-termed Settlement Funding Assessment (SFA) for an authority is split between resources received via Revenue Support Grant and an assessment of Blackpool's share of Business Rates collectable plus a Top-Up element from the 2nd year of the Business Rates Retention Scheme. The Provisional SFA amounts to £95,548,000 in 2014/15. This compares with the Start-Up Funding Assessment of £105,632,000 in 2013/14, which excluded some grants such as the Council Tax Freeze Compensation for 2013/14 that are now included in the 2014/15 SFA.

4. Other Funding 2014/15

4.1 In addition to SFA there are several other significant components of central government funding which have been provisionally notified to the Council in addition to the Local Government Finance Settlement – Council Tax Freeze Compensation 2014/15, New Homes Bonus Grant, Education Services Grant and Public Health Grant:

4.2 Council Tax Freeze Compensation 2014/15

The Government introduced this scheme with effect from 2011/12 for those local authorities prepared to freeze their council tax level in that year. The financial year 2014/15 forms the 4th year of the four-year period to which this first grant applies and this is included in the above SFA. The same incentive was offered in 2012/13 with a one-year only grant. In October 2012 the Government announced that further funding would again be awarded to those local authorities freezing their council tax in 2013/14. However, unlike the previous two years' schemes which were based upon a 2.5% equivalent council tax increase, 2013/14's was based upon a 1.0% equivalent council tax increase = £598,000 and payable in each of 2013/14 and 2014/15. This too is included in the above SFA. The same offer of a 1.0% equivalent council tax increase has been made for 2014/15 with the intention of rolling into the baseline in subsequent years.

4.3 New Homes Bonus Grant

As a stimulus to the provision of new homes the Government announced in February 2011 the introduction of a New Homes Bonus funding component. This funding takes the form of an unringfenced grant which is distributed between local authorities based upon the net growth in housing provision within their areas. The cumulative figure for 2014/15 has been confirmed as £1.6m.

4.4 Education Services Grant

From April 2013 the education functions provided by local authorities were funded by a new Education Services Grant (ESG). The Council will receive £113 per pupil in 2014/15 (£116 in 2013/14) in relation to the pupils in schools maintained by it and it also receives £15 for each pupil in all schools and academies in respect of responsibilities retained for every pupil within the boundary. Academies will receive £140 (£150 in 2013/14) for each of their pupils in respect of the responsibilities previously fulfilled by the Council. It is estimated that Blackpool Council will receive £1.34m in 2014/15 (£1.94m in 2013/14), dependent upon the conversion and timing of its schools into academies.

4.5 Public Health Grant

The transfer of Public Health services and responsibility to local government from April 2013 brought with it ringfenced grant funding, which has been uplifted by 2.8% to £17,946,000 in 2014/15.

4.6 The Government continues to use the term "spending power" as the measure of a local authority's financial resources where confirmed and hence a measure for inter-year comparisons:

Provisional Spending Power 2014/15	£m
Settlement Funding Assessment (SFA)	95.5
Council Tax Requirement	45.1
Public Health Grant	17.9
NHS funding to support Social Care and benefit Health	4.1
Local Council Tax Support & Housing Benefit Admin Subsidy	1.7
New Homes Bonus	1.6
Local Welfare Provision	1.1
Indicative Council Tax Freeze Grant	0.6
SFA adjustment re Section 31 Grant for Business Rates Initiatives	0.5
Other	0.4
Total	168.5

5. Revenue Budget 2013/14 – Projected Outturn

- 5.1 The summary within this budget book shows the projected revenue outturn for the current financial year.
- 5.2 Line 22 of this summary shows that it is now estimated that a sum of £630,000 will be taken from working balances at 31st March 2014.

The main areas of budgetary variance are set out below:

	£000
Strategic Leisure Assets (cumulatively)	3,295
Children's Services	2,029
Concessionary Fares	1,010
Car Parking	633
Area Forums and Ward Budgets	(500)
Public Health	(778)
Treasurer Services	(1,042)
Treasury Management	(2,416)
Other	90
Net Service Overspendings 2013/14	2,321
Net Adjustment to Contingencies / Reserves	(1,691)
Net Overspending 2013/14	630

- 5.3 The reasons for the overspendings are well documented in the Council's monthly Financial Performance Monitoring reports and recovery plans are all in place. The Finance & Audit Committee continuously scrutinises overspending services to seek assurances that effective remedial action is being taken.
- 5.4 It is expected that in accordance with previous convention any overspendings on service budgets as at 31st March will be recovered in the following year 2014/15, but this will be revisited at Provisional Outturn.

6. Cash Limited Revenue Budget 2014/15

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

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

6.2 The cash limit upon the revenue budget for 2014/15 is £141,058,000 (line 23 of the summary). This represents the maximum sum of net expenditure which is sustainable within the resources available.

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

- a pay award of 1.0% of the total pay bill is held within Contingencies
- incremental progression of staff pay is frozen
- unpaid leave for all staff increases to 5 days
- non-pay inflation is funded at 2.3% on average.

The budget also assumes that the level of council tax will remain unchanged and as a result the Council will qualify for the Council Tax Freeze Compensation 2014/15 in full (see paragraph 4.2).

7. **Budget Gap 2014/15 and Methodology for Delivering – Priority Led Budgeting**

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

	£m
Cash reduction in Government Settlement year-on-year	8.9
Pay award and annual increments	2.7
Non-pay inflation @ 2.3%	3.0
Children's Social Care – demographic pressures	1.1
Other	0.1
Budget Gap 2014/15	15.8

7.2 Priority Led Budgeting

In anticipation of the financial challenges ahead, preparations began in May 2012 to formulate a framework that aligned the Council's reducing resources to its service priorities to deliver a strategic financial plan over the next 3-year period.

First, a stocktake of the Council's services was undertaken and all service areas identified along with their 'controllable' budgets.

Secondly and in addition to the Council's decreed vision, values and priorities, 12 specific Priority Actions were identified by Cabinet Members across the themes of Health & Wellbeing, Streets & Transport, Regeneration & Urban Development, Tourism & Culture, Housing and Crime & Community Safety.

Thirdly, a range of categories was agreed that could then be assigned to each service line based upon the Priority Actions and consideration by each respective portfolio holder and chief officer, namely:

- category 1 – protected service, minimal savings required
- category 2 – non-statutory income generating service, % target applied to gross income
- category 3 – a highly desirable service, base efficiency savings target applied, typically 5%
- category 4 – a less highly desirable service, a higher efficiency savings target applied of at least 10%
- category 5 – a non-priority service to be terminated in year 1 or phased over years 1 – 3.

7.3 The outcome of this exercise has generated service budget target savings of **£15.8m** in 2014/15. It is recommended that any residual balance is added to working balances in-year to support the level of balances and provide a cushion for any savings plans that go awry. The same process has been undertaken for 2015/16 and this will be finessed on an ongoing basis as the medium-term financial plan firms up.

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

8. Other Considerations

8.1 Staffing Implications

The single largest component of the Council's revenue spending relates to staffing costs and the proposed savings will result in the loss of approximately 350 posts. Approximately 50 of this number will be met by deleting vacant posts that have been kept on hold and 50 from end-of-contracts. Early retirements and voluntary redundancies are being encouraged if they are viable before any compulsory redundancies take place and it is currently anticipated that the total of all retirements and redundancies will not exceed 230 next year. Natural wastage based on recent turnover rates accounts for the remainder. Early retirements and redundancies will involve the Council in additional costs by way of termination payments and pension strain, which will need to be provided for from existing earmarked reserves. 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 much as possible to obtain future employment through the Council's redeployment process or with other employers.

In order to reduce the numbers of redundancies across the Council it is assumed in the proposed budget that staff terms and conditions are amended for a period of 24 months. The proposals are that staff will take 5 days' unpaid leave per annum and will be subject to an increment freeze. In order to achieve these budget savings it is recommended that delegated authority is given to the Chief Executive, working with his Chief Officers to take all necessary steps to ensure that such savings can be realised.

8.2 Financial / Economic Context

Together with all other sectors of the national economy, the Council's finances have been affected by the measures being taken to recover from the economic downturn.

Income – whilst estimates vary, analysts expect this period of public spending constraint to last well beyond the current Parliament and the Council faces the prospect of further diminishing grant income from central government. This will place even greater importance on the ability of the Council to optimise the collection and generation of income efficiently and effectively.

The effect of the economic climate on residents will also reduce the ability to pay for some and make others generally more cautious in terms of personal spending. The overall effect will be to make collection of income due to the Council more difficult and potentially to reduce the level of income generated from such services as planning, car parking, leisure and school meals.

The Council faces a significant challenge to maintain levels of Council Tax income following the introduction of the Welfare Reform Act and the impact of Universal Credit etc¹.

Interest Rates - The outlook for short-term interest rates is that they will continue at the present historically low levels with a possible slight upturn into mid-2015. Interest receivable on temporary investments will continue at modest levels and debt restructuring opportunities will be kept under continuous review to minimise interest payments.

Concessionary Fares – Blackpool residents still have the highest take-up of NoWcards across Lancashire and Cumbria and the patronage trend is again on the upturn, hence the need to review the discretionary concession eligibility on the Tramway.

Single Status – The Pay Review of Council staff is now completed. Provision has been made in the Council's earmarked reserves to meet the present and future costs of equal pay claims. The review of schools staff is near completion. The costs of this exercise fall outside this budget and will be funded directly by the schools.

8.3 Equalities Analysis

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

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

9. **Voluntary Sector Grants and Subscriptions**

9.1 Currently the Council invites applicants from the voluntary sector to apply for grants each year to the value of approximately £400,000. However the Council also commissions work with the voluntary sector to the value of approximately £4.5 million. The grant-giving process is time-consuming, difficult to adjudicate upon and is hard to monitor in terms of outcomes. However, the opportunities for delivering commissioned services uses well-established protocols and is likely to grow across all public sector organisations. Blackpool's voluntary sector organisations are in a strong position to compete for commissioned work if they are able to participate in the commissioning and procurement cycles.

9.2 It is proposed therefore that grants to the voluntary sector will be reduced from £400,000 to £294,000 in 2014/15. This money will be used to support the transition of organisations in receipt of grant where they are interested to become commissioning ready and find alternative sources of funding to secure their future. The Council's Chief Executive will be responsible for ensuring through relevant Chief Officers and in consultation with the voluntary sector that the best use is made of the transition fund to support the sector as a whole to become commissioning ready.

¹ Income & Debt Recovery Strategy 2014-2017

10. Capital Expenditure

- 10.1 The Council's Capital Programme for 2014/15 – 2016/17 has its own section within this budget book. Debt financing costs for the capital programme have been included in the revenue budget on the basis of the indicative borrowing allocations received from Government and any prudential borrowings.
- 10.2 The size and value of the capital programme is set in accordance with those allocations plus any available external grants, Prudential borrowing schemes (for which the costs are to be separately funded from service budgets), capital receipts and revenue contributions. Schemes being financed by prudential borrowing continue to require specific approval of the Executive.
- 10.3 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.

11. Working Balances and Reserves

- 11.1 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.
- 11.2 The proposed budget for 2014/15 is underpinned and reinforced by Council-wide risk management and robust budget setting and monitoring processes.
- Risk Management – Risk management processes are embedded across the Council. A strategic risk register is maintained and a Corporate Risk Management Group meets quarterly to review the risks contained in the register. The strategic risk register identifies the key risks facing services in the delivery of Council priorities. In addition, the recommendation concerning the level of the general working balances included in this budget is itself a product of a risk-based assessment.
 - Budget Setting – Accountancy staff work with budget holders to comprehensively review all budgets on an annual basis. The budgets set are cash limited. Instances of unavoidable growth, service demand pressures and new developments are identified and scrutinised as part of the budget process, together with other issues such as meeting new legislative requirements and statutory obligations.
 - Budget Monitoring – Monitoring is carried out on a monthly basis and highlights any significant variances and areas of risk, both for current and future years, with regular reports being presented to the Executive. Risk monitoring reports are also used to complement financial monitoring and such reports are taken at least quarterly to the Corporate Leadership Team, Scrutiny Committee and the Finance & 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 importance of successfully delivering budget savings in the current financial year, monthly reports on progress in achieving savings have been reported to Cabinet Members.
- 11.3 Under a Local Authority Accounting Panel Code of Practice (LAAP) issued in November 2008 the establishment of and transfers to/from reserves are subject to the approval of the Council's statutory finance officer. The Council's reserves are continuously reviewed to ensure that they remain at an appropriate level.
- 11.4 In addition to the Council's general working balances a number of specific revenue reserves have been established to cover specific risks and uncertain commitments. Without these specific reserves the Council's general working balances would need to be set at a higher level. Taking into account specific reserves, it is the opinion of the Council's

statutory finance officer that the Council should continue to plan for a level of general working balances of **£6m**. This level is necessary in view of the scale of the Council's gross revenue budget and associated risks. An assessment of the significant risks and the steps which are being taken to mitigate these risks were set out in the budget report. In setting the proposed budget and savings programme of £15.8m it is not realistic to assume that this target can be achieved in one step by the end of 2014/15, but the aim is to do so over the next 2-year period and any and every windfall gain over that period will be considered for bolstering working balances.

- 11.5 As an indicator of Blackpool Council's financial standing the table below shows that its forecast reserves as at March 2014 compare closely with the average across all upper tier authorities as at March 2013²: This does indicate that Blackpool Council's reserves and balances are not excessive.

	Total reserves as a % of total net revenue spending	% of total reserves earmarked for specific purposes
Single-tier and county councils	33	82
Blackpool Council	32	78

12. Capping

- 12.1 Under schedule 5 of the Localism Act 2011 the Government introduced a requirement to hold a local referendum when proposed council tax increases are deemed excessive. Intelligence indicates that the threshold of 'excessiveness' will be reduced further from the current 2.0% to 1.5% next year. This replaces the Government's previous capping powers.
- 12.2 The council tax freeze implied by the revenue budget outlined in this report will not invoke such a referendum.

13. Medium Term Financial Prospects

- 13.1 Medium term prospects are overshadowed by the continuing cutbacks in public sector spending.
- 13.2 The most significant factors in terms of the Council's budgetary resources in the medium term are the amounts which will be received by way of localised business rates collection and Revenue Support Grant. Indicative forecasts of these plus expected service pressures now suggest that a budget gap of £19.8m will be required to be met in 2015/16. The aforementioned Priority Led Budgeting exercise has already identified the services upon which these required budget cuts will fall.

² based upon DCLG final revenue outturn (RO) data 2012/13

BLACKPOOL COUNCIL

COUNCIL TAX 2013/14 AND 2014/15

	CALCULATION OF COUNCIL TAX AT BAND D EQUIVALENT	2013/14 ESTIMATES		2014/15 ESTIMATES		CHANGE YEAR ON YEAR	
		£000	£000	£000	£000	£000	%
	GENERAL FUND ESTIMATES - NET EXPENDITURE		150,314		141,058	(9,256)	(6.16)
	LESS:						
	REVENUE SUPPORT GRANT	46,855		52,539			
	NON-DOMESTIC RATES BASELINE	23,756		24,218			
	NON-DOMESTIC RATES - TOP UP AMOUNT	18,444		18,804			
	COUNCIL TAX FREEZE GRANT	1,496		-			
	COUNCIL TAX SUPPORT FUNDING	15,081		-			
			(105,632)		(95,561)	10,071	(9.53)
	INDICATIVE COUNCIL TAX FREEZE GRANT 2013/14	(605)		-		605	
	INDICATIVE COUNCIL TAX FREEZE GRANT 2014/15	-		(598)		(598)	
	COLLECTION FUND (SURPLUS)/DEFICIT	907		452		(455)	
	COUNCIL TAX REQUIREMENT - BLACKPOOL COUNCIL		44,984		45,351	367	0.82
	TOTAL COUNCIL TAX REQUIREMENT						
	BLACKPOOL COUNCIL	44,984		45,351		367	0.82
	POLICE AND CRIME COMMISSIONER FOR LANCASHIRE	5,267		5,416		149	2.82
	LANCASHIRE FIRE AUTHORITY	2,192		2,210		18	0.82
			52,443		52,977	534	1.02
	TAX BASE - BLACKPOOL COUNCIL		Nos.		Nos.		
			34,444		34,725	281	0.82
	COUNCIL TAX ELEMENTS AT BAND D EQUIVALENT:		£		£	£	
	BLACKPOOL COUNCIL	1,306.00		1,306.00		-	-
	POLICE AND CRIME COMMISSIONER FOR LANCASHIRE	152.92		155.96		3.04	1.99
	LANCASHIRE FIRE AUTHORITY	63.65		63.65		-	-
	TOTAL COUNCIL TAX AT BAND D EQUIVALENT		1,522.57		1,525.61	3.04	0.20

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	870.67	1,015.78	1,160.89	1,306.00	1,596.22	1,886.44	2,176.67	2,612.00
POLICE	103.97	121.30	138.63	155.96	190.62	225.28	259.93	311.92
FIRE	42.43	49.51	56.58	63.65	77.79	91.94	106.08	127.30
COUNCIL TAX 2014/15	1,017.07	1,186.59	1,356.10	1,525.61	1,864.63	2,203.66	2,542.68	3,051.22
BLACKPOOL	870.67	1,015.77	1,160.89	1,306.00	1,596.23	1,886.45	2,176.67	2,612.00
POLICE	101.95	118.94	135.93	152.92	186.90	220.88	254.87	305.84
FIRE	42.43	49.51	56.58	63.65	77.79	91.94	106.08	127.30
COUNCIL TAX 2013/14	1,015.05	1,184.22	1,353.40	1,522.57	1,860.92	2,199.27	2,537.62	3,045.14
BLACKPOOL	0.00	0.01	0.00	0.00	-0.01	-0.01	0.00	0.00
POLICE	2.02	2.36	2.70	3.04	3.72	4.40	5.06	6.08
FIRE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CHANGE YEAR ON YEAR	2.02	2.37	2.70	3.04	3.71	4.39	5.06	6.08

BLACKPOOL COUNCIL

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

SUMMARY

LINE NO.	GENERAL FUND NET REQUIREMENTS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	CASH LIMITED BOTTOM LINE BUDGETS				
1	CHIEF EXECUTIVE	339	425	425	342
2	HUMAN RESOURCES, COMMUNICATION & ENGAGEMENT	203	(244)	(294)	(205)
3	DEMOCRATIC SERVICES	3,075	3,708	3,176	2,714
4	TREASURER SERVICES	2,998	3,484	2,442	2,776
5	BUILT ENVIRONMENT	27,066	27,087	27,087	24,243
6	REGENERATION, TOURISM & CULTURE	11,592	8,803	12,386	10,089
7	LEISURE & OPERATIONAL SERVICES	23,704	24,322	24,278	22,455
8	ADULT SERVICES	44,353	48,277	48,479	45,822
9	CHILDREN'S SERVICES	33,481	39,872	41,901	38,510
10	PUBLIC HEALTH	-	-	(778)	-
11	BUDGETS OUTSIDE THE CASH LIMIT	21,299	19,581	18,890	18,943
12	CAPITAL CHARGES	(27,270)	(28,370)	(28,370)	(27,959)
13	IAS 19 RETIREMENT BENEFITS & ANNUAL LEAVE ACCRUAL	1,656	-	-	-
14	SUB TOTAL - NET COST OF SERVICES	142,496	146,945	149,622	137,730
	CONTRIBUTIONS AND CONTINGENCIES				
15	CONTRIBUTIONS - TO RESERVES	-	214	(1,047)	-
16	REVENUE CONSEQUENCES OF CAPITAL OUTLAY	-	-	-	150
17	CONTINGENCIES	2,474	2,734	2,304	3,113
18	SUB TOTAL - CONTRIBUTIONS AND CONTINGENCIES	2,474	2,948	1,257	3,263
	LEVIES				
19	NORTH WEST REGIONAL FLOOD DEFENCE COMMITTEE	73	65	65	65
20	SUB TOTAL - LEVIES	73	65	65	65
21	TOTAL NET EXPENDITURE TO BE MET FROM PUBLIC FUNDS	145,043	149,958	150,944	141,058
22	LESS: AMOUNT (TAKEN FROM) / ADDED TO WORKING BALANCES	(252)	356	(630)	-
23	NET REQUIREMENTS AFTER WORKING BALANCES	144,791	150,314	150,314	141,058
	Working Balances as at 1st April	5,987		5,735	5,105
	Movement in Working Balances	(252)		(630)	-
		5,735		5,105	5,105
	Transfer from Earmarked Reserves	-		-	-
	General Balances as at 31st March	5,735		5,105	5,105

Note(s)

1. Actuals include IAS 19 adjustments regarding employer's superannuation contributions and annual leave accrual

Chief Executive

CHIEF EXECUTIVE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
SUMMARY

SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	274	279	279	254
PREMISES	-	-	-	-
TRANSPORT	2	1	2	1
SUPPLIES AND SERVICES	22	35	34	36
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	42	110	110	51
CAPITAL CHARGES	13	13	13	13
TOTAL EXPENDITURE	353	438	438	355
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	14	13	13	13
TOTAL INCOME	14	13	13	13
NET EXPENDITURE	339	425	425	342
COST PER '000 POPULATION	2	3	3	2

BUDGET HOLDER: Mr Neil Jack - Chief Executive

CHIEF ACCOUNTANT: Mr Phil Redmond

Notes:

- 1) This budget consists of the Chief Executive and support staff.

Human Resources, Communication & Engagement

HUMAN RESOURCES, COMMUNICATION & ENGAGEMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

SUMMARY

	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
FUNCTIONS OF SERVICE				
DEPARTMENT SUPPORT	(1,725)	(2,281)	(2,306)	(2,044)
HEALTH & SAFETY	216	219	219	198
HR & ORGANISATIONAL DEVELOPMENT	1,690	1,648	1,623	1,386
PAY, EQUALITY & POLICY	268	279	279	269
CORPORATE DEVELOPMENT, ENGAGEMENT & COMMUNICATIONS	(350)	(138)	(138)	(57)
ICT SERVICES	104	29	29	43
NET COST OF SERVICES	203	(244)	(294)	(205)
<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>(2)</i>	<i>(2)</i>	<i>(1)</i>

DEPUTY CHIEF EXECUTIVE: Carmel McKeogh

CHIEF ACCOUNTANT: Mr Phil Redmond

	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
SUBJECTIVE ANALYSIS				
<u>EXPENDITURE</u>				
EMPLOYEES	4,759	4,635	4,665	4,346
PREMISES	43	15	14	13
TRANSPORT	41	37	39	38
SUPPLIES AND SERVICES	2,788	2,406	2,409	2,574
THIRD PARTY PAYMENTS	(8)	8	1	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	813	634	633	763
CAPITAL CHARGES	228	255	254	210
TOTAL EXPENDITURE	8,664	7,990	8,015	7,944
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	344	274	416	425
GOVERNMENT GRANTS	35	-	-	-
RECHARGES	6,916	7,416	7,369	7,189
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,166	544	524	535
TOTAL INCOME	8,461	8,234	8,309	8,149
NET EXPENDITURE	203	(244)	(294)	(205)

HUMAN RESOURCES, COMMUNICATION & ENGAGEMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

DEPARTMENT SUPPORT

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	142	133	133	110
	PREMISES	-	2	2	1
	TRANSPORT	3	3	3	3
	SUPPLIES AND SERVICES	299	131	106	67
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	551	423	423	551
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	995	692	667	732
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	2,719	2,973	2,973	2,776
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1	-	-	-
	TOTAL INCOME	2,720	2,973	2,973	2,776
	NET EXPENDITURE	(1,725)	(2,281)	(2,306)	(2,044)
	<i>COST PER '000 POPULATION</i>	<i>(12)</i>	<i>(16)</i>	<i>(16)</i>	<i>(14)</i>

Budget Holder: Carmel McKeogh - Deputy Chief Executive (HR, Communications & Engagement)

Notes:

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

HUMAN RESOURCES, COMMUNICATION & ENGAGEMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

HEALTH AND SAFETY

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	250	246	246	227
	PREMISES	-	-	-	-
	TRANSPORT	1	2	2	2
	SUPPLIES AND SERVICES	1	2	2	2
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	-	-	-	-
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	252	250	250	231
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	36	31	31	33
	TOTAL INCOME	36	31	31	33
	NET EXPENDITURE	216	219	219	198
	<i>COST PER '000 POPULATION</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>1</i>

Budget Holder: Mr Terry Hall - Health & Safety Manager

Notes:

- 1) Health & Safety is a key support function to the Council. The team provides services to a range of other clients and schools through service level agreements.
- 2) The service provides advice, guidance and support to managers and employees on health and safety matters. They are 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, COMMUNICATION & ENGAGEMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	2,090	2,104	2,079	1,898
PREMISES	3	-	-	-
TRANSPORT	10	12	12	12
SUPPLIES AND SERVICES	909	437	437	392
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	10	25	25	-
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	3,022	2,578	2,553	2,302
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	171	79	79	99
GOVERNMENT GRANTS	16	-	-	-
RECHARGES	580	581	581	603
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	565	270	270	214
TOTAL INCOME	1,332	930	930	916
NET EXPENDITURE	1,690	1,648	1,623	1,386
COST PER '000 POPULATION	12	12	11	10

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

Notes:

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

- 1) Payroll - Responsible for providing a payroll service for the Council and many other external customers. The service provides pension and taxation services in addition to a basic payroll service.
- 2) Corporate Health - The service conducts pre-employment medicals and checks, and undertakes risk assessments and health checks. Also promotes healthy living and provides advice and guidance to managers and HR professionals with regard to the management of sickness absence cases.
- 3) Organisation Development - Responsible for ensuring that the organisation is able to deliver its goals and objectives through effective change management and the training and development of employees.
- 4) Resourcing - Which ensures a right first time approach to recruitment and safeguarding, the management of the HR database and first rate management information.
- 5) Schools Human Resources team - Responsible for providing a full Human Resource service to 39 of the 40 Blackpool schools, financed through a service level agreement.
- 6) Employee Relations and Business Partner Function - Works to ensure excellent relationships with our client managers. Supports services with all people management issues to ensure that restructures, re-organisations, disciplinarys, grievances and attendance management issues are progressed in line with legislation and internal policies.
- 7) In addition to providing the above services the teams also provide services to a range of other clients and schools through service level agreements in order to generate income.

HUMAN RESOURCES, COMMUNICATION & ENGAGEMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

PAY, EQUALITY AND POLICY

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	260	270	270	260
	PREMISES	-	-	-	-
	TRANSPORT	1	2	2	1
	SUPPLIES AND SERVICES	7	7	7	8
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	-	-	-	-
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	268	279	279	269
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
	TOTAL INCOME	-	-	-	-
	NET EXPENDITURE	268	279	279	269
	<i>COST PER '000 POPULATION</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>

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

Notes:

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

HUMAN RESOURCES, COMMUNICATION & ENGAGEMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

CORPORATE DEVELOPMENT, ENGAGEMENT AND COMMUNICATIONS

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	766	626	626	640
	PREMISES	4	1	1	1
	TRANSPORT	3	4	4	4
	SUPPLIES AND SERVICES	172	128	128	128
	THIRD PARTY PAYMENTS	(8)	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	36	53	53	32
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	973	812	812	805
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	26	25	25	15
	GOVERNMENT GRANTS	19	-	-	-
	RECHARGES	1,100	918	918	718
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	178	7	7	129
	TOTAL INCOME	1,323	950	950	862
	NET EXPENDITURE	(350)	(138)	(138)	(57)
	<i>COST PER '000 POPULATION</i>	<i>(2)</i>	<i>(1)</i>	<i>(1)</i>	<i>(0)</i>

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

Notes:

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

HUMAN RESOURCES, COMMUNICATION & ENGAGEMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

ICT SERVICES

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,251	1,256	1,311	1,211
	PREMISES	36	12	11	11
	TRANSPORT	23	14	16	16
	SUPPLIES AND SERVICES	1,400	1,701	1,729	1,977
	THIRD PARTY PAYMENTS	-	8	1	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	216	133	132	180
	CAPITAL CHARGES	228	255	254	210
	TOTAL EXPENDITURE	3,154	3,379	3,454	3,605
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	147	170	312	311
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	2,517	2,944	2,897	3,092
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	386	236	216	159
	TOTAL INCOME	3,050	3,350	3,425	3,562
	NET EXPENDITURE	104	29	29	43
	<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>

Budget Holder: Mr Tony Doyle - Head of ICT Services

Notes:

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

Democratic Services

DEMOCRATIC SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

SUMMARY

SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,290	1,647	1,675	1,599
PREMISES	3	1	3	3
TRANSPORT	32	27	26	25
SUPPLIES AND SERVICES	1,567	1,880	1,358	872
THIRD PARTY PAYMENTS	154	148	140	135
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	806	687	692	713
CAPITAL CHARGES	2	2	2	2
TOTAL EXPENDITURE	3,854	4,392	3,896	3,349
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	317	313	313	342
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	462	371	407	293
TOTAL INCOME	779	684	720	635
NET EXPENDITURE	3,075	3,708	3,176	2,714
COST PER '000 POPULATION	22	26	22	19

BUDGET HOLDER: Mr Mark Towers - Head of Democratic Services

CHIEF ACCOUNTANT: Mr Phil Redmond

Notes:

Democratic Services comprises of the elements of service shown below:

- 1) The budget for supporting the Area Forums and Wards is held by Democratic Services, together with the delegated budget for applications from Elected Members and the budget for applications from the community for Area Forum funding.
- 2) Corporate and Member Services includes Corporate Management, Members Administration, Mayoral Services, Town Twinning and Special Events.
- 3) Democratic Services includes the Meeting Support, Scrutiny Support and the Members Support functions. The department provides advice and support to the Mayor and Members of the Council and organises all Executive, Council and Committee meetings.
- 4) Electoral Services includes the organisation of the annual canvass and update of the Register of Electors, and arrangements for Borough, Parliamentary and European elections within the Borough. The budget covers the cost of producing and delivering election forms and cards and will fluctuate according to the incidence of elections.
- 5) The Registrars service is managed by the authority under the direction of the Registrar General of the Department of Health's Office of National Statistics. The service administers the registration of births, deaths and marriages. The authority has a statutory responsibility to:
 - a) Establish a permanent legal record of every birth, death and marriage and provide documentary evidence of these events.
 - b) Carry out the civil preliminaries to marriage, conduct civil marriage ceremonies and civil partnerships.
 - c) Furnish the Registrar General with relevant returns to assist with population statistics and medical research.
 - d) Conduct citizenship ceremonies.
- 6) The Coroners & Mortuary service covers the Blackpool and Fylde district, with Blackpool being the lead authority.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
AREA FORUMS & WARDS	546	1,323	823	428
CORPORATE & MEMBER SERVICES	1,331	1,279	1,246	1,269
DEMOCRATIC SERVICES	711	681	669	592
ELECTORAL SERVICES	160	146	157	148
REGISTRARS	70	22	34	9
CORONERS & MORTUARY	257	257	247	268
NET EXPENDITURE	3,075	3,708	3,176	2,714

Treasurer Services

TREASURER SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

SUMMARY

	FUNCTIONS OF SERVICE	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
		£000	£000	£000	£000
	PROCUREMENT & DEVELOPMENT	(2)	(76)	(129)	104
	REVENUES, BENEFITS & TRANSACTIONAL SERVICES	923	42	(798)	(834)
	LEGAL SERVICES	215	41	65	(43)
	CUSTOMER FIRST	(285)	(359)	(496)	(453)
	ACCOUNTANCY	154	(10)	(60)	(301)
	RISK SERVICES	42	69	75	5
	PROPERTY & ASSET MANAGEMENT	1,951	3,777	3,785	4,298
	NET COST OF SERVICES	2,998	3,484	2,442	2,776
	<i>COST PER '000 POPULATION</i>	<i>21</i>	<i>24</i>	<i>17</i>	<i>19</i>

TREASURER: Mr Steve Thompson

CHIEF ACCOUNTANT: Mr Phil Redmond

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
		£000	£000	£000	£000
	<u>EXPENDITURE</u>				
	EMPLOYEES	11,141	11,135	11,651	10,125
	PREMISES	3,510	3,745	3,746	3,722
	TRANSPORT	91	97	88	95
	SUPPLIES AND SERVICES	3,169	2,172	2,033	3,082
	THIRD PARTY PAYMENTS	936	9	9	10
	TRANSFER PAYMENTS	-	1,093	408	617
	SUPPORT SERVICES	3,943	3,667	3,485	3,215
	CAPITAL CHARGES	1,967	872	872	1,628
	TOTAL EXPENDITURE	24,757	22,790	22,292	22,494
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	1,007	619	659	619
	GOVERNMENT GRANTS	2,397	1,802	1,880	1,802
	RECHARGES	16,369	15,871	15,915	16,327
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,986	1,014	1,396	970
	TOTAL INCOME	21,759	19,306	19,850	19,718
	NET EXPENDITURE	2,998	3,484	2,442	2,776

TREASURER SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

PROCUREMENT AND DEVELOPMENT

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	709	803	788	793
	PREMISES	22	25	25	25
	TRANSPORT	4	4	4	4
	PROPERTY & ASSET MANAGEMENT	146	204	182	181
	THIRD PARTY PAYMENTS	-	3	3	3
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	116	123	123	113
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	997	1,162	1,125	1,119
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	3	5	2	5
	GOVERNMENT GRANTS	5	-	-	-
	RECHARGES	625	891	898	620
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	366	342	354	390
	TOTAL INCOME	999	1,238	1,254	1,015
	NET EXPENDITURE	(2)	(76)	(129)	104
	<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>(1)</i>	<i>(1)</i>	<i>1</i>

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

Notes:

- 1) The Project Team undertakes projects of strategic and corporate importance. Review, plan and implement improvements to services within the department and across the Council, delivering efficiency savings and value for money. Strengthen performance management and business planning across the department.
- 2) Corporate Procurement and Stores co-ordinate and manage the contractual process and procurement of goods and services for the whole of the Council, provides advice on all issues relating to procurement and manage the Layton Depot stores service.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	PROJECT TEAM	(78)	(152)	(190)	(8)
	PROCUREMENT	19	(96)	(99)	(31)
	STORES	(94)	26	14	9
	ADVICE LINK	151	146	146	134
	NET EXPENDITURE	(2)	(76)	(129)	104

TREASURER SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

REVENUES, BENEFITS AND TRANSACTIONAL SERVICES

SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	3,711	3,764	4,037	3,602
PREMISES	1	-	-	-
TRANSPORT	19	22	16	22
PROPERTY & ASSET MANAGEMENT	1,125	1,097	961	914
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	759	74	276
SUPPORT SERVICES	1,748	1,290	1,285	1,194
CAPITAL CHARGES	71	16	16	-
TOTAL EXPENDITURE	6,675	6,948	6,389	6,008
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	478	1,528	1,606	1,528
RECHARGES	4,895	5,029	4,995	4,965
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	379	349	586	349
TOTAL INCOME	5,752	6,906	7,187	6,842
NET EXPENDITURE	923	42	(798)	(834)
COST PER '000 POPULATION	6	0	(6)	(6)

Budget Holder: Mrs Marie McRoberts - Assistant Treasurer

Notes:

- 1) Housing Benefit administration which includes processing new claims and changes of circumstances, reviewing on-going claims, verifying statutory requirements to entitlements and recovery of overpayments. Council Tax Reduction Scheme administration for Working Age Customers and Statutory Scheme for Pension Age customers which includes processing new claims and changes of circumstances, reviewing on-going claims, verifying requirements to entitlement and recovery of overpayments. Administering applications for and changes to Free School Meals entitlement. Administration of the Local Discretionary Support Scheme which replaces elements of the DWP Social Fund which includes emergency support (Crisis) and grants to enable residents to move back into or remain in the community.
- 2) Income and Recovery - administer and maximize the collection of Council Tax, Business Rates and sundry debts including the establishment of liability, entitlement to discounts, reliefs and exemptions. Also undertakes appropriate enforcements 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) Transactional Services includes creditor payments, debtor management and cashiers' services.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
REVENUES MGT	1,347	91	448	(54)
REVENUES	981	1,741	1,664	1,555
BENEFITS	(1,385)	(1,696)	(2,565)	(2,302)
TRANSACTIONAL SERVICES	(20)	(94)	(185)	(37)
COUNCIL TAX REFORM SCHEME	-	-	(160)	4
NET EXPENDITURE	923	42	(798)	(834)

TREASURER SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

LEGAL SERVICES

SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,264	1,237	1,396	1,076
PREMISES	-	-	-	-
TRANSPORT	6	7	7	7
PROPERTY & ASSET MANAGEMENT	113	69	88	70
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	206	264	265	223
CAPITAL CHARGES	-	-	-	-
TOTAL EXPENDITURE	1,589	1,577	1,756	1,376
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	103	68	119	68
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,210	1,354	1,410	1,335
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	61	114	162	16
TOTAL INCOME	1,374	1,536	1,691	1,419
NET EXPENDITURE	215	41	65	(43)
COST PER '000 POPULATION	2	0	0	(0)

Budget Holder: Miss Christine Baines - Head of Legal Services

Notes:

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

TREASURER SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

CUSTOMER FIRST

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
		£000	£000	£000	£000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,189	979	915	735
	PREMISES	16	-	(7)	(7)
	TRANSPORT	26	26	25	27
	PROPERTY & ASSET MANAGEMENT	100	95	78	82
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	247	344	307	167
	CAPITAL CHARGES	5	8	8	4
	TOTAL EXPENDITURE	1,583	1,452	1,326	1,008
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	24	38	30	38
	GOVERNMENT GRANTS	77	77	77	77
	RECHARGES	1,691	1,637	1,637	1,333
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	76	59	78	13
	TOTAL INCOME	1,868	1,811	1,822	1,461
	NET EXPENDITURE	(285)	(359)	(496)	(453)
	<i>COST PER '000 POPULATION</i>	<i>(2)</i>	<i>(3)</i>	<i>(3)</i>	<i>(3)</i>

Budget Holder: Mrs Marie McRoberts - Assistant Treasurer

Notes:

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

TREASURER SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

ACCOUNTANCY

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,727	1,553	1,660	1,511
	PREMISES	-	-	-	-
	TRANSPORT	6	5	4	5
	PROPERTY & ASSET MANAGEMENT	235	114	116	117
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	389	383	256	239
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	2,357	2,055	2,036	1,872
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	109	109	109	109
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	1,876	1,858	1,874	1,966
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	218	98	113	98
	TOTAL INCOME	2,203	2,065	2,096	2,173
	NET EXPENDITURE	154	(10)	(60)	(301)
	<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>(0)</i>	<i>(0)</i>	<i>(2)</i>

Budget Holder: Mr Phil Redmond - Chief Accountant

Notes:

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

TREASURER SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

RISK SERVICES

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	802	734	790	723
	PREMISES	1	-	-	-
	TRANSPORT	9	8	7	8
	PROPERTY & ASSET MANAGEMENT	53	52	67	45
	THIRD PARTY PAYMENTS	4	-	-	-
	TRANSFER PAYMENTS	-	15	15	15
	SUPPORT SERVICES	193	117	103	133
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	1,062	926	982	924
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	5	-	-	-
	GOVERNMENT GRANTS	197	197	197	197
	RECHARGES	745	640	639	700
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	73	20	71	22
	TOTAL INCOME	1,020	857	907	919
	NET EXPENDITURE	42	69	75	5
	<i>COST PER '000 POPULATION</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>0</i>

Budget Holder: Tracy Greenhalgh - Chief Internal Auditor

Notes:

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

TREASURER SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

PROPERTY AND ASSET MANAGEMENT

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,739	2,065	2,065	1,685
	PREMISES	3,470	3,720	3,728	3,704
	TRANSPORT	21	25	25	22
	PROPERTY & ASSET MANAGEMENT	1,397	541	541	1,673
	THIRD PARTY PAYMENTS	932	6	6	7
	TRANSFER PAYMENTS	-	319	319	326
	SUPPORT SERVICES	1,044	1,146	1,146	1,146
	CAPITAL CHARGES	1,891	848	848	1,624
	TOTAL EXPENDITURE	10,494	8,670	8,678	10,187
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	763	399	399	399
	GOVERNMENT GRANTS	1,640	-	-	-
	RECHARGES	5,327	4,462	4,462	5,408
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	813	32	32	82
	TOTAL INCOME	8,543	4,893	4,893	5,889
	NET EXPENDITURE	1,951	3,777	3,785	4,298
	COST PER '000 POPULATION	14	27	27	30

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

Notes:

- The Asset & Estate Management Service undertakes the Corporate Landlord role to manage and maintain the Council's land and property portfolio, ensuring that it is safe, secure, accessible and maintained to an appropriate and defined standard. Delivers the energy and water management service, the Carbon Management Plan and Climate Change agenda to develop a sustainable and efficient property portfolio which has a minimum impact on the environment and climate during its life. Maintains the Asset Management database system, holding the core property data on all Council's land and property assets. Delivers the Office Accommodation Strategy to rationalise and reduce the cost base, including transformational changes to implement modern working practices and flexible use of office space. Provides a professional valuation and Estates Service to manage the Council's land and property estate, undertaking valuations, disposals, acquisitions and Compulsory Purchase Orders. The service is responsible for the delivery of key property-related projects to develop the town, economy and local communities.
- The above figures include the operating costs of administrative & operational premises including but not restricted to:-
 - Bickerstaffe House
 - Coastal House
 - Town Hall
 - Festival House
 - Municipal Buildings
 - Palatine Leisure Centre
 - Stanley Buildings
 - Blackpool Sports Centre
 - 1 Clifton Street
 - Moor Park Leisure Centre
 - Progress House
 - Solaris Centre
 - South King Street
 - Enterprise Centre
 - Blackpool Football Club
 - Technology Management Centre
- The Solaris Centre incorporates a centre of environmental excellence promoting sustainability, and small business incubator units with rooms for training, seminars and meetings. It is also a base for partnerships delivering 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	(65)	1,856	1,864	2,734
	ESTATES	206	285	285	239
	FACILITIES	754	788	788	330
	STRATEGIC PROPERTY MANAGEMENT	367	300	300	524
	BUILT HERITAGE	84	109	109	106
	PROJECTS & PROGRAMMES	605	439	439	365
	NET EXPENDITURE	1,951	3,777	3,785	4,298

Built Environment

BUILT ENVIRONMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

SUMMARY

	FUNCTIONS OF SERVICE	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
		£000	£000	£000	£000
	PUBLIC PROTECTION	1,653	1,488	1,488	819
	HOUSING	241	1,067	1,067	704
	PLANNING	1,161	484	484	413
	TRANSPORTATION	16,351	16,619	16,619	15,968
	NEIGHBOURHOOD SERVICES	7,660	7,429	7,429	6,339
	NET COST OF SERVICES	27,066	27,087	27,087	24,243
	<i>COST PER '000 POPULATION</i>	<i>190</i>	<i>190</i>	<i>190</i>	<i>170</i>

ASSISTANT CHIEF EXECUTIVE: Mr John Donnellon

FINANCE MANAGERS: Ms Kirsten Whyatt & Mr Steve Maher

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
		£000	£000	£000	£000
	<u>EXPENDITURE</u>				
	EMPLOYEES	11,416	10,590	10,716	9,849
	PREMISES	2,129	1,259	1,412	928
	TRANSPORT	1,333	1,439	1,448	1,445
	SUPPLIES AND SERVICES	5,081	2,828	2,715	2,398
	THIRD PARTY PAYMENTS	1,455	1,395	1,395	1,051
	TRANSFER PAYMENTS	385	721	721	414
	SUPPORT SERVICES	3,334	1,916	1,914	1,995
	CAPITAL CHARGES	11,828	12,330	12,330	12,949
	TOTAL EXPENDITURE	36,961	32,478	32,651	31,029
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	2,692	2,102	2,404	2,488
	GOVERNMENT GRANTS	1,243	232	246	257
	RECHARGES	2,133	1,763	1,782	2,967
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,827	1,294	1,132	1,074
	TOTAL INCOME	9,895	5,391	5,564	6,786
	NET EXPENDITURE	27,066	27,087	27,087	24,243

BUILT ENVIRONMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

PUBLIC PROTECTION

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,958	1,636	1,636	1,543
	PREMISES	2	2	2	2
	TRANSPORT	53	36	36	36
	SUPPLIES AND SERVICES	276	213	213	218
	THIRD PARTY PAYMENTS	17	8	8	8
	TRANSFER PAYMENTS	365	381	381	390
	SUPPORT SERVICES	490	388	388	448
	CAPITAL CHARGES	-	45	45	45
	TOTAL EXPENDITURE	3,161	2,709	2,709	2,690
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	1,028	829	829	829
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	365	381	381	963
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	115	11	11	79
	TOTAL INCOME	1,508	1,221	1,221	1,871
	NET EXPENDITURE	1,653	1,488	1,488	819
	<i>COST PER '000 POPULATION</i>	<i>12</i>	<i>10</i>	<i>10</i>	<i>6</i>

Budget Holder: Mr Tim Cogan - Assistant Director of Enforcement & Quality Standards

Notes:

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

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	PUBLIC PROTECTION ADMIN	656	447	447	157
	HOUSING POLICY	204	162	162	153
	ADVICE & EDUCATION	161	166	166	91
	HEALTH & SAFETY	58	109	109	54
	LICENCING	29	17	17	11
	TRADING STANDARDS	128	131	131	72
	FOOD	247	291	291	131
	SELECTIVE LICENSING	3	45	45	36
	PLANNING ENFORCEMENT	168	124	124	118
	LICENSING	(1)	(4)	(4)	(4)
	NET EXPENDITURE	1,653	1,488	1,488	819

BUILT ENVIRONMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

HOUSING

SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	1,457	1,398	1,398	1,230
PREMISES	78	60	60	62
TRANSPORT	17	20	20	20
SUPPLIES AND SERVICES	268	178	178	182
THIRD PARTY PAYMENTS	11	83	83	85
TRANSFER PAYMENTS	20	24	24	24
SUPPORT SERVICES	36	270	270	308
CAPITAL CHARGES	28	57	57	22
TOTAL EXPENDITURE	1,915	2,090	2,090	1,933
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	218	79	79	79
GOVERNMENT GRANTS	799	209	209	209
RECHARGES	438	443	443	473
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	219	292	292	468
TOTAL INCOME	1,674	1,023	1,023	1,229
NET EXPENDITURE	241	1,067	1,067	704
COST PER '000 POPULATION	2	7	7	5

Budget Holder: Mr Steve Matthews - Head of Strategic Housing

Notes:

- 1) The Housing Service is responsible for the development of the town's housing strategy and the housing renewal plans that flow from that strategy. 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 Housing Options role is to prevent homelessness and provide help and assistance to those that are threatened or are homeless.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HOUSING ADVANCES	4	4	4	4
RENEWAL ACTIVITY	57	59	59	23
TRAVELLERS' SITES	(15)	(3)	(3)	-
SOCIAL HOUSING CLIENT	3	8	8	(3)
HOUSING CLIENT PROJECTS	-	-	-	-
HOUSING OPTIONS	54	709	709	551
STRATEGY TEAM	138	290	290	129
NET EXPENDITURE	241	1,067	1,067	704

BUILT ENVIRONMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

PLANNING

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	870	964	964	862
	PREMISES	-	1	1	1
	TRANSPORT	7	12	12	12
	SUPPLIES AND SERVICES	116	97	97	99
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	316	316	-
	SUPPORT SERVICES	762	155	155	184
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	1,755	1,545	1,545	1,158
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	557	680	680	680
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	380	380	64
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	37	1	1	1
	TOTAL INCOME	594	1,061	1,061	745
	NET EXPENDITURE	1,161	484	484	413
	<i>COST PER '000 POPULATION</i>	<i>8</i>	<i>3</i>	<i>3</i>	<i>3</i>

Budget Holder: Mr Steve Matthews - Head of Strategic Housing

Notes:

- 1) Continue to contribute to the development and consideration of key projects including the Conference/Leisure Quarter, Central Business District and the Central Seafront/Promenade and housing renewal in the inner areas.
- 2) 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.
- 3) Manage the Townscape Heritage Initiative grant assisting building improvements in the Town Centre Conservation Area.
- 4) Continue to seek to influence Sub-Regional, Regional and National Policies and Strategies in order to ensure they support Blackpool's development ambitions.
- 5) 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
	HEAD OF PLANNING/PLANNING POLICY	243	217	217	179
	DEVELOPMENT CONTROL	(53)	80	80	(168)
	BUILDING CONTROL	51	131	131	23
	OFFICE SERVICES	920	56	56	379
	NET EXPENDITURE	1,161	484	484	413

BUILT ENVIRONMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

TRANSPORTATION

SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	2,889	2,398	2,524	2,428
PREMISES	1,614	831	984	554
TRANSPORT	431	347	356	353
SUPPLIES AND SERVICES	3,161	1,758	1,645	1,322
THIRD PARTY PAYMENTS	1,117	931	931	641
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	906	213	211	265
CAPITAL CHARGES	11,297	11,929	11,929	12,620
TOTAL EXPENDITURE	21,415	18,407	18,580	18,183
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	833	475	777	857
GOVERNMENT GRANTS	310	23	37	48
RECHARGES	1,123	355	374	839
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,798	935	773	471
TOTAL INCOME	5,064	1,788	1,961	2,215
NET EXPENDITURE	16,351	16,619	16,619	15,968
COST PER '000 POPULATION	115	117	117	112

Budget Holder: Mr Peter Cross - Head of Transportation

Notes:

- 1) The Council as a Highway Authority has a statutory duty to maintain the highway network. Transportation is responsible for the Highways Asset Management Plan and all aspects of planned, routine and reactive maintenance arising from it. This includes the large scale planned maintenance programme being delivered by the Council's Project 30 initiative.
- 2) The Council as a Highway Authority has a statutory duty to investigate and prevent road accidents along with the provision and promotion of road safety advice and education. The service operates a successful road safety programme and also manages the school crossing patrols. The Council is an active member of the Lancashire Partnership for Road Safety.
- 3) The 2004 Traffic Management Act places a duty on the Council to manage the road network to secure the expeditious movement of traffic, considering the needs of all road users. Related to these duties, the service deals with traffic monitoring and management, the implementation of traffic regulation orders, parking management and restrictions and the control of utility works on the highway.
- 4) The Council as a Transport Authority is responsible for certain strategic public transport functions, supported bus services and public transport infrastructure (including stops and shelters).
- 5) The operation of the Tramway is governed by an Operating and Maintenance Agreement between the Council (as owner) and Blackpool Transport Services Ltd (as operator). The Council is responsible for the maintenance of the permanent way (including track, stops and platforms) but not operation or the service of vehicles.
- 6) The transport strategy of the Council is set down in the Local Transport Plan (LTP), which is required by the Department for Transport (DfT). The LTP also sets out a programme of improvements and works funded by DfT and delivered by the Transportation Division. The service actively liaises with DfT, neighbouring authorities and transport operators to ensure Blackpool's needs are put forward and considered.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PLANNED MAINTENANCE	68	183	142	155
TRANSPORT - TECHNICAL SUPPORT	242	224	262	219
HIGHWAYS INSPECTION	224	232	231	214
TRAFFIC MANAGEMENT - OPERATIONAL	(191)	(165)	(145)	(163)
TRAFFIC MANAGEMENT - STAFF COSTS	292	323	319	263
TRAVEL & SAFETY STAFF COSTS	189	168	182	3
ROAD SAFETY	48	47	43	44
BUS & TRAM SHELTERS	(41)	(142)	(88)	(202)
ROTUNDAS/48 SHEETS	15	-	18	-
TRAMWAY SUPPORT	152	130	130	130
PUBLICITY & PROMOTION	19	25	23	21
TRANSPORT INITIATIVES	21	-	1	1
ROAD SAFETY PARTNERSHIP	115	150	89	44
PUBLIC TRANSPORT CONTRACTS	244	217	217	-
SCHOOL CROSSING PATROL	200	221	207	195
HIGHWAYS & ENGINEERING	-	-	-	-
TRANSPORT POLICY	203	396	410	75
TRANSPORTATION PROJECTS	(1)	1	(31)	(72)
HIGHWAY MAINTENANCE	4,177	3,755	3,755	4,184
ENGINEERING MANAGEMENT	120	137	137	146
DRAINAGE	(40)	(13)	(13)	(13)
PARADES & SEAWALL DEFENCE	4,280	4,344	4,344	4,347
TRAMWAY	6,049	6,309	6,309	6,377
SCHEMES	(34)	77	77	-
NET EXPENDITURE	16,351	16,619	16,619	15,968

BUILT ENVIRONMENT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

NEIGHBOURHOOD SERVICES SUMMARY

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	4,242	4,194	4,194	3,786
	PREMISES	435	365	365	309
	TRANSPORT	825	1,024	1,024	1,024
	SUPPLIES AND SERVICES	1,260	582	582	577
	THIRD PARTY PAYMENTS	310	373	373	317
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	1,140	890	890	790
	CAPITAL CHARGES	503	299	299	262
	TOTAL EXPENDITURE	8,715	7,727	7,727	7,065
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	56	39	39	43
	GOVERNMENT GRANTS	134	-	-	-
	RECHARGES	207	204	204	628
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	658	55	55	55
	TOTAL INCOME	1,055	298	298	726
	NET EXPENDITURE	7,660	7,429	7,429	6,339
	<i>COST PER '000 POPULATION</i>	<i>54</i>	<i>52</i>	<i>52</i>	<i>44</i>

Budget Holder: Mr Russ Weaver - Head of Neighbourhood Services

Notes:

- 1) Neighbourhood Services delivers integrated services within the heart of our communities helping to raise aspiration, ambition and attainment.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	TC & PROMS	1,753	1,783	1,783	1,667
	SOUTH	1,087	1,105	1,105	1,011
	NORTH	925	955	955	912
	CORE	2,422	2,490	2,490	1,829
	CAPITAL	410	-	-	-
	CENTRAL	1,063	1,096	1,096	920
	NET EXPENDITURE	7,660	7,429	7,429	6,339

Regeneration, Tourism & Culture

REGENERATION, TOURISM & CULTURE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
SUMMARY

	FUNCTIONS OF SERVICE	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
		£000	£000	£000	£000
	PARTNERSHIPS & BUSINESS DEVELOPMENT	1,009	885	885	799
	ARTS & HERITAGE	557	578	578	520
	LIBRARY SERVICES	2,275	2,227	2,227	2,158
	ECONOMIC DEVELOPMENT	687	769	769	669
	ILLUMINATIONS	3,049	3,018	3,018	2,872
	VISIT BLACKPOOL	2,062	1,949	2,237	1,829
	STRATEGIC LEISURE ASSETS	1,953	(623)	2,672	1,242
	NET COST OF SERVICES	11,592	8,803	12,386	10,089
	<i>COST PER '000 POPULATION</i>	<i>81</i>	<i>62</i>	<i>87</i>	<i>71</i>

ASSISTANT CHIEF EXECUTIVE: Mr Alan Cavill

FINANCE MANAGERS: Ms Kirsten Whyatt & Mr Steve Maher

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
		£000	£000	£000	£000
	<u>EXPENDITURE</u>				
	EMPLOYEES	4,397	3,830	3,922	3,527
	PREMISES	2,130	1,698	5,013	1,236
	TRANSPORT	264	210	294	245
	SUPPLIES AND SERVICES	4,367	3,609	4,118	3,341
	THIRD PARTY PAYMENTS	128	348	346	343
	TRANSFER PAYMENTS	5	-	-	-
	SUPPORT SERVICES	808	(1,245)	(1,188)	720
	CAPITAL CHARGES	5,267	5,914	5,914	5,883
	TOTAL EXPENDITURE	17,366	14,364	18,419	15,295
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	3,927	3,676	3,654	3,342
	GOVERNMENT GRANTS	335	10	46	10
	RECHARGES	-	-	-	50
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,512	1,875	2,333	1,804
	TOTAL INCOME	5,774	5,561	6,033	5,206
	NET EXPENDITURE	11,592	8,803	12,386	10,089

REGENERATION, TOURISM & CULTURE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
PARTNERSHIPS AND BUSINESS DEVELOPMENT

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	352	417	412	358
	PREMISES	7	-	-	-
	TRANSPORT	3	5	5	5
	SUPPLIES AND SERVICES	385	364	318	264
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	363	99	150	172
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	1,110	885	885	799
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	80	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	21	-	-	-
	TOTAL INCOME	101	-	-	-
	NET EXPENDITURE	1,009	885	885	799
	<i>COST PER '000 POPULATION</i>	<i>7</i>	<i>6</i>	<i>6</i>	<i>6</i>

Budget Holder: Mr Philip Welsh - Head of Marketing Services

Notes:

- 1) The Partnership and Business Development team carries responsibility for private sector engagement and partnership working, as well as relationship management between the Council and key partner organisations including the Town Centre BID, Visit Blackpool and Blackpool, Fylde & Wyre Economic Development Company. The service also provides extensive corporate project support services including business planning, monitoring of external funds and communication with key stakeholders.

REGENERATION, TOURISM & CULTURE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
ARTS AND HERITAGE

SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
<u>EXPENDITURE</u>				
EMPLOYEES	353	283	323	271
PREMISES	50	41	42	42
TRANSPORT	15	6	13	9
SUPPLIES AND SERVICES	388	163	177	164
THIRD PARTY PAYMENTS	60	68	66	66
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	5	5	5	6
CAPITAL CHARGES	24	18	18	18
TOTAL EXPENDITURE	895	584	644	576
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	25	2	2	2
GOVERNMENT GRANTS	144	-	40	-
RECHARGES	-	-	-	50
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	169	4	24	4
TOTAL INCOME	338	6	66	56
NET EXPENDITURE	557	578	578	520
<i>COST PER '000 POPULATION</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>

Budget Holder: Polly Hamilton - Head of Cultural Services

Notes:

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 ambition to create a new major museum/heritage based attraction.
- 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.
- 7) Support and specialist advice for major heritage related projects (e.g. Blackpool Winter Gardens).

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ARTS DEVELOPMENT	193	198	198	195
GRUNDY ART GALLERY	171	168	169	167
HERITAGE	49	51	53	51
ARCHIVING SERVICES	144	161	158	107
NET EXPENDITURE	557	578	578	520

REGENERATION, TOURISM & CULTURE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
LIBRARY SERVICES

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,070	1,141	1,078	1,041
	PREMISES	293	253	269	264
	TRANSPORT	13	15	15	15
	SUPPLIES AND SERVICES	531	399	433	396
	THIRD PARTY PAYMENTS	1	2	2	2
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	283	221	221	185
	CAPITAL CHARGES	249	237	237	282
	TOTAL EXPENDITURE	2,440	2,268	2,255	2,185
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	52	41	27	27
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	113	-	1	-
	TOTAL INCOME	165	41	28	27
	NET EXPENDITURE	2,275	2,227	2,227	2,158
	COST PER '000 POPULATION	16	16	16	15

Budget Holder: Polly Hamilton - Head of Cultural Services

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 spaces for learning, information provision, job clubs, social and cultural activities, books and other items for loan and access to public PC's.
- 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.
- 3) The service co-ordinates the national Bookstart scheme - providing books, via a gifting scheme, to all households with babies and pre-school children.
- 4) An annual Reader Development programme is actioned to promote and support literacy, learning, and the use of libraries - this activity includes targeted activity for children, young people, adult learners, unemployed people, older people and others with the Local and Family History Centre, which helps residents and others to learn about the history of Blackpool and research their family trees, and is based in the prestigious Central Library.

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 simply choose to visit a library without taking out formal membership. Between April 2012 and March 2013 there were 646,090 visits to libraries.

REGENERATION, TOURISM & CULTURE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
ECONOMIC DEVELOPMENT

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	863	307	314	255
	PREMISES	77	39	45	40
	TRANSPORT	5	4	2	4
	SUPPLIES AND SERVICES	234	352	424	246
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	5	-	-	-
	SUPPORT SERVICES	62	88	90	145
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	1,246	790	875	690
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	23	21	23	21
	GOVERNMENT GRANTS	2	-	6	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	534	-	77	-
	TOTAL INCOME	559	21	106	21
	NET EXPENDITURE	687	769	769	669
	<i>COST PER '000 POPULATION</i>	<i>5</i>	<i>5</i>	<i>5</i>	<i>5</i>

Budget Holder: Mr Peter Legg - Head of Economic Development

Notes:

- 1) The Economic Development Division is a small but effective team that spearheads the Council's support to new and existing businesses to assist in their set up, growth and job creation. The function has two parts to the operation: support to local businesses and support to unemployed residents; with essential overlap around employer engagement.
- 2) The Business Support team will be looking to enhance its relationship with growing businesses in the year to come; ensuring local businesses are supported in their efforts to invest in property, plant and equipment, skills and recruitment. The team will be refreshing Blackpoolunlimited.com, its online business communication portal, and ensuring local businesses across Blackpool & the Fylde Coast are aware of and tapping into the various support available at a local, Lancashire and national level (start-up advice & finance, growth coaching & mentoring, finance including capital grants, superfast broadband, innovation, etc.).
- 3) The Council's lead adult employment services team, Positive Steps into Work, will continue to operate the government's Work Programme supporting long term unemployed from its base at Market Street. It will also deliver a number of smaller advice and guidance contracts aimed at redundant Council employees, adult work placement co-ordination; and targeted back to work services for residents with complex needs such as drug and alcohol rehabilitation, and living in 'selective licensing' neighbourhoods.

REGENERATION, TOURISM & CULTURE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
ILLUMINATIONS

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,098	1,017	1,051	959
	PREMISES	365	357	354	359
	TRANSPORT	220	171	248	203
	SUPPLIES AND SERVICES	601	342	458	333
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	5	85	89	92
	CAPITAL CHARGES	1,231	1,163	1,163	1,043
	TOTAL EXPENDITURE	3,520	3,135	3,363	2,989
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	15	-	2	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	456	117	343	117
	TOTAL INCOME	471	117	345	117
	NET EXPENDITURE	3,049	3,018	3,018	2,872
	<i>COST PER '000 POPULATION</i>	<i>21</i>	<i>21</i>	<i>21</i>	<i>20</i>

Budget Holder: Mr Richard Ryan - Head of Illuminations

Notes:

- 1) The Council has staged the Illuminations display in the autumn of each year since 1912 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 donations 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 also raise additional income.

REGENERATION, TOURISM & CULTURE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
VISIT BLACKPOOL

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	661	665	744	643
	PREMISES	34	-	-	-
	TRANSPORT	8	9	11	9
	SUPPLIES AND SERVICES	1,855	1,455	1,774	1,387
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	85	80	80	78
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	2,643	2,209	2,609	2,117
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	176	245	233	273
	GOVERNMENT GRANTS	109	10	-	10
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	296	5	139	5
	TOTAL INCOME	581	260	372	288
	NET EXPENDITURE	2,062	1,949	2,237	1,829
	<i>COST PER '000 POPULATION</i>	<i>14</i>	<i>14</i>	<i>16</i>	<i>13</i>

Budget Holder: Mr Philip Welsh - Head of Marketing Services

Notes:

- 1) Visit Blackpool is the resort's Destination Management Organisation which has responsibilities for promoting the offer which is largely tourism related, though not exclusive to, and aims to market to both leisure and business visitors, investors and wider industry. Its aim is to reposition Blackpool as Europe's leading seaside resort, which in turn will increase visitor numbers and spend with the intention of creating jobs in the economy. As the owner of the resort's brand, it will lead on all destination marketing campaigns, will programme and deliver Blackpool's major events and will engage and working in partnership with private sector businesses in the resort. In addition to this, the department also operates the Tourist Information Centre. A Destination Marketing Plan has been produced in line with Visit England guidance.

REGENERATION, TOURISM & CULTURE
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
STRATEGIC LEISURE ASSETS

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	-	-	-	-
	PREMISES	1,304	1,008	4,303	531
	TRANSPORT	-	-	-	-
	SUPPLIES AND SERVICES	373	534	534	551
	THIRD PARTY PAYMENTS	67	278	278	275
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	5	(1,823)	(1,823)	42
	CAPITAL CHARGES	3,763	4,496	4,496	4,540
	TOTAL EXPENDITURE	5,512	4,493	7,788	5,939
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	3,636	3,367	3,367	3,019
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(77)	1,749	1,749	1,678
	TOTAL INCOME	3,559	5,116	5,116	4,697
	NET EXPENDITURE	1,953	(623)	2,672	1,242
	<i>COST PER '000 POPULATION</i>	<i>14</i>	<i>(4)</i>	<i>19</i>	<i>9</i>

Budget Holder: Mr Alan Cavill - Assistant Chief Executive (Regeneration, Tourism & Culture Division)

Notes:

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

Leisure & Operational Services

LEISURE & OPERATIONAL SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
SUMMARY

	FUNCTIONS OF SERVICE	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
		£000	£000	£000	£000
	MANAGEMENT & ADMINISTRATION	1,037	700	700	266
	PRINT SERVICES	12	108	146	34
	CAPITAL PROJECTS & REGENERATION	(110)	55	55	42
	COASTAL & ENVIRONMENTAL PARTNERSHIPS INVESTMENTS	3,636	3,915	3,915	4,029
	INTEGRATED TRANSPORT SERVICES	99	189	179	153
	WASTE MANAGEMENT	16,123	16,315	16,140	16,411
	STANLEY PARK & PARKS DEVELOPMENT	798	794	758	349
	CEMETERIES & CREMATORIUM	(692)	(797)	(797)	(837)
	CATERING SERVICES	(12)	320	353	273
	LEISURE FACILITIES & SPORT DEVELOPMENT	2,153	1,353	1,353	532
	PROPERTY & FACILITIES MANAGEMENT	(411)	280	428	163
	SECURITY & CCTV	14	(40)	(82)	(59)
	PUBLIC CONVENIENCES	1,057	1,130	1,130	1,099
	NET COST OF SERVICES	23,704	24,322	24,278	22,455
	<i>COST PER '000 POPULATION</i>	<i>166</i>	<i>171</i>	<i>170</i>	<i>158</i>

ASSISTANT CHIEF EXECUTIVE: Mr John Blackledge

FINANCE MANAGERS: Ms Kirsten Whyatt & Mr Steve Maher

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
		£000	£000	£000	£000
	<u>EXPENDITURE</u>				
	EMPLOYEES	10,277	8,722	8,883	7,809
	PREMISES	4,249	2,086	2,715	2,052
	TRANSPORT	591	505	1,523	571
	SUPPLIES AND SERVICES	7,173	3,532	5,032	3,769
	THIRD PARTY PAYMENTS	17,585	23,167	22,974	23,958
	TRANSFER PAYMENTS	497	319	308	326
	SUPPORT SERVICES	3,183	2,120	2,269	1,660
	CAPITAL CHARGES	5,907	1,753	1,764	1,549
	TOTAL EXPENDITURE	49,462	42,204	45,468	41,694
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	6,523	5,713	7,869	5,921
	GOVERNMENT GRANTS	2,820	2,665	2,659	2,665
	RECHARGES	9,677	5,653	6,825	7,581
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	6,738	3,851	3,837	3,072
	TOTAL INCOME	25,758	17,882	21,190	19,239
	NET EXPENDITURE	23,704	24,322	24,278	22,455

LEISURE & OPERATIONAL SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
MANAGEMENT AND ADMINISTRATION

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	715	462	463	303
	PREMISES	565	14	374	12
	TRANSPORT	9	4	9	3
	SUPPLIES AND SERVICES	369	185	352	115
	THIRD PARTY PAYMENTS	34	-	5	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	83	(8)	(8)	(210)
	CAPITAL CHARGES	43	43	54	43
	TOTAL EXPENDITURE	1,818	700	1,249	266
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	575	-	543	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	206	-	6	-
	TOTAL INCOME	781	-	549	-
	NET EXPENDITURE	1,037	700	700	266
	<i>COST PER '000 POPULATION</i>	<i>7</i>	<i>5</i>	<i>5</i>	<i>2</i>

Budget Holder: Mr John Blackledge - Assistant Chief Executive

Notes:

- 1) Management and Administration for Leisure and Operational Services.
- 2) Employee related insurances.
- 3) Layton Depot costs are included in this budget. There is a minimal budget provision to cover insurance and depreciation, but the majority of the costs are recharged to the services based at the Depot.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	DEPARTMENT	818	491	491	173
	CENTRAL ADMINISTRATION	173	156	156	142
	LAYTON DEPOT	46	53	53	(49)
	NET EXPENDITURE	1,037	700	700	266

LEISURE & OPERATIONAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

PRINT SERVICES

SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	247	273	210	263
PREMISES	-	-	-	-
TRANSPORT	6	8	9	9
SUPPLIES AND SERVICES	280	360	357	368
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	68	141	141	151
CAPITAL CHARGES	105	83	83	2
TOTAL EXPENDITURE	706	865	800	793
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	694	757	654	759
TOTAL INCOME	694	757	654	759
NET EXPENDITURE	12	108	146	34
COST PER '000 POPULATION	0	1	1	0

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

Notes:

- 1) Print Services provides a printing service for the authority including bulk printing, management of the multi-functional printers, graphic design and the provision of printing consumables and stock stationery items.
- 2) The service also manages the delivery of internal mail across Council services.

LEISURE & OPERATIONAL SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
CAPITAL PROJECTS AND REGENERATION

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	-	330	341	315
	PREMISES	-	-	-	-
	TRANSPORT	-	7	8	7
	SUPPLIES AND SERVICES	-	37	35	43
	THIRD PARTY PAYMENTS	-	-	2	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	514	41	41	41
	CAPITAL CHARGES	-	4	4	-
	TOTAL EXPENDITURE	514	419	431	406
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	624	305	376	305
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	59	-	59
	TOTAL INCOME	624	364	376	364
	NET EXPENDITURE	(110)	55	55	42
	<i>COST PER '000 POPULATION</i>	<i>(1)</i>	<i>0</i>	<i>0</i>	<i>0</i>

Budget Holder: Mr Stephen Thorley - Head of Facilities Management, Capital Projects and Regeneration

Notes:

- 1) The Capital Projects Division provides Architectural Services, Project Management Services, Contract and Cost Consultancy, Construction Design Management and Procurement of Framework Contracts.

LEISURE & OPERATIONAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

COASTAL AND ENVIRONMENTAL PARTNERSHIPS INVESTMENTS

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,099	410	395	397
	PREMISES	1,064	1,124	1,179	1,150
	TRANSPORT	19	8	7	8
	SUPPLIES AND SERVICES	1,699	628	617	637
	THIRD PARTY PAYMENTS	2,143	4,001	3,996	4,093
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	286	217	217	217
	CAPITAL CHARGES	1,228	698	698	698
	TOTAL EXPENDITURE	7,538	7,086	7,109	7,200
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	1	-	2	-
	GOVERNMENT GRANTS	2,627	2,659	2,659	2,659
	RECHARGES	1,032	444	370	444
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	242	68	163	68
	TOTAL INCOME	3,902	3,171	3,194	3,171
	NET EXPENDITURE	3,636	3,915	3,915	4,029
	<i>COST PER '000 POPULATION</i>	<i>26</i>	<i>27</i>	<i>27</i>	<i>28</i>

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

Notes:

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

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	STREET LIGHTING PFI	3,570	4,017	4,017	4,146
	COASTAL AND ENVIRONMENTAL PARTNERSHIPS	66	(102)	(102)	(117)
	NET EXPENDITURE	3,636	3,915	3,915	4,029

LEISURE & OPERATIONAL SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
INTEGRATED TRANSPORT SERVICES

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	580	436	801	303
	PREMISES	118	114	131	116
	TRANSPORT	105	43	1,008	59
	SUPPLIES AND SERVICES	632	397	626	409
	THIRD PARTY PAYMENTS	222	235	164	181
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	96	67	67	67
	CAPITAL CHARGES	4	37	37	34
	TOTAL EXPENDITURE	1,757	1,329	2,834	1,169
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	8	-	2	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	1,343	585	2,587	1,016
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	307	555	66	-
	TOTAL INCOME	1,658	1,140	2,655	1,016
	NET EXPENDITURE	99	189	179	153
	<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>

Budget Holder: Mr James Kelly - Head of Integrated Transport and Waste Services

Notes:

- 1) The service provides a "home to school" transport service for vulnerable children and young people within the borough, including looked after children, children with special needs and those with behavioural issues. The service also provides transportation in relation to homeless hostels and women's refuge.
- 2) The Central Vehicle Maintenance Unit (CVMU) supports the delivery of Council services by providing and maintaining an effective vehicle fleet and working with services to understand requirements for vehicle provision and maintenance. The vehicle fleet is maintained to the statutory levels imposed by the Vehicle Operators and Services Agency (VOSA).
- 3) The service also provides transport for children and vulnerable adults and Rideability Community Transport Services.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	CVMU	81	61	54	65
	TRANSPORT	(57)	38	38	3
	RIDEABILITY	75	90	87	85
	NET EXPENDITURE	99	189	179	153

LEISURE & OPERATIONAL SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
WASTE MANAGEMENT

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	774	752	717	666
	PREMISES	203	131	222	150
	TRANSPORT	187	190	249	241
	SUPPLIES AND SERVICES	1,238	158	320	191
	THIRD PARTY PAYMENTS	12,524	17,373	16,980	17,676
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	325	494	644	592
	CAPITAL CHARGES	3,744	71	71	48
	TOTAL EXPENDITURE	18,995	19,169	19,203	19,564
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	1,846	1,930	2,022	2,129
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,026	924	1,041	1,024
	TOTAL INCOME	2,872	2,854	3,063	3,153
	NET EXPENDITURE	16,123	16,315	16,140	16,411
	<i>COST PER '000 POPULATION</i>	<i>113</i>	<i>114</i>	<i>113</i>	<i>115</i>

Budget Holder: Mr James Kelly - Head of Integrated Transport and Waste Services

Notes:

- 1) The Council operates a containerised domestic waste / management service in partnership with waste collection contractor Veolia Environmental Services. Blackpool residents are now recycling nearly 38% of all household waste.
- 2) The Household Waste Recycling Centre at Bristol Avenue has facilities for the disposal of waste from any domestic household within Blackpool.
- 3) 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. Wrapping for the safe disposal of asbestos waste is supplied. Commercial waste is not allowed at the site and permits are required to enter the facility in a van or trailer (a full list of vehicle types can be provided).
- 4) Commercial Waste Services provides a service to in excess of 50% of the local business market.
- 5) 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.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	COMMERCIAL WASTE	784	85	7	(141)
	DOMESTIC WASTE	4,382	4,411	4,470	4,412
	WASTE PFI	10,957	11,819	11,663	12,140
	NET EXPENDITURE	16,123	16,315	16,140	16,411

LEISURE & OPERATIONAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

STANLEY PARK AND PARKS DEVELOPMENT

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	550	511	508	494
	PREMISES	110	134	131	132
	TRANSPORT	61	58	48	59
	SUPPLIES AND SERVICES	163	119	175	172
	THIRD PARTY PAYMENTS	15	-	5	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	98	86	86	36
	CAPITAL CHARGES	24	21	21	21
	TOTAL EXPENDITURE	1,021	929	974	914
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	141	128	147	128
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	430
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	82	7	69	7
	TOTAL INCOME	223	135	216	565
	NET EXPENDITURE	798	794	758	349
	<i>COST PER '000 POPULATION</i>	<i>6</i>	<i>6</i>	<i>5</i>	<i>2</i>

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

Notes:

- 1) Stanley Park is Blackpool's largest piece of public open space; the two hundred and fifty six acre park is a landmark in Blackpool's heritage and history. The park was officially opened in 1926 and was designed by the internationally renowned Thomas Mawson. The park received Grade II status on the National Register of Historic Parks and Gardens in 1995 and benefitted from a six million pound Heritage Lottery Fund related restoration in 2007.
- 2) The park boasts an impressive range of facilities which include ornamental gardens, a rose garden, water fountains, a boating lake and statues along with the historic Art Deco Café. The park is also home to Blackpool Sports Centre, an athletics arena, a national standards BMX track, synthetic turf and grass sports pitches, netball and tennis courts and an adventure play area.
- 3) Marton Mere, Blackpool's Nature Reserve, is nationally recognised as a Site of Special Scientific Interest for its bird populations and other important species such as dragonflies, butterflies, bats and orchids. The site contains a diversity of habitats including open water, reed beds and grassland as well as pockets of woodland and scrub. Many visitors enjoy the area through following the designated footpaths around the site and visiting the numerous bird-watching hides.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	LEISURE SERVICES	81	12	27	12
	CEMETERIES	154	184	157	128
	STANLEY PARK	563	598	574	209
	NET EXPENDITURE	798	794	758	349

LEISURE & OPERATIONAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

CEMETERIES AND CREMATORIUM

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	181	189	205	182
	PREMISES	175	204	203	208
	TRANSPORT	1	4	4	4
	SUPPLIES AND SERVICES	208	(35)	75	76
	THIRD PARTY PAYMENTS	17	21	20	21
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	42	(18)	(18)	(18)
	CAPITAL CHARGES	37	70	70	83
	TOTAL EXPENDITURE	661	435	559	556
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	1,231	1,232	1,223	1,393
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	122	-	133	-
	TOTAL INCOME	1,353	1,232	1,356	1,393
	NET EXPENDITURE	(692)	(797)	(797)	(837)
	COST PER '000 POPULATION	(5)	(6)	(6)	(6)

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

Notes:

- 1) The Council operates and manages Layton and Carleton cemeteries, along with the Jewish Cemetery and Muslim burial area both located in Layton.
- 2) There is a crematorium facility at Carleton which operates throughout the year in accordance with the standards required by the Environmental Protection Act 1990 regarding pollution of the environment and reduction of emissions.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	CARLETON CEMETERY	(238)	(247)	(245)	(245)
	CARLETON LODGE FARM	(1)	(1)	(1)	(1)
	CARLETON CREMATORIUM SERVICES	(467)	(563)	(558)	(605)
	LAYTON CEMETERY SERVICES	(3)	1	(5)	1
	PUBLIC FUNERALS	13	13	11	13
	FLORAL TEA ROOMS ENERGY RECHARGE	5	-	1	-
	BABY MEMORIAL FUND	(1)	-	-	-
	NET EXPENDITURE	(692)	(797)	(797)	(837)

LEISURE & OPERATIONAL SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
CATERING SERVICES

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,532	1,599	1,575	1,550
	PREMISES	305	16	77	16
	TRANSPORT	9	1	8	1
	SUPPLIES AND SERVICES	1,427	903	1,656	924
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	497	319	308	326
	SUPPORT SERVICES	340	307	307	281
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	4,110	3,145	3,931	3,098
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	1,080	-	2,233	-
	GOVERNMENT GRANTS	168	6	-	6
	RECHARGES	1,954	2,196	449	2,196
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	920	623	896	623
	TOTAL INCOME	4,122	2,825	3,578	2,825
	NET EXPENDITURE	(12)	320	353	273
	<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>2</i>	<i>2</i>	<i>2</i>

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

Notes:

- 1) Catering Services provide a range of services to schools throughout Blackpool. The core service is a hot lunchtime meal served at 31 Primary, Special and Secondary schools.
- 2) A range of other provisions are available throughout the extended school day, including breakfast, morning break and after-school food offers.
- 3) The various Pupil Referral Units are provided with a delivered packed lunch service for pupils on a daily basis.
- 4) The Catering Management Team are responsible for the monitoring of hygiene standards in all Council establishments in agreement with the local environmental health team, and also for compliance with nutritional and healthy meals governmental requirements throughout the borough.
- 5) The Free School Breakfasts scheme provides a breakfast to over 11,000 primary school children.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	PRIMARY SCHOOL CATERING	(107)	90	7	81
	SECONDARY SCHOOL CATERING	154	43	184	40
	SPECIAL SCHOOL CATERING	30	4	8	4
	FREE SCHOOL BREAKFASTS	-	-	-	-
	CATERING MANAGEMENT	(89)	183	154	148
	NET EXPENDITURE	(12)	320	353	273

LEISURE & OPERATIONAL SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
LEISURE FACILITIES AND SPORT DEVELOPMENT

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	2,231	2,196	2,132	2,098
	PREMISES	1,183	260	235	174
	TRANSPORT	54	66	58	58
	SUPPLIES AND SERVICES	396	589	538	621
	THIRD PARTY PAYMENTS	4	2	2	2
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	444	372	372	191
	CAPITAL CHARGES	693	693	693	597
	TOTAL EXPENDITURE	5,005	4,178	4,030	3,741
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	2,164	2,362	2,208	2,253
	GOVERNMENT GRANTS	25	-	-	-
	RECHARGES	342	348	334	838
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	321	115	135	118
	TOTAL INCOME	2,852	2,825	2,677	3,209
	NET EXPENDITURE	2,153	1,353	1,353	532
	<i>COST PER '000 POPULATION</i>	<i>15</i>	<i>9</i>	<i>9</i>	<i>4</i>

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

Notes:

- 1) The service provides comprehensive leisure opportunities to the whole community, ensuring all interest groups, abilities, age groups and backgrounds are provided for.
- 2) 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.
- 3) Health on referral programmes, for people with cardiac, respiratory, clinical and general health conditions result in excess of 30,000 visits to facilities a year.
- 4) The service is focused on delivering quality and excellence and ensuring Blackpool benefits from national revenue and capital investment grant aid funding programmes.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	LEISURE MANAGEMENT	410	719	654	97
	MPHLC	907	508	546	523
	SWIM SCHEME	(104)	(110)	(111)	(117)
	WOODLANDS	19	(3)	-	(3)
	LIQUID ASSETS	(67)	(72)	(57)	(66)
	PALATINE LEISURE CENTRE	710	238	232	189
	HEALTH & FITNESS	(466)	(438)	(317)	(454)
	CLIMBING TOWERS	53	72	52	63
	SPORTS CAMPS	(3)	-	17	-
	BLACKPOOL SPORTS CENTRE & ARENA	696	466	428	370
	COACHING ACCOUNT	(2)	(2)	(1)	(2)
	GYMNASTICS	(11)	(14)	(19)	(19)
	GOLF	(24)	3	(7)	3
	SCHOOL SWIMMING	(94)	(74)	(74)	(78)
	FGF & ACTIVE BLACKPOOL	(20)	21	(20)	(13)
	BEARS	8	8	-	8
	SPORT & PHYSICAL ACTIVITY	135	31	30	31
	DD ACCT, CLUB VOLUNTEERS, PHYSICAL ACTIVITY CO-ORD & HEALTH FUTURES	6	-	-	-
	NET EXPENDITURE	2,153	1,353	1,353	532

LEISURE & OPERATIONAL SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
PROPERTY AND FACILITIES MANAGEMENT

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1,780	1,165	1,076	842
	PREMISES	477	38	83	39
	TRANSPORT	106	94	83	87
	SUPPLIES AND SERVICES	550	187	188	185
	THIRD PARTY PAYMENTS	1,386	414	641	852
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	814	254	254	154
	CAPITAL CHARGES	4	7	7	7
	TOTAL EXPENDITURE	5,117	2,159	2,332	2,166
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	34	-	13	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	3,413	1,422	1,757	1,922
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,081	457	134	81
	TOTAL INCOME	5,528	1,879	1,904	2,003
	NET EXPENDITURE	(411)	280	428	163
	COST PER '000 POPULATION	(3)	2	3	1

Budget Holder: Mr Stephen Thorley - Head of Facilities Management, Capital Projects and Regeneration

Notes:

- 1) Property Services comprises the Building Maintenance and Building Cleaning services. Property Services transferred to Asset and Estates in 13/14.
- 2) The Building Cleaning team provides a cleaning service to local authorities, schools, health and housing associations. Cleaning specifications are tailored to meet the customer's needs and include fixed-term contracts, service level agreements or one-off cleans. 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.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	BUILDING CLEANING	(200)	(18)	(20)	(133)
	BUILDING MAINTENANCE	54	298	448	296
	PROPERTY SERVICES	(265)	-	-	-
	NET EXPENDITURE	(411)	280	428	163

LEISURE & OPERATIONAL SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
SECURITY AND CCTV

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	526	334	395	334
	PREMISES	7	2	8	4
	TRANSPORT	33	22	32	35
	SUPPLIES AND SERVICES	210	4	68	28
	THIRD PARTY PAYMENTS	283	200	286	242
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	67	60	60	51
	CAPITAL CHARGES	18	20	20	10
	TOTAL EXPENDITURE	1,144	642	869	704
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	43	2	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	394	353	409	430
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	736	286	540	333
	TOTAL INCOME	1,130	682	951	763
	NET EXPENDITURE	14	(40)	(82)	(59)
	COST PER '000 POPULATION	0	(0)	(1)	(0)

Budget Holder: Mr Stephen Thorley - Head of Facilities Management, Capital Projects and Regeneration

Notes:

- 1) Security Services are focused on contributing to the prevention of anti-social behaviour within the borough, working closely and in partnership with the Police.
- 2) The CCTV monitoring service ceased in 2013/14. The remaining service offers maintenance to CCTV cameras in other authorities.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	SECURITY	(137)	(45)	(80)	(55)
	CCTV	151	5	(2)	(4)
	NET EXPENDITURE	14	(40)	(82)	(59)

LEISURE & OPERATIONAL SERVICES
GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015
PUBLIC CONVENIENCES

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	62	65	65	62
	PREMISES	42	49	72	51
	TRANSPORT	1	-	-	-
	SUPPLIES AND SERVICES	1	-	25	-
	THIRD PARTY PAYMENTS	957	921	873	891
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	6	107	106	107
	CAPITAL CHARGES	7	6	6	6
	TOTAL EXPENDITURE	1,076	1,148	1,147	1,117
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	18	18	17	18
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1	-	-	-
	TOTAL INCOME	19	18	17	18
	NET EXPENDITURE	1,057	1,130	1,130	1,099
	<i>COST PER '000 POPULATION</i>	<i>7</i>	<i>8</i>	<i>8</i>	<i>8</i>

Budget Holder: Mr Stephen Thorley - Head of Facilities Management, Capital Projects and Regeneration

Notes:

- 1) The provision, operation and maintenance of Public Conveniences is a non-statutory service. However, in relation to Blackpool as a visitor economy and destination, it is extremely important.

Adult Services

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

SUMMARY

	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
FUNCTIONS OF SERVICE				
ADULT SOCIAL CARE	4,586	5,491	5,230	5,259
CARE & SUPPORT	12,945	11,832	11,514	9,503
COMMISSIONING & CONTRACTS	1,264	1,400	1,322	1,249
ADULTS COMMISSIONING	21,745	25,528	26,439	26,338
ADULTS SAFEGUARDING	136	270	241	263
BUSINESS SUPPORT & RESOURCES	3,677	3,756	3,733	3,210
NET COST OF SERVICES	44,353	48,277	48,479	45,822
<i>COST PER '000 POPULATION</i>	<i>311</i>	<i>339</i>	<i>340</i>	<i>322</i>

ASSISTANT CHIEF EXECUTIVE: Mrs Delyth Curtis

FINANCE MANAGER: Mr Mark Golden

	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
SUBJECTIVE ANALYSIS				
<u>EXPENDITURE</u>				
EMPLOYEES	19,794	19,418	19,360	17,022
PREMISES	438	476	482	458
TRANSPORT	831	857	881	880
SUPPLIES AND SERVICES	1,723	2,447	2,572	1,951
THIRD PARTY PAYMENTS	33,775	30,782	32,129	32,826
TRANSFER PAYMENTS	6,624	5,126	5,274	5,825
SUPPORT SERVICES	4,226	3,796	3,106	2,961
CAPITAL CHARGES	697	702	701	394
TOTAL EXPENDITURE	68,108	63,604	64,505	62,317
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	8,696	8,064	7,809	7,928
GOVERNMENT GRANTS	4,893	-	58	58
RECHARGES	444	695	701	33
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	9,722	6,568	7,458	8,476
TOTAL INCOME	23,755	15,327	16,026	16,495
NET EXPENDITURE	44,353	48,277	48,479	45,822

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

ADULT SOCIAL CARE

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	4,547	5,519	5,362	5,244
	PREMISES	1	-	2	-
	TRANSPORT	153	165	178	165
	SUPPLIES AND SERVICES	182	75	83	75
	THIRD PARTY PAYMENTS	5	23	23	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	577	366	366	430
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	5,465	6,148	6,014	5,914
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	879	657	784	655
	TOTAL INCOME	879	657	784	655
	NET EXPENDITURE	4,586	5,491	5,230	5,259
	COST PER '000 POPULATION	32	39	37	37

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

Notes:

- 1) 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.
- 2) 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.
- 3) The service is focused on reassessing and reviewing support packages in light of the reduced commissioning budget and according to revised access criteria.
- 4) Mental health provider services include day care provision, supported tenancies, community support services, residential rehabilitation and crisis services. The challenges will be to consider how the budget within provider services can be released to support the roll out of personalisation.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	ADULT SOCIAL CARE MANAGEMENT	812	880	878	925
	SOCIAL SERVICES DIRECT	2,126	2,547	2,396	2,355
	LEARNING DISABILITIES TEAM	448	485	465	481
	MENTAL HEALTH TEAM	1,200	1,579	1,491	1,498
	NET EXPENDITURE	4,586	5,491	5,230	5,259

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

CARE AND SUPPORT

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	13,570	10,954	11,120	9,074
	PREMISES	424	433	437	415
	TRANSPORT	249	246	238	223
	SUPPLIES AND SERVICES	461	374	339	335
	THIRD PARTY PAYMENTS	278	190	188	190
	TRANSFER PAYMENTS	10	20	16	10
	SUPPORT SERVICES	803	1,276	1,276	952
	CAPITAL CHARGES	157	137	137	138
	TOTAL EXPENDITURE	15,952	13,630	13,751	11,337
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	762	674	396	625
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	226	21	27	33
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,019	1,103	1,814	1,176
	TOTAL INCOME	3,007	1,798	2,237	1,834
	NET EXPENDITURE	12,945	11,832	11,514	9,503
	<i>COST PER '000 POPULATION</i>	<i>91</i>	<i>83</i>	<i>81</i>	<i>67</i>

Budget Holder: Karen Smith - Head of Care & Support

Notes:

- 1) The Adult Provider Services (Care and Support), have seen various services change direction over the last few years - from long stay residential, domiciliary and day care to focused, short term interventions or bespoke support packages for people with complex or challenging needs, aimed at keeping people out of hospital, independent and able to choose the life they wish to lead. We aim to deliver high quality, niche, competitively priced services that our customers, individuals and organisations want to choose to "buy" and access.
- 2) Care and Support delivers the Council's in house services relating to Mental Health, Learning Disability, Older Adults and Physical Disability and include Phoenix, Keats, Coopers Way, The ARC, Hoyle, Geldoff, LD Supported Living, Extra Support, Palmer, Gloucester, Care at Home (Reablement, Primary Night Care, End of Life Care and Urgent Response), Langdale, Highfield, MH Community Support Workers, Vitaline, Blackpool Centre for Independent Living (BCIL), Volunteers and Shared Lives.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	MANAGEMENT & ADMIN	1,158	1,628	1,636	1,242
	DAY CENTRE	1,142	1,017	1,074	1,035
	COOPERS WAY/HOYLE AND MANSFIELD RESIDENTIAL RESPITE	1,036	947	963	934
	PHOENIX CENTRE/GLOUCESTER AVE	577	687	672	498
	PALMER/ EXTRA SUPPORT	2,120	2,187	2,029	1,726
	SUPPORTED LIVING/GELDOFF	3,946	2,466	2,466	1,503
	SHARED LIVES/VOLUNTEER SERVICE	159	156	160	148
	BLACKPOOL CENTRE FOR INDEPENDENT LIVING	156	134	128	123
	HOMECARE	1,423	1,535	1,329	1,244
	ARC	984	1,067	1,023	1,040
	VITALINE	(47)	6	32	10
	OTHER	291	2	2	-
	NET EXPENDITURE	12,945	11,832	11,514	9,503

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

COMMISSIONING AND CONTRACTS

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	968	1,055	957	910
	PREMISES	-	-	-	-
	TRANSPORT	17	16	14	16
	SUPPLIES AND SERVICES	2	5	3	4
	THIRD PARTY PAYMENTS	11	-	(9)	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	459	503	502	448
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	1,457	1,579	1,467	1,378
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	193	179	145	129
	TOTAL INCOME	193	179	145	129
	NET EXPENDITURE	1,264	1,400	1,322	1,249
	<i>COST PER '000 POPULATION</i>	<i>9</i>	<i>10</i>	<i>9</i>	<i>9</i>

Budget Holder: Ms Val Raynor - Head of Commissioning

Notes:

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

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	COMMISSIONING MANAGEMENT	531	572	565	514
	CONTRACT & COMMISSIONING ADULTS	469	555	510	481
	CHILDREN'S HEALTH COMMISSIONING	264	273	247	254
	NET EXPENDITURE	1,264	1,400	1,322	1,249

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

ADULTS COMMISSIONING

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	34	20	20	20
	PREMISES	12	43	43	43
	TRANSPORT	397	409	430	455
	SUPPLIES AND SERVICES	604	1,489	1,474	902
	THIRD PARTY PAYMENTS	33,435	30,452	31,922	32,620
	TRANSFER PAYMENTS	6,193	4,931	5,088	5,724
	SUPPORT SERVICES	-	689	-	-
	CAPITAL CHARGES	2	2	2	4
	TOTAL EXPENDITURE	40,677	38,035	38,979	39,768
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	7,894	7,367	7,383	7,280
	GOVERNMENT GRANTS	4,788	-	-	-
	RECHARGES	218	674	674	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	6,032	4,466	4,483	6,150
	TOTAL INCOME	18,932	12,507	12,540	13,430
	NET EXPENDITURE	21,745	25,528	26,439	26,338
	<i>COST PER '000 POPULATION</i>	<i>153</i>	<i>179</i>	<i>186</i>	<i>185</i>

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

Notes:

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

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	PHYSICAL SUPPORT 18-64	-	-	-	1,648
	PHYSICAL SUPPORT 65+	-	-	-	5,661
	SENSORY SUPPORT 18-64	38	-	-	63
	SENSORY SUPPORT 65+	391	-	-	278
	SUPPORT WITH MEMORY AND COGNITION 18-64	93	-	-	65
	SUPPORT WITH MEMORY AND COGNITION 65+	2,593	3,743	4,544	2,623
	LEARNING DISABILITY SUPPORT 18-64	1,786	7,502	8,570	8,265
	LEARNING DISABILITY SUPPORT 65+	317	-	-	244
	MENTAL HEALTH SUPPORT 18-64	1,764	1,762	2,084	2,087
	MENTAL HEALTH SUPPORT 65+	1,527	-	-	1,619
	SUBSTANCE MISUSE SUPPORT	212	536	445	470
	SUPPORT FOR CARER	140	132	137	135
	ASSISTIVE EQUIPMENT AND TECHNOLOGY	-	-	-	626
	OTHER CATEGORY'S INCLUDING C&S RECHARGES	1,915	2,417	1,406	(89)
	PHYSICAL DISABILITY	7,887	6,720	6,474	-
	HOUSING RELATED SUPPORT	3,080	2,716	2,779	2,643
	CHILDREN'S HEALTH & COMMISSIONING	2	-	-	-
	NET EXPENDITURE	21,745	25,528	26,439	26,338

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

ADULTS SAFEGUARDING

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	126	223	226	202
	PREMISES	-	-	-	-
	TRANSPORT	1	2	3	2
	SUPPLIES AND SERVICES	27	33	195	188
	THIRD PARTY PAYMENTS	41	112	-	11
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	-	-	-	-
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	195	370	424	403
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	-	-	58	58
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	59	100	125	82
	TOTAL INCOME	59	100	183	140
	NET EXPENDITURE	136	270	241	263
	<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>2</i>	<i>2</i>	<i>2</i>

Budget Holder: Mrs Nicola Stubbins - Head of Safeguarding

Notes:

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

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	ADULTS SAFEGUARDING	122	186	131	189
	HEALTH & WELLBEING	14	84	110	74
	NET EXPENDITURE	136	270	241	263

ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

BUSINESS SUPPORT AND RESOURCES

SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	549	1,647	1,675	1,572
PREMISES	1	-	-	-
TRANSPORT	14	19	18	19
SUPPLIES AND SERVICES	447	471	478	447
THIRD PARTY PAYMENTS	5	5	5	5
TRANSFER PAYMENTS	421	175	170	91
SUPPORT SERVICES	2,387	962	962	1,131
CAPITAL CHARGES	538	563	562	252
TOTAL EXPENDITURE	4,362	3,842	3,870	3,517
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	40	23	30	23
GOVERNMENT GRANTS	105	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	540	63	107	284
TOTAL INCOME	685	86	137	307
NET EXPENDITURE	3,677	3,756	3,733	3,210
COST PER '000 POPULATION	26	26	26	23

Budget Holder: Hilary Shaw - Head of Business Support & Resources

Notes:

- The Division is designed to support employees within the Children's Services, the Adult Services and the Public Health Departments to deliver the best outcomes for users, in the most effective and efficient ways. Business support services are provided by the following teams:
 - CAFS Funding - implements and operates funding formulae and other procedures for schools and early years providers, and develops and reviews adult social care financial policy issues.
 - Customer Relations - handles complaints, compliments and comments for departments, as well as Freedom of Information requests, MP and Councillor enquiries, and Subject Access to Records requests.
 - Business Modernisation - provides administrative services as well as project support for service and business redesign in order to improve the efficiency and effectiveness of the departments.
 - Direct Payments - supports service users who choose to manage their own personal budgets to purchase services to meet their social care needs.
 - Business Intelligence - provides data analysis and management information services to enable the departments to understand their business and make informed decisions.
 - Systems Development - develops, implements and manages the social care, education and public health information systems.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
DEPARTMENTAL MANAGEMENT	1,886	2,156	2,142	1,832
ADMINISTRATION	180	173	171	160
CUSTOMER RELATIONS	93	103	105	99
ADULTS & CHILDREN'S FUNDING	128	126	145	120
BUSINESS MODERNISATION	205	153	144	132
SECRETARIAT	131	127	129	123
DIRECT PAYMENTS	138	136	134	120
BUSINESS INTELLIGENCE	230	203	188	171
SYSTEMS DEVELOPMENT	404	443	444	391
OTHER	282	136	131	62
NET EXPENDITURE	3,677	3,756	3,733	3,210

Children's Services

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

SUMMARY

	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
FUNCTIONS OF SERVICE				
LOCAL SCHOOLS BUDGET	78,790	74,070	74,070	87,687
LEARNING & SCHOOLS	13,032	16,691	16,445	17,205
EARLY HELP FOR CHILDREN & FAMILIES	12,644	13,710	13,586	14,019
CHILDREN'S SOCIAL CARE	25,364	24,931	27,025	25,673
GRANTS	(96,349)	(89,530)	(89,225)	(106,074)
NET COST OF SERVICES	33,481	39,872	41,901	38,510
<i>COST PER '000 POPULATION</i>	<i>235</i>	<i>280</i>	<i>294</i>	<i>270</i>

ASSISTANT CHIEF EXECUTIVE: Mrs Sue Harrison

FINANCE MANAGER: Mr Mark Golden

	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
SUBJECTIVE ANALYSIS				
<u>EXPENDITURE</u>				
EMPLOYEES	90,317	68,039	69,915	69,774
PREMISES	7,998	5,536	5,595	5,843
TRANSPORT	2,571	2,472	2,579	2,549
SUPPLIES AND SERVICES	16,551	17,621	18,813	19,899
THIRD PARTY PAYMENTS	16,811	35,412	36,754	45,552
TRANSFER PAYMENTS	2,180	3,982	4,180	4,434
SUPPORT SERVICES	6,517	6,677	6,704	7,367
CAPITAL CHARGES	6,561	6,706	6,705	5,500
TOTAL EXPENDITURE	149,506	146,445	151,245	160,918
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	1,680	1,297	1,263	1,292
GOVERNMENT GRANTS	105,065	92,249	92,666	109,232
RECHARGES	764	5,582	5,632	5,216
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	8,516	7,445	9,783	6,668
TOTAL INCOME	116,025	106,573	109,344	122,408
NET EXPENDITURE	33,481	39,872	41,901	38,510

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

LOCAL SCHOOLS BUDGET

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	65,804	44,214	44,249	46,074
	PREMISES	7,044	4,647	4,647	4,945
	TRANSPORT	202	135	135	144
	SUPPLIES AND SERVICES	7,385	4,881	4,881	5,204
	THIRD PARTY PAYMENTS	132	20,871	20,871	32,376
	TRANSFER PAYMENTS	172	204	204	121
	SUPPORT SERVICES	4,116	2,756	2,756	2,932
	CAPITAL CHARGES	6,305	6,486	6,486	5,303
	TOTAL EXPENDITURE	91,160	84,194	84,229	97,099
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	1,112	737	737	685
	GOVERNMENT GRANTS	1,326	882	882	820
	RECHARGES	5,251	5,449	5,449	5,066
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	4,681	3,056	3,091	2,841
	TOTAL INCOME	12,370	10,124	10,159	9,412
	NET EXPENDITURE	78,790	74,070	74,070	87,687
	<i>COST PER '000 POPULATION</i>	<i>553</i>	<i>520</i>	<i>520</i>	<i>615</i>

Budget Holder: Mrs Sue Harrison - Assistant Chief Executive / Director of Children's Services

Notes:

- 1) The Individual Schools Budget (Delegated) figure represents the total of the budgets allocated to each school. The Blackpool Fair Funding Formula, which must adhere to specific government statutory regulations, forms the basis for this apportionment.
- 2) 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, redundancy costs and licences / subscriptions.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	NON DELEGATED	8,411	8,000	7,995	5,853
	DELEGATED TO SCHOOLS				
	- PRIMARY	34,313	30,456	30,458	42,331
	- SECONDARY	31,687	30,912	30,915	36,413
	- SPECIAL	4,379	4,702	4,702	3,090
	TOTAL DELEGATED	70,379	66,070	66,075	81,834
	NET EXPENDITURE	78,790	74,070	74,070	87,687

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

LEARNING AND SCHOOLS

SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	8,538	7,961	8,215	8,208
PREMISES	423	420	430	435
TRANSPORT	1,842	1,803	1,823	1,862
SUPPLIES AND SERVICES	1,037	3,176	3,327	3,398
THIRD PARTY PAYMENTS	2,951	3,026	2,320	2,382
TRANSFER PAYMENTS	648	2,644	2,651	3,063
SUPPORT SERVICES	568	948	975	1,016
CAPITAL CHARGES	124	90	90	75
TOTAL EXPENDITURE	16,131	20,068	19,831	20,439
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	343	393	383	440
GOVERNMENT GRANTS	861	159	360	162
RECHARGES	181	107	157	124
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,714	2,718	2,486	2,508
TOTAL INCOME	3,099	3,377	3,386	3,234
NET EXPENDITURE	13,032	16,691	16,445	17,205
COST PER '000 POPULATION	91	117	115	121

Budget Holder: Mr Carl Baker - Deputy Director for Children's Services

Notes:

- 1) School Improvement activities are wide and varied and are supported to varying degrees by all staff within the Universal Services & School Effectiveness Division. There is a small core team of School Improvement Officers providing Blackpool's statutory school improvement.
- 2) The Pupil Referral Units fulfil the local authority's statutory responsibility to provide suitable education for pupils who are unable to access a school place due to medical / emotional / behavioural and social reasons, delivered by skilled and qualified staff.
- 3) The local authority has a statutory duty to assess, identify, monitor and ensure appropriate resources and provisions are in place to meet the needs of children and young people who have special educational needs and disabilities. It has a duty to support families of children with a disability by providing supplementary care and resources including providing placements for those children who are unable to remain with their families.
- 4) 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.
- 5) The Pupil Welfare team have statutory duties regarding school attendance and support schools to address attendance and welfare issues. The courts, licensing and Children Missing Education (Diversity) teams have statutory duties regarding licensing young people performing or taking part in paid sports or modelling and tracing children who have left the borough with no known destination.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
SCHOOL IMPROVEMENT, MANAGEMENT & STRATEGY	930	836	836	845
LEARNING RESOURCE CENTRE	245	226	230	216
GOVERNORS SERVICES	25	31	31	11
SCHOOL ADMISSIONS	156	210	216	205
PUPIL WELFARE AND ATTENDANCE	529	552	482	389
EARLY YEARS MONITORING AND SUPPORT	276	297	297	287
SCHOOL ORGANISATION	1	116	62	92
DIVERSITY LEARNING	155	332	333	322
VIRTUAL SCHOOL	76	85	84	98
MUSIC SERVICES	1	(5)	(5)	(19)
OUTDOOR EDUCATION	93	65	52	69
CHILD COURTS AND LICENSING	109	115	95	104
PE AND SPORTS TEAM	(6)	-	-	16
EDUCATIONAL DIVERSITY CENTRAL BUDGET	156	2,072	2,064	2,124
PUPIL REFERRAL UNITS	2,916	1,806	1,732	1,589
HOME AND HOSPITAL EDUCATION	542	477	552	478
OUTREACH SUPPORT	146	135	141	304
EMOTIONAL WELLBEING IN SCHOOLS	135	161	144	146
SPECIAL EDUCATIONAL NEEDS	381	389	389	436
EDUCATION PSYCHOLOGY	322	319	315	324
SPECIALIST ADVICE & RESOURCES INC. SENSORY SERVICE	934	916	936	927
OUT OF BOROUGH PLACEMENTS	1,722	1,865	1,866	1,999
TRANSPORT	1,412	1,379	1,379	1,411
HIGH NEEDS TOP-UP PAYMENTS	949	2,496	2,493	2,903
POST-16 PROVISION	-	374	372	522
DIRECT PAYMENTS	544	554	626	633
OTHER SUPPORT FOR DISABLED CHILDREN	615	729	562	612
SHORT BREAKS FOR DISABLED CHILDREN	164	159	161	162
LSC GRANT	(496)	-	-	-
NET EXPENDITURE	13,032	16,691	16,445	17,205

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

EARLY HELP FOR CHILDREN AND FAMILIES

SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	5,834	5,050	6,303	5,193
PREMISES	260	197	220	196
TRANSPORT	137	112	166	112
SUPPLIES AND SERVICES	6,008	7,948	8,101	8,649
THIRD PARTY PAYMENTS	1,983	1,990	2,018	1,990
TRANSFER PAYMENTS	375	6	47	-
SUPPORT SERVICES	599	722	722	650
CAPITAL CHARGES	84	73	73	73
TOTAL EXPENDITURE	15,280	16,098	17,650	16,863
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	218	167	143	167
GOVERNMENT GRANTS	1,341	1,264	1,487	1,749
RECHARGES	4	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,073	957	2,434	928
TOTAL INCOME	2,636	2,388	4,064	2,844
NET EXPENDITURE	12,644	13,710	13,586	14,019
COST PER '000 POPULATION	89	96	95	98

Budget Holder: Ms Merle Davies - Head of Early Help for Children's and Families

Notes:

- 1) The mandatory provision of free part-time Early Education places for 3 and 4 year-old children ensures they make a successful start to the Foundation Stage (the curriculum for 0 to 5 year olds), benefiting children when they commence in full-time primary education. Funding relating to 2 year old places was increased and transferred from a ring fenced grant into the Dedicated Schools Grant in 2013-14, with a further increase in 2014-15.
- 2) There are 2 Sure Start Children's Centre Hubs, one in Grange Park and one in Talbot & Brunswick wards, which support a network of children's centres.
- 3) Careers and Learning Advisers' duty to provide independent careers advice to school age young people has now moved to become the duty of the school. However, Careers Advisers are still responsible for providing independent advice to the most vulnerable and to reduce the number of young people Not in Education, Employment or Training (NEET).
- 4) The Families in Need service (FIN) covers the work of Springboard, Troubled Families, Edge of Care, Family Support and Parenting, Offender Management and the South Beach / Claremont Transience project.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
EARLY HELP MANAGEMENT AND STRATEGY	1,019	718	715	646
CHILDREN'S CENTRES	1,724	1,753	1,724	1,735
SURE STARTS	897	786	778	797
YOUTH SERVICES	783	459	460	54
SPECIALIST SUPPORT	185	146	146	140
SKILLS, EDUCATION AND EMPLOYMENT	484	583	577	478
EARLY YEARS FREE ENTITLEMENT GRANTS	4,493	6,201	6,201	7,191
OTHER EARLY YEARS	868	785	785	776
FAMILIES IN NEED INCLUDING SPRINGBOARD	1,918	1,862	1,783	1,802
DOMESTIC ABUSE	273	417	417	400
NET EXPENDITURE	12,644	13,710	13,586	14,019

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

CHILDREN'S SOCIAL CARE

SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	10,141	10,814	11,148	10,299
PREMISES	271	272	298	267
TRANSPORT	390	422	455	431
SUPPLIES AND SERVICES	2,121	1,616	2,504	2,648
THIRD PARTY PAYMENTS	11,745	9,525	11,545	8,804
TRANSFER PAYMENTS	922	1,101	1,251	1,224
SUPPORT SERVICES	1,234	2,251	2,251	2,769
CAPITAL CHARGES	48	57	56	49
TOTAL EXPENDITURE	26,872	26,058	29,508	26,491
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	7	-	-	-
GOVERNMENT GRANTS	482	413	706	427
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,019	714	1,777	391
TOTAL INCOME	1,508	1,127	2,483	818
NET EXPENDITURE	25,364	24,931	27,025	25,673
COST PER '000 POPULATION	178	175	190	180

Budget Holder: Mr Dominic Tumelty - Head of Children's Social Care

Notes:

- 1) The division is responsible for ensuring the protection and support of the most vulnerable groups within Blackpool. 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 report on the sufficiency of resources in this area was taken to the Executive in December 2012 and an investment in 15 new social worker posts was approved as part of an overall plan to reduce Looked After Children numbers to 390 by 31st March 2016. These reductions in LAC numbers, along with an appropriate range of cost effective placements, are critical in the service working within budget.
- 2) The Youth Offending Team is a statutory service working with young offenders in Blackpool, with a focus on prevention of offending and reoffending, protection of the public and safeguarding.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
COMMISSIONING AND CHILDREN'S SERVICES STRATEGY	1,707	2,538	2,532	1,998
LEGAL FEES	876	702	909	765
SOCIAL WORK TEAMS	3,531	4,051	4,070	3,955
EMERGENCY DUTY TEAM	432	341	364	334
AWAKEN / CATALYST TEAM	311	380	351	358
ADMINISTRATION	625	743	714	693
LOOKED AFTER CHILDREN OVER 12 INCLUDING LEAVING CARE	1,201	1,219	1,491	1,333
LOOKED AFTER CHILDREN UNDER 12 INCLUDING PERMANENCE	424	474	457	462
RESIDENTIAL HOMES	2,244	2,343	2,400	2,284
ADOPTION SERVICES	1,099	1,056	1,319	1,878
FOSTERING SERVICES	3,842	3,921	4,074	4,051
SPECIAL GUARDIANSHIP SUPPORT & RESIDENCE ORDERS	596	708	898	1,114
EXTERNAL PLACEMENTS	6,719	4,291	5,316	4,467
YOUTH OFFENDING TEAM	956	1,157	1,124	1,024
SAFEGUARDING AND REVIEW	801	1,007	1,006	957
NET EXPENDITURE	25,364	24,931	27,025	25,673

CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

GRANTS

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	-	-	-	-
	PREMISES	-	-	-	-
	TRANSPORT	-	-	-	-
	SUPPLIES AND SERVICES	-	-	-	-
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	63	27	27	26
	SUPPORT SERVICES	-	-	-	-
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	63	27	27	26
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	101,055	89,531	89,231	106,074
	RECHARGES	(4,672)	26	26	26
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	29	-	(5)	-
	TOTAL INCOME	96,412	89,557	89,252	106,100
	NET EXPENDITURE	(96,349)	(89,530)	(89,225)	(106,074)
	<i>COST PER '000 POPULATION</i>	<i>(676)</i>	<i>(628)</i>	<i>(626)</i>	<i>(744)</i>

Budget Holder: Mrs Sue Harrison - Assistant Chief Executive / Director of Children's Services

Notes:

- 1) Dedicated Schools Grant (DSG) is the funding stream that supports the Schools Budget, which includes amounts that are devolved to schools through the Individual Schools Budget, together with centrally-retained pupil-related services.
- 2) The Early Intervention Grant (EIG) replaced several centrally directed grants to support services for children, young people and families that ended in 2010-11, and provided a substantial funding stream for early intervention and preventative services. The grant was rolled into the Council's formula grant in 2013-14.
- 3) The Local Services Support Grant (LSSG) replaced several centrally directed grants that ended in 2010-11. The majority of the grant was rolled into the Council's formula grant in 2013-14.
- 4) Education functions provided by local authorities are funded from the Education Services Grant (ESG). For 2014-15, the Council will receive £113 per pupil in relation to the pupils in schools maintained by the authority and £15 for each pupil in all schools and academies in respect of responsibilities retained for every pupil within our boundary.

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	DEDICATED SCHOOLS GRANT	(87,424)	(87,212)	(87,212)	(103,856)
	EARLY INTERVENTION GRANT	(8,909)	-	-	-
	LOCAL SERVICES SUPPORT GRANT	(16)	(118)	(73)	(118)
	EDUCATION SERVICES GRANT	-	(2,200)	(1,940)	(2,100)
	NET EXPENDITURE	(96,349)	(89,530)	(89,225)	(106,074)

Public Health

PUBLIC HEALTH

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

PUBLIC HEALTH

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
		£000	£000	£000	£000
	<u>EXPENDITURE</u>				
	EMPLOYEES	-	1,389	1,389	1,433
	PREMISES	-	1	1	-
	TRANSPORT	-	19	19	20
	SUPPLIES AND SERVICES	-	881	105	120
	THIRD PARTY PAYMENTS	-	15,058	15,056	13,462
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	-	109	109	2,911
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	-	17,457	16,679	17,946
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	17,457	17,457	17,946
	TOTAL INCOME	-	17,457	17,457	17,946
	NET EXPENDITURE	-	-	(778)	-
	<i>COST PER '000 POPULATION</i>	0	0	(5)	0

BUDGET HOLDER: Dr Arif Rajpura - Director of Public Health

FINANCE MANAGER: Mr Mark Golden

Notes:

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

	ELEMENTS OF THE SERVICE	£000	£000	£000	£000
	PUBLIC HEALTH STAFF AND SUPPORT SERVICES	-	2,103	2,103	2,592
	NHS HEALTH CHECKS	-	255	255	255
	SCHOOL NURSING	-	947	947	947
	TOBACCO CONTROL	-	763	763	763
	SEXUAL HEALTH SERVICES	-	3,458	3,458	3,458
	SUBSTANCE MISUSE	-	4,907	4,907	4,907
	FALLS, PREVENTIONS AND ACCIDENTS	-	181	181	181
	ALCOHOL MISUSE	-	688	688	688
	HEALTHY WEIGHT/HEALTHY LIVES	-	450	450	450
	OTHER SCHEMES	-	437	437	437
	PUBLIC MENTAL HEALTH AND WELLBEING	-	495	495	495
	MISCELLANEOUS PUBLIC HEALTH SERVICES	-	2,773	1,995	2,773
	GRANT	-	(17,457)	(17,457)	(17,946)
	NET EXPENDITURE	-	-	(778)	-

Budgets Outside the Cash Limit

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

SUMMARY

	FUNCTIONS OF SERVICE	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
		£000	£000	£000	£000
	TREASURY MANAGEMENT	13,303	15,126	12,710	13,687
	PARKING SERVICES	(2,338)	(3,157)	(2,524)	(3,190)
	GRANTS, DONATIONS & SUBSCRIPTIONS	606	541	541	439
	HOUSING BENEFITS	1,160	1,302	1,305	1,654
	COUNCIL TAX & NDR COST OF COLLECTION	2,031	426	429	672
	SUBSIDIARY COMPANIES	(453)	(719)	(719)	(958)
	INVESTMENT PORTFOLIO	1,543	1,513	1,589	1,520
	CONCESSIONARY FARES	5,497	4,579	5,589	3,915
	LAND CHARGES	(50)	(30)	(30)	(48)
	EMPLOYERS PREVIOUS YEARS PENSIONS LIABILITY	-	-	-	2,821
	NEW HOMES BONUS	-	-	-	(1,569)
	NET COST OF SERVICES	21,299	19,581	18,890	18,943
	<i>COST PER '000 POPULATION</i>	<i>149</i>	<i>137</i>	<i>133</i>	<i>133</i>

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
		£000	£000	£000	£000
	<u>EXPENDITURE</u>				
	EMPLOYEES	847	877	857	3,650
	PREMISES	1,042	1,280	1,270	1,302
	TRANSPORT	46	38	43	38
	SUPPLIES AND SERVICES	7,911	6,767	7,599	5,790
	THIRD PARTY PAYMENTS	110	94	79	96
	TRANSFER PAYMENTS	110,512	90,409	90,716	90,690
	SUPPORT SERVICES	4,182	4,416	4,428	4,158
	CAPITAL CHARGES	19,326	21,657	19,096	19,957
	TOTAL EXPENDITURE	143,976	125,538	124,088	125,681
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	7,292	8,309	7,510	8,309
	GOVERNMENT GRANTS	111,504	91,838	91,953	93,266
	RECHARGES	3,317	3,878	3,868	3,764
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	564	1,932	1,867	1,399
	TOTAL INCOME	122,677	105,957	105,198	106,738
	NET EXPENDITURE	21,299	19,581	18,890	18,943

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

TREASURY MANAGEMENT

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	-	-	-	-
	PREMISES	-	-	-	-
	TRANSPORT	-	-	-	-
	SUPPLIES AND SERVICES	286	225	232	270
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	305	356	367	353
	CAPITAL CHARGES	16,247	18,626	16,052	16,855
	TOTAL EXPENDITURE	16,838	19,207	16,651	17,478
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	3,317	3,878	3,868	3,764
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	218	203	73	27
	TOTAL INCOME	3,535	4,081	3,941	3,791
	NET EXPENDITURE	13,303	15,126	12,710	13,687
	<i>COST PER '000 POPULATION</i>	<i>93</i>	<i>106</i>	<i>89</i>	<i>96</i>

Budget Holder: Mr Steve Thompson - Treasurer

Notes:

- 1) The Treasury Management function deals with the financial management of Blackpool Council's cash flows, 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 £99 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 £21 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 2014/15 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. It also includes amounts charged to Leisure Assets.

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

PARKING SERVICES

SUBJECTIVE ANALYSIS	2012/13 ACTUAL	2013/14 ADJUSTED CASH LIMIT	2013/14 FORECAST OUTTURN	2014/15 CASH LIMIT
	£000	£000	£000	£000
<u>EXPENDITURE</u>				
EMPLOYEES	808	804	794	759
PREMISES	905	1,143	1,058	1,162
TRANSPORT	46	38	43	38
SUPPLIES AND SERVICES	314	217	221	223
THIRD PARTY PAYMENTS	110	94	79	96
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	22	181	181	114
CAPITAL CHARGES	566	538	538	590
TOTAL EXPENDITURE	2,771	3,015	2,914	2,982
<u>INCOME</u>				
CUSTOMER & CLIENT RECEIPTS	5,083	6,171	5,372	6,171
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	26	1	66	1
TOTAL INCOME	5,109	6,172	5,438	6,172
NET EXPENDITURE	(2,338)	(3,157)	(2,524)	(3,190)
COST PER '000 POPULATION	(16)	(22)	(18)	(22)

Budget Holder: Mr Russ Weaver - Head of Neighbourhood 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 two multi-storey and 23 surface car parks which accommodate approx. 5,000 off-street parking spaces.
- 3) Civil Enforcement Officers not only issue penalty notices, but also provide traffic management advice and offer assistance to motorists. They also provide information to the Police regarding a wide range of issues relating to vehicles and their use.

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

GRANTS, DONATIONS AND SUBSCRIPTIONS

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	-	-	-	-
	PREMISES	-	-	-	-
	TRANSPORT	-	-	-	-
	SUPPLIES AND SERVICES	600	535	535	429
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	6	6	6	10
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	606	541	541	439
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
	TOTAL INCOME	-	-	-	-
	NET EXPENDITURE	606	541	541	439
	<i>COST PER '000 POPULATION</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>3</i>

Budget Holder: Mr Steve Thompson - Treasurer / Carmel McKeogh - Deputy Chief Executive (Human Resources, Communication & Engagement)

Notes:

- 1) The 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 2015

HOUSING BENEFITS

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	-	-	-	-
	PREMISES	-	-	-	-
	TRANSPORT	-	-	-	-
	SUPPLIES AND SERVICES	582	1,200	998	912
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	90,667	90,265	90,585	90,685
	SUPPORT SERVICES	1,494	1,465	1,465	1,418
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	92,743	92,930	93,048	93,015
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	-	-	-	-
	GOVERNMENT GRANTS	91,583	91,628	91,743	91,361
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
	TOTAL INCOME	91,583	91,628	91,743	91,361
	NET EXPENDITURE	1,160	1,302	1,305	1,654
	<i>COST PER '000 POPULATION</i>	<i>8</i>	<i>9</i>	<i>9</i>	<i>12</i>

Budget Holder: Mrs Marie McRoberts - Assistant Treasurer

Notes:

- 1) 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 2015

COUNCIL TAX AND NDR COST OF COLLECTION

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	-	-	-	-
	PREMISES	-	-	-	-
	TRANSPORT	-	-	-	-
	SUPPLIES AND SERVICES	576	28	31	28
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	19,845	-	-	-
	SUPPORT SERVICES	2,309	2,295	2,295	2,210
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	22,730	2,323	2,326	2,238
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	500	500	500	500
	GOVERNMENT GRANTS	19,921	210	210	336
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	278	1,187	1,187	730
	TOTAL INCOME	20,699	1,897	1,897	1,566
	NET EXPENDITURE	2,031	426	429	672
	<i>COST PER '000 POPULATION</i>	<i>14</i>	<i>3</i>	<i>3</i>	<i>5</i>

Budget Holder: Mrs Marie McRoberts - Assistant Treasurer

Notes:

- 1) This budget represents cost of collection of Council Tax and Non-Domestic Rates.
- 2) Council Tax Benefits were abolished by the Welfare Reform Act 2012 and authorities were required to adopt a new local Council Tax Reduction Scheme (CTRS) to take effect from 1st April 2013 and is the reason for the reduction in transfer payments and government grant income in 2013/14. Council tax benefits were previously 100% funded by Government. Under the new scheme the Government has introduced a new Council Tax Support Grant equivalent to 90% of the Government's forecasted level of Council Tax Benefit had the existing benefit system continued. The Council is required to determine the approach to funding the gap. The level of Support Grant is fixed and the Council is responsible for the costs of any increase in caseload. The Council Tax Reduction Scheme (CTRS) must incorporate the national pensioner scheme, decided by Government. This ensures that pensioners support continues at existing levels. The 2014/15 CTRS applies a reduction of 27.11% (27.11% in 2013/14) to the support provided to Working Age claimants. The major preceptors (Police and Crime Commissioner for Lancashire and Fire Authorities) also receive a proportionate share of the overall Council Tax Support Grant and this has been taken into account as part of their budget net requirements.

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

SUBSIDIARY COMPANIES

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	31	34	33	35
	PREMISES	(39)	-	-	-
	TRANSPORT	-	-	-	-
	SUPPLIES AND SERVICES	-	-	-	-
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	144	131	5
	SUPPORT SERVICES	11	14	15	7
	CAPITAL CHARGES	207	251	264	257
	TOTAL EXPENDITURE	210	443	443	304
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	662	662	662	662
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1	500	500	600
	TOTAL INCOME	663	1,162	1,162	1,262
	NET EXPENDITURE	(453)	(719)	(719)	(958)
	COST PER '000 POPULATION	(3)	(5)	(5)	(7)

Budget Holder: Mr Steve Thompson - Treasurer

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. After that date the Council became no longer liable for any losses arising from the Airport, resulting in subsidy 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	2	4	4	5
	BTS	65	(430)	(430)	(536)
	SANDCASTLE	(520)	(293)	(293)	(427)
	NET EXPENDITURE	(453)	(719)	(719)	(958)

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

INVESTMENT PORTFOLIO

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	7	7	8	8
	PREMISES	176	137	212	140
	TRANSPORT	-	-	-	-
	SUPPLIES AND SERVICES	27	23	23	24
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	1	12	12	1
	CAPITAL CHARGES	2,306	2,242	2,242	2,255
	TOTAL EXPENDITURE	2,517	2,421	2,497	2,428
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	933	867	867	867
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	41	41	41	41
	TOTAL INCOME	974	908	908	908
	NET EXPENDITURE	1,543	1,513	1,589	1,520
	<i>COST PER '000 POPULATION</i>	<i>11</i>	<i>11</i>	<i>11</i>	<i>11</i>

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

Notes:

- 1) The Council holds a strategic Investment Portfolio which is used to support the Council's revenue budget. The Portfolio is made up of various commercial premises and land.

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

CONCESSIONARY FARES

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	-	-	-	-
	PREMISES	-	-	-	-
	TRANSPORT	-	-	-	-
	SUPPLIES AND SERVICES	5,474	4,518	5,528	3,878
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	30	65	65	41
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	5,504	4,583	5,593	3,919
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	7	4	4	4
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
	TOTAL INCOME	7	4	4	4
	NET EXPENDITURE	5,497	4,579	5,589	3,915
	COST PER '000 POPULATION	39	32	39	27

Budget Holder: Mr John Donnellon - Assistant Chief Executive (Built Environment)

Notes:

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

The entitlements :-

Elderly

Holders of Elderly NoWcards:

- English National Concession*
- Off Peak free travel on Blackpool Trams for Blackpool residents

Disabled

Holders of Disabled NoWcards issued by Blackpool:

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

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

BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

LAND CHARGES

	SUBJECTIVE ANALYSIS	2012/13 ACTUAL £000	2013/14 ADJUSTED CASH LIMIT £000	2013/14 FORECAST OUTTURN £000	2014/15 CASH LIMIT £000
	<u>EXPENDITURE</u>				
	EMPLOYEES	1	32	22	27
	PREMISES	-	-	-	-
	TRANSPORT	-	-	-	-
	SUPPLIES AND SERVICES	52	21	31	26
	THIRD PARTY PAYMENTS	-	-	-	-
	TRANSFER PAYMENTS	-	-	-	-
	SUPPORT SERVICES	4	22	22	4
	CAPITAL CHARGES	-	-	-	-
	TOTAL EXPENDITURE	57	75	75	57
	<u>INCOME</u>				
	CUSTOMER & CLIENT RECEIPTS	107	105	105	105
	GOVERNMENT GRANTS	-	-	-	-
	RECHARGES	-	-	-	-
	OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
	TOTAL INCOME	107	105	105	105
	NET EXPENDITURE	(50)	(30)	(30)	(48)
	<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>(0)</i>	<i>(0)</i>	<i>(0)</i>

Budget Holder: Mr Steve Matthews - Head of Strategic Housing

Notes:

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

Council Tax Information

COUNCIL TAX

FURTHER INFORMATION FOR RECIPIENTS OF COUNCIL TAX DEMANDS

AS REQUIRED BY THE COUNCIL TAX DEMAND NOTICES REGULATIONS

ANNUAL BUDGET	2013/14 £000	2014/15 £000
Gross Expenditure	460,149	478,147
Contributions and Contingencies Added to / (taken from) balances	4,291 (38)	3,328 1,197
Total cost of Council Services	464,402	482,672
Less: income (419,418)	(419,418)	(437,321)
Council Tax Requirement	44,984	45,351
Number of properties (Band D equivalent)	34,444	34,725
Blackpool Council Tax element	£1,306.00	£1,306.00
Lancashire Police Authority Tax element	£152.92	£155.96
Lancashire Fire & Rescue Service Tax element	£63.65	£63.65
Total Council Tax for Band D	£1,522.57	£1,525.61

The Council's annual budget sets out planned spending on services each year taking account of costs and income. Blackpool Council's budgeted Gross Expenditure, after taking account of grant funding, business rates income, and other income receivable, results in the level of Council Tax set for 2014/15 shown in the 'Annual Budget' table above.

HOW THE COSTS HAVE CHANGED	2014/15 £m
Blackpool Council General Fund estimate - net expenditure 2013/14	150.3
Cost of inflation	3.1
Pay-related pressures	2.7
Children's Social Care - demographic pressures	1.1
Other cost pressures	0.2
Specific developments	(0.1)
Budget savings	(15.8)
Technical changes - special grants transfer into Formula, contributions from reserves and contingencies	141.5 (0.4)
Blackpool Council General Fund estimate - net expenditure 2014/15	141.1

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

Police and Crime Commissioner for Lancashire
<http://www.lancashire-pcc.gov.uk/Budget2014-2015>

Lancashire Fire and Rescue Service
<http://www.lancsfirerescue.org.uk/council-tax/>

WHERE YOUR MONEY GOES	GROSS COSTS %	GROSS COSTS £m
Service		
Children's Services	32.5%	155.4
Housing	23.0%	110.1
Adult Services	12.9%	61.9
Leisure & Operational Services	8.4%	40.1
Other (*)	5.6%	26.7
Treasurer Services	4.4%	20.9
Built Environment	3.8%	18.1
Public Health	3.7%	18.0
Treasury Management	3.7%	17.5
Regeneration, Tourism & Culture	2.0%	9.4
Gross Expenditure totals	100.0%	478.1

(*) includes Human Resources & ICT, Concessionary Fares, Democratic Services, and Parking.

COUNCIL TAX BANDS	PROPERTY VALUATION BAND	ANNUAL COUNCIL TAX £
Property Valuation		
£40,000 or below	A	1,017.07
£40,001 to £52,000	B	1,186.59
£52,001 to £68,000	C	1,356.10
£68,001 to £88,000	D	1,525.61
£88,001 to £120,000	E	1,864.63
£120,001 to £160,000	F	2,203.66
£160,001 to £320,000	G	2,542.68
Over £320,000	H	3,051.22

BLACKPOOL COUNCIL

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2015

REVENUE BUDGET BY TYPE ACROSS DEPARTMENTS

SUBJECTIVE ANALYSIS	Chief Executive £000	Human Resources, Comms & Engagement £000	Democratic Services £000	Treasurer Services £000	Built Environment £000	Regen'tion Tourism & Culture £000	Leisure & Operational Services £000	Adult Services £000	Children's Services £000	Public Health £000	Budgets Outside the Cash Limit £000	Contingency etc £000	2014/15 CASH LIMIT £000
EXPENDITURE													
EMPLOYEES	254	4,346	1,599	10,125	9,849	3,527	7,809	17,022	69,774	1,433	3,650	1,057	130,445
PREMISES	-	13	3	3,722	928	1,236	2,052	458	5,843	-	1,302	1,518	17,075
TRANSPORT	1	38	25	95	1,445	245	571	880	2,549	20	38	51	5,958
SUPPLIES AND SERVICES	36	2,574	872	3,082	2,398	3,341	3,769	1,951	19,899	120	5,790	437	44,269
THIRD PARTY PAYMENTS	-	-	135	10	1,051	343	23,958	32,826	45,552	13,462	96	-	117,433
TRANSFER PAYMENTS	-	-	-	617	414	-	326	5,825	4,434	-	90,690	265	102,571
SUPPORT SERVICES	51	763	713	3,215	1,995	720	1,660	2,961	7,367	2,911	4,158	-	26,514
CAPITAL CHARGES	13	210	2	1,628	12,949	5,883	1,549	394	5,500	-	19,957	-	48,085
TOTAL EXPENDITURE	355	7,944	3,349	22,494	31,029	15,295	41,694	62,317	160,918	17,946	125,681	3,328	492,350
INCOME													
CUSTOMER & CLIENT RECEIPTS	-	425	342	619	2,488	3,342	5,921	7,928	1,292	-	8,309	-	30,666
GOVERNMENT GRANTS	-	-	-	1,802	257	10	2,665	58	109,232	-	93,266	-	207,290
RECHARGES	-	7,189	-	16,327	2,967	50	7,581	33	5,216	-	3,764	-	43,127
OTHER GRANTS, REIMBURSEMENT AND CONTRIBUTIONS	13	535	293	970	1,074	1,804	3,072	8,476	6,668	17,946	1,399	-	42,250
TOTAL INCOME	13	8,149	635	19,718	6,786	5,206	19,239	16,495	122,408	17,946	106,738	-	323,333
NET EXPENDITURE	342	(205)	2,714	2,776	24,243	10,089	22,455	45,822	38,510	-	18,943	3,328	169,017
CAPITAL CHARGES													
TOTAL NET EXPENDITURE TO BE MET FROM PUBLIC FUNDS													
													(27,959)
													141,058

Total Expenditure shown above	492,350
less: Capital charges above	(27,959)
less: Contingencies above	(3,328)
add: Housing Revenue Account expenditure	17,084
Gross Expenditure on Council Tax page	478,147

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

Housing Revenue Account

HOUSING REVENUE ACCOUNT

BUDGET 2014/2015

FUNCTIONS	2013/2014 FULL YEAR BUDGET £000	2013/2014 PROJECTED OUTTURN £000	2013/2014 VARIATION £000	2014/2015 FULL YEAR BUDGET £000
MANAGEMENT FEE	9,678	9,678	-	9,485
HOUSING CLIENT & APPLICATIONS SERVICE	610	676	66	676
OTHER HRA COSTS	123	123	-	123
TREASURY MANAGEMENT	6,906	6,510	(396)	6,300
RENT REBATE SUBSIDY LIMITATION	-	-	-	-
PROVISION FOR BAD AND DOUBTFUL DEBTS	500	300	(200)	500
HOUSING SUBSIDY	-	-	-	-
<u>RENT & SERVICE CHARGE INCOME DUE</u>				
Rental Income	(15,410)	(15,772)	(362)	(16,412)
Sheltered Housing	(662)	(659)	3	(667)
Emergency Housing	(278)	(281)	(3)	(290)
Television Service (IRS)	(206)	(184)	22	(169)
Security	(75)	(69)	6	(24)
Community Cleaning	(76)	(70)	6	(43)
Community Lighting	(43)	(42)	1	(35)
Door Entry Systems	(11)	(11)	-	(10)
Gardening Scheme	(124)	(124)	-	(120)
Furniture	(4)	(3)	1	(3)
<u>OTHER RENTS & CHARGES</u>				
Garages	(105)	(93)	12	(94)
Leasehold	(184)	(184)	-	(188)
Commercial Rents	(39)	(35)	4	(25)
Other Income	(90)	(110)	(20)	(100)
<u>INTEREST INCOME</u>				
Interest on Revenue Balances	(115)	(115)	-	(100)
Mortgage Interest	(1)	(1)	-	(1)
CONTRIBUTION (TO) / FROM WORKING BALANCE	394	(466)	(860)	(1,197)
WORKING BALANCE	2013/2014 FULL YEAR BUDGET £000	2013/2014 PROJECTED OUTTURN £000	2013/2014 VARIATION £000	2014/2015 FULL YEAR BUDGET £000
BALANCE AT 1ST APRIL	(3,518)	(3,388)	130	(3,854)
CONTRIBUTION (TO) / FROM WORKING BALANCE	394	(466)	(860)	(1,197)
BALANCE AT 31ST MARCH	(3,124)	(3,854)	(730)	(5,051)
HOUSING STOCK	2012/13 ACTUAL Dwellings	2013/2014 FULL YEAR BUDGET Dwellings	2013/2014 PROJECTED OUTTURN Dwellings	2014/2015 FULL YEAR BUDGET Dwellings
Total Number of dwellings at 1st April	5,325	5,285	5,306	5,046
Number of dwellings completed and acquired in the year	21	67	73	92
Number of dwellings sold / deleted in the year	(40)	(328)	(333)	(369)
Total number of dwellings at 31st March	5,306	5,024	5,046	4,769

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

SERVICES PROVIDED BY BLACKPOOL COASTAL HOUSING LIMITED

MANAGEMENT SERVICES

TENANCY AND ESTATE MANAGEMENT

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

MANAGING VACANT PROPERTIES

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

RENT AND SERVICE CHARGE COLLECTION

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

ASSET MANAGEMENT & MAINTENANCE OF THE HOUSING STOCK

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

REPAIRS AND MAINTENANCE ADMINISTRATION

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

SUPPORTED LIVING SERVICES

HOSTELS

The Council currently manages two Hostels with a total of 118 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 was previously provided by the DCLG, and was calculated by them 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 was also paid to support an approved level of capital investment. Housing Subsidy ceased on 1 April 2012 when the HRA self-financing system was introduced.

HRA SELF-FINANCING

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

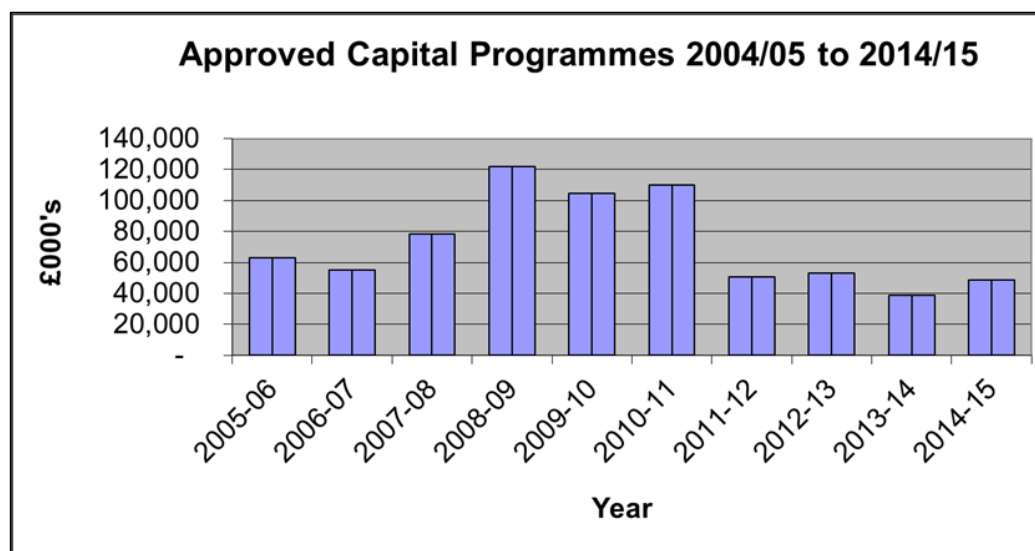
Capital Programme

BLACKPOOL COUNCIL REPORT

2014/15, 2015/16 & 2016/17 CAPITAL PROGRAMME

1. Introduction

- 1.1 The Council's 2014/15 capital programme runs concurrently with the 2014/15 revenue budget and reports on both have been approved. Capital schemes usually extend over a number of years and for that reason the programme projects forward indicative spending for 3 years. This report updates the programme reported in last year's budget and seeks to ensure that capital expenditure is allocated to areas that will contribute to meeting the Council's priorities. The capital programme submitted for approval for 2014/15 is £48.5m and over a three-year period is estimated at £81.7m.
- 1.2 The 2015/16 and 2016/17 programmes have been drawn up based upon known allocations and provisional bids. Government announcements in respect of some 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 2015/16 and 2016/17 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 2015/16 and 2016/17.
- 1.3 The Council has suffered from severe cuts in capital funding. Blackpool Council has continued to be proactive in seeking additional funding for schemes and this is reflected in the size of the capital programme.



- 1.4 The status of the capital programme is reported monthly to the Corporate Leadership Team (CLT) and the Executive as well as the Finance and Audit Committee.
- 1.5 The capital programme now submitted is consistent with that agreed for 2013/14. It includes identified commitments for housing developments. The scale of these commitments means there are very limited resources to deliver additional schemes that are not fully funded.

- 1.6 The capital programme prepared for 2014/15 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 expended. The total capital budget therefore for 2014/15 is in reality in the region of £78.5m.
- 1.7 The capital programme does not yet take account of all funding announcements in respect of Children's Services. These are anticipated to be confirmed shortly after the approval of this capital programme and a separate report will be submitted to Executive outlining the funding allocated.

2. Capital Funding

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

3. Prudential Borrowing

- 3.1 A relaxation of controls upon local authority borrowing was introduced from 2004/05 and requires prudent management because the debt financing costs of such borrowings are not supported by Government grant and fall directly upon Council Tax unless the schemes themselves generate sufficient savings or income to meet the financing costs. The approach agreed by this Council is that Prudential schemes can only take place in the following circumstances:
- (1) Prudential borrowing schemes must be specifically authorised by the Executive.
 - (2) The financing costs of such schemes will be charged to identified service budgets by means of a budget virement to the central Treasury Management budget.
 - (3) The total level of Prudential borrowing must remain within the limits set in the Council's annual Treasury Management Strategy (see separate report to this Executive 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 in Appendix C:-
- (1) The actual capital position – (Non-HRA and HRA) for 2014/15 will be reported as part of the 2014/15 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 2014/15.
 - (3) Prudence – capital expenditure including commitments for non-HRA and HRA for 2014/15 will be reported monthly to the Executive by means of the Capital Monitoring report.

4. **Single Capital Pot**

4.1 The Council has capital funding made available to it by the Government in the form of capital grants. These fall into two categories of ringfenced and non-ringfenced. The ringfenced 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 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 capital grants in future for its corporate priorities, thereby allowing key schemes to proceed. Given that a number of schools previously under Council control have obtained Academy status, the funding available for top slicing has diminished. The intention would be to retain the top-slice at 12.5% (12.5% first applied in 2005/06) of basic service capital grant in 2014/15 for corporate priorities including additional expenditure anticipated on existing schemes. The impact of this 12.5% proposal is set out below (excluding Disabled Facilities Grant, see 4.4):

Department	2014/15 Non-ringfenced Allocations £000	12.50% Top-slice £000	Net Total £000
Built Environment	3,303	(413)	2,890
Adult Services	1,459	(62)	1,397
Children's Services	1,256	(157)	1,099
TOTAL	6,018	(632)	5,386

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

4.3 As can be seen from the table below the non-ringfenced capital grant allocation shows a modest increase from 2013/14 to 2014/15:

Department	2013/14 £000	2014/15 £000	Increase £000
Built Environment	2,862	3,303	441
Adult Services	1,423	1,459	36
Children's Services	1,718	1,256	(462)
TOTAL	6,003	6,018	15

4.4 Disabled Facilities Grant of £963k has been identified for 2014/15. This is an integral part of the Better Care initiative (formerly Integrated Transformation Fund) to support the integration of health and social care and as such will be protected for this purpose.

5. Capital Receipts

- 5.1 The Council has committed all available capital receipts to the support of the capital programme. This includes the 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 is currently undertaking a review of its property portfolio in order to identify those properties that may be disposed of in order to generate capital receipts necessary to support approved capital schemes, in particular the Central Business District. However, the current economic climate has seen a significant fall in land and building values such that disposal, even if buyers might be interested, is not always viable.

6. Priority Led Budgeting

- 6.1 During the year the Corporate Asset Management Group formally agreed that a Priority Led approach would be adopted in approving capital schemes from the available corporate resource.
- 6.2 The agreed approach allocates capital resources in line with the legislative framework, i.e. priority schemes are deemed to be those which include statutory obligations or Health and Safety issues.
- 6.3 A range of categories was agreed that could be assigned to each scheme:
 - Category 1 – have to do – statutory obligations, Health and Safety, committed schemes, overspends
 - Category 2 – need to do – schemes that generate future revenue savings or support transformational process
 - Category 3 – able to do - fully prudentially funded schemes/ School schemes where resources available
 - Category 4 – want to do – aspirational schemes that the Council would like to progress should resources be available and which align with Corporate Priorities
 - Category 5 – do not want to do – schemes that do not align with Corporate Priorities.

7. Capital Programme

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

Department	2014/15 £000	2015/16 £000	2016/17 £000
Built Environment	13,528	2,990	2,470
Housing Revenue Account	12,943	7,894	7,437
Leisure and Operational Services	16,011	2,200	-
Adult Services	1,397	1,546	1,300
Children's Services	1,220	3,575	3,749
Treasurer Services	2,816	-	-
Net top-slice	632	-	-
TOTAL	48,547	18,205	14,956

- 7.3 Any new proposals will be submitted through the formal decision making process.
- 7.4 The proposed capital programme supports key priorities, in particular regeneration of the town. The four key schemes to be undertaken in the next twelve months are:-
- (1) Anchorsholme seawall
 - (2) Queens Park redevelopment
 - (3) Tyldesley Rd / Rigby Rd housing development
 - (4) Decent Homes Standard.

8. Management of the Risks Associated with Capital Programme

- 8.1 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, capital receipts and s.106 monies, not being realised and / or the clawback of external funding resulting in funding shortfalls
 - (4) additional unbudgeted revenue consequences of schemes
 - (5) delivery of the scheme over-budget and / or late
 - (6) increased reliance on Prudential borrowing and an increase in the pooled interest rate.
- 8.2 Regular monthly capital monitoring reports are provided and Finance staff aim to meet with project managers of the larger and more complex schemes on a monthly basis. A risk register and details of projected overspends on schemes are also provided on a regular basis.
- 8.3 Schemes that have specific funding attached should only proceed where the external funding has been formally agreed. There is no commitment on the Council to fund a shortfall in such circumstances.
- 8.4 In addition, 2013/14 saw the emergence, realisation and resolution of a number of overspends within the capital programme. These are reported to the Corporate Leadership Team and Corporate Asset Management Group and work is ongoing to address these issues and mitigate where possible.

- 8.5 During 2013/14 capital monitoring has also identified a number of significant risks that the Executive is asked to consider in approving the capital programme and the availability of resource. Whilst these are not yet realised overspends, the Executive is asked to consider how these risks may be addressed should they materialise and place additional financial pressure on an already stretched budget. The total risk identified is in excess of £11m and this is only the aggregate of risks in excess of £1m.

9. **Capital Expenditure Commitments**

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

	£000
College Relocation	100
THI	200
TOTAL	300

- 9.2 The Corporate Asset Management Group recommended on 20th January 2014 that:

- (1) College Relocation abortive costs phased over an initial 15-year period (from 2013/14) become the first call on any top-slice, and
- (2) The Townscape Heritage Initiative overspend of £200k (which has arisen due to the ineligibility of some elements of the scheme spend) is met from reserves.

- 9.3 Having met the £100k college relocation from the top-slice the residual amount of £532k will be held as a contingency against current and prospective capital schemes to provide some safety net for the level of risk faced and accumulate towards future year schemes eg. Schools, Tramway Extension and the Heritage Based Visitor Attraction.

BLACKPOOL COUNCIL

CAPITAL PROGRAMME 2014/15 TO 2016/17

SERVICE

	2014/15 APPROVED PROGRAMME £000	2015/16 POTENTIAL PROGRAMME £000	2016/17 POTENTIAL PROGRAMME £000
BUILT ENVIRONMENT	13,528	2,990	2,470
HOUSING REVENUE ACCOUNT	12,943	7,894	7,437
LEISURE AND OPERATIONAL SERVICES	16,011	2,200	-
ADULT SERVICES	1,397	1,546	1,300
CHILDREN'S SERVICES	1,220	3,575	3,749
TREASURER SERVICES	2,816	-	-
TOP-SLICE TO BE ALLOCATED	632	-	-

TOTAL PROGRAMME

48,547	18,205	14,956
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FUNDING SOURCES

	2014/15 APPROVED PROGRAMME £000	2015/16 POTENTIAL PROGRAMME £000	2016/17 POTENTIAL PROGRAMME £000
SUPPORTED CAPITAL EXPENDITURE	-	-	-
OTHER GRANTS/CONTRIBUTIONS	28,094	9,929	7,310
PRUDENTIAL BORROWING	11,897	-	-
SPECIFIC CAPITAL GRANTS	8,407	8,111	7,519
CAPITAL RECEIPTS	149	165	127
REVENUE CONTRIBUTIONS	-	-	-

TOTAL FUNDING

48,547	18,205	14,956
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Please note that capital funding and spend approved in previous years that has slipped into this period is not reflected in this schedule.

BLACKPOOL COUNCIL

CAPITAL RESOURCES 2014/15 TO 2016/17

	2014/15 APPROVED PROGRAMME £000	2015/16 POTENTIAL PROGRAMME £000	2016/17 POTENTIAL PROGRAMME £000
SUPPORTED CAPITAL EXPENDITURE	-	-	-
OTHER GRANTS/CONTRIBUTIONS/ETC.			
C & YP - Devolved Capital	-	-	-
HRA Revenue	4,461	3,834	3,389
Decent Homes	3,500	-	-
Housing Contribution	100	-	-
Affordable Homes	782	-	-
Major Repairs	3,951	3,895	3,921
Transport - LCC	-	-	-
Environment Agency	15,300	2,200	-
LTP - Top Slice @ 12.5%	-	-	-
Regeneration - Homes & Communities Agency	-	-	-
Regeneration - ERDF	-	-	-
PRUDENTIAL BORROWING			
Central Business District Council Offices	2,816	-	-
Tyldesley / Rigby Road, Project 30 etc	9,081	-	-
SPECIFIC CAPITAL GRANTS			
C & YP - Basic Need	1,099	3,475	3,649
C & YP - Free infant school meals	121	100	100
C & YP - Top Slice @ 12.5%	157	-	-
C & YP - Building Schools for the Future	-	-	-
ASC - Social Care	434	400	400
ASC - Top Slice @ 12.5%	62	-	-
Department for Transport	2,268	-	-
LTP - Integrated Transport	1,687	1,750	1,470
LTP - Road Safety Schemes	1,203	1,240	1,000
LTP - Top Slice @ 12.5%	413	-	-
Disabled Facilities Grant	963	1,146	900
CAPITAL RECEIPTS			
Housing - Right to Buy	-	-	-
Capital Reserves	-	-	-
Regen - Council Office Receipts	-	-	-
Housing - Property Resale Receipts	149	165	127
TOTAL RESOURCES	48,547	18,205	14,956

Please note that capital funding and spend approved in previous years that has slipped into this period is not reflected in this schedule.

BLACKPOOL COUNCIL

CAPITAL PROGRAMME 2014/15

Built Environment

Central Library Refurbishment	-
Tyldesley Rd / Rigby Rd	5,500
Project 30	2,500
Yeadon Way	2,268
LTP - Capital Maintenance	1,175
LTP - Integrated Transport : Traffic Management	485
LTP - Integrated Transport : Walking and Cycling	485
LTP - Integrated Transport : Public Transport	465
LTP - Integrated Transport : Local Safety Schemes	175
LTP - Integrated Transport : Parking Management	87
LTP - Monitoring	18
Street Cleaning Vehicles	352
Beach Vehicle	18
Leisure Assets	-
CRRM	-

TOTAL

2014/15 APPROVED PROGRAMME £000	2015/16 POTENTIAL PROGRAMME £000	2016/17 POTENTIAL PROGRAMME £000
-	-	-
5,500	-	-
2,500	-	-
2,268	-	-
1,175	1,200	1,000
485	500	400
485	500	400
465	480	400
175	190	150
87	100	100
18	20	20
352	-	-
18	-	-
-	-	-
-	-	-
13,528	2,990	2,470

Housing Revenue Account

Queens Park Redevelopment	7,891
Works to achieve Decent Homes Standard	4,154
Other Schemes	898

TOTAL

2014/15 APPROVED PROGRAMME £000	2015/16 POTENTIAL PROGRAMME £000	2016/17 POTENTIAL PROGRAMME £000
7,891	5,070	5,078
4,154	2,392	1,927
898	432	432
12,943	7,894	7,437

Leisure and Operational Services

Anchorsholme Seawall	15,300
Carleton Crematorium	391
High Ropes	320

TOTAL

2014/15 APPROVED PROGRAMME £000	2015/16 POTENTIAL PROGRAMME £000	2016/17 POTENTIAL PROGRAMME £000
15,300	2,200	-
391	-	-
320	-	-
16,011	2,200	0

Please note that capital funding and spend approved in previous years that has slipped into this period is not reflected in this schedule.

BLACKPOOL COUNCIL

CAPITAL PROGRAMME 2014/15

Adult Services

Social Care Single Capital Pot
Disabled Facilities Grant

TOTAL

2014/15 APPROVED PROGRAMME £000	2015/16 POTENTIAL PROGRAMME £000	2016/17 POTENTIAL PROGRAMME £000
434	400	400
963	1,146	900
1,397	1,546	1,300

Children's Services

New Pupil Places/Basic Need
Free infant school meals
Condition
Devolved Capital

TOTAL

2014/15 APPROVED PROGRAMME £000	2015/16 POTENTIAL PROGRAMME £000	2016/17 POTENTIAL PROGRAMME £000
1,099	3,475	3,649
121	100	100
	Allocation yet to be confirmed	
	Allocation yet to be confirmed	
1,220	3,575	3,749

Treasurer Services

Central Business District

TOTAL

2014/15 APPROVED PROGRAMME £000	2015/16 POTENTIAL PROGRAMME £000	2016/17 POTENTIAL PROGRAMME £000
2,816	-	-
2,816	0	0

Please note that capital funding and spend approved in previous years that has slipped into this period is not reflected in this schedule.

**Business Improvement District
Revenue Account**

Business Improvement District Revenue Account

		2013/14 Budget £000	2014/15 Budget £000
	BID Levy Income	(277)	(278)
	Costs of collecting Levy	17	17
	Payment to Blackpool Town Centre BID Ltd	260	261
	TOTAL	-	-

Notes :

- 1) Blackpool Council is the billing authority for the Blackpool town centre business improvement district which is managed by Blackpool Town Centre BID Ltd.
- 2) A Business Improvement District (BID) is a partnership of businesses, organisations and the local authority working in a defined geographical area, to deliver initiatives to improve footfall and the trading environment.
- 3) The BID is financed by way of a levy equivalent to 1% of the non-domestic rateable value charged on all properties listed in the 2010 local Non-Domestic Rating List located within the BID area.
- 4) The BID area covers the main town centre and other areas designated for future commercial development.

The BID aims to achieve:

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

Cash Limited Budgets - Budgeting Guidelines

CASH LIMITED BUDGETS

KEY POINTS OF THE BUDGET REGIME

1. The Chief Executive, Director of Public Health, and Assistant Chief Executives 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 Treasurer 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. Assistant Chief Executives may transfer funds between bottom lines after consultation with the Head of Service concerned. Virements on one budget head totalling in excess of £150,000 in any one year will require the approval of the Executive. The Treasurer or one of his Accountancy representatives must be informed of all virements between budgets.
9. Capital financing charges will continue to be treated outside the bottom line cash limits and recharged on an annual basis.
10. The costs of Central Departmental Support services and Administrative Buildings are now within the cash limits.
11. Budgetary control statements will be prepared monthly and formally considered by Executive Members. Heads of Service will be required to monitor their budgets on a monthly basis in conjunction with Accountancy staff and forecast overspends in excess of £75,000 or 1.5% of the budget (whichever is the higher) will trigger formal reporting and the development of a recovery plan to be approved by the Portfolio Holder.

Glossary of Financial Terms

GLOSSARY OF FINANCIAL TERMS

BUDGET

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

BUDGET REQUIREMENT

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

BUSINESS IMPROVEMENT DISTRICT

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

BUSINESS RATE RETENTION SCHEME

In 2012 the Department for Communities & Local Government published its Business Rates Retention Policy Statement following a period of technical consultation. The new scheme, implemented from 1st April 2013 aims to provide local authorities with stronger incentives to create & support the local economy by allowing them to keep a proportion of their growth in business rates. The scheme includes 'top-up' and 'tariffs' to take account of local authorities with differing levels of business properties. Blackpool is a 'top-up' authority.

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

Blackpool's share of the amount collected will be 49%. The remaining shares are paid to Government (50%) and Lancashire Fire Authority (1%).

CAPITAL CHARGES

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

CAPITAL EXPENDITURE

Expenditure 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

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

CAPITAL RECEIPTS

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

CAPITAL RECEIPTS APPLIED

Capital receipts utilised to finance capital expenditure or repay debt.

CASH LIMITED BUDGET

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

CHILDREN'S SERVICES AUTHORITY (CSA)

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

THE CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA)

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. It is also used to pay a share of the Council Tax collected to the Police and Crime Commissioner for Lancashire and Lancashire Fire Authority and pays a share of the non-domestic rates collected to central government and Lancashire Fire Authority.

CONTINGENCY

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

COST CENTRE

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

COUNCIL TAX

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

Council Tax Band D Equivalents: The number of band D properties in an area which would raise the same council tax as the actual number of properties in all bands. Properties are converted to an equivalent based on that of band D e.g. 1 band H property is equivalent to 2 band D properties, because the taxpayer in a band H property pays twice as much council tax.

Council Tax Bands (Valuation Bands): Domestic properties are allocated to one of eight bands for the purpose of assessment of council tax. The bands are defined with reference to property values at 1 April 1991 as follows:

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

COUNCIL TAX FREEZE GRANT

This grant was made available to all local authorities, along with police and fire authorities, which decided to freeze or reduce their council tax in 2011/12. If they did, they received 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).

A further council tax freeze grant was made available to authorities who do not increase their 2012/13 Band D council tax compared to the previous year. For unitary authorities the 2012/13 grant is equivalent to a 2.5% increase in Band D council tax. It is important to note that the 2012/13 council tax freeze grant was a one-off payment, i.e. authorities will not receive an equivalent amount in future years.

Also a council tax freeze grant was made available to authorities who froze or reduced its basic amount of council tax in 2013/14 compared to 2012/13. The amount of grant provided will be equivalent to 1% of the basic amount of council tax set for 2012/13 multiplied by the amount calculated as the authority's council tax base for 2013/14 but not taking into account reduction schemes. The 2013/14 grant has now been included within the 2014/15 Settlement Funding Assessment.

A further council tax freeze grant has been made available to authorities who freeze or reduce its basic amount of council tax in 2014/15 compared to 2013/14. The amount of grant provided will be equivalent to 1% of the basic amount of council tax set for 2013/14 multiplied by the amount calculated as the authority's council tax base for 2014/15 but not taking into account reduction schemes.

COUNCIL TAX REDUCTION SCHEME

The Council Tax Reduction Scheme (CTRS) must incorporate the national pensioner scheme, decided by Government. This ensures that pensioners support continues at existing levels. Working Age claims are means tested to establish entitlement. A percentage reduction is applied at the end of the assessment. A reduction of 27.11% is applied to 2014/15 to the support provided to Working Age claimants. The percentage reduction applied in future years may change and will be determined by reference to the level of support grant, caseload and growth/reduction in caseload.

COUNCIL TAX REQUIREMENT

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

DEBT CHARGES

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

DEBT MANAGEMENT EXPENSES

The other costs excluding interest of administering the loans fund.

DEDICATED SCHOOLS GRANT (DSG)

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

DIRECT 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 replaced several centrally directed grants to support services for children, young people and families that ended in 2010/11. The EIG provided a funding stream for early intervention and preventative services. The EIG was rolled into the Formula Grant in 2013/14.

EDUCATION SERVICES GRANT (ESG)

From April 2013, the education function provided by local authorities will be funded from a new Education Services Grant (ESG). The Council will receive £116 per pupil in relation to pupils in schools maintained by the authority and £15 for each pupil in all schools and academies in respect of responsibilities retained for every pupil within our boundary.

EXTERNAL FUNDING

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

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.

FORECAST REVENUE OUTTURN

Estimated revenue spends and income as at the year end.

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

IAS19 RETIREMENT BENEFIT ADJUSTMENT

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

FULL-YEAR EFFECT (FYE)

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

GENERAL FUND

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

GOVERNMENT GRANTS

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

GROSS EXPENDITURE

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

HOUSING BENEFIT

An allowance to persons on low (or no) income. Central government refunds part of the cost of the benefits and of the running costs of the service to local authorities. 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 MANAGEMENT FEE

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

HRA SELF-FINANCING

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

INDIVIDUAL SCHOOLS BUDGET (ISB)

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

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

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

INVESTMENTS

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

LEARNING DISABILITY AND HEALTH REFORM GRANT (LDHRG)

In 2012/13 the Department of Health created a separate LDHRG for local authorities for commissioning services for people with a learning disability. In 2013/14 this grant ended with funding being rolled into the Formula Grant.

LOCAL GOVERNMENT ASSOCIATION (LGA)

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

LOCAL MANAGEMENT IN SCHOOLS (LMS)

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

LOCAL SCHOOLS BUDGET (LSB)

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

LOCAL SERVICES SUPPORT GRANT (LSSG)

The LSSG replaced several centrally directed grants that ended in 2010/11. The grant has been rolled into the Formula Grant in 2013/14 with the exception of the Extended Rights of Free Travel funding stream which will be a separate grant from 2013/14.

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. Previously NNDR was collected by billing authorities on behalf of central government and then redistributed among all local authorities and police authorities as part of Formula Grant. Also known as 'business rates', the 'uniform business rate' and the 'non-domestic rate'. This has now been replaced by the Business Rates Retention Scheme.

NET EXPENDITURE

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

NON-RECURRING COSTS / INCOME

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

OUTTURN

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

PRECEPT

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

PRICE BASE

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

PRIVATE FINANCE INITIATIVE (PFI)

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

PROVISIONS

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

PRUDENTIAL BORROWING

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

PRUDENTIAL CODE FOR CAPITAL FINANCE

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

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

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

RECHARGES

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

RESERVES

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

REVENUE EXPENDITURE

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

REVENUE SUPPORT GRANT (RSG)

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

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.

SPECIFIC AND SPECIAL GRANTS

Specific formula grants, targeted or ring-fenced grants are sometimes referred to as specific or special grants. A specific grant is paid under a specific legislative power whereas a special grant uses a general power to pay grants to Council's.

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

