



Cabinet Agenda

Wyre Borough Council
Date of Publication: 6 February 2018
Please ask for : Duncan Jowitt
Democratic Services and Councillor
Development Officer
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**Cabinet meeting on Wednesday, 14 February 2018 at 5.30 pm
in the Council Chamber, Civic Centre, Poulton-Le-Fylde**

1. Apologies for absence

2. Declarations of interest

Members will disclose any pecuniary and any other significant interests they may have in relation to the matters to be considered at this meeting.

3. Confirmation of minutes

(Pages 1 - 2)

To confirm as a correct record the minutes of the meeting of the Cabinet held on 17 January 2018

4. Public questions

To receive and respond to any questions from members of the public.

Public questions can be delivered in writing to Democratic Services or sent by email to: democratic.services@wyre.gov.uk. Public questions for this meeting must be received by noon on Thursday 8 February 2018. Questioners should provide their name and address and indicate to which Cabinet member the question is to be directed.

The total period of time allocated for public questions will not normally exceed 30 minutes.

5. Digital Transformation Task Group - Final Report

(Pages 3 - 24)

Report of the chairman of the Digital Transformation task group and Service Director Performance and Innovation

6. Revenue Budget, Council Tax and Capital Programme

(Pages 25 - 60)

Report of the Resources Portfolio Holder and Head of Finance (s.151 Officer)

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Cabinet

The minutes of the Cabinet meeting of Wyre Borough Council held on Wednesday 17 January 2018 at the Civic Centre, Poulton-le-Fylde.

Cabinet members present:

Councillor David Henderson (Leader of the Council and Street Scene, Parks and Open Spaces Portfolio Holder)

Councillor Lynne Bowen (Leisure and Culture Portfolio Holder)

Councillor Pete Murphy (Planning and Economic Development Portfolio Holder)

Councillor Alan Vincent (Resources Portfolio Holder and Deputy Leader)

Councillor Michael Vincent (Health and Community Engagement Portfolio Holder)

Apologies:

Councillor Roger Berry (Neighbourhood Services and Community Safety Portfolio Holder)

Other councillors present:

Councillor Peter Cartridge

Officers present:

Garry Payne (Chief Executive)

Mark Billington (Service Director People and Places)

Mark Broadhurst (Service Director Health and Wellbeing)

Marianne Hesketh (Service Director Performance and Innovation)

Duncan Jowitt (Democratic Services Officer)

Apologies:

No members of the public or press attended the meeting.

CAB.30 Declarations of Interest

None

CAB.31 Minutes

The minutes of the Cabinet meeting held on 29 November 2017 were confirmed as a correct record.

CAB.32 Public Questions

None.

CAB.33 Capital Budget 2017/18 And Capital Programme 2018/19 Onwards

The Resources Portfolio Holder and Head of Finance submitted a report asking Cabinet to agree the latest Capital Budget 2017/18 and the Capital Programme for the financial year 2018/19 onwards.

Decision taken

Cabinet agreed the latest Capital Budget for 2017/18 and the Capital Programme for 2018/19 onwards, subject to the confirmation of disabled facilities grant at the levels assumed, and agreed that the financial implications of the Capital Budget and future Capital Programme, following the third quarter review (April to end December 2017), be reflected in the draft Revenue Estimates, which will be considered by Cabinet on 14 February 2018 and subject to approval by Council at the meeting on 8 March 2018.

The meeting started at 5.30pm and finished at 5.32pm.

Date of Publication: 18 January 2018

Options considered but rejected

Any alternative options that were considered but rejected, in addition to the reasons for the recommendations that were made, are included in the full reports.

When will these decisions be implemented?

All decisions will be put into effect five working days from the date of publication, unless a decision is "called-in" by any four members of the council within that period.

arm/ex/cab/mi/171118



Report of:	Meeting	Date	Item no.
Cllr Ballard, Chairman of the Digital Transformation task group and Marianne Hesketh, Service Director Performance and Innovation	Cabinet	14 February 2018	5

Digital Transformation task group – final report

1. Purpose of report

1.1 To report the work of the Digital Transformation task group to the Cabinet.

2. Outcomes

2.1 The effective implementation of the Modern.Gov committee minutes system.

2.2 Paperless meetings of the Council.

3. Recommendations

3.1 To note the task groups recommendations on how the Modern.Gov Committee Minutes System should be implemented, following the decision to purchase the system in December 2017

3.2 The task group's recommendations for implementation are as follows:

- i. Implementation of paperless meetings should begin with one of the 14-Member committees.
- ii. The roll out should be to one committee at a time.
- iii. A programme for the roll-out of paperless meetings should be planned and delivered, with all meetings (Committee meetings, task group meetings, working group meetings and other meetings) being paperless by May 2019 at the latest.

- iv. Every councillor should be offered one-to-one or small group training at a level that is appropriate for them.
- v. The implementation of a new committee system and the move to paperless meetings should include all councillors unless there are specific medical conditions that prohibit that.
- vi. Regular, on-going support must be provided for councillors, perhaps to include regular iPad clinics before Full Council meetings.
- vii. Democratic Services officers will play a key role in implementation and on-going support for councillors.
- viii. All councillors should be issued with a device that is appropriate to the individual's needs – an iPad with 9.7 inch screen is a minimum requirement.
- ix. Individual devices should be easily identifiable.
- x. Devices to be used for agendas, committee papers, email, calendar, invitations, etc. – in fact, as much as possible, with appropriate guidance.
- xi. The policy for the retention of files and documents needs to recognise that councillors might need to access historical documents in meetings on occasion.
- xii. Confidential 'green paper' documents must be easy to access.
- xiii. Full consideration should be given, at a later stage in the implementation process, to the provision of data for devices.
- xiv. The wi-fi system in the council's committee rooms will need to be fit for purpose.
- xv. Charging points and chargers should be made available to Members, but not in the committee rooms.

4. Background

- 4.1** A number of inefficiencies and difficulties have been encountered with the current committee minutes and agendas system. The Corporate Support team is heavily involved in the process and struggle with the high amount of administrative work generated by this process, alongside their other responsibilities. A number of technical problems have also been encountered with the current system. These include:

- 1) a malfunction in the mailing list, leading to committee notifications sent to persons who had not signed up for these notifications; and
- 2) difficulty uploading documents to the system, thought to be due in part to the way access permissions are set up.

The current process is also manual and not automated.

4.2 The new specialist software will facilitate a change to a more streamlined agenda compilation and publication process, which will lead to time savings for officers. It will also enable the Democratic Services team to maximise the opportunity for improvement by introducing paperless working for Members, which in the long term will save on paper, printing and postage costs.

4.3 The decision to purchase the Modern.Gov Committee Minutes System was taken in December 2017. In summary, the benefits will be threefold:

- 1) To make the agenda publication process more efficient and more resilient.
- 2) To improve the efficiency of the committee minutes and agendas process making it far less time consuming for council officers.
- 3) To enable paperless working to be introduced for Council meetings, saving time and money.

5. Key issues and conclusions

5.1 Much of the evidence gathered by the task group came direct from the observation of meetings in other local authorities and discussions with councillors and officers who had experience of the implementation and use of an electronic committee minutes and agendas system.

5.2 The implementation of such a system and the move to paperless meetings was seen as essential for Wyre and this was the primary focus of the task group's investigations.

5.3 The task group concluded that the implementation of the new system should take place as soon as possible so that the benefits could be maximised. Implementation should take place on an incremental basis (probably committee by committee) and would require a comprehensive training and support system for all councillors, as reflected in the task group's recommendations.

Financial and legal implications	
Finance	There are no immediate financial implications arising from this report which focuses solely on the implementation of a new committee minutes system, already purchased. It is acknowledged that there may be cost implications for the provision of devices and data during the roll out phase of the project, as set out in the Modern.Gov Portfolio Holder report approved in December 2017. This roll-out phase will be the subject of a further report in which the financial implications will be considered.
Legal	There are no legal implications arising from this report.

Other risks/implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

risks/implications	✓ / x
community safety	x
equality and diversity	x
sustainability	x
health and safety	x

risks/implications	✓ / x
asset management	x
climate change	x
data protection	x

report author	telephone no.	email	date
Peter Foulsham	01253 887606	Peter.foulsham@wyre.gov.uk	23/01/2018

List of appendices

Appendix A Digital Transformation Task Group – final report

arm/ex/cab/cr/18/2402pf3



Digital Transformation Task Group

- Final Report -

Chairman:

Councillor Howard Ballard

Task Group Members:

Councillor Ian Amos
Councillor Rita Amos
Councillor Emma Ellison
Councillor Rob Fail
Councillor John Hodgkinson
Councillor John Ibison
Councillor Lees
Councillor Orme
Councillor Patsy Ormrod
Councillor Shaun Turner
Councillor Lynn Walmsley

Overview & Scrutiny Committee
Chairman: Councillor John Ibison

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Aims of the Review

1. To consider the progress that the council has already made around digital transformation
2. To consider the costs and benefits of paper-free meetings
3. To consider whether some or all of the council's meetings could become paper-free
4. To review steps in digital transformation that have been successfully taken by other local authorities
5. To identify relevant training and development requirements for councillors and officers
6. To identify and quantify potential cost savings to contribute to the council's efficiency programme

(See scoping document, Appendix 1)

Recommendations

The task group is aware that the decision has already been taken to purchase the Modern.Gov Committee Minutes system, the decision by the Resources Portfolio Holder having been published on Thursday 21 December 2017. Consequently, the task group's recommendations focus on how the system should be implemented, with particular reference to paperless meetings, to maximise the benefits to councillors and the council.

Councillors have observed two different committee management systems, including Modern.Gov, being used 'live' in committee meetings in three different local authorities and have spoken in depth with councillors who have already seen the implementation of new systems in their authorities. It is on this basis that the task group makes the following recommendations regarding the implementation of a new committee management system in Wyre:

1. Implementation should begin with one of the 14-Member committees.
2. The roll out should be to one committee at a time.
3. A programme for the roll-out of paperless meetings should be planned and delivered, with all meetings (Committee meetings, task group meetings, working group meetings and other meetings) being paperless by May 2019 at the latest
4. Every councillor should be offered one-to-one or small group training at a level that is appropriate for them.
5. The implementation of a new committee system and the move to paperless meetings should include all councillors unless there are specific medical conditions that prohibit that.
6. Regular, on-going support must be provided for councillors, perhaps to include regular iPad clinics before Full Council meetings.
7. Democratic Services Officers will play a key role in implementation and on-going support for councillors
8. All councillors should be issued with a device that is appropriate to the individual's needs – an iPad with 9.7 inch screen is a minimum requirement.
9. Individual devices should be easily identifiable.
10. Devices to be used for agendas, committee papers, email, calendar, invitations, etc. – in fact, as much as possible, with appropriate guidance.
11. The policy for the retention of files and documents needs to recognise that councillors might need to access historical documents in meetings on occasions.

12. Confidential 'green paper' documents must be easy to access.
13. Full consideration should be given, at a later stage in the implementation process, to the provision of data for devices.
14. The wi-fi system in the council's committee rooms will need to be fit for purpose.
15. Charging points and chargers should be made available to members, but not in the committee rooms.

Summary of evidence provided by Marianne Hesketh, Service Director Performance and Innovation

Introduction

Marianne Hesketh, Service Director Performance and Innovation, referred to a report on digital transformation that had previously been considered by the Overview and Scrutiny Committee on 31 July 2017.

A new committee minutes system was being considered at the time that Ms Hesketh gave evidence to the task group; we now know that the Resources Portfolio Holder, on 21 December 2017, published his decision to purchase the Modern.gov system.

Marianne Hesketh's evidence was as follows:

The council has already made good progress in many aspects of digital transformation. The council's website has been improved significantly, for which it had achieved external recognition. The Citizen Access Portal is also being developed.

A new committee minutes system will streamline the committee agenda and minutes compilation and publication processes, leading to savings in printing, postage and staff time. A number of other local authorities in Lancashire and nationally have already implemented a committee minutes system, some of them many years ago.

Ms Hesketh suggested that the task group might be able to make some proposals about how the council's website could be further improved but councillors agreed not to widen the scope of the review. The topic of website improvement could be the subject of a separate scrutiny review in the future.

Councillors made a number of points that they suggested could to be considered during the course of the review, including:

- It was important to purchase appropriate devices as the experience from Lancashire County Council was that their smartphones were not always reliable.
- The IT department should contribute their expert advice about appropriate devices.
- Adequate wi-fi capacity must be made available.
- Any recommendations from the task group will have to comply with data protection legislation.
- The task group needs to look at how other local authorities have implemented similar committee management systems; post implementation reports should be considered by the task group, if available.
- Members of the task group should speak with colleagues from other councils to get their opinions about the process of implementation.

Summary of evidence provided by Roy Saunders, Democratic Services and Scrutiny Manager

It is timely to introduce a new system as there is a legal requirement to publish committee agendas, which is done via the council's website, and the system currently used is proving increasingly unreliable. The status quo is not acceptable.

A new system will be very helpful in the preparation of meeting agendas and reports; it will be more efficient, making savings in time and money, and provide some additional functionality which will facilitate a move to paperless meetings.

Many other local authorities have already implemented similar systems and Wyre will benefit from the experience of others. As a member of the Lancashire Democratic Services Managers Forum and the Association of Democratic Services Officers, Mr Saunders consulted with many colleagues across Lancashire and beyond, and this information helped to develop the business case for Wyre to purchase an appropriate system. He also researched information provided by a number of other councils and visited Burnley and Blackpool Councils to see their systems being used at a committee meeting. Relevant assessments and comparisons have been completed.

A procurement process is currently underway. Modern.Gov is the market leader, with approximately 280 other local authorities and similar organisations nationwide using it, including seven of the other eleven councils in Lancashire. The procurement process would be completed in December with a purchase scheduled to take place in January 2018.

An intensive period of preparation and training will be required, with Democratic Services Officers taking a leading role. It is intended that paperless meetings will be piloted from May 2018, possibly by the Overview and Scrutiny Committee and/or the Audit Committee. All being well, paperless meetings will be the norm in all council meetings from May 2019.

The experience of councillors at Burnley is that they are very comfortable using the new system, despite some understandable initial anxieties.

It is acknowledged that any new system would have to provide for visually impaired councillors and this requirement will be included in the supplier's specification.

Summary of evidence provided by Claire Dubelbeis, Transformation Officer

Claire Dubelbeis gave a practical demonstration of the Modern.Gov system. Within the demonstration she made the following points:

- Councillors will be provided with full functionality.
- Access to green paper documents will also be available.
- It has not been decided yet whether the devices to be purchased would be iPads or similar devices.
- Every councillor will have their own device.
- Cash savings will help to offset the cost of the devices.
- Further discussion will be needed about the devices being used for personal use, but it appeared to be a sensible option.
- Lots of the practical details are still to be worked out.

In answer to questions from councillors, Claire Dubelbeis added the following:

- It will be possible to bookmark pages that have been individually highlighted, enabling the user to flick from note to note as required.
- The wi-fi infrastructure will be reviewed but it is anticipated that councillors will have already downloaded any relevant documents to their device in advance of a meeting in order to read them; the drain on local wi-fi will therefore not be excessive.
- Documents will normally be kept on the device for three months. It will be possible to save documents to the device for the longer-term. In the light of comments from councillors this issue needs to be reviewed further.
- Facilitating ready access to archived documents needs to be costed. If it is not possible to do, a system similar to the current one whereby councillors make a request to a Democratic Services Officer for a specific archived document will need to be adopted.
- A stylus can be used for ease of use.
- Access to film or video, as used sometimes by the Planning Committee, requires further investigation.

Task group members commented that, from the presentation given, the proposed system appears to be very easy to use, and is likely to make for much more effective meetings.

Visit to Chorley Council

Councillors Ballard, Ibson and Orme attended the meeting of the Executive Cabinet at Chorley Council on Thursday 16 November 2017. Chorley Council uses the Modern.gov committee minutes system, as it has done for many years.

Key points in relation to the implementation and use of Modern.Gov by councillors at Chorley Council:

- Councillors were not forced to use Modern.Gov, they were encouraged; they were introduced to it in groups of about ten at a time
- Identify some key people
- Political Group Champions were identified and each committee had an identified Super-User for advice and support
- There was lots of training from the start – councillors were “spoon-fed”
- Every councillor received one-to-one training at a level that reflected personal requirements
- Democratic Services, alongside IT, play a major role in training and ongoing support
- A manual was written in ‘Idiot’s Guide’ style
- Devices are for council business, not party business
- iPad clinics are run before meetings of the Full Council
- Devices are efficient for the running of meetings – they are not intended to store all historical documents which must be made available elsewhere
- Several different devices were trialed but iPads were preferred
- Some devices have separate key-pads – matter of personal preference
- Need to identify individual devices easily – different coloured covers being used
- Devices are all the same and can be managed remotely
- Individual retention policies can be set up
- Agenda papers were withdrawn only after members had had their iPads for two months
- Most have used it very easily, a few have had more problems
- Frequent changes to passwords have been frustrating, though essential for security reasons
- Finger-print recognition is desirable
- Different passwords for different things – could they be coordinated?
- The iPad is used for everything needed by councillors, including Twitter, Facebook, calendar, presentations, notifications, crime maps by ward and e-learning (currently being developed)
- The Outlook calendar is used widely and frequently
- The iPad cannot be used for personal matters, including emails
- It has proven difficult for Chairs of meetings to do without a paper copy of the agenda so they still receive one (not posted out)
- Some councillors still use pen and paper in a minimal way - it is not banned
- Two councillors still receive paper copies for medical reasons, but they are not posted out (2 out of 47 is seen as a good percentage)

- Plenty of chargers are available, but not in the committee rooms
- Councillors need to be well organised to ensure their devices are sufficiently charged at meetings
- Data needs to be available for councillors without broadband at home
- Wi-fi at the Town Hall is provided by Cisco Meraki, a cloud-based solution
- Wi-fi infrastructure needs to be adequate
- A fortnightly electronic magazine is sent out to councillors and includes any information that councillors need to be updated about regarding Modern.Gov or the iPads
- Most iPads being used are now five years old. Only problems with them have been caused by being dropped.
- Discussion about the replacement of devices is currently under way. The devices still work perfectly but functionality improves year on year
- The implementation and use of the system has clearly been cost-effective

The final comment made by Councillor Jean Molyneaux, who was the Chair of the Member Support Working Group when iPads were rolled out in Chorley, and participated in the initial trial, was “Get it sooner rather than later. Get on with it. Do it. With hindsight we took too long talking about it”.

Visit to Blackpool Council

Councillors Fail, Ibison and Lees attended the meeting of the Planning Committee at Blackpool Council on Tuesday 21 November 2017. Blackpool Council uses the Modern.gov committee minutes system.

Key points in relation to the implementation and use of Modern.gov by individual councillors at Blackpool Council, including many personal comments:

Q1 How do you find the system and how easy have you found it to use?

- Good. Easy to use. Convenient.
- Saves time and paper.
- Easy to read through and follow.
- Works well.
- Great for on the move. Great for agendas. Cannot live without!

Q2 Pitfalls we should be looking out for?

- Some technical blips, not specific to modern.gov. No other problems.
- IT here to help.
- Updating of password - needs specific attention.
- Ongoing training and briefings with updates.

Q3 How much training offered during implementation?

- Basic training provided, then on-going learning though use.
- Lots of on-going advice has been provided.
- Someone present before each Full Council meeting to help.
- Need one-to-one.

Q4 Problems encountered particularly regarding paperless meetings?

- Knowing how to print from iPad.
- Updating and changing password
- One councillor was visually impaired and had problems reading the iPad.

Q5 How many times have you had problems when everyone else's seem to be working?

- Councillors had different experiences – most rarely had problems.

Q6 How good has battery usage been?

- Charging is available in group rooms.
- Battery will probably last all day.
- Very good. Charger supplied.

Q7 How much ongoing support offered?

- Have support from IT and Democratic Services.
- A lot, either by phone or by arranging an appointment.
- Good support team (IT) need to know 1 to 1 support is there if needed.
- Drop in sessions or by request and phone help.

Q8 Use device for anything else?

- Virtually everything required is on iPad.
- Great for emails, diary. Couldn't manage without it.
- Calendar very useful. Great for receiving invitations. Emails. Everything you would do on a PC.

Q9 Other things we should be aware of if we implement similar system?

- Essential to set up a comprehensive training programme and to pilot the system with smaller, specific group[s] of councillors.
- Helpline and make sure people feel comfortable when asking for help not feel stupid. Have lots of ongoing support available as people become more competent and adventurous on their devices.

Visit to Fylde Council

Councillors Ballard, Fail, Orme and Walmsley attended the meeting of the Member Development Steering Group at Fylde Council on Friday 1 December 2017. Fylde Council uses the CMIS committee minutes system.

Key points in relation to the implementation and use of CMIS by councillors at Fylde Council:

- Councillors have, on the whole, found CMIS very easy to use with very little initial training.
- It was estimated that councillors only received 15-20 minutes training to begin with.
- A consultant was used for the initial training but not for the implementation.
- CMIS was rolled out one committee at a time.
- The Member Development Steering Group played a key role in implementation.
- Democratic Services Officers have undertaken a training and support role which has been crucial to successful implementation.
- Monthly CMIS update/briefing sessions are held.
- Some members had entrenched views about technology but many have been very easily converted.
- Some senior members are still using paper, but that was not a problem.
- Approximately 52% currently use devices.
- Councillors have helped each other, with some encouraging and influencing others.
- A 'buddy' system was worth considering.
- It was very easy to navigate from page to page and item to item on an agenda.
- There were some initial problems with implementation in the Planning Committee because of the complexity of agendas, but this has now been overcome.
- Councillors had a choice of opting in to get £300 towards their own device. Those who chose not to opt in still receive paper agendas.
- Members could choose their own device, with no consistency. With experience, Fylde members would now recommend a more consistent approach.
- A larger iPad (or similar device) is essential.
- Charging points are available but some members do still forget to come to meetings with devices properly charged.
- Councillors have their own (wide variety of) chargers.
- CMIS will allow councillors to select which committees they subscribe to.
- Older minutes and reports are not available directly on devices but can be downloaded. CMIS stores agendas for six months on a rolling programme.
- Confidential items are sent separately in pdf format.
- Separate systems are used for email and calendars, outside CMIS.
- Devices are limited to reading agenda papers and the resource library.
- Wi-fi provision needs to be adequate.

- It is intended that Fylde's security will be strengthened significantly by 2019 when elections take place.
- Devices cannot be disabled remotely if lost.

Councillors' attendances

There were four meetings of the task group and three visits to other Local Authorities.

Name	Meetings attended (maximum 4)	Visits attended (maximum 3)
Councillor I Amos	3	
Councillor R Amos	4	
Councillor Ballard	3	2
Councillor Ellison	3	
Councillor Fail	4	2
Councillor Hodgkinson	4	
Councillor Ibison	2	2
Councillor Lees	1	1
Councillor Orme	4	2
Councillor Ormrod	4	
Councillor S Turner	1	
Councillor Walmsley	3	1

List of Appendices

APPENDIX 1 Digital Transformation Task Group – Scoping Document

8 January 2018

Digital Transformation Task Group**Scoping Document**

Review Topic	Digital transformation	
Chairman	Councillor Howard Ballard	
Group Membership	Councillors Ian Amos, Rita Amos, Emma Ellison, Rob Fail, John Hodgkinson, John Ibison, Terry Lees, Phil Orme, Patsy Ormrod, S Turner (Vice Chairman) and Walmsley	
Officer Support	Peter Foulsham, Scrutiny Officer	
Purpose of the Review	To consider the options for the council to move to more digital processes and towards a paper-free organisation	
Role of Overview and Scrutiny in this Review (mark all that apply)	Holding Executive to account – decisions	<input type="checkbox"/>
	Existing budget and policy framework	<input type="checkbox"/>
	Contribution to policy development	<input checked="" type="checkbox"/>
	Holding Executive to account – performance	<input type="checkbox"/>
	Community champion	<input type="checkbox"/>
	Statutory duties / compliance with codes of practice	<input checked="" type="checkbox"/>
Aims of Review	<ul style="list-style-type: none"> ○ To consider the progress that the council has already made around digital transformation ○ To consider the costs and benefits of paper-free meetings ○ To consider whether some or all of the council's meetings could become paper-free ○ To review steps in digital transformation that have been successfully taken by other local authorities ○ To identify relevant training and development requirements for councillors and officers ○ To identify and quantify potential cost savings to contribute to the council's efficiency programme <p>Throughout the review the task group should continue to be aware of other progress that the council makes and the relevant data protection requirements.</p>	

Methodology	Inviting witnesses to task group meetings Internet research Visit to a council that has already implemented paper-free meetings
Scope of Review	All types of council meetings.
Potential Witnesses	Resources Portfolio Holder Service Director Performance and Innovation IT Systems/Software Manager Head of Contact Centre Democratic Services and Scrutiny Manager Transformation Officer Chairman of the Councillor Development Group
Documents to be considered	Digital Transformation Strategy - #DigitalWyre
Risks	None identified
Level of Publicity	Low
Indicators of a Successful Review	
Intended Outcomes	Reduced paper and printing costs More efficient ways of working
Approximate Timeframe	Two months
Projected Start Date	20 September 2017

arm/ex/cab/cr/18/1402pf3 Appendix A



Report of:	Meeting	Date	Item No.
Clare James, Head of Finance (S151 Officer)	Cabinet	14 February 2018	6

Revenue Budget, Council Tax and Capital Programme
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1. Purpose of report

1.1 Confirmation of the Revenue Budget, Council Tax, Revised Capital Budget 2017/18 and Capital Programme 2018/19 onwards.

2. Outcomes

2.1 The Council's Revised Revenue Budget for 2017/18 and the Revenue Budget for 2018/19.

2.2 To recommend Wyre Borough Council's Council Tax for 2018/19.

2.3 The Council's Revised Capital Budget 2017/18 and the Capital Programme 2018/19 onwards.

2.4 The relevant Prudential and Treasury Management Indicators in accordance with the requirements of the Prudential Code for Capital Finance.

3. Recommendations

3.1 That the following be approved:-

- a. The Revised Revenue Budget for the year 2017/18 and the Revenue Budget for 2018/19.
- b. For the purpose of proposing an indicative Council Tax for 2019/20, 2020/21 and 2021/22, taking into account the Medium Term Financial Plan at Appendix 2 which reflects an increase of 2.99% each year, any increase will remain within the principles determined by the Government as part of the legislation relating to Local Referendums allowing the veto of excessive Council Tax increases.
- c. Members' continuing commitment to the approach being taken regarding the efficiency savings, detailed within the Council's 'Annual Efficiency Statement' at Appendix 1.
- d. Any increases in the base level of expenditure and further additional expenditure arising during 2018/19 should be financed

from existing budgets or specified compensatory savings, in accordance with the Financial Regulations and Financial Procedure Rules.

- e. The use of all other Reserves and Balances as indicated in Appendices 4 and 5.
- f. The manpower estimates for 2018/19.
- g. In accordance with the requirements of the Prudential Code for Capital Finance, those indicators included at Appendix 7.
- h. The Revised Capital Budget for 2017/18 and the Capital Programme for 2018/19 onwards.

3.2 That it be noted that, in accordance with the Council’s Scheme of Delegation, as agreed by Council at their meeting of 24th February 2005:

- a. The amount of 36,270.29 has been calculated as the 2018/19 Council Tax Base for the whole area [(Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the “Act”)]; and
- b. A Council Tax Base, for dwellings in those parts of its area to which a Parish precept relates, has been calculated as indicated below.

Barnacre-with-Bonds	948.26
Bleasdale	64.12
Cabus	605.08
Catterall	826.71
Claughton-on-Brock	316.17
Fleetwood	6,435.58
Forton	555.41
Garstang	1,723.55
Great Eccleston	550.74
Hambleton	1,043.79
Inskip-with-Sowerby	329.77
Kirkland	134.80
Myerscough and Bilsborrow	455.24
Nateby	222.76
Nether Wyresdale	316.93
Out Rawcliffe	266.17
Pilling	803.81
Preesall	1,911.35
Stalmine-with-Staynall	560.79
Upper Rawcliffe-with-Tarnacre	288.58
Winmarleigh	130.46

3.3 The Council Tax requirement for the Council's own purposes for 2018/19 (excluding Parish precepts) is £7,034,260.

3.4 That the following amounts be calculated for the year 2018/19 in accordance with Sections 31 to 36 of the Act:-

- | | | |
|-----------|--------------------|--|
| a. | £74,166,377 | Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils. |
| b. | £66,479,132 | Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act. |
| c. | £7,687,245 | Being the amount by which the aggregate at 3.4(a) above exceeds the aggregate at 3.4(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act). |
| d. | £211.94 | Being the amount at 3.4(c) above (Item R) all divided by Item T (3.2(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts). |
| e. | £652,985 | Being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act and as detailed in Appendix 6. |
| f. | £193.94 | Being the amount at 3.4(d) above less the result given by dividing the amount at 3.4(e) above by Item T (3.2(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates. |

3.5 That the Council's basic amount of Council Tax for 2018/19 is not considered excessive in accordance with principles approved under Section 52ZB of the Local Government Finance Act 1992.

4. Background

4.1 The Council Tax for Wyre Borough Council for 2018/19 is proposed from the summary below:-

	£m
Net Expenditure (Before Other Government Grants)	13.695
Less New Homes Bonus	1.673
Less Revenue Support Grant	0.466
Less Baseline Funding	3.279
Less NDR Grant (net of NDR Levy) and Retained Levy	1.356
Less Projected NDR above Baseline Funding	0.076
	<hr/>
	6.845
Add Collection Fund – Council Tax and NDR	0.189
	<hr/>
Amount Required from Council Tax	7.034
Divided by Council Tax Base at Band D equivalent	36,270
Council Tax for 2018/19	£193.94
Council Tax for 2017/18	£188.31
Increase from 2017/18	£5.63

4.2 In the past, businesses paid their rates, which the local authority collected and passed over to the Treasury who then redistributed a share to local authorities via an extremely complex formula referred to as the 'Formula Grant Distribution System'. A new system, introduced from April 2013, allows the Council to keep a proportion of the money it collects in business rates although some authorities earn more in business rates than they used to receive from the previous formula grant with others earning much less.

4.3 To address this, the Government calculates a baseline funding level for each local authority and where they receive more in business rates the Government will pocket the difference (the 'tariff') and where local authorities receive less than their funding level this will be paid as a 'top-up'. The tariffs and top-ups were calculated in 2013/14 and were uprated in 2017/18 following the national revaluation exercise and subsequently will be uprated each year by the change in the small business multiplier. The tariff for 2018/19 has been adjusted by 3% recognising the increase from 46.6p to 48p.

4.4 Councils are allowed to keep 40% of any additional business rates generated (with 50% being paid to the Government, 9% to Lancashire County Council and 1% to the Fire Authority) but this is regulated by the imposition of a levy which is set at 50p in the pound. In essence, this means that the Council is only able to keep 20% of any additional non

domestic rate income in the year. With effect from 1 April 2016, however, the Council has been designated as belonging to the Business Rates Pool of Lancashire. This will result in the County Council being paid 10% of the retained levy (prior to the cost of administering the pool) with Wyre retaining 90% of the levy previously payable.

4.5 In order to determine the Settlement Funding Assessment, services have been divided into five groups reflecting the division of responsibilities for providing services including upper tier, lower tier, fire and rescue and services provided by the Greater London Authority. The fifth group covers the notional policing element of the council tax freeze grant legacy payments. Different percentage reductions to core funding have been applied to each group of services, reflecting the pressures on those services. In addition, funding is included within each of these for localised council tax support and compensating authorities for accepting the council tax freeze in 2011/12. Within the Revenue Support Grant only, funding is also included within each of the elements for compensating authorities for accepting the freeze grant in 2013/14, 2014/15 and 2015/16.

4.6 The table below shows how much grant the authority will receive for the 2018/19 financial year and the indicative allocation for 2018/19. Between 2010/11 and 2018/19 the Council has lost £6.663m in external support equating to a reduction of 74.6% when compared to the level of grant support received in 2010/11 of £8.936m.

	2017/18 £m	2018/19 £m	2018/19 Reduction		Estimated 2019/20 £m	2019/20 Reduction	
			£m	%		£m	%
RSG	0.912	0.466			0.0		
NNDR	3.184	3.279			3.352		
Transitional Grant	0.005	0.000			0		
Total Settlement Funding	4.101	3.745	(0.356)	(8.7)	3.352	(0.393)	(10.5)

4.7 As part of the determination and scrutiny of the decision making process, the Overview and Scrutiny Committee has considered the initial recommendations of the Portfolio Holders in relation to the proposed fees and charges. There were no new capital growth bids to reflect in the Capital Programme at Appendix 9.

5. Key issues and proposals

Council Tax Freeze

5.1 The Government has not provided any support to freeze council tax in 2018/19 but has indicated that the freeze grants for 2011/12, 2013/14, 2014/15 and 2015/16 have been built in to the spending review baseline. The trigger for local referenda on council tax increases was previously set at 2% or £5 for shire district authorities. However, the Secretary of State announced in his statement to Parliament 19 December 2017 that he

would allow councils to increase their core council tax requirement by 3% a year without triggering a referendum. At Wyre, the annual shortfall in income of £568,749 resulting from the historic period of council tax freeze, will continue to be financed using the new homes bonus received in respect of the 2011/12, 2012/13 and 2013/14 financial years up until the 2022/23 financial year when the reserve will be exhausted. Ultimately, the total shortfall met by the reserve will be approximately £4.5m.

New Homes Bonus

5.2 The New Homes Bonus was introduced to provide a clear incentive to local authorities to encourage housing growth. Currently, this equates to the average Band D council tax of £1,590 for every new home above the (new from 2017/18) 0.4% growth baseline. When the scheme was first introduced the legacy payments were for 6 years. However, recent changes mean that this reduced to 5 years in 2017/18 and 4 years ongoing. The scheme has resulted in additional income for Wyre of £271,597 in 2011/12, £418,966 in 2012/13, £785,403 in 2013/14, £1,203,464 in 2014/15, £1,823,719 in 2015/16, £2,303,128 in 2016/17, £2,110,709 in 2017/18 and there has been an allocation in respect of the 2018/19 financial year of £343,878. It is worth stating that whilst the Government set aside monies to fund the New Homes Bonus in year one (2011/12), in the following four years only £250 million was allocated with the remainder of any funding being met from a reduction in formula grant. In 2018/19 £900m from Revenue Support Grant (RSG) is expected to be required to meet both the annual cost and legacy payments. As the New Homes Bonus is effectively being financed by reductions in formula grant, the New Homes Bonus from the 2014/15 financial year has been included to compensate for the loss of formula grant. Whilst the Government has confirmed that the New Homes Bonus will continue for 2018/19 unchanged they have previously consulted on alterations to the scheme with a view to freeing up resources to be recycled to support authorities with particular pressures, such as adult social care. The ability to withhold New Homes Bonus from local authorities who are not planning effectively, by making positive decisions on planning applications and housing growth and the potential to raise the threshold above 0.4% remains a potential hurdle in the future. As a result of the uncertainty no further New Homes Bonus receipts, in the form of new awards rather than legacy payments, have been anticipated for 2019/20 onwards.

5.3 Localisation of Support for Council Tax

Members will be aware that with effect from 2013/14 the national Council Tax Benefit scheme was abolished, and individual local authorities were required to introduce a Localised Council Tax Support (LCTS) scheme. Support for Council Tax is now offered as a reduction within the Council Tax system and regulations set the roles, allowances and awards for claimants of state pension credit age so that they do not experience a reduction in support as a direct result of the reform. The replacement scheme also aimed to support the public spending deficit reduction by reducing the amount available to local authorities to spend by 10%. Although there is no separately identifiable amount for localised council tax support at local authority level since it was subsumed within the

Revenue Support Grant and Baseline Funding, applying the indicative start-up funding allocation of £8,077,777 awarded in 2013/14, and estimating the value of localised council tax support awarded in 2018/19 to be £8.634m, there will be an unfunded gap of approximately £556,394 to be met by each of the precepting bodies. It is also worth remembering that the Council suffered a reduction in grant funding of £1.022m or 13.6% in 2014/15. The Council agreed at its meeting 18 January 2018 to continue to set the additional maximum percentage contribution from working age claimants to be no more than 8.5%. Wyre's share of the estimated cost of LCTS in 2018/19, after the 8.5% contribution, is £63,429.

Efficiencies

- 5.4** As part of the annual budget cycle, and in determining the Medium Term Financial Plan (MTFP), the Council continues to identify actions that will improve efficiency. This assists the Council in effectively prioritising its finite resources and replaces the traditional 'salami slicing' exercise whereby essential budgets are routinely reduced in an attempt to address the problem.
- 5.5** The anticipated efficiency achievements for the eight years ending 31 March 2018 are £6m, an average of £744,000 each year. Appendix 1 shows the anticipated savings for 2018/19 and the targets for future years. Efficiency savings assist the delivery of the Council's corporate priorities supporting the continued improvement of services for our residents.

Reserves and Balances

- 5.6** The requirement for financial reserves is acknowledged in statute. The Local Government Finance Act 1992 requires billing and precepting authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the council tax requirement. These existing safeguards are further reinforced through the External Auditor's statutory responsibility to issue a conclusion on whether an audited body has proper arrangements for securing value for money with one of the two criteria being, "Securing financial resilience – looking at the Authority's financial governance, financial planning and financial control processes". One aspect of this is the Council's policy on the level and nature of reserves and balances.
- 5.7** Earmarked reserves are created to meet 'known or predicted requirements'. Provisions are required where an event has taken place that gives the Authority an obligation requiring settlement but where the timing of the transfer is uncertain. Unallocated or general reserves/balances are available to support budget assumptions.
- 5.8** Balancing the annual budget by drawing on general reserves may be viewed as a legitimate short-term option but where general reserves are deployed to finance recurrent expenditure this should be made explicit by the Section 151 officer. **Members must note that the continued use of balances is not sustainable and a significant re-prioritisation exercise, whereby all services are subject to a critical evaluation,**

must be undertaken to alleviate serious financial problems in future years. The financial projections, included at Appendix 2, indicate that further annual savings will be required in future years. It is important that the Council considers its future budgets and continues to monitor closely the MTFP. The Council's minimum prudent level of balances, calculating the requirement at approximately 5% of net expenditure before other government grants (£684,768) together with the element of the reduction in business rates that Wyre must meet before receiving any safety net payment (£245,959 in 2018/19), is now £930,727. The level of general balances also supports contingency planning, recognises anticipated future financial pressures on revenue resources, including the volatility associated with the Business Rate Retention scheme, primarily as a result of major businesses closing or moving out of the area and successful rating appeals, and anticipates the difficulties of securing immediate savings.

- 5.9** In anticipation of future 'known or predicted requirements', and in accordance with the Council's Policy on the Level of Reserves and Balances, contributions to earmarked reserves continue. The Capital Investment Reserve will need additional contributions if we are to continue to finance capital investment and avoid future borrowing. Future contributions will be made as revenue resources are identified. The Non-Domestic Rates Equalisation Reserve was created in 2013/14 with further top ups being made in subsequent years funded by Section 31 Grant for discretionary reliefs, net of the levy. The 2016/17 contribution will continue to be added to the reserve. Following the audit of the 2016/17 final accounts this funding will be released in 2018/19 to support current spending plans. The remaining earmarked reserves, which can be seen at Appendix 4, are considered to be adequate and of an appropriate value both in respect of the forthcoming financial year and for the period of the MTFP.

Robustness of the Budget

- 5.10** The Local Government Act 2003 includes a requirement for the Chief Financial Officer to report upon the robustness of the estimates and adequacy of reserves when the authority is considering its council tax requirement. Spending plans ultimately impact on the level of council tax although the extent of any increase is externally influenced by Government policy through, for example, initiatives such as the introduction of local referenda to veto excessive council tax increases and the award of funding to support a council tax freeze. The MTFP assesses the affordability of revenue and capital plans and the adequacy of reserves. As with all plans the risks increase with time and the financial position in future years is not as certain as it is in 2018/19. Having assessed the significance and likelihood of risks associated with the budget assumptions (see Appendix 5 to the MTFP agreed by Cabinet 18 October 2017), the reserves and balances detailed in the appendices are considered adequate to support the delivery of the Council's Business Plan.

Precepts

- 5.11** The parish precepts determined at parish meetings are shown at Appendix 6. These amounts will be shown separately on each Parish Council Tax Payer's bill. Appendix 6 also reflects the Parish and Unparished Area Taxbase approved in accordance with the Scheme of Delegation to Officers.

6. Borrowing Limits

- 6.1** The Prudential Code for Capital Finance aims to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable. The Code sets out indicators that must be used and requires local authorities to set relevant limits and ratios, which are included at Appendix 7. These are not designed to be comparative performance indicators, however, and the use of them in this way would be likely to be misleading and counter-productive.
- 6.2** The arrangements for calculating Minimum Revenue Provision (MRP), which were introduced during 2007/08, require the period over which MRP is charged to be aligned with the estimated life of the asset. This could result in an increased MRP charge if expenditure, such as that on playground equipment, is spread over say 15 years and the council can choose to arrange its MRP policy as to ensure that assets or other expenditure having the shortest "charge" life are determined as being financed from capital receipts or other available resources.
- 6.3** Central government support for borrowing through Revenue Support Grant was replaced back in 2006/07 by capital grant. The Council received an allocation of £1,563,469 for Disabled Facilities Grants (DFGs) in 2017/18 from the Better Care Fund provided by the Department of Health via Lancashire County Council who act as the accountable body. The aim of the Better Care Fund is to bring about integration of health and social care and plans for use of the pooled monies must be signed off by the Health and Wellbeing Board. The Council has been notified at the end of 2017 of an additional £153,640 to fund DFGs and social care capital projects. The Council has not yet been notified of the 2018/19 allocation but £1,563,469 has been assumed at this stage. The Council has also assumed a budget of £20,000 per annum for 2018/19 to 2020/21 for the remaining three years of a five year programme allocated and funded by the Environment Agency for the Cell Eleven (Coastal Monitoring). Formal approval is now confirmed on an annual basis with 2018/19 expected in April 2018. The full programme has been included on the basis that the previous five year programme was approved in full in line with the initial allocation.
- 6.4** Funding for the Rossall Coast Protection Scheme was confirmed by the Environment Agency 14 October 2013 and is estimated at £63.2m. Latest projections show the revised forecast including contingency elements to be £61.25m.

- 6.5 The council has also been awarded a £30,000 grant from the Lancashire Environmental Fund to progress a new scheme at King Georges Playing Fields.

7. **Capital Budget 2017/18 and Programme 2018/19 onwards**

- 7.1 Capital schemes are assessed in accordance with the Council's priorities as reflected in the Business Plan and the criteria specified in the Medium Term Financial Plan. The building maintenance condition surveys indicate a total requirement over the next three years of an estimated £2.9m, including a number of investment schemes and projects where further work is required before a recommendation can be made to proceed. The limited capital funds that are currently available have resulted in no new capital growth bids being submitted for consideration by Overview and Scrutiny in 2018/19. This means that the principle behind the bid agreed by the committee at their meeting 7 December 2015 will continue to be supported and as it was then noted, the projects listed were simply the current priorities, which have varied over time. As such, an updated list of the 2018/19 priorities was taken to Overview and Scrutiny on 8 January 2018 for consideration. The total estimated requirement of £2.9m is also subject to capital receipts being received.

The Revised Capital Budget for 2017/18 and the Capital Programme 2018/19 onwards are shown in detail at Appendices 8 and 9. A summary by Portfolio for 2017/18 and 2018/19 is reflected in the table below. The Revised Capital Budget for 2017/18 reflects the third quarter review of spending as reported in the TEN Performance Management System and approved by Cabinet at their meeting on 17 January 2018.

Wyre Borough Council – Capital Budget 2017/18 and Programme 2018/19

	Revised Estimate 2017/18 £	Original Estimate 2018/19 £
Health and Community Engagement	0	0
Leisure and Culture	100,359	0
N'bourhd Servs and Community Safety	14,890,455	9,680,518
Planning and Economic Development	49,735	0
Resources	423,629	371,000
Street Scene, Parks and Open Spaces	179,501	106,688
TOTAL FINANCING REQUIREMENT	15,643,679	10,158,206
Grants and Contributions	15,062,422	9,743,518
Revenue	434,068	371,000
Capital Receipts	147,189	43,688
Borrowing	0	0
TOTAL FINANCING	15,643,679	10,158,206

- 7.2 The financing reflects capital receipts arising from the disposal of part of Hardhorn Road car park in Poulton and a section of Derby Road car park in Cleveleys. The availability and application of capital receipts has been assumed as reflected in the table below.

CAPITAL RECEIPTS	£
Balance at 31st March 2017	224,310
Anticipated (Net) Receipts in Year	12,000
Applied in Year (Incl. costs to sell)	-147,189
Balance at 31st March 2018	89,121
Anticipated (Net) Receipts in Year	0
Applied in Year (Incl. costs to sell)	-43,688
Balance at 31st March 2019	45,433
Anticipated (Net) Receipts in Year	0
Applied in Year	0
Balance at 31st March 2020	45,433
Anticipated (Net) Receipts in Year	0
Applied in Year	0
Balance at 31st March 2021	45,433
Anticipated (Net) Receipts in Year	0
Applied in Year	0
Balance at 31st March 2022	45,433

- 7.3 A key requirement of the MTFP is the long term planning of capital resources and the Capital Programme. The Prudential Code requires chief finance officers to have full regard to affordability when making recommendations about the local authority's future capital programme. Such consideration includes the level of long-term revenue commitments. Indeed, in considering the affordability of its capital plans, the authority is required to consider all of the resources available to it, including those estimated for the future together with the totality of its capital plans and revenue forecasts for the forthcoming year and the following two years. With effect from the 2007/08 financial year, the Council became reliant on borrowing to support capital expenditure. Long term borrowing totalling £3.552m at 31 March 2013 has been drawn down and this value is used to calculate the Minimum Revenue Provision (MRP) which must be reflected in the revenue estimates. The estimated debt charges for the 2017/18 financial year of £164,389 (comprising MRP of £95,559 and interest at 4.41% and 4.48% of £68,830 on the two remaining loans) will not reduce until 2024/25 when the 15 year lifespan assets drop out of the MRP calculation.
- 7.4 In an effort to reduce the Council's reliance on borrowing, and following concerns about the sustainability of continuing to borrow in the current economic climate, a Capital Investment Reserve was created as part of the 2009/10 closure of accounts. This funding will be used to meet known

commitments, including the repair and maintenance of Council assets and provide resources for future capital investment. The Capital Investment Reserve is reviewed as part of the annual budget preparation, the updating of the MTFP and as part of the closure of accounts process with a view to minimising ongoing revenue costs. After funding existing commitments and with no new capital growth bids for 2018/19, the projected balance on the Capital Investment Reserve at 31 March 2019 is expected to be £996,771. As the capital investment for the health and fitness equipment at Poulton and Thornton Leisure Centres is recovered from the YMCA the reserve increases by £99,590 annually up to and including 2018/19 with £82,990 in the final year 2019/20.

- 7.5** The Council's financial plans support the delivery of strategic plans for assets either through investment, disposals, rationalisation or more efficient asset use. Financial plans show how the financial gap between the need to invest in assets and the budget available will be filled over the long term (for example through prudential borrowing, rationalisation of assets, capital receipts, etc.). In order to avoid significant additional financial pressures, further capital disposals will be required to generate capital receipts to meet capital commitments.

Financial and legal implications	
Finance	Considered in detail in the report above.
Legal	None arising directly from the report.

Other risks/implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

implications	✓ / x
community safety	x
equality and diversity	x
sustainability	x
health and safety	x

risks/implications	✓ / x
asset management	✓
climate change	x
data protection	x

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List of background papers:		
name of document	date	where available for inspection
None.		

List of appendices

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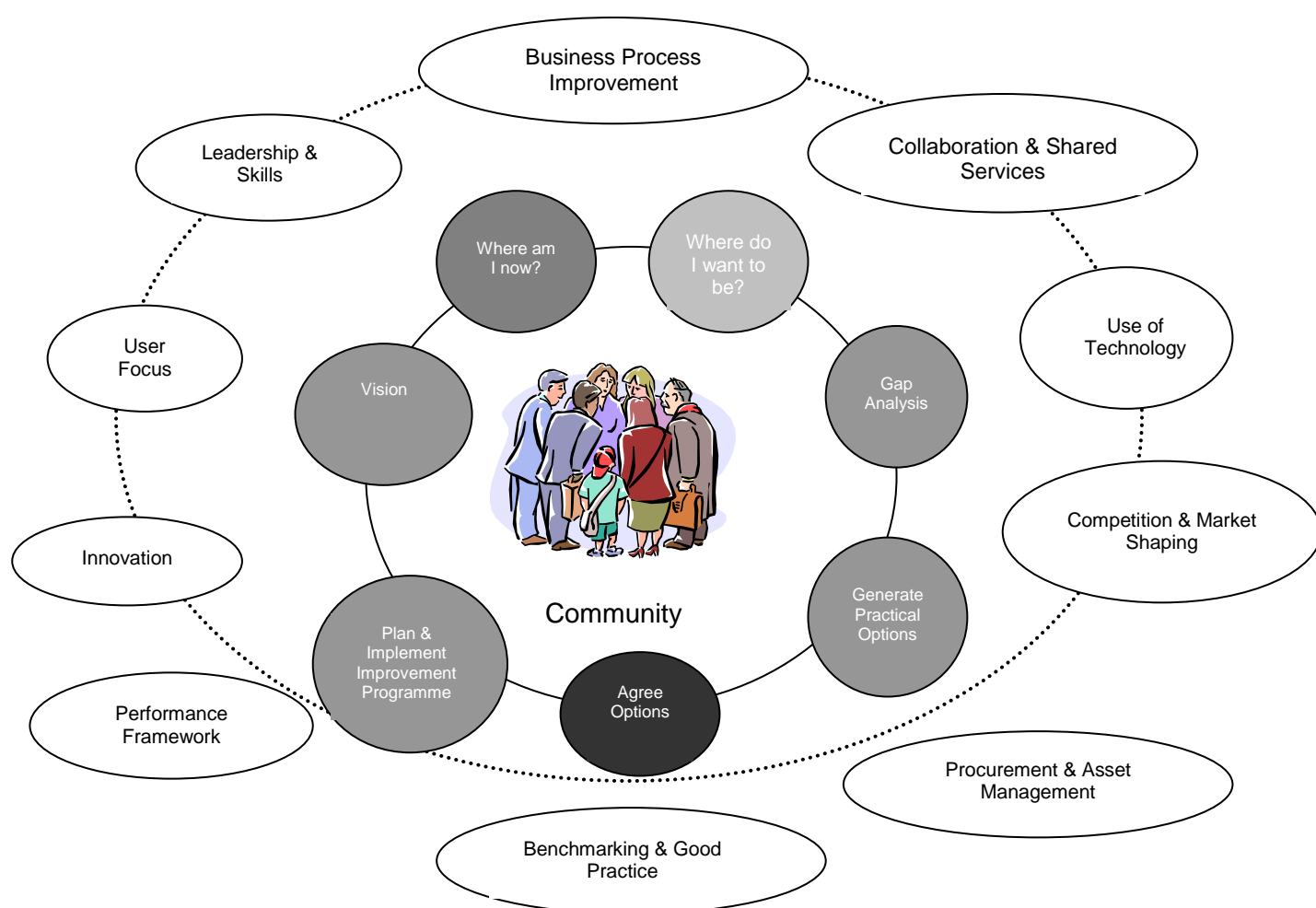
Annual Efficiency Statement

As part of the annual budget cycle, and in determining the Medium Term Financial Plan, the Council has for a number of years identified actions that will improve efficiency, quantifying the estimated expected gains.

Efficiency gains are achieved in the following ways:

- Reduced inputs (money, people, assets, etc.) for the same outputs
- Reduced prices (procurement, labour costs, etc.) for the same outputs
- Additional outputs or improved quality (extra service, productivity, etc.) for the same inputs; and
- Improved ratios of cost/output (unit costs, etc.)

The diagram below sets out a schematic overview of key efficiency tools/facilitators of efficiency that can be used to achieve greater efficiency.



Whilst there is no longer a statutory requirement to produce an Annual Efficiency Statement, the Council is committed to delivering savings year on year to ensure the continued delivery of key services and the achievement of its priorities as reflected within the Business Plan. The table overleaf indicates the efficiency savings achieved to date and those planned for the three-year period commencing 2017/18.

Estimate 2017/18 Mid Year

18/01/2018

	Target Efficiency Saving 2017/18 £	Impact on AES 2018/19 £	Anticipated Efficiency Saving 2019/20 £	Responsible Officer
Service Area/Cost Centre -				
Employee and Running Expenses	42,622	20,000	0	Head of Contact Centre
Explore the potential for further restructuring and processing efficiencies				
Employee Expenses	30,233	0	0	Corporate Mgmt Team
Explore the potential for further restructuring				
Employee Expenses	5,075	0	0	Corporate Mgmt Team
Explore the potential for further restructuring				
Employee Expenses	3,111	33,676	0	Corporate Mgmt Team/Heads of Service
Explore the potential for further restructuring				
Asset Management	2,000	0	66,060	Corporate Mgmt Team
Review of Assets				
Asset Management	10,550	0	0	Head of Built Environment
Letting of office space				
Asset Management	4,000	0	0	Head of Built Environment
Letting of office space				
Asset Management	0	17,500	0	Head of Built Environment
Letting of office space				
Pension Costs	114,233	0	0	Head of Finance
Pre-payment of pension contribution				
Transport Expenses	6,500	0	10,000	Head of Finance
Review of running costs				
Fees and Charges	45,800	35,000	15,000	Corporate Mgmt Team/Heads of Service
Review of budgets				
Procurement / Employee Expenses	10,000	0	9,702	Head of Governance
Review of budgets and explore the potential for further restructuring				
Procurement	0	0	100,000	Corporate Mgmt Team
Digital Transformation				
Procurement	27,050	73,750	0	Corporate Mgmt Team
Review of budgets				
Sub total	301,174	179,926	200,762	
Actual Savings in 2006/07	815,090			
Actual Savings in 2007/08	373,644			
Actual Savings in 2008/09	757,874			
Actual Savings in 2009/10	368,967			
Actual Savings in 2010/11	463,691			
Actual Savings in 2011/12	1,474,372			
Actual Savings in 2012/13	2,058,095			
Actual Savings in 2013/14	685,006			
Actual Savings in 2014/15	267,976			
Actual Savings in 2015/16	353,322			
Actual Savings in 2016/17	350,159			
Cumulative Achievement at 31.03.18	8,269,370			

<u>Revenue Budgets</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Base Borough Requirements, increased for prior year inflation, but excluding Use/Top-up of Balances (shown below).	13,473	13,473	13,836	14,234
<u>Inflationary Assumptions on the above Base.</u>				
Pay Officers and Member Allowances- 2%		202	206	210
Prices, Specific Contracts and Other costs (Variable)/Energy.		161	192	199
<u>Expected Future Changes on the above Base.</u>				
Capital Programme revenue implications.		70	161	121
Employee (incl. Member Allowances) and related cost - NI changes; Pension contributions; Protection; FTCs; long service awards and restructures.		112	134	160
External Grant and Grant Aided schemes - Council Tax Support; Other Local Authorities; S106: Public Realm LCC; Arts; DCLG and DWP.		-5	15	-25
Other Services including - Borough Elections; Citizens Advice Bureau; Leisure Centres; Marine Lake; Commuted Sums; Cemeteries; Licensing; Community Development; Domestic Abuse Service; Marsh Mill; Homelessness; Civic Centre and Life in Wyre Survey.		65	-115	-105
Regeneration/Economic situation changes - Building Control; Local Development Framework; Depots; Fleetwood Market; Parking; MOT Test Centre and Hillhouse Enterprise Zone.		-18	-17	-10
Waste Management - Waste Collection Contract and Green Waste.		5	5	5
Capital Programme, cost of Borrowing and Investment Interest.		-12	-23	-23
Capital Programme, Revenue funding contributions.		-27	56	-150
Reserve Contribution Changes.		-1,056	-1,019	-843
Revenue Support Grant - External Government Grant (all per final Local Government Finance Settlement)	-466	0	0	0
Baseline Funding - External Government Grant (all per final Local Government Finance Settlement)	-3,279	-3,352	-3,419	-3,488
NDR income in excess of Baseline retained by Wyre.	-76	0	0	0
New Homes Bonus - Government Grant.	-1,673	-1,052	-570	-344
Non-Domestic Rates - Government Grant.	-1,408	-16	-2	0
Non-Domestic Rates - Levy.	520	0	0	0
Non-Domestic Rates - Retained Levy (Lancashire Pool).	-468	0	0	0
Collection Fund Adjustment - Council Tax re prior year.	-158	0	0	0
Collection Fund Adjustment - Non-domestic Rates re prior year.	347	0	0	0
Net Wyre Requirement met by Council Tax and Balances.	6,812	8,550	9,440	9,941
Base 18/19 and Forecast Cost met by Council Tax.	7,034	7,332	7,641	7,964
Net Spending change i.e. need to Use/ Top Up (-) Balances.	-222	1,218	1,799	1,977

	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
Balances as at 1 April.	11,824,626	12,047,096	10,828,755	9,029,813
Add Top Up of Balances in Base.	222,470	0	0	0
Less Use of Balances.	0	-1,218,341	-1,798,942	-1,976,997
Balances estimated Surplus / Deficit (-) at 31 March.	12,047,096	10,828,755	9,029,813	7,052,816
NB Prudent level of Balances £930,727.				

Tax Base, assumed circa 1.2% annual increase.	36,270	36,706	37,146	37,592
Forecast Council Tax £ p.	£193.94	£199.74	£205.71	£211.86
Annual Council Tax Increase %.	2.99%	2.99%	2.99%	2.99%
Additional Council Tax income = £		£297,303	£309,741	£322,885

SUMMARY REVENUE ESTIMATES BY PORTFOLIO

Appendix 3

2016/17 Actual		2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Original Estimate
£		£	£	£
548,162	Health and Community Engagement	624,820	586,440	703,730
2,535,542	Leisure and Culture	2,644,050	2,660,610	2,700,740
1,389,400	Neighbourhood Services and Community Safety	2,080,290	1,597,150	2,030,120
1,355,751	Planning and Economic Development	1,416,300	1,501,700	1,243,510
2,662,102	Resources	3,420,410	3,866,880	3,490,440
3,636,918	Street Scene, Parks and Open Spaces	3,926,310	4,063,770	5,089,770
12,127,875	NET COST OF SERVICES	14,112,180	14,276,550	15,258,310
68,592	Interest Paid/Received and MRP	112,570	102,190	118,020
	Contributions from (-)/to:			
17,759,264	Capital Adjustment Account	18,212,940	10,471,660	4,935,780
1,108,207	Other Reserves	-741,014	-300,839	382,771
2,509,468	Balances	1,399,811	1,293,146	222,470
859,036	Financing of Capital Expenditure	261,000	434,068	371,000
-1,473,233	* Investment Properties	0	0	0
5,085	* Transfer to Accumulated Absences Account	0	0	0
470,000	* Pensions interest cost/expected return on pensions assets	0	0	0
-19,185,235	Non Specific Grant income	-20,766,730	-13,128,880	-7,593,000
14,249,059	NET EXPENDITURE BEFORE OTHER GOVERNMENT GRANTS	12,590,757	13,147,895	13,695,351
-2,295,955	New Homes Bonus Government Grant	-2,103,112	-2,103,112	-1,672,728
-7,173	New Homes Bonus Adjustment/Topslice Government Grant	0	-7,600	0
-689,792	Non-Domestic Rates Government Grant	-866,809	-1,386,783	-1,407,932
-1,631,266	Revenue Support Grant (RSG)	-912,199	-912,199	-465,613
-5,142	Transitional Grant	-5,126	-5,126	0
-140,304	Transfers from (-)/to the Collection Fund in respect of Council Tax surpluses/deficits	-131,483	-131,483	-157,558
391,305	Transfers from (-)/to the Collection Fund in respect of NDR surpluses/deficits	1,480,210	1,480,210	346,550
-10,788,486	Transfers from (-)/to the Collection Fund in respect of NDR Wyre retained share	-9,767,946	-9,767,946	-9,933,005
7,352,522	NDR Tariff payment to Central Government	6,406,366	6,385,329	6,577,163
319,522	NDR Levy Retained on Growth	479,717	394,453	520,319
-287,570	NDR Net Retained Levy (Lancashire Pooling)	-431,745	-355,008	-468,287
603,430	Parish Requirements	644,769	644,769	652,985
7,070,150	Council Tax Requirement including Parishes	7,383,399	7,383,399	7,687,245
-603,430	Demand on the Collection Fund - Parish Councils	-644,769	-644,769	-652,985
-6,466,720	Demand on the Collection Fund - Council Tax Requirement for Wyre BC's own purposes.	-6,738,630	-6,738,630	-7,034,260
0		0	0	0

* Year end adjustments.

Balances Summary

	£	£	£
Opening Balance as at 1 April	9,664,340	10,531,480	11,824,626
Add: Contribution to balances	1,399,811	1,293,146	222,470
	11,064,151	11,824,626	12,047,096
Deduct: Contribution from balances	0	0	0
Closing Balance as at 31 March	11,064,151	11,824,626	12,047,096
Minimum Level of Balances Required			930,727

	RSG £	Baseline ** £	Aggregate £
Government Final 2018/19 Finance Settlement - RSG and Baseline Funding Level			
Lower-Tier Funding	-465,613	-3,279,452	-3,745,065
** Baseline Funding Level equivalent also to:-		£	
Transfer from Collection Fund in respect of NNDR Wyre's retained share		-9,933,005	
NDR Tariff payment to Central Government		6,577,163	
		-3,355,842	
Wyre's additional NNDR income compared with Baseline funding level.		-76,390	-76,390
Net RSG and Baseline Funding			-3,837,192

RESERVES, BALANCES AND MANPOWER STATEMENT

Appendix 4

	Actual Balance at 01/04/2017 £	' Top-up ' £	Less to Fund Expenditure £	Estimated Balance at 31/03/2018 £
2017/18 REVISED ESTIMATE				
Reserves				
Building Control	12,199	0	-190	12,009
Business Growth Incentive	9,424	0	-9,424	0
Capital Investment	816,530	99,590	-18,939	897,181
Elections	30,059	41,217	0	71,276
Insurance	28,730	40,000	-3,630	65,100
Investment - I.T. Strategy	336,600	98,141	-285,000	149,741
Land Charges	29,052	0	-4,110	24,942
Leisure Management	186,058	6,340	0	192,398
New Homes Bonus	3,071,302	341,192	-568,749	2,843,745
Non-Domestic Rates Equalisation	1,765,941	1,347,338	-1,480,210	1,633,069
Performance Reward Initiatives	36,367	0	-2,940	33,427
Value for Money	633,520	92,923	-9,052	717,391
Vehicle Replacement/Street Cleansing Maintenance	513,566	226,814	-212,150	528,230
	<u>7,469,348</u>	<u>2,293,555</u>	<u>-2,594,394</u>	<u>7,168,509</u>
Balances				
General	10,531,480	1,293,146	0	11,824,626
TOTAL	<u>18,000,828</u>	<u>3,586,701</u>	<u>-2,594,394</u>	<u>18,993,135</u>

Note. None of the Land Charges 31/03/18 balance is for Personal Search revocation implications.

	Estimated Balance at 01/04/2018 £	' Top-up ' £	Less to Fund Expenditure £	Estimated Balance at 31/03/2019 £
2018/19 LATEST ESTIMATE				
Reserves				
Building Control	12,009	0	-20	11,989
Capital Investment	897,181	99,590	0	996,771
Elections	71,276	41,217	0	112,493
Insurance	65,100	40,000	0	105,100
Investment - I.T. Strategy	149,741	30,604	-135,000	45,345
Land Charges	24,942	0	-7,480	17,462
Leisure Management	192,398	0	0	192,398
New Homes Bonus	2,843,745	0	-568,749	2,274,996
Non-Domestic Rates Equalisation	1,633,069	1,355,900	-346,550	2,642,419
Performance Reward Initiatives	33,427	0	-2,120	31,307
Value for Money	717,391	0	0	717,391
Vehicle Replacement/Street Cleansing Maintenance	528,230	246,379	-371,000	403,609
	<u>7,168,509</u>	<u>1,813,690</u>	<u>-1,430,919</u>	<u>7,551,280</u>
Balances				
General	11,824,626	222,470	0	12,047,096
TOTAL	<u>18,993,135</u>	<u>2,036,160</u>	<u>-1,430,919</u>	<u>19,598,376</u>

Note. None of the Land Charges 31/03/19 balance is for Personal Search revocation implications.

MANPOWER BUDGET

In 2017/18 the Council's Budget included 324.24 (full-time) equivalent staff and in 2018/19 it has made provision for 323.23. The Council continues to implement service reviews resulting in a reduction in full-time equivalent positions since 2004/05 of 31% contributing significant savings towards the Council's commitment to deliver cost effective services.

RESERVES, BALANCES AND MANPOWER STATEMENT

Appendix 4 continued

	Estimated Balance at 01/04/2019 £	' Top-up ' £	Less to Fund Expenditure £	Estimated Balance at 31/03/2020 £
<u>2019/20 LATEST ESTIMATE</u>				
Reserves				
Building Control	11,989	0	0	11,989
Capital Investment	996,771	82,990	0	1,079,761
Elections	112,493	41,217	-153,710	0
Insurance	105,100	40,000	0	145,100
Investment - I.T. Strategy	45,345	45,490	-88,020	2,815
Land Charges	17,462	0	0	17,462
Leisure Management	192,398	0	0	192,398
New Homes Bonus	2,274,996	0	-568,749	1,706,247
Non-Domestic Rates Equalisation	2,642,419	16,430	0	2,658,849
Performance Reward Initiatives	31,307	0	-2,120	29,187
Value for Money	717,391	0	0	717,391
Vehicle Replacement/Street Cleansing Maintenance	403,609	258,157	-344,500	317,266
	<u>7,551,280</u>	<u>484,284</u>	<u>-1,157,099</u>	<u>6,878,465</u>
Balances				
General	12,047,096	0	-1,218,341	10,828,755
	<u>TOTAL</u>	<u>484,284</u>	<u>-2,375,440</u>	<u>17,707,220</u>

Note. None of the Land Charges 31/03/20 balance is for Personal Search revocation implications.

	Estimated Balance at 01/04/2020 £	' Top-up ' £	Less to Fund Expenditure £	Estimated Balance at 31/03/2021 £
<u>2020/21 LATEST ESTIMATE</u>				
Reserves				
Building Control	11,989	0	0	11,989
Capital Investment	1,079,761	0	0	1,079,761
Elections	0	41,217	0	41,217
Insurance	145,100	40,000	0	185,100
Investment - I.T. Strategy	2,815	63,475	-50,000	16,290
Land Charges	17,462	0	0	17,462
Leisure Management	192,398	0	0	192,398
New Homes Bonus	1,706,247	0	-568,749	1,137,498
Non-Domestic Rates Equalisation	2,658,849	2,350	0	2,661,199
Performance Reward Initiatives	29,187	0	-2,030	27,157
Value for Money	717,391	0	0	717,391
Vehicle Replacement/Street Cleansing Maintenance	317,266	264,096	-426,700	154,662
	<u>6,878,465</u>	<u>411,138</u>	<u>-1,047,479</u>	<u>6,242,124</u>
Balances				
General	10,828,755	0	-1,798,942	9,029,813
	<u>TOTAL</u>	<u>411,138</u>	<u>-2,846,421</u>	<u>15,271,937</u>

Note. None of the Land Charges 31/03/21 balance is for Personal Search revocation implications.

RESERVES, BALANCES AND MANPOWER STATEMENT

Appendix 4 continued

	Estimated Balance at 01/04/2021 £	' Top-up ' £	Less to Fund Expenditure £	Estimated Balance at 31/03/2022 £
<u>2021/22 LATEST ESTIMATE</u>				
Reserves				
Building Control	11,989	0	0	11,989
Capital Investment	1,079,761	0	0	1,079,761
Elections	41,217	41,217	0	82,434
Insurance	185,100	40,000	0	225,100
Investment - I.T. Strategy	16,290	61,980	-78,270	0
Land Charges	17,462	0	0	17,462
Leisure Management	192,398	0	0	192,398
New Homes Bonus	1,137,498	0	-568,749	568,749
Non-Domestic Rates Equalisation	2,661,199	0	0	2,661,199
Performance Reward Initiatives	27,157	0	0	27,157
Value for Money	717,391	0	0	717,391
Vehicle Replacement/Street Cleansing Maintenance	154,662	264,668	-221,500	197,830
	<u>6,242,124</u>	<u>407,865</u>	<u>-868,519</u>	<u>5,781,470</u>
Balances				
General	9,029,813	0	-1,976,997	7,052,816
	<u>15,271,937</u>	<u>407,865</u>	<u>-2,845,516</u>	<u>12,834,286</u>

Note. None of the Land Charges 31/03/22 balance is for Personal Search revocation implications.

arm/ex/cab/cr/18/1402cj2 Appendix 4

TRANSFERS TO AND FROM RESERVES

Appendix 5

	2017/18 Revised Estimate		
	' Top Up '	Less to Fund	Net
	£	Expenditure	Transfer
	£	£	£
<u>BUILDING CONTROL</u>			
Chargeable work 2017/18 net deficit.		-190	-190
<u>BUSINESS GROWTH INCENTIVE</u>			
Business Support initiatives.		-9,424	-9,424
<u>CAPITAL INVESTMENT</u>			
Top Up - YMCA equipment contribution, Cabinet 22/10/14 (final year 2019/20).	99,590		
Creation of a Digital Hub at Fleetwood Market.		-8,500	
Replacement Turnstiles to Public Conveniences at Fleetwood Market.		-10,439	
	99,590	-18,939	80,651
<u>ELECTIONS</u>			
Reduced Annual provision 2019 Borough Elections.	41,217		41,217
<u>INSURANCE</u>			
Annual set aside for possible claims.	40,000		
Use - to cover new claims.		-3,630	
	40,000	-3,630	36,370
<u>INVESTMENT - I.T. STRATEGY</u>			
Top Up from IT general savings per latest review.	83,440		
Top Up re CCTV investment net Fylde contribution. Cabinet 3/12/14.	12,680		
Capital Qtr 1 Review. IT Infrastructure savings Cabinet 6/9/17.	2,021		
<u>2016/17 Outturn review</u>			
Fund the IT Infrastructure Costs.		-205,000	
Additional Rolling Replacement Hardware Programme.		-80,000	
	98,141	-285,000	-186,859
<u>LAND CHARGES</u>			
Chargeable work 2017/18 net deficit.		-4,110	-4,110
<u>LEISURE MANAGEMENT</u>			
Top Up, Garstang equipment, YMCA contribution (year 5 of 5).	6,340		6,340
<u>NEW HOMES BONUS</u>			
Top Up for Government Grant (year 5 of 5), see 2013/14.	341,192		
Fund Council Taxpayer income foregone from 11/12 freeze.		-176,689	
Fund Council Taxpayer income foregone from 12/13 freeze.		-176,166	
Fund Council Taxpayer income foregone from 13/14 freeze.		-71,250	
Fund Council Taxpayer income foregone from 14/15 freeze.		-72,037	
Fund Council Taxpayer income foregone from 15/16 freeze.		-72,607	
	341,192	-568,749	-227,557
<u>NON-DOMESTIC RATES EQUALISATION</u>			
Top Up - s31 Local Government Act 2003 Grant net of related NDR Levy.	992,330		
Top Up - NDR Retained Levy (Pooling).	355,008		
Transfer to General Fund, 2015/16 Reserve Top Up.		-1,108,101	
Transfer to General Fund, 2016/17 part Reserve Top Up.		-372,109	
	1,347,338	-1,480,210	-132,872
<u>PERFORMANCE REWARD INITIATIVES</u>			
Volunteer Wyre Project, Cab.19/6/13, incl. slippage from 16/17 and to future years.		-2,940	-2,940

TRANSFERS TO AND FROM RESERVES

Appendix 5 Continued

	2017/18 Revised Estimate		Net Transfer £
	' Top Up ' £	Less to Fund Expenditure £	
VALUE FOR MONEY			
New Burden Single Fraud Investigation Service DWP grant.	1,449		
New Burden Migrant Access to Benefits DWP grant.	714		
New Burden Reduced Temporary Absence Outside GB DWP grant.	711		
New Burden Removal of Assessed Income Period DWP grant.	649		
New Burden DHP Administration DWP grant.	17,430		
New Burden Benefit Cap DWP grant.	9,360		
Universal Credit Delivery Partnership Agreement with DWP.	14,385		
New Burden Right Benefit Initiative DWP grant.	25,110		
New Burden Employment and Support Allowance DWP grant.	1,953		
New Burden Business Rates Relief Supporting Small Businesses DCLG grant.	12,000		
New Burden Real Time Information initial DWP grant.	1,650		
New Burden Real Time Information BDM files.	3,822		
New Burden Various grants.	3,690		
Use - SSD Drives.		-3,390	
Use - Licence Key NDR Legislation.		-3,160	
Use - Contact Centre new 2 year Apprentice to 31/5/17. Post No. PP8210.		-2,502	
	92,923	-9,052	83,871
VEHICLE REPLACEMENT/STREET CLEANSING MAINTENANCE			
Aggregate set-aside for replacement of vehicles, Qtr1 review, Cabinet 6/9/17.	223,814		
Use of Reserve to fund MOT Test Centre Copse Road.		-52,115	
Use of Reserve to fund vehicle replacements/adaptations.		-231,500	
<u>Cabinet 29/11/17 Quarter 2 2017/18 Review</u>			
Vehicle Fleet Replacement Programme cost rephase.		-15,499	
<u>Cabinet 17/1/18 Quarter 3 2017/18 Review</u>			
Vehicle Fleet Replacement Programme cost rephase.		125,000	
Additional Income MOT Centre Top Up Reserve to replace equipment.	3,000		
Vehicle Fleet Replacement Programme - slippage from 16/17.		-38,036	
	226,814	-212,150	14,664
TOTAL NET TRANSFER FROM (-) 2017/18 RESERVES			<u><u>-300,839</u></u>

TRANSFERS TO AND FROM RESERVES

Appendix 5 Continued

	2018/19 Latest Estimate		
	' Top Up '	Less to Fund	Net
	£	Expenditure	Transfer
	£	£	£
<u>BUILDING CONTROL</u>			
Chargeable work 2018/19 net deficit.		-20	-20
<u>CAPITAL INVESTMENT</u>			
Top Up - YMCA equipment contribution, Cabinet 22/10/14 (final year 2019/20).	99,590		99,590
<u>ELECTIONS</u>			
Reduced Annual provision 2019 Borough Elections.	41,217		41,217
<u>INSURANCE</u>			
Annual set aside for possible claims.	40,000		40,000
<u>INVESTMENT - I.T.STRATEGY</u>			
Top Up from IT general savings per latest review.	17,924		
Top Up re CCTV investment net Fylde contribution. Cabinet 3/12/14.	12,680		
Additional Rolling Replacement Hardware Programme.		-135,000	
	30,604	-135,000	-104,396
<u>LAND CHARGES</u>			
Chargeable work 2018/19 net deficit.		-7,480	-7,480
<u>NEW HOMES BONUS</u>			
Fund Council Taxpayer income foregone from 11/12 freeze.		-176,689	
Fund Council Taxpayer income foregone from 12/13 freeze.		-176,166	
Fund Council Taxpayer income foregone from 13/14 freeze.		-71,250	
Fund Council Taxpayer income foregone from 14/15 freeze.		-72,037	
Fund Council Taxpayer income foregone from 15/16 freeze.		-72,607	
	0	-568,749	-568,749
<u>NON-DOMESTIC RATES EQUALISATION</u>			
Top Up - s31 Local Government Act 2003 Grant net of related NDR Levy.	887,613		
Top Up - NDR Retained Levy (Pooling).	468,287		
Transfer to General Fund, 2016/17 part Reserve Top Up.		-285,731	
Transfer to General Fund, 2017/18 part Reserve Top Up.		-60,819	
	1,355,900	-346,550	1,009,350
<u>PERFORMANCE REWARD INITIATIVES</u>			
Volunteer Wyre Project, Cab.19/6/13, incl. slippage from 16/17 and to future years.		-2,120	-2,120
<u>VEHICLE REPLACEMENT/STREET CLEANSING MAINTENANCE</u>			
Aggregate set-aside for replacement of vehicles, Qtr1 review, Cabinet 6/9/17.	246,940		
Aggregate set-aside for replacement of vehicles, Qtr2 review, Cabinet 29/11/17.	10,139		
Aggregate set-aside for replacement of vehicles, Qtr3 review, Cabinet 17/1/18.	-13,700		
Use of Reserve to fund vehicle replacements/adaptations.		-275,500	
<u>Cabinet 29/11/17 Quarter 2 2017/18 Review</u>			
Vehicle Fleet Replacement Programme cost rephase.		29,500	
<u>Cabinet 29/11/17 Quarter 2 2017/18 Review</u>			
Vehicle Fleet Replacement Programme cost rephase.		-125,000	
Additional Income MOT Centre Top Up Reserve to replace equipment.	3,000		
	246,379	-371,000	-124,621
TOTAL NET TRANSFER TO 2018/19 RESERVES			<u><u>382,771</u></u>

TRANSFERS TO AND FROM RESERVES

Appendix 5 Continued

	2019/20 Latest Estimate		
	' Top Up '	Less to Fund	Net
	£	Expenditure	Transfer
	£	£	£
<u>BUILDING CONTROL</u>			
Chargeable work 2019/20 net nil.	0		0
<u>CAPITAL INVESTMENT</u>			
Top Up - YMCA equipment contribution, Cab.22/10/14 (final part year 2019/20).	82,990		82,990
<u>ELECTIONS</u>			
Reduced Annual provision 2019 Borough Elections.	41,217		
Use of Reserve for Borough Elections in 2019.		-153,710	
	<u>41,217</u>	<u>-153,710</u>	-112,493
<u>INSURANCE</u>			
Annual set aside for possible claims.	40,000		40,000
<u>INVESTMENT - I.T.STRATEGY</u>			
Top Up from IT general savings per latest review.	35,980		
Top Up re CCTV investment net Fylde contribution. Cabinet 3/12/14.	9,510		
CCTV Investment.		-38,020	
Additional Rolling Replacement Hardware Programme.		-50,000	
	<u>45,490</u>	<u>-88,020</u>	-42,530
<u>LAND CHARGES</u>			
Chargeable work 2019/20 net nil.	0		0
<u>NEW HOMES BONUS</u>			
Fund Council Taxpayer income foregone from 11/12 freeze.		-176,689	
Fund Council Taxpayer income foregone from 12/13 freeze.		-176,166	
Fund Council Taxpayer income foregone from 13/14 freeze.		-71,250	
Fund Council Taxpayer income foregone from 14/15 freeze.		-72,037	
Fund Council Taxpayer income foregone from 15/16 freeze.		-72,607	
	0	<u>-568,749</u>	-568,749
<u>NON-DOMESTIC RATES EQUALISATION</u>			
<u>Top-Up - s31 Local Government Act 2003 Grant net of related NDR Levy.</u>	16,430		16,430
<u>PERFORMANCE REWARD INITIATIVES</u>			
Volunteer Wyre Project, Cab.19/6/13, incl. slippage from 16/17 and to future years.		-2,120	-2,120
<u>VEHICLE REPLACEMENT/STREET CLEANSING MAINTENANCE</u>			
Aggregate set-aside for replacement of vehicles, Qtr1 review, Cabinet 6/9/17.	253,214		
Aggregate set-aside for replacement of vehicles, Qtr2 review, Cabinet 29/11/17.	1,943		
Use of Reserve to fund vehicle replacements/adaptations.		-344,500	
Additional Income MOT Centre Top Up Reserve to replace equipment.	3,000		
	<u>258,157</u>	<u>-344,500</u>	-86,343
TOTAL NET TRANSFER FROM (-) 2019/20 RESERVES			<u><u>-672,815</u></u>

TRANSFERS TO AND FROM RESERVES

Appendix 5 Continued

	2020/21 Latest Estimate		
	' Top Up '	Less to Fund	Net
	£	Expenditure	Transfer
	£	£	£
<u>BUILDING CONTROL</u>			
Chargeable work 2020/21 net nil.	0		0
<u>CAPITAL INVESTMENT</u>			
	0		0
<u>ELECTIONS</u>			
Reduced Annual provision 2023 Borough Elections.	41,217		41,217
<u>INSURANCE</u>			
Annual set aside for possible claims.	40,000		40,000
<u>INVESTMENT - I.T.STRATEGY</u>			
Top Up from IT general savings per latest review.	63,475		
Additional Rolling Replacement Hardware Programme.		-50,000	
	63,475	-50,000	13,475
<u>LAND CHARGES</u>			
Chargeable work 2020/21 net nil.	0		0
<u>NEW HOMES BONUS</u>			
Fund Council Taxpayer income foregone from 11/12 freeze.		-176,689	
Fund Council Taxpayer income foregone from 12/13 freeze.		-176,166	
Fund Council Taxpayer income foregone from 13/14 freeze.		-71,250	
Fund Council Taxpayer income foregone from 14/15 freeze.		-72,037	
Fund Council Taxpayer income foregone from 15/16 freeze.		-72,607	
	0	-568,749	-568,749
<u>NON-DOMESTIC RATES EQUALISATION</u>			
Top Up - s31 Local Government Act 2003 Grant net of related NDR Levy.	2,350		2,350
<u>PERFORMANCE REWARD INITIATIVES</u>			
Volunteer Wyre Project, Cab.19/6/13, incl. slippage from 16/17 and to future years.		-2,030	-2,030
<u>VEHICLE REPLACEMENT/STREET CLEANSING MAINTENANCE</u>			
Aggregate set-aside for replacement of vehicles, Qtr1 review, Cabinet 6/9/17.	259,153		
Aggregate set-aside for replacement of vehicles, Qtr2 review, Cabinet 29/11/17.	1,943		
Use of Reserve to fund vehicle replacements/adaptations.		-426,700	
Additional Income MOT Centre Top Up Reserve to replace equipment.	3,000		
	264,096	-426,700	-162,604
TOTAL NET TRANSFER FROM (-) 2020/21 RESERVES			<u><u>-636,341</u></u>

TRANSFERS TO AND FROM RESERVES

Appendix 5 Continued

	2021/22 Latest Estimate		
	' Top Up '	Less to Fund	Net
	£	Expenditure	Transfer
	£	£	£
<u>BUILDING CONTROL</u>			
Chargeable work 2020/21 net nil.	0		0
<u>CAPITAL INVESTMENT</u>	0		0
<u>ELECTIONS</u>			
Reduced Annual provision 2023 Borough Elections.	41,217		41,217
<u>INSURANCE</u>			
Annual set aside for possible claims.	40,000		40,000
<u>INVESTMENT - I.T.STRATEGY</u>			
Top Up from IT general savings per latest review.	61,980		
Additional Rolling Replacement Hardware Programme.		-78,270	
	61,980	-78,270	-16,290
<u>LAND CHARGES</u>			
Chargeable work 2020/21 net nil.	0		0
<u>NEW HOMES BONUS</u>			
Fund Council Taxpayer income foregone from 11/12 freeze.		-176,689	
Fund Council Taxpayer income foregone from 12/13 freeze.		-176,166	
Fund Council Taxpayer income foregone from 13/14 freeze.		-71,250	
Fund Council Taxpayer income foregone from 14/15 freeze.		-72,037	
Fund Council Taxpayer income foregone from 15/16 freeze.		-72,607	
	0	-568,749	-568,749
<u>NON-DOMESTIC RATES EQUALISATION</u>			
Top Up - s31 Local Government Act 2003 Grant net of related NDR Levy.	0		0
<u>VEHICLE REPLACEMENT/STREET CLEANSING MAINTENANCE</u>			
After Quarter 3 2017/18 review changes, Cabinet 17/1/18:-			
Aggregate set-aside for replacement of vehicles.	261,668		
Use of Reserve to fund vehicle replacements/adaptations.		-221,500	
Additional Income MOT Centre Top Up Reserve to replace equipment.	3,000		
	264,668	-221,500	43,168
TOTAL NET TRANSFER FROM (-) 2021/22 RESERVES			<u><u>-460,654</u></u>

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PARISH PRECEPTS

<u>PARISH/TOWN COUNCIL</u>	<u>2017/18</u> <u>Precepts</u> £	<u>2018/19</u> <u>Precepts</u> £	<u>2018/19</u> <u>Council</u> <u>Tax Base</u>	<u>2018/19</u> <u>Amount per</u> <u>Band D</u> <u>equivalent</u> <u>property</u> £ p	<u>2017/18</u> <u>Amount per</u> <u>Band D</u> <u>equivalent</u> <u>property</u> £ p	<u>Amount change in</u> <u>2018/19</u> <u>Band D</u> <u>from 2017/18</u> £ p	<u>% change in</u> <u>2018/19</u> <u>Band D</u> <u>from 2017/18</u> %
Barnacre-with-Bonds	6,500	6,000	948.26	6.33	6.93	-0.60	-8.66
Bleasdale	500	800	64.12	12.48	7.73	4.75	61.42
Cabus	9,000	10,000	605.08	16.53	14.92	1.61	10.80
Catterall	65,000	70,000	826.71	84.67	79.61	5.06	6.36
Cloughton-on-Brock	15,000	15,450	316.17	48.87	50.37	-1.50	-2.98
Fleetwood	176,000	167,615	6,435.58	26.05	27.60	-1.55	-5.63
Forton	20,000	20,000	555.41	36.01	38.66	-2.65	-6.86
Garstang	70,167	72,692	1,723.55	42.18	41.66	0.52	1.24
Great Eccleston	16,000	16,500	550.74	29.96	29.58	0.38	1.27
Hambleton	30,000	40,000	1,043.79	38.32	29.57	8.75	29.60
Inskip-with-Sowerby	10,000	10,000	329.77	30.32	31.34	-1.02	-3.24
Kirkland	12,000	12,000	134.80	89.02	87.86	1.16	1.32
Myerscough and Bilsborrow	14,000	14,400	455.24	31.63	34.07	-2.44	-7.16
Nateby	1,465	1,465	222.76	6.58	6.63	-0.05	-0.78
Nether Wyresdale	14,557	14,557	316.93	45.93	46.15	-0.22	-0.49
Out Rawcliffe	5,000	6,500	266.17	24.42	19.08	5.34	27.97
Pilling	54,000	56,000	803.81	69.67	67.80	1.87	2.76
Preesall	92,588	84,101	1,911.35	44.00	48.58	-4.58	-9.43
Stalmine-with-Staynall	23,406	25,305	560.79	45.12	43.26	1.86	4.30
Upper Rawcliffe-with-Tarnacre	6,500	6,500	288.58	22.52	22.70	-0.18	-0.81
Winmarleigh	3,086	3,100	130.46	23.76	23.77	-0.01	-0.04
	<u>644,769</u>	<u>652,985</u>	<u>18,490.07</u>				
Poulton-le-Fylde			7,103.60				
Thornton Cleveleys			10,676.62				
Total Tax Base for Wyre Borough			<u><u>36,270.29</u></u>				

* Head of Finance Delegated Decision.

arm/ex/cab/cr/18/1402cj2 Appendix 6

Indicator No.

1. The actual capital expenditure incurred in 2016/17 and the estimates of capital expenditure for the current and future years that are recommended for approval are:

	2016/17 £000 Actual	2017/18 £000 Estimate	2018/19 £000 Estimate	2019/20 £000 Estimate	2020/21 £000 Estimate	2021/22 £000 Estimate
Housing	1,012	1,777	2,151	1,633	1,633	1,633
Environmental Protective and Cultural Services	20,917	13,867	8,007	365	447	222
Total	21,929	15,644	10,158	1,998	2,080	1,855

2. Estimates of the ratio of financing costs to net revenue stream for the current and future years, and the actual figures for 2016/17 are:

Ratio	0.46%	0.74%	0.82%	0.86%	0.78%	0.77%
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The estimates of financing costs include current commitments and the proposals in the budget report.

3. Estimates of the end of year capital financing requirement for the authority for the current and future years and the actual capital financing requirement at 31st March, 2017 are:

	31/03/17 £000 Actual	31/03/18 £000 Estimate	31/03/19 £000 Estimate	31/03/20 £000 Estimate	31/03/21 £000 Estimate	31/03/22 £000 Estimate
Total Capital Financing Requirement (Expenditure less capital grants and use of usable/setaside receipts)	11,548	11,452	11,356	11,260	11,164	11,068

The capital financing requirement measures the authority's underlying need to borrow for a capital purpose.

To ensure that debt over the medium term is only for capital purposes, debt should not exceed in the short term, exceed the Capital Financing Requirement for the previous, current and next two financial years.

4. Estimates of Impact of Capital Investment Decisions on the Band D Council Tax

	2017/18 £ Estimate	2018/19 £ Estimate	2019/20 £ Estimate	2020/21 £ Estimate	2021/22 £ Estimate
Wyre Borough Council Band D Council Tax	188.31	188.40	188.47	188.56	188.60

These forward estimates reflect the impact of future capital programmes, are not fixed and do not commit the Council.

Prudential and Treasury Management Indicators
Treasury Management

Wyre Borough Council has adopted the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice for Treasury Management in the Public Services.

Indicator No.

1.	External Debt - Authorised Limit (Old Section 45 Limit/New Section 3 Limit)	2017/18 £000 Estimate	2018/19 £000 Estimate	2019/20 £000 Estimate	2020/21 £000 Estimate	2021/22 £000 Estimate
	Borrowing	24,000	24,000	24,000	24,000	24,000
	Other Long Term Liabilities	0	0	0	0	0
	Total Authorised Limit	24,000	24,000	24,000	24,000	24,000

Limit for total external debt (gross of investments).

2.	External Debt - Operational Boundary (Reasonable Limit-day to day)	2017/18 £000 Estimate	2018/19 £000 Estimate	2019/20 £000 Estimate	2020/21 £000 Estimate	2021/22 £000 Estimate
	Borrowing	13,548	13,548	13,548	13,548	13,548
	Other Long Term Liabilities (Deferred Liabilities)	8	8	8	8	8
	Total Operational Boundary	13,556	13,556	13,556	13,556	13,556

Limit for total external debt (gross of investments).

3.	Actual External Debt	31/03/17 £000 Actual
	External Debt-Temporary Borrowing	0
	External Debt-PWLB	1,552
	Other Long Term Liabilities	8
	Total Actual External Debt	1,560

It should be noted that actual external debt is not directly comparable to the authorised limit or operational boundary, since the actual external debt reflects the position at one point in time.

4.	Fixed Interest Rate Exposures	2017/18 % Estimate	2018/19 % Estimate	2019/20 % Estimate
	Principal sums outstanding in respect of borrowing at fixed rates	100	100	100
	Principal sums outstanding in respect of investments that are fixed rate investments	25	25	25

5.	Variable Interest Rate Exposures	2017/18 % Estimate	2018/19 % Estimate	2019/20 % Estimate
	Principal sums outstanding in respect of borrowing at variable rates	25	25	25
	Principal sums outstanding in respect of investments that are variable rate investments	100	100	100

6. Maturity Structure of Borrowing

It is recommended that the Council sets upper and lower limits for the maturity structure of its borrowing as follows.

Amount of projected borrowing that is fixed rate maturing in each period as a % of total projected borrowing that is fixed rate at the start of the period.

	Upper Limit	Lower Limit
Under 12 months	100	0
12 months and within 24 months	45	0
24 months and within 5 years	75	0
5 years and within 10 years	75	0
10 years and above	100	0

7.	Total principal sums invested for periods longer than 364 days	2017/18 £000 Estimate	2018/19 £000 Estimate	2019/20 £000 Estimate
	Total principal sum invested to final maturities beyond the period end	0	0	0

Capital Budget - 2017/18 Revised

	2017/18	2017/18	Funded By.....				Total Funded
	Original Budget £	Latest Budget £	Grants and Contributions £	Revenue £	Capital Receipts £	Loan £	
<u>LEISURE AND CULTURE PORTFOLIO</u>							
<u>Performance and Innovation Directorate</u>							
Garstang Pool Sandfilters	0	52,750	0	0	52,750	0	52,750
Marine Hall Roof	0	7,170	0	0	7,170	0	7,170
Boilers Thornton Little Theatre	0	30,000	0	0	30,000	0	30,000
Public Convenience Turnstiles Fleetwood Market	0	10,439	0	10,439	0	0	10,439
Portfolio Total	0	100,359	0	10,439	89,920	0	100,359
<u>NEIGHBOURHOOD SERVICES AND COMMUNITY SAFETY PORTFOLIO</u>							
<u>Health and Wellbeing Directorate</u>							
<u>Housing (subject to external funding confirmation)</u>							
Disabled Facilities Mandatory Grants	1,498,119	1,623,150	1,623,150	0	0	0	1,623,150
Additional Disabled Facilities Grants and Social Capital Projects	0	153,640	153,640	0	0	0	153,640
Empty Homes Delivery	17,049	0	0	0	0	0	0
<u>People and Places Directorate</u>							
<u>Coastal Protection</u>							
Cell 11 Monitoring (Yr 2 of 5 year programme approved annually):External Costs	3,000	2,998	2,998	0	0	0	2,998
Cell 11 Monitoring (Yr 2 of 5 year programme approved annually):In House Costs	17,000	16,910	16,910	0	0	0	16,910
Rossall Seawall Improvement Works : External Costs	20,488,086	12,741,673	12,741,673	0	0	0	12,741,673
Rossall Seawall Improvement Works In House Fees	82,760	112,470	112,470	0	0	0	112,470
Wyre Beach Management Study	0	22,862	22,862	0	0	0	22,862
Wyre Beach Management Business Case	0	60,000	60,000	0	0	0	60,000
Flood Relief - Repair and Renew Grant	140,000	156,752	156,752	0	0	0	156,752
Portfolio Total	22,246,014	14,890,455	14,890,455	0	0	0	14,890,455
<u>PLANNING AND ECONOMIC DEVELOPMENT PORTFOLIO</u>							
<u>Performance and Innovation Directorate</u>							
Fleetwood Market Lighting	0	49,735	0	0	49,735	0	49,735
Portfolio Total	0	49,735	0	0	49,735	0	49,735
<u>RESOURCES PORTFOLIO</u>							
<u>People and Places Directorate</u>							
Vehicle Fleet Replacement Programme	261,000	160,035	0	160,035	0	0	160,035
MOT Test Centre	0	52,115	0	52,115	0	0	52,115

Capital Budget - 2017/18 Revised - Continued

	2017/18	2017/18	Funded By.....				Total Funded £
	Original Budget £	Latest Budget £	Grants and Contributions £	Revenue £	Capital Receipts £	Loan £	
<u>RESOURCES PORTFOLIO - Continued</u>							
<u>Performance and Innovation Directorate</u>							
Building Improvements	100,000	0	0	0	0	0	0
IT Server and Storage	0	202,979	0	202,979	0	0	202,979
Digital Hub	0	8,500	0	8,500	0	0	8,500
Portfolio Total	361,000	423,629	0	423,629	0	0	423,629
<u>STREET SCENE, PARKS AND OPEN SPACES PORTFOLIO</u>							
<u>People and Places Directorate</u>							
Memorial Park Fleetwood Heritage scheme Phase 2	0	5,848	5,177	0	671	0	5,848
Mount Grounds	0	4,650	4,650	0	0	0	4,650
Mount Grounds Restoration Phase 2	158,840	158,840	158,840	0	0	0	158,840
Tebay Playground Refurbishment	7,000	0	0	0	0	0	0
Mariners Close Playground Removal/Re-landscaping	0	6,863	0	0	6,863	0	6,863
King Georges Playing Fields	0	3,300	3,300	0	0	0	3,300
Refurbishment of Playgrounds - Unallocated	36,688	0	0	0	0	0	0
Portfolio Total	202,528	179,501	171,967	0	7,534	0	179,501
GRAND TOTAL	22,809,542	15,643,679	15,062,422	434,068	147,189	0	15,643,679
<u>Revenue Effect</u>			Interest only on Previous Years' Borrowing		68,830		
			MRP on prior year borrowing		95,559		
			Total Loan Charges		164,389		

The Detailed Capital Programme 2018/19 Onwards

Appendix 9

Capital Budget - 2018/19	2018/19 Budget £	Funded By.....				Total Funded £
		Grants and Contribution: £	Revenue £	Capital Receipts £	Loan £	
<u>NEIGHBOURHOOD SERVICES AND COMMUNITY SAFETY PORTFOLIO</u>						
<u>Health and Wellbeing Directorate</u>						
Housing (subject to external funding confirmation)						
Disabled Facilities Mandatory Grants	2,133,469	2,133,469	0	0	0	2,133,469
Empty Homes Delivery	17,049	17,049	0	0	0	17,049
<u>People and Places Directorate</u>						
<u>Coastal Protection</u>						
Cell 11 Monitoring (Yr 3 of 5 year programme approved annually):External Costs	3,000	3,000	0	0	0	3,000
Cell 11 Monitoring (Yr 3 of 5 year programme approved annually):In House Costs	27,000	27,000	0	0	0	27,000
Rossall Seawall Improvement Works : External Costs	7,480,110	7,480,110	0	0	0	7,480,110
Rossall Seawall Improvement Works In House Fees	19,890	19,890	0	0	0	19,890
Portfolio Total	9,680,518	9,680,518	0	0	0	9,680,518
<u>RESOURCES PORTFOLIO</u>						
<u>People and Places Directorate</u>						
Vehicle Fleet Replacement Programme	371,000	0	371,000	0	0	371,000
Portfolio Total	371,000	0	371,000	0	0	371,000
<u>STREET SCENE, PARKS AND OPEN SPACES PORTFOLIO</u>						
<u>People and Places Directorate</u>						
Tebay Playground Refurbishment	7,000	0	0	7,000	0	7,000
King Georges Playing Fields	63,000	63,000	0	0	0	63,000
Refurbishment of Playgrounds - Unallocated	36,688	0	0	36,688	0	36,688
Portfolio Total	106,688	63,000	0	43,688	0	106,688
GRAND TOTAL	10,158,206	9,743,518	371,000	43,688	0	10,158,206
		<u>Revenue Effect</u>				
		Interest only on Previous Years' Borrowing				68,830
		MRP on prior year borrowing				95,559
		Total Loan Charges				164,389

Capital Budget - 2019/20	2019/20 Budget £	Funded By.....				Total Funded £
		Grants and Contribution: £	Revenue £	Capital Receipts £	Loan £	
<u>NEIGHBOURHOOD SERVICES AND COMMUNITY SAFETY PORTFOLIO</u>						
<u>Health and Wellbeing Directorate</u>						
<u>Housing (subject to external funding confirmation)</u>						
Disabled Facilities Mandatory Grants	1,633,469	1,633,469	0	0	0	1,633,469
<u>People and Places Directorate</u>						
<u>Coastal Protection</u>						
Cell 11 Monitoring (Yr 4 of 5 year programme approved annually):External Costs	3,000	3,000	0	0	0	3,000
Cell 11 Monitoring (Yr 4 of 5 year programme approved annually):In House Costs	17,000	17,000	0	0	0	17,000
Portfolio Total	1,653,469	1,653,469	0	0	0	1,653,469
<u>RESOURCES PORTFOLIO</u>						
<u>People and Places Directorate</u>						
Vehicle Fleet Replacement Programme	344,500	0	344,500	0	0	344,500
Portfolio Total	344,500	0	344,500	0	0	344,500
GRAND TOTAL	1,997,969	1,653,469	344,500	0	0	1,997,969
<u>Revenue Effect</u>		Interest only on Previous Years' Borrowing		68,830		
		MRP on prior year borrowing		95,559		
		Total Loan Charges		164,389		

Capital Budget - 2020/21	Funded By.....					Total Funded £
	2020/21 Budget £	Grants and Contribution: £	Revenue £	Capital Receipts £	Loan £	
<u>NEIGHBOURHOOD SERVICES AND COMMUNITY SAFETY PORTFOLIO</u>						
<u>Health and Wellbeing Directorate</u>						
Housing (subject to external funding confirmation)						
Disabled Facilities Mandatory Grants	1,633,469	1,633,469	0	0	0	1,633,469
<u>People and Places Directorate</u>						
Coastal Protection						
Cell 11 Monitoring (Yr 5 of 5 year programme approved annually):External Costs	3,000	3,000	0	0	0	3,000
Cell 11 Monitoring (Yr 5 of 5 year programme approved annually):In House Costs	17,000	17,000	0	0	0	17,000
Portfolio Total	1,653,469	1,653,469	0	0	0	1,653,469
<u>RESOURCES PORTFOLIO</u>						
<u>People and Places Directorate</u>						
Vehicle Fleet Replacement Programme	426,700	0	426,700	0	0	426,700
Portfolio Total	426,700	0	426,700	0	0	426,700
GRAND TOTAL	2,080,169	1,653,469	426,700	0	0	2,080,169

<u>Revenue Effect</u>	Interest only on Previous Years' Borrowing	68,830
	MRP on prior year borrowing	95,559
	Total Loan Charges	164,389

Capital Budget - 2021/22	2021/22 Budget £	Funded By.....				Total Funded £
		Grants and Contribution: £	Revenue £	Capital Receipts £	Loan £	
<u>NEIGHBOURHOOD SERVICES AND COMMUNITY SAFETY PORTFOLIO</u>						
<u>Health and Wellbeing Directorate</u>						
Housing (subject to external funding confirmation)						
Disabled Facilities Mandatory Grants	1,633,469	1,633,469	0	0	0	1,633,469
Portfolio Total	1,633,469	1,633,469	0	0	0	1,633,469
<u>RESOURCES PORTFOLIO</u>						
<u>People and Places Directorate</u>						
Vehicle Fleet Replacement Programme	221,500	0	221,500	0	0	221,500
Portfolio Total	221,500	0	221,500	0	0	221,500
GRAND TOTAL	1,854,969	1,633,469	221,500	0	0	1,854,969
		<u>Revenue Effect</u>	Interest only on Previous Years' Borrowing		68,830	
			MRP on prior year borrowing		95,559	
			Total Loan Charges		164,389	

Capital Budget - 2017/18 Revised	2017/18 Latest Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
LEISURE AND CULTURE PORTFOLIO					
<u>Performance and Innovation Directorate</u>					
Garstang Pool Sandfilters	52,750	0	0	0	0
Marine Hall Roof	7,170	0	0	0	0
Boilers Thornton Little Theatre	30,000	0	0	0	0
Public Conveniences Turnstiles Fleetwood Market	10,439	0	0	0	0
Portfolio Total	100,359	0	0	0	0
NEIGHBOURHOOD SERVICES AND COMMUNITY SAFETY PORTFOLIO					
<u>Health and Wellbeing Directorate</u>					
<u>Housing (subject to external funding confirmation)</u>					
Disabled Facilities Mandatory Grants	1,623,150	2,133,469	1,633,469	1,633,469	1,633,469
Additional Disabled Facilities Grants and Social Capital Projects	153,640	0	0	0	0
Empty Homes Delivery	0	17,049	0	0	0
<u>People and Places Directorate</u>					
<u>Coastal Protection</u>					
Cell 11 Monitoring (Yr 2 of 5 year prog approved annually):External Costs	2,998	3,000	3,000	3,000	0
Cell 11 Monitoring (Yr 2 of 5 year prog approved annually):In House Costs	16,910	27,000	17,000	17,000	0
Rossall Seawall Improvement Works	12,741,673	7,480,110	0	0	0
Rossall Seawall Improvement Works In House Fees	112,470	19,890	0	0	0
Wyre Beach Management Study	22,862	0	0	0	0
Wyre Beach Management Business Case	60,000	0	0	0	0
Flood Relief - Repair and Renew Grant	156,752	0	0	0	0
Portfolio Total	14,890,455	9,680,518	1,653,469	1,653,469	1,633,469
PLANNING AND ECONOMIC DEVELOPMENT PORTFOLIO					
<u>Performance and Innovation Directorate</u>					
Fleetwood Market Lighting	49,735	0	0	0	0
Portfolio Total	49,735	0	0	0	0
RESOURCES PORTFOLIO					
<u>People and Places Directorate</u>					
Vehicle Fleet Replacement Programme	160,035	371,000	344,500	426,700	221,500
MOT Test Centre	52,115	0	0	0	0
<u>Performance and Innovation Directorate</u>					
IT Server and Storage	202,979	0	0	0	0
Digital Hub	8,500	0	0	0	0
Portfolio Total	423,629	371,000	344,500	426,700	221,500
STREET SCENE, PARKS AND OPEN SPACES PORTFOLIO					
<u>People and Places Directorate</u>					
Memorial Park Fleetwood Heritage scheme Phase 2	5,848	0	0	0	0
Mount Grounds	4,650	0	0	0	0
Mount Grounds Restoration Phase 2	158,840	0	0	0	0
Tebay Playground Refurbishment	0	7,000	0	0	0
Mariners Close Playground Removal/Re-landscaping	6,863	0	0	0	0
King Georges Playing Fields	3,300	63,000	0	0	0
Refurbishment of Playgrounds - Unallocated	0	36,688	0	0	0
Portfolio Total	179,501	106,688	0	0	0
GRAND TOTAL	15,643,679	10,158,206	1,997,969	2,080,169	1,854,969