

Report of:	Meeting	Date	Item No.
P Davies Corporate Director of Resources (S151 Officer)	Cabinet	17 February 2016	5

Revenue Budget, Council Tax and Capital Programme

1. Purpose of report

- 1.1 Confirmation of the Revenue Budget, Council Tax, Revised Capital Budget 2015/16 and Capital Programme 2016/17 onwards.

2. Outcomes

- 2.1 The Council's Revised Revenue Budget for 2015/16 and the Revenue Budget for 2016/17.
- 2.2 To recommend Wyre Borough Council's Council Tax for 2016/17.
- 2.3 The Council's Revised Capital Budget 2015/16 and the Capital Programme 2016/17 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 2015/16 and the Revenue Budget for 2016/17.
 - b. For the purpose of proposing an indicative Council Tax for 2017/18, 2018/19 and 2019/20, taking into account the Medium Term Financial Plan at Appendix 2 which reflects an increase of 1.75% 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 2016/17 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 2016/17.
- 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 2015/16 and the Capital Programme for 2016/17 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 35,277.51 has been calculated as the 2016/17 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	934.73
Bleasdale	61.37
Cabus	593.49
Catterall	804.76
Claughton-on-Brock	275.02
Fleetwood	6,325.30
Forton	497.35
Garstang	1,672.68
Great Eccleston	540.38
Hambleton	988.26
Inskip-with-Sowerby	316.64
Kirkland	135.11
Myerscough and Bilsborrow	404.07
Nateby	227.11
Nether Wyresdale	311.49
Out Rawcliffe	265.58
Pilling	776.58
Preesall	1,889.93
Stalmine-with-Staynall	538.01
Upper Rawcliffe-with-Tarnacre	279.74
Winmarleigh	133.63

3.3 The Council Tax requirement for the Council's own purposes for 2016/17 (excluding Parish precepts) is £6,466,720.

3.4 That the following amounts be calculated for the year 2016/17 in accordance with Sections 31 to 36 of the Act:-

- | | | |
|-----------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a. | £93,549,065 | 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. | £86,478,915 | Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act. |
| c. | £7,070,150 | 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. | £ 200.42 | 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. | £603,430 | 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. | £183.31 | 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 2016/17 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 2016/17 is proposed from the summary below:-

	£m
Net Expenditure (Before Other Government Grants)	14.213
Less NHB, NDR Grant (net of NDR Levy) and Retained Levy	2.930
Less Revenue Support Grant	1.631
Less Baseline Funding	3.120
Less Projected NDR above Baseline Funding	0.316
	<hr/>
	6.216
Add Collection Fund – Council Tax and NDR	0.251
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Amount Required from Council Tax	6.467
Divided by Council Tax Base at Band D equivalent	35,278
Council Tax for 2016/17	£183.31
Council Tax for 2015/16	£180.16
Increase from 2015/16	£3.15

- 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 are fixed for seven years but, like business rates, will be updated each year by the change in the small business multiplier. The tariff for 2016/17 has been updated by 0.8% recognising the increase from 48p to 48.4p.
- 4.4 Councils are allowed to keep 40% of any additional 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 will be 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 2016/17 financial year and the indicative allocation for 2017/18. Between 2010/11 and 2016/17 the Council has lost £5.657m in external support equating to a reduction of 63.3% when compared to the level of grant support received in 2010/11 of £8.936m.

	2015/16 £m	2016/17 £m	2016/17 Reduction		Estimated 2017/18 £m	2017/18 Reduction	
			£m	%		£m	%
RSG	2.456	1.631			0.912		
NNDR	3.094	3.120			3.181		
Total Settlement Funding	5.550	4.751			4.093		
2015/16 Council Tax Freeze Grant	0.072						
Total External Support	5.622	4.751	(0.871)	(15.5)	4.093	(0.658)	(13.8)

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 was only one capital growth bid which has also been reviewed by scrutiny and is reflected 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 for 2016/17 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. Whilst the trigger for local referenda on council tax increases will remain

at 2% for 2016/17, the Secretary of State subsequently announced in his statement to Parliament 8 February that he would allow any shire district council to charge a de-minimis £5 more a year in council tax without triggering the referendum. At Wyre, the annual shortfall in income of £568,749 resulting from the 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 2021/22 financial year when only £394,433 remains in the reserve. Ultimately, the total shortfall met by the reserve will be approximately £3.8m.

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 £1,484 for every new home and each year's grant is paid for 6 years. 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 and there has been an allocation in respect of the 2016/17 financial year of £2,295,955. It is worth stating that whilst the Government set aside monies to fund the New Homes Bonus in year 1 (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 2012/13 additional funding of £182 million was required over and above the initial £250 million, rising to £418million in 2013/14 and £666m in 2014/15. 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 2016/17 they are consulting on changes to the scheme with a view to freeing up resources to be recycled to support authorities with particular pressures, such as adult social care. Changes proposed would be effective for payments in 2017/18 onwards including existing allocations. Consequently, it has been assumed that awards announced to date will no longer be honoured for a 6 year period, reducing the length of payment to 4 years, and no further New Homes Bonus receipts have been anticipated for 2017/18 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 2016/17 to be £8.486m, there will be an unfunded gap of approximately £408,223 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 22 October 2015 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 2016/17, after the 8.5% contribution, is £47,354.

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 10 years ending 31 March 2016 are £7.6m, an average of £762,000 pa. Appendix 1 shows the anticipated savings for 2015/16 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 (£710,654) together with the element of the reduction in business rates that Wyre must meet before receiving any safety net payment (£234,008 in 2016/17), is now £944,660. 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. Following the audit of the 2014/15 final accounts, the 2014/15 actual contribution to the reserve has been used to support the 2016/17 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 2015/16. Having assessed the significance and likelihood of risks associated with the budget assumptions (see Appendix 5 to the MTFP agreed by Cabinet 9 September 2015), 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.

- 5.12** Recognising the significant reduction in government grant, the Council has previously determined not to pass on support to Parish and Town Councils to mitigate any reduction in their taxbase due to the Localised Council Tax Support scheme.

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** Members will recall that previously expenditure financed from borrowing was subject to a 4% charge which diminished annually and was ultimately spread over more than 50 years. The new arrangements for calculating Minimum Revenue Provision (MRP), which were introduced during 2007/08, required 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 £792,551 for Disabled Facilities Grants (DFGs) in 2015/16 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 not yet been notified of the 2016/17 allocation but £792,000 has been assumed at this stage. It is also hoped that Cell Eleven (Coastal Monitoring) Environment Agency funding will continue beyond 31 March 2016 but at this stage no provision has been included.
- 6.4** Funding for the Rossall Coast Protection Scheme was confirmed by the Environment Agency 14 October 2013 and is estimated at £63.2m.
- 6.5** Capital funding for the Fleetwood Seafront improvements from the Coastal Communities Fund was announced by the Department for Communities and Local Government 7 March 2014 at £1,473,242, with a further £50,000 revenue funding being notified 17 December 2015 for 2015/16 from the Coastal Revival Fund.

7. Capital Budget 2015/16 and Programme 2016/17 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 3 years of just under £4m, including fixtures and fittings for the Marine Hall and Thornton Little Theatre and a number of other schemes where further work is required before a recommendation can be made to proceed. The limited capital funds that are currently available has resulted in only one capital growth bid being submitted for consideration by Overview and Scrutiny relating to building improvements totalling £427,400 in 2016/17. The committee agreed, at their meeting 7 December 2015 that the bid should be supported and noted that the projects listed were simply the current priorities, which could change in response to currently unpredicted changes in circumstances. The expenditure is also subject to anticipated capital receipts being received. The Revised Capital Budget for 2015/16 and the Capital Programme 2016/17 onwards are shown in detail at Appendices 8 and 9. A summary by Portfolio for 2015/16 and 2016/17 is reflected in the table below. The Revised Capital Budget for 2015/16 reflects the third quarter review of spending as reported in the TEN Performance Management System and approved by Cabinet at their meeting on 20 January 2016.

Wyre Borough Council – Capital Budget 2015/16 and Programme 2016/17

	Revised Estimate 2015/16 £	Original Estimate 2016/17 £
Health and Community Engagement	4,000	0
Leisure and Culture	1,171,202	300,000
Neighbourhood Services and Community Safety	15,275,757	25,457,086
Planning and Economic Development Resources	1,193,483	0
Street Scene, Parks and Open Spaces	295,441	711,900
	1,177,264	374,326
TOTAL FINANCING REQUIREMENT	19,117,147	26,843,312
Grants and Contributions	17,412,087	25,799,316
Revenue	1,258,120	584,500
Capital Receipts	446,940	459,496
Borrowing	0	0
TOTAL FINANCING	19,117,147	26,843,312

- 7.2** The financing reflects capital receipts arising from the disposal of part of Hardhorn Road car park in Poulton and Cleveleys Community Centre/Church. The availability and application of capital receipts has been assumed as reflected in the table below.

CAPITAL RECEIPTS	£
Balance at 31 March 2015	504,214
Anticipated Receipts in Year	160,000
Applied in Year	-453,340
Balance at 31 March 2016	210,874

Anticipated Receipts in Year	285,000
Applied in Year	-478,215
Balance at 31 March 2017	17,659
	£
Anticipated Receipts in Year	0
Applied in Year	-0
Balance at 31 March 2018	17,659
Anticipated Receipts in Year	0
Applied in Year	-0
Balance at 31 March 2019	17,659
Anticipated Receipts in Year	0
Applied in Year	-0
Balance at 31 March 2020	17,659

- 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 2015/16 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 capital growth bids for 2016/17, the projected balance on the Capital Investment Reserve at 31 March 2017 is expected to be £67,304. 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 2019/20 when £82,990 is reimbursed.

- 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

List of appendices

- Appendix 1 - Annual Efficiency Statement
 Appendix 2 - Medium Term Financial Plan - Summary Financial Forecast

- 3 - Summary Revenue Estimates by Portfolio
 - Health and Community Engagement
 - Leisure and Culture
 - Neighbourhood Services and Community Safety
 - Planning and Economic Development
 - Resources
 - Street Scene, Parks and Open Spaces
- 4 - Reserves, Balances and Manpower Statement
- 5 - Transfers to and from Reserves
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- 7 - Prudential and Treasury Management Indicators
- 8 - The Revised Capital Budget 2015/16
- 9 - The Capital Programme 2016/17 Onwards
- 10 - Summary Capital Expenditure by Scheme 2015/16 Onwards

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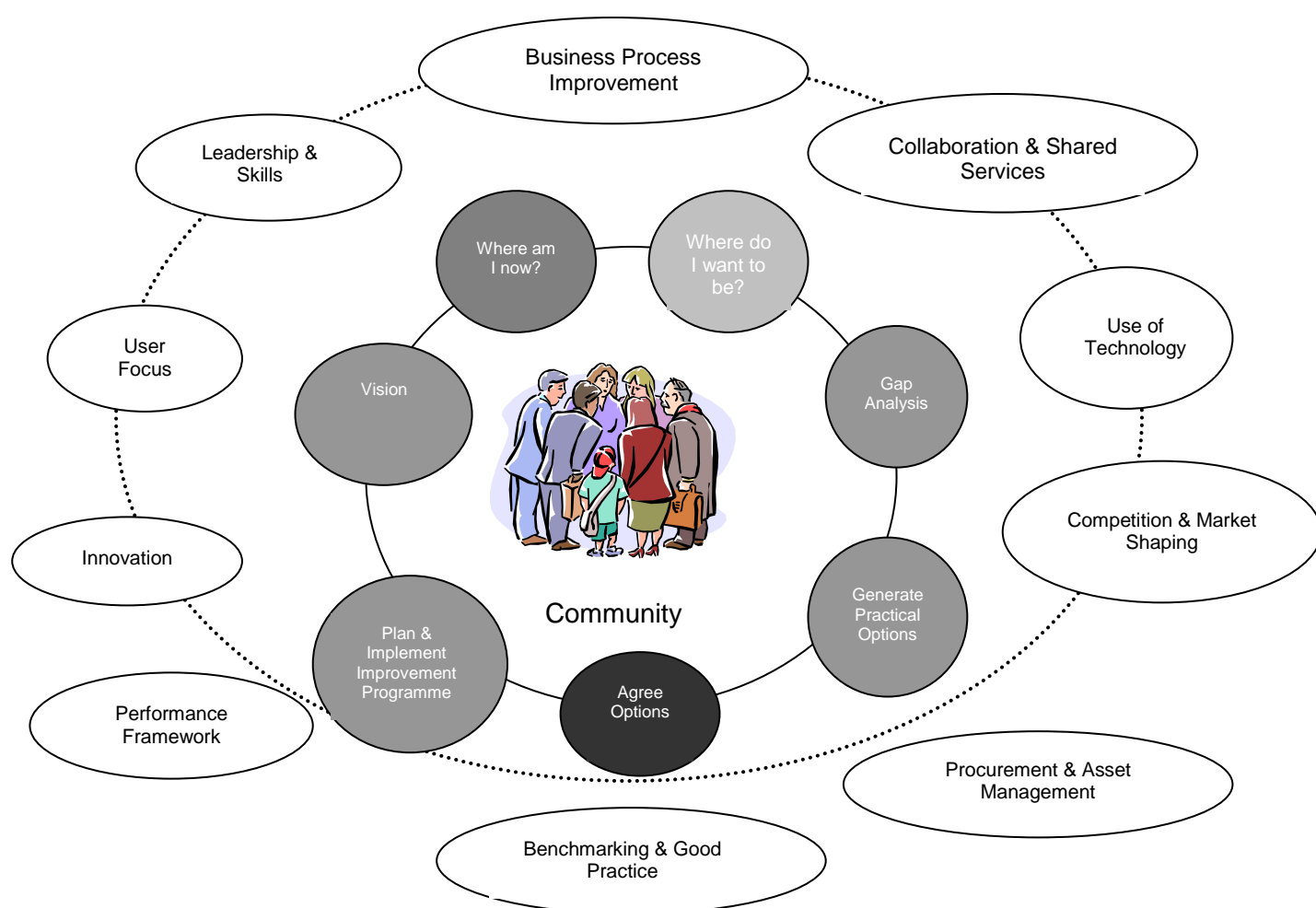
Annual Efficiency Statement

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 2015/16.

Efficiency Programme 2015/16 to 2017/18
09/02/2016

Estimate 2015/16 Mid Year	Target Efficiency Saving 2015/16 £		Impact on AES 2016/17 £	Anticipated Efficiency Saving 2017/18 £	Responsible Officer
Service Area/Cost Centre -					
Employee Expenses	46,206	All Directorates - Contact Centre Savings (Less eRevenues Software)	52,028	30,130	Head of Contact Centre
Explore the potential for further restructuring					
Employee Expenses	97,911	All Directorates - Land Charges/IT - see Officer Delegation Report 30.04.14 - effective 01.04.15			Head of Business Support
Explore the potential for further restructuring					
Employee Expenses	34,559	All Directorates - Communications Team and Senior Management Restructure	93,840	30,233	Management Team
Explore the potential for further restructuring					
Employee Expenses	0	All Directorates - Sports Development - see Officer Delegation Report 30.09.15 - Full Year Impact 16/17	26,330		Head of Culture, Leisure and Tourism
Explore the potential for further restructuring					
Employee Expenses	0	All Directorates - Garstang Business Centre - see Officer Delegation Report 30.09.15 - Full Year Impact 16/17	5,075		Head of Culture, Leisure and Tourism
Explore the potential for further restructuring					
Employee Expenses	0	All Directorates - Environmental Health/Community Safety - see Officer Delegation Report Dec'15 - Full Year Impact 16/17	32,269	7,461	Head of Environmental Health/Community Safety
Explore the potential for further restructuring					
Employee Expenses	0	All Directorates - Incl. Transformation, Electoral Reg'n, Civic Centre, Private Sector Housing		54,055	Senior Leadership Team
Explore the potential for further restructuring					
Employee Expenses	0	All Directorates - Engineering Team - Coastal Management via Cell Eleven Funding for Wyre and Fylde	20,000		Head of Engineering
Contributions to Costs					
Leisure Review	129,827	Year 1 savings per Cabinet Report 12.09.12 at Poulton and Thornton Leisure Centres - Effective Date 01.04.15			Corporate Director of People and Places
Review of facilities/provision					
Asset Management	0	Rent of Civic Centre to Lockwood Avenue Surgery/CCG - effective 01.07.16 (with 3 month rent free period)	21,100	21,100	Management Team
Letting of office space					
Asset Management	0	Rent of PYCC to Queensway Surgery/CCG - effective 01.10.17 (15-18 months turnaround)		26,000	Management Team
Letting of office space					
Asset Management	913	Rent of Civic Centre Ground Floor rooms to Lancashire Police - assumed to be effective 01.04.15	2,738		Head of Built Environment
Letting of office space					
Asset Management	0	Rent of Former TIC at Fleetwood - full year impact 2016/17	3,500		Head of Built Environment
Letting of office space					
Treasury Management	0	Advance of £2m loan		110,000	Management Team
Loan to Registered Social Landlord					
Council Tax Exemptions and Discounts	0	Reform of council tax discounts and exemptions (agreed at Council 03.12.15 and 21.01.16 - effective 01.04.16)	46,824		Corporate Director of Resources
Review following Government Reforms					
Electoral Review	20,100	Reduced members allowances (falling from 55 to 50) effective May 2015 (5@ £4,020)			Management Team
Reduction in Council Size					
Asset Management	0	Rent of Civic Centre to Pharmacy - effective 6 months following relocation of Lockwood i.e. 01.01.17		4,787	Management Team
Letting of office space					
Procurement	18,000	Review of training and street cleansing fuel budgets wef Apr'15 and Mayoral budget wef 2017/18		10,000	Senior Leadership Team
Review of budgets					
Procurement	6,720	Replacement of MFDs council wide - effective 01.04.15			Head of Transformation
Replacement of MFDs					
	354,235		303,703	293,765	
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				
Cumulative Achievement at 31.03.16	7,618,950				

MEDIUM TERM FINANCIAL PLAN - SUMMARY FINANCIAL FORECAST

Appendix 2

<u>Revenue Budgets</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>
	£'000	£'000	£'000	£'000
Base Borough Requirements, increased for prior year inflation, but excluding Use/Top-up of Balances (shown below).	12,827	12,827	13,069	13,317
<u>Inflationary Assumptions on the above Base.</u>				
Pay Officers and Member Allowances- 1% to 1.23%		116	118	119
Prices, Specific Contracts and Other costs (Variable)/Energy (0%).		126	130	133
<u>Expected Future Changes on the above Base.</u>				
Capital Programme revenue implications.		3	9	6
Employee (incl. Member Allowances) and related cost - NI changes; Pension contributions; Protection; FTCs; long service awards and restructures.		153	205	207
External Grant and Grant Aided schemes - Council Tax Support; Performance Reward Grant (incl. Shaping Your Neighbourhood); Other Local Authority funding and Public Realm LCC.		2	2	3
Other Services including - Borough Elections; Citizens Advice Bureau; Leisure Centres; Marine Lake; Commuted Sums; Cemeteries; Licensing; LCC Domestic Abuse Service; Marsh Mill; Homelessness; Civic Centre; Surface Water Drainage and Life in Wyre study.		-84	-58	143
Regeneration/Economic situation changes - Building Control; Development Control; Local Plan; Jameson Road Tip; Fleetwood Market; Parking and Estates.		29	17	22
Waste Management - Bulky Household Waste and Cost Share Allowance.		22	1,000	1,000
Capital Programme, cost of Borrowing and Investment Interest.		-68	10	10
Capital Programme, Revenue funding contributions.		-338	-395	-240
Reserve Contribution Changes.		-671	-590	-955
Revenue Support Grant - External Government Grant (all per final Local Government Finance Settlement)	-1,631	-912	-466	0
Baseline Funding - External Government Grant (all per final Local Government Finance Settlement)	-3,120	-3,181	-3,275	-3,380
NDR income in excess of Baseline retained by Wyre.	-316	0	0	0
New Homes Bonus - Government Grant.	-2,296	-1,536	-1,103	-482
Non-Domestic Rates - Government Grant.	-680	0	0	0
Non-Domestic Rates - Levy.	462	0	0	0
Non-Domestic Rates - Retained Levy (Lancashire Pool).	-416	0	0	0
Collection Fund Adjustment - Council Tax re prior year.	-140	0	0	0
Collection Fund Adjustment - Non-domestic Rates re prior year.	391	0	0	0
Net Wyre Requirement met by Council Tax and Balances.	5,081	6,488	8,673	9,903
Base 16/17 and Forecast Cost met by Council Tax.	6,467	6,617	6,770	6,927
Net Spending change i.e. need to Use/ Top Up (-) Balances.	-1,386	-129	1,903	2,976

	£	£	£	£
Balances as at 1 April.	7,134,222	8,519,758	8,648,494	6,745,034
Add Top Up of Balances in Base.	1,385,536	128,736	0	0
Less Use of Balances.	0	0	-1,903,460	-2,976,032
Balances estimated Surplus / Deficit (-) at 31 March.	8,519,758	8,648,494	6,745,034	3,769,002
NB Prudent level of Balances £945,140.				

Tax Base, assumed circa 0.5% annual increase.	35,278	35,475	35,673	35,871
Forecast Council Tax £ p.	£183.31	£186.52	£189.78	£193.10
Annual Council Tax Increase %.	1.75%	1.75%	1.75%	1.75%
Additional Council Tax income = £		£150,144	£153,198	£156,640

SUMMARY REVENUE ESTIMATES BY PORTFOLIO

Appendix 3

2014/15 Actual		2015/16 Original Estimate	2015/16 Revised Estimate	2016/17 Original Estimate
£		£	£	£
601,880	Health and Community Engagement	651,270	678,790	646,960
2,971,549	Leisure and Culture	2,944,660	3,061,850	2,620,580
1,797,657	Neighbourhood Services and Community Safety	1,986,790	2,088,010	2,184,750
1,768,450	Planning and Economic Development	1,382,820	1,594,070	1,272,440
2,624,052	Resources	3,449,070	4,014,580	3,430,520
4,383,953	Street Scene, Parks and Open Spaces	4,695,870	4,711,990	4,246,050
14,147,541	NET COST OF SERVICES	15,110,480	16,149,290	14,401,300
117,787	Interest Paid/Received and MRP	106,440	83,600	80,350
	Contributions from (-)/to:			
6,036,176	Capital Adjustment Account	17,148,280	13,534,240	22,480,730
-954,953	Other Reserves	183,464	-350,081	187,979
-678,495	Balances	1,521,657	670,230	1,385,536
4,781,336	Financing of Capital Expenditure	652,500	1,258,120	584,500
-307,012	* Investment Properties	0	0	0
-67,593	* Transfer to Accumulated Absences Account	0	0	0
603,000	* Pensions interest cost/expected return on pensions assets	0	0	0
-9,306,031	Non Specific Grant income	-20,013,430	-16,437,990	-24,907,320
14,371,756	NET EXPENDITURE BEFORE OTHER GOVERNMENT GRANTS	14,709,391	14,907,409	14,213,075
-72,037	Council Tax Freeze Government Grant	-72,607	-72,607	0
-1,193,228	New Homes Bonus Government Grant	-1,813,689	-1,813,689	-2,295,955
-10,236	New Homes Bonus Adjustment/Topslice Government Grant	0	-10,030	0
-794,967	Non-Domestic Rates Government Grant	-900,744	-919,835	-680,412
-3,467,744	Revenue Support Grant (RSG)	-2,455,974	-2,455,974	-1,631,266
-100,261	Transfers from (-)/to the Collection Fund in respect of Council Tax surpluses/deficits	-150,924	-150,924	-140,304
-9,280	Transfers from (-)/to the Collection Fund in respect of NDR surpluses/deficits	-307,711	-307,711	391,305
-10,189,311	Transfers from (-)/to the Collection Fund in respect of NDR Wyre retained share	-10,590,239	-10,590,239	-10,788,486
7,155,037	NDR Tariff payment to Central Government	7,291,757	7,291,757	7,352,522
456,674	NDR Levy payment to Central Government	522,276	353,379	462,415
0	NDR Retained Levy (Lancashire Pooling)	0	0	-416,174
472,111	Parish Requirements	488,193	488,193	603,430
6,618,514	Council Tax Requirement including Parishes	6,719,729	6,719,729	7,070,150
-472,111	Demand on the Collection Fund - Parish Councils	-488,193	-488,193	-603,430
-6,146,403	Demand on the Collection Fund - Council Tax Requirement for Wyre BC's own purposes.	-6,231,536	-6,231,536	-6,466,720
0		0	0	0

* Year end adjustments.

Balances Summary

	£	£	£
Opening Balance as at 1 April	5,757,202	6,463,992	7,134,222
Add: Contribution to balances	1,521,657	670,230	1,385,536
	7,278,859	7,134,222	8,519,758
Deduct: Contribution from balances	0	0	0
Closing Balance as at 31 March	7,278,859	7,134,222	8,519,758
Minimum Level of Balances Required			944,660

	RSG £	Baseline ** £	Aggregate £
Government Final 2016/17 Finance Settlement - RSG and Baseline Funding Level			
Lower-Tier Funding	-1,631,266	-3,120,101	-4,751,367
** Baseline Funding Level equivalent also to:-		£	
Transfer from Collection Fund in respect of NNDR Wyre's retained share		-10,788,486	
NDR Tariff payment to Central Government		7,352,522	
		-3,435,964	
Wyre's additional NNDR income compared with Baseline funding level.		-315,863	-315,863
Net RSG and Baseline Funding			-315,863

Health and Community Engagement Portfolio

The Council's overall priorities are:-

- Promote economic, housing and employment growth.
- Attract investment to Wyre and support businesses to survive, grow and prosper.
- Maximise Wyre's tourism opportunities.
- Protect our communities from flooding.
- Facilitate clean energy opportunities.
- Improve the health and wellbeing of our communities.
- Support older people to remain independent.
- Explore different service delivery models.
- Encourage community ownership and a shared responsibility for improving our neighbourhoods.
- Explore commercial opportunities.
- Improve the return from our assets.
- Provide cost effective, quality services.

Services which contribute towards delivering our Health and Community Engagement Portfolio theme comprise:-

2014/15 Actuals £		2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
75,798	Community Development	54,320	41,660	50,090
227,477	Environmental Protection	234,180	240,080	249,450
298,605	Regulatory and Licensing Services	362,770	397,050	347,420
601,880	Portfolio Total	651,270	678,790	646,960

Within the Business Plan 2015 to 2019 (April 2016 Update) our actions include:

- We will support Elected Members and Parish and Town Councils to improve neighbourhoods through empowering communities and encouraging active citizenship.
- We will explore external funding opportunities to help deliver future priorities.

Performance indicators, linked to the Health and Community Engagement Portfolio, are contained within the TEN Performance Management System and individual Service Plans. Performance against these projects and targets is regularly reported.

Actual expenditure and income figures for 2014/15 and updated projections for each of the service areas follow.

Community Development

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
75,798 Expenditure	54,320	41,660	50,090
0 Income	0	0	0
<u>75,798</u> Net Expenditure / Income (-)	<u>54,320</u>	<u>41,660</u>	<u>50,090</u>

Key Activities:

Community Development

Shaping Your Neighbourhood – Health and Community Engagement Portfolio – 2014/15 only

Responsible Officer:

Service Director Health and Wellbeing.

Environmental Protection

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
292,366 Expenditure	287,110	298,360	299,770
-64,889 Income	-52,930	-58,280	-50,320
<u>227,477</u> Net Expenditure / Income (-)	<u>234,180</u>	<u>240,080</u>	<u>249,450</u>

Key Activities:

Air Pollution

Burial Expenses

Contaminated Land

Drainage Investigation

L A Pollution Prevention Control

Noise Control

Pest Control

Public Health - Miscellaneous Pollution

Radioactivity Monitoring

Responsible Officer:

Service Director Health and Wellbeing.

Regulatory and Licensing Services

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
536,987 Expenditure	591,010	636,840	574,600
-238,382 Income	-228,240	-239,790	-227,180
<u>298,605</u> Net Expenditure / Income (-)	<u>362,770</u>	<u>397,050</u>	<u>347,420</u>

Key Activities:

Animal Health Licensing

Food Safety

Gambling Act Licensing

General Licensing - Chargeable

General Licensing - Non-chargeable

Health and Safety at Work

Licensing Act

Licensing Enforcement - Non Fee Earning

Private Water Supplies

Taxi Licensing

Water Samples

Responsible Officer:

Service Director Health and Wellbeing.

Leisure and Culture Portfolio

The Council's overall priorities are:-

- Promote economic, housing and employment growth.
- Attract investment to Wyre and support businesses to survive, grow and prosper.
- Maximise Wyre's tourism opportunities.
- Protect our communities from flooding.
- Facilitate clean energy opportunities.
- Improve the health and wellbeing of our communities.
- Support older people to remain independent.
- Explore different service delivery models.
- Encourage community ownership and a shared responsibility for improving our neighbourhoods.
- Explore commercial opportunities.
- Improve the return from our assets.
- Provide cost effective, quality services.

Services which contribute towards delivering our Leisure and Culture Portfolio theme comprise:-

2014/15 Actuals £		2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
318,715	Arts Development Events and Volunteering	153,210	274,960	128,380
-32,543	Cemetery Services	62,090	38,410	26,530
324,297	Countryside	306,160	303,780	275,370
1,634,741	Recreation and Sport Facilities	1,612,130	1,654,270	1,344,470
490,781	Theatres and Public Entertainment	558,340	551,660	583,330
235,558	Tourism	252,730	238,770	262,500
<u>2,971,549</u>	Portfolio Total	<u>2,944,660</u>	<u>3,061,850</u>	<u>2,620,580</u>

Within the Business Plan 2015 to 2019 (April 2016 Update) our actions include:

- We will develop a programme of work to promote healthy choices and healthier lifestyles to keep people well through better use of our leisure centres, recreational facilities, parks and open spaces.
- We will deliver improvements to the Leisure Centre and Swimming Centre in Garstang by September 2016.
- We will explore external funding opportunities to help deliver future priorities.

Performance indicators, linked to the Leisure and Culture Portfolio, are contained within the TEN Performance Management System and individual Service Plans. Performance against these projects and targets is regularly reported.

Actual expenditure and income figures for 2014/15 and updated projections for each of the service areas follow.

Arts Development Events and Volunteering

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
375,277 Expenditure	200,510	406,910	128,880
-56,562 Income	-47,300	-131,950	-500
<u>318,715</u> Net Expenditure / Income (-)	<u>153,210</u>	<u>274,960</u>	<u>128,380</u>

Key Activities:

Arts Development/Promotion
Coastal Communities Fund Revenue Schemes – up to 2015/16
Marsh Mill
Volunteer Wyre Project

Responsible Officer:

Service Director Health and Wellbeing.

Cemetery Services

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
242,946 Expenditure	325,020	278,180	282,270
-275,489 Income	-262,930	-239,770	-255,740
<u>-32,543</u> Net Expenditure / Income (-)	<u>62,090</u>	<u>38,410</u>	<u>26,530</u>

Key Activities:

Fleetwood Cemetery
Poulton Cemeteries
Presall Cemetery

Responsible Officer:

Service Director People and Places.

Countryside

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
353,778 Expenditure	330,440	322,900	302,920
-29,481 Income	-24,280	-19,120	-27,550
<u>324,297</u> Net Expenditure / Income (-)	<u>306,160</u>	<u>303,780</u>	<u>275,370</u>

Key Activities:

Countryside General
Wyre Estuary Country Park

Responsible Officer:

Service Director People and Places.

Recreation and Sport Facilities

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
1,800,712 Expenditure	1,885,270	1,938,820	1,648,560
-165,971 Income	-273,140	-284,550	-304,090
<u>1,634,741</u> Net Expenditure / Income (-)	<u>1,612,130</u>	<u>1,654,270</u>	<u>1,344,470</u>

Key Activities:

Extended Activities - up to 2015/16
Fleetwood Leisure Centre
Foreshore/Promenade Cleveleys
Foreshore/Promenade Fleetwood
Garstang Leisure Centre
Garstang Swimming Centre
Marine Gardens Games
Marine Lake

Poulton Swimming Centre
Rossall Point Observatory
Skipool Berths
Sports Development
Thornton Leisure Centre

Responsible Officer:

Service Director Health and Wellbeing.

Theatres and Public Entertainment

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
827,947 Expenditure	885,430	883,010	911,370
-337,166 Income	-327,090	-331,350	-328,040
<u>490,781</u> Net Expenditure / Income (-)	<u>558,340</u>	<u>551,660</u>	<u>583,330</u>

Key Activities:

Marine Hall Fleetwood (including Bars and Catering)
Thornton Little Theatre

Responsible Officer:

Service Director Health and Wellbeing.

Tourism

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
262,026 Expenditure	280,810	265,590	288,150
-26,468 Income	-28,080	-26,820	-25,650
<u>235,558</u> Net Expenditure / Income (-)	<u>252,730</u>	<u>238,770</u>	<u>262,500</u>

Key Activities:

Cleveleys TIC (i-Bus)
Fleetwood TIC
Garstang TIC
General Promotions
Tourism

Responsible Officer:

Service Director Health and Wellbeing.

Neighbourhood Services and Community Safety Portfolio

The Council's overall priorities are:-

- Promote economic, housing and employment growth.
- Attract investment to Wyre and support businesses to survive, grow and prosper.
- Maximise Wyre's tourism opportunities.
- Protect our communities from flooding.
- Facilitate clean energy opportunities.
- Improve the health and wellbeing of our communities.
- Support older people to remain independent.
- Explore different service delivery models.
- Encourage community ownership and a shared responsibility for improving our neighbourhoods.
- Explore commercial opportunities.
- Improve the return from our assets.
- Provide cost effective, quality services.

Services which contribute towards delivering our Neighbourhood Services and Community Safety Portfolio theme comprise:-

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
-318,321 Car Parking	-265,010	-167,720	-58,720
241,665 Community Safety	269,450	309,090	207,840
73,768 Consumer Protection	85,730	95,850	94,260
1,021,586 Flood Risk Management	1,027,190	1,036,110	1,043,200
213,457 Housing Benefits	384,370	374,170	423,920
565,502 Housing Services	485,060	440,510	474,250
<u>1,797,657</u> Portfolio Total	<u>1,986,790</u>	<u>2,088,010</u>	<u>2,184,750</u>

Within the Business Plan 2015 to 2019 (April 2016 Update) our actions include:

- We will construct the Rossall Sea Defence Scheme.
- We will work with our partners (LCC, Health, Police and Voluntary sector) to support integrated wellbeing, prevention and early help services to reduce demand on specialist services.
- We will develop support services to help people to stay in their own home.
- We will explore external funding opportunities to help deliver future priorities.

Performance indicators, linked to the Neighbourhood Services and Community Safety Portfolio, are contained within the TEN Performance Management System and individual Service Plans. Performance against these projects and targets is regularly reported.

Actual expenditure and income figures for 2014/15 and updated projections for each of the service areas follow.

Car Parking

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
748,942 Expenditure	691,620	665,260	511,960
-1,067,263 Income	-956,630	-832,980	-570,680
<u>-318,321</u> Net Expenditure / Income (-)	<u>-265,010</u>	<u>-167,720</u>	<u>-58,720</u>

Key Activities:

Car Parks Unmetered
Off Street Car Parking

Responsible Officer:

Service Director People and Places.

Community Safety

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
311,799 Expenditure	291,750	412,440	224,940
-70,134 Income	-22,300	-103,350	-17,100
<u>241,665</u> Net Expenditure / Income (-)	<u>269,450</u>	<u>309,090</u>	<u>207,840</u>

Key Activities:

Children`s Trust
Community Safety Operations
Working Together With Families
Wyre & Lancaster Hate Crime Project - up to 2015/16

Responsible Officer:

Service Director Health and Wellbeing.

Consumer Protection

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
73,768 Expenditure	85,730	95,850	94,260
0 Income	0	0	0
<u>73,768</u> Net Expenditure / Income (-)	<u>85,730</u>	<u>95,850</u>	<u>94,260</u>

Key Activities:

Consumer Protection Advice and Education

Responsible Officer:

Service Director People and Places.

Flood Risk Management

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
1,030,044 Expenditure	1,033,200	1,045,320	1,049,520
-8,458 Income	-6,010	-9,210	-6,320
<u>1,021,586</u> Net Expenditure / Income (-)	<u>1,027,190</u>	<u>1,036,110</u>	<u>1,043,200</u>

Key Activities:

Land Drainage
River Flooding
Sea Defences
Tidal Flooding

Responsible Officer:

Service Director People and Places.

Housing Benefits

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
33,363,033 Expenditure	33,336,200	33,492,510	33,227,910
-33,149,576 Income	-32,951,830	-33,118,340	-32,803,990
<u>213,457</u> Net Expenditure / Income (-)	<u>384,370</u>	<u>374,170</u>	<u>423,920</u>

Key Activities:

Benefits Administration
Benefits - Local Scheme (War Widows)
Benefits - Rent Allowances
Benefits - Rent Rebates

Responsible Officer:

Service Director People and Places.

Housing Services

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
1,858,633 Expenditure	1,875,940	2,198,430	1,846,590
-1,293,131 Income	-1,390,880	-1,757,920	-1,372,340
<u>565,502</u> Net Expenditure / Income (-)	<u>485,060</u>	<u>440,510</u>	<u>474,250</u>

Key Activities:

Care and Repair Service
Empty Homes and Dwellings
Handy Person Service
Homelessness
House Renovation Grants
Houses in Multiple Occupation
Housing Advice
Housing Standards (excluding HMO's)

Responsible Officer:

Service Director Health and Wellbeing.

Planning and Economic Development Portfolio

The Council's overall priorities are:-

- Promote economic, housing and employment growth.
- Attract investment to Wyre and support businesses to survive, grow and prosper.
- Maximise Wyre's tourism opportunities.
- Protect our communities from flooding.
- Facilitate clean energy opportunities.
- Improve the health and wellbeing of our communities.
- Support older people to remain independent.
- Explore different service delivery models.
- Encourage community ownership and a shared responsibility for improving our neighbourhoods.
- Explore commercial opportunities.
- Improve the return from our assets.
- Provide cost effective, quality services.

Services which contribute towards delivering our Planning and Economic Development Portfolio theme comprise:-

2014/15 Actuals £		2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
123,558	Building Control	144,950	117,560	96,670
174,926	Economic Development and Regeneration	209,870	214,710	170,890
361,175	Highways Infrastructure	349,910	355,540	366,180
224,712	Planning and Development Services	636,980	830,270	689,080
730,043	Property Portfolio *	-93,080	-100,330	-209,950
143,986	Public Transport	125,180	166,120	149,880
10,050	Transportation	9,010	10,200	9,690
1,768,450	Portfolio Total	1,382,820	1,594,070	1,272,440

* Investment Property income adjusted at year end.

Within the Business Plan 2015 to 2019 (April 2016 Update) our actions include:

- We will prepare a new Local Plan to manage and deliver development through to 2031.
- We will deliver the actions in the Local Growth Plan which include working with businesses to improve the local economy, ensuring town centre vitality and maximising rural business potential.
- We will work closely with Fleetwood Town Council to support "Team Fleetwood" and other initiatives to rejuvenate Fleetwood town centre.
- We will promote the new Enterprise Zone at Hillhouse International Business Park at Thornton.
- We will explore external funding opportunities to help deliver future priorities.

Performance indicators, linked to the Planning and Economic Development Portfolio, are contained within the TEN Performance Management System and individual Service Plans. Performance against these projects and targets is regularly reported.

Actual expenditure and income figures for 2014/15 and updated projections for each of the service areas follow.

Building Control

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
286,067 Expenditure	313,120	287,080	266,190
-162,509 Income	-168,170	-169,520	-169,520
<u>123,558</u> Net Expenditure / Income (-)	<u>144,950</u>	<u>117,560</u>	<u>96,670</u>

Key Activities:

Building Enforcement
 Building Regulations - Fee Earning
 Other Building Control Work

Responsible Officer:

Service Director Performance and Innovation.

Economic Development and Regeneration

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
199,832 Expenditure	211,870	278,480	170,890
-24,906 Income	-2,000	-63,770	0
<u>174,926</u> Net Expenditure / Income (-)	<u>209,870</u>	<u>214,710</u>	<u>170,890</u>

Key Activities:

Borough Promotion and Marketing
 Business Support
 Economic Development and Promotion - General
 European Projects
 Fleetwood – Fish, Food and Business Park
 Fleetwood Coastal Community Project - 2015/16 only
 Fleetwood Masterplan
 Get Rewyred - 2014/15 only
 Modern Apprenticeships

Rural Areas - Economic Initiatives
 Wyred Up

Responsible Officer:

Chief Executive.

Highways Infrastructure

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
464,448 Expenditure	422,920	435,750	430,770
-103,273 Income	-73,010	-80,210	-64,590
<u>361,175</u> Net Expenditure / Income (-)	<u>349,910</u>	<u>355,540</u>	<u>366,180</u>

Key Activities:

Alley Gates

Bus Shelters and Turn Round

Festive Lighting

LCC Highways Agency

WBC Highways - Non Agency

Responsible Officer:

Service Director People and Places.

Planning and Development Services

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
1,080,383 Expenditure	1,155,530	1,472,180	1,233,420
-855,671 Income	-518,550	-641,910	-544,340
<u>224,712</u> Net Expenditure / Income (-)	<u>636,980</u>	<u>830,270</u>	<u>689,080</u>

Key Activities:

Conservation and Listed Buildings

Development Control

Development Enforcement

Housing Strategy

Local Plan

Planning Policy

Responsible Officer:

Chief Executive.

Property Portfolio

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
1,607,324 Expenditure	1,158,170	1,169,790	1,163,430
-877,281 Income *	-1,251,250	-1,270,120	-1,373,380
<u>730,043</u> Net Expenditure / Income (-)	<u>-93,080</u>	<u>-100,330</u>	<u>-209,950</u>

* Investment Property income adjusted at year end.

Key Activities:

Bus Station Thornton Cleveleys	Poulton Community and Youth Centre
Butts Close Industrial Site	Poulton Golf Course
Cleveleys Community Centre and Church	Poulton Market
Copse Rd Depot	Teanlowe Day Centre
Depot Thornton - up to 2015/16	Unused/Old Office Accommodation
Fleetwood Market	
Fleetwood Marsh Development	
Garstang Offices/Community Facilities	
Miscellaneous Buildings and Land	

Responsible Officer:

Service Director Performance and Innovation.

Public Transport

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
217,326 Expenditure	200,600	240,090	225,950
-73,340 Income	-75,420	-73,970	-76,070
<u>143,986</u> Net Expenditure / Income (-)	<u>125,180</u>	<u>166,120</u>	<u>149,880</u>

Key Activities:

Fleetwood/Knott End Ferry

Responsible Officer:

Service Director People and Places.

Transportation

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
10,050 Expenditure	9,010	10,200	9,690
0 Income	0	0	0
<u>10,050</u> Net Expenditure / Income (-)	<u>9,010</u>	<u>10,200</u>	<u>9,690</u>

Key Activities:

Transport Planning, Policy and Strategy

Responsible Officer:

Service Director People and Places.

Resources Portfolio

The Council's overall priorities are:-

- Promote economic, housing and employment growth.
- Attract investment to Wyre and support businesses to survive, grow and prosper.
- Maximise Wyre's tourism opportunities.
- Protect our communities from flooding.
- Facilitate clean energy opportunities.
- Improve the health and wellbeing of our communities.
- Support older people to remain independent.
- Explore different service delivery models.
- Encourage community ownership and a shared responsibility for improving our neighbourhoods.
- Explore commercial opportunities.
- Improve the return from our assets.
- Provide cost effective, quality services.

Services which contribute towards delivering our Resources Portfolio theme comprise:-

2014/15 Actuals £		2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
41,174	Civil Contingencies	28,250	-2,260	11,180
2,065,471	Corporate and Democratic Core *	2,460,880	2,738,540	2,524,840
83,440	Corporate Management Costs/Miscellaneous	256,760	667,930	175,840
0	Corporate Support Services	0	0	0
101,718	Elections Services	260,570	339,030	222,300
73,413	Grant Support	103,390	98,440	32,110
148,284	Land Charges	22,500	-94,890	8,230
110,552	Local Tax Collection	316,720	267,790	456,020
2,624,052	Portfolio Total	3,449,070	4,014,580	3,430,520

* Retirement Benefit expenditure adjusted at year end.

Within the Business Plan 2015 to 2019 (April 2016 Update) our actions include:

- We will deliver our programme of efficiency savings.
- We will continue our programme of work to maximise the use of our assets.
- We will explore external funding opportunities to help deliver future priorities.
- We will develop our staff so that they can effectively respond to current challenges.

Performance indicators, linked to the Resources Portfolio, are contained within the TEN Performance Management System and individual Service Plans. Performance against these projects and targets is regularly reported.

Actual expenditure and income figures for 2014/15 and updated projections for each of the service areas follow.

Civil Contingencies

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
69,178 Expenditure	59,600	56,910	70,320
-28,004 Income	-31,350	-59,170	-59,140
<u>41,174</u> Net Expenditure / Income (-)	<u>28,250</u>	<u>-2,260</u>	<u>11,180</u>

Key Activities:
Civil Contingencies

Responsible Officer:
Service Director People and Places.

Corporate and Democratic Core

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
2,086,439 Expenditure *	2,465,070	2,742,580	2,528,860
-20,968 Income	-4,190	-4,040	-4,020
<u>2,065,471</u> Net Expenditure / Income (-)	<u>2,460,880</u>	<u>2,738,540</u>	<u>2,524,840</u>

* Retirement Benefit expenditure adjusted at year end

Key Activities:

Civic and Ceremonial
Corporate Management
Democratic Services
Members Expenses, Support and Advice
Newspaper/ENewsletter/Media/Social Media
Retirement Benefits
Subscriptions

Responsible Officer:
Service Director Performance and Innovation.

Corporate Management Costs/Miscellaneous

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
90,605 Expenditure	261,650	674,930	182,840
-7,165 Income	-4,890	-7,000	-7,000
<u>83,440</u> Net Expenditure / Income (-)	<u>256,760</u>	<u>667,930</u>	<u>175,840</u>

Key Activities:

Bank Charges
External Audit Fees
Provision for Bad Debts
Provision for Contingencies
Treasury Management

Responsible Officer:

Chief Executive, (Note: statutory responsibilities will remain with the Section 151 Officer - Head of Finance.)

Corporate Support Services

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
12,907,183 Expenditure	13,068,470	13,925,160	12,755,660
-12,907,183 Income	-13,068,470	-13,925,160	-12,755,660
<u>0</u> Net Expenditure / Income (-)	<u>0</u>	<u>0</u>	<u>0</u>

Key Activities:

Those services with the primary aim of supporting the provision of services to the public including Contact Centre System Support, Finance, IT, HR, office accommodation, Legal, Transformation and Engagement, Transport, etc.

Other recharging cost centres such as Private Sector Housing, Pollution and Commercial Safety, Parks and Open Spaces, Street Scene, etc who allocate their costs across a number of service areas.

Responsible Officer:

Chief Executive.

Elections Services

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
427,895 Expenditure	407,750	525,750	383,680
-326,177 Income	-147,180	-186,720	-161,380
<u>101,718</u> Net Expenditure / Income (-)	<u>260,570</u>	<u>339,030</u>	<u>222,300</u>

Key Activities:

Elections – Borough - up to 2015/16
 Elections – EU - 2014/15 only
 Elections – LCC - 2014/15 only
 Elections – Parish - up to 2015/16
 Elections – Parliamentary - up to 2015/16
 Elections - Police Commissioner - 2016/17 only
 Electoral Registration

Responsible Officer:

Service Director Performance and Innovation, (Note: the Returning Officer for Elections is the Chief Executive.)

Grant Support

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
73,413 Expenditure	103,390	98,440	32,110
0 Income	0	0	0
<u>73,413</u> Net Expenditure / Income (-)	<u>103,390</u>	<u>98,440</u>	<u>32,110</u>

Key Activities:

Grants
 Shaping Your Neighbourhood - Resources Portfolio - up to 2015/16

Responsible Officer:

Service Director Performance and Innovation.

Land Charges

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
252,037 Expenditure	121,460	121,870	101,740
-103,753 Income	-98,960	-216,760	-93,510
<u>148,284</u> Net Expenditure / Income (-)	<u>22,500</u>	<u>-94,890</u>	<u>8,230</u>

Key Activities:

Land Charges

Land Charges - Agreements

Land Charges - Personal Searches

Responsible Officer:

Service Director Performance and Innovation.

Local Tax Collection

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
1,082,616 Expenditure	976,860	1,065,040	1,091,430
-972,064 Income	-660,140	-797,250	-635,410
<u>110,552</u> Net Expenditure / Income (-)	<u>316,720</u>	<u>267,790</u>	<u>456,020</u>

Key Activities:

Council Tax Benefit - up to 2015/16

Council Tax Collection

Localisation of Council Tax Support

National Non - Domestic Rates Collection

Responsible Officer:

Service Director People and Places, (Note: statutory responsibilities will remain with the Section 151 Officer - Head of Finance.)

Street Scene, Parks and Open Spaces Portfolio

The Council's overall priorities are:-

- Promote economic, housing and employment growth.
- Attract investment to Wyre and support businesses to survive, grow and prosper.
- Maximise Wyre's tourism opportunities.
- Protect our communities from flooding.
- Facilitate clean energy opportunities.
- Improve the health and wellbeing of our communities.
- Support older people to remain independent.
- Explore different service delivery models.
- Encourage community ownership and a shared responsibility for improving our neighbourhoods.
- Explore commercial opportunities.
- Improve the return from our assets.
- Provide cost effective, quality services.

Services which contribute towards delivering our Street Scene, Parks and Open Spaces Portfolio theme comprise:-

2014/15 Actuals £		2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
118,525	Dog Warden Service	107,390	108,010	111,390
4,350	Environmental Improvements	3,500	4,340	5,750
1,027,469	Parks and Open Spaces	1,163,840	1,273,480	1,058,170
239,277	Playing Fields	217,760	221,880	260,720
352,450	Public Conveniences	356,990	358,170	359,470
2,641,882	Waste Management	2,846,390	2,746,110	2,450,550
4,383,953	Portfolio Total	4,695,870	4,711,990	4,246,050

Within the Business Plan 2015 to 2019 (April 2016 Update) our actions include:

- We will restore the Mount and its Gardens in Fleetwood.
- We will develop a programme of work to promote healthy choices and healthier lifestyles to keep people well through better use of our leisure centres, recreational facilities, parks and open spaces.
- We will explore external funding opportunities to help deliver future priorities.

Performance indicators, linked to the Street Scene, Parks and Open Spaces Portfolio, are contained within the TEN Performance Management System and individual Service Plans. Performance against these projects and targets is regularly reported.

Actual expenditure and income figures for 2014/15 and updated projections for each of the service areas follow.

Dog Warden Service

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
124,620 Expenditure	115,400	113,160	116,540
-6,095 Income	-8,010	-5,150	-5,150
<u>118,525</u> Net Expenditure / Income (-)	<u>107,390</u>	<u>108,010</u>	<u>111,390</u>

Key Activities:
Dog Warden Service

Responsible Officer:
Service Director People and Places.

Environmental Improvements

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
4,350 Expenditure	3,500	5,850	5,750
0 Income	0	-1,510	0
<u>4,350</u> Net Expenditure / Income (-)	<u>3,500</u>	<u>4,340</u>	<u>5,750</u>

Key Activities:
Monuments and Memorials

Responsible Officer:
Service Director Performance and Innovation.

Parks and Open Spaces

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
1,122,603 Expenditure	1,267,690	1,373,030	1,117,040
-95,134 Income	-103,850	-99,550	-58,870
<u>1,027,469</u> Net Expenditure / Income (-)	<u>1,163,840</u>	<u>1,273,480</u>	<u>1,058,170</u>

Key Activities:

Allotments

Ashdell Nursery - up to 2015/16

Jean Stansfield/Vicarage Park

Jubilee Gardens

Marine Gardens

Memorial Park

Mount Grounds

North Drive Recreation Ground

Open Spaces Fleetwood

Open Spaces Over Wyre

Open Spaces Poulton/Thornton

Responsible Officer:

Service Director People and Places.

Playing Fields

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
243,408 Expenditure	223,850	228,140	266,800
-4,131 Income	-6,090	-6,260	-6,080
<u>239,277</u> Net Expenditure / Income (-)	<u>217,760</u>	<u>221,880</u>	<u>260,720</u>

Key Activities:

Civic Centre Playing Fields

Cottam Hall Playing Fields

King George V Playing Field Fleetwood

King Georges Playing Field Thornton

Other Playing Fields

Responsible Officer:

Service Director People and Places.

Public Conveniences

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
392,680 Expenditure	399,290	398,470	399,770
-40,230 Income	-42,300	-40,300	-40,300
<u>352,450</u> Net Expenditure / Income (-)	<u>356,990</u>	<u>358,170</u>	<u>359,470</u>

Key Activities:

Public Conveniences

Responsible Officer:

Service Director People and Places.

Waste Management

2014/15 Actuals £	2015/16 Original Estimate £	2015/16 Revised Estimate £	2016/17 Original Estimate £
4,089,436 Expenditure	4,277,140	4,162,950	4,093,580
-1,447,554 Income	-1,430,750	-1,416,840	-1,643,030
<u>2,641,882</u> Net Expenditure / Income (-)	<u>2,846,390</u>	<u>2,746,110</u>	<u>2,450,550</u>

Key Activities:

Abandoned Vehicles
Domestic Waste Management
Foreshore Cleaning
Street Cleansing
Trade Waste Collection - Duty of Care

Responsible Officer:

Service Director People and Places.

RESERVES, BALANCES AND MANPOWER STATEMENT

Appendix 4

	Actual Balance at 01/04/2015 £	' Top-up ' £	Less to Fund Expenditure £	Estimated Balance at 31/03/2016 £
<u>2015/16 REVISED ESTIMATE</u>				
Reserves				
Building Control	3,689	0	-2,880	809
Business Growth Incentive	14,728	0	-5,300	9,428
Capital Investment	1,014,489	98,218	-844,993	267,714
Elections	117,750	0	-98,908	18,842
Investment - I.T. Strategy	398,863	-9,830	-238,000	151,033
Land Charges	24,443	0	-8,847	15,596
Leisure Management	120,998	6,340	-116,493	10,845
New Homes Bonus	1,894,028	760,158	-176,166	2,478,020
Non-Domestic Rates Equalisation	540,623	566,456	-204,353	902,726
Performance Reward Initiatives	104,976	0	-73,651	31,325
Value for Money	577,206	79,630	-96,605	560,231
Vehicle Replacement/Street Cleansing Maintenance	461,543	220,751	-205,608	476,686
	5,273,336	1,721,723	-2,071,804	4,923,255
Balances				
General	6,463,992	670,230	0	7,134,222
TOTAL	11,737,328	2,391,953	-2,071,804	12,057,477

Note. All of the Performance Reward Initiatives 31/03/16 balance is ring-fenced for revenue purposes.

Note. None of the Land Charges 31/03/16 balance is for Personal Search revocation implications.

	Estimated Balance at 01/04/2016 £	' Top-up ' £	Less to Fund Expenditure £	Estimated Balance at 31/03/2017 £
<u>2016/17 LATEST ESTIMATE</u>				
Reserves				
Building Control	809	0	-640	169
Business Growth Incentive	9,428	0	0	9,428
Capital Investment	267,714	99,590	-300,000	67,304
Elections	18,842	41,217	-30,000	30,059
Investment - I.T. Strategy	151,033	66,470	-85,000	132,503
Land Charges	15,596	5,940	0	21,536
Leisure Management	10,845	6,340	0	17,185
New Homes Bonus	2,478,020	760,158	-568,749	2,669,429
Non-Domestic Rates Equalisation	902,726	634,171	-331,828	1,205,069
Performance Reward Initiatives	31,325	0	-2,260	29,065
Value for Money	560,231	0	-36,781	523,450
Vehicle Replacement/Street Cleansing Maintenance	476,686	213,851	-284,500	406,037
	4,923,255	1,827,737	-1,639,758	5,111,234
Balances				
General	7,134,222	1,385,536	0	8,519,758
TOTAL	12,057,477	3,213,273	-1,639,758	13,630,992

Note. None of the Land Charges 31/03/17 balance is for Personal Search revocation implications.

MANPOWER BUDGET

In 2015/16 the Council's Budget included 341.68 (full-time) equivalent staff and in 2016/17 it has made provision for 334.14. The Council continues to implement service reviews resulting in a reduction in full-time equivalent positions since 2004/05 of 28% contributing significant savings towards the Council's commitment to deliver cost effective services.

RESERVES, BALANCES AND MANPOWER STATEMENT

Appendix 4 continued

	Estimated Balance at 01/04/2017 £	' Top-up ' £	Less to Fund Expenditure £	Estimated Balance at 31/03/2018 £
<u>2017/18 LATEST ESTIMATE</u>				
Reserves				
Building Control	169	0	0	169
Business Growth Incentive	9,428	0	0	9,428
Capital Investment	67,304	99,590	0	166,894
Elections	30,059	41,217	0	71,276
Investment - I.T. Strategy	132,503	63,760	-85,000	111,263
Land Charges	21,536	0	0	21,536
Leisure Management	17,185	6,340	0	23,525
New Homes Bonus	2,669,429	0	-568,749	2,100,680
Non-Domestic Rates Equalisation	1,205,069	0	0	1,205,069
Performance Reward Initiatives	29,065	0	-2,860	26,205
Value for Money	523,450	0	-17,532	505,918
Vehicle Replacement/Street Cleansing Maintenance	406,037	226,577	-246,000	386,614
	<u>5,111,234</u>	<u>437,484</u>	<u>-920,141</u>	<u>4,628,577</u>
Balances				
General	8,519,758	128,736	0	8,648,494
	<u>TOTAL</u>	<u>566,220</u>	<u>-920,141</u>	<u>13,277,071</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 £
<u>2018/19 LATEST ESTIMATE</u>				
Reserves				
Building Control	169	0	0	169
Business Growth Incentive	9,428	0	0	9,428
Capital Investment	166,894	99,590	0	266,484
Elections	71,276	41,217	0	112,493
Investment - I.T. Strategy	111,263	51,565	-85,000	77,828
Land Charges	21,536	0	0	21,536
Leisure Management	23,525	0	0	23,525
New Homes Bonus	2,100,680	0	-568,749	1,531,931
Non-Domestic Rates Equalisation	1,205,069	0	0	1,205,069
Performance Reward Initiatives	26,205	0	-2,233	23,972
Value for Money	505,918	0	0	505,918
Vehicle Replacement/Street Cleansing Maintenance	386,614	251,116	-189,500	448,230
	<u>4,628,577</u>	<u>443,488</u>	<u>-845,482</u>	<u>4,226,583</u>
Balances				
General	8,648,494	0	-1,903,460	6,745,034
	<u>TOTAL</u>	<u>443,488</u>	<u>-2,748,942</u>	<u>10,971,617</u>

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

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	169	0	0	169
Business Growth Incentive	9,428	0	0	9,428
Capital Investment	266,484	82,990	0	349,474
Elections	112,493	41,217	-153,710	0
Investment - I.T. Strategy	77,828	57,570	-135,020	378
Land Charges	21,536	0	0	21,536
Leisure Management	23,525	0	0	23,525
New Homes Bonus	1,531,931	0	-568,749	963,182
Non-Domestic Rates Equalisation	1,205,069	0	0	1,205,069
Performance Reward Initiatives	23,972	0	0	23,972
Value for Money	505,918	0	0	505,918
Vehicle Replacement/Street Cleansing Maintenance	448,230	252,819	-344,500	356,549
	<u>4,226,583</u>	<u>434,596</u>	<u>-1,201,979</u>	<u>3,459,200</u>
Balances				
General	6,745,034	0	-2,976,032	3,769,002
TOTAL	<u>10,971,617</u>	<u>434,596</u>	<u>-4,178,011</u>	<u>7,228,202</u>

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

TRANSFERS TO AND FROM RESERVES

Appendix 5

	2015/16 Revised Estimate	
	' Top Up '	Less to Fund
	£	Expenditure
		£
		Net
		Transfer
		£
<u>BUILDING CONTROL</u>		
Chargeable work 2015/16 net deficit.		-2,880
		-2,880
<u>BUSINESS GROWTH INCENTIVE</u>		
Business Support initiatives, slippage from 14/15.		-5,300
		-5,300
<u>CAPITAL INVESTMENT</u>		
Top Up -YMCA equipment contribution, Cabinet 22/10/14 (final year 2019/20).	99,590	
Top Up - retrospective VAT adj. re premium receipt, Beach Bungalow, Fleetwood.	-1,372	
Usage reflects the approvals of Cabinet 21/1/15 (quarter 3 2014/15 review):-		
Garstang LC (subject to detailed scheme approval) - slipped from 14/15.		-300,000
Fleetwood Leisure Centre Sand filters (New Start, subject to scheme approval).		-125,000
Poulton LC Improvements - use of Reserve instead of capital receipts.		-66,257
Usage re slippage from 2014/15:-		
Beach Bungalows (10) Fleetwood.		-350
Improvements to Memorial Park.		-24,322
New Link Road through Hardhorn Rd Car Park, Poulton.		-100,000
Wyreside Café renovations.		-14,500
<u>Leisure Centre Improvements</u>		
Thornton LC - advance use of 14/15 budget in 13/14 and additional roof works.		-64,758
Leisure Centre Client Support - additional costs.		-16,172
<u>Cabinet 29/7/15 Quarter 1 2015/16 Review</u>		
Improvements to Memorial Park.		441
Wyreside Café renovations.		-7,467
Beach Bungalows (10) Fleetwood.		211
Poulton LC Improvements.		-90,612
Thornton LC Improvements.		-61,530
Improvements to Memorial Park, September 15 review of rephased funding.		-5,009
<u>Cabinet 21/10/15 Quarter 2 2015/16 Review</u>		
Garstang LC (subject to detailed scheme approval) - part slipped to 2016/17.		280,000
Cleveleys Ph4b improvements - adj. re final settlement of ERDF grant funding.		-6,173
<u>Cabinet 20/1/16 Quarter 3 2015/16 Review</u>		
Leisure Centre Client Support - additional costs.		-8,960
Poulton LC Improvements.		-63,277
Thornton LC Improvements.		-99,582
Garstang LC (subject to detailed scheme approval) - part slipped to 2016/17.		20,000
Urban Woodland Scheme, offset external funding change.		-2,363
New Link Road through Hardhorn Rd Car Park, Poulton. Use - Air Quality Grant.		5,687
Fleetwood Leisure Centre urgent Heating improvements.		-95,000
	98,218	-844,993
		-746,775
<u>ELECTIONS</u>		
Updated 2015 Borough Elections partly offset by General Election shared costs.		-66,710
Transfer to General Fund, for CAB funding (year 1 of 2), Cab. 21/1/15.		-30,000
Transfer to General Fund, for part funding SYN I year extension, Cab. 21/1/15.		-2,198
		-98,908
		-98,908
<u>INVESTMENT - I.T.STRATEGY</u>		
Top Up from IT general savings per latest review.	-19,130	
Top Up re CCTV investment net Fylde contribution. Cabinet 3/12/14.	9,300	
Additional Rolling Replacement Hardware Programme.		-238,000
	-9,830	-238,000
		-247,830
<u>LAND CHARGES</u>		
Chargeable work 2015/16 net deficit		-6,460
Personal Searches - Legal Fees costs.		-2,387
		-8,847
		-8,847
<u>LEISURE MANAGEMENT</u>		
Top Up, Garstang equipment, YMCA contribution (year 3 of 5).	6,340	
Portable Equipment, Leisure Centre Development - approved Resources and Leisure and Culture PHs 12/2/15 - includes slippage from 14/15.		-84,493
Poulton SC Handover costs.		-6,000
Thornton LC Handover costs.		-26,000
	6,340	-116,493
		-110,153

TRANSFERS TO AND FROM RESERVES

Appendix 5 Continued

	2015/16 Revised Estimate		
	' Top Up '	Less to Fund	Net
	£	Expenditure	Transfer
	£	£	£
<u>NEW HOMES BONUS</u>			
Top Up for Government Grant (year 5 of 6), see 2011/12.	271,597		
Top Up for Government Grant (year 4 of 6), see 2012/13.	147,369		
Top Up for Government Grant (year 3 of 6), see 2013/14.	341,192		
Fund Council Taxpayer income foregone from 12/13 freeze.		-176,166	
	<u>760,158</u>	<u>-176,166</u>	583,992
<u>NON-DOMESTIC RATES EQUALISATION</u>			
Top-Up - s31 Local Government Act 2003 Grant net of related NDR Levy.	570,898		
Top-Up - adjustment for 2014/15 understated NDR Levy.	-4,442		
Transfer to General Fund, 2013/14 Reserve surplus.		-204,353	
	<u>566,456</u>	<u>-204,353</u>	362,103
<u>PERFORMANCE REWARD INITIATIVES</u>			
Wyre BC revenue scheme - Wyred Up slip from 14/15.		-4,845	
<u>Poulton Locality Plan, Cabinet 5/12/12 -</u>			
Travel Champions for Schools. Part slip 13/14 to 14/15 and slip to 15/16.		-500	
Volunteer Wyre Project, Cab. 19/6/13, incl. slippage from 14/15 and to future years.		-3,050	
Neighbourhood Funding (6 areas), Cabinet 15/1/14. Detailed scheme allocation		-27,800	
Cabinet 30/7/14. Known 14/15 slippage plus 14/15 outturn slippage.			
Part contribution to 2015/16 1 yr SYN extension, Cabinet 21/1/15.		-57,802	
Interim use of above not fully allocated,		20,346	
		<u>-73,651</u>	-73,651
<u>VALUE FOR MONEY</u>			
New Burden Localisation of Council Tax Support final additional DCLG grant.	24,423		
Welfare Reforms 2015/16 Administration costs DWP grant.	16,211		
Universal Credit Delivery Partnership Agreement with DWP.	24,984		
Fraud and Error Incentive Fund DWP Initial grant.	7,610		
New Burden Migrant Access to Benefits DWP grant.	698		
New Burden Measure 9 DWP grant.	54		
New Burden Real Time Information DWP grant.	3,787		
New Burden Single Fraud Investigation Service DWP grant.	1,863		
Use - E-Benefits software, Resources PH 27/10/14 (update of 17/7/14 approval).		-596	
Use - E-Revenues software.		-6,000	
Use - Central Filing Software, Resources PH 2/7/15.		-27,725	
Use - Contact Centre 2 year Apprentice now to 14/8/15. Post No. RE3044.		-5,303	
Use - Contact Centre 2 year Apprentice to 8/6/16. Post No. RE4055.		-15,974	
Use - Contact Centre 2 year Apprentice now to 7/8/15. Post No. RE4047.		-5,107	
Use - Contact Centre new 2 year Apprentice to 11/10/17. Post No. RE3044.		-7,794	
Use - Contact Centre new 2 year Apprentice to 4/10/17. Post No. RE4047.		-8,106	
Use - IDOX Document Management System, Resources PH 17/12/15.		-20,000	
	<u>79,630</u>	<u>-96,605</u>	-16,975
<u>VEHICLE REPLACEMENT/STREET CLEANSING MAINTENANCE</u>			
After Quarter 1 2015/16 review changes, Cabinet 27/7/15:-			
Aggregate set-aside for replacement of vehicles.	195,823		
Set-aside of vehicle sale income, Cabinet 22/10/14 quarter 2 review.	23,500		
Aggregate set-aside for replacement of vehicles, Qtr3 review, Cabinet 20/1/16.	1,428		
Use of Reserve to fund vehicle replacements/adaptations.		-304,000	
<u>Cabinet 30/7/14 Quarter 1 2014/15 Review</u>			
Vehicle Replacement, slip from 2014/15.		-28,500	
<u>Cabinet 22/10/14 Quarter 2 2014/15 Review</u>			
Vehicle Fleet Replacement Programme rephase/recost.		-13,000	
<u>Cabinet 21/1/15 Quarter 3 2014/15 Review</u>			
Vehicle Fleet Replacement Programme rephase/recost.		118,000	
<u>Cabinet 29/7/15 Quarter 1 2015/16 Review</u>			
Vehicle Fleet Replacement Programme rephase/recost.		18,610	
<u>Cabinet 20/1/16 Quarter 3 2015/16 Review</u>			
Vehicle Fleet Replacement Programme cost savings.		3,282	
	<u>220,751</u>	<u>-205,608</u>	15,143
TOTAL NET TRANSFER FROM (-) 2015/16 RESERVES			<u>-350,081</u>

TRANSFERS TO AND FROM RESERVES

Appendix 5 Continued

	2016/17 Latest Estimate	
	' Top Up '	Less to Fund
	£	Expenditure
		£
		Net
		Transfer
		£
<u>BUILDING CONTROL</u>		
Chargeable work 2016/17 net deficit.		-640
		-640
<u>CAPITAL INVESTMENT</u>		
Top Up - YMCA equipment contribution, Cabinet 22/10/14 (final year 2019/20). <u>Cabinet 21/10/15 Quarter 2 2015/16 Review</u>	99,590	
Garstang LC (subject to detailed scheme approval) - part slipped to 2016/17. <u>Cabinet 20/1/16 Quarter 3 2015/16 Review</u>		-280,000
Garstang LC (subject to detailed scheme approval) - part slipped to 2016/17.		-20,000
	99,590	-300,000
		-200,410
<u>ELECTIONS</u>		
Reduced Annual provision 2019 Borough Elections.	41,217	
Transfer to General Fund, for CAB funding (year 2 of 2), Cab. 21/1/15.		-30,000
	41,217	-30,000
		11,217
<u>INVESTMENT - I.T. STRATEGY</u>		
Top Up from IT general savings per latest review.	63,790	
Top Up re CCTV investment net Fylde contribution. Cabinet 3/12/14.	2,680	
Additional Rolling Replacement Hardware Programme.		-85,000
	66,470	-85,000
		-18,530
<u>LAND CHARGES</u>		
Chargeable work 2016/17 net surplus.	5,940	
		5,940
<u>LEISURE MANAGEMENT</u>		
Top Up, Garstang equipment, YMCA contribution (year 4 of 5).	6,340	
		6,340
<u>NEW HOMES BONUS</u>		
Top Up for Government Grant (year 6 of 6), see 2011/12.	271,597	
Top Up for Government Grant (year 5 of 6), see 2012/13.	147,369	
Top Up for Government Grant (year 4 of 6), 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
	760,158	-568,749
		191,409
<u>NON-DOMESTIC RATES EQUALISATION</u>		
Top-Up - s31 Local Government Act 2003 Grant net of related NDR Levy.	217,997	
Top-Up - NDR Retained Levy (Pooling).	416,174	
Transfer to General Fund, 2014/15 Reserve increased surplus.		-331,828
	634,171	-331,828
		302,343
<u>PERFORMANCE REWARD INITIATIVES</u>		
Volunteer Wyre Project, Cab.19/6/13, incl. slippage from 14/15 and to future years.		-2,260
		-2,260
<u>VALUE FOR MONEY</u>		
Use - Contact Centre 2 year Apprentice to 8/6/16. Post No. RE4055.		-3,065
Use - Contact Centre new 2 year Apprentice to 11/10/17. Post No. RE3044.		-16,858
Use - Contact Centre new 2 year Apprentice to 4/10/17. Post No. RE4047.		-16,858
		-36,781
		-36,781
<u>VEHICLE REPLACEMENT/STREET CLEANSING MAINTENANCE</u>		
After Quarter 1 2015/16 review changes, Cabinet 29/7/15:- Aggregate set-aside for replacement of vehicles.	213,208	
Aggregate set-aside for replacement of vehicles, Qtr3 review, Cabinet 20/1/16.	643	
Use of Reserve to fund vehicle replacements/adaptations. <u>Cabinet 29/7/15 Quarter 1 2015/16 Review</u>		-322,000
Vehicle Fleet Replacement Programme rephase. <u>Cabinet 20/1/16 Quarter 3 2015/16 Review</u>		-42,000
Vehicle Fleet Replacement Programme cost rephase.		79,500
	213,851	-284,500
		-70,649
TOTAL NET TRANSFER TO 2016/17 RESERVES		187,979

TRANSFERS TO AND FROM RESERVES

Appendix 5 Continued

	2017/18 Latest Estimate		
	' Top Up '	Less to Fund	Net
	£	Expenditure	Transfer
	£	£	£
<u>BUILDING CONTROL</u>			
Chargeable work 2017/18 net nil.			0
<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>INVESTMENT - I.T.STRATEGY</u>			
Top Up from IT general savings per latest review.	51,080		
Top Up re CCTV investment net Fylde contribution. Cabinet 3/12/14.	12,680		
Additional Rolling Replacement Hardware Programme.)		-85,000	
Use - Central Filing software full year ongoing support, Resources PH 2/7/15.)			
	63,760	-85,000	-21,240
<u>LAND CHARGES</u>			
Chargeable work 2017/18 net nil.			0
<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 6 of 6), see 2012/13.	0		
Top Up for Government Grant (year 5 of 6), see 2013/14.	0		
Now assume post Consultation, Government preference to reduce 6 yearly allocations (incl. prior years) to 4 will be actioned.			
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>PERFORMANCE REWARD INITIATIVES</u>			
Volunteer Wyre Project, Cab.19/6/13, incl. slippage from 14/15 and to future years.		-2,860	-2,860
<u>VALUE FOR MONEY</u>			
Use - Contact Centre new 2 year Apprentice to 11/10/17. Post No. RE3044.		-8,921	
Use - Contact Centre new 2 year Apprentice to 4/10/17. Post No.RE4047.		-8,611	
	0	-17,532	-17,532
<u>VEHICLE REPLACEMENT/STREET CLEANSING MAINTENANCE</u>			
After Quarter 1 2015/16 review changes, Cabinet 29/7/15:-			
Aggregate set-aside for replacement of vehicles.	234,338		
Aggregate set-aside for replacement of vehicles, Qtr3 review, Cabinet 20/1/16.	-7,761		
Use of Reserve to fund vehicle replacements/adaptations.		-166,500	
<u>Cabinet 20/1/16 Quarter 3 2015/16 Review</u>			
Vehicle Fleet Replacement Programme cost rephase.		-79,500	
	226,577	-246,000	-19,423
TOTAL NET TRANSFER TO / FROM (-) 2017/18 RESERVES			<u><u>-482,657</u></u>

TRANSFERS TO AND FROM RESERVES

Appendix 5 Continued

	2018/19 Latest Estimate		
	' Top Up '	<u>Less to Fund</u>	Net
	£	Expenditure	Transfer
		£	£
<u>BUILDING CONTROL</u>			
Chargeable work 2018/19 net nil.			0
<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>INVESTMENT - I.T.STRATEGY</u>			
Top Up from IT general savings per latest review.	38,885		
Top Up re CCTV investment net Fylde contribution. Cabinet 3/12/14.	12,680		
Additional Rolling Replacement Hardware Programme.)		-85,000	
Use - Central Filing software full year ongoing support, Resources PH 2/7/15.)			
	51,565	-85,000	-33,435
<u>LAND CHARGES</u>			
Chargeable work 2018/19 net nil.			0
<u>NEW HOMES BONUS</u>			
Top Up for Government Grant (year 6 of 6), see 2013/14.	0		
Now assume post Consultation, Government preference to reduce 6 yearly allocations (incl. prior years) to 4 will be actioned.			
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>PERFORMANCE REWARD INITIATIVES</u>			
Volunteer Wyre Project, Cab.19/6/13, incl. slippage from 14/15 and to future years.		-2,233	-2,233
<u>VEHICLE REPLACEMENT/STREET CLEANSING MAINTENANCE</u>			
After Quarter 1 2015/16 review changes, Cabinet 29/7/15:-			
Aggregate set-aside for replacement of vehicles.	250,473		
Aggregate set-aside for replacement of vehicles, Qtr3 review, Cabinet 20/1/16.	643		
Use of Reserve to fund vehicle replacements/adaptations.		-189,500	
<u>Cabinet 29/7/15 Quarter 1 2015/16 Review</u>			
Vehicle Fleet Replacement Programme rephase.		-2,660	
<u>Cabinet 20/1/16 Quarter 3 2015/16 Review</u>			
Vehicle Fleet Replacement Programme cost rephase.		2,660	
	251,116	-189,500	61,616
TOTAL NET TRANSFER FROM (-) 2018/19 RESERVES			<u><u>-401,994</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
<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>INVESTMENT - I.T.STRATEGY</u>			
Top Up from IT general savings per latest review.	48,060		
Top Up re CCTV investment net Fylde contribution. Cabinet 3/12/14.	9,510		
CCTV Investment.		-50,020	
Additional Rolling Replacement Hardware Programme.		-85,000	
	<u>57,570</u>	<u>-135,020</u>	-77,450
<u>LAND CHARGES</u>			
Chargeable work 2019/20 net nil.			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	
		<u>-568,749</u>	-568,749
<u>VEHICLE REPLACEMENT/STREET CLEANSING MAINTENANCE</u>			
After Quarter 3 2015/16 review changes, Cabinet 20/1/16:- Aggregate set-aside for replacement of vehicles.	252,819		
Use of Reserve to fund vehicle replacements/adaptations.		-344,500	
	<u>252,819</u>	<u>-344,500</u>	-91,681
TOTAL NET TRANSFER FROM (-) 2019/20 RESERVES			<u><u>-767,383</u></u>

PARISH PRECEPTS

PARISH/TOWN COUNCIL	<u>2015/16</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2015/16</u>	<u>Amount change</u>	<u>% change in</u>
	<u>Precepts</u>	<u>Precepts</u>	<u>Council</u>	<u>Amount per</u>	<u>Amount per</u>	<u>in 2016/17</u>	<u>2016/17</u>
	£	£	<u>Tax Base</u>	<u>Band D</u>	<u>Band D</u>	<u>Band D</u>	<u>Band D</u>
				<u>equivalent</u>	<u>equivalent</u>	<u>from 2015/16</u>	<u>from 2015/16</u>
				<u>property</u>	<u>property</u>	£ p	%
				£ p	£ p		
Barnacre-with-Bonds	3,400	5,500	934.73	5.88	3.95	1.93	48.9
Bleasdale	1,298	1,298	61.37	21.15	21.33	-0.18	-0.8
Cabus	6,000	7,000	593.49	11.79	10.39	1.40	13.5
Catterall	54,000	57,000	804.76	70.83	68.59	2.24	3.3
Cloughton-on-Brock	14,484	14,754	275.02	53.65	55.24	-1.59	-2.9
Fleetwood	110,000	176,000	6,325.30	27.82	17.93	9.89	55.2
Forton	12,500	20,000	497.35	40.21	25.91	14.30	55.2
Garstang	65,637	70,010	1,672.68	41.85	39.59	2.26	5.7
Great Eccleston	14,000	15,000	540.38	27.76	26.29	1.47	5.6
Hambleton	25,000	27,000	988.26	27.32	25.86	1.46	5.6
Inskip-with-Sowerby	8,831	10,000	316.64	31.58	28.52	3.06	10.7
Kirkland	10,000	10,000	135.11	74.01	75.36	-1.35	-1.8
Myerscough and Bilsborrow	12,000	14,000	404.07	34.65	30.21	4.44	14.7
Nateby	1,496	1,595	227.11	7.02	6.72	0.30	4.5
Nether Wyresdale	12,600	13,600	311.49	43.66	41.23	2.43	5.9
Out Rawcliffe	4,250	4,500	265.58	16.94	16.51	0.43	2.6
Pilling	48,000	51,000	776.58	65.67	62.39	3.28	5.3
Preesall	58,601	75,412	1,889.93	39.90	31.79	8.11	25.5
Stalmine-with-Staynall	18,509	21,010	538.01	39.05	34.72	4.33	12.5
Upper Rawcliffe-with-Tarnacre	5,000	6,000	279.74	21.45	18.48	2.97	16.1
Winmarleigh	2,587	2,751	133.63	20.59	20.50	0.09	0.4
	488,193	603,430	17,971.23				
Poulton-le-Fylde			6,953.61				
Thornton Cleveleys			10,352.67				
Total Tax Base for Wyre Borough			<u>35,277.51</u>				*

* Director Delegated Decision.

Prudential and Treasury Management Indicators
Prudential Indicators

Appendix 7

Indicator No.

1. The actual capital expenditure incurred in 2014/15 and the estimates of capital expenditure for the current and future years that are recommended for approval are:

	2014/15 £000 Actual	2015/16 £000 Estimate	2016/17 £000 Estimate	2017/18 £000 Estimate	2018/19 £000 Estimate	2019/20 £000 Estimate
Housing	977	974	892	892	892	892
Environmental Protective and Cultural Services	14,351	18,143	25,951	17,817	190	344
Total	15,328	19,117	26,843	18,709	1,082	1,236

2. Estimates of the ratio of financing costs to net revenue stream for the current and future years, and the actual figures for 2014/15 are:

Ratio	0.79%	0.54%	0.54%	0.10%	0.74%	0.79%
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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, 2015 are:

	31/03/15 £000 Actual	31/03/16 £000 Estimate	31/03/17 £000 Estimate	31/03/18 £000 Estimate	31/03/19 £000 Estimate	31/03/20 £000 Estimate
Total Capital Financing Requirement (Expenditure less capital grants and use of usable/setaside receipts)	11,739	11,643	11,547	11,451	11,355	11,259

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

	2015/16 £ Estimate	2016/17 £ Estimate	2017/18 £ Estimate	2018/19 £ Estimate	2019/20 £ Estimate
Wyre Borough Council Band D Council Tax	180.16	180.31	180.34	180.37	180.42

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)

	2015/16 £000 Estimate	2016/17 £000 Estimate	2017/18 £000 Estimate	2018/19 £000 Estimate	2019/20 £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)

	2015/16 £000 Estimate	2016/17 £000 Estimate	2017/18 £000 Estimate	2018/19 £000 Estimate	2019/20 £000 Estimate
Borrowing	13,739	13,739	13,739	13,739	13,739
Other Long Term Liabilities (Deferred Liabilities)	4	4	4	4	4
Total Operational Boundary	13,743	13,743	13,743	13,743	13,743

Limit for total external debt (gross of investments).

3. Actual External Debt

	31/03/15 £000 Actual
External Debt-Temporary Borrowing	0
External Debt-PWLB	1,552
Other Long Term Liabilities	4
Total Actual External Debt	1,556

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

	2015/16 %	2016/17 %	2017/18 %
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

	2015/16 %	2016/17 %	2017/18 %
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

	2015/16 £000 Estimate	2016/17 £000 Estimate	2017/18 £000 Estimate
Total principal sum invested to final maturities beyond the period end	0	0	0

The Latest Capital Budget 2015/16

Appendix 8

Capital Budget - 2015/16 Revised

	2015/16 Original Budget £	2015/16 Latest Budget £	Funded By.....				Total Funded £
			Grants and Contributions £	Revenue £	Capital Receipts £	Loan £	
<u>HEALTH AND COMMUNITY ENGAGEMENT PORTFOLIO</u>							
<u>Corporate Director of People and Places</u>							
Air Quality - Paths	0	4,000	4,000	0	0	0	4,000
Portfolio Total	0	4,000	4,000	0	0	0	4,000
<u>LEISURE AND CULTURE PORTFOLIO</u>							
<u>Corporate Director of People and Places</u>							
Garstang Leisure Centre	300,000	0	0	0	0	0	0
Poulton Leisure Centre	25,000	565,354	0	220,146	345,208	0	565,354
Thornton Leisure Centre	0	225,870	0	225,870	0	0	225,870
QS Consultants costs for Client Side Leisure Centre Refurbishments	0	25,132	0	25,132	0	0	25,132
Fleetwood Leisure Centre Sand filters	125,000	125,000	0	125,000	0	0	125,000
Fleetwood Leisure Centre Health and Fitness Equipment	0	133,922	0	133,922	0	0	133,922
Tower Wood and Pheasant Wood Improvements	3,004	924	-1,439	2,363	0	0	924
Fleetwood Leisure Centre Heating	0	95,000	0	95,000	0	0	95,000
Portfolio Total	453,004	1,171,202	-1,439	827,433	345,208	0	1,171,202
<u>NEIGHBOURHOOD SERVICES AND COMMUNITY SAFETY PORTFOLIO</u>							
<u>Corporate Director of People and Places</u>							
New Link Road through Hardhorn Rd Car Park, Poulton	0	100,000	5,687	94,313	0	0	100,000
<u>Coast Protection</u>							
Cleveleys Phase 4b	0	0	-6,173	6,173	0	0	0
Cleveleys Promenade Beach Urgent works: External Costs	0	28,346	28,346	0	0	0	28,346
Cleveleys Promenade Beach Urgent works: In House Fees	0	2,370	2,370	0	0	0	2,370
Fleetwood and Cleveleys Beach Works: External Costs	0	20,679	20,679	0	0	0	20,679
Knott End Revetment Works: External Costs	0	5,401	2,341	3,060	0	0	5,401
Knott End Revetment Works: In House Costs	0	2,810	0	2,810	0	0	2,810
Wyre Beach Management Study	0	11,432	11,432	0	0	0	11,432
Cell Eleven (2011 to 2016) Monitoring: External Costs	5,600	5,600	5,600	0	0	0	5,600
Cell Eleven (2011 to 2016) Monitoring: In House Fees	15,000	15,000	15,000	0	0	0	15,000
Rossall Seawall Improvement Works: External Costs	18,660,864	13,985,429	13,985,429	0	0	0	13,985,429
Rossall Seawall Improvement Works: In House Fees	117,790	114,590	114,590	0	0	0	114,590
Flood Repair and Renew Grant	0	10,000	10,000	0	0	0	10,000

The Latest Capital Budget 2015/16 - Continued

Appendix 8

Capital Budget - 2015/16 Revised

	2015/16	2015/16	Funded By.....				Total
	Original Budget £	Latest Budget £	Grants and Contributions £	Revenue £	Capital Receipts £	Loan £	Funded £
<u>Corporate Director of Resources</u>							
<u>Housing</u>							
Disabled Facilities Mandatory Grants	892,000	894,551	894,551	0	0	0	894,551
Empty Homes Delivery	79,549	17,049	17,049	0	0	0	17,049
Social Housing	0	62,500	62,500	0	0	0	62,500
Portfolio Total	19,770,803	15,275,757	15,169,401	106,356	0	0	15,275,757

PLANNING AND ECONOMIC DEVELOPMENT PORTFOLIO

Corporate Director of People and Places

Promenade CCF2	24,979	0	0	0	0	0	0
Skate Park CCF2	89,686	112,953	112,953	0	0	0	112,953
Water Park CCF2	258,783	456,263	456,263	0	0	0	456,263
Euston Park CCF2	107,229	144,221	144,221	0	0	0	144,221
Marine Lakes CCF2: External Costs	239,150	-523	-523	0	0	0	-523
Marine Lakes CCF2: Internal Costs	3,750	90	90	0	0	0	90
Ecology Zone CCF2	60,000	60,000	60,000	0	0	0	60,000
Café CCF2	66,630	176,079	176,079	0	0	0	176,079
Monitoring and Evaluation CCF2	10,000	10,000	10,000	0	0	0	10,000
Unallocated CCF2	0	12,400	12,400	0	0	0	12,400
Beach Bungalows - CCF2	0	150,000	150,000	0	0	0	150,000
Marine Hall Dome Restoration (incl. CCF2 funding)	0	72,000	72,000	0	0	0	72,000
Portfolio Total	860,207	1,193,483	1,193,483	0	0	0	1,193,483

RESOURCES PORTFOLIO

Corporate Director of People and Places

Beach Bungalows Fleetwood	0	139	0	139	0	0	139
Renovation Wyreside Café	0	21,967	0	21,967	0	0	21,967
Vehicle Fleet Replacement Programme	227,500	205,608	0	205,608	0	0	205,608

Corporate Director of Resources

E Benefits and Revenues Software	0	6,596	0	6,596	0	0	6,596
Flexi and Absence Management System	0	33,406	0	33,406	0	0	33,406
Civica Documents General Filing Software	0	27,725	0	27,725	0	0	27,725
Portfolio Total	227,500	295,441	0	295,441	0	0	295,441

The Latest Capital Budget 2015/16 - Continued

Appendix 8

Capital Budget - 2015/16 Revised

	2015/16 Original Budget £	2015/16 Latest Budget £	Funded By.....				Total Funded £
			Grants and Contributions £	Revenue £	Capital Receipts £	Loan £	
<u>STREET SCENE, PARKS AND OPEN SPACES PORTFOLIO</u>							
<u>Corporate Director of People and Places</u>							
Memorial Park Fleetwood Heritage scheme Phase 2	365,238	631,936	556,314	28,890	46,732	0	631,936
Catterall Playing Field	26,798	0	0	0	0	0	0
Refurbishment of Playgrounds - Unallocated	85,000	0	0	0	0	0	0
North Drive Playground Refurbishment	0	23,000	0	0	23,000	0	23,000
Tebay Playground Refurbishment	0	7,000	0	0	7,000	0	7,000
Douglas Avenue Playground Refurbishment	0	18,000	0	0	18,000	0	18,000
Mariners Close Playground Removal / Relandscaping	0	7,000	0	0	7,000	0	7,000
Mount Grounds	420,350	490,328	490,328	0	0	0	490,328
Portfolio Total	897,386	1,177,264	1,046,642	28,890	101,732	0	1,177,264
GRAND TOTAL	22,208,900	19,117,147	17,412,087	1,258,120	446,940	0	19,117,147

Revenue Effect

Interest only on Previous Years' Borrowing	68,830
MRP on prior year borrowing	95,559
Total Loan Charges	164,389

The Detailed Capital Programme 2016/17 Onwards

Appendix 9

Capital Budget - 2016/17	2016/17 Budget £	Funded By.....				Total Funded £
		Grants and Contributions £	Revenue £	Capital Receipts £	Loan £	
<u>LEISURE AND CULTURE PORTFOLIO</u>						
<u>Corporate Director of People and Places</u>						
Garstang Leisure Centre (subject to detailed scheme consideration)	300,000	0	300,000	0	0	300,000
Portfolio Total	300,000	0	300,000	0	0	300,000
<u>NEIGHBOURHOOD SERVICES AND COMMUNITY SAFETY PORTFOLIO</u>						
<u>Corporate Director of People and Places</u>						
<u>Coastal Protection</u>						
Rossall Seawall Improvement Works	24,439,066	24,395,828	0	0	0	24,395,828
Rossall Seawall Improvement Works In House Fees	114,590	157,828	0	0	0	157,828
Wyre Beach Management Study	11,430	11,430	0	0	0	11,430
<u>Corporate Director of Resources</u>						
<u>Housing (subject to external funding confirmation)</u>						
Disabled Facilities Mandatory Grants	892,000	892,000	0	0	0	892,000
Portfolio Total	25,457,086	25,457,086	0	0	0	25,457,086
<u>RESOURCES PORTFOLIO</u>						
<u>Corporate Director of People and Places</u>						
Building Improvements (New Start)	427,400	0	0	427,400	0	427,400
Vehicle Fleet Replacement Programme	284,500	0	284,500	0	0	284,500
Portfolio Total	711,900	0	284,500	427,400	0	711,900
<u>STREET SCENE, PARKS AND OPEN SPACES PORTFOLIO</u>						
<u>Corporate Director of People and Places</u>						
Memorial Park Fleetwood Heritage scheme Phase 2	18,248	16,152	0	2,096	0	18,248
Refurbishment of Playgrounds - Unallocated	30,000	0	0	30,000	0	30,000
Mount Grounds	299,280	299,280	0	0	0	299,280
Catterall Playing Field	26,798	26,798	0	0	0	26,798
Portfolio Total	374,326	342,230	0	32,096	0	374,326
GRAND TOTAL	26,843,312	25,799,316	584,500	459,496	0	26,843,312
<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 2016/17 Onwards

Appendix 9

Capital Budget - 2017/18

2017/18 Budget £	Funded By.....				Loan £	Total Funded £
	Grants and Contributions £	Revenue £	Capital Receipts £			
<u>NEIGHBOURHOOD SERVICES AND COMMUNITY SAFETY PORTFOLIO</u>						
<u>Corporate Director of People and Places</u>						
<u>Coastal Protection</u>						
Rossall Seawall Improvement Works	17,478,846	17,478,846	0	0	0	17,478,846
Rossall Seawall Improvement Works In House Fees	92,000	92,000	0	0	0	92,000
<u>Corporate Director of Resources</u>						
<u>Housing (subject to external funding confirmation)</u>						
Disabled Facilities Mandatory Grants	892,000	892,000	0	0	0	892,000
Portfolio Total	18,462,846	18,462,846	0	0	0	18,462,846
<u>RESOURCES PORTFOLIO</u>						
<u>Corporate Director of People and Places</u>						
Vehicle Fleet Replacement Programme	246,000	0	246,000	0	0	246,000
Portfolio Total	246,000	0	246,000	0	0	246,000
GRAND TOTAL	18,708,846	18,462,846	246,000	0	0	18,708,846
<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 2016/17 Onwards - Continued

Appendix 9

Capital Budget - 2018/19

2018/19 Budget £	Funded By.....				Loan £	Total Funded £
	Grants and Contributions £	Revenue £	Capital Receipts £			
<u>NEIGHBOURHOOD SERVICES AND COMMUNITY SAFETY PORTFOLIO</u>						
<u>Corporate Director of Resources</u>						
Housing (subject to external funding confirmation)						
Disabled Facilities Mandatory Grants	892,000	892,000	0	0	0	892,000
Portfolio Total	892,000	892,000	0	0	0	892,000
<u>RESOURCES PORTFOLIO</u>						
<u>Corporate Director of People and Places</u>						
Vehicle Fleet Replacement Programme	189,500	0	189,500	0	0	189,500
Portfolio Total	189,500	0	189,500	0	0	189,500
GRAND TOTAL	1,081,500	892,000	189,500	0	0	1,081,500
<u>Revenue Effect</u>						
					68,830	
					95,559	
					<u>164,389</u>	

The Detailed Capital Programme 2016/17 Onwards - Continued

Appendix 9

Capital Budget - 2019/20

2019/20 Budget £	Funded By.....				Loan £	Total Funded £
	Grants and Contributions £	Revenue £	Capital Receipts £			
<u>NEIGHBOURHOOD SERVICES AND COMMUNITY SAFETY PORTFOLIO</u>						
<u>Corporate Director of Resources</u>						
Housing (subject to external funding confirmation)						
Disabled Facilities Mandatory Grants	892,000	892,000	0	0	0	892,000
Portfolio Total	892,000	892,000	0	0	0	892,000
<u>RESOURCES PORTFOLIO</u>						
<u>Corporate Director of People and Places</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	1,236,500	892,000	344,500	0	0	1,236,500
<u>Revenue Effect</u>						
Interest only on Previous Years' Borrowing					68,830	
MRP on prior year borrowing					95,559	
Total Loan Charges					164,389	

	2015/16 Latest Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £
<u>HEALTH AND COMMUNITY ENGAGEMENT PORTFOLIO</u>					
<u>Corporate Director of People and Places</u>					
Air Quality - Paths	4,000	0	0	0	0
Portfolio Total	4,000	0	0	0	0
<u>LEISURE AND CULTURE PORTFOLIO</u>					
<u>Corporate Director of People and Places</u>					
Garstang Leisure Centre (subject to detailed scheme consideration)	0	300,000	0	0	0
Poulton Leisure Centre	565,354	0	0	0	0
Thornton Leisure Centre	225,870	0	0	0	0
QS Consultants costs for Client Side Leisure Centre Refurbishments	25,132	0	0	0	0
Fleetwood Leisure Centre Sand filters (New Start)	125,000	0	0	0	0
Fleetwood Leisure Centre Health and Fitness Equipment	133,922	0	0	0	0
Tower Wood and Pheasant Wood Improvements (see also fut.yrs)	924	0	0	0	0
Fleetwood Leisure Centre Heating	95,000	0	0	0	0
Portfolio Total	1,171,202	300,000	0	0	0
<u>NEIGHBOURHOOD SERVICES AND COMMUNITY SAFETY PORTFOLIO</u>					
<u>Corporate Director of People and Places</u>					
New Link Road through Hardhorn Rd Car Park, Poulton	100,000	0	0	0	0
<u>Coast Protection</u>					
Cleveleys Promenade Beach Urgent works: External Costs	28,346	0	0	0	0
Cleveleys Promenade Beach Urgent works: In House Fees	2,370	0	0	0	0
Fleetwood and Cleveleys Beach Works: External Costs	20,679	0	0	0	0
Knott End Revetment Works: External Costs	5,401	0	0	0	0
Knott End Revetment Works: In House Costs	2,810	0	0	0	0
Wyre Beach Management Study	11,432	11,430	0	0	0
Cell Eleven (2011 to 2016) Monitoring: External Costs	5,600	0	0	0	0
Cell Eleven (2011 to 2016) Monitoring: In House Fees	15,000	0	0	0	0
Rossall Seawall Improvement Works: External Costs	13,985,429	24,439,066	17,478,846	0	0
Rossall Seawall Improvement Works: In House Fees	114,590	114,590	92,000	0	0
Flood Repair and Renew Grant	10,000	0	0	0	0
<u>Corporate Director of Resources</u>					
<u>Housing</u>					
Disabled Facilities Mandatory Grants (subject to external funding confirmatic	894,551	892,000	892,000	892,000	892,000
Empty Homes Delivery	17,049	0	0	0	0
Social Housing	62,500	0	0	0	0
Portfolio Total	15,275,757	25,457,086	18,462,846	892,000	892,000
<u>PLANNING AND ECONOMIC DEVELOPMENT PORTFOLIO</u>					
<u>Corporate Director of People and Places</u>					
Skate Park CCF2	112,953	0	0	0	0
Water Park CCF2	456,263	0	0	0	0
Euston Park CCF2	144,221	0	0	0	0
Marine Lakes CCF2: External Costs	-523	0	0	0	0
Marine Lakes CCF2: In House Fees	90	0	0	0	0
Ecology Zone CCF2	60,000	0	0	0	0
Café CCF2	176,079	0	0	0	0
Monitoring and Evaluation CCF2	10,000	0	0	0	0
Unallocated CCF2	12,400	0	0	0	0
Beach Bungalows CCF2	150,000	0	0	0	0
Marine Hall Dome Restoration (Incl. CCF2 funding)	72,000	0	0	0	0
Portfolio Total	1,193,483	0	0	0	0
<u>RESOURCES PORTFOLIO</u>					
<u>Corporate Director of People and Places</u>					
Beach Bungalows Fleetwood	139	0	0	0	0
Renovation Wyreside Café	21,967	0	0	0	0
Vehicle Fleet Replacement Programme	205,608	284,500	246,000	189,500	344,500

	2015/16 Latest Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £
<u>Corporate Director of Resources</u>					
E Benefits and Revenues Software	6,596	0	0	0	0
Flexi and Absence Management System	33,406	0	0	0	0
Civica Documents General Filing Software	27,725	0	0	0	0
Building Improvements (New Start)	0	427,400	0	0	0
Portfolio Total	295,441	711,900	246,000	189,500	344,500
<u>STREET SCENE, PARKS AND OPEN SPACES PORTFOLIO</u>					
<u>Corporate Director of People and Places</u>					
Memorial Park Fleetwood Heritage scheme Phase 2	631,936	18,248	0	0	0
Catterall Playing Field	0	26,798	0	0	0
Refurbishment of Playgrounds - Unallocated	0	30,000	0	0	0
North Drive Playground Refurbishment	23,000	0	0	0	0
Tebay Playground Refurbishment	7,000	0	0	0	0
Douglas Avenue Playground Refurbishment	18,000	0	0	0	0
Mariners Close Playground Removal / Relandscaping	7,000	0	0	0	0
Mount Grounds	490,328	299,280	0	0	0
Portfolio Total	1,177,264	374,326	0	0	0
GRAND TOTAL	19,117,147	26,843,312	18,708,846	1,081,500	1,236,500