

# Money Matters

## The County Council's Financial Position

### As at 31st Dec 2015

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# Money Matters – Update on the County Council's Financial Position for 2015/16

## 1. Introduction

This report provides an update for Cabinet on the County Council's 2015/16 revenue financial position.

## 2. Summary of the Financial Position

This report provides a view on the Council's current financial performance and the anticipated position at the year end. The forecast is based on information up to the end of December 2015 and reflects the new organisational structure with detailed budget monitoring being undertaken at Head of Service level (Appendix 1 shows the forecast, budget and the variance between forecast and budget for each Head of Service spending area) and summarised in the main body of the report up to their appropriate management line e.g. the Director for Development and Corporate Services. The rationale resulting in all forecast variances +/- £0.1m are explained within the report along with any mitigating actions being put in place.

The 2014/15 outturn report which was considered by Cabinet on the 9<sup>th</sup> July 2015 contained some significant ongoing financial pressures where base budget provisions were inadequate to meet the cost of service provision.

The key areas of ongoing pressure highlighted were:

- Learning disability services £3.000m
- Physical disability services £2.300m
- Personal social care staffing £2.000m
- Mental health services £2.400m
- Adult social care transport £1.100m
- Children in need, child protection & looked after children £9.600m
- BTLS £6.900m

Since the 2014/15 outturn the nature of these pressures have been reviewed further as part of the budget monitoring process and the current forecast includes the following base budget pressures from 2014/15 totalling £24.838m:

- Learning disability services £5.733m
- Physical Support services £2.550m
- Personal social care staffing £2.069m
- Mental health services £2.175m
- Public & Integrated Transport £0.600m
- Children's services £4.461m
- BTLS £6.500m
- Libraries, Museums, Culture & Registrars £0.750m

There are further additional pressures detailed within the forecast totalling £10.928m. These have reduced by £1.496m from the position reported at the end of quarter 2 and include the following:

- Adults services £6.617m
- Public Health & Wellbeing £4.261m (potential grant reduction)
- Lancashire Pension Fund £0.050m

The above figures reflect improvements in a number of areas detailed later in the report.

Offsetting the forecast pressures are estimated gains of £26.175m which have increased by £8.579m from the position reported at the end of quarter 2 and includes the following;

- Children's Services £1.651m
- Community Services £5.672m
- Commissioning £1.623m
- Development and Corporate services £1.751m
- Public Health & Wellbeing £2.523m
- Chief Executive £12.955m

The above figures reflect improvements in a number of areas detailed later in the report.

This results in a forecast outturn of an overspend of £9.591m in 2015/16 against the budget of £726.675m which will be an in-year call on reserves. This represents a reduction of £10.075m from the forecast overspend position reported to Cabinet in November, which reflected the position at the end of quarter 2. The significant improvement reflects positive actions taken to stop all non-essential expenditure, tight management of vacancies and management actions to control and reduce where possible all other areas of expenditure and results in a reduced impact on reserves.

In addition, the Money Matters report which was agreed at Cabinet in November included a budget saving for 2016/17 onwards relating to Capital Financing Charges. This is to be delivered via a revised Minimum Revenue Provision Policy being agreed at Full Council in February 2016. On the basis of further work undertaken, this could be retrospectively implemented from April 2015 with an estimated impact of a reduced charge to the revenue account of c£10m this year. This would, as the forecast currently stands, result in almost a balanced budgetary position for 2015/16.

The forecast includes the application of earmarked reserves of £17.495m utilised to support base budget pressure which have been built into the Medium Term Financial Strategy (MTFS) going forward from 2016/17. A further £24.758m of reserves has been highlighted throughout the report which support one-off in year project work and invest to save schemes which have a net nil effect to the overall revenue forecast and have not been included in the MTFS.

## **2.1 Recommendations**

Note the current financial revenue forecast as at the end of quarter 3. This is based largely on financial data at the end of November 2015.

### 3. Section A

Key Issues emerging are as follows:

Ref	Service Grouping	Revised Annual Budget	Previous CABINET Forecast Variance	Current CABINET Forecast	Current Period Forecast Variance	Current Period Forecast Variance
			QTR 2	QTR 3	QTR 3	
		£m	£m	£m	£m	%
3.1	ADULTS SERVICES	292.148	19.274	311.292	19.144	7%
3.2	CHILDRENS SERVICES	103.618	5.010	106.428	2.810	3%
3.3	COMMUNITY SERVICES	168.535	-0.753	164.213	-4.322	-3%
3.4	PUBLIC HEALTH & WELLBEING	29.559	2.880	31.297	1.738	6%
3.5	LANCASHIRE PENSION FUND	-1.842	0.029	-1.792	0.050	-3%
3.6	COMMISSIONING	37.700	0.820	36.077	-1.623	-4%
3.7	DEVELOPMENT AND CORPORATE SERVICES	35.393	3.472	40.142	4.749	13%
3.8	CHIEF EXECUTIVE	61.564	-11.066	48.609	-12.955	-21%
	<b>LCC (ALL) NARRATIVE TOTAL</b>	<b>726.675</b>	<b>19.666</b>	<b>736.266</b>	<b>9.591</b>	<b>1%</b>

### 3.1 Operations and Delivery – Adult Services

Ref	Service Grouping	Revised Annual Budget £m	Previous CABINET Forecast Variance QTR2 £m	Current CABINET Forecast QTR3 £m	Current Period Forecast Variance QTR3 £m	Current Period Forecast Variance %
3.1.1	<b>ADULT SERVICES</b>	0.656	-0.014	0.635	-0.021	-3%
3.1.2	<b>DISABILITY (adults)</b>	-4.099	-0.395	-4.674	-0.575	-14%
3.1.3	<b>OLDER PEOPLE</b>	-0.143	-0.084	-0.534	-0.391	-276%
3.1.4	<b>SAFEGUARDING (adults)</b>	27.746	3.176	31.095	3.349	12%
3.1.5	<b>SOCIAL CARE SERVICES (adults)</b>	267.988	16.591	284.770	16.782	6%
	<b>ADULTS SERVICES TOTAL</b>	<b>292.148</b>	<b>19.274</b>	<b>311.292</b>	<b>19.144</b>	<b>7%</b>

The total net Adult Services revised budget in 2015/16 is £292.148m. The service is forecast to overspend by £19.144m which is broadly similar to the position reported at the end of quarter 2. This will largely remain as an ongoing pressure if not addressed. The 2014/15 base budget pressure within this total overspend is £12.527m.

Overspending on commissioned social care services accounts for £16.728m of this total. With a further £0.627m relating to social care assessment, care management and support staff and £3.547m relating to direct payments to service users that allow individuals to arrange their own care. This is marginally offset by underspending of £0.973m on care services delivered in-house and a total underspending of £0.792m across a number of other service areas.

#### 3.1.2 Disability Service

- This service is forecast to underspend by £0.575m, which is an improved position of £0.180m from the position reported at the end of quarter 2.
- Within this total day services are forecast to underspend by £1.018m. This service is currently being reviewed and redesigned and as such the underspend is being held to off-set overspending in other areas as service plans are being developed.
- Domiciliary care services are forecast to overspend by £0.393m due to increased staffing costs.
- There are additional overspends totalling £0.050m which relate to other small variances across the service.

#### 3.1.3 Older People – in-house care services

- Older People Care services are forecast to underspend by a total of £0.391m, which is an improved position of £0.307m from the position reported at the end of quarter 2.

- Included within this total, the core service delivery budget delivering care through the operation of 17 care homes and 14 day centres is forecast to underspend by £0.301m.
- With further underspending of £0.090m through active control of management /support costs.

#### **3.1.4 Safeguarding**

- This service is forecast to overspend overall by £3.349m, which is an increase of £0.173m from the position reported at the end of quarter 2. The significant areas of variance are detailed below, in addition there are underspends totalling £0.332m which relate to other smaller variances across the service.

#### **Mental Health - Residential**

- Mental Health residential care is forecast to overspend by £2.423m of which the base budget pressure from 2014/15 is £2.175m.
- The forecast overspend has remained similar to the forecast position reported at the end of quarter 2. The current year's forecast overspend is largely due to the full year effect of the previous year's growth.
- Since April 2014 there has been a 20% increase in the number of service users and a 4% increase in the average weekly cost of care packages over the same time period.
- There are currently 293 clients supported via this service.

#### **Mental Health - Home Care**

- Mental Health Home Care services are forecast to overspend by £1.277m.
- The forecast overspend has remained broadly similar to the position reported at the end of quarter 2.
- In the year to date service user numbers have increased by 24%.
- Average care package costs increased by 14% in 2014/15 and continue to rise with an increase in the year to date of around 7%.

#### **Mental Health - Staff**

- Mental Health Staff operate under a joint arrangement with LCFT carrying out Mental Health social work on behalf of the Council.
- The employee expenditure for this service is jointly funded by LCC, CCGs and LCFT.
- The service is forecast to underspend by £0.683m. This is an improvement of £0.308m from the previously reported position, and is largely due to reduced agency fee rates.

#### **3.1.5 Social Care Services (Adults)**

Changes in statutory reporting requirements has meant the previous client groups of 'Older People' and 'Physical Disability' have now been combined to form the new client group 'Physical Support'.



The total budget for this service area is £267.988m and is forecast to overspend by £16.782m, which is an increased overspend of £0.191m from the position reported at the end of quarter 2.

If unaddressed will largely remain as a pressure in 2015/16 onwards, of which the base budget pressure from 14/15 is £10.352m. The significant areas of variance are detailed below. Additionally, there are also a number of other variances amounting to £1.290m in total across other service areas including equipment and adaptations.

### **Social Care – Staff**

- The service is due to overspend by £1.400m largely due to a base budget pressure from 14/15.
- This service area contains the expenditure budget for social work staff delivering assessment and care management services across all client groups excluding Mental Health.
- The service is currently experiencing significant demand pressure in cases which is preventing any reduction in staff numbers to deliver cost savings.

### **Physical Support – Direct Payments**

- Direct payments are a means of providing a payment to a service user to allow them to arrange their own care alternative to the Council commissioning services on their behalf.
- This area of service is forecast to overspend by £3.124m due to pressure from 2014/15 and on-going demand.
- In 2014/15 the number of people receiving a direct payment for this client group increased by 9% and in the year to date service user numbers have already increased by around 21%.
- There are currently 2,058 clients supported via this service.

### **Physical Support – Home Care**

- This service is forecast to overspend by £1.139m largely due to base budget pressure from 2014/15.
- In 2014/15 the number of people receiving home care for this client group increased by 4% and in the year to date service user numbers have increased by around 6%.
- There are currently 6,318 clients supported via this service.

### **Learning Disabilities**

- Learning Disability services include the provision of care services including residential and nursing care, but predominantly supported living and direct payments. Services are commissioned via a pooled fund arrangement with the six Lancashire CCGs. The LCC share of the service is forecast to overspend by £10.602m.
- The forecast overspend contains on-going demand pressure from 2014/15 of £5.733m.
- The budget was increased by a net £7.791m to allow for volume and price increases and other adjustments.



- Increases in service user activity are forecast to increase spending in 2015/16 by £1.052m.
- The budget has been reduced by £13.505m to reflect service offers and other savings agreed as part of the February 2014 budget. £1.897m of these savings are forecast to be achieved.

### **Purchasing General**

- This service is forecast to underspend by £0.773m through controlling costs by reducing non-essential spending.

### **Care Act funding**

The Council was notified that it was to receive specific grant funding and funding via the Better Care Fund for the implementation of the social care reforms that came into force from April 2015 and the preparation necessary for the funding reforms to be implemented in future years resulting from the Care Act. Of the £10.500m due to be received, the current forecast for Adult Services includes the application of £8.504m. The remaining £1.996m is planned to be used to support the reduction in waiting times for assessment.

### 3.2 Operations and Delivery – Children's Services

Ref	Service Grouping	Revised Annual Budget £m	Previous CABINET Forecast Variance QTR 2 £m	Current CABINET Forecast QTR 3 £m	Current Period Forecast Variance £m	Current Period Forecast Variance %
3.2.1	CHILDREN'S SERVICES	-0.285	-0.459	-0.747	-0.462	162%
3.2.2	ADOPTION & FOSTERING, RESIDENTIAL AND YOT	24.306	0.718	24.395	0.089	0%
3.2.3	SAFEGUARDING, INSPEC. & AUDIT	5.383	0.182	5.578	0.195	4%
3.2.4	CHILDREN SOCIAL CARE	54.198	5.208	60.109	5.911	11%
3.2.5	SCHOOL IMPROVEMENT	7.250	0.000	6.944	-0.306	-4%
3.2.6	SEN & DISABILITY	15.946	-0.504	14.443	-1.503	-9%
3.2.7	TRADED SERVICES (START WELL)	-3.180	-0.135	-4.294	-1.114	35%
	<b>CHILDRENS SERVICES TOTAL</b>	<b>103.618</b>	<b>5.010</b>	<b>106.428</b>	<b>2.810</b>	<b>3%</b>

The total net revised budget for Children's Services in 2015/16 is £103.618m. As at the end of quarter 3, the service is forecast to overspend by £2.810m which is a decrease of £2.200m in the forecast overspend reported to Cabinet at the end of quarter 2.

#### 3.2.1 Children's Services

- Underspends of £0.462m are forecast on central Children's Services budgets in 2015/16 which is an improvement of £0.003m from the forecast position reported to Cabinet at the end of quarter 2.
- Forecast underspends of £0.322m relate to agreed savings that have been delivered earlier than planned in 2015/16 rather than 2016/17.
- Forecast underspends of £0.080m relate to reduced management costs.
- Forecast underspends of £0.060m relate to various other items of expenditure including reduced cost of CRB checks.

#### 3.2.2 Adoption, Fostering, Residential and YOT

- Adoption, Fostering, Residential and YOT are forecast to overspend by £0.089m in 2015/16, which is an improvement of £0.629m from the forecast position reported to Cabinet at the end of quarter 2.
- Overnight Short Breaks (ONSB) Service is forecast to overspend by £0.586m in 2015/16, which represents a delay in the achievement of service offers savings relating to the timing of the merger and closure of a number of units. The forecast remains unchanged from the forecast position reported to Cabinet at the end of quarter 2.
- In-house fostering allowances are forecast to underspend by £0.238m in 2015/16 which is an improvement of £0.318m from the forecast position

reported to Cabinet at the end of quarter 2. The decrease in forecast follows a detailed review of in-house fostering allowance payments in 2015/16.

- Adoption Allowances are forecast to underspend by £0.157m in 2015/16 which is an improvement of £0.167m from the forecast position reported to Cabinet at the end of quarter 2 and is the result of a more rigorous enforcement of the County Councils approval process and qualification criteria.
- Further underspends of £0.102m are forecast across a number of staffing and other budgets, which is an improvement of £0.144m from the position reported to Cabinet at the end of quarter 2.

This forecast includes the application of £1.036m from reserves of which £0.976m will be met from Adoption Reform Grant carried forward held on the Former CYP Directorate Grant Funded Reserve and £0.060m will be met from the YOT – General Youth Offending Reserve to fund specific projects agreed by the Youth Justice Management Board and the impact of in year cuts to the Youth Justice Board Grant of £0.158m.

### **3.2.3 Safeguarding, Inspection and Audit**

- Safeguarding, Inspection and Audit is forecast to overspend by £0.195m which is an increase of £0.013m from the forecast position reported to Cabinet at the end of quarter 2.
- Overspends of £0.105m relate to additional staff costs predominantly within the Minute Taking Service.
- Overspends of £0.090m relate to the MASH/CART/EDT Service, in particular the Emergency Duty Team.

This forecast includes the planned application of non-recurrent reserve funding of £0.082m from the Strategic Investment Reserve in 2015/16 to support the Early Response Service and £0.090m from the Adoption Reform Grant carried forward and held on the Former CYP DFM General Reserve. It also includes the planned application of non-recurrent reserve funding of £0.056m from the Former CYP DFM General Reserve to cover the cost of additional staff following the merger of Lancashire Safeguarding Children's Board (LSCB) and Lancashire Safeguarding Adults Board (LSAB). Further contributions are to be sought from partners to balance the LSCB/LSAB budget from 2016-17.

### **3.2.4 Children's Social Care**

- Children's Social Care is expected to overspend by £5.911m, which is an increase of £0.703m from the forecast position reported to Cabinet at the end of quarter 2.
- A forecast overspend of £4.469m relates to agency placements which includes fostering and residential placements with external providers. The forecast reflects historical demand pressures and previous overspends. However, the forecast for agency foster care placements does take account of a fall in numbers of children placed. The forecast has increased by £0.250m from the position reported to Cabinet at the end of quarter 2. This increase relates to an increase in backlog payments. However, there is also a potential risk that increased numbers of high cost agency residential placements will lead to an increase in spend. The capacity of a number of in-house residential units is limited due to the placement of young people with increasingly complex needs that require high staff to child ratios to support, and as at the end of November

there were 10 vacancies within in-house residential units. Consequently young people who would otherwise have been placed in these units have been placed with external providers at an average weekly cost of approx. £2,560. It is difficult to estimate the financial impact of backlogs and increased numbers of high cost residential placements with the information available, however, this could be in the region of £0.500m over and above overspends reported to date. Both placements costs and activity data will be kept under review to determine the financial impact of any future changes and resulting trends. Demand may be further affected by the work being undertaken following the Ofsted Review, although the pathway diagnostic work, that is currently underway, has already identified some potential for efficiencies which could reduce costs without affecting the level of service delivery.

- An overspend of £1.459m is forecast on family support which covers assistance to families, residence orders, special guardianship orders and other payments. This is an improvement of £0.071m from the forecast position reported to Cabinet at the end of quarter 2.
- An overspend of £0.219m is forecast across a number of staffing teams. This is an increase in forecast of £0.665m from the forecast position reported to Cabinet at the end of quarter 2 and predominantly relates to the recruitment of agency staff following the Ofsted inspection. The forecast is likely to change over the coming months following the recruitment of additional experienced social, however, at this stage it is difficult to accurately reflect the financial impact of this in 2015/16. Budget provision of £5m has been made in 2016/17 via the MTFS report which went to Cabinet in November.
- A forecast underspend of £0.122m relates to Leaving Care Allowances and reflects a fall in the payments made in 2015/16.
- An underspend of £0.114m on other expenditure relates predominantly to the cost of CRB checks which is an improvement of £0.019m from the forecast position reported to Cabinet at the end of quarter 2.

This forecast includes the planned application of non-recurrent reserve funding of £0.657m, of which £0.460m will be met from Working Together with Families Grant carried forward and held on the Former CYP Directorate Grant Reserve and £0.197m from Adoption Reform Grant carried forward and held on the Former CYP DFM General Reserve, both of which will fund staff costs.

### **3.2.5 School Improvement**

School Improvement is forecast to underspend by £0.306m in 2015/16 which is an improvement of £0.306m from the forecast position reported to Cabinet at the end of quarter 2.

- Forecast underspends of £0.381m relate to staff costs and vacancies across a number of teams although this is offset by the anticipated receipt of £0.075m less income than budgeted.

This forecast includes the planned application of non-recurrent reserve funding of £0.032m from the Former CYP DFM General Reserve for ongoing projects.

### **3.2.6 Special Education Needs and Disability (SEND)**

Following discussions with Directors and Heads of Service there has been some realignment of budgets since quarter 2 to ensure that service and financial responsibility is correctly aligned. These changes include the transfer of £0.177m of budget to Traded Services. SEND is forecast to underspend by £1.503m in 2015/16 which is an improvement of £0.822m from the forecast position reported to Cabinet at the end of quarter 2.

- Underspends of £0.621m are forecast on SEND agency placements which includes family support and residential and foster care placements with external providers and remains unchanged from the forecast position reported to Cabinet at the end of quarter 2.
- Non-recurrent underspends of £0.312m relate to staff costs and vacancies which is an improvement of £0.252m from the forecast position reported to Cabinet at the end of quarter 2.
- Underspends of £0.280m relate to in-house fostering payments and forecast expenditure is in line with the outturn in 2014/15.
- Underspends of £0.290m predominantly relate to anticipated increases in charges for SLA's with Health for Occupational Therapy and Speech and Language Services which have not materialised in 2015/16.

This forecast includes the planned application of non-recurrent reserves funding of £0.595m, of which £0.553m from the Former CYP Directorate Grant Funded Reserve will be used to fund the cost of implementing SEND reforms. A further £0.042m from the Former CYP DFM Reserve will be used fund work around Joint Loan Stores in respect of Children with Disabilities.

### **3.2.7 Traded Services (Start Well)**

Following discussions with Directors and Heads of Service there has been some realignment of budgets since quarter 2 to ensure that service and financial responsibility is correctly aligned. These changes include the transfer of £0.177m of budget from SEND and the realignment of budgets within Traded Services. A full review of Traded Services has been undertaken to assess the financial position and delivery of service offer savings following the commencement of the 2015/16 academic year. Traded Services Start Well is forecast to underspend by £1.114m in 2015/16 which is an improvement of £1.156m from the forecast position reported to Cabinet at the end of quarter 2. The forecast position represents a forecast surplus before corporate overheads of £4.294m in 2015/16.

- Schools Catering and Residential Service is forecast to underspend by £1.289m in 2015/16 of which £0.900m is non-recurring.
- Governor Services is forecast to underspend by £0.102m which relates to staff costs and vacancies.
- Outdoor Education Service is forecast to overspend by £0.218m in 2015/16 as a result of fewer bookings than anticipated.
- Overspends of £0.059m are forecast across a number of other service areas.

This forecast includes the planned application of non-recurrent reserve funding of £0.020m from the Former CYP DFM General Reserve to cover the cost of ICT system developments.



### 3.3 Operations and Delivery – Community Services

Ref	Service Grouping	Revised annual budget £m	Previous CABINET Variance - QTR 2 £m	Current CABINET Forecast - QTR 3 £m	Current Period Forecast Variance £m	Current Period Forecast Variance %
3.3.1	COMMUNITY SERVICES	0.272	0.000	0.272	0.000	0%
3.3.2	CUSTOMER ACCESS	3.726	-0.580	2.996	-0.730	-20%
3.3.3	PUBLIC & INTEGRATED TRANSPORT	55.256	-0.611	52.309	-2.947	-5%
3.3.4	LIBRARIES, MUSEUMS, CULTURE & REGISTRARS	15.053	-0.025	14.899	-0.154	-1%
3.3.5	HIGHWAYS	23.378	-0.400	21.696	-1.682	-7%
3.3.6	WASTE MGT	70.221	0.863	71.412	1.191	2%
3.3.7	NON SERVICE ISSUES CORPORATE BUDGETS	0.629	0.000	0.629	0.000	0%
	<b>COMMUNITY SERVICES TOTAL</b>	<b>168.535</b>	<b>-0.753</b>	<b>164.213</b>	<b>-4.322</b>	<b>-3%</b>

The total net revised budget for Community Services in 2015/16 is £168.535m. As at the end of quarter 3, the service is forecast to underspend by £4.322m which is an improvement of £3.569m from the forecast position reported to Cabinet at the end of quarter 2.

#### 3.3.2 Customer Access

- Customer Access is forecast to underspend by £0.730m, which is an improvement of £0.150m from the forecast position reported to Cabinet at the end of quarter 2. The forecast underspend relates to staff costs, vacancies and maternity leave and other costs. A number of vacancies are in the process of being recruited to and this has been reflected in the forecast. However, delays in filling vacancies and any further vacancies which arise may result in further underspends during the remainder of the year.

#### 3.3.3 Public & Integrated Transport

- Public & Integrated Transport is forecast to underspend by £2.947m which is an improvement of £2.336m from the forecast position reported to Cabinet at the end of quarter 2.
- Public Bus is forecasting to underspend by £0.561m as a result of a combination of fuel cost reductions and additional income received.
- Community transport is showing a predicted underspend of £0.636m. This is mainly due to the £0.500m investment agreed as part of the 2014/15 budget to further fund such schemes which to date has no firm plans to be spent. The remaining £0.136m saving is due to lower vehicle running costs.



- Concessionary Travel underspends of £1.014m have been identified following a detailed review which has highlighted a fall in overall passenger numbers of 6% since 2014/15 in the year to date.
- Preston Bus Station is reporting an underspend of £0.090m due to reduced running costs (electricity, water and gas).
- Additional staffing underspends of £0.646m have been highlighted since the June forecast, £0.511m of which relates to Local Sustainable Transport Fund grant funding being received.

The current forecast includes a contribution to reserves for the replacement of NoWcards due every 5 years (2017) of £0.020m as well as a non-recurrent contribution from reserves of £0.024m in relation to the CIVINET network.

### **3.3.4 Libraries, Museums, Culture & Registrars**

- The service are forecasting an underspend of £0.154m, this is an improvement of £0.129m from the forecast position reported to Cabinet at the end of quarter 2.
- Reductions have been made in Libraries, Museums and Cultural services running costs, project spend and staffing levels giving a revised forecast base budget pressure from 14/15 of £0.204m.
- The registration service has reduced their running costs and is attracting new business income resulting in a forecast underspend of £0.358m, which is likely to reoccur in future years.

The forecast includes £0.510m planned application of non-recurrent reserve funding which is mainly investment in additional book stock.

### **3.3.5 Highways**

- The service forecast an underspend of £1.682m which is an increase of £1.282m from the forecast position reported to Cabinet at the end of quarter 2.
- An underspend of £1.148m is forecast resulting from an over-recovery on plant and transport due to improved utilisation rates and labour productivity and increased Capital activity, as well as a reduction on the highway management costs such as depot running costs.
- Highway defects forecast an underspend of £0.428m due to improved work practices and reduced demand through Capital investment.
- The newly introduced highways permit scheme is forecast to generate higher revenues than initially expected in the proposal resulting in additional income of £0.439m.
- Additional overspends have been indemnified across the service amounting to £0.333m, these include under recovery of roundabout sponsorship income.

The current forecast includes £0.429m planned application of non-recurrent reserve funding to fund equipment renewals £0.154m, proposed investment in traffic management schemes utilising previous parking income surpluses £0.012m, investment in public realm activities supported by roundabout sponsorship surplus income £0.028m and the application of member priority contingencies monies £0.235m for schemes approved in 2013/14 which are now being carried out.

### 3.3.6 Waste Management

The service are forecasting an overspend of £1.191m, which is an increase of £0.328m from the position reported to Cabinet at the end of quarter 2.

Waste had previously highlighted the following risks totalling £10.490m in terms of revenue costs in 2015/16, these risks have slightly reduced this month to £10.190m due to improvements in the recyclate market:

- The cost of disposing of excess green waste, previously picked up by GRLOL (Global Renewables Lancashire Operations Limited) directly, which has increased by £0.650m.
- Recyclate income which has dropped considerably against the level originally budgeted resulting in an overspend of £2.300m. However alternative markets are being investigated and there is potential for this position to improve over the year.
- Increased insurance costs of £1.800m have materialised in year. However investment in a fire prevention system is underway which should ultimately reduce these costs in future years.
- The withdrawal of the PFI Grant has resulted in a pressure of £5.990m. Within the 2015/16 forecast position the earmarked reserve has been applied to manage this pressure and going forward this has been built into the revised MTFS.

Steps have been taken where possible to reduce this burden which include

- GRLOL being tasked with reducing their operating costs, this is currently estimated at £0.600m however plans may result in further savings.
- The decision to mothball part of the waste treatment plant has been taken which will save the Authority a predicted £0.500m in year and this could potentially increase.
- Cost reductions have been seen in the Household Waste Recycling Centres with an additional £0.500m saving forecasted for the year relating to the agreed reduction in opening hours, weekend and bank holiday resulting in reduced overtime payments along with income now being received from the change in policy to charge individuals for inert waste. This is an improvement of £0.2m since last quarter.
- The costs of landfill have also reduced by £1.000m due to improved diversion rates and cheaper options for offtakes. This is £0.5m less than quarter 2 because of increased prices of diverted material in the quarter.
- Transport costs have also reduced by £0.3m due to the cost of transport for diverted waste being borne by those customers. This is an improvement of £0.2m on last quarter.
- Lifecycle savings of £0.200m relating to 14/15 which have been confirmed as part of GRLOL final accounts sign off and £0.200m saving after re-profiling the lifecycle programme.
- There are additional underspends totalling £0.280m which relate to other small variances across the service, including reductions in staff costs, clinical waste, odour measurements and waste minimisation projects.

### 3.4 Operations and Delivery – Public Health and Wellbeing Services

Ref	Service Grouping	Revised Annual Budget	Previous Cabinet Forecast Variance QTR 2	Current CABINET Forecast QTR 3	Current Period Forecast Variance	Current Period Forecast Variance
		£m	£m	£m	£m	%
3.4.1	DEPUTY DIR PUBLIC HEALTH & CONSULTANTS TOTAL	0.508	0.000	0.532	0.024	5%
3.4.2	PUBLIC HEALTH & WELLBEING TOTAL	-68.718	4.301	-64.439	4.279	-6%
3.4.3	EMERGENCY PLANNING & RESILIENCE TOTAL	1.267	-0.258	0.948	-0.319	-25%
3.4.4	HEALTH EQUITY, WELFARE & PARTNERSHIPS TOTAL	5.709	-0.111	5.109	-0.600	-11%
3.4.5	PATIENT SAFETY & QUALITY IMPROVEMENT TOTAL	3.537	-0.761	2.797	-0.740	-21%
3.4.6	TRADING STANDARDS & SCIENTIFIC SERVICES TOTAL	3.174	0.126	3.265	0.091	3%
3.4.7	WELLBEING, PREVENTION & EARLY HELP TOTAL	84.082	-0.417	83.085	-0.997	-1%
	<b>PUBLIC HEALTH &amp; WELLBEING TOTAL</b>	<b>29.559</b>	<b>2.880</b>	<b>31.297</b>	<b>1.738</b>	<b>6%</b>

The total net revised budget for Public Health & Wellbeing Services in 2015/16 is £29.559m. As at the end of quarter 3, the service is forecast to overspend by £1.738m which is a decrease of £1.142m from the forecast position reported to Cabinet at the end of quarter 2.

### **3.4.1 Public Health & Wellbeing**

- The Public Health Grant budget of £68.718m (including the part year funding for 0-5 years PH contracts) has now been transferred under this heading. An overspend has been highlighted of £4.279m in the main this is due to the confirmed loss of grant amounting to £4.261m. As yet reserves have not been applied to contain this risk in year and the ongoing loss of grant has been addressed in 2016/17 via the MTFS.

### **3.4.3 Emergency Planning & Resilience**

- The service are forecasting an underspend of £0.319m, which is an improvement of £0.061m from the forecast position reported to Cabinet at the end of quarter 2.
- This relates to forecast underspends of £0.240m resulting from efficiencies within the service and additional income with an additional £0.079m underspend relating to staffing vacancies.

### **3.4.4 Health Equity, Welfare & Partnerships**

- Underspend of £0.600m, which is an increased saving of £0.489m from the forecast position reported to Cabinet at the end of quarter 2.
- Road Safety staffing spend is under budget by £0.160m and third party spend by £0.090m.
- School Crossing Patrol expenditure is under budget by £0.100m mainly in relation to employee costs. However going forward there are a number of new school crossing patrols being established, which will increase spend over the remainder of the financial year.
- Third party spend in relation to Children's Trust Partnerships provides a saving of an additional £0.080m.
- Across the remainder of the service, additional underspends of £0.170m have been identified this quarter in relation to employee costs.

The cost of commissioning domestic abuse services is currently funded by contributions from a range of agencies. A revenue funding gap of £0.553m is currently anticipated, which is proposed to be covered via the Domestic Abuse reserve. Management is currently working with partners to develop a sustainable solution to the commissioning of these services going forward. Reserves are time limited and cannot support the service at its current levels in 2016/17.

### **3.4.5 Patient Safety & Quality Improvement**

- This service is forecast to underspend by £0.740m, which is a reduction of £0.021m from the forecast position reported to Cabinet at the end of quarter 2. This underspend is due to vacant posts within the current staffing structure and controlling costs by reducing non-essential spending.

This includes the planned application of non-recurrent Health Services reserve funding of £0.222m in relation to the Steady On falls prevention strategy.

### **3.4.6 Trading Standards & Scientific Services**

- Safer trader staffing is forecasting to overspend by £0.091m, which is a reduction of £0.035m from the forecast position reported to Cabinet at the end of quarter 2.

This includes the planned application of non-recurrent reserve funding of £0.066m, £0.106m from the improved partnership reserve for one-off project spend, working with communities to address tobacco and alcohol issues offset by a net contribution to the equipment renewals reserve of £0.040m.

### **3.4.7 Wellbeing, Prevention & Early Help**

- The service are forecasting an underspend of £0.997m, which is an improvement of £0.580m from the forecast position reported to Cabinet at the end of quarter 2.
- Additional reductions in contract spend of £0.381m represents continued efforts to reduce spend wherever possible.
- Savings have now also been identified under Children Centres amounting to £0.616m following the directive to hold back on filling vacancies and cut non-essential spending.

It should be noted that from the 1<sup>st</sup> October 2015 responsibility for the 0-5 years Health visitors Public Health contracts transferred to LCC from NHSE. The Public Health grant increased in line with this fully committed additional spend of £9.054m.

£1.372m has been planned application of non-recurrent reserve funding within the forecast as one off spend, covering small approved project and grant spend £0.242m as well as affordable warmth grants to districts £0.400m, STEADY on falls prevention £0.320m and early support £0.410m

### 3.5 Within the Lancashire Pension Fund

Ref	Service Grouping	Revised Annual Budget £m	Previous CABINET Forecast Variance QTR 2 £m	Current CABINET Forecast QTR 3 £m	Current Period Forecast Variance £m	Current Period Forecast Variance %
3.5.1	LANCASHIRE PENSION FUND	-0.028	0.000	-0.028	0.000	0%
3.5.2	CHIEF INVESTMENT OFFICER	-0.046	0.000	-0.046	0.000	0%
3.5.3	DEPUTY CHIEF INVESTMENT OFFICER	-0.033	0.000	-0.033	0.000	0%
3.5.4	INVESTMENT PORTFOLIO MANAGER	-0.092	0.000	-0.092	0.000	0%
3.5.5	YOUR PENSION SERVICE	-1.588	0.029	-1.538	0.050	3%
3.5.6	POLICY & COMPLIANCE	-0.055	0.000	-0.055	0.000	0%
	<b>LANCASHIRE PENSION FUND TOTAL</b>	<b>-1.842</b>	<b>0.029</b>	<b>-1.792</b>	<b>0.050</b>	<b>3%</b>

The forecast for Your Pension Service includes the use of £0.089m from the Downsizing Reserve to meet costs arising from the anticipated increase in demand for VR estimates and payments as a result of the County Council's Transformation Programme.



### 3.6 Within the Commissioning Services

Ref	Service Grouping	Revised Annual Budget £m	Previous CABINET Variance QTR 2 £m	Current CABINET Forecast QTR 3 £m	Current Period Forecast Variance £m	Current Period Forecast Variance %
3.6.1	COMMISSIONING	0.166	-0.007	0.159	-0.007	-4%
3.6.2	CORPORATE COMMISSIONING	0.137	0.000	0.137	0.000	0%
3.6.3	ASSET MGT	10.143	-0.855	7.936	-2.207	-22%
3.6.4	PROCUREMENT	1.856	0.030	2.097	0.241	13%
3.6.5	AREA PUBLIC SERVICE INTEGRATION	0.529	0.026	0.529	0.000	0%
3.6.6	POLICY, INFO. & COMMISSION START WELL	0.545	0.113	0.580	0.035	6%
3.6.7	POLICY, INFO. & COMMISSION LIVE WELL	0.852	-0.027	0.852	0.000	0%
3.6.8	POLICY, INFO. & COMMISSION AGE WELL	0.659	-0.003	0.455	-0.204	-31%
3.6.9	BUSINESS INTELLIGENCE	1.022	0.186	1.379	0.357	35%
3.6.10	GOVERNANCE, FINANCE & PUBLIC SERVICES	0.140	0.000	0.140	0.000	0%
3.6.11	FINANCIAL RESOURCES	0.101	0.000	0.101	0.000	0%
3.6.12	OFFICE OF THE POLICE AND CRIME COMMISSIONER TRES	-0.016	0.000	-0.016	0.000	0%
3.6.13	FINANCIAL MGT (OPERATIONAL)	2.237	-0.260	1.756	-0.481	-22%
3.6.14	FINANCIAL MGT (DEVELOPMENT AND SCHOOLS)	0.346	-0.169	0.237	-0.109	-32%
3.6.15	CORPORATE FINANCE	0.824	-0.271	0.714	-0.110	-13%
3.6.16	EXCHEQUER SERVICES	4.168	0.100	3.668	-0.500	-12%
3.6.17	LEGAL, DEMOCRATIC & GOVERNANCE	0.101	0.000	0.101	0.000	0%
3.6.18	LEGAL AND DEMOCRATIC SERVICES	13.194	1.958	14.555	1.361	10%
3.6.19	INTERNAL AUDIT	0.697	0.000	0.697	0.000	0%
	<b>COMMISSIONING TOTAL</b>	<b>37.700</b>	<b>0.820</b>	<b>36.077</b>	<b>-1.624</b>	<b>-4%</b>

The total net revised budget for Commissioning Services in 2015/16 is £37.700m. As at the end of quarter 3, the service is forecast to underspend by £1.624m which is an improved position of £2.444m from the forecast position reported to Cabinet at the end of quarter 2.

### **3.6.3 Asset Management**

- Asset Management is forecast to underspend by £2.207m in 2015/16 which is an improvement of £1.352m from the forecast position reported to Cabinet at the end of quarter 2.
- The forecast underspend relates to street lighting energy costs. Following a review of bills received from EDF late in 2014/15 it has become apparent that EDF overcharged the Authority in 2014/15 by £0.746m and therefore the service will show a one-off reduced spend in 2015/16 as a result of overcharges being refunded. In addition to this the street lighting budget is now showing a further underspend due to a 7% reduction from 2014/15 on energy consumption of £0.449m and an 11% reduction from 2014/15 on the cost of energy of £0.807m. The additional underspend is based on price increases originally built into the MTFS for 2015/16 which have not materialised totalling £0.205m and which have been revised in the MTFS going forward.

The forecast includes planned application of non-recurrent reserve funding of £0.109 from the energy survey work reserve to cover the costs of meeting statutory requirement to Display Energy Certificates and Advisory Reports required by the government in all buildings accessed by Public and a net contribution to the CYP PFI reserves of £0.840m.

### **3.6.4 Procurement**

- Procurement is forecast to overspend by £0.241m in 2015/16, which is an increase in forecast of £0.211m from the forecast position reported to Cabinet at the end of quarter 2. The forecast overspend relates predominantly to the non-receipt of budgeted income.

### **3.6.6 Policy, Information and Commissioning Start Well**

- Policy, Information and Commissioning Start Well is forecasting to overspend by £0.035m in 2015/16, which is a decrease of £0.078m from the forecast position reported to Cabinet at the end of quarter 2. The forecast overspend relates to reducing staff costs.

### **3.6.8 Policy, Information and Commissioning Age Well**

- Policy, Information and Commissioning Age Well is forecast to underspend by £0.204m in 2015/16, which is an improvement of £0.201m from the position reported to Cabinet at the end of quarter 2. The forecast underspend relates to staff costs and vacancies and the forecast position has been revised following a detailed review of staff budgets and costs with the Head of Service for Policy, Information and Commissioning Age Well.

### **3.6.9 Business Intelligence**

- Business Intelligence is forecasting to overspend by £0.357m in 2015/16, which is an increase of £0.171m from the forecast position reported to Cabinet at the end of quarter 2. The forecast overspend relates to staff costs and has been revised following a detailed review of staff budgets and costs with the Head of Service for Business Intelligence.

### **3.6.11 Financial Resources**

The forecast includes use of non-recurrent reserve funding reserves of £0.070m from the downsizing reserve to fund the additional in year costs of the Interim Director of Financial Resources

### **3.6.13 Financial Management (Operational)**

- An underspend of £0.481m is forecast in 2015/16 which is an improvement of £0.221m from the forecast position reported to Cabinet at the end of quarter 2. The forecast underspend relates to staff costs and vacancies.

### **3.6.14 Financial Management (Development and Schools)**

- An underspend of £0.109m is forecast in 2015/16 which is an increase of £0.060m in the forecast position reported to Cabinet at the end of quarter 2. The forecast underspend relates to staff costs and vacancies, whilst the change in the forecast position is a result of a decision not to draw down £0.060m from reserves to fund ICT developments as previously reported given the forecast underspend position.

### **3.6.15 Corporate Finance**

- An underspend of £0.110m is forecast in 2015/16 which is an increase of £0.161m from the forecast position reported to Cabinet at the end of quarter 2. The forecast underspend relates to staff costs and vacancies. The change in the forecast position relates to staff vacancies and a decision not to draw down £0.275m from reserves to fund ICT developments as previously reported given the forecast underspend position.

### **3.6.16 Exchequer Services**

- An underspend of £0.500m is forecast in 2015/16 which is an improvement of £0.600m from the forecast position reported to Cabinet at the end of quarter 2. The forecast underspend relates to staff costs and vacancies and lower than budgeted demand for Care and Urgent Needs Support. The change in the forecast position relates to the lower than budgeted demand for Care and Urgent Needs Support and a decision not to draw down £0.060m from reserves to fund ICT developments as previously reported given the forecast underspend position.

### **3.6.17 Legal and Democratic Services**

- Legal and Democratic Services is forecast to overspend by £1.361m in 2015/16, which is an improvement of £0.597m from the forecast position reported to Cabinet at the end of quarter 2.
- Coroners Service is forecast to overspend by £0.385m on staff costs, various fees for services provided (toxicology, pathology, mortuary fees, etc.) and SLA's with other Local Authorities, as a result of continuing demand led pressures, which is an decrease in overspend of £0.046m from the forecast position reported to Cabinet at the end of quarter 2. The change in forecast follows the renegotiation of SLA's with Blackpool Borough Council.
- £1.124m relates to overspends on staff, agency costs and legal fees within Legal Services resulting from increases in numbers of child protection cases. This is a decrease in overspend of £0.463m from the forecast position reported to Cabinet at the end of quarter 2 and relates predominantly to staff vacancies and maternity leave.
- Further underspends of £0.146m across a number of service areas relate to staff vacancies, expenditure for official visitors and member related expenditure, which is an improvement of £0.087m from the forecast position reported to Cabinet at the end of quarter 2.

The forecast also contains a planned contribution to the County Council Elections reserve of £0.400m.

### 3.7 Within the Development and Corporate Services

Ref	Service Grouping	Revised Annual Budget £m	Previous CABINET Variance QTR 2 £m	Current CABINET Forecast QTR 3 £m	Current Period Forecast Variance £m	Current Period Forecast Variance %
3.7.1	BUSINESS GROWTH	0.081	0.000	0.079	-0.002	-2%
3.7.2	CORE BUSINESS SYSTEMS/TRANSFORMATION	14.350	1.167	16.708	2.358	16%
3.7.3	CORPORATE SERVICES	0.099	0.000	0.099	0.000	0%
3.7.4	DESIGN and CONSTRUCTION	3.154	0.015	4.544	1.390	44%
3.7.5	DEVELOPMENT AND CORPORATE SERVICES	0.172	0.000	0.172	0.000	0%
3.7.6	ECONOMIC DEVELOPMENT	1.317	0.000	1.317	0.000	0%
3.7.7	ESTATES	1.787	0.000	1.046	-0.741	-41%
3.7.8	FACILITIES MGT	4.726	1.432	5.645	0.919	17%
3.7.9	HEALTH & CARE SYSTEMS DEVELOPMENT	0.730	0.000	0.781	0.051	7%
3.7.10	HUMAN RESOURCES	1.175	-0.187	0.980	-0.195	-17%
3.7.11	LEP COORDINATION	0.081	-0.035	0.046	-0.035	-43%
3.7.12	LANCASHIRE ADULT LEARNING	-2.485	1.927	0.078	2.563	103%
3.7.13	PLANNING AND ENVIRONMENT	2.684	0.063	2.684	0.000	0%
3.7.14	PROGRAMME OFFICE	2.586	-0.631	2.075	-0.511	-20%
3.7.15	PROGRAMMES & PROJECT MGT	0.117	0.000	0.117	0.000	0%
3.7.16	SKILLS, LEARNING AND DEVELOPMENT	4.738	-0.279	3.693	-1.045	-22%
3.7.17	STRATEGIC ECONOMIC DEVELOPMENT	0.081	0.000	0.078	-0.003	-4%
		<b>35.393</b>	<b>3.472</b>	<b>40.142</b>	<b>4.749</b>	<b>13%</b>

The total net revised budget for Development and Corporate Services in 2015/16 is £35.393m. As at the end of quarter 3, the service is forecast to overspend by £4.749m which is an improved position of £1.277m from the forecast position reported to Cabinet at the end of quarter 2.

### **3.7.2 Core Business Systems/Transformation**

- Core Business Systems and Transformation Service is forecast to overspend by £2.358m in 2015/16, which is an increase of £1.191m from the position reported to Cabinet at the end of quarter 2.
- The forecast includes the planned application of non-recurrent reserve funding of £6.7m from the Risk Management Reserve. The previous report noted that several budget adjustments totalling £5.1m, reflected in the former OCL contract, had not been made in the 2014/15 accounts and 2015/16 budget. This has directly impacted on the financial position for this service area and the adjustments should have realigned the budget to reflect the cost of the agreed BTLS contract. The wider strategic partnership budget is forecast to overspend by £2.666m in 2015/16 following a detailed review and the ongoing impact is addressed in the MTFs from 2016/17.
- Non BTLS elements of Core Business Systems and Transformation Service are forecast to underspend by £0.308m which is an improvement of £0.106m from the forecast position reported to Cabinet at the end of quarter 2. The forecast underspend relates to staff costs and vacancies offset by asset management programme charges not budgeted for.

### **3.7.4 Design and Construction**

- Design and Construction are forecasting an overspend of £1.390m in 2015/16 which has not previously been reported.
- This overspend is due to reduced income from fees for capital property works offset by related staff savings, resulting in a net overspend of £0.500m. In addition the R&M savings target of £0.500m will not be achieved due to delays in the property rationalisation programme. The service also has staffing vacancies within highways design and the design and construction management team, overall forecasting a saving of £0.110m.

£6.828m of reserves balances have been applied. This is made up of £6.061m in relation to the Pooled Resources Operational Plan (PROp) which is a non-profit making building and maintenance scheme for all Primary, Nursery, Special Schools and ACERS, administered by LCC, £0.727m one-off funding in relation to the LCC planned repairs & maintenance programme and £0.040m one-off funding to continue the development of the high specification design and construction software and systems.

### **3.7.6 Economic Development**

The forecast includes a contribution from the Strategic Investment Reserve of £3.142m in 2015/16 to fund the costs of a number of work streams to develop employment opportunities across Lancashire.

### **3.7.7 Estates**

- Estates is forecast to underspend by £0.741m in 2015/16, which is a decrease in forecast of £0.741m from the forecast position reported to Cabinet at the end of quarter 2. The service has undertaken a full review of budgets and as a result identified a number of underspends including £0.213m on staffing, £0.110m (non recurring) in relation to a lease extension, £0.372m relating to increased property



management income chargeable to capital and £0.046m across a number of other areas.

### **3.7.8 Facilities Management**

- Facilities Management is forecasting a £0.919m overspend which is a slight improvement from the position reported to Cabinet at the end of quarter 2.
- There is a pressure of £0.708m resulting from delays in delivery of 2015/16 service offer savings linked to the property rationalisation review. Only part of the Woodlands savings have been achieved to date resulting in an additional pressure of £0.121m. Lancashire Adult Learning property costs have transferred under Facilities Management resulting in an in year net pressure of £0.470m which will be addressed as part of the property rationalisation programme from 2016/17 onwards. Remaining pressures of £0.120m relate to inherited building costs and catering overspends.

The forecast also includes the planned application of non-recurrent reserve funding of £0.378m from reserves for the redesign of committee floor audio visual installation and conferencing system.

### **3.7.9 Health and Care Systems**

This position includes the planned application of non-recurrent reserve funding of £0.811m of reserves.

### **3.7.10 Human Resources**

- Human Resources is forecast to underspend by £0.195m in 2015/16 which is an improvement of £0.008m from the forecast position reported to Cabinet at the end of quarter 2. The forecast underspend relates to staff costs and vacancies and achievement of more income than budgeted.

The forecast includes the planned application of non-recurrent reserve funding of £0.392m from the former CYP DFM General Reserve agreed by Lancashire Schools Forum to provide transitional support for services which are currently not traded as they move to a traded basis.

### **3.7.12 Lancashire Adult Learning**

- Lancashire Adult Learning is forecast to overspend by £2.563m which is an increase of £0.636m from the forecast position reported to Cabinet at the end of quarter 2, following the completion of the 2014/15 academic year end which covers the period August 2014 to July 2015.
- The forecast overspend is due to the non-achievement of budgeted income targets and agreed savings, particularly in light of a recent OFSTED report and resulting reduction in Adult Skills funding.

The forecast for Lancashire Adult Learning includes the use of £0.399m from the Lancashire Adult Learning Reserve in relation to 2014/15 academic year.

### **3.7.13 Planning and Environment**

Planned application of non-recurrent reserve funding of £0.046m have been applied within the forecast; £0.021 from the waste PFI compensation reserve, reimbursing local residents in relation to the waste plant odour issues and £0.025m from the equipment renewals reserve for the introduction of car parking ticket machines at the countryside sites.

### **3.7.14 Programme Office**

- Programme Office is forecast to underspend by £0.511m in 2015/16. The forecast underspend relates to staff cost and vacancies and has decreased by £0.120m from the forecast position reported to Cabinet at the end of quarter 2 following the recruitment of two locum solicitors.

### **3.7.16 Skills, Learning and Development**

- Skills, Learning and Development is forecast to underspend by £1.045m in 2015/16 which is an improvement of £0.766m from the forecast position reported to Cabinet at the end of quarter 2.
- Forecast underspends of £0.491m across Learning and Development budgets predominately relate to staff vacancies.
- Forecast underspends of £0.262m relate to training expenses.
- Forecast underspends of £0.629m relate to internal charges and recharges no longer required following the phase 1 restructure.
- Forecast overspends of £0.337m predominantly relate to staff costs and vacancies within the Social Inclusion Service.

This forecast includes the planned application of non-recurrent funding of £1.850m from reserves of which £1.245m will be met from the Strategic Investment Reserve. This will cover the costs of promoting sustainable employment for young people, including Lancashire's looked after children, through apprenticeships with Lancashire businesses and professional apprenticeships with the County Council, and the Ex Service Personnel Mentoring In Schools Programme. A further £0.661m will be met from the former CYP DFM General Reserve to cover the costs of ESF Skills Support and ESF NEET projects, £0.048m will be met from the Downsizing Reserve to support staff through the County Councils Transformation Programme and £0.116m will be met from Assessed Supported Year in Employment Grant carried forward and held on the Former CYP Directorate Grant Funded Reserve.

### 3.8 Within Chief Executive Services

Ref	Service Grouping	Revised Annual Budget	Previous CABINET Variance QTR 2	Current CABINET Forecast QTR 3	Current Period Forecast Variance	Current Period Forecast Variance
		£m	£m	£m	£m	%
3.8.1	CHIEF EXECUTIVE	0.274	0.020	0.274	0.000	0%
3.8.2	SERVICE COMMUNICATIONS	1.583	-0.225	1.368	-0.215	-14%
3.8.4	CONTINGENCIES	0.625	-0.625	0.000	-0.625	-100%
3.8.5	NON SERVICE ISSUES CORPORATE BUDGETS	74.948	-9.989	63.080	-11.868	-16%
3.8.6	LARGE SPECIFIC GRANTS TO SUPPORT THE AUTHORITY	-15.866	-0.247	-16.113	-0.247	2%
	<b>CHIEF EXECUTIVE TOTAL</b>	<b>61.564</b>	<b>-11.066</b>	<b>48.609</b>	<b>-12.955</b>	<b>-21%</b>

The total net revised budget for Chief Executive Services in 2015/16 is £61.564m. As at the end of quarter 3, the service is forecast to underspend by £12.955m which is an improvement of £1.889m from the forecast position reported to Cabinet at the end of quarter 2.

The forecast includes the planned application of non-recurrent reserve funding of £5.500m from the downsizing reserve to cover the cost of staff displaced during phase 1 of the County Council's Transformation Programme.

#### 3.8.2 Service Communications

- Service Communications is forecast to underspend by £0.215m in 2015/16 which is an increase in forecast cost of £0.010m from the forecast position reported to Cabinet at the end of quarter 2. The forecast underspend relates to staff costs and vacancies of which £0.185m relates to a continuation of underspends in 2014/15.

#### 3.8.4 Contingencies

- Contingencies are forecast to underspend by £0.625m which is unchanged from the forecast position reported to Cabinet at the end of quarter 2.

#### 3.8.5 Non Service Issues Corporate Budgets

- Non Service Issues Corporate Budgets are forecast to underspend by £11.868m which is an improvement of £1.879m from the forecast position reported to Cabinet at the end of quarter 2.

This forecast includes the planned application of non-recurrent reserve funding of £5.464m from the risk management reserve.

## Former CYP Centrally Managed Projects

- Former CYP Centrally Managed Projects is forecast to overspend by £0.621m which is an increase of £0.621m from the forecast position reported to Cabinet at the end of quarter 2.
- Forecast overspends of £0.495m relate to an internal recharge for ICT refresh for which the budget was reduced in 2015/16 for service offer savings.
- The remaining underspends of £0.126m predominantly relate to school closure costs.

## Pensions – Inherited Liability and Central Employers Contribution

- An underspend of £0.489m is forecast across inherited liability and central employers pension contribution budgets which is unchanged from the forecast position reported to Cabinet at the end of quarter 2.

## Treasury Management

	<b>Budget 15/16 £m</b>	<b>Forecast 15/16 £m</b>	<b>Surplus (-) /Deficit £m</b>
MRP	37.085	30.439	-6.646
Interest Paid	22.308	24.992	2.684
Interest Received	-12.710	-20.748	-8.038
Grants	-0.280	-0.280	0.000
<b>Total</b>	<b>46.403</b>	<b>34.403</b>	<b>-12.000</b>

- The capital financing budget is forecast to underspend by £12.000m in 2015/16.
- Minimum Revenue Provision (MRP) - Forecast surplus £6.646m. The MRP is a charge to cover the amount of capital expenditure that has not yet been financed. The budget is based on assumptions regarding the financing of the Capital Programme. The MRP is lower than anticipated due to a lower than anticipated level of borrowing used to finance the 2014/15 Programme and following the cessation of the Waste PFI contract in 2014/15 a review of waste provision within the charge was undertaken.
- Interest Paid – Forecast deficit £2.684m. Interest paid is overspent largely due to the agreed contribution towards the Todmorden Curve Rail Project (£2.300m) which was not budgeted for.
- Interest Receivable - Forecast surplus £8.038m. The forecast surplus on interest received arose primarily because the county council's low risk investment portfolios increased in value as a result of market movements during the first months of the year. This enabled some core GILT bonds to be sold resulting in a net gain of

£2.960m. There have also been net gains of £5.078m resulting from sales on the traded bond portfolio.

- The Money Matters report which was agreed at Cabinet in November included a budget saving for 2016/17 onwards relating to Capital Financing Charges. This is to be delivered via a revised Minimum Revenue Provision Policy being agreed at Full Council in February 2016 and, on the basis of further work undertaken, this could be implemented from April 2015 with an estimated impact of a reduced charge to the revenue account of c£10m this year.

### **3.8.6 Large Specific Grants to Support the Authority**

- Large specific grants are forecast to underspend by £0.247m which is unchanged from the forecast position reported to Cabinet at the end of quarter 2. This relates to higher than budgeted Education Services Grant (ESG). Actual ESG received varies dependent on conversions to academies during the year.
- The budgets for Extended Rights to Free School Travel and Public Health Grant has been moved to Public and Integrated Transport and Public Health and Wellbeing respectively.

## Appendix 1 – The 2015/16 Revenue Budget Detail

### Appendix 1.1 – Adult Services

Level E - Cost Centre Description	Revised Annual Budget	Current Period Forecast (ORACLE)	Current Period Forecast Variance (ORACLE)
	£m	£m	£m
<b>ADULT SERVICES</b>			
DIR - ADULT SERVICES	0.656	0.635	-0.021
<b>ADULT SERVICES TOTAL</b>	<b>0.656</b>	<b>0.635</b>	<b>-0.021</b>
<b>DISABILITY (adults)</b>			
ADULT DISABILITY SERVICE	-1.736	-1.738	-0.002
ADULT DISABILITY DAY SERVICE	-1.103	-2.121	-1.018
ADULT DISABILITY DOM SERVICE	-1.483	-1.090	0.393
ADULT DISABILITY SHORT BREAKS SERVICE	-0.449	-0.451	-0.002
SHARED LIVES	0.672	0.726	0.054
<b>DISABILITY (adults) TOTAL</b>	<b>-4.099</b>	<b>-4.674</b>	<b>-0.575</b>
<b>OLDER PEOPLE</b>			
RESIDENTIAL/REHABILITATION	-0.924	-1.153	-0.229
DAY CARE	-0.291	-0.363	-0.072
SUPPORT SERVICES	1.072	0.982	-0.090
<b>OLDER PEOPLE TOTAL</b>	<b>-0.143</b>	<b>-0.534</b>	<b>-0.391</b>
<b>SAFEGUARDING (adults)</b>			
SAFEGUARDING STAFF	3.296	3.296	0.000
MENTAL HEALTH STAFF	5.396	4.714	-0.683
MENTAL HEALTH-DAY CARE	0.690	0.653	-0.037
MENTAL HEALTH -DIRECT PAYMENTS	2.280	2.703	0.423
MENTAL HEALTH-SUPPORTED ACCOMMODATION	0.000	0.000	0.000
MENTAL HEALTH-HOME CARE	3.441	4.718	1.277
MENTAL HEALTH-RESIDENTIAL	8.246	10.669	2.423
MENTAL HEALTH-NURSING	2.263	2.343	0.080
MENTAL HEALTH-OTHER SOCIAL CARE	0.122	0.050	-0.072
MENTAL HEALTH BLOCK CONTRACT	2.012	1.949	-0.063



<b>SAFEGUARDING (adults) TOTAL</b>	<b>27.746</b>	<b>31.095</b>	<b>3.348</b>
<b>SOCIAL CARE SERVICES (adults)</b>			
SOCIAL CARE STAFF	12.528	13.928	1.400
OPERATIONAL ADMINISTRATION	2.091	2.104	0.013
CARE NAVIGATION	0.401	0.298	-0.103
PHYSICAL SUPPORT-NURSING	17.930	18.254	0.324
PHYSICAL SUPPORT-RESIDENTIAL	54.080	54.215	0.135
PHYSICAL SUPPORT-SUPPORTED ACCOMODATION	2.450	2.357	-0.093
PHYSICAL SUPPORT-DIRECT PAYMENTS	23.690	26.814	3.124
PHYSICAL SUPPORT-HOME CARE	39.466	40.605	1.139
PHYSICAL SUPPORT-DAY CARE	3.305	3.152	-0.153
PHYSICAL SUPPORT-OTHER SOCIAL CARE	1.738	1.684	-0.054
LEARNING DISABILITIES	109.200	119.802	10.602
EQUIPMENT & ADAPTATIONS	3.526	4.745	1.219
CARERS SERVICES	1.994	1.996	0.002
REABLEMENT	2.236	2.236	0.000
SUPPORTING PEOPLE	11.737	11.737	0.000
PURCHASING GENERAL	2.310	1.537	-0.774
BETTER CARE FUND	-20.694	-20.694	0.000
<b>SOCIAL CARE SERVICES (adults) TOTAL</b>	<b>267.988</b>	<b>284.770</b>	<b>16.781</b>
<b>ADULTS SERVICES TOTAL</b>	<b>292.148</b>	<b>311.292</b>	<b>19.144</b>

Appendix 1.2 – Children's Services

<b>Level E - Cost Centre Description</b>	<b>Revised Annual Budget</b>	<b>Current Period Forecast (ORACLE)</b>	<b>Current Period Forecast Variance (ORACLE)</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>CHILDREN'S SERVICES</b>			
CHILDREN'S SERVICES - MANAGEMENT	0.137	0.137	0.000
DEPUTY DIRECTOR CHILDREN'S SERVICES	0.433	0.115	-0.318
CHILDREN'S SERVICES - OTHER	0.557	0.413	-0.144
DIRECTORATE OVERHEAD ALLOCATIONS	-2.849	-2.849	0.000
PREMATURE RETIREMENT COSTS	1.437	1.437	0.000
<b>CHILDREN'S SERVICES TOTAL</b>	<b>-0.285</b>	<b>-0.747</b>	<b>-0.462</b>
<b>ADOPTION &amp; FOSTERING, RESIDENTIAL AND YOT</b>			
ADOPTION, FOSTERING, RESIDENTIAL AND YOT - MANAGEMENT	0.580	0.596	0.016
ADOPTION SERVICES STAFF	0.658	0.801	0.143
ADOPTION SERVICES OTHER	1.527	1.370	-0.157
RESIDENTIAL CENTRAL BUSINESS SUPPORT TEAM	0.133	0.086	-0.047
COUNTY RESIDENTIAL MANAGERS	0.200	0.323	0.123
FOSTERING SERVICES	2.145	1.963	-0.182
MAINSTREAM RESIDENTIAL	5.107	5.107	0.000
OVERNIGHT BREAKS SERVICE	2.151	2.737	0.586
PROVIDER IN HOUSE FOSTERING ALLOWANCES	9.628	9.390	-0.238
SCAYT +	0.610	0.524	-0.086
YOUTH OFFENDING TEAM	1.567	1.499	-0.068
<b>ADOPTION &amp; FOSTERING, RESIDENTIAL AND YOT TOTAL</b>	<b>24.306</b>	<b>24.395</b>	<b>0.090</b>
<b>SAFEGUARDING, INSPEC. AND AUDIT</b>			
SAFEGUARDING, INSPECTION AND AUDIT - MANAGEMENT	0.525	0.536	0.011
SAFEGUARDING, INSPECTION AND AUDIT	3.040	3.134	0.094
MASH/CART/EDT	1.363	1.453	0.090

YOUNG CARERS GRANT	0.280	0.280	0.000
LANCASHIRE SAFEGUARDING CHILDREN BOARD	0.175	0.175	0.000
<b>SAFEGUARDING, INSPEC. &amp; AUDIT TOTAL</b>	<b>5.383</b>	<b>5.578</b>	<b>0.195</b>
<b>CHILDREN SOCIAL CARE</b>			
CHILDREN SOCIAL CARE - HEAD OF SERVICE	1.046	1.068	0.022
LOCALITY & CAPSS TEAMS	16.386	16.443	0.057
CSC MANAGEMENT SUPPORT WORKERS TEAM	0.054	0.433	0.379
SOCIAL CARE BUSINESS SUPPORT	1.755	1.516	-0.239
AGENCY - FOSTERING CHILDREN LOOKED AFTER	14.122	15.600	1.478
AGENCY - RESIDENTIAL CHILDREN LOOKED AFTER	8.499	14.209	5.710
AGENCY REMAND - COUNTYWIDE	0.565	0.315	-0.250
DIRECTORATE CONTINGENCY (CS)	2.469	0.000	-2.469
s17 FAMILY SUPPORT - ASST TO FAMILIES	1.404	1.906	0.502
s17 FAMILY SUPPORT - REGULAR PAYMENTS	0.000	0.555	0.555
s17 FAMILY SUPPORT - RESIDENCE ORDERS	2.464	2.304	-0.160
s17 FAMILY SUPPORT - SPECIAL GUARDIANSHIP ORDERS	4.024	4.586	0.562
LEAVING CARE ALLOWANCES	0.799	0.677	-0.122
STAYING PUT	0.000	0.000	0.000
IN HOUSE FOSTERING - CHILDREN LOOKED AFTER	0.114	0.100	-0.014
IN HOUSE RESIDENTIAL - CHILDREN LOOKED AFTER	0.071	0.071	0.000
CSC OTHER	0.426	0.326	-0.100
SAFEGUARDING EARLY INTERVENTION	0.000	0.000	0.000
<b>CHILDREN SOCIAL CARE TOTAL</b>	<b>54.198</b>	<b>60.109</b>	<b>5.911</b>
<b>SCHOOL IMPROVEMENT</b>			
SCHOOL IMPROVEMENT - MANAGEMENT	0.392	0.392	0.000
ALTERNATIVE & COMPLEMENTARY EDUCATION - SCH IMP SERV	0.355	0.330	-0.025
EARLY YEARS TEACHING	0.605	0.585	-0.020
LEARNING IMPROVEMENT SUPPORT TEAM	0.867	0.822	-0.045
PE & SPORT	0.043	0.043	0.000
PUPIL ACCESS - PUPIL SUPPORT	1.273	1.202	-0.071
SCHOOLS CAUSING CONCERN - SCH IMP	0.450	0.450	0.000

SERV			
SUPPORT FOR VULN PUPILS - SCH IMP SERV	1.805	1.730	-0.075
SCHOOL IMPROVEMENT - CENTRAL	-0.397	-0.467	-0.070
SCHOOL IMPROVEMENT - PRIMARY SOUTH	0.126	0.126	0.000
EDUCATION HEALTH - SCH IMP SERVICE	0.000	0.000	0.000
SCHOOL IMPROVEMENT - PRIMARY EAST	0.603	0.603	0.000
SCHOOL IMPROVEMENT - PRIMARY NORTH	0.772	0.772	0.000
SCHOOL IMPROVEMENT - SECONDARY	0.356	0.356	0.000
<b>SCHOOL IMPROVEMENT TOTAL</b>	<b>7.250</b>	<b>6.944</b>	<b>-0.306</b>
<b>SEN &amp; DISABILITY</b>			
SEN & DISABILITY - MANAGEMENT	0.653	0.653	0.000
SEND - AGENCY FAMILY SUPPORT	1.703	1.400	-0.303
SEND - AGENCY FOSTERING	0.814	0.800	-0.014
SEND - AGENCY RESIDENTIAL	2.284	1.980	-0.304
SEND - DIRECT PAYMENTS	1.786	1.786	0.000
SEND - AIDS & ADAPTATIONS	0.235	0.235	0.000
SEND - COMMUNITY EQUIPMENT	0.513	0.533	0.020
SEND - IN HOUSE FOSTERING	0.430	0.150	-0.280
SEND - LANCASHIRE BREAK TIME	1.042	0.972	-0.070
SEND - CHILD & FAMILY SUPPORT TEAM	1.217	1.217	0.000
SEND - IA OCCUPATIONAL THERAPY	0.658	0.454	-0.204
SEND - IA SPEECH & LANGUAGE THERAPY	1.010	0.957	-0.053
SEND - INTEGRATED ASSESSMENT TEAM	1.155	1.095	-0.060
SEND - BUSINESS SUPPORT	0.684	0.466	-0.218
SEND - CARERS SERVICES	0.247	0.264	0.017
SEND - SEN IMPLEMENTATION GRANT	0.000	0.000	0.000
SEND - SEND REFORM GRANT	-0.005	-0.005	0.000
SEND - LEARNER SUPPORT TEAM	0.000	0.000	0.000
SEND - PROVISION & PERFORMANCE TEAM	1.720	1.720	0.000
SEND TRADED TEAM	-0.200	-0.234	-0.034
<b>SEN &amp; DISABILITY TOTAL</b>	<b>15.946</b>	<b>14.443</b>	<b>-1.503</b>
<b>TRADED SERVICES (START WELL)</b>			
TRADED SERVICES (START WELL) - MANAGEMENT	0.130	0.130	0.000
SCHOOL CATERING	-1.781	-3.070	-1.289

EDUCATIONAL VISITS	-0.039	-0.039	0.000
GOVERNOR SERVICES	-0.278	-0.380	-0.102
GRADUATE TEACHER	-0.011	-0.011	0.000
LANCASHIRE MUSIC SERVICE	-0.166	-0.166	0.000
LEARNING EXCELLENCE (PDS)	-0.562	-0.557	0.005
LTA	-0.199	-0.199	0.000
OUTDOOR EDUCATION	-0.100	0.118	0.218
RECRUITMENT, RETENTION, NQT'S	-0.076	-0.076	0.000
SCHOOLS ICT CURRICULUM	-0.018	0.052	0.070
BUSINESS SUPPORT AND ADMINISTRATION (TRADED SERVICES)	-0.080	-0.096	-0.016
<b>TRADED SERVICES (START WELL) TOTAL</b>	<b>-3.180</b>	<b>-4.294</b>	<b>-1.114</b>
<b>CHILDRENS SERVICES TOTAL</b>	<b>103.618</b>	<b>106.428</b>	<b>2.810</b>

Appendix 1.3 – Operations and Delivery Community Services

Service Grouping	Revised Annual Budget	Current Period Forecast	Current Period Forecast Variance
	£m	£m	£m
<b>COMMUNITY SERVICES</b>			
DIRECTORATE WIDE OVERHEADS (O&D)	0.006	0.006	0.000
DNU - OPERATIONS AND DELIVERY (O&D)	0.155	0.155	0.000
DNU - OPERATIONS AND DELIVERY (O&P)	0.111	0.111	0.000
<b>COMMUNITY SERVICES TOTAL</b>	<b>0.272</b>	<b>0.272</b>	<b>0.000</b>
<b>CUSTOMER ACCESS</b>			
CUSTOMER ACCESS - HEAD OF SERVICE	0.191	0.191	0.000
CUSTOMER ACCESS	3.535	2.805	-0.730
<b>CUSTOMER ACCESS TOTAL</b>	<b>3.726</b>	<b>2.996</b>	<b>-0.730</b>
<b>PUBLIC &amp; INTEGRATED TRANSPORT</b>			
BUS & SUPPORTED TRANSPORT	-0.159	-0.133	0.026
BUS STATIONS	0.904	0.814	-0.090
COMMUNITY TRANSPORT	1.500	0.864	-0.636
CONCESSIONARY TRAVEL	20.236	19.222	-1.014
CONTRIBUTION TO/FROM RESERVES (O&D)	2.850	2.850	0.000
DNU - OPERATIONS AND DELIVERY (P&IT)	0.250	0.247	-0.003
FLEET	-4.705	-4.705	0.000
GRITTERS	0.000	0.000	0.000
HOME TO SCHOOL TRANSPORT	0.000	0.000	0.000
HQ SUPPORT TEAMS (O&D)	0.000	0.000	0.000
INFORMATION	0.552	0.531	-0.021
INTERCHANGES & TRAVEL	-0.129	-0.098	0.031
LEARNING DISABILITY	0.000	0.000	0.000
PHYSICAL SUPPORT	0.000	0.000	0.000
PUBLIC BUS	12.646	12.085	-0.561
PUBLIC TRANSPORT	0.000	0.000	0.000
PUBLIC TRANSPORT CO-ORDINATION	0.036	0.036	0.000
PUBLIC TRANSPORT DEVELOPMENT	0.454	0.454	0.000
PUBLIC TRANSPORT INITIATIVES	0.576	0.562	-0.014
RADIO COMMUNICATION	0.000	0.000	0.000
SEN	0.000	0.000	0.000
SEN TRANSPORT	0.000	0.000	0.000
SUSTAINABLE TRAVEL	0.568	-0.097	-0.665



T&E MANAGEMENT	0.000	0.000	0.000
TRANSPORT	0.000	0.000	0.000
TRANSPORT 16+	0.000	0.000	0.000
TRANSPORT OF CLA	0.000	0.000	0.000
TRANSPORT TO ACERS	0.000	0.000	0.000
TRAVELCARE	19.677	19.677	0.000
YOUNG PEOPLE TRANSPORT	0.000	0.000	0.000
<b>PUBLIC &amp; INTEGRATED TRANSPORT TOTAL</b>	<b>55.256</b>	<b>52.309</b>	<b>-2.947</b>
<b>LIBRARIES, MUSEUMS, CULTURE &amp; REGISTRARS</b>			
ACCESS DEVELOPMENT	0.000	0.000	0.000
ARCHIVES	0.000	0.000	0.000
ARTS	0.000	0.000	0.000
COUNTY HERITAGE	1.937	2.126	0.189
COUNTY LIBRARIES	10.925	11.383	0.458
CULTURAL SERVICES DEVELOPMENT	1.082	0.924	-0.158
CULTURAL SERVICES JOINT	0.190	0.037	-0.153
CULTURAL SERVICES SUPPORT	0.489	0.350	-0.139
DNU - OPERATIONS AND DELIVERY (LMC&R)	0.242	0.249	0.007
LEARNING DEVELOPMENT	0.000	0.000	0.000
COUNTY LIBRARY SERVICE	0.000	0.000	0.000
ASSISTANT DEVELOPMENT	0.000	0.000	0.000
REGISTRATION SERVICE	0.188	-0.170	-0.358
<b>LIBRARIES, MUSEUMS, CULTURE &amp; REGISTRARS TOTAL</b>	<b>15.053</b>	<b>14.899</b>	<b>-0.154</b>
<b>HIGHWAYS</b>			
ENVIRONMENT CONTINGENCIES	0.519	0.393	-0.126
COUNTY WIDE SERVICES TEAM	0.998	0.819	-0.179
COUNTY HIGHWAYS TEAM	0.927	1.033	0.106
COUNTYWIDE HIGHWAYS	0.000	-0.600	-0.600
DRAINAGE (PUBLIC REALM)	3.856	3.827	-0.029
DRAINAGE (STRATEGIC)	-0.085	0.048	0.133
HIGHWAY DEPOTS	0.989	0.989	0.000
HIGHWAY DEVELOPMENT CONTROL	0.097	-0.072	-0.169
HIGHWAY REGULATION & INSPECTION	-0.381	-0.820	-0.439
HIGHWAYS CENTRAL CHARGES	3.828	3.828	0.000
HIGHWAYS DEPOTS - SOUTH	0.000	0.000	0.000
HIGHWAYS MANAGEMENT TEAM	1.477	1.570	0.093
HIGHWAYS TEAM (PUBLIC REALM)	10.005	9.577	-0.428
LANCASHIRE PARKING SERVICES	-0.681	-0.599	0.082
OPERATIONS - ENV SERVICES	-0.374	-0.374	0.000
OPERATIONS - HIGHWAYS	-5.366	-5.366	0.000

OPERATIONS - MANAGEMENT	-7.576	-8.124	-0.548
OPERATIONS - P&T ACCOUNT	5.420	5.420	0.000
OPERATIONS L & E	0.259	0.349	0.090
OPERATIONS QUANTITY SURVEYORS	0.198	0.129	-0.069
PRIORITIES - CONTINGENCIES	0.000	0.000	0.000
SEVERE WEATHER	4.008	4.018	0.010
STREET LIGHTING ENERGY	0.000	0.000	0.000
STREET LIGHTING TEAM	4.346	4.581	0.235
TRAFFIC POLICY, SAFETY & SIGNALS	0.914	1.070	0.156
<b>HIGHWAYS TOTAL</b>	<b>23.378</b>	<b>21.696</b>	<b>-1.682</b>
<b>WASTE MGT</b>			
WASTE MGT	0.000	0.000	0.000
HoS -WASTE MGT	0.191	0.191	0.000
COMMERCIAL AND INDUSTRIAL TRADE WASTE	-1.792	-1.803	-0.011
GREEN WASTE	0.403	0.353	-0.050
Head of Waste Management	0.000	0.000	0.000
HOUSEHOLD WASTE RECYCLING CENTRES	6.565	6.056	-0.509
LANDFILL - DISPOSAL	27.401	26.588	-0.813
MISCELLANEOUS	0.237	0.209	-0.028
OGM SITES	0.311	0.135	-0.176
RECYCLING & COST SHARING	10.439	10.402	-0.037
WASTE AWARENESS INITIATIVES	0.053	-0.021	-0.074
WASTE MANAGEMENT TEAM	0.574	0.525	-0.049
WASTE PFI	29.318	32.318	3.000
WASTE PFI MISC	-5.727	-5.749	-0.022
WASTE TRANSFER STATIONS	2.248	2.208	-0.040
<b>WASTE MGT TOTAL</b>	<b>70.221</b>	<b>71.412</b>	<b>1.191</b>
<b>NON SERVICE ISSUES CORPORATE BUDGETS</b>			
LEVIES	0.629	0.629	0.000
NON SERVICE ISSUES CORPORATE BUDGETS TOTAL	0.000	0.000	0.000
<b>NON SERVICE ISSUES CORPORATE BUDGETS TOTAL</b>	<b>0.629</b>	<b>0.629</b>	<b>0.000</b>
<b>OPERATIONS AND DELIVERY TOTAL</b>	<b>168.535</b>	<b>164.213</b>	<b>-4.322</b>

Appendix 1.4 – Public Health and Wellbeing

<b>Service Grouping</b>	<b>Revised Annual Budget</b>	<b>Current Period Forecast</b>	<b>Current Period Forecast Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>DEPUTY DIR PUBLIC HEALTH &amp; CONSULTANTS</b>			
DNU - OPERATIONS AND DELIVERY (DDPH)	0.508	0.516	0.008
<b>DEPUTY DIR PUBLIC HEALTH &amp; CONSULTANTS TOTAL</b>	<b>0.508</b>	<b>0.516</b>	<b>0.008</b>
<b>PUBLIC HEALTH &amp; WELLBEING</b>			
DNU - OPERATIONS AND DELIVERY (PH&W)	-68.718	-64.439	4.279
<b>PUBLIC HEALTH &amp; WELLBEING TOTAL</b>	<b>-68.718</b>	<b>-64.439</b>	<b>4.279</b>
<b>EMERGENCY PLANNING &amp; RESILIENCE</b>			
EMERGENCY PLANNING & RESILIENCE	0.000	0.000	0.000
HoS -EMERGENCY PLANNING & RESILIENCE	0.639	0.650	0.011
EMERGENCY PLANNING	0.173	0.095	-0.078
HEALTH & SAFETY	0.409	0.169	-0.240
HEALTH PROTECTION	0.046	0.034	-0.012
H&S non DFM non DFM	0.000	0.000	0.000
<b>EMERGENCY PLANNING &amp; RESILIENCE TOTAL</b>	<b>1.267</b>	<b>0.948</b>	<b>-0.319</b>
<b>HEALTH EQUITY, WELFARE &amp; PARTNERSHIPS</b>			
BUSINESS SUPPORT TEAMS (PH&W)	0.000	0.000	0.000
CRIME & DISORDER	0.486	0.486	0.000
DNU - OPERATIONS AND DELIVERY (HEW&P)	0.637	0.467	-0.170
EARLY INTERVENTION / SUPPORT (HEW&P)	0.000	0.000	0.000
HEALTH POLICY	0.000	0.000	0.000
HEALTH SYSTEMS DEVELOPMENT	0.000	0.000	0.000
HQ SUPPORT TEAMS (PH&W)	0.000	0.000	0.000
JOINT HEALTH UNIT	0.000	0.000	0.000
LANCASHIRE PARTNERSHIP FOR ROAD SAFETY	0.061	0.061	0.000
LOCAL CHILDREN'S TRUST PARTNERSHIPS	0.336	0.256	-0.080

PUBLIC HEALTH (PH&W)	0.000	0.000	0.000
PUBLIC HEALTH COLLABORATIVE	0.211	0.211	0.000
PUBLIC HEALTH MANAGEMENT	0.000	0.000	0.000
ROAD SAFETY	0.000	0.000	0.000
ROAD SAFETY - OTHER	0.710	0.550	-0.160
ROAD SAFETY EDUCATION	0.305	0.215	-0.090
ROAD SAFETY TRAINING	-0.399	-0.399	0.000
SCHOOL CROSSING PATROL SERVICE	-0.000	-0.000	0.000
SCP - OPERATIONS	0.000	0.000	0.000
SCP - OVERHEADS	1.497	1.397	-0.100
WELFARE RIGHTS	0.984	0.984	0.000
WIDER DETERMINANTS OF HEALTH	0.881	0.881	0.000
<b>HEALTH EQUITY, WELFARE &amp; PARTNERSHIPS TOTAL</b>	<b>5.709</b>	<b>5.109</b>	<b>-0.600</b>
<b>PATIENT SAFETY &amp; QUALITY IMPROVEMENT</b>			
HoS -PATIENT SAFETY & QUALITY IMPROVEMENT	1.266	1.073	-0.193
BUSINESS MANAGEMENT AND GOVERNANCE	0.193	0.141	-0.052
HEALTH IMPROVEMENT GENERAL	0.000	0.000	0.000
HEALTH PROTECTION (PS&QI)	0.131	0.077	-0.054
HEALTHWATCH	0.438	0.332	-0.106
TRAINING (PH&W)	0.600	0.500	-0.100
POPULATION HEALTHCARE GENERAL	0.000	0.000	0.000
WORKFORCE DEVELOPMENT	0.053	0.003	-0.050
AREA TEAMS	0.856	0.687	-0.169
<b>PATIENT SAFETY &amp; QUALITY IMPROVEMENT TOTAL</b>	<b>3.537</b>	<b>2.813</b>	<b>-0.724</b>
<b>TRADING STANDARDS &amp; SCIENTIFIC SERVICES</b>			
CLOSED LANDFILL SITES	0.770	0.643	-0.127
COUNTY LAB & GENERAL	0.234	0.260	0.026
DNU - OPERATIONS AND DELIVERY (TS)	0.523	0.523	0.000
ENVIRONMENT	-0.170	-0.102	0.068
FOOD & AGRICULTURE	0.206	0.244	0.038
FOOD (TS)	0.000	0.000	0.000
METROLOGY	0.000	0.000	0.000
NORTH WEST TRAINING FACILITY	0.000	0.000	0.000
SPECIALIST SERVICES & PROJECTS	0.000	0.000	0.000
TRADING STANDARDS AREA EAST BASED	0.000	0.000	0.000
TRADING STANDARDS TEAM	1.611	1.697	0.086

<b>TRADING STANDARDS &amp; SCIENTIFIC SERVICES TOTAL</b>	<b>3.174</b>	<b>3.265</b>	<b>0.091</b>
<b>WELLBEING, PREVENTION &amp; EARLY HELP</b>			
CHILDREN, YOUNG PEOPLE AND FAMILIES	16.061	16.093	0.032
HEALTH CHECKS AND WELLNESS COMMISSIONING	5.158	5.031	-0.127
SEXUAL HEALTH COMMISSIONING	10.787	10.004	-0.783
SUBSTANCE MISUSE	18.890	18.999	0.109
TOBACCO CONTROL AND STOP SMOKING SERVICES	3.270	3.084	-0.186
PUBLIC MENTAL HEALTH	2.391	1.795	-0.596
PUBLIC HEALTH GENERAL	0.028	1.650	1.622
INTEGRATED WELLBEING	3.285	2.833	-0.452
EARLY INTERVENTION / SUPPORT (PH&W)	-0.026	-0.026	0.000
EI LEAD PROFESSIONAL & SMALL GRANTS	0.390	0.390	0.000
CENTRAL CC	0.182	0.080	-0.102
DIRECT MANAGED CC	9.435	8.973	-0.462
SCHOOL BASED CC	5.220	5.220	0.000
NON ACCOUNTABLE CC	1.740	1.740	0.000
INTEGRATED SERVICES TEAM (PH&W)	0.305	0.305	0.000
14-19 TEAM YPS	0.020	0.020	0.000
LANCASHIRE STUDENT SUPPORT	0.000	0.000	0.000
CURRICULUM STRATEGY YPS	0.725	0.725	0.000
QUALITY PROFESSIONAL DEVELOPMENT YPS	0.367	0.367	0.000
CENTRAL YOUNG PEOPLE'S SERVICE	0.831	0.831	0.000
BURNLEY YOUNG PEOPLE'S SERVICE	0.696	0.696	0.000
CHORLEY YOUNG PEOPLE'S SERVICE	0.592	0.592	0.000
FYLDE YOUNG PEOPLE'S SERVICE	0.437	0.437	0.000
HYNDBURN YOUNG PEOPLE'S SERVICE	0.710	0.690	-0.020
LANCASTER YOUNG PEOPLE'S SERVICE	0.744	0.737	-0.007
PENDLE YOUNG PEOPLE'S SERVICE	0.664	0.658	-0.006
PRESTON YOUNG PEOPLE'S SERVICE	0.723	0.723	0.000
RIBBLE VALLEY YOUNG PEOPLE'S SERVICE	0.360	0.360	0.000
ROSSENDALE YOUNG PEOPLE'S SERVICE	0.600	0.600	0.000
SOUTH RIBBLE YOUNG PEOPLE'S SERVICE	0.507	0.507	0.000
WEST LANCS YOUNG PEOPLE'S SERVICE	0.671	0.652	-0.019
WYRE YOUNG PEOPLE'S SERVICE	0.520	0.520	0.000
WORKING TOGETHER WITH FAMILIES	-2.200	-2.200	0.000
<b>WELLBEING, PREVENTION &amp; EARLY HELP TOTAL</b>	<b>84.082</b>	<b>83.085</b>	<b>-0.997</b>
<b>PUBLIC HEALTH &amp; WELLBEING TOTAL</b>	<b>29.559</b>	<b>31.297</b>	<b>1.738</b>

Appendix 1.5 – Lancashire Pension Fund

Level E - Cost Centre Description	Revised Annual Budget	Current Period Forecast (ORACLE)	Current Period Forecast Variance (ORACLE)
	£m	£m	£m
<b>LANCASHIRE PENSION FUND</b>			
LANCASHIRE PENSION FUND	-0.028	-0.028	0.000
<b>LANCASHIRE PENSION FUND TOTAL</b>	<b>-0.028</b>	<b>-0.028</b>	<b>0.000</b>
<b>CHIEF INVESTMENT OFFICER</b>			
CHIEF INVESTMENT OFFICER	-0.046	-0.046	0.000
<b>CHIEF INVESTMENT OFFICER TOTAL</b>	<b>-0.046</b>	<b>-0.046</b>	<b>0.000</b>
<b>DEPUTY CHIEF INVESTMENT OFFICER</b>			
DEPUTY CHIEF INVESTMENT OFFICER - MANAGEMENT	-0.033	-0.033	0.000
<b>DEPUTY CHIEF INVESTMENT OFFICER TOTAL</b>	<b>-0.033</b>	<b>-0.033</b>	<b>0.000</b>
<b>INVESTMENT PORTFOLIO MANAGER</b>			
INVESTMENT PORTFOLIO - MANAGEMENT	-0.073	-0.073	0.000
INVESTMENT PORTFOLIO	-0.019	-0.019	0.000
<b>INVESTMENT PORTFOLIO MANAGER TOTAL</b>	<b>-0.092</b>	<b>-0.092</b>	<b>0.000</b>
<b>YOUR PENSION SERVICE</b>			
YOUR PENSION SERVICE - MANAGEMENT	0.138	0.138	0.000
YOUR PENSION SERVICE	-1.726	-1.676	0.050
<b>YOUR PENSION SERVICE TOTAL</b>	<b>-1.588</b>	<b>-1.538</b>	<b>0.050</b>
<b>POLICY &amp; COMPLIANCE</b>			
POLICY AND COMPLIANCE - MANAGEMENT	-0.056	-0.056	0.000
POLICY AND COMPLIANCE	0.001	0.001	0.000
<b>POLICY &amp; COMPLIANCE TOTAL</b>	<b>-0.055</b>	<b>-0.055</b>	<b>0.000</b>
<b>LANCASHIRE PENSION FUND TOTAL</b>	<b>-1.842</b>	<b>-1.792</b>	<b>0.050</b>



Appendix 1.6 – Commissioning

Level E - Cost Centre Description	Revised Annual Budget	Current Period Forecast (ORACLE)	Current Period Forecast Variance (ORACLE)
	£m	£m	£m
<b>COMMISSIONING</b>			
COMMISSIONING - MANAGEMENT	0.166	0.159	-0.007
<b>COMMISSIONING TOTAL</b>	<b>0.166</b>	<b>0.159</b>	<b>-0.007</b>
<b>CORPORATE COMMISSIONING</b>			
CORPORATE COMMISSIONING - MANAGEMENT	0.137	0.137	0.000
<b>CORPORATE COMMISSIONING TOTAL</b>	<b>0.137</b>	<b>0.137</b>	<b>0.000</b>
<b>ASSET MGT</b>			
ASSET MANAGEMENT - MANAGEMENT	0.611	0.611	0.000
ASSET MANAGEMENT	2.225	2.225	0.000
PFI SCHEME - BUILDING SCHOOLS FOR THE FUTURE	0.000	0.000	0.000
STREET LIGHTING ENERGY (COMM)	7.307	5.100	-2.207
<b>ASSET MGT TOTAL</b>	<b>10.143</b>	<b>7.936</b>	<b>-2.207</b>
<b>PROCUREMENT</b>			
PROCUREMENT - MANAGEMENT	0.310	0.275	-0.035
PROCUREMENT	1.546	1.822	0.276
<b>PROCUREMENT TOTAL</b>	<b>1.856</b>	<b>2.097</b>	<b>0.241</b>
<b>AREA PUBLIC SERVICE INTEGRATION</b>			
AREA PUBLIC SERVICE INTEGRATION - MANAGEMENT	0.250	0.183	-0.067
VOLUNTEER SERVICE	0.279	0.346	0.067
<b>AREA PUBLIC SERVICE INTEGRATION TOTAL</b>	<b>0.529</b>	<b>0.529</b>	<b>0.000</b>
<b>BUSINESS INTELLIGENCE</b>			
BUSINESS INTELLIGENCE	1.022	1.379	0.357
<b>POLICY, INFO. &amp; COMMISSION START WELL TOTAL</b>	<b>1.022</b>	<b>1.379</b>	<b>0.357</b>
<b>POLICY, INFO. &amp; COMMISSION START WELL</b>			

POLICY, INFO. & COMMISSION START WELL - MANAGEMENT	0.340	0.331	-0.009
POLICY, INFO. & COMMISSION START WELL	0.205	0.249	0.044
<b>POLICY, INFO. &amp; COMMISSION START WELL TOTAL</b>	<b>0.545</b>	<b>0.580</b>	<b>0.035</b>
<b>POLICY, INFO. &amp; COMMISSION LIVE WELL</b>			
POLICY, INFO. & COMMISSION LIVE WELL - MANAGEMENT	0.722	0.667	-0.055
POLICY, INFO. & COMMISSION LIVE WELL	0.130	0.185	0.055
<b>POLICY, INFO. &amp; COMMISSION LIVE WELL TOTAL</b>	<b>0.852</b>	<b>0.852</b>	<b>0.000</b>
<b>POLICY, INFO. &amp; COMMISSION AGE WELL</b>			
POLICY, INFO. & COMMISSION AGE WELL - MANAGEMENT	0.360	0.351	-0.009
POLICY, INFO. & COMMISSION AGE WELL	0.299	0.104	-0.195
<b>POLICY, INFO. &amp; COMMISSION AGE WELL TOTAL</b>	<b>0.659</b>	<b>0.455</b>	<b>-0.204</b>
<b>GOVERNANCE, FINANCE AND PUBLIC SERVICES</b>			
GOVERNANCE, FINANCE AND PUBLIC SERVICES - MANAGEMENT	0.140	0.140	0.000
<b>GOVERNANCE, FINANCE &amp; PUBLIC SERVICES TOTAL</b>	<b>0.140</b>	<b>0.140</b>	<b>0.000</b>
<b>FINANCIAL RESOURCES</b>			
FINANCIAL RESOURCES - MANAGEMENT	0.101	0.101	0.000
HISTORICAL REVENUE - CORPORATE	0.000	0.000	0.000
<b>FINANCIAL RESOURCES TOTAL</b>	<b>0.101</b>	<b>0.101</b>	<b>0.000</b>
<b>OFFICE OF THE POLICE AND CRIME COMMISSIONER TRES</b>			
OFFICE OF THE POLICE & CRIME COMMISSIONER TREASURER - MANAGEMENT	-0.016	-0.016	0.000
<b>OFFICE OF THE POLICE AND CRIME COMMISSIONER TRES TOTAL</b>	<b>-0.016</b>	<b>-0.016</b>	<b>0.000</b>
<b>FINANCIAL MGT (OPERATIONAL)</b>			
FINANCIAL MANAGEMENT (OPERATIONAL) - MANAGEMENT	0.249	0.249	0.000
FINANCIAL MANAGEMENT (OPERATIONAL)	1.988	1.507	-0.481
<b>FINANCIAL MGT (OPERATIONAL) TOTAL</b>	<b>2.237</b>	<b>1.756</b>	<b>-0.481</b>
<b>FINANCIAL MGT (DEVELOPMENT AND SCHOOLS)</b>			

FINANCIAL MANAGEMENT (DEVELOPMENT & SCHOOLS) - MANAGEMENT	0.244	0.244	0.000
SCHOOLS FINANCIAL SERVICES	-0.324	-0.324	0.000
CAPITAL AND GRANTS	0.404	0.335	-0.069
SCHOOLS DEVELOPMENT	0.022	-0.018	-0.040
<b>FINANCIAL MGT (DEVELOPMENT AND SCHOOLS) TOTAL</b>	<b>0.346</b>	<b>0.237</b>	<b>-0.109</b>
<b>CORPORATE FINANCE</b>			
CORPORATE FINANCE - MANAGEMENT	0.244	0.244	0.000
CORPORATE FINANCE	0.582	0.398	-0.184
CORPORATE FINANCE - OTHER	-0.002	-0.002	0.000
EQUAL PAY REVIEW	0.000	0.074	0.074
INSURANCES	0.000	0.000	0.000
SEVERANCE COSTS	0.000	0.000	0.000
<b>CORPORATE FINANCE TOTAL</b>	<b>0.824</b>	<b>0.714</b>	<b>-0.110</b>
<b>EXCHEQUER SERVICES</b>			
EXCHEQUER SERVICES - MANAGEMENT	0.137	0.137	0.000
EXCHEQUER SERVICES	4.031	3.531	-0.500
<b>EXCHEQUER SERVICES TOTAL</b>	<b>4.168</b>	<b>3.668</b>	<b>-0.500</b>
<b>LEGAL, DEMOCRATIC &amp; GOVERNANCE</b>			
LEGAL, DEMOCRATIC AND GOVERNANCE SERVICES - MANAGEMENT	0.101	0.101	0.000
<b>LEGAL, DEMOCRATIC &amp; GOVERNANCE TOTAL</b>	<b>0.101</b>	<b>0.101</b>	<b>0.000</b>
<b>LEGAL AND DEMOCRATIC SERVICES</b>			
CORONERS SERVICE	2.352	2.737	0.385
COUNTY COUNCIL ELECTION	0.400	0.400	0.000
COUNTY COUNCIL MEMBERS	1.727	1.683	-0.044
DEMOCRATIC SERVICES	0.207	0.178	-0.029
DEMOCRATIC SERVICES - GRANTS	0.933	0.933	0.000
LEGAL AND DEMOCRATIC SERVICES - MANAGEMENT	0.724	0.650	-0.074
COMPLAINTS	0.492	0.492	0.000
INFORMATION GOVERNANCE	0.314	0.314	0.000
LEGAL SERVICES	6.045	7.169	1.124
<b>LEGAL AND DEMOCRATIC SERVICES TOTAL</b>	<b>13.194</b>	<b>14.555</b>	<b>1.362</b>
<b>INTERNAL AUDIT</b>			
INTERNAL AUDIT - MANAGEMENT	0.193	0.193	0.000
INTERNAL AUDIT	0.504	0.504	0.000
<b>INTERNAL AUDIT TOTAL</b>	<b>0.697</b>	<b>0.697</b>	<b>0.000</b>
<b>COMMISSIONING TOTAL</b>	<b>37.700</b>	<b>36.077</b>	<b>-1.623</b>

Appendix 1.7 – Development and Corporate Services

<b>Level E - Cost Centre Description</b>	<b>Revised Annual Budget</b>	<b>Current Period Forecast (ORACLE)</b>	<b>Current Period Forecast Variance (ORACLE)</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>BUSINESS GROWTH</b>			
BUSINESS GROWTH - HEAD OF SERVICE	0.081	0.079	-0.002
<b>BUSINESS GROWTH TOTAL</b>	<b>0.081</b>	<b>0.079</b>	<b>-0.002</b>
<b>CORE BUSINESS SYSTEMS/TRANSFORMATION</b>			
CORE BUSINESS SYSTEMS/TRANSFORMATION - HEAD OF SERVICE	0.617	0.617	0.000
BTLS	10.133	12.799	2.666
BUILDING SERVICES	0.224	0.224	0.000
BUSINESS IMPROVEMENT	0.274	0.274	0.000
BUSINESS SERVICES	0.351	0.351	0.000
BUSINESS SERVICES (D&C)	0.000	0.000	0.000
BUSINESS SERVICES CENTRAL	0.007	0.110	0.103
BUSINESS STRATEGY & COMMISSIONING (DC)	0.524	0.461	-0.063
CHIEF EXECUTIVE	0.000	0.000	0.000
CLIENT MANAGEMENT	0.058	0.058	0.000
DARMS	0.993	0.993	0.000
EXECUTIVE SUPPORT & DOCUMENT MANAGEMENT	0.967	0.878	-0.089
PROCUREMENT & ACCOUNTS PAYABLE	0.156	0.000	-0.156
RECORDS MANAGEMENT	-0.014	-0.117	-0.103
DIRECTORATE WIDE OVERHEADS (CBS/T)	0.060	0.060	0.000
<b>CORE BUSINESS SYSTEMS/TRANSFORMATION TOTAL</b>	<b>14.350</b>	<b>16.708</b>	<b>2.358</b>
<b>CORPORATE SERVICES</b>			
DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (CS)	0.099	0.099	0.000
<b>CORPORATE SERVICES TOTAL</b>	<b>0.099</b>	<b>0.099</b>	<b>0.000</b>
<b>DESIGN and CONSTRUCTION</b>			

DESIGN AND CONSTRUCTION BUILDINGS	-2.625	-2.125	0.500
DESIGN AND CONSTRUCTION HIGHWAYS	-0.679	-0.640	0.039
DESIGN AND CONSTRUCTION PROP SCHEME	0.000	0.000	0.000
DESIGN AND CONSTRUCTION R&M CARE SERVICES	0.570	0.570	0.000
DESIGN AND CONSTRUCTION R&M COUNTY BUILDINGS	4.000	5.000	1.000
ENVIRONMENT APPRENTICES	-0.051	0.076	0.127
DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (D&C)	1.939	1.663	-0.276
<b>DESIGN and CONSTRUCTION TOTAL</b>	<b>3.154</b>	<b>4.544</b>	<b>1.390</b>
<b>DEVELOPMENT AND CORPORATE SERVICES</b>			
DIRECTORATE WIDE OVERHEADS (D&C)	0.006	0.006	0.000
DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (D&CS)	0.166	0.166	0.000
<b>DEVELOPMENT AND CORPORATE SERVICES TOTAL</b>	<b>0.172</b>	<b>0.172</b>	<b>0.000</b>
<b>ECONOMIC DEVELOPMENT</b>			
ECONOMIC DEVELOPMENT	1.204	1.204	0.000
LCDL	0.000	0.000	0.000
DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (EM)	0.113	0.113	0.000
<b>ECONOMIC DEVELOPMENT TOTAL</b>	<b>1.317</b>	<b>1.317</b>	<b>0.000</b>
<b>ESTATES</b>			
AGRICULTURAL ESTATES	0.000	0.000	0.000
ESTATES	0.585	0.000	-0.585
ESTATES - HEAD OF SERVICE	0.290	0.290	0.000
SWIMMING POOLS	0.004	0.004	0.000
TRAVELLERS SITES	0.130	0.084	-0.046
TRANSFERRED TO ESTATES	0.778	0.668	-0.110
<b>ESTATES TOTAL</b>	<b>1.787</b>	<b>1.046</b>	<b>-0.741</b>
<b>FACILITIES MGT</b>			
BUILDING CLEANING	-0.301	-0.246	0.055
BUILDINGS / ACCOMODATION	4.912	5.652	0.740
BUILDINGS / ACCOMODATION - YOUTH	0.240	0.240	0.000
CLEANING	0.000	0.000	0.000

DIRECT CLEANING CONTRACTS	0.000	0.000	0.000
LCC - ACS SITES	0.000	0.000	0.000
LCC CLEANING CONTRACT	0.000	0.000	0.000
LCC -SLAS	0.000	0.000	0.000
STAFF & CIVIC CATERING	0.000	0.000	0.000
COUNTY BUILDINGS	0.000	0.000	0.000
COLLEGES / FURTHER EDUCATION	-0.308	-0.166	0.142
COUNTY BUILDINGS NON DFM	0.000	0.000	0.000
DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (FM)	0.183	0.165	-0.018
NOW MAPPED TO DESIGN & CONSTRUCTION	0.000	0.000	0.000
<b>FACILITIES MGT TOTAL</b>	<b>4.726</b>	<b>5.645</b>	<b>0.919</b>
<b>HEALTH &amp; CARE SYSTEMS DEVELOPMENT</b>			
HEALTH & CARE SYSTEMS DEVELOPMENT	0.730	0.781	0.051
<b>HEALTH &amp; CARE SYSTEMS DEVELOPMENT TOTAL</b>	<b>0.730</b>	<b>0.781</b>	<b>0.051</b>
<b>HUMAN RESOURCES</b>			
HUMAN RESOURCES	0.745	0.550	-0.195
HUMAN RESOURCES - HEAD OF SERVICE	0.430	0.430	0.000
<b>HUMAN RESOURCES TOTAL</b>	<b>1.175</b>	<b>0.980</b>	<b>-0.195</b>
<b>LEP COORDINATION</b>			
LEP COORDINATION - HEAD OF SERVICE	0.081	0.046	-0.035
<b>LEP COORDINATION TOTAL</b>	<b>0.081</b>	<b>0.046</b>	<b>-0.035</b>
<b>LANCASHIRE ADULT LEARNING</b>			
LANCASHIRE ADULT LEARNING	-2.485	0.078	2.563
<b>LANCASHIRE ADULT LEARNING TOTAL</b>	<b>-2.485</b>	<b>0.078</b>	<b>2.563</b>
<b>PLANNING AND ENVIRONMENT</b>			
COUNTRYSIDE SERVICE	0.481	0.481	0.000
ENVIRONMENTAL & COMMUNITY PROJECTS	0.599	0.599	0.000
HoS -PLANNING AND ENVIRONMENT	0.260	0.260	0.000
LEVIES (D&C)	0.189	0.189	0.000
PLANNING	0.570	0.570	0.000
PROW	0.561	0.561	0.000



RURAL	0.024	0.024	0.000
<b>PLANNING AND ENVIRONMENT TOTAL</b>	<b>2.684</b>	<b>2.684</b>	<b>0.000</b>
<b>PROGRAMME OFFICE</b>			
PROGRAMME OFFICE - HEAD OF SERVICE	1.380	1.415	0.035
PROGRAMME OFFICE	1.206	0.660	-0.546
<b>PROGRAMME OFFICE TOTAL</b>	<b>2.586</b>	<b>2.075</b>	<b>-0.511</b>
<b>PROGRAMMES &amp; PROJECT MGT</b>			
DIRECTORATE WIDE OVERHEADS (P&PM)	0.006	0.006	0.000
DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (P&PM)	0.111	0.111	0.000
<b>PROGRAMMES &amp; PROJECT MGT TOTAL</b>	<b>0.117</b>	<b>0.117</b>	<b>0.000</b>
<b>SKILLS, LEARNING AND DEVELOPMENT</b>			
SKILLS, LEARNING AND DEVELOPMENT	4.428	3.383	-1.045
SKILLS, LEARNING AND DEVELOPMENT - HEAD OF SERVICE	0.310	0.310	0.000
<b>SKILLS, LEARNING &amp; DEVELOPMENT TOTAL</b>	<b>4.738</b>	<b>3.693</b>	<b>-1.045</b>
<b>STRATEGIC ECONOMIC DEVELOPMENT</b>			
STRATEGIC ECONOMIC DEVELOPMENT - HEAD OF SERVICE	0.081	0.078	-0.003
<b>STRATEGIC ECONOMIC DEVELOPMENT TOTAL</b>	<b>0.081</b>	<b>0.078</b>	<b>-0.003</b>
<b>DEVELOPMENT AND CORPORATE SERVICES TOTAL</b>	<b>35.393</b>	<b>40.142</b>	<b>4.749</b>

Appendix 1.8 – Chief Executive

<b>Service Grouping</b>	<b>Revised Annual Budget</b>	<b>Current Period Forecast</b>	<b>Current Period Forecast Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>CHIEF EXECUTIVE</b>			
CHIEF EXECUTIVE	0.217	0.217	0.000
SUPERNUMMARY MANAGEMENT (PHASE 1)	0.000	0.000	0.000
CHIEF EXECUTIVE - OTHER	0.057	0.057	0.000
COUNTY COUNCIL NETWORK	0.000	0.000	0.000
<b>CHIEF EXECUTIVE TOTAL</b>	<b>0.274</b>	<b>0.274</b>	<b>0.000</b>
<b>SERVICE COMMUNICATIONS</b>			
SERVICE COMMUNICATIONS - MANAGEMENT	0.193	0.193	0.000
SERVICE COMMUNICATIONS	1.390	1.175	-0.215
<b>SERVICE COMMUNICATIONS TOTAL</b>	<b>1.583</b>	<b>1.368</b>	<b>-0.215</b>
<b>CONTINGENCIES</b>			
RETURNING SERVICES CONTINGENCIES	0.454	0.000	-0.454
RETURNING SERVICES GENERAL	0.000	0.000	0.000
SOCIAL CARE STAFF CONTINGENCIES	0.000	0.000	0.000
CARE AND URGENT NEEDS SUPPORT SCHEME CONTINGENCIES	0.171	0.000	-0.171
<b>CONTINGENCIES TOTAL</b>	<b>0.625</b>	<b>0.000</b>	<b>-0.625</b>
<b>NON SERVICE ISSUES CORPORATE BUDGETS</b>			
FORMER CYP CENTRALLY MANAGED PROJECTS	-0.062	0.560	0.622
NHB - CONTR. TO CITY DEAL	1.295	1.295	0.000
PENSIONS - INHERITED LIABILITY	13.873	13.873	0.000
PENSIONS - CENTRAL EMPLOYERS CONTRIBUTION	16.967	16.478	-0.489
PENSIONS (CE)	0.000	0.000	0.000
STRATEGIC	-4.098	-4.098	0.000
SUBSCRIPTIONS & FEES	0.570	0.570	0.000
TREASURY MANAGEMENT	46.403	34.403	-12.000
<b>NON SERVICE ISSUES CORPORATE BUDGETS TOTAL</b>	<b>74.948</b>	<b>63.080</b>	<b>-11.867</b>
<b>LARGE SPECIFIC GRANTS TO SUPPORT THE AUTHORITY</b>			
CYP DIRECTORATE GRANTS	-15.866	-16.113	-0.247

PUBLIC HEALTH			0.000
CARE ACT			0.000
<b>LARGE SPECIFIC GRANTS TO SUPPORT THE AUTHORITY TOTAL</b>	<b>-15.866</b>	<b>-16.113</b>	<b>-0.247</b>
<b>CHIEF EXECUTIVE TOTAL</b>	<b>61.564</b>	<b>48.609</b>	<b>-12.955</b>

