

# **Money Matters**

## **The County Council's Financial Position**

### **As at 30<sup>th</sup> June, 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 to the end of June 2015 and is 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

Further additional net pressure detailed within the forecast totalling £16.328m includes the following

- Adults services £7.181m
- Children's services £0.178m
- Public Health & Wellbeing £0.409m
- Commissioning services £1.665m
- Development and Corporate services £2.991m
- Chief Executive £3.904m (this includes £4.000m potential loss of Public Health Grant)

The forecast includes the application of earmarked reserves of net £12.395m the details of which are highlighted throughout the report narrative below and are within the accompanying reserve paper.

Summary of reserve movements contained in this report:

<b>Service</b>	<b>To/From reserves</b>	<b>£'000</b>
Traded Services	from	152
Traded Services	to	-208
Corporate	to	-400
Children's social care	from	654
Adoption/fostering	from	1,130
Safeguarding, inspection, audit	from	650
Skills, Learning & Development	from	350
School improvement	from	22
Corporate budget	to	-1,295
Chief Exec – PFI Scheme	to	-870
Health Systems development	from	756
Waste PFI Grant	from	5,990
Budget Contribution for 2015/16	from	5,464
<b>Total Net</b>		<b>12,395</b>

As a result the Council is forecasting to overspend by £53.561m against a 2015/16 budget of £726.675m.

After applying an ongoing net gain of £7.915m, the structural net overspend in 2015/16 is £45.646m. This will add to the 2016/17 pressure and funding gap that will need to be addressed as part of the 2016/17 budget setting process. This has been factored into the MTFS.

The outturn of £33.251m in 2015/16 will be an in year call on reserves.

Further ongoing work is being undertaken to assess the deliverability of the budget agreed in both the Feb 2014 and Feb 2015 and Cabinet will be further updated as part of the quarter 2 report.

## 2.1 Recommendations

Note the current financial revenue forecast as at 30<sup>th</sup> June, 2015.

## 3. Section A

Key Issues emerging are as follows:

REF	Service Grouping	Revised Annual Budget £'000	Current Period Forecast £'000	Current Period Forecast Variance £'000	Current Period Forecast Variance %
3.1	ADULTS SERVICES	291,975	311,683	19,708	7%
3.2	CHILDRENS SERVICES	102,161	106,800	4,639	5%
3.3	COMMUNITY SERVICES	175,666	176,090	424	0%
3.4	PUBLIC HEALTH & WELLBEING	90,928	91,337	409	0%
3.5	LANCASHIRE PENSION FUND	-1,861	-1,861	0	0%
3.6	COMMISSIONING	29,953	31,618	1,665	6%
3.7	DEVELOPMENT AND CORPORATE SERVICES	34,874	44,365	9,491	27%
3.8	SERVICE COMMUNICATIONS	1,583	1,583	0	0%
3.9	CHIEF EXECUTIVE	1,396	-1,689	-3,085	-221%
	<b>LCC (ALL) NARRATIVE TOTAL</b>	<b>726,675</b>	<b>759,926</b>	<b>33,251</b>	<b>5%</b>

### 3.1 Operations and Delivery – Adult Services

The total net Adult Services revised budget in 2015/16 is £291.975m. As at the end of June 2015, the service is forecast to overspend by £19.708m which 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 £16.841m of this total. With a further £1.619m relating to social care assessment, care management and support staff and £1.892m relating to direct payments to service users that allow individuals to arrange their own care. This is marginally offset by underspending of £0.200m on care services delivered in-house and a total underspending of £0.444m across a number of other service areas.

REF	Service Grouping	Revised Annual Budget £'000	Current Period Forecast £'000	Current Period Forecast Variance £'000	Current Period Forecast Variance %
3.1.1	ADULT SERVICES	524	508	-16	-3%
3.1.2	DISABILITY (adults)	-4,092	-4,452	-360	-9%
3.1.3	OLDER PEOPLE	-143	17	160	112%
3.1.4	SAFEGUARDING (adults)	27,220	30,959	3,739	14%
3.1.5	SOCIAL CARE SERVICES (adults)	268,466	284,651	16,185	6%
	<b>ADULTS SERVICES TOTAL</b>	<b>291,975</b>	<b>311,683</b>	<b>19,708</b>	<b>7%</b>

### 3.1.2 Disability Service

- This service is forecast to underspend by £0.360m.
- Within this total day services are forecast to underspend by £1.015m. 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 £0.586m. The budgeted savings plan included the transfer of some elements of the service in 2014/15 to independent sector providers in order to deliver the requisite savings in 2015/16, however, £0.172m of this saving was not achieved. The remaining overspend relates to forecast staffing costs being higher than budget.

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

- Older People Care services are forecast to overspend by a total £0.160m.
- 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 overspend by £0.434m largely due to reduced occupancy in 2 homes and a reduction in income from Clinical Commissioning Groups (CCGs).
- This is offset by underspending of £0.233m through active control of management and support costs.

### 3.1.4 Safeguarding

This service is forecast to overspend by £3.739m overall, with the significant areas of variance detailed below.



## **Mental Health - Residential**

- Mental Health residential care is forecast to overspend by £2.741m of which the base budget pressure from 2014/15 is £2.175m.
- The current year's forecast overspend is due to the full year effect of the previous year's growth.
- Since April 2014 there has been a 19% increase in the number of service users and a 5% increase in the average weekly cost of care packages over the same time period.
- There are currently 291 clients supported via this service.
- The forecast assumes that the service user numbers will continue at the level as at the end of 2014/15 i.e. no further growth is assumed in service user numbers, with the expectation that any further demand will be managed by package of care reviews allowing service users to be stepped down into less costly and more appropriate care settings.
- The average weekly cost is also assumed to continue at the current rate i.e. no further increase has been forecast, assuming that average weekly cost will be subject to review and close management.
- These reviews form part of the three programmes 'Moving on from Intensive Support', 'Residential and Nursing Home Framework' and 'Pathway Navigation' that are being delivered through the new Recommissioning Mental Health Services Programme Board.
- It is difficult to predict the outcome of this work, and as such the progress and impact will be closely monitored.

## **Mental Health - Home Care**

- Mental Health Home Care services are forecast to overspend by £1.090m.
- In 2014/15 service user numbers increased by 58%.
- In the year to date service user numbers have increased by 6%.
- Average care package costs increased by 16% in 2014/15 and continue to rise with an increase in the year to date of around 5%.
- The forecast assumes no further growth in service user numbers or average care package costs and forecasts forward at the average level achieved in the current year to date.
- No further growth is assumed in 2015/16 due to the work ongoing under the programme 'Domiciliary Care Framework' delivered through the new Recommissioning Mental Health Services Programme Board involving the exploration of other models of support (outcome based, shared support, 1:1) and the development of a domiciliary care provider specification including rehab principles. It is difficult to predict the outcome of this work, and as such the progress and impact will be closely monitored.
- The rapid rise in service user numbers has raised significant concerns regarding the quality of the underlying activity data which is driven by the inputs into LAS (Liquid Logic Adults System) from social workers and other operational staff, particularly where packages of care are not always appropriately ceased on the system and therefore can still appear as open cases.
- Entries into LAS for this service are largely input by Lancashire Care Foundation Trust (LCFT) managed staff, and work is underway with colleagues in LCFT to expedite a resolution.





## **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 gross employee expenditure for this service is £8.278m which is jointly funded by LCC, CCGs and LCFT.
- The service is forecast to underspend by £0.232m due to longstanding vacancies held.

## **Safeguarding - Staff**

- This area of service is forecast to overspend by £0.253m due to a base budget pressure from 2014/15.

### **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 £268.466m and is forecast to overspend by £16.185m which 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.

## **Social Care – Staff**

- The service is due to overspend due to a base budget pressure from 14/15 of £2.069m.
- 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.

## **Operational Administration**

- Forecast to underspend by £0.136m through delays in filling staffing vacancies.

## **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 £1.913m pressure from 2014/15 and in the main, to 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 12%.
- In 2014/15 service user numbers increased in the first quarter by just 4%.
- There are currently 1,899 clients supported via this service.

- The current forecast includes a projected growth in the number of service users in 2015/16 of 12%.

### **Physical Support – Home Care**

- This service is forecast to overspend by £1.903m including base budget pressure from 2014/15 of £0.637m
- 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 1.5%.
- There are currently 6,054 clients supported via this service.
- The current forecast includes a projected growth in the number of service users in 2015/16 of 1.5%.
- There is a reluctance to extrapolate the first quarter's increase as the rapid rise in service user numbers has raised significant concerns regarding the quality of the underlying activity data which is driven by the inputs into LAS (Liquid Logic Adults System) from social workers and other operational staff, particularly where packages of care are not always appropriately ceased on the system and therefore can still appear as open cases.

### **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 £11.150m.
- 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.
- The full year effect of the increase in service user activity in 2014/15 is forecast to increase spending by £0.489m, with a further increase in service user activity forecast for 2015/16 of £1.111m.
- Additionally, payments to suppliers is forecast to increase by a net £0.463m due to backdated payments and rationalising the use of out of area placements.
- The budget has been reduced by £13.505m to reflect service offers and other savings agreed as part of the February 2014 budget. £2.360m of these savings are forecast to be achieved.

### **Purchasing General**

- This service is forecast to underspend by £0.492m through controlling costs by reducing non-essential spending.

### **Care Act funding Future Risk**

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 £1.600m. Although the remaining funding of £8.900m is fully committed, there are some elements such as the increase in spending on Carers which may take more than one year to achieve and therefore the funding will be applied when the additional expenditure is incurred. We are reviewing the ongoing impact of this.

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

REF	Service Grouping	Revised Annual Budget £'000	Current Period Forecast £'000	Current Period Forecast Variance £'000	Current Period Forecast Variance %
3.2.1	CHILDREN'S SERVICES	-1,789	-2,223	-434	-24.3%
3.2.2	ADOPTION & FOSTERING, RESIDENTIAL AND YOT	25,206	25,014	-192	-1%
3.2.3	SAFEGUARDING, INSPEC. & AUDIT	5,383	5,383	0	0%
3.2.4	CHILDREN SOCIAL CARE	52,253	59,189	6,936	13%
3.2.5	SCHOOL IMPROVEMENT (o.side SCOPE)	7,250	7,250	0	0%
3.2.6	SPECIAL EDUCATION NEEDS & DISABILITY	17,196	15,525	-1,671	-10%
3.2.7	TRADED SERVICES (START WELL)	-3,338	-3,338	0	0%
	<b>CHILDRENS SERVICES TOTAL</b>	<b>102,161</b>	<b>106,800</b>	<b>4,639</b>	<b>5%</b>

#### 3.2.1 Children's Services

- Underspends have been identified on central Children's Services budgets including £0.100m relating to management costs.
- £0.322m relating to Children's Social Care savings that have been delivered earlier than planned in 2015/16 rather than 2016/17.

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

Adoption, Fostering, Residential and YOT are expected to underspend by £0.192m. This includes the application of £1.130m from reserves

- £0.956m underspend relates to in-house fostering allowances.
- £0.695m overspends on the Overnight Short Breaks (ONSB) Service and £0.069m on staff (largely casuals).
- A review of all placement budgets is required across Adoption, Fostering, Residential and YOT, Children's Social Care and Special Education Needs and Disability, with a view to realigning budgets to reflect current and anticipated levels of spend. The forecast overspend on the ONSB Service represents an under-achievement of service offer savings relating to the timing of the merger and closure of a number of units.

Further underspends could result from the government's recent decision to allocate £30m of funding nationally to support the adoption reform programme over a 12 month

period. The scheme will reimburse local authorities for the cost of the adoption inter-agency fee paid when placing children with another local authority or by a voluntary adoption agency. The scheme is targeted at 'harder to place children' and access to funding will be based on 'eligible' inter-agency matches from 8th July 2015, as opposed to local authorities receiving a specified funding allocation. Further work is required to assess the financial impact of the availability of the additional funding to the authority. If funding is not available this will be a pressure in future years.

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

This forecast includes the application of £0.650m from reserves.

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

Children's Social Care is expected to overspend by £6.936m in 2015/16. This includes the application of £0.654m from reserves.

- £4.461m base budget pressure from 2014/15 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. This will be kept under review to determine whether this trend continues and the resulting financial impact.
- An overspend of £2.594m is forecast on family support which covers assistance to families, residence orders, special guardianship orders and other payments.
- Overspends of £0.180m across a number of staffing teams.
- Underspend of £0.200m on in-house fostering
- Underspend of £0.100m on other expenditure predominantly relating to the cost of CRB checks.

As highlighted earlier, a review of all placement budgets is required across Adoption, Fostering, Residential and YOT, Children's Social Care and Special Education Needs and Disability, with a view to realigning budgets to reflect current and anticipated levels of spend.

### **3.2.5 School Improvement**

This forecast includes the application of £0.022m from reserves.

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

- Underspends of £1.671m are forecast on SEND agency placements which includes family support and residential and foster care placements with external providers. Again a review of all placement budgets is required across Adoption, Fostering, Residential and YOT, Children's Social Care and Special Education Needs and Disability, with a view to realigning budgets to reflect current and anticipated levels of spend.
- Lancashire Break Time is expected to cost approx. £1.5m in 2015/16.

Further underspends are likely to emerge during the coming months including possible underspends resulting from staff vacancies and continuing difficulties in recruiting

specialist staff such as Education Psychologists. Further work is required with service managers to determine the potential level of underspend over and above that reported but initial estimates suggest that this could be in the region of £0.250m.

### 3.2.7 Traded Services (Start Well)

This forecast includes the application of a net contribution to reserves of £0.056m.

#### Items not included within the current forecast

A possible risk of not achieving approximately £0.838m of service offer savings on Traded Services in 2015/16 has been identified. Further work will be undertaken with service managers over the coming weeks to confirm the scale of any potential overspend and as such this has not been reported at this stage.

### 3.3 Operations and Delivery – Community Services

REF	Service Grouping	Revised Annual Budget £'000	Current Period Forecast £'000	Current Period Variance £'000	Current Period Variance %
3.3.1	COMMUNITY SERVICES	117	117	0	0%
3.3.2	CUSTOMER ACCESS	3,726	3,646	-80	-2%
3.3.3	OPERATIONS AND DELIVERY	155	155	0	0%
3.3.4	PUBLIC & INTEGRATED TRANSPORT	56,194	56,194	0	0%
3.3.5	LIBRARIES, MUSEUMS, CULTURE & REGISTRARS	15,087	15,479	392	3%
3.3.6	HIGHWAYS	30,166	29,359	-807	-3%
3.3.7	WASTE MGT	70,221	71,140	919	1%
	<b>COMMUNITY SERVICES TOTAL</b>	<b>175,666</b>	<b>176,090</b>	<b>424</b>	<b>0.2%</b>

#### 3.3.4 Public & Integrated Transport

- Community transport is showing a predicted underspend of £0.600m 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.
- Travelcare is showing a predicted base budget pressure from 2014/15 of £0.600m in relation to adult social care transport. This has reduced since 2014/15 reflecting the realignment of budgets to better reflect current spending levels with Public Bus contracts and concessionary travel in particular having offsetting underspends which have resolved some of the 2014/15 outturn issues due to demand and price pressures being managed within these areas.

#### Items not included within the current forecast

In total Public & Integrated Transport looks able to support their current activities within budget. However further review work is needed on fleet services to ensure year end adjustments for 2014/15 were accurate. Demand will need to be closely



monitored within the Travelcare service as this will potentially be affected by increases in demand from Adult Social Care.

These further potential pressures could be mitigated as Concessionary Travel has shown a decreasing trend in Nowcard usage amongst those who are already eligible. On average, there has been a 2% decrease in passenger numbers year on year, however there has been a 5% drop in this year's activity to date and this will be closely monitored to understand the reasoning behind this and likelihood of this continuing. Currently we have not included any additional saving over the 2% decrease for this year within the monitoring however this could result in a further £0.500m saving.

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

- The service are struggling to achieve previously allocated budget reductions through efficiencies or existing policy options, reductions have been made in year around service running costs giving a forecast base budget pressure from 14/15 of £0.750m.

To reduce this gap further would mean a change or reduction to the current model of service provision i.e. use of volunteers, library closures, reduced hours or reducing the investment in the book stock.

- 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.

### **3.3.6 Highways**

- Street lighting energy predicted underspend of £0.807m in year following further analysis of the year end position. Through a review of the bills received late in the year end process from the supplier it has become apparent that EDF overcharged the Authority in 2014-15 by £0.775m and therefore the service will show a one-off reduced spend in 2015/16 as a result of this overcharging being refunded.

### **Items not included within the current forecast**

Although not reported at this stage, due to changes to the Authority's Flood Risk responsibility we have now adjusted the way in which the team will be funded and are now relying on pre-application fees income to support some of the team costs. This is a new market which has therefore not been tested and could pose a risk of £0.100m.

Similarly there may be additional income to that forecasted from Section 38 income should it continue at the level achieved in 2014/15, however this is dependent on a continued buoyant developer market. It is also possible that any additional income could be offset by a shortfall in highways damages recovery and roundabout sponsorship income. Revised forecasts will be presented as these risks and opportunities become clearer.

### **3.3.7 Waste Management**

Waste had previously highlighted the following risks totalling £10.490m in terms of revenue costs in 2015/16:

- The cost of disposing of excess green waste, previously picked up by GRLOL (Global Renewables Lancashire Operations Limited) directly, which has increased by £0.600m.
- Recyclate income which has dropped considerably against the level originally budgeted resulting in an over spend of £2.100m. 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.
- Although no final decision has been made around continuation of the PFI Grant, if it isn't forthcoming, would result in a pressure of £5.990m. Within the 2015/16 forecast position the earmarked reserve has been applied.

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 £0.300m 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.
- The costs of landfill have also reduced by £1.900m due to improved diversion rates and cheaper options for offtakes.
- Transport costs have also reduced by £0.200m due to offtakes and the cost of transport being borne by those customers.



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

REF	Service Grouping	Revised Annual Budget £'000	Current Period Forecast £'000	Current Period Forecast Variance £'000	Current Period Forecast Variance %
3.4.1	DIRECTOR OF PUBLIC HEALTH & CONSULTANTS	508	309	-199	-39%
3.4.2	PUBLIC HEALTH & WELLBEING	137	148	11	8%
3.4.3	EMERGENCY PLANNING & RESILIENCE	1,284	1,352	68	5%
3.4.4	HEALTH EQUITY, WELFARE & PARTNERSHIPS	7,302	7,302	0	0%
3.4.5	PATIENT SAFETY & QUALITY IMPROVEMENT	3,520	3,087	-433	-12%
3.4.6	TRADING STANDARDS & SCIENTIFIC SERVICES	3,174	3,284	110	3%
3.4.7	WELLBEING, PREVENTION & EARLY HELP	75,003	75,855	852	1%
	<b>PUBLIC HEALTH &amp; WELLBEING TOTAL</b>	<b>90,928</b>	<b>91,337</b>	<b>409</b>	<b>0.4%</b>

#### 3.4.1 Director of Public Health & Consultants

- Staffing savings of £0.199m have been highlighted within the management structure due to vacancies and delayed recruitment of consultants.

#### 3.4.4 Health Equity, Welfare & Partnerships

Variances currently anticipated to be managed within the service.

#### Items not included within the current forecast

Due to the decision taken to transfer the driver referral courses mid-year over to the Police, the Authority will be left with a shortfall part-year effect of £0.107m as the income charging scheme not only recovered direct running costs but also contributed to overheads. It is anticipated that this shortfall will be met by close management of the revenue budget or if necessary, by utilising earmarked reserves.

The school crossing patrol service is currently forecasting a small revenue underspend of £0.130m. However further schemes are being introduced, in accordance with the commitment of Cabinet to support this. It is anticipated that the underspend will reduce as a result of meeting these additional costs. A budget reduction in 2016/17 onwards causes a budget pressure of £0.400m in future years if the service is to remain at current levels. Cabinet approved a reserve provision of £1.500m which could offset this pressure for a time.

The cost of commissioning domestic abuse services is currently funded by contributions from a range of agencies. A revenue funding gap of £0.700m 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. Reserves are time limited and can currently support the service at its current level for part of 2016/17.

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

- This service is forecast to underspend by £0.433m due to vacant posts within the current staffing structure and controlling costs by reducing non-essential spending.

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

- Safer trader staffing is forecasting to overspend by £0.110m as these costs are unable to be managed within the service.

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

- The Public Health Grant was initially frozen in 2015/16 with an estimated loss of £2.000m additional grant income and then further reduced in year by £4.000m the service is facing an estimated £6.000m pressure, the £4.000m grant pressure is shown under large specific grants within the Chief Executive budget section but the £2.000m pressure remaining a savings target within the service.
- An additional pressure on Health Checks has been forecast of £0.520m due to service offer savings not being achieved at this stage.
- Recurrent under spends on the commissioned contracts for £0.150m Tobacco, £0.150m Substance Misuse, £0.670m Sexual Health, £0.500m Mental Health and £0.200m Integrated wellbeing have gone towards offsetting these pressures.

#### **Items not included within the current forecast**

The prescribing costs and local area enhanced agreements as part of the commissioned contracts still pose a potential pressure and work is ongoing to resolve these along with determining the call on integrated wellbeing monies set aside for the wellbeing workers service.

### 3.5 Within the Lancashire Pension Fund

REF	Service Grouping	Revised Annual Budget £'000	Current Period Forecast £'000	Current Period Forecast Variance £'000	Current Period Forecast Variance %
3.5.1	LANCASHIRE PENSION FUND	-30	-30	0	0%
3.5.2	CHIEF INVESTMENT OFFICER	140	140	0	0%
3.5.3	DEPUTY CHIEF INVESTMENT OFFICER	101	101	0	0%
3.5.4	INVESTMENT PORTFOLIO MANAGER	-521	-521	0	0%
3.5.5	YOUR PENSION SERVICE	-1,579	-1,579	0	0%
3.5.6	POLICY & COMPLIANCE	28	28	0	0%
	<b>LANCASHIRE PENSION FUND TOTAL</b>	<b>-1,861</b>	<b>-1,861</b>	<b>0</b>	<b>0%</b>

There is a £0.975m pressure in 2015/16 that will be financed through the current charges to the pension fund however this will be a pressure to be financed in 2016/17 onwards.

### 3.6 Within the Commissioning Services

REF	Service Grouping	Revised Annual Budget £'000	Current Period Forecast £'000	Current Period Forecast Variance £'000	Current Period Forecast Variance %
3.6.1	COMMISSIONING	166	159	-7	-4%
3.6.2	CORPORATE COMMISSIONING	137	137	0	0%
3.6.3	ASSET MGT	2,788	2,788	0	0%
3.6.4	PROCUREMENT	1,856	1,856	0	0%
3.6.5	AREA PUBLIC SERVICE INTEGRATION	470	457	-13	-3%
3.6.6	POLICY, INFO. & COMMISSION START WELL	1,055	1,055	0	0%
3.6.7	POLICY, INFO. & COMMISSION LIVE WELL	1,383	1,383	0	0%
3.6.8	POLICY, INFO. & COMMISSION AGE WELL	640	640	0	0%
3.6.9	GOVERNANCE, FINANCE & PUBLIC SERVICES	140	140	0	0%
3.6.10	FINANCIAL RESOURCES	101	101	0	0%
3.6.11	OFFICE OF THE POLICE AND CRIME COMMISSIONER TRES	-16	-16	0	0%
3.6.12	FINANCIAL MGT (OPERATIONAL)	2,277	2,277	0	0%
3.6.13	FINANCIAL MGT (DEVELOPMENT AND SCHOOLS)	277	277	0	0%
3.6.14	CORPORATE FINANCE	853	853	0	0%
3.6.15	EXCHEQUER SERVICES	4,168	4,168	0	0%
3.6.16	LEGAL, DEMOCRATIC & GOVERNANCE	101	101	0	0%
3.6.17	LEGAL AND DEMOCRATIC SERVICES	12,860	14,545	1,685	13%
3.6.18	INTERNAL AUDIT	697	697	0	0%
	<b>COMMISSIONING TOTAL</b>	<b>29,953</b>	<b>31,618</b>	<b>1,665</b>	<b>6%</b>

#### 3.6.17 Legal and Democratic Services

It expected that Legal and Democratic Services will overspend by £1.685m in 2015/16.

- £0.353m relates to Coroner Services and includes forecast overspends on staff, various fees for services provided (toxicology, pathology, mortuary fees, etc.) and SLA's with other Local Authorities.
- £1.332m relates to overspends on staff, agency costs and legal fees within Legal Services resulting from continuing increases in numbers of child protection cases.

No other variances are currently forecast within commissioning services.

### 3.7 Within the Development and Corporate Services

REF	Service Grouping	Revised Annual Budget £'000	Current Period Forecast Variance £'000	Current Period Forecast Variance £'000	Current Period Forecast Variance %
3.7.1	BUSINESS GROWTH	81	81	0	0%
3.7.2	CORE BUSINESS SYSTEMS/TRANSFORMATION	14,193	20,693	6,500	46%
3.7.3	CORPORATE SERVICES	99	99	0	0%
3.7.4	DESIGN and CONSTRUCTION	3,654	3,654	0	0%
3.7.5	DEVELOPMENT AND CORPORATE SERVICES	143	143	0	0%
3.7.6	ECONOMIC DEVELOPMENT	1,317	1,317	0	0%
3.7.7	ESTATES	1,787	1,787	0	0%
3.7.8	FACILITIES MGT	3,939	4,639	700	18%
3.7.9	HEALTH & CARE SYSTEMS DEVELOPMENT	730	863	133	18%
3.7.10	HUMAN RESOURCES	1,175	1,175	0	0%
3.7.11	LEP COORDINATION	81	81	0	0%
3.7.12	LANCASHIRE ADULT LEARNING	-2,485	-527	1,958	79%
3.7.13	PLANNING AND ENVIRONMENT	2,622	2,622	0	0%
3.7.14	PROGRAMME OFFICE	2,586	2,586	0	0%
3.7.15	PROGRAMMES & PROJECT MGT	117	117	0	0%
3.7.16	SKILLS, LEARNING & DEVELOPMENT	4,754	4,954	200	4%
3.7.17	STRATEGIC ECONOMIC DEVELOPMENT	81	81	0	0%
	<b>DEVELOPMENT AND CORPORATE SERVICES TOTAL</b>	<b>34,874</b>	<b>44,365</b>	<b>9,491</b>	<b>27%</b>

#### 3.7.2 Development and Corporate Services

##### Core Business Systems/Transformation – In particular BTLS

- A overspend on CLEO of £1.6m. This was anticipated at the time of the renegotiation of the contract and is offset by provisions within reserves in accordance with the January 2014 Cabinet Report.
- An under provision of budget against the contracted expenditure of £1.4m.
- Several budget adjustments, reflected in the former OCL contract, which should have been made to the 2014/15 budget, following the renegotiation of the contract, totalling £5.1m. The lack of these budget adjustments have persisted in the 2015/16 accounts.
- A £1.6m non-recurring underspend in respect of the contract with West Lancashire BC.

### 3.7.8 Facilities Management

- There is a £0.700m remaining pressure resulting from the 2015/16 service offer which is to be considered further as part of the property rationalisation review.

### 3.7.9 Health and Care Systems

- The service is forecast to overspend by £0.133m, due to the budget being less than the posts transferred in the phase 1 structure. This position includes the application of £0.756m of reserves.

### 3.7.12 Lancashire Adult Learning

- Lancashire Adult Learning is forecast to overspend by £1.958m. This is as 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.

### 3.7.16 Skills, Learning and Development

- Overspends of £0.200m are expected on Skills, Learning and Development budget due to reductions in grant funding.

This forecast includes the application of £0.350m from reserves.

## 3.8 Within Service Communications

REF	Service Grouping	Revised Annual Budget £'000	Current Period Forecast £'000	Current Period Forecast Variance £'000	Current Period Forecast Variance %
3.8.1	SERVICE COMMUNICATIONS	1,583	1,583	0	0%
	<b>SERVICE COMMUNICATIONS TOTAL</b>	<b>1,583</b>	<b>1,583</b>	<b>0</b>	<b>0%</b>

No variance reported.

### 3.9 Within Chief Executive Services

REF	Service Grouping	Revised Annual Budget £'000	Current Period Forecast £'000	Current Period Forecast Variance £'000	Current Period Forecast Variance %
3.9.1	CHIEF EXECUTIVE	274	286	12	4%
3.9.2	BUSINESS SUPPORT	0	0	0	0%
3.9.3	CONTINGENCIES	1,324	519	-805	-61%
3.9.4	NON SERVICE ISSUES CORPORATE BUDGETS	76,214	70,030	-6,184	-8%
3.9.5	LARGE SPECIFIC GRANTS TO SUPPORT THE AUTHORITY	-76,416	-72,524	3,892	5%
	<b>CHIEF EXECUTIVE TOTAL</b>	<b>1,396</b>	<b>-1,689</b>	<b>-3,085</b>	<b>-221%</b>

#### 3.9.3 Contingencies

Underspends of £0.805m are expected on various contingencies budgets.

#### 3.9.4 Non Service Issues Corporate Budgets

This forecast includes a contribution to the County Council Election reserve of £0.400m, a revenue contribution to capital outlay of £1.295m, a net contribution to the CYP PFI reserves of £0.870m and a contribution of £5.464m from the Downsizing reserve.

### Treasury Management

	Budget 15/16 £'000	Forecast Jun-15 £'000	Surplus (-) /Deficit £'000
MRP	37,085	30,103	-6,982
Interest Paid	22,308	22,973	665
Interest Received	-12,710	-12,529	181
Grants	280	280	0
<b>Total</b>	<b>46,403</b>	<b>40,267</b>	<b>-6,136</b>

The forecast surplus is largely due to the reduced Minimum Revenue Provision (MRP) charge anticipated in 2015/16. There are two principal reasons for the MRP reduction.

- The refinancing of the waste recycling centres was initially anticipated to be repaid on a straight line basis. However, the decision has been taken to make the repayment on an annuity basis. This has resulted in a reduced MRP of some £5.6m. It is estimated to be a similar amount for the next two years.



- When calculating the estimated MRP it was planned to apply up to £39m of borrowing in 2014/15. Due to the re-phasing of the Capital Programme this borrowing was not required thereby reducing requirement to charge the MRP in 2015/16. The saving on the MRP is offset by the agreed contribution towards the Todmorden Curve Rail project £0.800m which was not in the original budget.

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

- Underspends of £0.108m relate to higher than budgeted Education Services Grant (ESG) offset by lower than budgeted Extended Rights to Free School Travel Grant. Actual ESG received could vary dependent on conversions to academies during 2015/16. The Extended Rights to Free School Travel has fallen from £0.749m in 2014/15 to £0.597m in 2015/16.
- Public Health Grant overspend of £4.000m due to predicted loss of grant in year.

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

### Appendix 1.1 - Adult Services

Level E - Cost Centre Description	Revised Annual Budget £'000	Current Period Forecast (ORACLE) £'000	Current Period Forecast Variance (ORACLE) £'000
<b>ADULT SERVICES</b>			
DIR - ADULT SERVICES	524.0	508.0	-16.0
<b>ADULT SERVICES TOTAL</b>	<b>524.0</b>	<b>508.0</b>	<b>-16.0</b>
<b>DISABILITY (adults)</b>			
ADULT DISABILITY SERVICE	-1,729.0	-1,743.5	-14.5
ADULT DISABILITY DAY SERVICE	-1,103.0	-2,118.0	-1,015.0
ADULT DISABILITY DOM SERVICE	-1,483.0	-897.0	586.0
ADULT DISABILITY SHORT BREAKS SERVICE	-449.0	-450.0	-1.0
SHARED LIVES	672.0	756.0	84.0
<b>DISABILITY (adults) TOTAL</b>	<b>-4,092.0</b>	<b>-4,452.5</b>	<b>-360.5</b>
<b>OLDER PEOPLE</b>			
RESIDENTIAL/REHABILITATION	-924.0	-490.0	434.0
DAY CARE	-291.0	-332.0	-41.0
SUPPORT SERVICES	1,072.0	839.0	-233.0
<b>OLDER PEOPLE TOTAL</b>	<b>-143.0</b>	<b>17.0</b>	<b>160.0</b>
<b>SAFEGUARDING (adults)</b>			
SAFEGUARDING STAFF	2,770.0	3,023.1	253.1
MENTAL HEALTH STAFF	5,396.0	5,164.0	-232.0
MENTAL HEALTH-DAY CARE	690.0	671.0	-19.0
MENTAL HEALTH -DIRECT PAYMENTS	2,280.0	2,259.0	-21.0
MENTAL HEALTH-HOME CARE	3,441.0	4,531.0	1,090.0
MENTAL HEALTH-RESIDENTIAL	8,246.0	10,987.0	2,741.0
MENTAL HEALTH-NURSING	2,263.0	2,247.0	-16.0
MENTAL HEALTH-OTHER SOCIAL CARE	122.0	128.0	6.0
MENTAL HEALTH BLOCK CONTRACT	2,012.0	1,949.0	-63.0

<b>SAFEGUARDING (adults) TOTAL</b>	<b>27,220.0</b>	<b>30,959.1</b>	<b>3,739.1</b>
<b>SOCIAL CARE SERVICES (adults)</b>			
SOCIAL CARE STAFF	13,542.0	15,357.6	1,815.6
OPERATIONAL ADMINISTRATION	2,091.0	1,955.5	-135.5
CARE NAVIGATION	401.0	319.3	-81.7
PHYSICAL SUPPORT-NURSING	17,930.0	17,930.0	0.0
PHYSICAL SUPPORT-RESIDENTIAL	54,080.0	54,080.0	0.0
PHYSICAL SUPPORT-SUPPORTED ACCOMODATION	2,450.0	2,401.0	-49.0
PHYSICAL SUPPORT-DIRECT PAYMENTS	23,690.0	25,603.0	1,913.0
PHYSICAL SUPPORT-HOME CARE	38,630.0	40,533.0	1,903.0
PHYSICAL SUPPORT-DAY CARE	3,305.0	3,365.0	60.0
PHYSICAL SUPPORT-OTHER SOCIAL CARE	1,738.0	1,776.0	38.0
LEARNING DISABILITIES	109,200.0	120,350.0	11,150.0
EQUIPMENT & ADAPTATIONS	4,362.0	4,362.0	0.0
CARERS SERVICES	1,994.0	1,994.0	0.0
REABLEMENT	2,236.0	2,236.0	0.0
SUPPORTING PEOPLE	11,737.0	11,800.0	63.0
PURCHASING GENERAL	1,774.0	1,282.5	-491.5
BETTER CARE FUND	-20,694.0	-20,694.0	0.0
<b>SOCIAL CARE SERVICES (adults) TOTAL</b>	<b>268,466.0</b>	<b>284,650.9</b>	<b>16,184.9</b>
<b>ADULTS SERVICES TOTAL</b>	<b>291,975.0</b>	<b>311,682.5</b>	<b>19,707.5</b>

## Appendix 1.2 – Children's Services

Level E - Cost Centre Description	Revised Annual Budget	Current Period Forecast (ORACLE)	Current Period Forecast Variance (ORACLE)
	£'000	£'000	£'000
<b>CHILDREN'S SERVICES</b>			
DEPUTY DIRECTOR CHILDREN'S SERVICES	433.0	111.0	-322.0
CHILDREN'S SERVICES - MANAGEMENT	137.0	137.0	0.0
CHILDREN'S SERVICES - OTHER	490.0	378.0	-112.0
DIRECTORATE OVERHEAD ALLOCATIONS	-2,849.0	-2,849.0	0.0
<b>ADOPTION &amp; FOSTERING, RESIDENTIAL AND YOT TOTAL</b>	<b>-1,789.0</b>	<b>-2,223.0</b>	<b>-434.0</b>
<b>ADOPTION &amp; FOSTERING, RESIDENTIAL AND YOT</b>			
ADOPTION, FOSTERING, RESIDENTIAL AND YOT - MANAGEMENT	580.0	580.0	0.0
ADOPTION SERVICES STAFF	658.0	658.0	0.0
ADOPTION SERVICES OTHER	1,527.0	1,527.0	0.0
ALTERNATIVE & COMPLEMENTARY EDUCATION - AFRY	133.0	90.0	-43.0
COUNTY RESIDENTIAL MANAGERS	200.0	312.0	112.0
FOSTERING SERVICES	2,145.0	2,145.0	0.0
MAINSTREAM RESIDENTIAL	5,107.0	5,107.0	0.0
OVERNIGHT BREAKS SERVICE	2,151.0	2,846.0	695.0
PROVIDER IN HOUSE FOSTERING ALLOWANCES	10,528.0	9,572.0	-956.0
SCAYT +	610.0	610.0	0.0
YOUTH OFFENDING TEAM	1,567.0	1,567.0	0.0
<b>ADOPTION &amp; FOSTERING, RESIDENTIAL AND YOT TOTAL</b>	<b>25,206.0</b>	<b>25,014.0</b>	<b>-192.0</b>
<b>SAFEGUARDING, INSPEC. AND AUDIT</b>			
SAFEGUARDING, INSPECTION AND AUDIT - MANAGEMENT	525.0	525.0	0.0
SAFEGUARDING, INSPECTION AND AUDIT	3,040.2	3,040.2	0.0
MASH/CART/EDT	1,363.0	1,363.0	0.0
YOUNG CARERS GRANT	280.0	280.0	0.0
LANCASHIRE SAFEGUARDING CHILDREN BOARD	175.0	175.0	0.0
<b>SAFEGUARDING, INSPEC. &amp; AUDIT TOTAL</b>	<b>5,383.2</b>	<b>5,383.2</b>	<b>0.0</b>
<b>CHILDREN SOCIAL CARE</b>			
CHILDREN SOCIAL CARE - HEAD OF SERVICE	1,046.0	1,036.0	-10.0
LOCALITY & CAPSS TEAMS	16,342.0	16,860.2	518.2
CSC MANAGEMENT SUPPORT WORKERS TEAM	98.0	151.0	53.0

SOCIAL CARE BUSINESS SUPPORT	1,755.0	1,375.0	-380.0
AGENCY - FOSTERING CHILDREN LOOKED AFTER	14,122.0	15,600.0	1,478.0
AGENCY - RESIDENTIAL CHILDREN LOOKED AFTER	7,649.0	13,250.8	5,601.8
AGENCY REMAND - COUNTYWIDE	565.0	415.0	-150.0
DIRECTORATE CONTINGENCY (CS)	2,469.0	0.0	-2,469.0
s17 FAMILY SUPPORT - ASST TO FAMILIES	1,204.0	2,037.0	833.0
s17 FAMILY SUPPORT - REGULAR PAYMENTS	0.0	563.0	563.0
s17 FAMILY SUPPORT - RESIDENCE ORDERS	2,464.0	2,271.0	-193.0
s17 FAMILY SUPPORT - SPECIAL GUARDIANSHIP ORDERS	2,924.0	4,315.0	1,391.0
LEAVING CARE ALLOWANCES	799.0	799.0	0.0
STAYING PUT	0.0	0.0	0.0
IN HOUSE FOSTERING - CHILDREN LOOKED AFTER	314.0	114.0	-200.0
IN HOUSE RESIDENTIAL - CHILDREN LOOKED AFTER	71.0	71.0	0.0
CHILDRENS SERVICES ASYE	5.0	5.0	0.0
CSC OTHER	426.0	326.0	-100.0
SAFEGUARDING EARLY INTERVENTION	0.0	0.0	0.0
<b>CHILDREN SOCIAL CARE TOTAL</b>	<b>52,253.0</b>	<b>59,189.0</b>	<b>6,936.0</b>
<b>SCHOOL IMPROVEMENT</b>			
SCHOOL IMPROVEMENT - MANAGEMENT	361.0	361.0	0.0
ALTERNATIVE & COMPLEMENTARY EDUCATION - SCH IMP SERV	355.0	355.0	0.0
EARLY YEARS TEACHING	634.0	634.0	0.0
LEARNING IMPROVEMENT SUPPORT TEAM	1,411.2	1,411.0	-0.2
PE & SPORT	41.0	41.0	0.0
PUPIL ACCESS - PUPIL SUPPORT	1,263.0	1,263.0	0.0
SCHOOLS CAUSING CONCERN - SCH IMP SERV	504.0	504.0	0.0
SUPPORT FOR VULN PUPILS - SCH IMP SERV	1,897.0	1,897.0	0.0
SCHOOL IMPROVEMENT - CENTRAL	-1,030.0	-1,030.0	0.0
SCHOOL IMPROVEMENT - PRIMARY SOUTH	141.0	141.0	0.0
EDUCATION HEALTH - SCH IMP SERVICE	2.0	2.0	0.0
SCHOOL IMPROVEMENT - PRIMARY EAST	610.0	610.0	0.0
SCHOOL IMPROVEMENT - PRIMARY NORTH	704.0	704.0	0.0
SCHOOL IMPROVEMENT - SECONDARY	357.0	357.0	0.0
<b>SCHOOL IMPROVEMENT TOTAL</b>	<b>7,250.2</b>	<b>7,250.0</b>	<b>-0.2</b>
<b>SEN &amp; DISABILITY</b>			
SEN & DISABILITY - MANAGEMENT	653.0	653.0	0.0
SEND - AGENCY FAMILY SUPPORT	1,903.0	1,400.0	-503.0
SEND - AGENCY FOSTERING	1,164.0	800.0	-364.0
SEND - AGENCY RESIDENTIAL	2,784.0	1,980.0	-804.0

SEND - DIRECT PAYMENTS	1,604.0	1,604.0	0.0
SEND - AIDS & ADAPTATIONS	235.0	235.0	0.0
SEND - COMMUNITY EQUIPMENT	513.0	513.0	0.0
SEND - IN HOUSE FOSTERING	430.0	430.0	0.0
SEND - LANCASHIRE BREAK TIME	1,042.0	1,042.0	0.0
SEND - CHILD & FAMILY SUPPORT TEAM	1,217.0	1,217.0	0.0
SEND - IA OCCUPATIONAL THERAPY	658.0	658.0	0.0
SEND - IA SPEECH & LANGUAGE THERAPY	1,010.0	1,010.0	0.0
SEND - INTEGRATED ASSESSMENT TEAM	1,155.0	1,155.0	0.0
SEND - BUSINESS SUPPORT	684.0	684.0	0.0
SEND - CARERS SERVICES	429.0	429.0	0.0
SEND - SEN IMPLEMENTATION GRANT	0.0	0.0	0.0
SEND - SEND REFORM GRANT	-5.0	-5.0	0.0
SEND - LEARNER SUPPORT TEAM	0.0	0.0	0.0
SEND - PROVISION & PERFORMANCE TEAM	1,720.0	1,720.0	0.0
<b>SEN &amp; DISABILITY TOTAL</b>	<b>17,196.0</b>	<b>15,525.0</b>	<b>-1,671.0</b>
<b>TRADED SERVICES (START WELL)</b>			
TRADED SERVICES (START WELL) - MANAGEMENT	134.0	134.0	0.0
SCHOOL CATERING	-1,257.0	-1,257.0	0.0
EDUCATIONAL VISITS	104.0	104.0	0.0
GOVERNOR SERVICES	-171.0	-171.0	0.0
GRADUATE TEACHER	-11.0	-11.0	0.0
IDS TRADED TEAM	-23.0	-23.0	0.0
LANCASHIRE MUSIC SERVICE	-509.0	-509.0	0.0
LEARNING EXCELLENCE (PDS)	-413.0	-413.0	0.0
LTA	-103.0	-103.0	0.0
OUTDOOR EDUCATION	-624.0	-624.0	0.0
RECRUITMENT, RETENTION, NQT'S	3.0	3.0	0.0
SCHOOLS ICT CURRICULUM	-18.0	-18.0	0.0
BUSINESS SUPPORT AND ADMINISTRATION (TRADED SERVICES)	-450.0	-450.0	0.0
<b>TRADED SERVICES (START WELL) TOTAL</b>	<b>-3,338.0</b>	<b>-3,338.0</b>	<b>0.0</b>
<b>CHILDRENS SERVICES TOTAL</b>	<b>102,161.4</b>	<b>106,800.2</b>	<b>4,638.8</b>

### Appendix 1.3 – Operations and Delivery Community Services

Service Grouping	Revised Annual Budget £'000	Current Period Forecast £'000	Current Period Forecast Variance £'000
<b>COMMUNITY SERVICES</b>			
DIRECTORATE WIDE OVERHEADS (O&D)	6.0	6.0	0.0
DNU - OPERATIONS AND DELIVERY (O&P)	111.0	111.0	0.0
<b>COMMUNITY SERVICES TOTAL</b>	<b>117.0</b>	<b>117.0</b>	<b>0.0</b>
<b>CUSTOMER ACCESS</b>			
CUSTOMER ACCESS - HEAD OF SERVICE	191.0	191.0	0.0
CUSTOMER ACCESS	3,535.0	3,455.0	-80.0
<b>CUSTOMER ACCESS TOTAL</b>	<b>3,726.0</b>	<b>3,646.0</b>	<b>-80.0</b>
<b>OPERATIONS AND DELIVERY</b>			
DNU - OPERATIONS AND DELIVERY (O&D)	155.0	155.0	0.0
<b>CUSTOMER ACCESS TOTAL</b>	<b>155.0</b>	<b>155.0</b>	<b>0.0</b>
<b>PUBLIC &amp; INTEGRATED TRANSPORT</b>			
ACS ELDERLY	0.0	0.0	0.0
ACS LD	0.0	0.0	0.0
ACS RESPITES	0.0	0.0	0.0
ACS SOCIAL CARE	0.0	0.0	0.0
ASSISTANT DIRECTOR - SUSTAINABLE TRANSPORT	2.0	2.0	0.0
BUS & SUPPORTED TRANSPORT	-159.0	-159.0	0.0
BUS STATIONS	891.0	891.0	0.0
BUSINESS SUPPORT TEAMS (O&D)	275.0	275.0	0.0
COMMUNITY CARS	0.0	0.0	0.0
COMMUNITY TRANSPORT	1,500.0	900.0	-600.0
CONCESSIONARY TRAVEL	20,236.0	20,236.0	0.0
CONTRIBUTION TO/FROM RESERVES (O&D)	2,850.0	2,850.0	0.0
CWD RESPITE TRANSPORT	6.0	6.0	0.0
CYP ACERS	0.0	0.0	0.0
CYP COLLEGE	0.0	0.0	0.0
CYP DISCRETIONARY	0.0	0.0	0.0
CYP SEN HOME TO SCHOOL	0.0	0.0	0.0
CYP SEN RESPITE	0.0	0.0	0.0
DNU - OPERATIONS AND DELIVERY (P&IT)	247.0	247.0	0.0
DIAL A RIDE	311.0	311.0	0.0
FLEET	-4,705.0	-4,705.0	0.0



GRITTERS	0.0	0.0	0.0
HEAD OF SUSTAINABLE TRANSPORT & SAFETY	1.0	1.0	0.0
HOME TO SCHOOL TRANSPORT	18.0	18.0	0.0
HQ SUPPORT TEAMS (O&D)	108.0	108.0	0.0
INFORMATION	552.0	552.0	0.0
INTERCHANGES & TRAVEL	-116.0	-116.0	0.0
ITU STAFF	-183.0	-183.0	0.0
LEARNING DISABILITY	0.0	0.0	0.0
MAINSTREAM H-S CONTRACTS	0.0	0.0	0.0
OTHER CT WORK	-311.0	-311.0	0.0
PHYSICAL SUPPORT	0.0	0.0	0.0
PUBLIC BUS	13,363.0	13,363.0	0.0
PUBLIC TRANSPORT CO-ORDINATION	36.0	36.0	0.0
PUBLIC TRANSPORT DEVELOPMENT	454.0	454.0	0.0
PUBLIC TRANSPORT INITIATIVES	576.0	576.0	0.0
RADIO COMMUNICATION	0.0	0.0	0.0
SEN TRANSPORT	984.0	984.0	0.0
SUSTAINABLE TRAVEL	568.0	568.0	0.0
T&E MANAGEMENT	0.0	0.0	0.0
TRANSPORT	-2,507.0	-2,507.0	0.0
TRANSPORT 16+	9.0	9.0	0.0
TRANSPORT OF CLA	12.0	12.0	0.0
TRANSPORT PRIMARY	-241.0	-241.0	0.0
TRANSPORT SECONDARY	-710.0	-710.0	0.0
TRANSPORT SPECIAL	53.0	53.0	0.0
TRANSPORT TO ACERS	33.0	33.0	0.0
TRAVELCARE	22,041.0	22,641.0	600.0
YOUNG PEOPLE TRANSPORT	0.0	0.0	0.0
<b>PUBLIC &amp; INTEGRATED TRANSPORT TOTAL</b>	<b>56,194.0</b>	<b>56,194.0</b>	<b>0.0</b>
<b>LIBRARIES, MUSEUMS, CULTURE &amp; REGISTRARS</b>			
COUNTY HERITAGE	1,945.0	2,145.0	200.0
COUNTY LIBRARIES	10,925.0	11,575.0	650.0
CULTURAL SERVICES DEVELOPMENT	1,108.0	1,108.0	0.0
CULTURAL SERVICES JOINT	190.0	190.0	0.0
CULTURAL SERVICES SUPPORT	489.0	389.0	-100.0
DNU - OPERATIONS AND DELIVERY (LMC&R)	242.0	242.0	0.0
LEARNING DEVELOPMENT	0.0	0.0	0.0
REGISTRATION SERVICE	188.0	-169.6	-357.6
<b>LIBRARIES, MUSEUMS, CULTURE &amp; REGISTRARS TOTAL</b>	<b>15,087.0</b>	<b>15,479.4</b>	<b>392.4</b>
<b>HIGHWAYS</b>			
COUNTY HIGHWAYS TEAM	927.0	927.0	0.0
COUNTY WIDE SERVICES TEAM	868.0	868.0	0.0

DRAINAGE (PUBLIC REALM)	3,856.0	3,856.0	0.0
DRAINAGE (STRATEGIC)	-85.0	-85.0	0.0
HIGHWAY DEPOTS	989.0	989.0	0.0
HIGHWAY DEVELOPMENT CONTROL	97.0	97.0	0.0
HIGHWAY REGULATION & INSPECTION	-251.0	-251.0	0.0
HIGHWAYS CENTRAL CHARGES	3,828.0	3,828.0	0.0
HIGHWAYS DEPOTS - SOUTH	0.0	0.0	0.0
HIGHWAYS MANAGEMENT TEAM	1,477.0	1,477.0	0.0
HIGHWAYS TEAM (PUBLIC REALM)	10,005.0	10,005.0	0.0
LANCASHIRE PARKING SERVICES	-681.0	-681.0	0.0
OPERATIONS - ENV SERVICES	-435.0	-435.0	0.0
OPERATIONS - HIGHWAYS	-5,305.0	-5,305.0	0.0
OPERATIONS - MANAGEMENT	-7,576.0	-7,576.0	0.0
OPERATIONS - P&T ACCOUNT	5,420.0	5,420.0	0.0
OPERATIONS L & E	259.0	259.0	0.0
OPERATIONS QUANTITY SURVEYORS	198.0	198.0	0.0
PRIORITIES - CONTINGENCIES	0.0	0.0	0.0
SEVERE WEATHER	4,008.0	4,008.0	0.0
STREET LIGHTING ENERGY	7,307.0	6,500.0	-807.0
STREET LIGHTING TEAM	4,346.0	4,346.0	0.0
TRAFFIC POLICY, SAFETY & SIGNALS	914.0	914.0	0.0
<b>HIGHWAYS TOTAL</b>	<b>30,166.0</b>	<b>29,359.0</b>	<b>-807.0</b>
<b>WASTE MGT</b>			
COMMERCIAL AND INDUSTRIAL TRADE WASTE	-1,792.0	-1,792.0	0.0
GREEN WASTE	403.0	347.4	-55.6
HEAD OF WASTE MANAGEMENT	0.0	0.0	0.0
HoS -WASTE MGT	191.0	191.0	0.0
HOUSEHOLD WASTE RECYCLING CENTRES	6,592.0	6,291.3	-300.7
LANDFILL - DISPOSAL	27,790.0	25,880.2	-1,909.8
MISCELLANEOUS	237.0	232.4	-4.6
RECYCLING & COST SHARING	10,439.0	10,438.5	-0.5
WASTE AWARENESS INITIATIVES	53.0	53.0	0.0
WASTE MANAGEMENT TEAM	469.0	536.8	67.8
WASTE PFI	29,318.0	32,499.6	3,181.6
WASTE PFI MISC	-5,727.0	-5,711.0	16.0
WASTE TRANSFER STATIONS	2,248.0	2,172.6	-75.4
<b>WASTE MGT TOTAL</b>	<b>70,221.0</b>	<b>71,139.8</b>	<b>918.8</b>
<b>COMMUNITY SERVICES TOTAL</b>	<b>175,666.0</b>	<b>176,090.2</b>	<b>424.2</b>

## Appendix 1.4 – Public Health and Wellbeing

Service Grouping	Revised Annual Budget	Current Period Forecast	Current Period Forecast Variance
	£'000	£'000	£'000
<b>DEPUTY DIR PUBLIC HEALTH &amp; CONSULTANTS</b>			
DNU - OPERATIONS AND DELIVERY (DDPH)	508.0	309.0	-199.0
<b>DEPUTY DIR PUBLIC HEALTH &amp; CONSULTANTS TOTAL</b>	<b>508.0</b>	<b>309.0</b>	<b>-199.0</b>
<b>PUBLIC HEALTH &amp; WELLBEING</b>			
DNU - OPERATIONS AND DELIVERY (PH&W)	137.0	148.0	11.0
<b>PUBLIC HEALTH &amp; WELLBEING TOTAL</b>	<b>137.0</b>	<b>148.0</b>	<b>11.0</b>
<b>EMERGENCY PLANNING &amp; RESILIENCE</b>			
HOS -EMERGENCY PLANNING & RESILIENCE	639.0	639.0	0.0
EMERGENCY PLANNING	173.0	173.0	0.0
HEALTH & SAFETY	409.0	492.0	83.0
HEALTH PROTECTION	63.0	48.0	-15.0
NON DFM	0.0	0.0	0.0
<b>EMERGENCY PLANNING &amp; RESILIENCE TOTAL</b>	<b>1,284.0</b>	<b>1,352.0</b>	<b>68.0</b>
<b>HEALTH EQUITY, WELFARE &amp; PARTNERSHIPS</b>			
BUSINESS SUPPORT TEAMS (PH&W)	28.0	28.0	0.0
CRB PAYMENTS - GENERAL	67.0	67.0	0.0
CRIME & DISORDER	551.0	551.0	0.0
DNU - OPERATIONS AND DELIVERY (HEW&P)	952.0	952.0	0.0
EARLY INTERVENTION / SUPPORT (HEW&P)	-7.0	-7.0	0.0
HEALTH POLICY	75.0	75.0	0.0
HEALTH SYSTEMS DEVELOPMENT	40.0	40.0	0.0
HQ SUPPORT TEAMS (PH&W)	36.0	36.0	0.0
JOINT HEALTH UNIT	-141.0	-141.0	0.0
LANCASHIRE PARTNERSHIP FOR ROAD SAFETY	61.0	61.0	0.0
LOCAL CHILDREN'S TRUST PARTNERSHIPS	204.0	204.0	0.0
PRC APT&C	287.0	287.0	0.0
PRC TEACHERS	1,150.0	1,150.0	0.0
PUBLIC HEALTH COLLABORATIVE	33.0	33.0	0.0
PUBLIC HEALTH MANAGEMENT	151.0	151.0	0.0
ROAD SAFETY - OTHER	526.0	526.0	0.0
ROAD SAFETY EDUCATION	305.0	305.0	0.0
ROAD SAFETY TRAINING	-215.0	-215.0	0.0
SCHOOL CROSSING PATROL SERVICE	0.0	0.0	0.0
SCP - OPERATIONS	0.0	0.0	0.0
SCP - OVERHEADS	1,497.0	1,497.0	0.0
WELFARE RIGHTS	836.0	836.0	0.0

WIDER DETERMINANTS OF HEALTH	866.0	866.0	0.0
<b>HEALTH EQUITY, WELFARE &amp; PARTNERSHIPS TOTAL</b>	<b>7,302.0</b>	<b>7,302.0</b>	<b>0.0</b>
<b>PATIENT SAFETY &amp; QUALITY IMPROVEMENT</b>			
HOS -PATIENT SAFETY & QUALITY IMPROVEMENT	1,266.2	1,223.0	-43.2
BUSINESS MANAGEMENT AND GOVERNANCE	176.0	147.0	-29.0
HEALTH IMPROVEMENT GENERAL	550.0	866.0	316.0
HEALTH PROTECTION (PS&QI)	6.0	0.0	-6.0
HEALTH PROTECTION AND POLICY GENERAL	260.0	0.0	-260.0
HEALTHWATCH	438.0	333.0	-105.0
POPULATION HEALTHCARE GENERAL	159.0	0.0	-159.0
TRAINING (PH&W)	600.0	500.0	-100.0
WORKFORCE DEVELOPMENT	65.0	18.0	-47.0
<b>PATIENT SAFETY &amp; QUALITY IMPROVEMENT TOTAL</b>	<b>3,520.2</b>	<b>3,087.0</b>	<b>-433.2</b>
<b>TRADING STANDARDS &amp; SCIENTIFIC SERVICES</b>			
CLOSED LANDFILL SITES	770.0	765.0	-5.0
COUNTY LAB & GENERAL	234.0	234.0	0.0
DNU - OPERATIONS AND DELIVERY (TS)	518.0	518.0	0.0
ENVIRONMENT	-177.0	-177.0	0.0
FOOD & AGRICULTURE	213.0	213.0	0.0
FOOD (TS)	4.0	4.0	0.0
METROLOGY	0.0	0.0	0.0
NORTH WEST TRAINING FACILITY	0.0	0.0	0.0
SPECIALIST SERVICES & PROJECTS	0.0	0.0	0.0
TRADING STANDARDS AREA EAST BASED	0.0	0.0	0.0
TRADING STANDARDS TEAM	1,612.0	1,727.0	115.0
<b>TRADING STANDARDS &amp; SCIENTIFIC SERVICES TOTAL</b>	<b>3,174.0</b>	<b>3,284.0</b>	<b>110.0</b>
<b>WELLBEING, PREVENTION &amp; EARLY HELP</b>			
14-19 TEAM YPS	-279.0	-279.0	0.0
BURNLEY YOUNG PEOPLE'S SERVICE	847.0	847.0	0.0
CAMHS - PCT PAYMENTS	1,251.0	1,251.0	0.0
CENTRAL CC	81.0	81.0	0.0
CENTRAL YOUNG PEOPLE'S SERVICE	109.0	109.0	0.0
CHILDREN, YOUNG PEOPLE AND FAMILIES	6,706.0	6,670.0	-36.0
CHORLEY YOUNG PEOPLE'S SERVICE	627.0	627.0	0.0
CURRICULUM STRATEGY YPS	886.0	886.0	0.0
DIRECT MANAGED CC	8,144.1	8,144.1	0.0
EARLY INTERVENTION / SUPPORT (PH&W)	972.1	972.1	0.0
EI LEAD PROFESSIONAL & SMALL GRANTS	0.0	0.0	0.0
FYLDE YOUNG PEOPLE'S SERVICE	429.0	429.0	0.0
HEALTH CHECKS AND WELLNESS COMMISSIONING	6,211.0	6,750.0	539.0
HYNDBURN YOUNG PEOPLE'S SERVICE	829.0	829.0	0.0
INTEGRATED SERVICES TEAM (PH&W)	3,160.7	3,160.7	0.0
LANCASHIRE STUDENT SUPPORT	40.0	40.0	0.0

LANCASTER YOUNG PEOPLE'S SERVICE	820.0	820.0	0.0
NON ACCOUNTABLE CC	0.0	0.0	0.0
PENDLE YOUNG PEOPLE'S SERVICE	734.0	734.0	0.0
PRESTON YOUNG PEOPLE'S SERVICE	964.0	964.0	0.0
PUBLIC HEALTH GENERAL	5,288.0	6,605.0	1,317.0
QUALITY PROFESSIONAL DEVELOPMENT YPS	457.0	457.0	0.0
RIBBLE VALLEY YOUNG PEOPLE'S SERVICE	360.0	360.0	0.0
ROSSENDALE YOUNG PEOPLE'S SERVICE	603.0	603.0	0.0
SCHOOL BASED CC	4,526.0	4,526.0	0.0
SEXUAL HEALTH COMMISSIONING	10,137.0	9,468.0	-669.0
SOUTH RIBBLE YOUNG PEOPLE'S SERVICE	583.0	583.0	0.0
SUBSTANCE MISUSE	18,522.0	18,376.0	-146.0
TOBACCO CONTROL AND STOP SMOKING SERVICES	2,676.0	2,523.0	-153.0
TRANSITION HEALTH	0.0	0.0	0.0
WEST LANCS YOUNG PEOPLE'S SERVICE	671.0	671.0	0.0
WORKING TOGETHER WITH FAMILIES	-1,995.0	-1,995.0	0.0
WYRE YOUNG PEOPLE'S SERVICE	643.0	643.0	0.0
<b>WELLBEING, PREVENTION &amp; EARLY HELP TOTAL</b>	<b>75,002.9</b>	<b>75,854.9</b>	<b>852.0</b>
<b>PUBLIC HEALTH &amp; WELLBEING TOTAL</b>	<b>90,928.1</b>	<b>91,336.9</b>	<b>408.8</b>

# Appendix 1.5 – Lancashire Pension Fund

Level E - Cost Centre Description	Revised Annual Budget	Current Period Forecast (ORACLE)	Current Period Forecast Variance (ORACLE)
	£'000	£'000	£'000
<b>LANCASHIRE PENSION FUND</b>			
LANCASHIRE PENSION FUND	-30.0	-30.0	0.0
<b>LANCASHIRE PENSION FUND TOTAL</b>	<b>-30.0</b>	<b>-30.0</b>	<b>0.0</b>
<b>CHIEF INVESTMENT OFFICER</b>			
CHIEF INVESTMENT OFFICER	140.0	140.0	0.0
<b>CHIEF INVESTMENT OFFICER TOTAL</b>	<b>140.0</b>	<b>140.0</b>	<b>0.0</b>
<b>DEPUTY CHIEF INVESTMENT OFFICER</b>			
DEPUTY CHIEF INVESTMENT OFFICER - MANAGEMENT	101.0	101.0	0.0
<b>DEPUTY CHIEF INVESTMENT OFFICER TOTAL</b>	<b>101.0</b>	<b>101.0</b>	<b>0.0</b>
<b>INVESTMENT PORTFOLIO MANAGER</b>			
INVESTMENT PORTFOLIO - MANAGEMENT	242.0	242.0	0.0
INVESTMENT PORTFOLIO	-763.0	-763.0	0.0
<b>INVESTMENT PORTFOLIO MANAGER TOTAL</b>	<b>-521.0</b>	<b>-521.0</b>	<b>0.0</b>
<b>YOUR PENSION SERVICE</b>			
YOUR PENSION SERVICE - MANAGEMENT	138.0	138.0	0.0
YOUR PENSION SERVICE	-1,717.0	-1,717.0	0.0
<b>YOUR PENSION SERVICE TOTAL</b>	<b>-1,579.0</b>	<b>-1,579.0</b>	<b>0.0</b>
<b>POLICY &amp; COMPLIANCE</b>			
POLICY AND COMPLIANCE - MANAGEMENT	183.0	183.0	0.0
POLICY AND COMPLIANCE	-155.0	-155.0	0.0
<b>POLICY &amp; COMPLIANCE TOTAL</b>	<b>28.0</b>	<b>28.0</b>	<b>0.0</b>
<b>LANCASHIRE PENSION FUND TOTAL</b>	<b>-1,861.0</b>	<b>-1,861.0</b>	<b>0.0</b>

## Appendix 1.6 - Commissioning

Level E - Cost Centre Description	Revised Annual Budget	Current Period Forecast (ORACLE)	Current Period Forecast Variance (ORACLE)
	£'000	£'000	£'000
<b>COMMISSIONING</b>			
COMMISSIONING - MANAGEMENT	166.0	158.5	-7.5
<b>COMMISSIONING TOTAL</b>	<b>166.0</b>	<b>158.5</b>	<b>-7.5</b>
<b>CORPORATE COMMISSIONING</b>			
CORPORATE COMMISSIONING - MANAGEMENT	137.0	137.0	0.0
<b>CORPORATE COMMISSIONING TOTAL</b>	<b>137.0</b>	<b>137.0</b>	<b>0.0</b>
<b>ASSET MGT</b>			
ASSET MANAGEMENT - MANAGEMENT	611.0	611.0	0.0
ASSET MANAGEMENT	2,176.7	2,176.7	0.0
<b>ASSET MGT TOTAL</b>	<b>2,787.7</b>	<b>2,787.7</b>	<b>0.0</b>
<b>PROCUREMENT</b>			
PROCUREMENT - MANAGEMENT	310.0	310.0	0.0
PROCUREMENT	1,545.8	1,545.8	0.0
<b>PROCUREMENT TOTAL</b>	<b>1,855.8</b>	<b>1,855.8</b>	<b>0.0</b>
<b>AREA PUBLIC SERVICE INTEGRATION</b>			
AREA PUBLIC SERVICE INTEGRATION - MANAGEMENT	250.0	241.7	-8.3
VOLUNTEER SERVICE	220.0	215.6	-4.4
<b>AREA PUBLIC SERVICE INTEGRATION TOTAL</b>	<b>470.0</b>	<b>457.3</b>	<b>-12.7</b>
<b>POLICY, INFO. &amp; COMMISSION START WELL</b>			
POLICY, INFO. & COMMISSION START WELL – MANAGEMENT	455.0	455.0	0.0
POLICY, INFO. & COMMISSION START WELL	119.0	119.0	0.0
BUSINESS INTELLIGENCE	481.0	481.0	0.0
<b>POLICY, INFO. &amp; COMMISSION START WELL TOTAL</b>	<b>1,055.0</b>	<b>1,055.0</b>	<b>0.0</b>
<b>POLICY, INFO. &amp; COMMISSION LIVE WELL</b>			
POLICY, INFO. & COMMISSION LIVE WELL – MANAGEMENT	887.0	887.0	0.0
POLICY, INFO. & COMMISSION LIVE WELL	496.0	496.0	0.0
<b>POLICY, INFO. &amp; COMMISSION LIVE WELL TOTAL</b>	<b>1,383.0</b>	<b>1,383.0</b>	<b>0.0</b>



<b>POLICY, INFO. &amp; COMMISSION AGE WELL</b>			
POLICY, INFO. & COMMISSION AGE WELL – MANAGEMENT	510.0	510.0	0.0
POLICY, INFO. & COMMISSION AGE WELL	130.0	130.0	0.0
<b>POLICY, INFO. &amp; COMMISSION AGE WELL TOTAL</b>	<b>640.0</b>	<b>640.0</b>	<b>0.0</b>
<b>GOVERNANCE, FINANCE AND PUBLIC SERVICES</b>			
GOVERNANCE, FINANCE AND PUBLIC SERVICES - MANAGEMENT	140.0	140.0	0.0
<b>GOVERNANCE, FINANCE &amp; PUBLIC SERVICES TOTAL</b>	<b>140.0</b>	<b>140.0</b>	<b>0.0</b>
<b>FINANCIAL RESOURCES</b>			
FINANCIAL RESOURCES - MANAGEMENT	101.0	101.0	0.0
<b>FINANCIAL RESOURCES TOTAL</b>	<b>101.0</b>	<b>101.0</b>	<b>0.0</b>
<b>OFFICE OF THE POLICE AND CRIME COMMISSIONER TRES</b>			
OFFICE OF THE POLICE & CRIME COMMISSIONER TREASURER - MANAGEMENT	-16.0	-16.0	0.0
<b>OFFICE OF THE POLICE AND CRIME COMMISSIONER TRES TOTAL</b>	<b>-16.0</b>	<b>-16.0</b>	<b>0.0</b>
<b>FINANCIAL MGT (OPERATIONAL)</b>			
FINANCIAL MANAGEMENT (OPERATIONAL) - MANAGEMENT	249.0	249.0	0.0
FINANCIAL MANAGEMENT (OPERATIONAL)	2,028.0	2,028.0	0.0
<b>FINANCIAL MGT (OPERATIONAL) TOTAL</b>	<b>2,277.0</b>	<b>2,277.0</b>	<b>0.0</b>
<b>FINANCIAL MGT (DEVELOPMENT AND SCHOOLS)</b>			
FINANCIAL MANAGEMENT (DEVELOPMENT & SCHOOLS) - MANAGEMENT	244.0	244.0	0.0
SCHOOLS FINANCIAL SERVICES	-324.0	-324.0	0.0
CAPITAL AND GRANTS	335.0	335.0	0.0
SCHOOLS FORUM	22.0	22.0	0.0
<b>FINANCIAL MGT (DEVELOPMENT AND SCHOOLS) TOTAL</b>	<b>277.0</b>	<b>277.0</b>	<b>0.0</b>
<b>CORPORATE FINANCE</b>			
CORPORATE FINANCE - MANAGEMENT	244.0	244.0	0.0
CORPORATE FINANCE	611.0	611.0	0.0
CORPORATE FINANCE - OTHER	-2.0	-2.0	0.0
SEVERANCE COSTS	0.0	0.0	0.0
<b>CORPORATE FINANCE TOTAL</b>	<b>853.0</b>	<b>853.0</b>	<b>0.0</b>
<b>EXCHEQUER SERVICES</b>			
EXCHEQUER SERVICES - MANAGEMENT	137.0	137.0	0.0

EXCHEQUER SERVICES	4,030.7	4,030.7	0.0
<b>EXCHEQUER SERVICES TOTAL</b>	<b>4,167.7</b>	<b>4,167.7</b>	<b>0.0</b>
<b>LEGAL, DEMOCRATIC &amp; GOVERNANCE</b>			
LEGAL, DEMOCRATIC AND GOVERNANCE SERVICES - MANAGEMENT	101.0	101.0	0.0
<b>LEGAL, DEMOCRATIC &amp; GOVERNANCE TOTAL</b>	<b>101.0</b>	<b>101.0</b>	<b>0.0</b>
<b>LEGAL AND DEMOCRATIC SERVICES</b>			
LEGAL AND DEMOCRATIC SERVICES - MANAGEMENT	724.0	724.0	0.0
LEGAL SERVICES	6,614.0	7,946.0	1,332.0
DEMOCRATIC SERVICES	429.0	429.0	0.0
DEMOCRATIC SERVICES - GRANTS	933.0	933.0	0.0
COUNTY COUNCIL MEMBERS	1,808.0	1,808.0	0.0
CORONERS SERVICE	2,352.0	2,705.2	353.2
<b>LEGAL AND DEMOCRATIC SERVICES TOTAL</b>	<b>12,860.0</b>	<b>14,545.2</b>	<b>1,685.2</b>
<b>INTERNAL AUDIT</b>			
INTERNAL AUDIT - MANAGEMENT	193.0	193.0	0.0
INTERNAL AUDIT	504.0	504.0	0.0
<b>INTERNAL AUDIT TOTAL</b>	<b>697.0</b>	<b>697.0</b>	<b>0.0</b>
<b>COMMISSIONING TOTAL</b>	<b>29,952.2</b>	<b>31,617.2</b>	<b>1,665.0</b>

## Appendix 1.7 – Development and Corporate Services

Level E - Cost Centre Description	Revised Annual Budget £'000	Current Period Forecast (ORACLE) £'000	Current Period Forecast Variance (ORACLE) £'000
<b>BUSINESS GROWTH</b>			
BUSINESS GROWTH - HEAD OF SERVICE	81.0	81.0	0.0
<b>BUSINESS GROWTH TOTAL</b>	<b>81.0</b>	<b>81.0</b>	<b>0.0</b>
<b>CORE BUSINESS SYSTEMS/TRANSFORMATION</b>			
CORE BUSINESS SYSTEMS/TRANSFORMATION - HEAD OF SERVICE	617.0	617.0	0.0
BTLS	10,133.0	16,633.0	6,500.0
BUILDING SERVICES	224.0	224.0	0.0
BUSINESS IMPROVEMENT	274.0	274.0	0.0
BUSINESS SERVICES	350.7	351.0	0.3
BUSINESS SERVICES CENTRAL	110.0	110.0	0.0
BUSINESS STRATEGY & COMMISSIONING (DC)	398.0	398.0	0.0
CHIEF EXECUTIVE	0.0	0.0	0.0
CLIENT MANAGEMENT	58.0	58.0	0.0
DARMS	993.4	993.4	0.0
EXECUTIVE SUPPORT & DOCUMENT MANAGEMENT	936.0	936.0	0.0
PROCUREMENT & ACCOUNTS PAYABLE	156.0	156.0	0.0
RECORDS MANAGEMENT	-117.0	-117.0	0.0
DIRECTORATE WIDE OVERHEADS (CBS/T)	60.0	60.0	0.0
<b>CORE BUSINESS SYSTEMS/TRANSFORMATION TOTAL</b>	<b>14,193.1</b>	<b>20,693.4</b>	<b>6,500.3</b>
<b>CORPORATE SERVICES</b>			
DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (CS)	99.0	99.0	0.0
<b>CORPORATE SERVICES TOTAL</b>	<b>99.0</b>	<b>99.0</b>	<b>0.0</b>
<b>DESIGN and CONSTRUCTION</b>			
ASSET MAINTENANCE	0.0	0.0	0.0
DESIGN AND CONSTRUCTION BUILDINGS	-2,340.0	-2,340.0	0.0
DESIGN AND CONSTRUCTION HIGHWAYS	-679.0	-679.0	0.0

DESIGN AND CONSTRUCTION PROP SCHEME	0.0	0.0	0.0
DESIGN AND CONSTRUCTION R&M CARE SERVICES	570.0	570.0	0.0
DESIGN AND CONSTRUCTION R&M COUNTY BUILDINGS	4,215.0	4,215.0	0.0
TRANSFERRED TO ESTATES	0.0	0.0	0.0
ENVIRONMENT APPRENTICES	-51.0	-51.0	0.0
DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (D&C)	1,939.0	1,939.0	0.0
<b>DESIGN and CONSTRUCTION TOTAL</b>	<b>3,654.0</b>	<b>3,654.0</b>	<b>0.0</b>
<b>DEVELOPMENT AND CORPORATE SERVICES</b>			
DIRECTORATE WIDE OVERHEADS (D&C)	6.0	6.0	0.0
DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (D&CS)	137.0	137.0	0.0
<b>DEVELOPMENT AND CORPORATE SERVICES TOTAL</b>	<b>143.0</b>	<b>143.0</b>	<b>0.0</b>
<b>ECONOMIC DEVELOPMENT</b>			
ECONOMIC DEVELOPMENT	1,204.0	1,204.0	0.0
LCDL	0.0	0.0	0.0
DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (EM)	113.0	113.0	0.0
<b>ECONOMIC DEVELOPMENT TOTAL</b>	<b>1,317.0</b>	<b>1,317.0</b>	<b>0.0</b>
<b>ESTATES</b>			
AGRICULTURAL ESTATES	778.0	778.0	0.0
ESTATES	585.0	585.0	0.0
ESTATES - HEAD OF SERVICE	290.0	290.0	0.0
SWIMMING POOLS	4.0	4.0	0.0
TRAVELLERS SITES	130.0	130.0	0.0
<b>ESTATES TOTAL</b>	<b>1,787.0</b>	<b>1,787.0</b>	<b>0.0</b>
<b>FACILITIES MGT</b>	0.0	0.0	0.0
BUILDING CLEANING	-318.0	-318.0	0.0
BUILDINGS / ACCOMODATION	4,365.0	5,065.0	700.0
BUILDINGS / ACCOMODATION - YOUTH	190.0	190.0	0.0
COLLEGES / FURTHER EDUCATION	-481.0	-481.0	0.0
DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (FM)	183.0	183.0	0.0

NOW MAPPED TO DESIGN & CONSTRUCTION	0.0	0.0	0.0
<b>FACILITIES MGT TOTAL</b>	<b>3,939.0</b>	<b>4,639.0</b>	<b>700.0</b>
<b>HEALTH &amp; CARE SYSTEMS DEVELOPMENT</b>			
HEALTH & CARE SYSTEMS DEVELOPMENT	730.0	863.0	133.0
	0.0	0.0	0.0
	0.0	0.0	0.0
<b>HEALTH &amp; CARE SYSTEMS DEVELOPMENT TOTAL</b>	<b>730.0</b>	<b>863.0</b>	<b>133.0</b>
<b>HUMAN RESOURCES</b>			
HUMAN RESOURCES	745.0	745.0	0.0
HUMAN RESOURCES - HEAD OF SERVICE	430.0	430.0	0.0
<b>HUMAN RESOURCES TOTAL</b>	<b>1,175.0</b>	<b>1,175.0</b>	<b>0.0</b>
<b>LEP COORDINATION</b>			
LEP COORDINATION - HEAD OF SERVICE	81.0	81.0	0.0
<b>LEP COORDINATION TOTAL</b>	<b>81.0</b>	<b>81.0</b>	<b>0.0</b>
<b>LANCASHIRE ADULT LEARNING</b>			
LANCASHIRE ADULT LEARNING	-2,485.0	-527.0	1,958.0
<b>LANCASHIRE ADULT LEARNING TOTAL</b>	<b>-2,485.0</b>	<b>-527.0</b>	<b>1,958.0</b>
<b>PLANNING AND ENVIRONMENT</b>			
COUNTRYSIDE SERVICE	484.0	484.0	0.0
ENVIRONMENTAL & COMMUNITY PROJECTS	599.0	599.0	0.0
HoS -PLANNING AND ENVIRONMENT	358.0	358.0	0.0
PLANNING	598.5	598.5	0.0
PROW	558.0	558.0	0.0
RURAL	24.0	24.0	0.0
<b>PLANNING AND ENVIRONMENT TOTAL</b>	<b>2,621.5</b>	<b>2,621.5</b>	<b>0.0</b>
<b>PROGRAMME OFFICE</b>			
PROGRAMME OFFICE - HEAD OF SERVICE	1,380.0	1,380.0	0.0
PROGRAMME OFFICE	1,206.0	1,206.0	0.0
<b>PROGRAMME OFFICE TOTAL</b>	<b>2,586.0</b>	<b>2,586.0</b>	<b>0.0</b>

<b>PROGRAMMES &amp; PROJECT MGT</b>			
DIRECTORATE WIDE OVERHEADS (P&PM)	6.0	6.0	0.0
DNU - DEVELOPMENT & CORPORATE DNU - SERVICES (P&PM)	111.0	111.0	0.0
<b>PROGRAMMES &amp; PROJECT MGT TOTAL</b>	<b>117.0</b>	<b>117.0</b>	<b>0.0</b>
SKILLS, LEARNING AND DEVELOPMENT	4,444.5	4,644.5	200.0
SKILLS, LEARNING AND DEVELOPMENT - HEAD OF SERVICE	310.0	310.0	0.0
<b>SKILLS, LEARNING &amp; DEVELOPMENT TOTAL</b>	<b>4,754.5</b>	<b>4,954.5</b>	<b>200.0</b>
<b>STRATEGIC ECONOMIC DEVELOPMENT</b>			
STRATEGIC ECONOMIC DEVELOPMENT - HEAD OF SERVICE	81.0	81.0	0.0
<b>STRATEGIC ECONOMIC DEVELOPMENT TOTAL</b>	<b>81.0</b>	<b>81.0</b>	<b>0.0</b>
<b>DEVELOPMENT AND CORPORATE SERVICES TOTAL</b>	<b>34,874.1</b>	<b>44,365.4</b>	<b>9,491.3</b>

## Appendix 1.8 – Service Communications

Service Grouping	Revised Annual Budget	Current Period Forecast	Current Period Forecast Variance
	£'000	£'000	£'000
<b>SERVICE COMMUNICATIONS</b>	1,582.9	1,582.9	0.0
<b>SERVICE COMMUNICATIONS TOTAL</b>	<b>1,582.9</b>	<b>1,582.9</b>	<b>0.0</b>



## Appendix 1.9 – Chief Executive

Service Grouping	Revised Annual Budget £'000	Current Period Forecast £'000	Current Period Forecast Variance £'000
<b>CHIEF EXECUTIVE</b>			
CHIEF EXECUTIVE	217.0	229.0	12.0
SUPERNUMMARY MANAGEMENT (PHASE 1)	0.0	0.0	0.0
CHIEF EXECUTIVE - OTHER	57.0	57.0	0.0
COUNTY COUNCIL NETWORK	0.0	0.0	0.0
<b>CHIEF EXECUTIVE TOTAL</b>	<b>274.0</b>	<b>286.0</b>	<b>12.0</b>
<b>BUSINESS SUPPORT</b>			
BUSINESS SUPPORT	0.0	0.0	0.0
<b>BUSINESS SUPPORT TOTAL</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>CONTINGENCIES</b>			
RETURNING SERVICES CONTINGENCIES	454.0	0.0	-454.0
SOCIAL CARE STAFF CONTINGENCIES	180.0	0.0	-180.0
CARE AND URGENT NEEDS SUPPORT SCHEME CONTINGENCIES	171.0	0.0	-171.0
ENVIRONMENT CONTINGENCIES	519.0	519.0	0.0
<b>CONTINGENCIES TOTAL</b>	<b>1,324.0</b>	<b>519.0</b>	<b>-805.0</b>
<b>NON SERVICE ISSUES CORPORATE BUDGETS</b>			
COUNTY COUNCIL ELECTION	400.0	400.0	0.0
CYP CENTRALLY MANAGED PROJECTS	-62.0	-62.0	0.0
LEVIES	818.0	818.0	0.0
PENSIONS - INHERITED LIABILITY	12,373.0	12,373.0	0.0
PENSIONS - CENTRAL EMPLOYERS CONTRIBUTION	18,467.0	18,467.0	0.0
PFI SCHEME - BUILDING SCHOOLS FOR THE FUTURE	48.0	0.0	-48.0
STRATEGIC	-2,803.0	-2,803.0	0.0
SUBSCRIPTIONS & FEES	570.0	570.0	0.0
TREASURY MANAGEMENT	46,403.0	40,267.0	-6,136.0
<b>NON SERVICE ISSUES CORPORATE BUDGETS TOTAL</b>	<b>76,214.0</b>	<b>70,030.0</b>	<b>-6,184.0</b>

<b>LARGE SPECIFIC GRANTS TO SUPPORT THE AUTHORITY</b>			
CYP DIRECTORATE GRANTS	-16,615.0	-16,723.0	-108.0
PUBLIC HEALTH	-59,801.0	-55,801.0	4,000.0
CARE ACT	0.4	0.4	0.0
<b>LARGE SPECIFIC GRANTS TO SUPPORT THE AUTHORITY TOTAL</b>	<b>-76,415.6</b>	<b>-72,523.6</b>	<b>3,892.0</b>
<b>CHIEF EXECUTIVE TOTAL</b>	<b>1,396.4</b>	<b>-1,688.6</b>	<b>-3,085.0</b>

