

# Revenue and Capital Budget 2014/2015

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## Introduction

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The 2014/15 budget has been prepared against the backdrop of the recent Government settlement which has reinforced the need to accelerate the pace of change within the Council the enable it to become 'an excellent commissioning Council'.

The budget has been considered at Cabinet and approved at full Council.

Cabinet meetings: 9 January and 6 February 2014 [Cabinet](#)

Council meeting: 13 February 2014 [Agendas and Reports 2014 - All Documents](#)

## Revenue Expenditure

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### Where the money comes from

Source	2014/15 £m
<b>External funding:</b>	
Council tax	205.752
Revenue Support Grant	72.098
Business rates retention scheme	56.543
	<hr/>
	334.393
<b>Internal funding:</b>	
Contribution from General Balances	0.00
Contribution to Earmarked Reserves	-2.332
	<hr/>
	-2.332
<b>Total</b>	<hr/> <b>332.061</b> <hr/>

### Where the money is spent

Directorate	2014/15 £m
Adult Services & Health	145.564
Children's Services	77.064
Business, Environment & Community	74.028
Resources & Chief Executive	35.405
<b>Total</b>	<hr/> <b>332.061</b> <hr/>

### Analysis of change in budget from 2013/14 to 2014/15

	2013/14 original estimate	In year changes	2013/14 revised estimate	Pay & price inflation	Growth	Savings	Movement in recharges and in year changes	2014/15 original estimate
	£m	£m	£m	£m	£m	£m	£m	£m
Adult Services & Health	150.9	0.5	151.4	2.7	3.0	-10.2	-1.3	145.6
Children's Services	77.4	-0.8	76.6	1.1	3.7	-4.9	0.5	77.0
Business, Environment & Community	76.7	-0.1	76.6	3.7	1.3	-7.0	-0.6	74.0
Resources & Chief Executive	36.0	0.4	36.4	0.3	0.1	-2.8	1.4	35.4
<b>Total</b>	<hr/> <b>341.0</b>	<b>0.0</b>	<b>341.0</b>	<b>7.8</b>	<b>8.1</b>	<b>-24.9</b>	<b>0.0</b>	<b>332.0</b> <hr/>

## Capital programme

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### Where the money comes from

Source	2014/15 £m
Temporary & long term borrowing	57.1
Capital receipts	9.9
Government grants	68.0
Capital reserve	1.2
Third party contributions	5.0
Revenue budgets	4.6
<b>Total</b>	<b>145.8</b>

### Where the money is spent

Directorate	2014/15 £m
Adult Services & Health	2.7
Children's Services	45.4
Business, Environment & Community	80.9
Resources	13.0
Chief Executive	3.8
<b>Total</b>	<b>145.8</b>

As part of the Local Transport Plan (LTP) settlement 2014/15 the County Council will receive a grant of £12.0 million for structural maintenance and £4.3 million for the Worcestershire Integrated Transport Plan.

The capital programme has also been updated to reflect the 2014/15 capital grant allocations for schools of £10.3 million.

## Key investment in Corporate Priorities

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The 2014/15 revenue budget of £332.0 million was approved at Full Council on 13 February 2014. The capital programme of £145.8 million was considered by Cabinet on 6 March 2014. This will be recommended for approval at the next Full Council meeting. These budgets have been developed to enable the County Council to remain ambitious around what is important to local people and the four priorities contained in the Corporate Plan – Worcestershire Future Fit. The County Council has a clear commitment to support investment in key areas of service whilst maintaining a focus on the transformation of the County Council to deliver and improve the services that residents have said they value and support.

The County Council's Corporate Plan can be accessed at:  
[Worcestershire County Council Corporate Plan 2013-17](#)

### Open for Business

Ensuring that the County Council is Open for Business is absolutely crucial. The estimated balance on the Council's Open for Business Reserve at 31<sup>st</sup> March 2014 is £2.9 million. This will be used to lever in additional public and private sector investment into Worcestershire to support economic growth. Additionally, the Medium Term Financial Plan includes a new allocation to support the costs of prudential borrowing to fund new capital expenditure to drive the Council's Open for Business priority.

In December 2013, the following was approved at Cabinet:

- New and significant capital investment in Worcester Technology Park;
- The relocation of Bromsgrove Railway Station; and
- New Hoobrook Link Road in Kidderminster.

### Health and Wellbeing

The budget for Adult Social Care has been strengthened by £3 million to support the demographic growth within the older people and Vulnerable Adults population. This investment will be considered alongside the Corporate Plan – Future Fit aspiration that the County Council maintains the proportion of its budget spent on social care at 60% by the end of the medium term planning period.

### The Environment

The Council's budget has been strengthened to support the delivery of vital infrastructure to support its waste disposal responsibilities. The Energy from Waste plant would generate around 250 construction jobs and 40 operational jobs and generate electricity to power approximately 20,000 homes from waste that would have been previously sent to landfill.

### Children and Families

The budget for Children's Social Care has been strengthened by £4 million in total, £3.5 million to support the increasing number of looked after children placements and by £0.5 million to support recruitment of skilled social workers to Worcestershire.

## **Council Tax**

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The Council has accepted all Central Government's previous Council Tax Freeze Grant offers which has meant up to £40 million has been retained by residents and in the local economy by 2015/16 because Council Tax has been kept lower than what it could have been. This supports the Council's priority of Open for Business, and has helped residents deal with the effects of the economic downturn.

Had these previous freeze grants not been accepted, then the average Band D Council Tax bill would have been around £65 higher than they are today.

Over the course of the autumn elected members asked residents at the road shows across the County if they would be prepared to pay up to 2% more Council Tax if it was used to keep Children in Care safe . Approximately two thirds of residents indicated they would consider a rise for this specific purpose.

In the Spending Round 2013, Central Government announced the offer of further Council Tax Freeze Grants, worth the equivalent of a 1% rise in Council Tax for each of 2014/15 and 2015/16. This offer was declined by the Council.

A Council Tax rise of 1.94% (£3.8 million) was implemented, which will support the financial pressure in Children's Services.

## **Business Rates Retention Scheme**

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For 2014/15 £56.5 million of the Council's funding is from Business Rates.

The Council created an innovative Business Rates Pool with four Worcestershire Districts for the 2013/14 financial year. At the time this Pool was one of only 17 in the Country and has been set up with the intention to retain more locally generated business rates within Worcestershire. The risks and rewards of the Pool are shared amongst its members through a unique sharing mechanism that allocates retains 25% of any levy payment that would have been paid to Central Government to the County Council.

## **District Council's Council Tax Support Schemes**

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As part of the Spending Review 2010 Central Government announced that it would localise support for Council Tax from 2013/14 and reduce the grant previously provided by Central Government to fund this support by 10% from 2012/13 funding levels as part of its deficit reduction plans. For the Council this meant a £2.7 million reduction. District Council's within Worcestershire undertook consultation and implemented change to their support schemes to partially bridge the financial gap in 2013/14.

District Councils have taken recommendations to their Full Council's to approve further scheme changes to fully bridge the financial gap, with the exception of Bromsgrove District Council. This has resulted in an income shortfall for the County Council of around £0.2 million. The County Council is working with the District Council to ensure that the income shortfall is offset by comparative expenditure reduction in Bromsgrove. This will ensure that no other District Council is cross-subsidising Bromsgrove District Council to cover the full financial gap in 2014/15.

## **Closing the provisional financial gap**

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The financial context in the medium term is that the County Council will need to move from a plan that on average sets out to achieve efficiencies and savings of £20 million per year to a plan that targets £25 million per year.

### Change and transformation

The recent government settlement reinforces the need to accelerate the pace of change within the Council. The Council is making great steps towards becoming 'an excellent commissioning council' but as the 2013 Peer Challenge recommended now is the time to generate more pace, innovation and agility as we seek to commission services and find the right service, from the right provider at the right price for the taxpayer.

The Council has effectively taken £70 million savings from the budget over recent years but it recognises that, with an even bigger challenge to face in coming years, it needs to look at everything including how it operates; its processes, systems and structures.

The Cabinet agenda for the meeting on 06.02.14 contained an item on the Future Operating Model of the Council which is a refinement of the current FutureFit Corporate Plan and proposes to fundamentally change the way the Council works. Following engagement with various parties, results of this engagement is anticipated to be brought back to April Cabinet to make final recommendations to annual Council in May. The proposals focused on four key themes:

- Role as a strategic commissioner;
- People and skills;
- Processes and Systems; and
- Structures.

### Financial information

The County Council has planned for continued austerity and has managed its finances prudently in the past to ensure sufficient reserves have been retained to support the organisation at this time of significant financial challenge. Plans are in place to deliver £24.9 million of savings for 2014/15.

## Medium Term Financial Plan

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The Medium Term Financial Plan has been reviewed and updated as part of the current budget process. The economic environment has led the Council to make preparations for an increase in the financial challenge over the medium term. The County Council is planning for annual savings on average over the life of the MTFP of at least £25 million per annum.

£m	2014/15	2015/16	2016/17	2017/18
Total funding available	343.7	329.5	328.2	329.7
Less service costs based on budget 2013/14	366.3	353.1	353.1	354.7
Sub total	-22.6	-23.6	-24.9	-25.0
Less savings expected from the continuation of the BOLD programme	24.9	18.1	16.4	0.0
Transfer to Earmarked Reserves	-2.3	-0.7	0.0	0.0
Less planned use of General Balances	0.0	0.0	0.0	0.0
<b>Shortfall in funding still to be addressed</b>	<b>0.0</b>	<b>6.2</b>	<b>8.5</b>	<b>25.0</b>

## Budget 2014/15 consultation

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Since 2010, the Council has undertaken a major programme of consultation to underpin our Corporate Strategy Planning and inform the priorities in the Corporate Plan. We have had more than 35,000 responses to date from residents and businesses.

During 2013 we again used a wide range of channels:

- Face to face household interviews;
- Worcestershire Viewpoint Panel survey;
- Have Your Say Roadshows;
- Twitter & Facebook; and
- Voluntary and Community Sector events

The key messages emerging are:

- For the first time in recent years there has been a small dip in the overall satisfaction with the County Council and perception of value for money, along with a slight fall in the residents' perception that they are informed about local public services. We will carefully monitor the overall satisfaction and undertake further research to understand the drivers of satisfaction if a negative trend appears to be developing.
- Residents top priorities for improvement in their areas have not changed – therefore, the focus of the refreshed Corporate Plan Future Fit remains Open for Business, Children and Families, Health and Wellbeing and the Environment

## **Personal assurance statement by the Director of Resources concerning the 2014/15 budget calculations**

Section 25 of the Local Government Act 2003 requires the Director Resources to report to the County Council when it is setting the budget and precept (council tax). The County Council is required to take this report into account when making its budget and precept (council tax) decision. The report of the Director of Resources must deal with the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides.

The Director of Resources states that to the best of his knowledge and belief these budget calculations are robust and have full regard to:

- a) the council's budget policy;
- b) the need to protect the council's financial standing and manage risk;
- c) this year's financial performance;
- d) the financial policies of the Government;
- e) the council's medium term financial planning framework principles;
- f) capital programme obligations;
- g) treasury management best practice;
- h) the strength of the Council's financial control procedures including audit considerations;
- i) the extent of the council's general balance and earmarked reserves; and
- j) the prevailing economic climate and future prospects.

**Patrick Birch**

**Director of Resources**

**Medium Term Financial Plan 1 April 2013 to 31 March 2018**  
**Version 5 February Cabinet Report**

	2013/14	2014/15	2015/16	2016/17	2017/18
	£m	£m	£m	£m	£m
<b><u>Forecast of Funding Available</u></b>					
Revenue Support Grant	83.4	72.1	53.6	46.3	41.6
Business Rates Retention Scheme	55.4	56.5	58.1	59.6	61.1
Council Tax Income	195.4	203.9	208.4	212.9	217.6
Collection Fund Surplus / Deficit (-)	0.6	1.8			
Better Care Fund (excl. £1m in base budget)	7.5	9.4	9.4	9.4	9.4
<b>Total Funding Available</b>	<b>342.3</b>	<b>343.7</b>	<b>329.5</b>	<b>328.2</b>	<b>329.7</b>
<b><u>Forecast Expenditure</u></b>					
Gross Budget	331.4	345.6	341.4	328.8	328.2
Council Tax Freeze Grant 2011/12, transferred to Formula Grant from 2012/13					
Council Tax Freeze Grant 2012/13	5.5				
Council Tax Freeze Grant 2013/14 (moved to RSG in 14/15)	-2.2	2.2			
Council Tax Transition Support Grant - One Year Only	-0.7	0.7			
Specific Grant funding transferring to base budget	25.3				
Better Care Fund (excl. £1m in base budget)	2.3	1.9			
<b>Base Budget</b>	<b>361.6</b>	<b>350.4</b>	<b>341.4</b>	<b>328.8</b>	<b>328.2</b>
<b>Inflation</b>					
Pension increases	0.5	0.8	0.9	1.0	1.1
Landfill Tax	0.9	1.1	0.2	0.2	0.2
Utilities	0.2	0.2	0.3	0.3	0.3
General Inflation	3.5	4.1	3.1	3.0	2.9
National Insurance				2.6	
Pay Inflation from April 2013	1.3	1.6	1.2	2.4	2.4
<b>Growth</b>					
Adult Social Care	3.0	3.0	3.0	3.0	3.0
Children's Social Care		3.5			
Capital Financing	-1.0	0.0	0.5	0.3	0.7
BOLD Programme support	-0.5				
Loss of West Mercia Supplies Surplus	0.5				
Investment in Road Maintenance	0.5	0.5			
Headroom for new strategic initiatives			2.0	2.0	2.0
Waste Disposal Costs	0.1	0.8			
EIG funding reduction	3.4				
Education Services Grant	-7.2	0.6			
New Homes Bonus grant	-1.3				
Other growth pressures and funding reductions	0.2	-0.3	0.5	9.5	13.9
	365.7	366.3	353.1	353.1	354.7
Less - Future Fit Programme	20.1	24.9	18.1	16.4	
- Recurrent Savings To Be Identified			6.2	8.5	25.0
	<b>345.6</b>	<b>341.4</b>	<b>328.8</b>	<b>328.2</b>	<b>329.7</b>
Contribution (-) to / from Earmarked Reserves	1.1	-2.3	-0.7	0.0	0.0
Shortfall in Funding - met from balances in 13/14	2.2	0.0	0.0	0.0	0.0
<b>Gross funding requirement</b>	<b>342.3</b>	<b>343.7</b>	<b>329.5</b>	<b>328.2</b>	<b>329.7</b>
<b><u>General Reserve</u></b>					
Opening balance on General Reserve	15.1	12.9	12.9	12.9	12.9
Planned addition (+) or used (-)	-2.2	0.0	0.0	0.0	0.0
<b>Closing balance on General Reserve</b>	<b>12.9</b>	<b>12.9</b>	<b>12.9</b>	<b>12.9</b>	<b>12.9</b>



# Statement of Prudential Indicators

## 1. Introduction

- 1.1. The Prudential Code for Capital Finance in Local Authorities (Prudential Code) has been developed by the Chartered Institute of Public Finance and Accountancy to underpin the system of capital finance embodied in Part 1 of the Local Government Act 2003. Local Authorities are no longer subject to government controlled borrowing approvals and are free to determine their own level of capital investment controlled by self-regulation. Central Government does however, for national economic reasons retain a reserve power to set a national limit on the increase in borrowing.
- 1.2. The key objectives of the Prudential Code are to ensure that capital investment plans are affordable, prudent and sustainable.
- 1.3. The Prudential Code supports a system of self-regulation that is achieved by the setting and monitoring of a suite of Prudential Indicators that directly relate to each other. The indicators establish parameters within which the County Council should operate to ensure the objectives of the Prudential Code are met.

## 2. Prudential Indicators

- 2.1. The Prudential Indicators for which the County Council is required to set limits are as follows:

### Gross Debt and the Capital Financing Requirement

- 2.1.1. This Prudential Indicator provides an overarching requirement that all the indicators operate within and is described in the Prudential Code as follows:

**"In order to ensure that over the medium term debt will only be for a capital purpose, the local authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. If in any of these years there is a reduction in the capital financing requirement, this reduction is ignored in estimating the cumulative increase in the capital financing requirement which is used for comparison with gross external debt. This is a key indicator of prudence. This prudential indicator will be referred to as net debt and the capital financing requirement. Where the gross debt is greater than the capital financing requirement the reasons for this should be clearly stated in the annual treasury management strategy."**

- 2.1.2. The Director of Resources reports that the County Council had no difficulty meeting this requirement for 2012/13, nor are any difficulties envisaged for the current or future years. This view takes into account all plans and commitments included in the 2014/15 budget policy.

### Capital Expenditure

- 2.1.3. The actual amount of capital expenditure that was incurred during 2012/13, and the estimates of capital expenditure to be incurred for the current and future years that are proposed in the 2014/15 budget policy are as follows:

#### **Capital Expenditure**

	<b>2012/13 Actual £m</b>	<b>2013/14 Estimate £m</b>	<b>2014/15 Estimate £m</b>	<b>2015/16 Estimate £m</b>	<b>2016/17 &amp; Beyond Estimate £m</b>
<b>Total Capital Expenditure</b>	<b>58.5</b>	<b>75.2</b>	<b>150.0</b>	<b>69.8</b>	<b>68.0</b>

### Ratio of Financing Costs to Net Revenue Stream

- 2.1.4. Financing Costs include the amount of interest payable in respect of borrowing or other long term liabilities and the amount the County Council is required to set aside to repay debt, less interest and investments income.
- 2.1.5. The actual Net Revenue Stream is the total of revenue support grant, business rate and council tax income.
- 2.1.6. The prediction of the Net Revenue Stream in this Prudential Indicator for future years assumes decreases in the County Council's funding from government and the local taxpayer consistent with expectations in the Medium Term Financial Plan. This is indicative only and in no way meant to influence the actual future years funding or in particular the funding from Council Tax.
- 2.1.7. The estimates of the ratio of financing costs to net revenue stream are as follows:

#### **Ratio of Financing Costs to Net Revenue Stream**

	<b>2012/13 Actual £m</b>	<b>2013/14 Estimate £m</b>	<b>2014/15 Estimate £m</b>	<b>2015/16 Estimate £m</b>	<b>2016/17 Estimate £m</b>
<b>Financing Costs</b>	<b>26.3</b>	<b>28.2</b>	<b>32.0</b>	<b>33.5</b>	<b>35.2</b>
<b>Net Revenue Stream</b>	<b>330.7</b>	<b>342.3</b>	<b>328.3</b>	<b>315.7</b>	<b>314.4</b>
<b>Ratio</b>	<b>8.0%</b>	<b>8.2%</b>	<b>9.8%</b>	<b>10.6%</b>	<b>11.2%</b>

### Capital Financing Requirement

- 2.1.8. The capital financing requirement is a measure of the extent to which the County Council needs to borrow to support capital expenditure. It does not necessarily relate to the actual amount of borrowing at any one point in time. The County Council has an integrated treasury management strategy where there is no distinction between revenue and capital cash flows and the day-to-day position of external borrowing and investments can change constantly.
- 2.1.9. The capital financing requirement concerns only those transactions arising from capital spending, whereas the amount of external borrowing is a consequence of all revenue and capital cash transactions combined together following recommended treasury management practice.

2.1.10. The estimates of the end of year capital financing requirement are as follows:

**Capital Financing Requirement**

	2012/13 Actual £m	2013/14 Estimate £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m
<b>Capital Financing Requirement at 31 March</b>	<b>403.3</b>	<b>406.6</b>	<b>449.7</b>	<b>482.4</b>	<b>516.8</b>

Authorised Limit

2.1.11. The Authorised Limit represents an upper limit of borrowing that could be afforded in the short term but may not be sustainable. This limit includes a risk assessment of exceptional events taking into account the demands of revenue and capital cash flows. The Authorised Limit gauges events that may occur over and above those transactions which have been included in the Operational Boundary.

2.1.12. The Cabinet should note that the Authorised Limit represents the limit specified in section 3 (1) of the Local Government Act 2003 (Duty to determine affordable borrowing limit).

2.1.13. The Director of Resources has delegated authority, within the total Authorised Limit, to effect movement between the separately identified and agreed figures for External Borrowing and Other Long Term Liabilities. Any such changes will be reported to the next Cabinet meeting following the change.

2.1.14. The following Authorised Limits for external debt, excluding temporary investments are recommended:

**Authorised Limit for External Debt**

	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m
External Borrowing	430.0	470.0	505.0	540.0
Other Long Term Liabilities	13.0	13.0	13.0	13.0
<b>Total Authorised limit</b>	<b>443.0</b>	<b>483.0</b>	<b>518.0</b>	<b>553.0</b>

Operational Boundary

2.1.15. The Operational Boundary represents an estimate of the most likely, prudent, but not worst case scenario and provides a parameter against which day-to-day treasury management activity can be monitored.

2.1.16. The Director of Resources reports that procedures are in place to monitor the Operational Boundary on a daily basis, and that sufficient authorisation is in place to take whatever action is necessary to ensure that, in line with the Treasury Management Strategy, the cash flows of the County Council are managed prudently.

2.1.17. Occasionally, the Operational Boundary may be exceeded (but still not breach the Authorised Limit) following variations in cash flow. Such an occurrence would follow controlled treasury management action and may not have a significant impact on the prudential indicators when viewed all together.

- 2.1.18. Consistent with the Authorised Limit, the Director of Resources has delegated authority, within the Total Operational Boundary, to effect movement between the separately identified and agreed figures for External Borrowing and Other Long Term Liabilities. Any such changes will be reported to the next Cabinet meeting following the change.
- 2.1.19. Both the Authorised Limit and the Operational Boundary include an element relating to debt restructuring where, for the short term only, external borrowing may be made in advance of the repayment of loans. In this circumstance External Borrowing is increased temporarily until the replaced loans are repaid. The converse can also apply where loans are repaid in advance of borrowings.
- 2.1.20. The following limits for each year's Operational Boundary, excluding temporary investments are recommended:

**Operational Boundary for External Debt**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
External Borrowing	410.0	450.0	485.0	520.0
Other Long Term Liabilities	10.0	10.0	10.0	10.0
<b>Total Operational Boundary</b>	<b>420.0</b>	<b>460.0</b>	<b>495.0</b>	<b>530.0</b>

Actual External Debt

- 2.1.21. The County Council's actual external debt as at 31/03/13 was £244.6 million, comprising £244.6 million External Borrowing and £0 (zero) Other Long Term Liabilities.
- 2.1.22. The proportion of the capital financing requirement met by external borrowing will remain at similar levels over the short term until the relationship between short term rates and long term rates changes.

The Incremental Impact of Capital Investment Decisions on the Council Tax

- 2.1.23. This indicator identifies specifically the additional cost to the taxpayer of the new capital investment decisions proposed in the 2014/15 – 2016/17 Capital Programme.
- 2.1.24. The incremental impact identifies transactions that will occur over and above what has already been provided for in the 2013/14 revenue budget and assumes the funding available in 2013/14 will be carried forward in the future year's base budgets.
- 2.1.25. The incremental impact has been calculated using forward estimates of funding consistent with expectations in the Medium Term Financial Plan.
- 2.1.26. The impact on the revenue budget, and therefore the Council Tax, is felt by a combination of the following: debt costs of the new borrowing, the amount set aside from revenue to repay the principal element of external borrowing (Minimum Revenue Provision), the revenue impact of a capital project (e.g. running costs or savings of a new asset) and general Revenue Contributions to Capital Outlay (RCCO's).
- 2.1.27. Capital expenditure that is financed by RCCO is incurred only on the basis that the RCCO can be made during the year. The amount of RCCO for future years depends upon the revenue budget that is agreed each year.
- 2.1.28. It should be noted that borrowing itself does not fund capital expenditure since the loans have to be repaid eventually. The actual funding comes from the Minimum Revenue Provision that is statutorily charged to revenue each year.

2.1.29. The estimate of the incremental impact on the Council Tax of the change in the proposed capital programme 2014/15 to 2016/17 compared with the previous programme is shown below.

**Incremental impact of capital investment decisions on the Council Tax**

	2014/15	2015/16	2016/17
<b>Incremental Impact on Band D Council Tax</b>	<b>-3.18</b>	<b>-0.43</b>	<b>0.88</b>

**3. PRUDENTIAL INDICATORS FOR TREASURY MANAGEMENT**

3.1. The following prudential indicators have been taken into account in the 2014/15 Treasury Management Strategy.

Treasury Management Code of Practice

3.1.1. Worcestershire County Council has adopted the Chartered Institute of Public Finance and Accountancy (CIPFA): Code of Practice for Treasury Management in the Public Services.

Fixed Interest Rate Exposures

3.1.2. It is recommended that the County Council sets an upper limit on its fixed interest rate exposures as follows.

**Upper limits for net principal sums outstanding at fixed rates**

	2013/14	2014/15	2015/16	2016/17
	£m	£m	£m	£m
Net Principal sums Outstanding at Fixed Rates	<b>443.0</b>	<b>483.0</b>	<b>518.0</b>	<b>553.0</b>

3.1.3. This represents the position that all of the County Council's authorised external borrowing may be at a fixed rate at any one time.

Variable Interest Rate Exposures

3.1.4. It is recommended that the County Council sets an upper limit on its variable interest rate exposures as follows.

**Upper limits for net principal sums outstanding at variable rates**

	2013/14	2014/15	2015/16	2016/17
	£m	£m	£m	£m
Net Principal sums Outstanding at Variable Rates	<b>132.9</b>	<b>144.9</b>	<b>155.4</b>	<b>165.9</b>

3.1.5. This is the maximum external borrowing judged prudent by the Director of Resources that the council should expose to variable rates.

### Maturity Structure of Borrowing

- 3.1.6. It is recommended that the County Council sets upper and lower limits for the maturity structure of its borrowings as follows:

**Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate.**

<b>Period of Maturity</b>	<b>Upper Limit %</b>	<b>Lower Limit %</b>
Under 12 months	<b>25</b>	<b>0</b>
12 months and within 24 months	<b>25</b>	<b>0</b>
24 months and within 5 years	<b>50</b>	<b>0</b>
5 years and within 10 years	<b>75</b>	<b>0</b>
10 years and above	<b>100</b>	<b>25</b>

### Investments for longer than 364 days

- 3.1.7. It is recommended that the County Council sets an upper limit of total principal sums invested for periods longer than 364 days of £5 million for 2014/15, 2015/16 and 2016/17.

## **4. ANNUAL MINIMUM REVENUE PROVISION (MRP) STATEMENT**

### Introduction

- 4.1. On the 28 February 2008 the Department for Communities and Local Government issued statutory guidance under the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 that came into force on 31 March 2008.
- 4.2. The statutory guidance recommends that before the start of each financial year a local authority prepares a statement of its policy on making MRP in respect of that financial year and submits it to full council. The statement should indicate how it is proposed to discharge the duty to make prudent MRP in the financial year.
- 4.3. The MRP is an amount of revenue money set aside each year for the repayment of external borrowing required to finance capital expenditure.
- 4.4. MRP should normally commence in the financial year following the one in which the expenditure, to be financed from borrowing, was incurred.
- 4.5. The regulations include a change to the way MRP is calculated by replacing the detailed formulae for calculating MRP with a duty to make an amount of MRP which the authority considers "prudent".

### Meaning of "Prudent Provision"

- 4.6. The broad aim of prudent provision is to ensure that debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits or, in the case of borrowing supported by Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 4.7. The guidance specifies four options as methods of making prudent provision as follows:

**Option 1:** Regulatory Method - where debt is supported by Revenue Support Grant, authorities will be able to continue using the current methodology. As a transitional measure this option is also available for all capital expenditure incurred prior to 1 April 2008.

**Option 2:** CFR Method - multiplying the Capital Financing Requirement at the end of the preceding year by 4%

**Option 3:** Asset life Method - amortising expenditure over an estimated useful life for the relevant assets created.

**Option 4:** Depreciation Method – making charges to revenue based on proper accounting practices for depreciation as they apply to the relevant assets.

- 4.7.1. Options 1 and 2 may only be used in relation to capital expenditure incurred before 1 April 2008 and capital expenditure incurred on or after that date which forms part of supported capital expenditure.
- 4.7.2. For unsupported capital expenditure incurred on or after 1 April 2008 Options 3 and 4 apply and can be applied to all capital expenditure, whether or not supported and whenever incurred.

MRP Policy relating to capital expenditure financed from borrowing

- 4.8. Taking into account the need to make prudent provision the Director of Resources recommends the following options for the calculation of MRP in 2014/15:
  - Option 1 for all capital expenditure incurred before 1 April 2008 and capital expenditure on or after 1 April 2008 that forms part of the Authority's Supported Capital Expenditure for Revenue Support Grant purposes.
  - Option 3 for all capital expenditure incurred on or after 1 April 2008 that will be financed by new borrowing under the Prudential system for which no Government support is being given.

**CALCULATION OF COUNCIL TAX (BAND D) 2014/2015**  
**BASED ON FINAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2014/2015**

	2013/2014		2014/2015		Inc. over 2013/2014 Band D Equivalent %
	£	£	£	£	
<b>Budget requirement before adjustments</b>		<b>338,170,529</b>		<b>332,061,000</b>	
<b>Addition to (+) or use of (-)</b>					
<b>Earmarked Reserves</b>		<b>-1,096,584</b>		<b>2,331,510</b>	
<b>General Balances</b>		<b>-2,246,075</b>		<b>0</b>	
<b>Budget requirement</b>		<b>334,827,870</b>		<b>334,392,510</b>	
<b>Less: Business Rates</b>	<b>55,462,542</b>		<b>56,542,981</b>		
<b>Revenue Support Grant</b>	<b>83,368,139</b>		<b>72,097,733</b>		
		<b>138,830,681</b>		<b>128,640,714</b>	
		<b>195,997,189</b>		<b>205,751,796</b>	
<b>Less: Surplus on collection fund</b>		<b>-607,369</b>		<b>-1,829,685</b>	
<b>Council Taxpayer</b>		<b>195,389,820</b>		<b>203,922,111</b>	
<b>Council Tax Base</b>		<b>188,044</b>		<b>192,521</b>	
<b>Band D Equivalent</b>		<b>1,039.06</b>		<b>1,059.22</b>	<b>1.94%</b>



**PAYMENTS OF PRECEPTS BY BILLING AUTHORITIES**

	<b>Tax Base (Band D Equiv.)</b>	<b>Council Tax Requirement 2014/2015 £</b>	<b>Surplus(-)/Deficit on Collection Fund at 31/03/2014 £</b>	<b>Net Yield from 2014/2015 Council Tax £</b>
Bromsgrove	34,117.95	36,610,333	-471,891	36,138,442
Malvern Hills	28,234.62	30,116,968	-210,271	29,906,697
Redditch	24,656.96	26,300,496	-183,331	26,117,165
Worcester	29,633.00	31,602,348	-214,458	31,387,890
Wychavon	44,948.34	48,115,038	-504,821	47,610,217
Wyre Forest	30,930.00	33,006,613	-244,913	32,761,700
	<b>192,520.87</b>	<b>205,751,796</b>	<b>-1,829,685</b>	<b>203,922,111</b>

**Council Tax**

**Precept Payment Dates**

<b><u>Valuation Band</u></b>	<b><u>Amount (£)</u></b>	
<b>A</b>	706.15	11th April 2014
<b>B</b>	823.84	22nd May 2014
<b>C</b>	941.53	30th June 2014
<b>D</b>	1,059.22	5th August 2014
<b>E</b>	1,294.60	11th September 2014
<b>F</b>	1,529.99	17th October 2014
<b>G</b>	1,765.37	24th November 2014
<b>H</b>	2,118.44	2nd January 2015
		9th February 2015
		17th March 2015

## Revenue Budget Summary 2014/15

	Original estimate (underlying base) 2013/14 £m	Variation £m	Revised estimate 2013/14 £m	Variation £m	Original estimate 2014/15 £m
<b><u>Controllable budgets</u></b>					
Adult Services & Health	142.0	0.5	142.5	3.1	145.6
Children's Services	59.9	(0.8)	59.1	17.9	77.0
Business, Environment & Community	87.2	(0.1)	87.1	(13.1)	74.0
Resources and Ch Exec	51.9	0.4	52.3	(16.9)	35.4
<b>Net expenditure</b>	<b>341.0</b>	<b>(0.0)</b>	<b>341.0</b>	<b>(9.0)</b>	<b>332.0</b>
Contribution (to) / from balances	(2.2)		(2.2)	2.2	0.0
Contribution (to) / from reserves	(1.1)		(1.1)	3.4	2.3
Council Tax Transition Scheme Grant	(0.7)		(0.7)	0.7	0.0
Council tax grant	(2.2)		(2.2)	2.2	0.0
<b>Budget requirement</b>	<b>334.8</b>	<b>(0.0)</b>	<b>334.8</b>	<b>(0.5)</b>	<b>334.3</b>
<b><u>Funding sources</u></b>					
Council tax	196.0		196.0	9.7	205.7
Revenue support grant	83.4		83.4	(11.3)	72.1
NNDR	0.0		0.0	0.0	0.0
Business rates retention scheme	55.4		55.4	1.1	56.5
	<b>334.8</b>	<b>0.0</b>	<b>334.8</b>	<b>(0.5)</b>	<b>334.3</b>
<b>Funding shortfall</b>					<b>0.0</b>
<b><u>General Balances</u></b>					
Opening Balances	15.1		15.1		12.9
Planned contribution from/to general balances	(2.2)		(2.2)		0.0
<b>Closing Balances</b>	<b>12.9</b>		<b>12.9</b>		<b>12.9</b>

**SUBJECTIVE ANALYSIS OF EXPENDITURE 2014/15**

	<b>Adult Services &amp; Health</b>	<b>Children's Services</b>	<b>Business, Environment &amp; Community</b>	<b>Resources, Chief Exec</b>	<b>Directorate Total</b>	<b>Less Internal Trading</b>	<b>External Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b><u>Expenditure</u></b>							
Employees							
- Teachers (other than in schools)	0	347	1,643	0	1,990	0	1,990
- Other Employees	38,286	30,596	22,159	23,386	114,427	0	114,427
- Indirect Costs	259	1,143	444	225	2,071	0	2,071
<b>Employees</b>	<b>38,545</b>	<b>32,086</b>	<b>24,246</b>	<b>23,611</b>	<b>118,488</b>	<b>0</b>	<b>118,488</b>
Premises Costs	1,613	9,716	8,256	6,032	25,617	(1,199)	24,418
Transport Costs	3,138	13,078	22,981	305	39,502	(24,863)	14,639
Supplies and Services Costs	9,641	9,214	13,002	10,173	42,030	(10,192)	31,838
Third Party Payments	155,204	52,293	67,663	339	275,499	0	275,499
Transfer Payments	0	0	0	0	0	0	0
Revenue Contributions to Capital	0	0	0	0	0	0	0
Capital Financing Costs	0	0	0	30,611	30,611	0	30,611
Precepts & Levies	0	0	0	216	216	0	216
Schools Formula Allocation	0	232,040	0	0	232,040	(5,335)	226,705
<b>Total Expenditure</b>	<b>208,141</b>	<b>348,427</b>	<b>136,148</b>	<b>71,287</b>	<b>764,003</b>	<b>(41,589)</b>	<b>722,414</b>
<b><u>Income</u></b>							
Grants and Contributions	40,613	251,503	12,992	1,365	306,473	0	306,473
External Income	25,104	19,820	24,633	9,384	78,941	0	78,941
<b>Income</b>	<b>65,717</b>	<b>271,323</b>	<b>37,625</b>	<b>10,749</b>	<b>385,414</b>	<b>0</b>	<b>385,414</b>
<b><u>Reserve Movements</u></b>							
Reserve Movements	(1,930)	(104)	(903)	(2,002)	(4,939)	0	(4,939)
<b>Net Expenditure</b>	<b>140,494</b>	<b>77,000</b>	<b>97,620</b>	<b>58,536</b>	<b>373,650</b>	<b>(41,589)</b>	<b>332,061</b>
<b><u>Support Services</u></b>							
<b>Expenditure</b>							
Central Support Services	5,713	5,474	4,265	5,733	21,185	0	21,185
Directorate Support Services	4,298	0	1,526	344	6,168	0	6,168
<b>Expenditure</b>	<b>10,011</b>	<b>5,474</b>	<b>5,791</b>	<b>6,077</b>	<b>27,353</b>	<b>0</b>	<b>27,353</b>
<b>Income</b>							
Central Support Services	0	0	571	20,614	21,185	0	21,185
Directorate Support Services	4,298	0	1,526	344	6,168	0	6,168
<b>Income</b>	<b>4,298</b>	<b>0</b>	<b>2,097</b>	<b>20,958</b>	<b>27,353</b>	<b>0</b>	<b>27,353</b>
<b>Internal Trading Income</b>	<b>643</b>	<b>5,410</b>	<b>27,286</b>	<b>8,250</b>	<b>41,589</b>	41,589	<b>0</b>
<b>Net Expenditure</b>	<b>145,564</b>	<b>77,064</b>	<b>74,028</b>	<b>35,405</b>	<b>332,061</b>	<b>0</b>	<b>332,061</b>

**Note:**

This subjective analysis reports the total expenditure and income for each Directorate including internal trading. For completeness, the internal trading costs are removed from the Directorate Total to identify the Council's external costs only.

**DIRECTORATE OF ADULT SERVICES AND HEALTH**

	Estimate 2013/14				Estimate 2014/15				Staff (FTE) No.
	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
<b><u>SERVICE NET EXPENDITURE SUMMARY</u></b>									
<b><u>ADULTS SERVICES</u></b>									
<b><u>OLDER PEOPLE</u></b>									
Central Budgets	1,729	18	0	1,711	1,470	28	0	1,442	12
Community Social Work & Day Care	4,769	551	0	4,218	6,265	792	0	5,473	118
Operational Budgets - Personal Budgets	2,851	401	0	2,450	3,450	468	0	2,982	0
Operational Budgets - Nursing & Residential Car	36,796	13,707	0	23,089	38,834	15,243	0	23,591	0
Operational Budgets - Domiciliary Care	8,460	2,393	0	6,067	9,539	1,498	0	8,041	0
Operational Budgets - Zone Contract	3,515	1,094	0	2,421	3,675	878	0	2,797	0
Prevention & Early Intervention	1,897	0	0	1,897	1,862	4	0	1,858	48
Hospital & Access	2,748	188	0	2,560	3,201	581	0	2,620	94
Commissioning	8,998	2,992	0	6,006	8,725	3,007	250	5,468	17
Safeguarding Services	2,622	269	0	2,353	919	218	0	701	56
Provider Services	8,731	1,049	0	7,682	8,507	2,004	0	6,503	306
s256 Health Monies in Support of Social Care	8,200	10,136	0	-1,936	7,048	9,489	0	-2,441	66
Central & Departmental Support Services	4,125	0	0	4,125	5,581	0	0	5,581	0
	<b>95,441</b>	<b>32,798</b>	<b>0</b>	<b>62,643</b>	<b>99,076</b>	<b>34,210</b>	<b>250</b>	<b>64,616</b>	<b>717</b>
<b><u>PHYSICAL DISABILITIES</u></b>									
Day Care & Transport	226	27	0	199	232	22	0	210	0
Assessment and Care Management	619	0	0	619	635	0	0	635	18
Residential & Nursing Care - Purchasing	3,793	501	0	3,292	4,468	577	0	3,891	0
Domiciliary Care - Purchasing	7,109	588	0	6,521	8,198	482	0	7,716	0
Grants to Voluntary Organisations	422	0	0	422	344	77	0	267	0
Fieldwork	0	0	0	0	0	0	0	0	0
Sensory Impairment	0	0	0	0	0	0	0	0	0
Central & Departmental Support Services	785	0	0	785	481	0	0	481	0
Other Costs	75	0	0	75	0	0	0	0	0
	<b>13,029</b>	<b>1,116</b>	<b>0</b>	<b>11,913</b>	<b>14,358</b>	<b>1,158</b>	<b>0</b>	<b>13,200</b>	<b>18</b>

**DIRECTORATE OF ADULT SERVICES AND HEALTH**

	Estimate 2013/14				Estimate 2014/15				Staff (FTE) No.
<b><u>LEARNING DISABILITIES</u></b>									
Residential Homes (In-house)	1,646	97	0	<b>1,549</b>	1,716	97	0	<b>1,619</b>	54
Residential & Nursing Care - Purchasing	26,042	2,209	0	<b>23,833</b>	24,985	2,083	0	<b>22,902</b>	0
Day Centres	3,479	710	0	<b>2,769</b>	3,522	710	0	<b>2,812</b>	135
Domiciliary Care	14,924	1,053	0	<b>13,871</b>	12,134	825	0	<b>11,309</b>	0
Fieldwork	3,380	59	0	<b>3,321</b>	3,359	100	0	<b>3,259</b>	56
Supported & Other Accommodation	4,817	256	0	<b>4,561</b>	8,587	234	0	<b>8,353</b>	10
Other Services	55	0	0	<b>55</b>	37	0	0	<b>37</b>	0
Supported Employment	1,289	776	0	<b>513</b>	1,073	596	0	<b>477</b>	42
Central & Departmental Support Services	3,557	0	0	<b>3,557</b>	2,324	0	0	<b>2,324</b>	0
	<b>59,189</b>	<b>5,160</b>	<b>0</b>	<b>54,029</b>	<b>57,737</b>	<b>4,645</b>	<b>0</b>	<b>53,092</b>	<b>297</b>
<b><u>MENTAL HEALTH</u></b>									
Assessment and Care Management	3,519	708	0	<b>2,811</b>	3,610	908	0	<b>2,702</b>	53
Nursing Care - Purchasing	1,872	622	0	<b>1,250</b>	1,789	623	0	<b>1,166</b>	0
Residential Care - Purchasing	2,942	683	0	<b>2,259</b>	3,614	1,223	0	<b>2,391</b>	0
Supported and Other Accommodation	14	4	0	<b>10</b>	8	0	0	<b>8</b>	0
Domiciliary Care	740	152	0	<b>588</b>	1,357	411	0	<b>946</b>	0
Resource Centres and Transport	26	0	0	<b>26</b>	27	0	0	<b>27</b>	0
Mental Illness Specific Grant Schemes	248	0	0	<b>248</b>	0	0	0	<b>0</b>	0
Other Services	165	37	0	<b>128</b>	241	0	0	<b>241</b>	4
Reablement	818	55	0	<b>763</b>	593	55	0	<b>538</b>	0
Older Adult Mental Health	1,095	0	0	<b>1,095</b>	1,023	0	0	<b>1,023</b>	18
Central & Departmental Support Services	648	0	0	<b>648</b>	489	0	0	<b>489</b>	0
	<b>12,087</b>	<b>2,261</b>	<b>0</b>	<b>9,826</b>	<b>12,751</b>	<b>3,220</b>	<b>0</b>	<b>9,531</b>	<b>75</b>
<b><u>JOINT COMMISSIONING UNIT</u></b>									
Commissioning	2,993	2,695	0	<b>298</b>	2,006	1,607	47	<b>352</b>	31
Brokerage	476	476	0	<b>0</b>	503	434	0	<b>69</b>	17
Contracts	806	806	0	<b>0</b>	891	599	67	<b>225</b>	22
Housing Related Support	10,721	0	0	<b>10,721</b>	4,505	0	0	<b>4,505</b>	0
Choice checkers	80	80	0	<b>0</b>	0	0	0	<b>0</b>	0
	<b>15,076</b>	<b>4,057</b>	<b>0</b>	<b>11,019</b>	<b>7,905</b>	<b>2,640</b>	<b>114</b>	<b>5,151</b>	<b>70</b>
<b><u>PUBLIC HEALTH</u></b>									
Management	3,054	2,885	169	<b>0</b>	2,834	2,115	173	<b>546</b>	28
Mandated expenditure	3,879	3,879	0	<b>0</b>	3,552	3,552	0	<b>0</b>	0
Non-mandated expenditure	20,460	20,127	0	<b>333</b>	16,050	16,050	0	<b>0</b>	0
Health Watch/Links	420	172	0	<b>248</b>	413	366	0	<b>47</b>	0
Emergency Planning	288	46	0	<b>242</b>	290	46	0	<b>244</b>	5
Voluntary and Community Sector	158	0	0	<b>158</b>	207	110	0	<b>97</b>	2
	<b>28,259</b>	<b>27,109</b>	<b>169</b>	<b>981</b>	<b>23,346</b>	<b>22,239</b>	<b>173</b>	<b>934</b>	<b>35</b>
<b>TOTAL ADULTS SERVICES &amp; HEALTH</b>	<b>223,081</b>	<b>72,501</b>	<b>169</b>	<b>150,411</b>	<b>215,173</b>	<b>68,112</b>	<b>537</b>	<b>146,524</b>	<b>1,211</b>

**DIRECTORATE OF ADULT SERVICES AND HEALTH**

	Estimate 2013/14				Estimate 2014/15				Staff (FTE) No.
<b><u>SUPPORT SERVICES</u></b>									
Business Support	3,550	1,217	0	<b>2,333</b>	2,479	153	0	<b>2,326</b>	61
Directorate	451	0	0	<b>451</b>	500	67	0	<b>433</b>	3
Use of reserves	0	0	0	<b>0</b>	0	0	1,393	<b>-1,393</b>	0
	<b>4,001</b>	<b>1,217</b>	<b>0</b>	<b>2,784</b>	<b>2,979</b>	<b>220</b>	<b>1,393</b>	<b>1,366</b>	<b>64</b>
Directorate Support Services Recharge				<u>-2,333</u>				<u>-2,326</u>	
<b>TOTAL SUPPORT SERVICES</b>				<b>451</b>				<b>-960</b>	

<b>TOTAL DIRECTORATE NET EXPENDITURE</b>	<b>150,862</b>	<b>145,564</b>	<b>1,275</b>
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Contact Officers:	Richard Harling, Director of Adult Services & Health	(01905 766900)
	Rob Wilson, Principal Finance Manager	(01905 766908)

**DIRECTORATE OF ADULT SERVICES AND HEALTH**

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>OLDER PEOPLE</u></b>			
<b><u>CENTRAL BUDGETS</u></b>			
<b>Expenditure</b>			
Employees	409	558	12
<b>Employees</b>	<b>409</b>	<b>558</b>	<b>12</b>
Transport Costs	610	725	
Supplies and Services	710	187	
<b>Gross Expenditure</b>	<b>1,729</b>	<b>1,470</b>	
<b>Income</b>			
Internal Income	18	28	
<b>Gross Income</b>	<b>18</b>	<b>28</b>	
<b>Net Expenditure</b>	<b>1,711</b>	<b>1,442</b>	

**Details of service**

Management Costs to ensure strong management, leadership and support.

This budget has been reduced due to Future Fit savings on staff and transport, plus other restructuring savings.

**DIRECTORATE OF ADULT SERVICES AND HEALTH**

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>OLDER PEOPLE</u></b>			
<b><u>COMMUNITY SOCIAL WORK &amp; DAY CARE</u></b>			
<b>Expenditure</b>			
Employees	3,625	5,296	118
Indirect Costs	1	0	
<b>Employees</b>	<b>3,626</b>	<b>5,296</b>	<b>118</b>
Transport Costs	63	84	
Supplies and Services	462	352	
Third Party Payments	618	533	
<b>Gross Expenditure</b>	<b>4,769</b>	<b>6,265</b>	
<b>Income</b>			
External Income	251	320	
Grants and Contributions	300	472	
<b>Gross Income</b>	<b>551</b>	<b>792</b>	
<b>Net Expenditure</b>	<b>4,218</b>	<b>5,473</b>	

**Details of service**

Social Work staff employed to assess, identify and help meet the needs of older people.  
 Day opportunities provided to about 240 older people at the end of September 2013  
 Budget has increased due to transfer of CIT and Reviewing Team into this area from Safeguarding.



## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>OLDER PEOPLE</u></b>			
<b><u>OPERATIONAL BUDGET - DIRECT PAYMENTS</u></b>			
<b>Expenditure</b>			
Third Party Payments	2,851	3,450	
<b>Gross Expenditure</b>	<b>2,851</b>	<b>3,450</b>	
<b>Income</b>			
Grants and Contributions	0	12	
External Income	401	456	
<b>Gross Income</b>	<b>401</b>	<b>468</b>	
<b>Net Expenditure</b>	<b>2,450</b>	<b>2,982</b>	

### **Details of service**

These are Direct Payments of self-directed Personal Budgets for service users.

As at the end of September 2013, there were just over 300 older people with direct payments  
The budget has increased by £500k to accommodate demographic pressures.

## **OLDER PEOPLE**

### **OPERATIONAL BUDGET - NURSING & RESIDENTIAL CARE**

<b>Expenditure</b>			
Premises Costs	21	18	
Supplies and Services	1	1	
Third Party Payments	36,774	38,815	
<b>Gross Expenditure</b>	<b>36,796</b>	<b>38,834</b>	
<b>Income</b>			
External Income	10,104	11,458	
Grants and Contributions	3,603	3,785	
<b>Gross Income</b>	<b>13,707</b>	<b>15,243</b>	
<b>Net Expenditure</b>	<b>23,089</b>	<b>23,591</b>	

### **Details of service and Key Operational Statistics**

Purchase of residential and nursing home beds from the independent sector. At the end of September 2013, there were about 1750 permanent and temporary placements. Despite numbers remaining fairly static over recent years, the budget has increased by £500k due to increasing costs of complex care packages.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>OLDER PEOPLE</u></b>			
<b><u>OPERATIONAL BUDGET - DOMICILIARY CARE</u></b>			
<b>Expenditure</b>			
Third Party Payments	8,460	9,539	
<b>Gross Expenditure</b>	<b>8,460</b>	<b>9,539</b>	
<b>Income</b>			
External Income	2,393	1,498	
<b>Gross Income</b>	<b>2,393</b>	<b>1,498</b>	
<b>Net Expenditure</b>	<b>6,067</b>	<b>8,041</b>	

### **Details of service**

Purchase of domiciliary care services from the independent sector. Income collected from Service User contributions.

### **Key Operational Statistics**

Domiciliary services provided to about 1800 older people in September 2013.

The budget has increased by £2m reflecting demographic pressures, increases in the cost of an average care package, and a realigned income budget.

## **OLDER PEOPLE**

### **OPERATIONAL BUDGET - ZONE CONTRACT**

<b>Expenditure</b>			
Third Party Payments	3,515	3,675	
<b>Gross Expenditure</b>	<b>3,515</b>	<b>3,675</b>	
<b>Income</b>			
External Income	1,094	878	
<b>Gross Income</b>	<b>1,094</b>	<b>878</b>	
<b>Net Expenditure</b>	<b>2,421</b>	<b>2,797</b>	

### **Details of service**

Purchase of domiciliary care services from the independent sector with the zone 'Preferred Provider' contract that came into effect from May 2011. Income collected from Service User contributions. The purchase of new packages under these contracts will cease in April 2014 and activity will shift to the general OP domiciliary heading.

**DIRECTORATE OF ADULT SERVICES AND HEALTH**

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>OLDER PEOPLE</u></b>			
<b><u>PREVENTION &amp; EARLY INTERVENTION</u></b>			
<b>Expenditure</b>			
Employees	1,161	1,225	48
Indirect Costs	1	0	
<b>Employees</b>	<b>1,162</b>	<b>1,225</b>	<b>48</b>
Premises Costs	1	1	
Transport Costs	85	132	
Supplies and Services	368	349	
Third Party Payments	281	155	
<b>Gross Expenditure</b>	<b>1,897</b>	<b>1,862</b>	
<b>Income</b>			
Internal Income	0	4	
<b>Gross Income</b>	<b>0</b>	<b>4</b>	
<b>Net Expenditure</b>	<b>1,897</b>	<b>1,858</b>	

**Details of service**

This budget heading includes Promoting Independence and Assistive Technology services. Promoting Independence is an intensive, free of charge, programme of care and intervention. It is not a "do for me" service but a "support me to do for myself" service.

The assistive technology service uses assistive technology to support people to maintain independence and security within their own home and supports carers in their role.

The assistive technology budget has decreased by £233k BOLD saving for 14/15. This has been partially offset by increases to expenditure budgets in Promoting Independence, for instance in staff mileage costs.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>OLDER PEOPLE HOSPITAL &amp; ACCESS</u></b>			
<b>Expenditure</b>			
Employees	2,279	2,730	94
<b>Employees</b>	<b>2,279</b>	<b>2,730</b>	<b>94</b>
Transport Costs	11	10	
Supplies and Services	82	85	
Third Party Payments	376	376	
<b>Gross Expenditure</b>	<b>2,748</b>	<b>3,201</b>	
<b>Income</b>			
External Income	80	80	
Internal Income	48	48	
Grants and Contributions	60	453	
<b>Gross Income</b>	<b>188</b>	<b>581</b>	
<b>Net Expenditure</b>	<b>2,560</b>	<b>2,620</b>	

### **Details of service and key operational statistics**

This budget heading includes the hospital social work teams, emergency duty social work team (EDT), the access centre, the benefit & contribution team and the Rapid Response social work team.

The hospital social work staff are employed to assess, identify and help meet the needs of older people.

The Access Centre is the initial point of contact for people wishing to access Social Care services or information about these. The principal work of the team is to triage this contact from members of the public and professional partners, screening against eligibility criteria before either initiating workflow to social work and health teams or providing information and advice where more appropriate.

The role of the Benefits and Contributions team is to assess the maximum level of contribution someone will have to make to the costs of their care and to maximise that individual's benefits to reduce the cost of the care package to the Authority.

The EDT budget is in relation to costs for running the out-of-hours service to provide a response to emergency situations occurring outside normal office hours. The employees budget includes expenditure on agency staff and also staff cover from other sections.

This budget has increased due to increased staffing costs for the Rapid Response Team.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>OLDER PEOPLE COMMISSIONING</u></b>			
<b>Expenditure</b>			
Employees	192	398	17
Indirect Costs	30	35	
<b>Employees</b>	<b>222</b>	<b>433</b>	<b>17</b>
Premises Costs	201	207	
Transport Costs	46	50	
Supplies and Services	5,167	4,391	
Third Party Payments	3,362	3,644	
<b>Gross Expenditure</b>	<b>8,998</b>	<b>8,725</b>	
<b>Income</b>			
Grants and Contributions	2,410	2,433	
Internal Income	66	87	
External Income	516	487	
Contribution from Reserves	0	250	
<b>Gross Income</b>	<b>2,992</b>	<b>3,257</b>	
<b>Net Expenditure</b>	<b>6,006</b>	<b>5,468</b>	

### **Details of service**

This budget heading covers a number of services. These include - extra care, very sheltered housing, dementia, health & wellbeing, grants to voluntary organisations, community meals, carers, the Integrated Community Equipment Service and other.

Additional support for Extra care from contribution from reserves. The budget has decreased on supplies & services due to targeted future lives savings & other savings against the health & wellbeing budget & grants to vol orgs.

Meals provided to just over 200 older people at the end of September 2013. Around 5,650 items of equipment provided per month (Apr-Sep 2013). Meals are on a continuing reduction of around 7% per month throughout 13/14.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>OLDER PEOPLE</u></b>			
<b><u>SAFEGUARDING SERVICES</u></b>			
<b>Expenditure</b>			
Employees	2,346	720	56
Indirect Costs	6	0	
<b>Employees</b>	<b>2,352</b>	<b>720</b>	<b>56</b>
Transport Costs	40	10	
Supplies and Services	230	189	
<b>Gross Expenditure</b>	<b>2,622</b>	<b>919</b>	
<b>Income</b>			
Grants and Contributions	139	161	
External Income	9	9	
Internal Income	121	48	
<b>Gross Income</b>	<b>269</b>	<b>218</b>	
<b>Net Expenditure</b>	<b>2,353</b>	<b>701</b>	

### **Details of service**

Safeguarding Adults is a multi-agency responsibility that encompasses three distinct but overlapping activities - Protection, Empowerment and Citizenship.

Just over 100 adult protection referrals handled per month.

This budget area has decreased as two teams have now been shown under the Community Social Work heading.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>OLDER PEOPLE PROVIDER SERVICES</u></b>			
<b>Expenditure</b>			
Employees	7,271	7,189	306
Indirect Costs	4	0	
<b>Employees</b>	<b>7,275</b>	<b>7,189</b>	<b>306</b>
Premises Costs	458	409	
Transport Costs	528	447	
Supplies and Services	415	349	
Third Party Payments	55	113	
<b>Gross Expenditure</b>	<b>8,731</b>	<b>8,507</b>	
<b>Income</b>			
Grants and Contributions	103	1,141	
External Income	409	439	
Internal Income	537	424	
<b>Gross Income</b>	<b>1,049</b>	<b>2,004</b>	
<b>Net Expenditure</b>	<b>7,682</b>	<b>6,503</b>	

### **Details of service**

This budget heading includes the internal homecare service, 2 resource centres, the new Timberdine Nursing & Rehabilitation Unit, OP & PD connects services.

The internal homecare service now covers the dementia side by side service and the new urgent & unplanned domiciliary care service.

The grants figure includes £1m in 2014/15 from the Better Care Fund which is to be used to review and restructure the future provision of the Resource centres

## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>OLDER PEOPLE BETTER CARE FUND</u></b>			
<b>Expenditure</b>			
Employees	2,702	2,701	66
Indirect Costs	163	0	
<b>Employees</b>	<b>2,865</b>	<b>2,701</b>	<b>66</b>
Premises Costs	146	178	
Transport Costs	232	16	
Supplies and Services	1,699	397	
Third Party Payments	3,258	3,756	
<b>Gross Expenditure</b>	<b>8,200</b>	<b>7,048</b>	
<b>Income</b>			
Grants and Contributions	9,608	9,485	
External Income	0	4	
Contributions from reserves	528	0	
<b>Gross Income</b>	<b>10,136</b>	<b>9,489</b>	
<b>Net Expenditure</b>	<b>-1,936</b>	<b>-2,441</b>	

### **Details of service**

This was formally known as Social Care in Support of Health monies but has been renamed the 'Better Care Fund'. Monies spent of Social Care activities and projects that have a direct impact on local Health outcomes, such as admission prevention and facilitated hospital discharge into

### **CENTRAL & DEPARTMENTAL SUPPORT SERVICES**

Central Support Services	2,695	3,640
Directorate Support Services	1,430	1,941
	<b>4,125</b>	<b>5,581</b>

### **Details of service**

The costs of both Central and Directorate Support Services to the Older People's Service. These costs have increased significantly due to a new method of apportioning specific recharges.



## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PHYSICAL DISABILITIES</u></b>			
<b><u>DAY CARE &amp; TRANSPORT</u></b>			
<b>Expenditure</b>			
Transport Costs	112	118	
Third Party Payments	89	89	
Supplies and Services	25	25	
<b>Gross Expenditure</b>	<b>226</b>	<b>232</b>	
<b>Income</b>			
External Income	27	22	
<b>Gross Income</b>	<b>27</b>	<b>22</b>	
<b>Net Expenditure</b>	<b>199</b>	<b>210</b>	

### **Details of service**

The costs of providing day opportunities for service users with a physical disability, including education, leisure rehabilitation and support.

## **PHYSICAL DISABILITIES** **ASSESSMENT AND CARE MANAGEMENT**

<b>Expenditure</b>			
Employees	563	583	18
Indirect Costs	1	1	
<b>Employees</b>	<b>564</b>	<b>584</b>	<b>18</b>
Transport Costs	25	21	
Supplies and Services	30	30	
<b>Gross Expenditure</b>	<b>619</b>	<b>635</b>	
<b>Net Expenditure</b>	<b>619</b>	<b>635</b>	

### **Details of service**

The cost of employing Social Workers to assess, identify and help meet the needs of people with a physical disability.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PHYSICAL DISABILITIES</u></b>			
<b><u>RESIDENTIAL &amp; NURSING - PURCHASING</u></b>			
<b>Expenditure</b>			
Third Party Payments	3,793	4,468	
<b>Gross Expenditure</b>	<b>3,793</b>	<b>4,468</b>	
<b>Income</b>			
External Income	501	577	
<b>Gross Income</b>	<b>501</b>	<b>577</b>	
<b>Net Expenditure</b>	<b>3,292</b>	<b>3,891</b>	

### **Details of service and key operational statistics**

The costs of purchasing residential and nursing care places from the independent sector. Around 70 permanent placements funded as at the end of September 2013.

The budget has increased significantly due to several clients with high-cost packages.

### **PHYSICAL DISABILITIES** **DOMICILIARY CARE - PURCHASING**

<b>Expenditure</b>			
Third Party Payments	7,109	8,198	
<b>Gross Expenditure</b>	<b>7,109</b>	<b>8,198</b>	
<b>Income</b>			
External Income	588	482	
<b>Gross Income</b>	<b>588</b>	<b>482</b>	
<b>Net Expenditure</b>	<b>6,521</b>	<b>7,716</b>	

### **Details of service and key operational statistics**

The costs of purchasing domiciliary care services from the independent sector. Approximately 300 service users in September 2013.

The budget has increased due to increased complexity and cost of service user packages, and a realignment of the income budget.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PHYSICAL DISABILITIES</u></b>			
<b><u>GRANTS TO VOLUNTARY ORGANISATIONS</u></b>			
<b>Expenditure</b>			
Premises Costs	13	14	
Supplies and Services	409	330	
<b>Gross Expenditure</b>	<b>422</b>	<b>344</b>	
<b>Income</b>			
External Income	0	77	
<b>Gross Income</b>	<b>0</b>	<b>77</b>	
<b>Net Expenditure</b>	<b>422</b>	<b>267</b>	

### **Details of service**

Funding for external voluntary organisations supporting people with a physical disability or sensory impairment.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PHYSICAL DISABILITIES</u></b>			
<b><u>CENTRAL AND DEPARTMENTAL SUPPORT SERVICES</u></b>			
<b>Expenditure</b>			
Central Support Services	513	144	
Directorate Support Services	272	337	
<b><i>Net Expenditure</i></b>	<b><u>785</u></b>	<b><u>481</u></b>	

### **Details of service**

The costs of both Central and Directorate Support Services to the Physical Disability Service.

**DIRECTORATE OF ADULT SERVICES AND HEALTH**

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>Details of service</u></b>			
<b><u>PHYSICAL DISABILITIES</u></b>			
<b><u>OTHER COSTS</u></b>			
<b>Expenditure</b>			
Employees	22	0	
<b>Employees</b>	<b>22</b>	<b>0</b>	<b>0</b>
Transport Costs	1	0	
Supplies and Services	52	0	
<b>Gross Expenditure</b>	<b>75</b>	<b>0</b>	
<b>Net Expenditure</b>	<b>75</b>	<b>0</b>	

**Details of service**

Other PD services. This budget was removed for 2014/15 as part of future lives savings.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>LEARNING DISABILITIES</u></b>			
<b><u>RESIDENTIAL HOMES</u></b>			
<b>Expenditure</b>			
Employees	1,461	1,544	54
Indirect Costs	2	2	
<b>Employees</b>	<b>1,463</b>	<b>1,546</b>	<b>54</b>
Premises Costs	96	84	
Transport Costs	10	9	
Supplies and Services	77	77	
<b>Gross Expenditure</b>	<b>1,646</b>	<b>1,716</b>	
<b>Income</b>			
External Income	97	97	
<b>Gross Income</b>	<b>97</b>	<b>97</b>	
<b>Net Expenditure</b>	<b>1,549</b>	<b>1,619</b>	

### **Details of service**

Four in-house residential homes providing 18 long stay beds and 14 short stay beds.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>LEARNING DISABILITIES</u></b>			
<b><u>RESIDENTIAL AND NURSING CARE - PURCHASING</u></b>			
<b>Expenditure</b>			
Premises Costs	33	32	
Third Party Payments	26,009	24,953	
<b>Gross Expenditure</b>	<b>26,042</b>	<b>24,985</b>	
<b>Income</b>			
External Income	2,209	2,083	
<b>Gross Income</b>	<b>2,209</b>	<b>2,083</b>	
<b>Net Expenditure</b>	<b>23,833</b>	<b>22,902</b>	

### **Details of service**

Purchase of external residential and nursing placements for about 390 people at the end of September 2013.

**DIRECTORATE OF ADULT SERVICES AND HEALTH**

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>LEARNING DISABILITIES</u></b>			
<b><u>DAY CENTRES</u></b>			
<b>Expenditure</b>			
Employees	2,703	2,767	135
Indirect Costs	8	8	
<b>Employees</b>	<b>2,711</b>	<b>2,775</b>	<b>135</b>
Premises Costs	457	441	
Transport Costs	48	45	
Third Party Payments	118	118	
Supplies and Services	145	143	
<b>Gross Expenditure</b>	<b>3,479</b>	<b>3,522</b>	
<b>Income</b>			
Grants and Contributions	103	67	
External Income	607	643	
<b>Gross Income</b>	<b>710</b>	<b>710</b>	
<b>Net Expenditure</b>	<b>2,769</b>	<b>2,812</b>	

**Details of service**

Day opportunities provided by in-house day services. Between April and September 2013 , just under 300 people used day services.

**LEARNING DISABILITIES**  
**DOMICILIARY CARE**

<b>Expenditure</b>			
Third Party Payments	14,924	12,134	
<b>Gross Expenditure</b>	<b>14,924</b>	<b>12,134</b>	
<b>Income</b>			
External Income	1,053	825	
<b>Gross Income</b>	<b>1,053</b>	<b>825</b>	
<b>Net Expenditure</b>	<b>13,871</b>	<b>11,309</b>	

**Details of service**

The purchase of domiciliary/outreach services. The budget for 14/15 has been realigned to take account of clients who are receiving a Supported Living service as opposed to Domiciliary Care.

During September 2013, there were just under 300 people with a homecare or similar type of service.



## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>LEARNING DISABILITIES</u></b>			
<b><u>FIELDWORK</u></b>			
<b>Expenditure</b>			
Employees	1,618	1,817	56
Indirect Costs	18	18	
<b>Employees</b>	<b>1,636</b>	<b>1,835</b>	<b>56</b>
Premises Costs	6	6	
Transport Costs	1,404	1,296	
Supplies and Services	334	222	
<b>Gross Expenditure</b>	<b>3,380</b>	<b>3,359</b>	
<b>Income</b>			
External Income	59	100	
<b>Gross Income</b>	<b>59</b>	<b>100</b>	
<b>Net Expenditure</b>	<b>3,321</b>	<b>3,259</b>	

### **Details of service**

Management and Social Work costs.

All Learning Disabilities passenger transport costs are shown in this section.

**DIRECTORATE OF ADULT SERVICES AND HEALTH**

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>LEARNING DISABILITIES</u></b>			
<b><u>SUPPORTED &amp; OTHER ACCOMMODATION</u></b>			
<b>Expenditure</b>			
Employees	422	293	10.5
<i>Employees</i>	<u>422</u>	<u>293</u>	<u>10.5</u>
Premises Costs	4	4	
Transport Costs	1	1	
Supplies and Services	20	21	
Third Party Payments	4,370	8,268	
<b>Gross Expenditure</b>	<u>4,817</u>	<u>8,587</u>	
<b>Income</b>			
Grants and Contributions	0	0	
External Income	256	234	
<b>Gross Income</b>	<u>256</u>	<u>234</u>	
<b>Net Expenditure</b>	<u><u>4,561</u></u>	<u><u>8,353</u></u>	

**Details of service**

Accommodation and support as an alternative to external residential placement. The budget for 14/15 has been realigned to take account of clients who are receiving a Supported Living service as opposed to Domiciliary Care.

**Key Operational Statistics**

There are 310 people (aged 18-64) in supported living placements at the end of December 2013.

**LEARNING DISABILITIES**  
**OTHER SERVICES**

<b>Expenditure</b>			
Third Party Payments	55	37	
<b>Net Expenditure</b>	<u>55</u>	<u>37</u>	

**Details of service**

Support to voluntary organisations.

**DIRECTORATE OF ADULT SERVICES AND HEALTH**

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>LEARNING DISABILITIES</u></b>			
<b><u>SUPPORTED EMPLOYMENT</u></b>			
<b>Expenditure</b>			
Employees	680	704	42
<b>Employees</b>	<b>680</b>	<b>704</b>	<b>42</b>
Premises Costs	40	36	
Transport Costs	3	5	
Supplies and Services	315	134	
Third Party Payments	251	194	
<b>Gross Expenditure</b>	<b>1,289</b>	<b>1,073</b>	
<b>Income</b>			
Grants and Contributions	236	156	
External Income	540	440	
<b>Gross Income</b>	<b>776</b>	<b>596</b>	
<b>Net Expenditure</b>	<b>513</b>	<b>477</b>	

**Details of service**

Cost of supporting service users in mainstream employment.

**LEARNING DISABILITIES**  
**CENTRAL AND DEPARTMENTAL SUPPORT SERVICES**

**Expenditure**

Central Support Services	2,324	964
Directorate Support Services	1,233	1,360
<b>Net Expenditure</b>	<b>3,557</b>	<b>2,324</b>

**Details of service**

The costs of both Central and Directorate Support Services to the Learning Disability Service.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>MENTAL HEALTH</u></b>			
<b><u>ASSESSMENT &amp; CARE MANAGEMENT</u></b>			
<b>Expenditure</b>			
Employees	2,094	2,135	53
Indirect Costs	1	1	
<b>Employees</b>	<b>2,095</b>	<b>2,136</b>	<b>53</b>
Premises Costs	172	170	
Transport Costs	101	59	
Supplies and Services	84	66	
Third Party Payments	1,067	1,179	
<b>Gross Expenditure</b>	<b>3,519</b>	<b>3,610</b>	
<b>Income</b>			
External Income	708	908	
<b>Gross Income</b>	<b>708</b>	<b>908</b>	
<b>Net Expenditure</b>	<b>2,811</b>	<b>2,702</b>	

### **Details of service**

Costs of Locality Managers and Fieldwork Teams.

Future Fit savings removed mileages costs on supplies & services. Increase in income from agreed recharges of staff to health.

### **MENTAL HEALTH** **NURSING CARE - PURCHASING**

<b>Expenditure</b>			
Third Party Payments	1,872	1,789	
<b>Gross Expenditure</b>	<b>1,872</b>	<b>1,789</b>	
<b>Income</b>			
External Income	622	623	
<b>Gross Income</b>	<b>622</b>	<b>623</b>	
<b>Net Expenditure</b>	<b>1,250</b>	<b>1,166</b>	

### **Details of service and key operational statistics**

The costs of purchasing nursing care places from the independent sector. There were about 25 nursing home placements funded by the Council at the end of September 2013.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>MENTAL HEALTH</u></b>			
<b><u>RESIDENTIAL CARE - PURCHASING</u></b>			
<b>Expenditure</b>			
Third Party Payments	2,942	3,614	
<b>Gross Expenditure</b>	<b>2,942</b>	<b>3,614</b>	
<b>Income</b>			
External Income	683	1,223	
<b>Gross Income</b>	<b>683</b>	<b>1,223</b>	
<b>Net Expenditure</b>	<b>2,259</b>	<b>2,391</b>	

### Details of service

The costs of purchasing residential care places from the independent sector. There were about 50 residential care home placements funded by the Council at the end of September 2013.

## **MENTAL HEALTH** **SUPPORTED & OTHER ACCOMMODATION**

<b>Expenditure</b>			
Premises Costs	12	3	
Supplies and Services	2	5	
<b>Gross Expenditure</b>	<b>14</b>	<b>8</b>	
<b>Income</b>			
Grants and Contributions	4	0	
<b>Gross Income</b>	<b>4</b>	<b>0</b>	
<b>Net Expenditure</b>	<b>10</b>	<b>8</b>	

### Details of service

The costs of providing supported and unstaffed group accommodation for Service Users with mental health problems in County Council owned/managed premises.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>MENTAL HEALTH</u></b>			
<b><u>DOMICILIARY CARE</u></b>			
<b>Expenditure</b>			
Third Party Payments	740	1,357	
<b>Gross Expenditure</b>	<b>740</b>	<b>1,357</b>	
<b>Income</b>			
Grants and Contributions	64	89	
External Income	88	322	
<b>Gross Income</b>	<b>152</b>	<b>411</b>	
<b>Net Expenditure</b>	<b>588</b>	<b>946</b>	

### **Details of service**

The cost of purchasing domiciliary care from the independent sector and the in-house home care service. Income is collected from client contributions.

Around 80 people received home care or similar services during September 2013. An increase of 30 people since September 2012.

### **MENTAL HEALTH** **TRANSPORT**

<b>Expenditure</b>			
Transport Costs	26	27	
<b>Gross Expenditure</b>	<b>26</b>	<b>27</b>	
<b>Net Expenditure</b>	<b>26</b>	<b>27</b>	

### **Details of service**

The costs of transport for Service Users.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>MENTAL HEALTH</u></b>			
<b><u>MENTAL ILLNESS SPECIFIC GRANT SCHEMES</u></b>			
<b>Expenditure</b>			
Employees	91	0	
Indirect Costs	7	0	
<b>Employees</b>	<b>98</b>	<b>0</b>	<b>0</b>
Transport Costs	24	0	
Supplies and Services	1	0	
Third Party Payments	125	0	
<b>Gross Expenditure</b>	<b>248</b>	<b>0</b>	
<b>Net Expenditure</b>	<b>248</b>	<b>0</b>	

### Details of service

Remaining Cost Centres moved to other services

## **MENTAL HEALTH** **OTHER SERVICES**

<b>Expenditure</b>			
Employees	37	97	4
Indirect Costs	0	3	
<b>Employees</b>	<b>37</b>	<b>100</b>	<b>4</b>
Transport Costs	1	14	
Supplies and Services	49	49	
Third Party Payments	78	78	
<b>Gross Expenditure</b>	<b>165</b>	<b>241</b>	
<b>Income</b>			
Grants and Contributions	37	0	
<b>Gross Income</b>	<b>37</b>	<b>0</b>	
<b>Net Expenditure</b>	<b>128</b>	<b>241</b>	

### Details of service

Cost Centres moved in from grants section above, other Cost Centre's moved out to the Drugs and Alcohol Action Team

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>MENTAL HEALTH REABLEMENT</u></b>			
<b>Expenditure</b>			
Employees	25	0	0
<b>Employees</b>	<b>25</b>	<b>0</b>	<b>0</b>
Premises	5	0	
Transport Costs	3	0	
Supplies and Services	655	435	
Third Party Payments	130	158	
<b>Gross Expenditure</b>	<b>818</b>	<b>593</b>	
<b>Income</b>			
External Income	55	55	
<b>Gross Income</b>	<b>55</b>	<b>55</b>	
<b>Net Expenditure</b>	<b>763</b>	<b>538</b>	

### **Details of service**

Mental Health Reablement covers Grants to Voluntary Organisations, Contracts and the Mental Health Hub. Future lives savings against reablement contracts have reduced the overall budget.



## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>MENTAL HEALTH</u></b>			
<b><u>OLDER ADULT</u></b>			
Employees	625	596	18
<i>Employees</i>	<b>625</b>	<b>596</b>	<b>18</b>
Transport Costs	40	17	
Supplies and Services	3	3	
Third Party Payments	427	407	
<b>Gross Expenditure</b>	<b>1,095</b>	<b>1,023</b>	
<b>Net Expenditure</b>	<b>1,095</b>	<b>1,023</b>	

### **Details of service**

Costs of Fieldwork Teams.

## **MENTAL HEALTH** **CENTRAL AND DEPARTMENTAL SUPPORT SERVICES**

### **Expenditure**

Central Support Services	423	224
Directorate Support Services	225	265
<b>Net Expenditure</b>	<b>648</b>	<b>489</b>

### **Details of service**

The costs of both Central and Directorate Support Services.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>JOINT COMMISSIONING UNIT</u></b>			
<b>Expenditure</b>			
Employees	1,350	1,524	
Indirect	51	26	
<b>Employees</b>	<b>1,401</b>	<b>1,550</b>	<b>31</b>
Transport Costs	36	17	
Supplies and Services	780	62	
Departmental Recharges	204	96	
Central Recharges	572	281	
<b>Gross Expenditure</b>	<b>2,993</b>	<b>2,006</b>	
<b>Income</b>			
External Income	136	285	
Grants and contributions	1,521	383	
Directorate support services	1,038	939	
Contribution from reserves	0	47	
<b>Gross Income</b>	<b>2,695</b>	<b>1,654</b>	
<b>Net Expenditure</b>	<b>298</b>	<b>352</b>	

### Details of service

The Joint Commissioning Unit is responsible for commissioning services on behalf of the Council and Clinical Commissioning Groups across the whole age range of the population. This includes children and families, public health, vulnerable adults, learning disability, mental health and older people. There is a formal section 75 agreement which governs the joint use of Council and CCG funds. The unit includes commissioning staff and contracting functions.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>JOINT COMMISSIONING UNIT</u></b>			
<b><u>BROKERAGE</u></b>			
<b>Expenditure</b>			
Employees	467	494	
<b>Employees</b>	<b>467</b>	<b>494</b>	<b>17</b>
Supplies and Services	9	9	
<b>Gross Expenditure</b>	<b>476</b>	<b>503</b>	
<b>Income</b>			
Grants and contributions	476	0	
Directorate support services	0	434	
<b>Gross Income</b>	<b>476</b>	<b>434</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>69</b>	

### **Details of service**

The Brokerage Team is responsible for sourcing, negotiating (where appropriate according to contract terms) and purchasing services on behalf of service users which have been identified as required through the assessment process. The team also puts in place the business processes to support direct payments, client contributions and other contractual commitments. From April 2013 the remit of the team extended to include a range of placements for Children's Services.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>JOINT COMMISSIONING UNIT</u></b>			
<b><u>CONTRACTS</u></b>			
<b>Expenditure</b>			
Employees	791	874	
<i>Employees</i>	<u>791</u>	<u>874</u>	<u>22</u>
Transport Costs	5	5	
Supplies and Services	10	12	
<b>Gross Expenditure</b>	<u>806</u>	<u>891</u>	
<b>Income</b>			
Grants and contributions	806	0	
Directorate support services	0	599	
Contribution from reserves	0	67	
<b>Gross Income</b>	<u>806</u>	<u>666</u>	
<b>Net Expenditure</b>	<u><u>0</u></u>	<u><u>225</u></u>	

### **Details of service**

The Contracts Team is responsible for the procurement and implementation of new services, putting in place contractual arrangements, managing and reviewing contracts and monitoring the quality of services provided. The team works across all DASH service areas and also Children's Services.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>JOINT COMMISSIONING UNIT</u></b>			
<b><u>HOUSING RELATED SUPPORT</u></b>			
Third party payments	10,721	4,505	
<b>Gross Expenditure</b>	<b>10,721</b>	<b>4,505</b>	
<b>Net Expenditure</b>	<b>10,721</b>	<b>4,505</b>	

### **Details of service**

This used to be called "Supporting People".

Housing support services for frail elderly and older people, people with mental health problems, physical or sensory disability, or a learning disability, homeless families, ex-offenders, teenage parents, single homeless, substance misuse and sufferers of domestic abuse. Significant budget reduction in 2014/15 due to a major review of existing contracts to meet Future Fit savings targets.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>JOINT COMMISSIONING UNIT</u></b>			
<b><u>CHOICE CHECKERS</u></b>			
<b>Expenditure</b>			
Employees	80	0	
<i>Employees</i>	<u>80</u>	<u>0</u>	<u>0</u>
Contribution from reserves	80	0	
<i>Gross Income</i>	<u>80</u>	<u>0</u>	
<i>Net Expenditure</i>	<u><u>0</u></u>	<u><u>0</u></u>	

### **Details of service**

The Choice checkers team are due to cease in 2014/15

## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PUBLIC HEALTH MANAGEMENT</u></b>			
<b>Expenditure</b>			
Employees	1,743	1,421	
Indirect	501	12	
<b>Employees</b>	<b>2,244</b>	<b>1,433</b>	<b>28</b>
Transport costs	3	16	
Supplies and Services	549	830	
Central support services	258	263	
Directorate support services	0	292	
<b>Gross Expenditure</b>	<b>3,054</b>	<b>2,834</b>	
<b>Income</b>			
Grants and contributions	2,885	2,115	
Contribution from reserve	169	173	
<b>Gross Income</b>	<b>3,054</b>	<b>2,288</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>546</b>	

### Details of service

Public Health management will develop strategies to improve health and well-being, ensure the public are protected against threats to health, develop the partnerships necessary to deliver them and support commissioning of health and social care services. The net budget relates to recharges and people initiatives that have been applied.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PUBLIC HEALTH</u></b>			
<b><u>MANDATED EXPENDITURE</u></b>			
<b>Expenditure</b>			
Third party payments	3,879	3,552	
<b>Gross Expenditure</b>	<b>3,879</b>	<b>3,552</b>	
<b>Income</b>			
Grants and contributions	3,879	3,552	
<b>Gross Income</b>	<b>3,879</b>	<b>3,552</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	

### **Details of service**

The service also supports innovative local projects to improve health and well-being and build the evidence base for future commissioning



## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PUBLIC HEALTH</u></b>			
<b><u>NON-MANDATED EXPENDITURE</u></b>			
<b>Expenditure</b>			
Third party payments	20,460	16,050	
<b>Gross Expenditure</b>	<b>20,460</b>	<b>16,050</b>	
<b>Income</b>			
Grants and contributions	20,127	16,050	
	<b>20,127</b>	<b>16,050</b>	
<b>Net Expenditure</b>	<b>333</b>	<b>0</b>	

### **Details of service**

This includes £8m for recovery oriented, integrated drug and alcohol services to ensure the best outcomes for the young and adult population of Worcestershire.

The service also supports innovative local projects to improve health and well-being and build the evidence base for future commissioning

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PUBLIC HEALTH</u></b>			
<b><u>HEALTH WATCH/LINKS</u></b>			
<b>Expenditure</b>			
Supplies and services	420	413	
<b>Gross Expenditure</b>	<b>420</b>	<b>413</b>	
<b>Income</b>			
External income	172	366	
	<b>172</b>	<b>366</b>	
<b>Net Expenditure</b>	<b>248</b>	<b>47</b>	

### **Details of service**

This is the commissioning budget for our local Healthwatch service. Healthwatch is the new consumer champion for health and social care.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PUBLIC HEALTH</u></b>			
<b><u>EMERGENCY PLANNING</u></b>			
<b>Expenditure</b>			
Employees	209	208	
Indirect	6	7	
<b>Employees</b>	<b>215</b>	<b>215</b>	<b>5</b>
Transport	2	2	
Supplies and services	71	73	
<b>Gross Expenditure</b>	<b>288</b>	<b>290</b>	
External income	46	46	
<b>Gross Income</b>	<b>46</b>	<b>46</b>	
<b>Net Expenditure</b>	<b>242</b>	<b>244</b>	

### **Details of service**

The Emergency Planning Unit is responsible for delivering the Council's statutory responsibilities as a 'Category 1 responder' within the Civil Contingencies Act, and for supporting the District Councils in that role, so that Councils are prepared to meet their responsibilities in responding to major emergencies.

**DIRECTORATE OF ADULT SERVICES AND HEALTH**

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PUBLIC HEALTH</u></b>			
<b><u>VOLUNTARY &amp; COMMUNITY SECTOR</u></b>			
<b>Expenditure</b>			
Employees	68	63	
<i>Employees</i>	<u>68</u>	<u>63</u>	<u>2</u>
Supplies and services	90	144	
<i>Gross Expenditure</i>	<u>158</u>	<u>207</u>	
<b>Income</b>			
Grants and Contributions	0	110	
	<u>0</u>	<u>110</u>	
<i>Net Expenditure</i>	<u><u>158</u></u>	<u><u>97</u></u>	

**Details of service**

Voluntary Community Sector co-ordination includes a corporate responsibility for the Council's relationship with that sector and the implementation of the 'Compact'.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>SUPPORT SERVICES</u></b>			
<b><u>BUSINESS SUPPORT</u></b>			
<b>Expenditure</b>			
Employees	1,853	2,047	61
Indirect Costs	15	4	
<b>Employees</b>	<b>1,868</b>	<b>2,051</b>	<b>61</b>
Premises Costs	23	10	
Transport Costs	8	8	
Supplies and Services- Other	504	223	
Third party payments	1,147	0	
Central Support Services	0	187	
<b>Gross Expenditure</b>	<b>3,550</b>	<b>2,479</b>	
<b>Income</b>			
External Income	70	71	
Grants and Contributions	1,147	82	
Directorate Support Services	2,333	2,326	
<b>Gross Income</b>	<b>3,550</b>	<b>2,479</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	

### **Details of service**

Providing business support for all front line services. This covers areas such as Financial services, Exchequer services, Operational services, Information Technology, Project support and Information and Performance

## DIRECTORATE OF ADULT SERVICES AND HEALTH

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>SUPPORT SERVICES</u></b>			
<b><u>DIRECTORATE</u></b>			
<b>Expenditure</b>			
Employees	236	302	3
Indirect Costs	152	142	
<b>Employees</b>	<b>388</b>	<b>444</b>	<b>3</b>
Transport Costs	4	4	
Supplies and Services	32	35	
Central Support Services	20	10	
Directorate Support Services	7	7	
<b>Gross Expenditure</b>	<b>451</b>	<b>500</b>	
<b>Income</b>			
Grants and Contributions		67	
<b>Gross Income</b>	<b>0</b>	<b>67</b>	
<b>Net Expenditure</b>	<b>451</b>	<b>433</b>	

### **Details of service**

The Strategic Core Management costs of the service.

## DIRECTORATE OF ADULT SERVICES AND HEALTH

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>SUPPORT SERVICES</u></b>			
<b><u>USE OF RESERVES</u></b>			
Income			
Contribution from reserve	0	1,393	
<b>Gross Income</b>	<b>0</b>	<b>1,393</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>-1,393</b>	

### **Details of service**

Agreed contribution from reserves by the Directorate Leadership Team for the estimated shortfall on the overall contract savings required in 2014/15 to meet the Future Fit savings target. It is estimated that the Full year effect will not be fully achieved until 2015/16 and therefore reserves are required to fund the anticipated shortfall in the interim.

**CHILDREN'S SERVICES DIRECTORATE**

	Estimate 2013/14				Estimate 2014/15				Staff (FTE) No.
	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
<b><u>SERVICE NET EXPENDITURE SUMMARY</u></b>									
<b>SCHOOLS BUDGET</b>									
Mainstream School and Early Years Formula Budgets	218,492	17,070		201,422	206,516	16,458		190,058	4,947
High Needs Pupils	41,770	1,104		40,666	37,680	1,218		36,462	551
Early years	1,401	0		1,401	672	0		672	2
Statutory Duties and Historic Commitments	4,729	379		4,350	4,467	379		4,088	25
De-Delegated Services	935	77		858	832	72		760	9
	267,327	18,630	0	248,697	250,167	18,127	0	232,040	5,534
<b>DEDICATED SCHOOLS GRANT (DSG)</b>				<b>-248,697</b>				<b>-232,040</b>	
				<b>0</b>				<b>0</b>	<b>5,534</b>
<b>CHILDREN'S SERVICES BUDGETS</b>									
<b>Safeguarding and Services to Children and Young People</b>									
Safeguarding Services North/South	8,296	8		8,288	9,305	8		9,297	159
Children's Social Care	9,721	244		9,477	9,463	305		9,158	226
Placements	21,922	1,040		20,882	25,381	1,132		24,249	128
Direct Financial Support	1,422	4		1,418	1,558	4		1,554	0
<b>Other Children's Services</b>				<b>0</b>				<b>0</b>	
Learning and Achievement	10,901	1,620		9,281	8,926	1,554		7,372	181
Home to School and College Transport	11,904	17		11,887	12,274	423		11,851	8
Early Help and Partnerships	12,108	1,085		11,023	9,331	468		8,863	57
Positive Activities	1,102	0		1,102	1,100	0		1,100	0
Worcestershire Safeguarding Children Board	273	150		123	273	150		123	5
Joint Commissioning	30,074	26,321		3,753	25,493	22,782		2,711	0
Leadership Team	688	0		688	710	0		710	4
Finance and Resources	17,152	11,770	93	5,289	16,574	11,160	104	5,310	79
Human Resources and Workforce Development	854	103		751	772	75		697	8
WCC Contribution to West Mercia Youth	733	0		733	701	0		701	0
Offending Service									
Education Services Grant	0	7,232		-7,232	0	6,632		-6,632	0
	127,150	49,594	93	77,463	121,861	44,693	104	77,064	855
<b>TOTAL DIRECTORATE NET EXPENDITURE</b>				<b>77,463</b>				<b>77,064</b>	<b>6,389</b>

**Contact Officers:**

Gail Quinton, Director of Children's Services	(01905 766303)
Stephanie Simcox, Head of Finance and Resources	(01905 766342)
Trish Mallinson, Finance Manager	(01905 766284)



## CHILDREN'S SERVICES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>MAINSTREAM SCHOOL AND EARLY YEARS FORMULA BUDGETS</u></b>			
<b>Expenditure</b>			
School Formula Allocation	183,458	169,090	4,947
Allocations for Post 16 V1th Form students	8,408	4,682	
Early Years Formula Allocation	17,964	20,968	
Expenditure funded by Pupil Premium Grant	8,662	11,776	
<b>Gross Expenditure</b>	<b>218,492</b>	<b>206,516</b>	<b>4,947</b>
<b>Income</b>			
Grants	17,070	16,458	
<b>Gross Income</b>	<b>17,070</b>	<b>16,458</b>	
<b>Net Expenditure funded by DSG</b>	<b>201,422</b>	<b>190,058</b>	

### Details of service

The School and Early Years Budgets include amounts made available to mainstream schools and private, voluntary & independent providers of early years education (PVI's), whether through delegation or devolvement of specific grants.

The School Formula Allocation includes the amount available for delegation to primary and secondary maintained schools through the School Funding Formula. Budget provision for academies is not included.

The Early Years Formula Allocation includes the amount available for delegation through the Early Years Single Funding Formula (EYSFF) to schools (maintained and academy) and PVI providers of the free early years entitlement. Provision has extended in 2013/14 and 2014/15 to include funding for 2 year old places.

Provision for Special Schools, Pupil Referral Units and High Needs pupils in Mainstream settings is included in the High Needs Pupils page.

<b><u>Key Operational Statistics</u></b>	<b>2013/14</b>	<b>2014/15</b>
Grants in support of expenditure in schools comprise:-	£000	£000
Education Funding Agency (EFA) - Post 16 funding	8,408	4,682
Pupil premium grant	8,662	11,776
	<b>17,070</b>	<b>16,458</b>
Number of Schools	<b>01/04/13</b>	<b>01/04/14</b>
Nursery and Primary	173	166
Secondary	21	18
	<b>194</b>	<b>184</b>

Pupil Numbers - 42,956 FTE actual October 2013 (2012 actual 46,254FTE)

Staff numbers shown above are based on those at December 2013. Actual staff employed in 2014/15 will depend on decisions made by Governing Bodies.

## CHILDREN'S SERVICES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>HIGH NEEDS PUPILS</u></b>			
<b>Expenditure</b>			
Employees			
- Teachers	3,253	3,009	62
- Other Employees	1,683	1,426	60
- Indirect Costs	13	16	
<b>Employees</b>	<b>4,949</b>	<b>4,451</b>	<b>122</b>
Premises Costs	54	36	
Transport Costs	128	117	
Supplies and Services	1,050	508	
Third Party Payments	5,476	8,773	
Delegated to schools, academies and settings	30,113	23,795	429
<b>Gross Expenditure</b>	<b>41,770</b>	<b>37,680</b>	<b>551</b>
<b>Income</b>			
External Income	47	47	
Internal Trading Income	1,057	1,171	
<b>Gross Income</b>	<b>1,104</b>	<b>1,218</b>	
<b>Net Expenditure funded by DSG</b>	<b>40,666</b>	<b>36,462</b>	

### **Details of service**

This budget includes provision for high needs pupils whether in maintained schools, pupil referral units, academies or independent provision. Also included are the learning support service and specialist support for children with sensory impairment and medical needs.

<b><u>Key Operational Statistics</u></b>	<b>01/04/13</b>	<b>01/04/14</b>
Number of Special Schools	9	5
Number of Pupil Referral Units	6	3
Funded Places in Special Schools	1,202	752
Funded places in Pupil Referral Units	189	75
Number of places in mainstream schools for pupils with SEN	261	148
	<b>Academic Year</b>	
	<b>2011/12</b>	<b>2012/13</b>
<b><u>SEN</u></b>		
Worcestershire pupils in Out of County provision	168	177
Out of County pupils in Worcestershire Schools	175	164
Pupils permanently excluded	48	36
Number of fixed term exclusions	2,240	1,802

## CHILDREN'S SERVICES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>EARLY YEARS</u></b>			
<b>Expenditure</b>			
Employees - Other Employees	53	54	2
<b>Employees</b>	<b>53</b>	<b>54</b>	<b>2</b>
Supplies and Services	825	341	
Third Party Payments	523	277	
<b>Gross &amp; Net Expenditure funded by DSG</b>	<b>1,401</b>	<b>672</b>	

### **Details of service**

This budget includes all centrally retained early years provision including assessment of eligibility for two year old funding, transition funding to develop two year old places and contingency for in year changes to EYSFF allocations for free nursery education.

## CHILDREN'S SERVICES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>STATUTORY DUTIES AND HISTORIC COMMITMENTS</u></b>			
<b>Expenditure</b>			
Employees			
- Other Employees	1,489	1,414	25
- Indirect costs	202	200	
<b>Employees</b>	<b>1,691</b>	<b>1,614</b>	<b>25</b>
Transport Costs	37	30	
Supplies and Services	1,771	1,408	
Delegated to schools, academies and settings	200	385	
Revenue Contribution to Capital	1,030	1,030	
<b>Gross Expenditure</b>	<b>4,729</b>	<b>4,467</b>	
<b>Income</b>			
Grants and Contributions	46	46	
External Income	136	136	
Internal Trading Income	197	197	
<b>Gross Income</b>	<b>379</b>	<b>379</b>	
<b>Net Expenditure</b>	<b>4,350</b>	<b>4,088</b>	

### **Details of service**

Statutory Duties are Admissions and transfers, support for the Schools Forum and payment of carbon reduction commitment allowances (CRC's) for all pupil referral units in our area. Provision for school & academy CRC's have been removed from local authority DSG budgets with effect from 1 April 2014

Historic commitments are the budget for Early Intervention Family Support, redundancy costs, revenue contribution to capital expenditure and the EU and nursery milk schemes .

## CHILDREN'S SERVICES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>DE-DELEGATED SERVICES</u></b>			
<b>Expenditure</b>			
Employees			
- Teachers	127	107	
- Other Employees	303	303	9
<b>Employees</b>	<b>430</b>	<b>410</b>	<b>9</b>
Premises Costs	5	0	
Transport Costs	16	14	
Supplies and Services	286	227	
Delegated to schools, academies and settings	198	181	
<b>Gross Expenditure</b>	<b>935</b>	<b>832</b>	
<b>Income</b>			
External Income	14	16	
Internal Trading Income	63	56	
<b>Gross Income</b>	<b>77</b>	<b>72</b>	
<b>Net Expenditure</b>	<b>858</b>	<b>760</b>	

### Details of service

De-delegated Services are those for staff costs supply cover, Support for Under Performing Ethnic Groups, free school meals assessment, school licences and school specific contingency.

Budget provision for these services has been delegated to all schools and de-delegated from maintained primary and secondary schools as agreed by them.

Income budgets represent the estimated buy back of these services by Special Schools and academies.

## CHILDREN'S SERVICES DIRECTORATE

		Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>SAFEGUARDING SERVICES</u></b>				
<b>Expenditure</b>				
Employees	- Other Employees	5,711	6,786	159
	- Indirect Costs	13	13	
	<b>Employees</b>	<b>5,724</b>	<b>6,799</b>	<b>159</b>
Premises Costs		135	129	
Transport Costs		235	199	
Supplies and Services		996	1,009	
Central Support Services		1,206	1,169	
	<b>Gross Expenditure</b>	<b>8,296</b>	<b>9,305</b>	
<b>Income</b>				
Grants and Contributions		4	4	
Internal Trading Income		4	4	
	<b>Gross Income</b>	<b>8</b>	<b>8</b>	
	<b>Net Expenditure</b>	<b>8,288</b>	<b>9,297</b>	

### **Details of service**

These budgets support staffing and provision of services for assessment, planning and social care support for children at risk of significant harm or whose welfare would be impaired without such services.

## CHILDREN'S SERVICES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>CHILDREN'S SOCIAL CARE</u></b>			
<b>Expenditure</b>			
Employees			
- Other Employees	7,228	7,192	226
- Indirect Costs	18	18	
<b>Employees</b>	<b>7,246</b>	<b>7,210</b>	<b>226</b>
Premises Costs	1	1	
Transport Costs	314	292	
Supplies and Services	1,477	1,301	
Third Party Payments	23	29	
Central Support Services	660	630	
<b>Gross Expenditure</b>	<b>9,721</b>	<b>9,463</b>	
<b>Income</b>			
Grants and Contributions	11	11	
External Income	186	294	
Internal Income	47	0	
<b>Gross Income</b>	<b>244</b>	<b>305</b>	
<b>Net Expenditure</b>	<b>9,477</b>	<b>9,158</b>	

### **Details of service**

These budgets support teams providing contact and referral services for social care and other specialist services for looked after children and young people eligible for aftercare services, children with complex disabilities and a supervised contact service for looked after children.

These budgets support a range of provider services for looked after and adopted children, children living in formal kinship arrangements and outreach services for young people moving on to independence.

### **Key Operational Statistics**

	31 March 2012	31 March 2013
Number of children adopted in previous year (+ special guardianships)	22 (+8)	45 (+15)

## CHILDREN'S SERVICES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PLACEMENTS</u></b>			
<b>Expenditure</b>			
Employees			
- Other Employees	3,678	4,179	128
- Indirect Costs	5	5	
<b>Employees</b>	<b>3,683</b>	<b>4,184</b>	<b>128</b>
Premises Costs	126	159	
Transport Costs	47	55	
Supplies and Services	2,422	1,629	
Third Party Payments	15,542	19,189	
Central Support Services	102	165	
<b>Gross Expenditure</b>	<b>21,922</b>	<b>25,381</b>	
<b>Income</b>			
Grants and Contributions	0	92	
External Income	1,040	1,040	
<b>Gross Income</b>	<b>1,040</b>	<b>1,132</b>	
<b>Net Expenditure</b>	<b>20,882</b>	<b>24,249</b>	

### Details of service

This budget provides for residential and foster placements for looked after children and young people up to 18, and supported independent living placements for 16-18 looked after young people, where their needs cannot be met through in-house provision either because they have emotional and behavioural difficulties requiring specialist care and support, or are children with specialist needs due to disability/complex health needs, or where there is insufficient capacity within the in-house provision to accommodate them.

This fulfils the County Council's obligations under The Children Act 1989 to ensure children and young people who are looked after are placed where their assessed needs are met.

Budgets for in-house fostering and residential services are devolved to the residential units and fostering teams.

### Key Operational Statistics

	31 March 2012	31 March 2013
Number of Looked After Children	601	635
Number in external fostering placements	154	207
Number in external residential placements	51	62



## CHILDREN'S SERVICES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>DIRECT FINANCIAL SUPPORT</u></b>			
<b>Expenditure</b>			
Transport Costs	8	8	
Supplies and Services	38	38	
Third Party Payments	1,372	1,512	
Central Support Services	4	0	
<b>Gross Expenditure</b>	<b>1,422</b>	<b>1,558</b>	
<b>Income</b>			
External Income	4	4	
<b>Gross Income</b>	<b>4</b>	<b>4</b>	
<b>Net Expenditure</b>	<b>1,418</b>	<b>1,554</b>	

### **Details of service**

To provide an adoption service that provides adoption placements to meet the needs of children who require an adoptive family.

Costs of providing services to support birth families, adopted children, adopted adults, and adoptive families after an adoption order. Also provide support and advice in special guardianship situations.

To provide direct payments to meet the needs of children with Disabilities to enable them to remain within the family.

## CHILDREN'S SERVICES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>LEARNING AND ACHIEVEMENT</u></b>			
<b>Expenditure</b>			
Employees			
- Teachers	575	347	5
- Other Employees	8,002	6,679	176
- Indirect costs	105	99	
<b>Employees</b>	<b>8,682</b>	<b>7,125</b>	<b>181</b>
Premises Costs	308	141	
Transport Costs	205	129	
Supplies and Services	1,225	1,167	
Central Support Services	481	364	
<b>Gross Expenditure</b>	<b>10,901</b>	<b>8,926</b>	
<b>Income</b>			
Grants and Contributions	0	29	
External Income	1,116	1,127	
Internal Trading Income	504	398	
<b>Gross Income</b>	<b>1,620</b>	<b>1,554</b>	
<b>Net Expenditure</b>	<b>9,281</b>	<b>7,372</b>	

### **Details of service**

The budget reflects the move towards the provision of core services and includes :-

Service Area 1 - Provision Planning & Admissions

Service Area 2 - Specialist Inclusion

Service Area 3 - SEN / LDD Inclusion & Assessment

Service Area 4 - Schools and Settings Inclusion & Achievement

together with the transition of Local Authority teaching services within Service Area 5.

## CHILDREN'S SERVICES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>Key Operational Statistics</u></b>			
	Academic Year 11/12	Academic Year 12/13	
Education Improvement Advisers -			
Universal / Charged visits	2,500	2,250	
Support / Challenge for Schools Causing Concern	16,000	14,500	
Governor Services - course provision	100	115	
Delegates -           Governors	2,020	1,705	
% of Worcestershire pupils achieving 5 or more GCSEs at grades A*-C including English and Maths.	60.70%	62.50%	
Pupils registered for Elective Home Education (at year-end)	166	221	
Pupils with statements of SEN in mainstream	1,319	809	
Pupils with statements in maintained special schools	1,110	1,080	
Number of statements maintained by Worcestershire CC	2,582	2,451	
Pupils at School Action +	7,126	7,412	
Number of new requests for assessment	280	170	
Percentage agreed	66.80%	65.00%	

## CHILDREN'S SERVICES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>HOME TO SCHOOL AND COLLEGE TRANSPORT</u></b>			
<b>Expenditure</b>			
Employees			
- Other Employees	163	165	8
- Indirect costs	2	1	
<b>Employees</b>	<b>165</b>	<b>166</b>	<b>8</b>
Transport Costs	11,732	12,102	
Supplies and Services	1	2	
Central Support Services	6	4	
<b>Gross Expenditure</b>	<b>11,904</b>	<b>12,274</b>	
<b>Income</b>			
Grants and Contributions	0	406	
Internal trading	17	17	
<b>Gross Income</b>	<b>17</b>	<b>423</b>	
<b>Net Expenditure</b>	<b>11,887</b>	<b>11,851</b>	

### Details of service

The home to school and college transport budget includes provision of transport for all entitled pupils and students to schools, colleges, and pupil referral units.

### Key Operational Statistics

	2012/13	2013/14
Number of pupils transported by PTG		
Primary	1,038	1,054
Secondary	5,977	5,833
Special	1,060	1,190
Post 16	999	955
	<b>9,074</b>	<b>9,032</b>

## CHILDREN'S SERVICES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>EARLY HELP AND PARTNERSHIPS</u></b>			
<b>Expenditure</b>			
Employees	5,834	2,112	57
- Other Employees			
- Indirect costs	39	13	
<b>Employees</b>	<b>5,873</b>	<b>2,125</b>	<b>57</b>
Premises Costs	408	242	
Transport Costs	100	44	
Supplies and Services	1,940	805	
Third Party Payments	3,449	5,878	
Central Support Services	338	237	
<b>Gross Expenditure</b>	<b>12,108</b>	<b>9,331</b>	
<b>Income</b>			
Grants and Contributions	981	340	
External Income	85	89	
Internal Trading Income	19	39	
<b>Gross Income</b>	<b>1,085</b>	<b>468</b>	
<b>Net Expenditure</b>	<b>11,023</b>	<b>8,863</b>	

### **Details of service**

Early Help and Partnerships are responsible for the development and implementation of Worcestershire's Early Help Strategy for children, young people and families. Practically this involves working in partnership to commission a range of services including six district focused 0-19 early help service arrangements, Stronger Families Programme, Positive Activities and diverse curriculum opportunities for young people. The service also provides a single point of contact for families and practitioners who want family information, advice and assistance in accessing early help services and a parent partnership service which supports parents/carers with children with special educational needs.

The Early Help and Partnerships Service also includes the statutory responsibility for quality assuring the care planning process for each child, and to ensure that his/her current wishes and feelings are given full consideration.

## CHILDREN'S SERVICES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>POSITIVE ACTIVITIES</u></b>			
<b>Expenditure</b>			
Third Party Payments	1,100	1,100	
Central Support Services	2	0	
<b>Gross &amp; Net Expenditure</b>	<b><u>1,102</u></b>	<b><u>1,100</u></b>	

### **Details of service**

Positive Activities are those that are undertaken by young people in their spare time which have a positive impact on their health, social, educational and economic well-being.

Elected members and young people help the County Council to commission and monitor the impact of a range of voluntary and community sector organisations to provide these activities in each of the six district areas in the county. Resources and services are targeted at those that need it most, in particular those who are, or are at risk of becoming NEET or involved in anti-social behaviour or crime. The available budget is allocated to each area using a formula with 70% weighting according to need (using ACORN Hard Pressed data) and 30% to local 13-19 yrs youth population. Current contracts with providing organisations run to March 31st 2015.

## CHILDREN'S SERVICES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>WORCESTERSHIRE SAFEGUARDING CHILDREN BOARD</u></b>			
<b>Expenditure</b>			
Employees - Other Employees	196	196	5
<b>Employees</b>	<b>196</b>	<b>196</b>	<b>5</b>
Transport Costs	3	3	
Supplies and Services	74	74	
<b>Gross Expenditure</b>	<b>273</b>	<b>273</b>	
<b>Income</b>			
External Income	141	141	
Internal Trading Income	9	9	
<b>Gross Income</b>	<b>150</b>	<b>150</b>	
<b>Net Expenditure</b>	<b>123</b>	<b>123</b>	

### Details of service

The Worcestershire Safeguarding Children Board (WSCB) is funded by partner agencies who make an annual contribution. The WSCB comprises senior strategic managers across a range of agencies. It links with other regional and national groups, as well as with organisations and strategic partnerships within Worcestershire.

In addition to its statutory functions the Worcestershire Safeguarding Children Board WSCB is commissioned to directly deliver multi-agency safeguarding children training.

### Key Operational Statistics

	31 March 2012	31 March 2013
Number of Sessions - Safeguarding children	114	128
Number of Attendees - Training courses	2,206	2,146
E-learning training	3,351	1,756

## CHILDREN'S SERVICES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>JOINT COMMISSIONING</u></b>			
<b>Expenditure</b>			
Employees - Other Employees	55	0	0
<b>Employees</b>	<b>55</b>	<b>0</b>	<b>0</b>
Transport Costs	264	223	
Supplies and Services	1,655	684	
Third Party Payments	28,099	24,585	
Central Support Services	1	1	
<b>Gross Expenditure</b>	<b>30,074</b>	<b>25,493</b>	
<b>Income</b>			
Grants and Contributions	0	7,254	
External Income	26,321	15,528	
<b>Gross Income</b>	<b>26,321</b>	<b>22,782</b>	
<b>Net Expenditure</b>	<b>3,753</b>	<b>2,711</b>	

### **Details of service**

Joint Commissioning is responsible for Children's Services joint commissioning and procurement.

This Service includes the Section 75 Partnership Agreement, for which expenditure is funded from the Public Health ring-fenced grant (now shown as an internal recharge from the Directorate of Adult Services and Health) and external income from the Clinical Commissioning Groups (South Worcestershire, Redditch & Bromsgrove and Wyre Forest).



## CHILDREN'S SERVICES DIRECTORATE

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		Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>LEADERSHIP TEAM</u></b>				
<b>Expenditure</b>				
Employees	- Other Employees	457	491	4
	<i>Employees</i>	<u>457</u>	<u>491</u>	<u>4</u>
Transport Costs		8	3	
Supplies and Services		22	20	
Central Support Services		201	196	
	<b>Gross &amp; Net Expenditure</b>	<u><u>688</u></u>	<u><u>710</u></u>	

### **Details of service**

Budget provision for the Director and her Leadership team, with the costs of the Head of Finance and Resources and the HR Manager being included within Central Support Services as a recharge from Resources Directorate

## CHILDREN'S SERVICES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>FINANCE AND RESOURCES</u></b>			
<b>Expenditure</b>			
Employees			
- Teachers	78	0	
- Other Employees	2,795	2,507	79
- Indirect costs	720	724	
<b>Employees</b>	<b>3,593</b>	<b>3,231</b>	<b>79</b>
Premises Costs	9,087	9,044	
Transport Costs	22	17	
Supplies and Services	1,953	1,587	
Central Support Services	2,497	2,695	
<b>Gross Expenditure</b>	<b>17,152</b>	<b>16,574</b>	
<b>Income</b>			
Grants and Contributions	4,695	4,695	
External Income	322	1,597	
Internal Trading Income	6,753	4,868	
<b>Gross Income</b>	<b>11,770</b>	<b>11,160</b>	
<b>Reserve movements</b>			
Transfer from Reserves	-93	-104	
<b>Net Expenditure</b>	<b>5,289</b>	<b>5,310</b>	

### **Details of service**

This Service includes Business & Systems Development, Children's Services Finance teams, and the Directorate's Programme Management budget as well as the Bromsgrove Schools PFI, the Administration Centre and Secretarial Support for the Leadership team.

This Service includes directorate wide budgets for People Initiatives, inherited pension liabilities and central overheads, including Property Services, Strategic Financial and HR Support and Legal Services.

The Bishops Wood Centre, formerly included in this service, transfers to the Directorate of Business Environment and Communities from April 2014. The Performance Development Service transferred to the Chief Executive's unit in January 2014, but the budget provision remains in this service.

## CHILDREN'S SERVICES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>HUMAN RESOURCES AND WORKFORCE DEVELOPMENT</u></b>			
<b>Expenditure</b>			
Employees			
- Other Employees	287	289	8
- Indirect costs	361	270	
<b>Employees</b>	<b>648</b>	<b>559</b>	<b>8</b>
Transport Costs	3	3	
Supplies and Services	197	197	
Central Support Services	6	13	
<b>Gross Expenditure</b>	<b>854</b>	<b>772</b>	
<b>Income</b>			
Internal Trading Income	103	75	
<b>Gross Income</b>	<b>103</b>	<b>75</b>	
<b>Net Expenditure</b>	<b>751</b>	<b>697</b>	

### **Details of service**

This Service includes Workforce Development and Training for non-school staff, and non-delegated costs of school redundancy and premature retirement together with the budget for Parents Matter.

Support for NQT induction and the Professional Learning - School Workforce and Early Years is now included in the Learning and Achievement Service

## CHILDREN'S SERVICES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>WCC CONTRIBUTION TO WEST MERCIA YOUTH OFFENDING SERVICE</u></b>			
<b>Expenditure</b>			
Supplies and Services	733	701	
<b><i>Net Expenditure</i></b>	<b><u>733</u></b>	<b><u>701</u></b>	

### **Details of service**

This budget represents the County Council's contribution to a Multi Agency Team dedicated to tackling the problems affecting the youth of the County who are engaged in activities that lead to legal action or need services to prevent them becoming involved in activities that bring them into the criminal arena.

**BUSINESS, ENVIRONMENT AND COMMUNITY**

	Estimate 2013/14				Estimate 2014/15				Staff (FTE) No.
	Gross Exp. £000	Gross Income £000	Reserve M'tments £000	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'tments £000	Net Exp. £000	
<b><u>SERVICE NET EXPENDITURE SUMMARY</u></b>									
<b><u>INTEGRATED TRANSPORTATION</u></b>									
Highways Contracts and Programme	9,756	74		9,682	8,971	50		8,921	23
Customer and Community	1,908	1,069		839	1,872	1,062		810	27
Transport Planning & Commissioning	4,775			4,775	3,892			3,892	
Transportation Services	6,306			6,306	5,792			5,792	
Network Control	2,284	399		1,885	2,307	463		1,844	36
	<b>25,029</b>	<b>1,542</b>	<b>0</b>	<b>23,487</b>	<b>22,834</b>	<b>1,575</b>	<b>0</b>	<b>21,259</b>	<b>86</b>
<b><u>HIGHWAYS and COUNTRYSIDE</u></b>									
Highways Maintenance	10,891	117		10,774	10,736	117		10,619	43
Countryside	2,541	1,108		1,433	2,887	1,601		1,286	48
	<b>13,432</b>	<b>1,225</b>	<b>0</b>	<b>12,207</b>	<b>13,623</b>	<b>1,718</b>	<b>0</b>	<b>11,905</b>	<b>91</b>
<b><u>WASTE MANAGEMENT and REGULATORY SERVICES</u></b>									
Waste Management Services - Waste Contract	39,141	14,198		24,943	41,716	15,000		26,716	7
Waste Management Services - Pollution Control	542	2		540	523	2		521	3
Regulatory Services	1,818	50		1,768	1,105	40		1,065	0
	<b>41,501</b>	<b>14,250</b>	<b>0</b>	<b>27,251</b>	<b>43,344</b>	<b>15,042</b>	<b>0</b>	<b>28,302</b>	<b>11</b>
<b><u>CULTURE and COMMUNITY</u></b>									
County Library Service	6,833	1,156		5,677	5,655	944		4,711	112
Lifelong Learning	1,143	817		326	1,012	817		195	11
The Hive	6,781	4,450		2,331	6,676	4,421		2,255	29
Joint Museums Service	1,496	1,007		489	1,453	931		522	31
Music Service	2,164	2,164		0	2,051	2,051		0	22
Archive and Archaeology Service	2,059	1,198		861	1,852	1,135		717	50
Support for the Arts	170			170	163	20		143	2
Registration and Coroners	1,946	811		1,135	1,936	905		1,031	23
Corporate Information Management	520	520		0	505	505		0	9
	<b>23,112</b>	<b>12,123</b>	<b>0</b>	<b>10,989</b>	<b>21,303</b>	<b>11,729</b>	<b>0</b>	<b>9,574</b>	<b>289</b>
<b><u>ECONOMIC DEVELOPMENT and PLANNING</u></b>									
Economic Development	3,314	1,491		1,823	6,714	5,028		1,686	28
Strategic Planning and Environmental Policy	580	52		528	642	146		496	9
Planning Development and Control	280	49		231	344	49		295	5
Minerals and Waste Planning Policy	186			186	339	117		222	3
Sustainability	501	257		244	757	447		310	9
	<b>4,861</b>	<b>1,849</b>	<b>0</b>	<b>3,012</b>	<b>8,796</b>	<b>5,787</b>	<b>0</b>	<b>3,009</b>	<b>54</b>

**BUSINESS, ENVIRONMENT AND COMMUNITY**

	Estimate 2013/14				Estimate 2014/15				Staff (FTE) No.
<b>BUSINESS, ENVIRONMENT AND COMMUNITY</b>									
<b>SERVICE NET EXPENDITURE SUMMARY</b>									
<b>BUSINESS ADMINISTRATION &amp; SYSTEMS</b>									
Net Expenditure before Directorate Recharges	1,270	82	1,188	1,587	82	1,505	30		
Directorate Recharge		1,410	-1,410		1,526	-1,526			
	<b>1,270</b>	<b>1,492</b>	<b>0</b>	<b>-222</b>	<b>1,587</b>	<b>1,608</b>	<b>0</b>	<b>-21</b>	<b>30</b>
<b>INTERNAL TRADING A/C</b>									
Integrated Transportation	30,268		30,268	29,240		29,240	199		
Scientific Services	1,261		1,261	1,227		1,227	19		
Trading Units Income		31,529	-31,529		30,467	-30,467			
	<b>31,529</b>	<b>31,529</b>	<b>0</b>	<b>0</b>	<b>30,467</b>	<b>30,467</b>	<b>0</b>	<b>0</b>	<b>218</b>
<b>TOTAL DIRECTORATE NET EXPENDITURE</b>	<b>140,734</b>	<b>64,010</b>	<b>0</b>	<b>76,724</b>	<b>141,954</b>	<b>67,926</b>	<b>0</b>	<b>74,028</b>	<b>778</b>

Contact Officers: John Hobbs, Director of Business, Environment & Community  
 Wendy Pickering or Alison Rainey, Finance Manager

(01905 766700)  
 (01905 766747)

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>HIGHWAYS CONTRACT AND PROGRAMME</u></b>			
<b>Expenditure</b>			
Employees	778	721	23
Indirect Costs	1	1	
<b>Employees</b>	<b>779</b>	<b>722</b>	<b>23</b>
Premises Costs	163	145	
Transport Costs	41	37	
Supplies and Services	649	818	
Third Party Payments	7,829	7,053	
Central Support Services	170	139	
Directorate Support Services	125	57	
<b>Gross Expenditure</b>	<b>9,756</b>	<b>8,971</b>	
<b>Income</b>			
External Income	74	50	
<b>Gross Income</b>	<b>74</b>	<b>50</b>	
<b>Net Expenditure</b>	<b>9,682</b>	<b>8,921</b>	

### **Details of service**

The Highways Contracts and Programme Unit provides commissioning and commercial management of all external service providers such as contractors and consultants. It actively maintains the programme of projects and highway works for the Integrated Transport Division and project manages the works delivery phases of projects. Its Asset Management team surveys the highway network, analyses condition data and identifies priorities for maintenance. The Street Lighting Service and Structures Services are provided and managed by the Unit using external suppliers.

### **Key Operational Statistics**

	<b>2013/14</b>
Street Lights & Illuminated Signs (inc illuminated ballards)	58,519
Road Length	4086km
Length of Footways	3289km
Number of Bridges	1,135
Number of Retaining Walls	121

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>CUSTOMER AND COMMUNITY</u></b>			
<b>Expenditure</b>			
Employees	793	810	27
Indirect Costs	1	1	
<b>Employees</b>	<b>794</b>	<b>811</b>	<b>27</b>
Transport Costs	49	52	
Supplies and Services	131	131	
Third Party Payments	692	693	
Central Support Services	136	110	
Directorate Support Services	106	75	
<b>Gross Expenditure</b>	<b>1,908</b>	<b>1,872</b>	
<b>Income</b>			
External Income	1069	1062	
<b>Gross Income</b>	<b>1,069</b>	<b>1,062</b>	
<b>Net Expenditure</b>	<b>839</b>	<b>810</b>	

### **Details of service**

The Customer & Community Unit manages all queries from County Council members, other elected representatives and from members of the public about any aspect of the Integrated Transport Service, ensuring that the appropriate expertise is brought to deal with any particular query. It is the interface between the Directorate and the Hub and also deals with all media enquiries regarding Integrated Transport.



## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>TRANSPORT PLANNING and COMMISSIONING</u></b>			
<b>Expenditure</b>			
Transport Costs	4,775	3,892	
<b>Net Expenditure</b>	<b>4,775</b>	<b>3,892</b>	

### **Details of service**

Responsible for the Local Transport Plan development and monitoring. The co-ordination of external funding bids for transportation projects, Directorate input into regional and national initiatives, transportation studies and rail policy

Responsible for Scheme Development, Walking, Cycling and Public Transport. The Unit also delivers Road Safety and Travel Planning.

Responsible for the allocation of transport for Mainstream School children entitled to subsidised school

Responsible for the development and oversight of Community Based Transport

To develop, manage and deliver the Integrated Passenger Transport Strategy across Worcestershire's public transport network.

Responsible for the planning, procurement and management of Passenger Transport Services and Infrastructure, whilst marketing all services to inform the residents of Worcestershire.

### **TRANSPORT COMMISSIONING & LOGISTICS**

<b>Expenditure</b>			
Transport Costs	6,306	5,792	
<b>Net Expenditure</b>	<b>6,306</b>	<b>5,792</b>	

### **Details of service**

Responsible for the management of the County Council's transport providers, in terms of commissioning, tendering and contract management. Also management of Fleet Services provision and operation, together with the financial management of client directorates transportation services and delivery of Community Based Transport (CBT)

Responsible for the administration of the Disclosure and Barring Service (DBS) scheme for transport contractors

To train and develop drivers and passenger assistants, providing accredited courses for clients.

Management of the Countywide Concessionary Travel Scheme, Worcestershire County Council is the Travel Concessions Authority (TCA) for Worcestershire.

Responsible for transport area reviews, to commission efficient and cost effective transport solutions.

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

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	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>NETWORK CONTROL</u></b>			
<b>Expenditure</b>			
Employees	1,218	1,321	36
Indirect Costs	3	3	
<b>Employees</b>	<b>1,221</b>	<b>1,324</b>	<b>36</b>
Premises Costs	13	14	
Transport Costs	55	38	
Supplies and Services	125	183	
Third Party Payments	591	551	
Central Support Services	150	137	
Directorate Support Services	129	60	
<b>Gross Expenditure</b>	<b>2,284</b>	<b>2,307</b>	
<b>Income</b>			
External Income	399	463	
<b>Gross Income</b>	<b>399</b>	<b>463</b>	
<b>Net Expenditure</b>	<b>1,885</b>	<b>1,844</b>	

### **Details of service**

This Unit pursues the safe, free movement of traffic on the highway network. Specifically, the impact of development on the highway is controlled ( annually, comments are provided on over 3,000 planning applications, around 250 vehicle access requests are managed, approximately 10,000 highway status enquiries serviced and 330 current and outstanding highway development works monitored). In addition, 100 traffic management schemes are pursued annually, traffic is controlled by 273 sets of signals and highway user data (accidents, traffic flows etc..) is captured and analysed

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

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	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>HIGHWAYS MAINTENANCE</u></b>			
<b>Expenditure</b>			
Employees	994	1,253	43
<b>Employees</b>	<b>994</b>	<b>1,253</b>	<b>43</b>
Premises Costs	9	2	
Transport Costs	124	126	
Supplies and Services	83	83	
Third Party Payments	9,164	8,625	
Central Support Services	387	467	
Directorate Support Services	130	180	
<b>Gross Expenditure</b>	<b>10,891</b>	<b>10,736</b>	
<b>Income</b>			
Grants and Contributions	117	117	
<b>Gross Income</b>	<b>117</b>	<b>117</b>	
<b>Net Expenditure</b>	<b>10,774</b>	<b>10,619</b>	

### **Details of service**

The Highways and Countryside Unit provides a range of services including the Reactive and Cyclic works programme for the Highway operation, and management of the County's Public Rights of Way network, Recreational Routes, Country Parks and other Countryside Sites, the Gypsy Service which includes 9 residential sites and the development of Countryside Projects in the wider countryside, working with communities and other key partners.

### **Key Operational Statistics**

	<b>2013/14</b>
Number of Road Gullies	100,000
Public Rights of Way Length	4,600km

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

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	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>COUNTRYSIDE</u></b>			
<b>Expenditure</b>			
Employees	1,270	1,479	48
Indirect Costs	5	8	
<b>Employees</b>	<b>1,275</b>	<b>1,487</b>	<b>48</b>
Premises Costs	445	446	
Transport Costs	50	57	
Supplies and Services	344	477	
Third Party Payments	168	173	
Central Support Services	194	139	
Directorate Support Services	65	108	
<b>Gross Expenditure</b>	<b>2,541</b>	<b>2,887</b>	
<b>Income</b>			
Grants and Contributions	394	307	
External Income	714	958	
Internal Trading Income	0	336	
<b>Gross Income</b>	<b>1,108</b>	<b>1,601</b>	
<b>Net Expenditure</b>	<b>1,433</b>	<b>1,286</b>	

### **Details of service**

See Highways Maintenance

### **Key Operational Statistics**

	<b>2013/14</b>
Country Parks including 2 Visitor Centres	3
Nature Reserves / Larger Sites	4
Picnic Places / Smaller Sites	13
Gypsy Sites	9

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>WASTE MANAGEMENT SERVICES - Waste Contract</u></b>			
<b>Expenditure</b>			
Employees	265	313	7
<i>Employees</i>	<b>265</b>	<b>313</b>	<b>7</b>
Premises Costs	24	24	
Transport Costs	17	9	
Supplies and Services	2,490	1,610	
Third Party Payments	36,101	39,578	
Central Support Services	183	132	
Directorate Support Services	61	50	
<b>Gross Expenditure</b>	<b>39,141</b>	<b>41,716</b>	
<b>Income</b>			
Grants and Contributions	4,144	4,144	
External Income	10,054	10,798	
Internal Trading Income	0	58	
<b>Gross Income</b>	<b>14,198</b>	<b>15,000</b>	
<b>Net Expenditure</b>	<b>24,943</b>	<b>26,716</b>	

### **Details of service**

Waste Management Services - Waste Contract is the statutory Waste Disposal Authority (WDA) under the Environmental Protection Act (EPA) 1990. The WDA works to deliver a number of local targets.

The WDA aims to achieve these targets through partnership working with the Boroughs, Cities and Districts as Waste Collection Authorities (WCA's), Herefordshire Council, the PFI Waste Management Contractor and by behavioural change initiatives managed as part of the waste prevention and sustainability work undertaken by the group.

The WDA is responsible for disposal arrangements under the EPA 1990.

Waste Management Services work in partnership with constituent Boroughs, Cities, Districts and Herefordshire Council to deliver the Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire.

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>WASTE MANAGEMENT SERVICES - Pollution Control</u></b>			
<b>Expenditure</b>			
Employees	107	111	3
Indirect Costs	1	1	
<b>Employees</b>	<b>108</b>	<b>112</b>	<b>3</b>
Premises Costs	31	32	
Transport Costs	7	8	
Supplies and Services	143	178	
Third Party Payments	156	121	
Central Support Services	74	38	
Directorate Support Services	23	34	
<b>Gross Expenditure</b>	<b>542</b>	<b>523</b>	
<b>Income</b>			
External Income	2	2	
<b>Gross Income</b>	<b>2</b>	<b>2</b>	
<b>Net Expenditure</b>	<b>540</b>	<b>521</b>	

### **Details of service**

The purpose of the Pollution Control function is to ensure that all closed landfill sites formerly operated and owned by the Waste Disposal Authority, are managed so as to prevent/minimise pollution or other harm to persons and the environment.

The Pollution Control Unit currently undertakes the management and maintenance of nine closed landfill sites, eight of which are within the ownership of the Authority.

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>REGULATORY SERVICES</u></b>			
Third Party Payments	1,795	1,084	
Central Support Services	23	14	
Directorate Support Services	0	7	
<b>Gross Expenditure</b>	<b>1,818</b>	<b>1,105</b>	
<b>Income</b>			
External Income	50	40	
<b>Gross Income</b>	<b>50</b>	<b>40</b>	
<b>Net Expenditure</b>	<b>1,768</b>	<b>1,065</b>	

### **Details of service**

Since June 2010 the functions of the County Council's Trading Standards Service have been delivered alongside the six District Councils' Functions of Environmental Health and Licensing by a single Worcestershire Regulatory Service (WRS) reporting to a Joint Committee of the seven local authorities constituted under s101 of the Local Government Act 1972. Trading Standards activities to ensure that Worcestershire is a fair and safe place for consumers and businesses are delivered by the shared service whose aim is to ensure that Worcestershire is a healthy, safe and fair place to live, where businesses can thrive.

The Service has become intelligence led, using information to direct its activities aimed at achieving the above outcome. These activities include sampling programmes and market surveillance projects, which supplement the receipt and investigation of complaints and provision of consumer and business advice. The sales of age restricted products such as alcohol, tobacco, solvents and fireworks are also monitored both for their impacts on health and anti social behaviour.

Routine inspection is now only used to target the highest risk businesses, in line with the deregulatory policies of central government, and the focus of interactions with legitimate businesses is supporting them to trade well. The aim of the Service is to support responsible County businesses so they can trade profitably, but to marginalise rogue traders in the informal economy; scams, product counterfeiters etc. Businesses includes farm businesses, where the service is responsible for the control of animal disease measures in our rural economy, and as an adjunct to this, farm animal welfare.

Prosecutions are generally only taken for matters of serious rogue trading including doorstep crime, misrepresentations, the supply of counterfeit products and fraud, particularly when they are targeted at vulnerable consumers. Generally the service will work with legitimate businesses to resolve problems and help prevent them from recurring.

**BUSINESS, ENVIRONMENT AND COMMUNITY**

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>COUNTY LIBRARY SERVICE</u></b>			
<b>Expenditure</b>			
Employees	3,114	2,852	112
Indirect Costs	24	17	
<b>Employees</b>	<b>3,138</b>	<b>2,869</b>	<b>112</b>
Premises Costs	1,049	947	
Transport Costs	128	125	
Supplies and Services	1,322	643	
Central Support Services	1,163	930	
Directorate Support Services	33	141	
<b>Gross Expenditure</b>	<b>6,833</b>	<b>5,655</b>	
<b>Income</b>			
Grants and Contributions	6	4	
External Income	768	638	
Internal Trading Income	182	236	
Central Support Services		66	
Contribution from Reserve	200	0	
<b>Gross Income</b>	<b>1,156</b>	<b>944</b>	
<b>Net Expenditure</b>	<b>5,677</b>	<b>4,711</b>	

**Details of service**

21 branches (Including the Hive) and a mobile service to provide access to books and information to meet the educational, cultural, recreational and information needs of the general public is offered in fulfilment of the Authority's duty to provide a comprehensive and efficient library service. A self-financed library service is also provided to schools to supplement and complement their resources and a prison service funded by the National Offender Management Service.

<b><u>Key Operational Statistics</u></b>	<b>Actual 11/12</b>	<b>Actual 12/13</b>
Number of Libraries	21	21
Number of issues (all lending materials)	3,041,549	3,311,825
Number of library visitors	3,112,482	3,374,181
Number of items in stock (all lending materials)	684,804	825,677
Bookings made for People's Network computer terminals	590,815	410,761



## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>LIFELONG LEARNING</u></b>			
<b>Expenditure</b>			
Teachers	247	250	0
Other Employees	250	167	11
Indirect Costs	0	0	
<b>Employees</b>	<b>497</b>	<b>417</b>	<b>11</b>
Premises Costs	55	55	
Transport Costs	1	1	
Supplies and Services	465	465	
Central Support Services	114	21	
Directorate Support Services	11	53	
<b>Gross Expenditure</b>	<b>1,143</b>	<b>1,012</b>	
<b>Income</b>			
Grants and Contributions	737	737	
External Income	21	21	
Internal Trading Income	59	59	
<b>Gross Income</b>	<b>817</b>	<b>817</b>	
<b>Net Expenditure</b>	<b>326</b>	<b>195</b>	

### **Details of service**

This budget includes the Fairfield Neighbourhood Learning Centre (part of the campus including school/nursery/health centre) and Skills Funding Agency (SFA) adult learning community programmes for adults returning to education, including programmes for adults with learning difficulties taking place in libraries and other community venues.

The service no longer employs permanent tutors, and has moved to employing sessional paid tutors. The number of sessional tutors employees employed this way has increased to 60 enabling us to meet the needs of the programme, reduces management costs and uses the majority of the budget on front line teaching and learning. This does reduce the number of FTE's previously shown. The SFA grant allocation has to be fully spent each year, if not it will be reduced the following year and penalties applied.

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>THE HIVE</u></b>			
<b>Expenditure</b>			
Employees	720	657	29
Indirect Costs	0	0	
<b>Employees</b>	<b>720</b>	<b>657</b>	<b>29</b>
Premises Costs	5,815	5,932	
Transport Costs	1	1	
Supplies and Services	197	-40	
Central Support Services	22	60	
Directorate Support Services	26	66	
<b>Gross Expenditure</b>	<b>6,781</b>	<b>6,676</b>	
<b>Income</b>			
Grants and Contributions	3,381	3,381	
External Income	786	926	
Internal Trading Income	94	114	
Contribution from Reserve	189	0	
<b>Gross Income</b>	<b>4,450</b>	<b>4,421</b>	
<b>Net Expenditure</b>	<b>2,331</b>	<b>2,255</b>	

### **Details of service**

The Hive is a PFI project. It includes the joint Public/University library, Archive and Archaeology service and the Hub.

### **Key Operational Statistics**

	<b>Actual 12/13</b>
Number of visits from opening day on 2nd July 2012	718,255
Number of issues	778,258
Number of visits to Explore the Past	42,676

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>JOINT MUSEUM SERVICE</u></b>			
<b>Expenditure</b>			
Employees	920	915	31
Indirect Costs	6	4	
<b>Employees</b>	<b>926</b>	<b>919</b>	<b>31</b>
Premises Costs	204	197	
Transport Costs	19	18	
Supplies and Services	266	189	
Central Support Services	54	77	
Directorate Support Services	27	53	
<b>Gross Expenditure</b>	<b>1,496</b>	<b>1,453</b>	
<b>Income</b>			
External Income	919	900	
Internal Trading Income	28	31	
Contribution from Reserve	60	0	
<b>Gross Income</b>	<b>1,007</b>	<b>931</b>	
<b>Net Expenditure</b>	<b>489</b>	<b>522</b>	

### **Details of service**

To illustrate the life of Worcestershire people and communities through the centuries. Material evidence is collected, conserved and promoted through attractions, displays and lifelong learning at Hartlebury Castle and throughout the County.

The County Museum is now part of Museums Worcestershire, a joint service hosted by the County Council which includes museums in the City of Worcester. The service is governed by a separate joint committee and managed through a partnership agreement with Worcester City Council.

### **Key Operational Statistics**

	<b>Actual 11/12</b>	<b>Actual 12/13</b>
Number of visits to all Museums Worcestershire sites	124,862	114,834

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>MUSIC SERVICES</u></b>			
<b>Expenditure</b>			
Teachers	1,521	1,393	12
Other Employees	259	276	10
Indirect Costs	12	10	
<b>Employees</b>	<b>1,792</b>	<b>1,679</b>	<b>22</b>
Premises Costs	86	55	
Transport Costs	132	132	
Supplies and Services	106	126	
Central Support Services	35	38	
Directorate Support Services	13	21	
<b>Gross Expenditure</b>	<b>2,164</b>	<b>2,051</b>	
<b>Income</b>			
Grants and Contributions	728	588	
External Income	198	334	
Internal Trading Income	988	1,129	
Contribution from Reserve	250		
<b>Gross Income</b>	<b>2,164</b>	<b>2,051</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	

### **Details of service**

Worcestershire Youth Music provides a comprehensive range of opportunities for children to learn to play a musical instrument in a whole class, small groups and individuals in the County's School in line with the National Plan for Music Education ( NPME). This also includes performances opportunities in orchestras and bands outside schools and an instrument hire scheme.

The service is funded by earned income in the form of charges to parents and schools and by government grant through Arts Council England.

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>ARCHIVE and ARCHAEOLOGY SERVICE</u></b>			
<b>Expenditure</b>			
Employees	1,712	1,495	50
Indirect Costs	8	4	
<b>Employees</b>	<b>1,720</b>	<b>1,499</b>	<b>50</b>
Premises Costs	7	4	
Transport Costs	20	22	
Supplies and Services	187	170	
Central Support Services	99	97	
Directorate Support Services	26	60	
<b>Gross Expenditure</b>	<b>2,059</b>	<b>1,852</b>	
<b>Income</b>			
External Income	1,101	1,130	
Internal Trading Income	37	5	
Contribution from Reserve	60		
<b>Gross Income</b>	<b>1,198</b>	<b>1,135</b>	
<b>Net Expenditure</b>	<b>861</b>	<b>717</b>	

### **Details of service**

Worcestershire's Archive and Archaeology Service works to protect, preserve, manage, record, interpret and promote the history and historic environment of Worcestershire.

<b><u>Key Operational Statistics</u></b>	<b>Actual 11/12</b>	<b>Actual 12/13</b>
Number of visitors	97,638	44,384
Information requests to Historic Environment Record (HER)	1,920	2,537
Historic assets recorded on HER	24,813	10,476

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>SUPPORT FOR THE ARTS</u></b>			
<b>Expenditure</b>			
Employees	55	56	2
Indirect Costs	0	1	
<b>Employees</b>	<b>55</b>	<b>57</b>	<b>2</b>
Supplies and Services	93	80	
Central Support Services	6	8	
Directorate Support Services	16	18	
<b>Gross Expenditure</b>	<b>170</b>	<b>163</b>	
<b>Income</b>			
External Income	0	16	
Internal Trading Income	0	4	
<b>Gross Income</b>	<b>0</b>	<b>20</b>	
<b>Net Expenditure</b>	<b>170</b>	<b>143</b>	

### **Details of service**

The service provides support for the Arts Service and delivery of the county arts strategy. This includes management of the arts development programmes and distribution of Arts Grants providing financial support to arts companies and community groups for the development of art and cultural activities.

### **Key Operational Statistics**

	<b>Actual 11/12</b>	<b>Actual 12/13</b>
New clients to Grants to the Arts scheme	8	4

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>REGISTRATION &amp; CORONERS</u></b>			
<b>Expenditure</b>			
Employees	952	942	23
Indirect Costs	2	3	
<b>Employees</b>	<b>954</b>	<b>945</b>	<b>23</b>
Premises Costs	96	91	
Transport Costs	25	15	
Supplies and Services	551	448	
Central Support Services	294	389	
Directorate Support Services	26	48	
<b>Gross Expenditure</b>	<b>1,946</b>	<b>1,936</b>	
<b>Income</b>			
External Income	811	905	
<b>Gross Income</b>	<b>811</b>	<b>905</b>	
<b>Net Expenditure</b>	<b>1,135</b>	<b>1,031</b>	

### **Details of service**

The Registration of Births, Deaths and Marriages Service operates under the direct authority of the General Register Office which is part of IPS (Identity and Passport Service). Facilities are provided that enable citizens to register a birth or a death; undertake the legal formalities and ceremony for a civil marriage; civil partnerships; obtain a copy of a birth, death or marriage certificate; Nationality Checking Service; Settlement Checking Service; formalise UK citizenship at citizenship ceremonies; and undertake the celebration of specific events such as baby naming and the renewal of marriage vows. The service also undertakes the licensing necessary to hold civil marriages at approved premises.

The County Council has a duty to provide an appropriate number of paid Coroners and Deputy Coroners, and to meet the expenses of the Coroner's office, court proceedings and inquests, but has no control over the Coroner's professional and statutory function.

<b><u>Key Operational Statistics</u></b>	<b>Actual 11/12</b>	<b>Actual 12/13</b>
Number of Register Offices	10	10
Number of Approved Premises for civil ceremonies	71	73
Number of registered Births	6,151	6,336
Number of registered Deaths	4,934	5,358
Number of deaths reported to the Coroner	2,346	2,695
Number of deaths reported resulting in inquests	319	318

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

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	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>CORPORATE INFORMATION MANAGEMENT</u></b>			
<b>Expenditure</b>			
Employees	241	251	9
<i>Employees</i>	<u>241</u>	<u>251</u>	<u>9</u>
Premises Costs	76	0	
Transport Costs	0	1	
Supplies and Services	18	-1	
Central Support Services	172	254	
Directorate Support Services	13		
<b>Gross Expenditure</b>	<u>520</u>	<u>505</u>	
<b>Income</b>			
Central Support Services	520	505	
<b>Gross Income</b>	<u>520</u>	<u>505</u>	
<b>Net Expenditure</b>	<u><u>0</u></u>	<u><u>0</u></u>	

### **Details of service**

Corporate Information Management Unit manages the Council's current and semi-current records and has overall responsibility for Freedom of Information, Data Protection and Records Management ( both electronic and physical records).



## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>ECONOMIC DEVELOPMENT</u></b>			
<b>Expenditure</b>			
Employees	917	1,049	28
Indirect Costs	0	0	
<b>Employees</b>	<b>917</b>	<b>1,049</b>	<b>28</b>
Premises Costs	2	15	
Transport Costs	12	24	
Supplies and Services	1,611	5,439	
Revenue Contribution to Capital	470	0	
Central Support Services	84	101	
Directorate Support Services	218	86	
<b>Gross Expenditure</b>	<b>3,314</b>	<b>6,714</b>	
<b>Income</b>			
Grants and Contributions	1,324	2,646	
External Income	167	1,596	
Contribution from Reserve	0	786	
<b>Gross Income</b>	<b>1,491</b>	<b>5,028</b>	
Contribution to Earmarked Reserve	0	0	
<b>Net Expenditure</b>	<b>1,823</b>	<b>1,686</b>	

### **Details of service**

The Economic Development Unit's role is to promote economic growth, encourage enterprise and sustainable development. This is achieved through working with county and regional partners to develop strategies and ensure that these plans are delivered. Key activities include supporting key economic development initiatives such as the Worcestershire Technology Park, marketing the County; supporting local regeneration and Business Central Hub. The Unit will work closely with the Local Enterprise Partnership to support business and enhance wealth creation opportunities. This will involve for example close partnership working with strategic transport and planning services.

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>STRATEGIC PLANNING &amp; ENVIRONMENT POLICY</u></b>			
<b>Expenditure</b>			
Employees	401	355	9
Indirect Costs	6	7	
<b>Employees</b>	<b>407</b>	<b>362</b>	<b>9</b>
Transport Costs	7	6	
Supplies and Services	55	138	
Central Support Services	74	62	
Directorate Support Services	37	74	
<b>Gross Expenditure</b>	<b>580</b>	<b>642</b>	
<b>Income</b>			
External Income	52	146	
<b>Gross Income</b>	<b>52</b>	<b>146</b>	
<b>Net Expenditure</b>	<b>528</b>	<b>496</b>	

### **Details of service**

The Strategic Planning team is responsible for:

- Promoting sustainable development in partnership with the six District Councils
- Responding to the new Government's proposals for changing the strategic planning system
- Providing leadership in the conservation, enhancement and protection of the natural environment
- Prepare a county wide infrastructure delivery plan
- Support the reviews of the District Council's Core Strategies
- Prepare natural resource technical papers on Waste Resources, Renewable Energy, Climate Change and Soils
- Promoting and applying a Green Infrastructure approach in the planning of the natural environment

The Environmental Policy Team provides leadership in the conservation, enhancement and protection of the natural environment in Worcestershire through its work to:

- Raise awareness of biodiversity and the duty to conserve it
- Providing leadership in the conservation, enhancement and protection of the natural environment
- Research and monitor the habitats and landscapes of Worcestershire and share the knowledge with partners
- Develop and maintain the Worcestershire Habitat Inventory and the Landscape Character Assessment
- Provide ecological and landscape advice on woodland management and planting through the Woodland Guidance publication and website
- Contribute advice and guidance to the developing strategic Green Infrastructure framework for Worcestershire

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PLANNING DEVELOPMENT and CONTROL</u></b>			
<b>Expenditure</b>			
Employees	201	198	5
<i>Employees</i>	<u>201</u>	<u>198</u>	<u>5</u>
Transport Costs	2	2	
Supplies and Services	47	47	
Central Support Services	22	50	
Directorate Support Services	8	47	
<b>Gross Expenditure</b>	<u>280</u>	<u>344</u>	
<b>Income</b>			
External Income	49	49	
<b>Gross Income</b>	<u>49</u>	<u>49</u>	
<b>Net Expenditure</b>	<u><u>231</u></u>	<u><u>295</u></u>	

### **Details of service**

The Planning Development and Control Unit is responsible for:

- Professional planning advice on and process major planning applications for:
- Minerals development - sand and gravel, clay and limestone quarries.
  
- Waste management facilities such as - recycling sites, scrap yards, energy from waste facilities, anaerobic digestion plants, composting sites, landfill sites, and sewage treatment works.
- The County Council's own developments such as roads, bridges, park and ride facilities, highways depots, household waste sites, railway stations, schools, and libraries.
- professional planning advice in relation to the development of and change of use of County buildings, highways and land to facilitate service delivery.
- Processing applications to discharge conditions attached to planning permissions.

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>MINERALS and WASTE PLANNING POLICY</u></b>			
<b>Expenditure</b>			
Employees	152	121	3
<b>Employees</b>	<b>152</b>	<b>121</b>	<b>3</b>
Transport Costs	1	1	
Supplies and Services	3	123	
Central Support Services	15	46	
Directorate Support Services	15	48	
<b>Gross Expenditure</b>	<b>186</b>	<b>339</b>	
<b>Income</b>			
Grants and Contributions	0	0	
Reserve Contribution	0	117	
<b>Gross Income</b>	<b>0</b>	<b>117</b>	
<b>Net Expenditure</b>	<b>186</b>	<b>222</b>	

### **Details of service**

The Minerals and Waste Policy Unit is responsible for:

- Delivering the Council's Statutory Planning Role as Minerals and Waste Planning Authority for Worcestershire.
- Waste Core Strategy (monitoring and review)
- Minerals and Waste Local Development Scheme.
- Minerals and Waste Annual Monitoring Report.
- Representing the Council on the Aggregates Working Party and Regional Technical Advisory Body on Waste in order to identify, negotiate and monitor regional and sub-regional apportionments and targets for aggregate production and waste management capacity and
- to liaise with other Mineral and Waste Planning Authorities and the District Councils over planning policy and matters of common concern.
- to prepare and monitor the Local Aggregates Assessment annually

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>SUSTAINABILITY</u></b>			
<b>Expenditure</b>			
Employees	250	358	9
Indirect Costs	0	0	
<b>Employees</b>	<b>250</b>	<b>358</b>	<b>9</b>
Transport Costs	3	3	
Supplies and Services	210	291	
Central Support Services	20	58	
Directorate Support Services	18	47	
<b>Gross Expenditure</b>	<b>501</b>	<b>757</b>	
<b>Income</b>			
Grants and Contributions	219	208	
External Income	38	239	
<b>Gross Income</b>	<b>257</b>	<b>447</b>	
<b>Net Expenditure</b>	<b>244</b>	<b>310</b>	

### **Details of service**

The Sustainability Unit's role is to work towards making the County a more economically, social and environmentally sustainable place to live, work and visit.

Key activities include:

- Supporting all Directorates to deliver the Council's Sustainability Policy and Action Plan.
- Worcestershire Green Directory provides hints and tips for living a more sustainable life.

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>BUSINESS ADMINISTRATION &amp; SYSTEMS</u></b>			
<b>Expenditure</b>			
Employees	1,084	1,159	30
Indirect Costs	352	304	
<b>Employees</b>	<b>1,436</b>	<b>1,463</b>	<b>30</b>
Transport Costs	14	10	
Supplies and Services	-243	19	
Central Support Services	63	95	
<b>Gross Expenditure</b>	<b>1,270</b>	<b>1,587</b>	
<b>Income</b>			
External Income	82	82	
Directorate Support Services	1,410	1,526	
<b>Gross Income</b>	<b>1,492</b>	<b>1,608</b>	
<b>Net Expenditure</b>	<b>-222</b>	<b>-21</b>	

### **Details of service**

The Business Administration and Systems Unit manages and co-ordinates the Directorate's input into the County Council's Scrutiny process, provides the central focus for information access requests and mapping requirements, ensures public facing webpages are kept up to date, is responsible for maximising revenue generation and cost recovery opportunities, and manages the Directorate's accommodation and property resources.

The Unit provides strategic guidance and advice to the Directorate Leadership Team and senior managers on business planning and performance matters. It also monitors and reports on the Directorate's performance at all management levels against Key Performance Indicators and other improvement targets to ensure performance improvement is managed and delivered efficiently and where appropriate effective actions are taken in implementing change.

The Unit also provides project and administrative support to senior management in a number of Service areas and is responsible for the central, general office advice and support across the whole of the Directorate.

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

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	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>INTEGRATED TRANSPORTATION</u></b>			
<b>Expenditure</b>			
Employees	5,167	4,643	199
Indirect Costs	112	88	
<b>Employees</b>	<b>5,279</b>	<b>4,731</b>	<b>199</b>
Premises Costs	175	166	
Transport Costs	12,481	12,592	
Supplies and Services	1,377	1,135	
Third Party Payments	9,900	9,705	
Central Support Services	822	753	
Directorate Support Services	234	158	
<b>Gross Expenditure</b>	<b>30,268</b>	<b>29,240</b>	
<b>Income</b>			
Grants and Contributions	859	860	
External Income	3,626	3,517	
Internal Trading Income	25,783	24,863	
<b>Gross Income</b>	<b>30,268</b>	<b>29,240</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	

### **Details of service**

To provide and manage an integrated transport service on behalf of the County Council, developing within this an appropriate and sustainable transport network.

To deliver best value, procure, promote and provide better quality transport services for clients with equity, in accordance with policy and any relevant transport legislation, and therefore facilitate greater sustainable behaviour and options for Worcestershire.

### **Key Operational Statistics**

Number of county owned vehicles

**2013/14**

244

## **BUSINESS, ENVIRONMENT AND COMMUNITY**

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	<b>Estimate 2013/14 £000</b>	<b>Estimate 2014/15 £000</b>	<b>Staff (FTE) No.</b>
<b><u>SCIENTIFIC SERVICES</u></b>			
<b>Expenditure</b>			
Employees	663	657	19
Indirect Costs	7	7	
<b>Employees</b>	<b>670</b>	<b>664</b>	<b>19</b>
Premises Costs	128	131	
Transport Costs	17	17	
Supplies and Services	252	250	
Third Party Payments	80	80	
Central Support Services	64	50	
Directorate Support Services	50	35	
<b>Gross Expenditure</b>	<b>1,261</b>	<b>1,227</b>	
<b>Income</b>			
External Income	1268220 861	794	
Internal Trading Income	400	433	
<b>Gross Income</b>	<b>1,261</b>	<b>1,227</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	

### **Details of service**

County Scientific Services offer a range of services for Worcestershire County Council and other authorities as well as private enterprise, each one developed to ensure public protection and fair trade.

Within the Service the Consumer Protection and Food sections focus on tests and research relating to issues surrounding food quality, food packaging and consumer product safety whilst the Environment and Occupational Hygiene section undertakes water analysis, asbestos testing and workplace air safety testing.



**RESOURCES AND CHIEF EXECUTIVE DIRECTORATE**

	Estimate 2013/14				Estimate 2014/15				Staff (FTE) No.
	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
<b><u>SERVICE NET EXPENDITURE SUMMARY</u></b>									
<b><u>RESOURCES DIRECTORATE</u></b>									
<b><u>FINANCIAL SERVICES &amp; WHOLE ORGANISATION</u></b>									
Corporate Financial Strategy Group	3,529	2,992		537	3,291	2,748		543	49
Financing Transactions	31,111	211		30,900	30,611	211		30,400	
Miscellaneous Services	561	1,500		-939	695	1,650		-955	
Contributions & Precepts	216			216	216			216	
	<b>35,417</b>	<b>4,703</b>	<b>0</b>	<b>30,714</b>	<b>34,813</b>	<b>4,609</b>	<b>0</b>	<b>30,204</b>	<b>49</b>
<b><u>PROPERTY SERVICES</u></b>									
Property Services Division	6,031	5,792		239	5,805	5,432		373	115
Facilities Management	5,194	4,546	-40	688	5,143	4,668	-40	515	27
Maintenance & Minor Works	2,484	2,484		0	2,382	2,382		0	
Property Other Services	219	30		189	190	31		159	
Smallholdings Estates & Woodlands	236	311		-75	220	311		-91	
	<b>14,164</b>	<b>13,163</b>	<b>-40</b>	<b>1,041</b>	<b>13,740</b>	<b>12,824</b>	<b>-40</b>	<b>956</b>	<b>142</b>
<b><u>SYSTEMS &amp; CUSTOMER ACCESS</u></b>									
ICT Service Division	5,340	5,226		114	5,207	4,853	109	245	95
Customer Services	3,579	2,974		605	2,951	2,653		298	65
ICT Shared Service	1,511	1,511		0	0	0		0	0
Consumer Relations Unit	232	219		13	228	214		14	5
Schools - Internal Trading Unit	2,374	2,442		-68	2,734	2,920		-186	38
Telecommunications - Internal Trading Unit	470	470		0	442	472		-30	2
	<b>13,506</b>	<b>12,842</b>	<b>0</b>	<b>664</b>	<b>11,562</b>	<b>11,112</b>	<b>109</b>	<b>341</b>	<b>205</b>
<b><u>HUMAN RESOURCES &amp; ORGANISATIONAL DEVELOPMENT</u></b>									
Human Resources	5,615	5,557		58	5,545	5,291		254	130
Learning and Development	2,420	2,388		32	2,111	2,024		87	41
	<b>8,035</b>	<b>7,945</b>	<b>0</b>	<b>90</b>	<b>7,656</b>	<b>7,315</b>	<b>0</b>	<b>341</b>	<b>171</b>

## RESOURCES AND CHIEF EXECUTIVE DIRECTORATE

	Estimate 2013/14				Estimate 2014/15				Staff (FTE) No.
<b><u>LEGAL &amp; DEMOCRATIC SERVICES</u></b>									
Legal Services	1,886	1,814		72	1,868	1,708		160	30
Committee and Appellate	271	113		158	335	197		138	5
Overview and Scrutiny	375			375	298			298	6
Allowance & Expenses	1,507		570	937	1,520		570	950	0
Business & Member Support (L & D Services)	1,546	152		1,394	1,139	164		975	7
County Council Elections	109			109	109			109	0
	<b>5,694</b>	<b>2,079</b>	<b>570</b>	<b>3,045</b>	<b>5,269</b>	<b>2,069</b>	<b>570</b>	<b>2,630</b>	<b>48</b>
<b><u>OTHER RESOURCES SERVICES</u></b>									
Resources Management	86	380		-294	507	332		175	5
Strategic Procurement	155	146		9	155	146		9	3
Corporate Subscriptions	144			144	144			144	0
	<b>385</b>	<b>526</b>	<b>0</b>	<b>-141</b>	<b>806</b>	<b>478</b>	<b>0</b>	<b>328</b>	<b>8</b>
<b>TOTAL RESOURCES</b>	<b>77,201</b>	<b>41,258</b>	<b>530</b>	<b>35,413</b>	<b>73,846</b>	<b>38,407</b>	<b>639</b>	<b>34,800</b>	<b>623</b>
Chief Executive	448			448	438	5		433	3
Business Support Unit	97			97	206	122		84	3
Corporate Programme Management	1,166	240	926	0	1,542	179	1363	0	14
Equality and Diversity	83	99		-16	90	86		4	1
Research & Marketing Unit	1,583	1,563		20	1,181	1,116		65	25
Local Strategic Partnership	136	123		13	61	42		19	1
<b>TOTAL CHIEF EXECUTIVE UNIT</b>	<b>3,513</b>	<b>2,025</b>	<b>926</b>	<b>562</b>	<b>3,518</b>	<b>1,550</b>	<b>1,363</b>	<b>605</b>	<b>47</b>
<b>TOTAL DIRECTORATE NET EXPENDITURE</b>	<b>80,714</b>	<b>43,283</b>	<b>1,456</b>	<b>35,975</b>	<b>77,364</b>	<b>39,957</b>	<b>2,002</b>	<b>35,405</b>	<b>670</b>

### Additional Information

The above estimates are net of Central Support Services recharges to other Service Directorates of £13,623 million for 2014/15. The gross Resources Directorate and Chief Executive Unit budget before these costs are recharged is £50,888 million.

Contact Officers: Patrick Birch, Director of Resources  
Nick Hughes, Finance Manager

(01905 766200)  
(01905 766517)

## RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>FINANCIAL SERVICES &amp; WHOLE ORGANISATION</u></b>			
<b><u>CORPORATE FINANCIAL STRATEGY GROUP</u></b>			
<b><u>Expenditure</u></b>			
Employees	2,013	1,860	49
Indirect Costs	70	57	
<b>Employees</b>	<b>2,083</b>	<b>1,917</b>	<b>49</b>
Transport Costs	9	5	
Supplies and Services	177	294	
Central Support Services	1,161	998	
Directorate Support Services	99	77	
<b>Gross Expenditure</b>	<b>3,529</b>	<b>3,291</b>	
<b><u>Income</u></b>			
External Income	376	323	
Internal Trading Income	147	213	
Central Support Services	2,285	2,212	
Directorate Support Services	184	0	
<b>Gross Income</b>	<b>2,992</b>	<b>2,748</b>	
<b>Net Expenditure</b>	<b>537</b>	<b>543</b>	

### **Details of Service**

The Director of Resources is responsible for the financial administration of the County Council. The Directorate provides financial services and advice to the Council, its Cabinet, Committees/Panels, Service Directorates and external bodies. The Directorate is committed to improving the quality and cost effectiveness of the finance service.

### **Additional Information**

The Directorate's net expenditure includes costs related to the corporate management of the Council, costs associated with the support of council members, the costs of pensions added years and the additional cost of previous years pension contributions. Consistent with CIPFA's Best Value Accounting Code of Practice, these costs are not recharged to other services.

### **Key Operational Statistics**

	2012/13	2013/14
Estimated number of invoices paid	370,000	370,000

## RESOURCES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>FINANCING TRANSACTIONS</u></b>			
<b>Expenditure</b>			
Capital Financing Costs			
- External Interest	15,089	13,807	
- Minimum Revenue Provision	<u>16,022</u>	<u>16,804</u>	
<b>Gross Expenditure</b>	<b>31,111</b>	<b>30,611</b>	
<b>Income</b>			
External Income			
- Interest Earned	<u>211</u>	<u>211</u>	
<b>Gross Income</b>	<b>211</b>	<b>211</b>	
<b>Net Expenditure</b>	<b><u>30,900</u></b>	<b><u>30,400</u></b>	

### **Details of Service**

This budget includes the total capital financing costs in respect of interest on external borrowing and the statutory minimum revenue provision required to be set against total debt outstanding. This is offset by interest earned on the investment of surplus cash available after meeting the day-to-day spending of the Council's various services.

The level of interest earned on temporary investments continues to reflect the current low interest rates and is in line with a Treasury Management Strategy of security - liquidity- yield, ranked in order of importance. In addition, the Council continues to use internal cash balances on a temporary basis to finance capital expenditure and avoid the cost of high interest rates charged on external borrowing.

### **Key Operational Statistics**

	2014/15 £m	2015/16 £m
Estimated Capital Financing Requirement at 31 March:	449.7	482.4

### **CONTRIBUTIONS AND PRECEPTS**

<b>Expenditure</b>		
- Environment Agency	<u>216</u>	<u>216</u>
<b>Net Expenditure</b>	<b><u>216</u></b>	<b><u>216</u></b>

### **Details of Service**

This budget provides for the cost of the flood defence levy that the Environment Agency is statutorily obliged to raise from the County Council rather than directly from the public.

## RESOURCES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>MISCELLANEOUS SERVICES</u></b>			
<b>Expenditure</b>			
Supplies and Services			
- Carbon Reduction Commitment	141	323	
- External Audit Fee	127	127	
- Bank Charges and Interest	119	79	
- Contingency - future CRC liability	164	0	
- Other Services	10	166	
<b>Gross Expenditure</b>	<b>561</b>	<b>695</b>	
<b>Income</b>			
Grants and Contributions			
- West Mercia Supplies Surplus	200	350	
- New Homes Bonus	1,296	1,296	
- Other	4	4	
<b>Gross Income</b>	<b>1,500</b>	<b>1,650</b>	
<b>Net Income (-)</b>	<b>-939</b>	<b>-955</b>	

### **Details of service**

The external audit fee includes costs for the statutory external audit and the cost of auditing the Directorate's grant claims. In 2014/15 the Council anticipates receiving a distribution of £0.35 million accumulated surplus from the West Mercia Supplies Utilities Business.

The Carbon Reduction Commitment Energy Efficiency Scheme introduced by Government from 2014/15 requires the Council to buy allowances at £16 per tonne for its carbon emissions relating to buildings and street lighting.

The New Homes Bonus Scheme commenced in April 2011. It is designed to provide incentives and rewards for local authorities who build new homes in their area, bring empty properties back into use with an additional reward for affordable housing. The grant is unringfenced.

## RESOURCES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PROPERTY SERVICES</u></b>			
<b><u>PROPERTY SERVICES DIVISION</u></b>			
<b>Expenditure</b>			
Employees	4,822	4,672	115
Indirect Costs	58	60	
<b>Employees</b>	<b>4,880</b>	<b>4,732</b>	<b>115</b>
Transport Costs	109	100	
Supplies and Services	194	224	
Central Support Services	777	732	
Directorate Support Services	71	17	
<b>Gross Expenditure</b>	<b>6,031</b>	<b>5,805</b>	
<b>Income</b>			
External Income	2,669	2,497	
Internal Trading Income	582	757	
Central Support Services	2,541	2,178	
<b>Gross Income</b>	<b>5,792</b>	<b>5,432</b>	
<b>Net Expenditure</b>	<b>239</b>	<b>373</b>	

### **Details of service**

Provision of staff, equipment and establishment resources to undertake on a corporate basis

the comprehensive estates management of the County Council's land and property portfolio including the design and supervision of capital projects by:-

- (a) architectural services,
- (b) repair and maintenance and energy conservation measures in relation to the Council's building stock,
- (c) property review/studies and their implementation,
- (d) a comprehensive property disposal acquisition and management service.
- (e) the project management of complex, high value projects.

### **Key Operational Statistics**

Number of County Council operational properties maintained	405
Number of District properties maintained	496
Number of major capital projects managed	85
Number of minor capital projects managed	238

## RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>FACILITIES MANAGEMENT</u></b>			
<b>Expenditure</b>			
Employees	656	661	27
Indirect Costs	3	3	
<b>Employees</b>	<b>659</b>	<b>664</b>	<b>27</b>
Premises Costs	3,725	3,522	
Transport Costs	34	29	
Supplies and Services	642	794	
Central Support Services	126	134	
Directorate Support Services	8	0	
<b>Gross Expenditure</b>	<b>5,194</b>	<b>5,143</b>	
<b>Income</b>			
Grants and Contributions	49	0	
External Income	586	400	
Internal Trading Income	598	698	
Central Support Services	3,313	3,570	
<b>Gross Income</b>	<b>4,546</b>	<b>4,668</b>	
<b>Reserve Movements</b>			
Transfer to Reserve	40	40	
<b>Net Expenditure</b>	<b>688</b>	<b>515</b>	

### Details of service

Administrative offices are located throughout the county and it is the responsibility of the Director of Resources to ensure they are effectively managed. The Facilities Unit provides services for the management of accommodation and facilities at the County Hall Campus and other administrative buildings (e.g. caretaking, cleaning, ground maintenance, security, catering, mail services, reception and car parking). This is achieved day-to-day via a network of "Officers in Charge" assisted in relation to building, engineering, maintenance, and accommodation planning by Property Services.

Managing the receipt and recording of all goods delivered to County Hall Campus. The Courier Service provides a collection and delivery service of mail and other items between County Hall Campus, Admin Offices and other locations within the County including all schools and book rotation between libraries.

### Key Operational Statistics

Number of administrative buildings managed 14

Through the Better Use of Property Programme the number of buildings managed is planned to reduce to 4 by 2015/16.

## RESOURCES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>MAINTENANCE AND MINOR WORKS</u></b>			
<b>Expenditure</b>			
Premises Costs - Non Schools	1,280	1,199	
Premises Costs - District Council Shared Services	1,204	1,183	
<b>Gross Expenditure</b>	<b>2,484</b>	<b>2,382</b>	
<b>Income</b>			
External Income	1,204	1,183	
Internal Trading Income	1,280	1,199	
<b>Gross Income</b>	<b>2,484</b>	<b>2,382</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	

### **Details of service**

To survey, advise, carry out and monitor building and engineering maintenance works in order to :-

- (a) maintain county properties in a safe, habitable and functional condition within the constraints of County Council policies and resources; to respond to emergency situations and meet Health and Safety Act requirements,
- (b) make lasting reductions in energy consumption whilst maintaining proper environmental conditions, and continue the water management programme,
- (c) respond to service and property needs for small improvements,
- (d) equip those existing buildings with appropriate early warning equipment and means of escape, on the priority basis as highlighted by the Fire Risk Assessment reports.

### **Key Operational Statistics**

Number of County Council operational properties maintained	405
Number of District Council properties maintained	496



## RESOURCES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>PROPERTY OTHER SERVICES</u></b>			
<b>Expenditure</b>			
Premises Costs	132	114	
Central Support Services	87	76	
<b>Gross Expenditure</b>	<b>219</b>	<b>190</b>	
<b>Income</b>			
External Income	30	31	
<b>Gross Income</b>	<b>30</b>	<b>31</b>	
<b>Net Expenditure</b>	<b>189</b>	<b>159</b>	

### **Details of service**

To administer the purchase of land and buildings required for the future use of the Council and support the maintenance of redundant buildings..

## **SMALLHOLDINGS ESTATES & WOODLANDS**

<b>Expenditure</b>			
Premises Costs	129	128	
Supplies and Services	1	1	
Central Support Services	106	91	
<b>Gross Expenditure</b>	<b>236</b>	<b>220</b>	
<b>Income</b>			
External Income	311	311	
<b>Gross Income</b>	<b>311</b>	<b>311</b>	
<b>Net Expenditure</b>	<b>-75</b>	<b>-91</b>	

### **Details of service**

To manage the Smallholdings Estate with the objective of providing opportunities for suitably qualified persons with limited capital resources to enter agriculture and begin farming; to promote the concept of the small family farming business and to counter depopulation trends by assisting in the retention of jobs in the rural community. To identify where appropriate potential capital receipts as opportunities arise.

### **Key Operational Statistics**

Number of smallholdings provided 180

## RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>SYSTEMS AND CUSTOMER ACCESS</u></b>			
<b><u>S&amp;CA - INFORMATION &amp; COMMUNICATION TECHNOLOGY</u></b>			
<b>Expenditure</b>			
Employees	3,442	3,474	95
Indirect Costs	3	3	
<b>Employees</b>	<b>3,445</b>	<b>3,477</b>	<b>95</b>
Transport Costs	51	30	
Supplies and Services	1,440	1,320	
Central Support Services	358	363	
Directorate Support Services	46	17	
<b>Gross Expenditure</b>	<b>5,340</b>	<b>5,207</b>	
<b>Income</b>			
External Income	258	277	
Internal Trading Income	101	125	
Central Support Services	4,867	4,451	
<b>Gross Income</b>	<b>5,226</b>	<b>4,853</b>	
<b>Reserve Movements</b>			
Transfer from Reserve	0	109	
<b>Net Expenditure</b>	<b>114</b>	<b>245</b>	

### **Details of service**

S&CA provides ICT support to all parts of the County Council. It is responsible for the data networks, computer support and the Internet/Intranet services. S&CA is also responsible for advising on development and implementation of the Corporate ICT & Web Strategy. S&CA provides ICT Services that are innovative, cost effective and customer-focussed making the best use of technology for our customers.

### **Key Operational Statistics**

Number of PCs/laptops supported	5,297
Number of calls logged by IT Support during 2013	102,410
Number of servers supported	180
Number of local area networks supported (including schools)	330
Number of web pages provided for Worcestershire Hub	288
Average number of web pages served per month for Worcs Hub	80

## RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>S&amp;CA - CUSTOMER SERVICES</u></b>			
<b>Expenditure</b>			
Employees	1,898	1,617	65
Indirect Costs	34	38	
<b>Employees</b>	<b>1,932</b>	<b>1,655</b>	<b>65</b>
Premises Costs	5	5	
Transport Costs	12	11	
Supplies and Services	609	466	
Third Party Payments	534	339	
Central Support Services	477	475	
Directorate Support Services	10	0	
<b>Gross Expenditure</b>	<b>3,579</b>	<b>2,951</b>	
<b>Income</b>			
External Income	1,094	838	
Internal Trading Income	218	219	
Central Support Services	1,662	1,596	
<b>Gross Income</b>	<b>2,974</b>	<b>2,653</b>	
<b>Net Expenditure</b>	<b>605</b>	<b>298</b>	

### Details of service

Customer Services is comprised of:

- A central customer services team;
- Resources to manage, develop and support customer services in Worcestershire;
- Customer Service staff handling customer contacts in person and over the phone.

The Worcestershire Hub is operated by Worcestershire County Council and the six local District Councils. The Hub improves access to services for the people of Worcestershire who wish to access services in person, over the phone or online. To facilitate this, a network of Customer Service Centres are in place across the county dealing with contacts in person, as well as a network of Contact Centres (phone, fax, email) and a web portal.

The centres are jointly funded by the County Council and relevant District Councils with staff being employed by the local district council. In April 2009 the Worcestershire Hub Shared Service was established. The service is operated on behalf of Worcestershire County Council, Malvern Hills District Council and Worcester City Council. The service is governed by a Joint Committee. All of the staff within this shared service are employed by Worcestershire County Council with agreed funding contributions from the participating authorities.

## RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b>CONSUMER RELATIONS UNIT</b>			
<b>Expenditure</b>			
Employees	198	199	5
<b>Employees</b>	<b>198</b>	<b>199</b>	<b>5</b>
Transport Costs	1	0	
Supplies and Services	15	16	
Central Support Services	13	13	
Directorate Support Services	5	0	
<b>Gross Expenditure</b>	<b>232</b>	<b>228</b>	
<b>Income</b>			
Central Support Services	219	214	
<b>Gross Income</b>	<b>219</b>	<b>214</b>	
<b>Net Expenditure</b>	<b>13</b>	<b>14</b>	

### Details of service

The Consumer Relations Unit is responsible for managing all types of representations (comments, compliments and complaints) about County Council services, including statutory Social Services functions.

### S&CA - ICT SHARED SERVICE

<b>Expenditure</b>			
Employees	1,086	0	0
Indirect Costs	12	0	
<b>Employees</b>	<b>1,098</b>	<b>0</b>	<b>0</b>
Transport Costs	19	0	
Supplies and Services	394	0	
<b>Gross Expenditure</b>	<b>1,511</b>	<b>0</b>	
<b>Income</b>			
External Income	1,511	0	
<b>Gross Income</b>	<b>1,511</b>	<b>0</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	

### Details of service

S&CA hosts the South Worcestershire ICT Shared Service which provides ICT support to all parts of three District Councils - Malvern Hills District Council, Wychavon District Council and Worcester City Council.

The service is transferring to Wychavon District Council as of 1st April 2014

## RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT</u></b>			
<b><u>HUMAN RESOURCES</u></b>			
<b>Expenditure</b>			
Employees	4,023	4,061	130
Indirect Costs	59	28	
<b>Employees</b>	<b>4,082</b>	<b>4,089</b>	<b>130</b>
Transport Costs	23	21	
Supplies and Services	680	717	
Central Support Services	784	701	
Directorate Support Services	46	17	
<b>Gross Expenditure</b>	<b>5,615</b>	<b>5,545</b>	
<b>Income</b>			
External Income	1,609	2,034	
Internal Trading Income	1,707	1,365	
Central Support Services	2,241	1,892	
<b>Gross Income</b>	<b>5,557</b>	<b>5,291</b>	
<b>Net Expenditure</b>	<b>58</b>	<b>254</b>	

### Details of service

Human Resources aim to ensure that the County Council have the right number of employees with the right skills and behaviours in order to best achieve the Council's goals and in particular to;

- (a) support the recruitment of people who best fit the organisation's needs.
- (b) train & develop staff to ensure that they contribute their best performance.
- (c) deliver & develop effective payroll and reward systems which are fair and maximise employees commitment.
- (d) support a healthy & safe work environment where people are treated fairly.
- (e) ensure the Council complies with appropriate employment legislation.
- (f) support the organisation in developing to meet the future needs of Worcestershire and specifically at this time to help the Council to reduce its workforce size effectively and fairly.
- (g) manage the Local Government Pension Scheme Administering Authority for 150 fund employees and 52,000 members.

### Key Operational Statistics

Number of employees supported (filled posts) - Non Schools	5,297
Number of employees supported (filled posts) -Schools	10,156

## RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>LEARNING &amp; DEVELOPMENT</u></b>			
<b>Expenditure</b>			
Employees	1,342	1,310	41
<i>Employees</i>	<b>1,342</b>	<b>1,310</b>	<b>41</b>
Premises Costs	51	51	
Transport Costs	12	11	
Supplies and Services	881	674	
Central Support Services	114	65	
Directorate Support Services	20	0	
<b>Gross Expenditure</b>	<b>2,420</b>	<b>2,111</b>	
<b>Income</b>			
External Income	208	208	
Internal Trading Income	33	26	
Central Support Services	2,147	1,790	
<b>Gross Income</b>	<b>2,388</b>	<b>2,024</b>	
<b>Net Expenditure</b>	<b>32</b>	<b>87</b>	

### Details of service

The Learning and Development function mainly operates across three areas with a business support function providing the administration for all three areas and other HR services. (e.g. Occupational Health). The three areas are Corporate Training, Adult Social Care Training and ICT training. The Corporate and ICT functions are responsible for providing training mainly to WCC, however various arrangements are in place to support external partners. The primary aim of these three functions is to develop and deliver the workforce development strategy for WCC linked to identified business need. (e.g. meeting the skill gap in WCC becoming an excellent commissioning authority/ becoming a more mobile and flexible workforce and developing excellent leaders). Solutions range from e-learning through to classroom based training. The training is provided to every level within WCC, from front line staff, through to Chief Officers. The Adult Social Care Training service provides professional, technical and development training across the Social Care workforce (including WCC, and the voluntary, independent and private sectors). The training supports mandatory requirements identified by the CQC (Care Quality Commission), the Social Work Reform Board, Skills for Care and the HSE (Health and Safety Executive in order to ensure consistent delivery of core services across Worcestershire.

### Key Operational Statistics

	2013/14
Number of delegates trained - across all sectors	14,200
Number of training courses provided	1575
Number of training days delivered	15,844
Number of e-learning courses available	125
Number of e-learning courses completed	5,625

## RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>LEGAL &amp; DEMOCRATIC SERVICES</u></b>			
<b><u>LEGAL SERVICES</u></b>			
<b>Expenditure</b>			
Employees	1,247	1,258	30
Indirect Costs	6	6	
<b>Employees</b>	<b>1,253</b>	<b>1,264</b>	<b>30</b>
Transport Costs	9	9	
Supplies and Services	286	262	
Central Support Services	247	259	
Directorate Support Services	91	74	
<b>Gross Expenditure</b>	<b>1,886</b>	<b>1,868</b>	
<b>Income</b>			
External Income	247	208	
Internal Trading Income	33	73	
Central Support Services	1,534	1,427	
<b>Gross Income</b>	<b>1,814</b>	<b>1,708</b>	
<b>Net Expenditure</b>	<b>72</b>	<b>160</b>	

### **Details of service**

To provide a comprehensive, expert and value for money legal advice service to the Council. This service is provided to all Council Directorates, virtually all maintained schools, some Academies and some Parish Councils. The above expenditure also includes the Head of Service and PA.

### **Key Operational Statistics**

	Actual 11/12	Actual 12/13
Permanent Traffic Regulation Orders completed	117	198
Temporary Traffic Regulation Orders completed	605	465
Prosecutions completed	12	9
Child/Care proceedings completed	91	99
Debt recovered (net)	£248,755	£201,093
Commons searches	1,320	1,213
Employment Tribunals completed	2	9

## RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>COMMITTEE AND APPELLATE</u></b>			
<b>Expenditure</b>			
Employees	167	170	5
	1	0	
<b>Employees</b>	<b>168</b>	<b>170</b>	<b>5</b>
Transport Costs	1	1	
Supplies and Services	32	89	
Central Support Services	36	38	
Directorate Support Services	34	37	
<b>Gross Expenditure</b>	<b>271</b>	<b>335</b>	
<b>Income</b>			
Grants & Contributions	0	69	
External Income	27	42	
Internal Trading Income	86	86	
<b>Gross Income</b>	<b>113</b>	<b>197</b>	
<b>Net Expenditure</b>	<b>158</b>	<b>138</b>	

### **Details of service**

To manage the Council's political structures (excluding arrangements for scrutiny) which form part of the Constitutional and ethical framework and to advise on Member conduct. Head of Service is the statutory Monitoring Officer. Additionally the team administers the appeals process (eg school admissions and exclusion appeals, personnel appeals and review and representation panels).

### **Key Operational Statistics**

	Actual 11/12	Actual 12/13
Number of Council meetings serviced	79	75
Number of school admission appeals supported	254	243
Number of exclusion appeals supported	4	4



## RESOURCES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>OVERVIEW AND SCRUTINY</u></b>			
<b>Expenditure</b>			
Employees	274	199	6
Indirect Costs	2	2	
<b>Employees</b>	<b>276</b>	<b>201</b>	<b>6</b>
Transport Costs	2	2	
Supplies and Services	22	16	
Central Support Services	41	42	
Directorate Support Services	34	37	
<b>Net Expenditure</b>	<b>375</b>	<b>298</b>	

### **Details of service**

To lead and co-ordinate the Council's Overview and Scrutiny function which is a key part of the checks and balances necessary to hold the Cabinet to account and review services provided by the Council as well as providing pre-policy guidance. From 2014.15 includes the Area Democracy Unit which works with elected members to support them in their community leadership and community engagement role. Representing the County Council on Local Strategic Partnerships and working in close collaboration with District, Parish and Town Councils, Police, Primary Care Trust, the voluntary and community sector and other partners.

<b><u>Key Operational Statistics</u></b>	<b>Actual 11/12</b>	<b>Actual 12/13</b>
Number of Scrutiny meetings supported	44	61
Number of Scrutiny reports published	3	6
Number of pre-policy/single issues considered	39	68

## RESOURCES DIRECTORATE

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>ALLOWANCES &amp; EXPENSES</u></b>			
Transport Costs	3	3	
Supplies and Services			
- Allowances and Expenses	934	947	
- Councillors' Divisional Fund Scheme	570	570	
<b>Gross Expenditure</b>	<b>1,507</b>	<b>1,520</b>	
<b>Reserve Movements</b>			
Transfer from Reserve	570	570	
<b>Net Expenditure</b>	<b>937</b>	<b>950</b>	

### **Details of service**

The Council is required by law to make a Scheme of Allowances for Councillors and to decide the amounts to be paid to them under the Scheme. A copy of the current Scheme is contained in the Council's Constitution.

The Council is also required to establish and maintain an Independent Remuneration Panel which will advise Council on its Scheme. The Council must have regard to the Panel's advice when taking decisions in relation to the nature and level of allowances payable to Councillors.

The Worcestershire Councillors' Divisional Fund (WCDF) has been created to enable local members to access money to help local initiatives and support 'good works' which play an important role in promoting the economic, social and environmental well-being of communities within Worcestershire.

## RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>BUSINESS &amp; MEMBER SUPPORT (LEGAL &amp; DEMOCRATIC)</u></b>			
<b>Expenditure</b>			
Employees	186	189	7
Indirect Costs	3	3	
<b>Employees</b>	<b>189</b>	<b>192</b>	<b>7</b>
Transport Costs	8	9	
Supplies and Services	51	50	
Central Support Services	1,248	834	
Directorate Support Services	50	54	
<b>Gross Expenditure</b>	<b>1,546</b>	<b>1,139</b>	
<b>Income</b>			
Directorate Support Services	152	164	
<b>Gross Income</b>	<b>152</b>	<b>164</b>	
<b>Net Expenditure</b>	<b>1,394</b>	<b>975</b>	

### **Details of service**

The Business Support Unit delivers the day to day business support across the Division including processing of documentation, records and files to satisfy operational, personnel, financial and IT-related policies and processes. Above this lies the strategic link, pulling together the Divisional strands to ensure 'joined up' ways of working across the Directorate, and ensuring administrative needs are considered when implementing new initiatives or projects. The Member Support team supports Elected Members in carrying out their function appropriately, whether by: supporting through ICT; working with colleagues in C&A or O&S; or by providing direct support, to all 57 Members, with specific PA support to the Chairman and the Leader. To provide an essential communication contact point for WCC Officers with Members, and information to the public about Members. To co-ordinate and manage the administrative and financial arrangements for Members. To administer and process the Councillors Divisional Fund Scheme which is designed to improve the well-being of our local communities through devolution of power and funds to individual Councillors.

## RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
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### COUNTY COUNCIL ELECTIONS

#### Expenditure

Supplies and Services	109	109	
<b>Net Expenditure</b>	<b>109</b>	<b>109</b>	

#### Details of service

The cost of County Council elections and any subsequent by-elections is met from this budget. In order to smooth costs, budget provision is accumulated over four years to cover the estimated cost of the election. The Council's electoral requirements are met in accordance with agreements between the Council and the District Councils on a formal fee based scheme.

### RESOURCES MANAGEMENT

#### Expenditure

Employees	-6	210	5
Indirect Costs	3	3	
<b>Employees</b>	<b>-3</b>	<b>213</b>	<b>5</b>

Premises Costs	0	-250	
Transport Costs	-165	0	
Supplies and Services	27	47	
Central Support Services	217	485	
Directorate Support Services	10	12	
<b>Gross Expenditure</b>	<b>86</b>	<b>507</b>	

#### Income

External Income	106	76	
Central Support Services	75	76	
Directorate Support Services	199	180	
<b>Gross Income</b>	<b>380</b>	<b>332</b>	

<b>Net Expenditure</b>	<b>-294</b>	<b>175</b>	
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#### Details of service

The Director of Resources has responsibility for the management of a range of support services including: Legal & Democratic, Human Resources, Finance, Property and S&CA. The budget also supports 2 FTE staff seconded to Trade Unions.

The premises budget for 2014/2015 includes £250,000 Better Use of Property savings targeted for the WCC which has yet to be allocated out to the Directorates.

## RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>STRATEGIC PROCUREMENT UNIT</u></b>			
<b>Expenditure</b>			
Employees	137	139	3
<i>Employees</i>	<u>137</u>	<u>139</u>	<u>3</u>
Transport Costs	2	2	
Supplies and Services	1	1	
Central Support Services	10	11	
Directorate Support Services	5	2	
<b>Gross Expenditure</b>	<u>155</u>	<u>155</u>	
<b>Income</b>			
Central Support Services	146	146	
<b>Gross Income</b>	<u>146</u>	<u>146</u>	
<b>Net Expenditure</b>	<u><u>9</u></u>	<u><u>9</u></u>	

### **Details of service**

The Strategic Procurement team is a dedicated team which provides professional advice, guidance, support and challenge to all directorates to ensure that the Council procures high quality, cost effective goods and services.

Key themes include:

- Supporting the delivery of cost efficiencies and value improvement projects across all Directorates
- Procurement supporting the modernisation of services
- Developing the Council's skills and abilities to influence and manage markets
- Secure efficiencies in our processes by electronic means and innovative solutions

## **CORPORATE SUBSCRIPTIONS**

### **Expenditure**

Supplies and Services	144	144
<b>Net Expenditure</b>	<u><u>144</u></u>	<u><u>144</u></u>

### **Details of service**

This budget contains provision for a number of corporate subscriptions and licences including the Local Government Association, West Midlands Leaders Board, British Standards Institute, County Council Networks and Copyright and Newspaper Licensing Agencies.

**RESOURCES DIRECTORATE****INTERNAL TRADING UNIT**

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>SYSTEMS AND CUSTOMER ACCESS</u></b>			
<b><u>S&amp;CA - SCHOOLS</u></b>			
<b>Expenditure</b>			
Employees	985	1,090	38
Indirect Costs	7	9	
<b>Employees</b>	<b>992</b>	<b>1,099</b>	<b>38</b>
Premises Costs	80	80	
Transport Costs	50	60	
Supplies and Services	1,127	1,362	
Central Support Services	125	133	
<b>Gross Expenditure</b>	<b>2,374</b>	<b>2,734</b>	
<b>Income</b>			
External Income	107	270	
Internal Trading Income	2,210	2,517	
Central Support Services	125	133	
<b>Gross Income</b>	<b>2,442</b>	<b>2,920</b>	
<b>Net Expenditure</b>	<b>-68</b>	<b>-186</b>	

**Details of service**

The S&CA Schools team offers a comprehensive service to support the effective use of ICT in schools. As a Trading Unit, the team provides access to support for software, particularly SIMS, Central Hosting / Central Backups and Data Transfer, Training and Consultancy, Technical Support and Hardware and Software Procurement.

**Key Operational Statistics**

	During 2012	During 2013
	<b>Actual</b>	<b>Actual</b>
No.of new cases via Telephone Helpdesk	14,092	14,678
No.of School Staff trained through formal courses	442	576
No. of technical or consultancy visits to schools	446	394

**RESOURCES DIRECTORATE****INTERNAL TRADING UNIT**

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>S&amp;CA - TELECOMMUNICATIONS</u></b>			
<b>Expenditure</b>			
Employees	65	67	2
<b>Employees</b>	<b>65</b>	<b>67</b>	<b>2</b>
Transport Costs	1	1	
Supplies and Services	372	342	
Central Support Services	26	32	
Directorate Support Services	6	0	
<b>Gross Expenditure</b>	<b>470</b>	<b>442</b>	
<b>Income</b>			
Internal Trading Income	470	472	
<b>Gross Income</b>	<b>470</b>	<b>472</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>-30</b>	

**Details of service**

This service undertakes the management of the Council's telecommunications infrastructure, including the provision of the telephone facilities at County Hall and at a number of decentralised offices, and is responsible for the development, in pursuance of the Council's objectives, of a coherent countywide communications strategy.

## CHIEF EXECUTIVE UNIT

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b>CHIEF EXECUTIVE</b>			
<b>Expenditure</b>			
Employees	311	338	3
Indirect Costs	5	5	
<b>Employees</b>	<b>316</b>	<b>343</b>	<b>3</b>
Transport Costs	4	4	
Supplies and Services	69	41	
Central Support Services	59	50	
<b>Gross Expenditure</b>	<b>448</b>	<b>438</b>	
<b>Income</b>			
External Income	0	5	
<b>Gross Income</b>	<b>0</b>	<b>5</b>	
<b>Net Expenditure</b>	<b>448</b>	<b>433</b>	

### Details of service

The Chief Executive, as head of the Council's paid Service, has to ensure the provision of accurate information and advice to members, and to achieve the effective planning and implementation of Council and Central Government policy. The Chief Executive is responsible for executing the Corporate Plan, co-ordinating plans between member structures and directorates and maintaining effective communications between the Council and other stakeholders and partners.

### BUSINESS SUPPORT UNIT (CHIEF EXECUTIVE)

<b>Expenditure</b>			
Employees	62	74	3
<b>Employees</b>	<b>62</b>	<b>74</b>	<b>3</b>
Supplies and Services	13	110	
Central Support Services	22	22	
<b>Gross Expenditure</b>	<b>97</b>	<b>206</b>	
<b>Income</b>			
Internal Trading Income	0	122	
<b>Gross Income</b>	<b>0</b>	<b>122</b>	
<b>Net Expenditure</b>	<b>97</b>	<b>84</b>	

### Details of service

Business Support Unit has responsibility for providing day to day processing of documentation, records and files to satisfy operational, financial, personnel, and IT related policies and processes. The Unit supports: Chief Executive, Research and Marketing Unit, Worcestershire Partnership and the Future Fit team and the wider Council photocopying function.



## CHIEF EXECUTIVE UNIT

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>CORPORATE PROGRAMME MANAGEMENT</u></b>			
<b>Expenditure</b>			
Employees	799	736	14
Indirect Costs	2	2	
<b>Employees</b>	<b>801</b>	<b>738</b>	<b>14</b>
Transport Costs	5	3	
Supplies and Services	337	755	
Central Support Services	23	46	
<b>Gross Expenditure</b>	<b>1,166</b>	<b>1,542</b>	
<b>Income</b>			
Grant & Contributions	50	0	
External Income	167	74	
Central Support Services	23	105	
<b>Gross Income</b>	<b>240</b>	<b>179</b>	
<b>Reserve Movements</b>			
Transfer from Reserve	926	1,363	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	

### Details of service

The Chief Executive Unit's Corporate Programme Management Function provides a coordinated, strategic and formal focus for Worcestershire's efficiency and change programmes, on behalf of the County's Strategic Leadership Team. This includes WCC's transformational work streams under the (Future Fit) programme which is the Council's proactive approach to meeting the challenge of central government funding cuts and ensures the organisation is shaped into one that provides high quality, cost-effective services that are appropriate for the future and at the right price for our tax payers. The unit also ensures a continued focus on outcomes and pace for the organisation's strategic approach to specific programmes associated with Council Lead and Client Manager for £20m Superfast Worcestershire Partnership with BT, Commercial Approach to Commissioning programme, and the core commercial function.

A small professional team supports and coordinates the delivery of these ambitious and high profile programmes.

In order to sustain the pace of change required for the County Council to deliver against its Future Fit Corporate Plan and Medium Term Financial Plan it has been agreed that programme/project resource supporting delivery of Future Fit is continued until 31 March 2017. Currently it is anticipated that the total level of investment of £ 4.4 million will be required up to 31 March 2017.

## CHIEF EXECUTIVE UNIT

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b>RESEARCH &amp; MARKETING UNIT</b>			
<b>Expenditure</b>			
Employees	1,274	970	25
Indirect Costs	4	6	
<b>Employees</b>	<b>1,278</b>	<b>976</b>	<b>25</b>
Transport Costs	13	4	
Supplies and Services	214	106	
Central Support Services	78	95	
<b>Gross Expenditure</b>	<b>1,583</b>	<b>1,181</b>	
<b>Income</b>			
Internal Trading Income	718	378	
Central Support Services	845	738	
<b>Gross Income</b>	<b>1,563</b>	<b>1,116</b>	
<b>Net Expenditure</b>	<b>20</b>	<b>65</b>	

### Details of service

Research and Marketing includes communication with our communities and within the Council, as well as the corporate responsibility for the process of involving and consulting communities in the design and delivery of services.

The Unit provides a corporate research and intelligence service which includes research advice and the provision of intelligence about residents' views and clients needs. This service enables the Council to commission services which are responsive to those needs and reflect residents' priorities. This service includes performance reporting and policy analysis/horizon scanning.

The Unit also supports the development of effective partnership working across the County, particularly related to market research (through Worcestershire Viewpoint) and community safety.

The team covers all service areas of the council and includes graphic design.

## CHIEF EXECUTIVE UNIT

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	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<b><u>LOCAL STRATEGIC PARTNERSHIP</u></b>			
<b>Expenditure</b>			
Employees	117	40	1
<i>Employees</i>	<u>117</u>	<u>40</u>	<u>1</u>
Transport Costs	1	0	
Supplies and Services	5	2	
Central Support Services	13	19	
<i>Gross Expenditure</i>	<u>136</u>	<u>61</u>	
<b>Income</b>			
External Income	123	42	
<i>Gross Income</i>	<u>123</u>	<u>42</u>	
<i>Net Expenditure</i>	<u>13</u>	<u>19</u>	

### **Details of service**

Worcestershire Partnership Team are responsible for supporting the partnership which spans local authorities, health, business, VCS and education.

## **CORPORATE DIVERSITY & EQUALITY**

<b>Expenditure</b>			
Employees	52	52	1
<i>Employees</i>	<u>52</u>	<u>52</u>	<u>1</u>
Supplies and Services	27	19	
Central Support Services	4	19	
<i>Gross Expenditure</i>	<u>83</u>	<u>90</u>	
<b>Income</b>			
Central Support Services	99	86	
<i>Gross Income</i>	<u>99</u>	<u>86</u>	
<i>Net Expenditure</i>	<u>-16</u>	<u>4</u>	

### **Details of service**

The Corporate Diversity and Equality Unit is responsible for ensuring that the Council meets its obligations under equalities legislation.

## **Specific Revenue and Capital Grants 2014/15**

	<b>2014/15 £000</b>
<b><u>Specific Revenue Grants</u></b>	
Adult Services & Health	40,150
Children's Services - Dedicated Schools Grant	232,040
Children's Services - Pupil Premium Grant	11,776
Children's Services	16,921
Business, Environment & Community	12,440
Resources	3,065
<b>Total Specific Revenue Grants</b>	<b><u>316,392</u></b>
<b><u>Capital Grants</u></b>	
Adult Services & Health	1,308
Children's Services	10,239
Business, Environment & Community	26,471
Chief Executive	3,350
<b>Total Capital Grants</b>	<b><u>41,368</u></b>
<b>Total Specific Revenue and Capital Grants</b>	<b><u><u>357,760</u></u></b>

## Specific Revenue and Capital Grants 2014/15

2014/15

£000

### Specific Revenue Grants:

#### Adult Services & Health

Public Health Grant	26,528
NHS Funding to Support Social Care and Benefit Health	10,930
Local Welfare Provision Grant	1,131
Social Fund - Programme Funding	947
Social Fund - Administration Funding	183
Local Reform and Community Voices DH Reform	431
	<hr/>
	<b>40,150</b>

**Children's Services - Dedicated Schools Grant** **232,040**

**Children's Services - Pupil Premium Grant** **11,776**

#### Children's Services

Post 16 Funding (YPLA)	4,682
Education Services Grant	6,632
Bromsgrove Schools PFI Grant	4,695
Extended Rights to Free Travel	406
Stronger Families	340
Statutory Assessment	29
Secure Accommodation	92
Milk Grant	45
	<hr/>
	<b>16,921</b>

#### Business, Environment & Community

Waste Services PFI	4,144
Redditch CHYM	549
Lead Local Flood Authorities	117
Bikeability Grant	100
DEFRA - Environmental Stewardship	93
DEFRA - Malvern Hills AONB	184
DEFRA - Countryside Admin OH for Malvern Hills AONB	9
ERDF - Proof of Concept	386
ERDF - Leader Project	162
ERDF - Enterprising Worcestershire Project	727
ERDF - Resource and Efficiency Project	208
ERDF - Loan Fund	624
ERDF - Cyberbid Project	176
ERDF - Graduate Bid Project	221
The Hive - PFI Grant	3,381
Formal First Step	201
Personal and Community Development Learning	120
Wider Family Learning	48
Family, English, Maths, Language	168
Community Learning Fund	200
Manorial Documents Register Project	34
Music	588
	<hr/>
	<b>12,440</b>

2014/15

£000

**Resources**

New Homes Bonus	1,919
Settlement Funding Assessment: Adjustment	600
Community Right to Challenge	9
Police & Crime Panel Grant	69
Local Enterprise Partnerships Core Funding Grant	250
Local Enterprise Partnerships Capacity Fund	26
New Homes Bonus Returned Funding	192
	<hr/>
	<b>3,065</b>

**Total Specific Revenue Grants** 

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**316,392**

**Capital Grants:**

**Adult Services & Health**

Developing Community Capacity **1,308**

**Children's Services**

Capital Maintenance Grant	5,174
Basic Need Grant	2,960
Schools Formula Capital Grant	1,074
Universal Infant Schools Meals Initiative	1,031
	<hr/>
	<b>10,239</b>

**Business, Environment & Community**

LTP Structural Maintenance Grant	12,036
LTP Integrated Transport Grant	4,328
Hoo Brook Link Road (Pinch Point Grant)	2,475
Choose How You Move Grant	105
Worcester Transport Strategy	7,527
	<hr/>
	<b>26,471</b>

**Chief Executive**

Local Broadband BDUK Grant **3,350**

**Total Capital Grants** 

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**41,368**

**Total Specific Revenue and Capital Grants** 

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**357,760**

<b>TOTAL EXPENDITURE</b>	<b>LATEST FORECAST 2013/14</b>	<b>LATEST FORECAST 2014/15</b>	<b>LATEST FORECAST 2015/16</b>	<b>LATEST FORECAST 2016/17 and Beyond</b>	<b>TOTAL FORECAST</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
CHILDREN'S SERVICES DIRECTORATE	32,886	45,444	10,940	9,927	99,197
BUSINESS, ENVIRONMENT AND COMMUNITY DIRECTORATE	35,571	80,898	55,826	49,474	221,769
DIRECTORATE OF ADULT SOCIAL CARE AND HEALTH	948	2,650	2,100	1,099	6,797
RESOURCES DIRECTORATE	5,623	13,007	5,908	4,640	29,178
CHIEF EXECUTIVE	618	3,777	6,855	1,002	12,252
<b>GRAND TOTAL</b>	<b>75,646</b>	<b>145,776</b>	<b>81,629</b>	<b>66,142</b>	<b>369,193</b>

<b>TOTAL FUNDING</b>					
TEMPORARY AND LONG TERM BORROWING	18,957	57,168	55,534	55,807	187,466
CAPITAL RECEIPTS	2,159	9,893	2,150		14,202
GOVERNMENT GRANTS	43,649	67,954	16,750	10,235	138,588
CAPITAL RESERVE	3,866	1,164			5,030
THIRD PARTY CONTRIBUTIONS	5,382	4,992	7,145		17,519
REVENUE BUDGETS	1,633	4,605	50	100	6,388
<b>GRAND TOTAL</b>	<b>75,646</b>	<b>145,776</b>	<b>81,629</b>	<b>66,142</b>	<b>369,193</b>

**CHILDREN'S SERVICES DIRECTORATE**

	LATEST FORECAST 2013/14 £000	LATEST FORECAST 2014/15 £000	LATEST FORECAST 2015/16 £000	LATEST FORECAST 2016/17 and Beyond £000	TOTAL FORECAST £000
<b>Wyre Forest Schools Reorganisation:</b>					
- Primary Phase 1	1,021				1,021
- Special School (Habberley Learning Campus)	10,468	10,952	501	105	22,026
<b>Major Schemes:</b>					
- Elgar Academy (Tudor Grange)	730				730
- Short Breaks for Disabled Children (AHDC)		347			347
- Tenbury High School	1,548	32			1,580
- Purchase of Property for Looked After Children Placements		200			200
- EBD Units		400			400
- Stourport Burlish Park - New School (all CM grant funded)	931	3,955	997	110	5,993
- Bewdley High Science Block (all CM grant funded)	311	2,351	187		2,849
- Completion of Residual Schemes	512	23			535
<b>Composite Sums:</b>					
- NDS Modernisation	636	16			652
- Capital Maintenance	6,004	13,843	500	1,000	21,347
- Early Education for 2 Year Olds	100	624			724
- Total Schools Formula Capital	5,093	1,074			6,167
- Basic Need	4,731	10,590	8,755	8,712	32,788
- Special Educational Needs	355	2			357
- Kitchen Capital	111				111
- Total Minor Works	335	4			339
- Universal Infant School Meals		1,031			1,031
	<b>32,886</b>	<b>45,444</b>	<b>10,940</b>	<b>9,927</b>	<b>99,197</b>

**BUSINESS, ENVIRONMENT AND COMMUNITY DIRECTORATE**

	LATEST FORECAST 2013/14 £000	LATEST FORECAST 2014/15 £000	LATEST FORECAST 2015/16 £000	LATEST FORECAST 2016/17 and Beyond £000	TOTAL FORECAST £000
<b>Local Transport Plan:</b>					
- Structural Carriageway/Bridgeworks	12,220	11,626			23,846
- Integrated Transport	2,450	1,114			3,564
<b>Major Schemes:</b>					
- Energy from Waste		32,900	41,800	46,700	121,400
- Kidderminster Public Realm Works					
- Highway Flood Mitigation Measures	1,880	500	1,000		3,380
- Highways and Footways Improvements	1,000	1,000			2,000
- Waste Infrastructure	300	1,537			1,837
- Abbey Bridge	3,289	1,610	60		4,959
- Worcester Transport Strategy	4,164	14,589			18,753
- Hoobrook Link Road - Pinch Points	2,679	2,475	7,086	514	12,754
- Whittington Roundabout	26				26
- Public Rights of Way	100				100
- Southern Link Dualling	424				424
- Worcester Technology Park	661	5,250	4,750		10,661
- Bromsgrove Railway Station Relocation	598	4,902			5,500
- CH Biomass Boiler	320				320
- Worc Wildwood Offices - Solar PV	100				100
- Worcester Library and History Centre (Non - PFI capital costs)	723	560			1,283
- Stourport Library/ Coroners Relocation to Civic Centre	200	1,150			1,350
- Woodrow Business Case	238				238
- LED Replacements	500				500
- Mobile Library	132				132
- Completion of Residual Schemes	234	200	200	400	1,034
<b>Composite Sums:</b>					
- Vehicle Replacement Programme	843	500	480	960	2,783
- Transportation : Advance Design Fees	100				100
- Street Column Replacement Programme	100	350	350	700	1,500
- Choose How You Move	515	535			1,050
- Investment Initiatives to Support Business and /or Green Technology	1,120				1,120
- Libraries Minor Works	655	100	100	200	1,055
	<b>35,571</b>	<b>80,898</b>	<b>55,826</b>	<b>49,474</b>	<b>221,769</b>



**DIRECTORATE OF ADULT SOCIAL CARE AND HEALTH**

	LATEST FORECAST 2013/14	LATEST FORECAST 2014/15	LATEST FORECAST 2015/16	LATEST FORECAST 2016/17 and Beyond	TOTAL FORECAST
	£000	£000	£000	£000	£000
<b>Major Schemes:</b>					
- Capital Investment in Community Capacity/ Specialised Housing	200	2,000	2,000	899	5,099
- Social Care Reform	170				170
- Completion of Residual Schemes	59				59
<b>Composite Sums:</b>					
- A&CS Minor Works	519	650	100	200	1,469
	<b>948</b>	<b>2,650</b>	<b>2,100</b>	<b>1,099</b>	<b>6,797</b>

**RESOURCES DIRECTORATE**

	LATEST FORECAST 2013/14	LATEST FORECAST 2014/15	LATEST FORECAST 2015/16	LATEST FORECAST 2016/17 and Beyond	TOTAL FORECAST
	£000	£000	£000	£000	£000
<b>Major Schemes:</b>					
- Digital Strategy and Customer Access	507	3,615	2,020	2,570	8,712
- ICT Existing Commitments	1,714	304			2,018
- Repair and Maintenance of a Longer Term Benefit (And BUoP)	750	550	510	930	2,740
- Energy Efficiency - Spend to Save	600	1,010			1,610
- Land Assembly Opportunity Fund	375	281			656
- Parkside Redevelopment	1,191	5,418	568		7,177
- Demolition Costs	54	258			312
- Microsoft Office Sharepoint Server					
- SAP Upgrade					
- SAP Development					
- Meeting Disabled Access Requirements	50	150			200
- Increasing Network Capacity	250				250
- Completion of Residual Schemes	132	26			158
<b>Composite Sums:</b>					
- Better Use of Property		468			468
- Corporate Capital Contingency		914			914
- Capyity for New Starts (Borrowing)			2,320	1,140	3,460
- Capyity for New Starts (Cap Receipts))		13	490		503
	<b>5,623</b>	<b>13,007</b>	<b>5,908</b>	<b>4,640</b>	<b>29,178</b>

**CHIEF EXECUTIVE**

	LATEST FORECAST 2013/14	LATEST FORECAST 2014/15	LATEST FORECAST 2015/16	LATEST FORECAST 2016/17 and Beyond	TOTAL FORECAST
	£000	£000	£000	£000	£000
<b>Major Schemes:</b>					
- Local Broadband Plan	216	3,777	6,855	1,002	11,850
- Community Infrastructure Broadband (Green Tech Fund)	392				392
- Redditch Arc Broadband	10				10
	<b>618</b>	<b>3,777</b>	<b>6,855</b>	<b>1,002</b>	<b>12,252</b>