



worcestershire
county council

Budget Book

Revenue - 2016/17

Capital - 2015/19

Information Correct at 01.04.16

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Notes

The Budget Book is designed to help the Public, Members, Council Staff and any other interested parties understand the Council's budgets and its future plans, including the efficiencies and savings which are needed both in this year and future years.

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

Cabinet meeting: 4 February 2016 [Cabinet](#)

Council meeting: 11 February 2016 [Council](#)

Summary Financial Information - 2016/17

Net Revenue Budget Requirement 2016/17 £322.5m

Revenue Estimate 2016/17	Gross Exp. £m	Gross Income £m	Reserve M'ments £m	Net Exp. £m
Adult Services and Health	241.9	107.8	1.4	132.7
Children, Families & Communities (exc. Schools)	143.7	58.6	0.3	84.8
- Schools Budget	218.0	218.0	0.0	0.0
Economy & Infrastructure	91.7	24.5	2.7	64.5
Commercial & Change / Finance	78.5	35.5	2.5	40.5
Gross Expenditure, Income and Reserve Movements	773.8	444.4	6.9	322.5
Contribution to Earmarked Reserves	0.0			0.0
Budget Requirement	773.8	444.4	6.9	322.5

Worcestershire's net budget requirement for 2016/17 is shown in the table above. Detailed revenue estimates are also available. The cost of providing the Council's services, net of specific grants for 2016/17 is £322.5 million. Further detailed information is available here, from page 26 onwards.

Worcestershire's funding from the Revenue Support Grant, Business Rates and Council Tax is shown in the table below.

Revenue Funding 2016/17 £322.5m

Revenue Funding Source	2016/17 £m
Council Tax	225.0
Revenue Support Grant	36.3
Business Rates	58.1
Collection Fund Surplus	3.1
Total Revenue Funding	322.5

The Council also receives other grants from the Government for Specific Purposes. The most significant of these is the Dedicated Schools Grant (DSG) that provides £203.2 million funding for mainstream schools and statutory functions in 2016/17 and can only be used for this purpose.

Capital Expenditure and Funding 2016/17 £141.9m

Capital Expenditure

Capital Expenditure	2016/17 £m
Adult Services & Health	5.7
Children, Families & Communities	23.8
Economy & Infrastructure	110.8
Commercial and Change / Finance	1.6
Total	141.9

Further details of capital expenditure are included within the Directorate pages.

Capital Funding Sources

Capital Funding Sources	2016/17 £m
Temporary & long term borrowing	51.8
Capital Receipts	5.0
Government grants	75.6
Third party contributions	7.2
Revenue budgets	2.3
Total	141.9

Staff Numbers

During 2016/17 the Council expects to employ the equivalent of 7,732 full-time staff. Of these 4,888 will be employed within schools. These staff numbers have decreased from the previous year due to transfer of schools to academies and as part of the Council's efficiency measures.

Directorate	FTE
Adult Services & Health	1,019
Children, Families & Communities	5,874
Economy & Infrastructure	407
Commercial & Change / Finance	432
FTE Total including Schools	7,732
Less Schools Budget Staff	4,888
FTE Total excluding Schools	2,844

Adult Services and Health

2016/17 Revenue and Capital Estimates

Revenue Estimate	Gross Exp £m	Gross Income (excl grants) £m	Reserve M'ments £m	Net Exp (excl grants) £m	Grants £m	Net Exp. £m
Adult Services and Health	241.9	35.3	1.4	205.2	72.5	132.7

Capital Programme Est.	£m
Adult Services and Health	5.7

The Adult Services & Health Directorate is accountable for the Council's duties for improving and protecting health and supporting local NHS commissioning under the Health and Social Care Act. This includes promoting a culture, environment and behaviour that contributes to better health, planning for and responding to major health threats, commissioning of services to improve and protect health, and providing the intelligence and evidence base to support the NHS to arrange local health services in the most effective way.



The Adult Services & Health Directorate is also accountable for the Council's duties under adult social care legislation, and from April 2015 the Care Act. This includes providing information and advice for people about how to stay well and independent, preventing needs arising, enabling self-care, assessing people's needs for adult social care, arranging services for eligible individuals, and ensuring the sustainability and quality of services.

Additionally the Directorate is also responsible for integrating adult social care and health services to ensure that individuals have a seamless experience of care.

Finally the Directorate is accountable for the Council's duties under the Crime and Disorder Act 1998. This includes working with partners to promote community safety and reduce domestic abuse, and commissioning drug and alcohol services.

Cabinet Member for Adult Social Care: Cllr [Sheila Blagg](#)
Cabinet Member for Health and Well Being: Cllr [John Smith](#)

Interim Director for Adult Social Services – [Anne Clarke](#)
Interim Director of Public Health – [Frances Howie](#)

Key Contacts

Heads of Service

Older People	Anne Clarke	(01905 846984)
Physical Disability	Anne Clarke	(01905 846984)
Learning Disabilities	Anne Clarke	(01905 846984)
Mental Health	Mark Dickens WHACT	(01905 733880)
Prevention	Frances Howie	(01905 845533)
Strategic And Support Functions		
- Social Care	Anne Clarke	(01905 846984)
- ICU	Richard Keble/ Frances Martin	(01905 843665) (01905 845548)
- Public Health	Frances Howie	(01905 845533)
Support Services	Sue Alexander	(01905 846942)

Subjective Analysis of Expenditure and Income 2016/17

	Older People £000	Physical Disability £000	Learning Disability £000	Mental Health £000	Prevention £000	Strategic and Support Functions £000	Support Services £000	Total Adult Services & Health £000
Employees	16,555	308	6,575	1,967	0	5,043	597	31,045
Other Provider Services	5,129	106	2,459	278	150	2,971	801	11,894
Commissioned Services	92,126	11,656	50,283	9,812	26,795	524	0	191,196
Support Services Expenditure	4,015	364	2,191	474	245	436	60	7,785
Gross Expenditure	117,825	12,434	61,508	12,531	27,190	8,974	1,458	241,920
Income	61,748	873	7,277	3,693	26,946	4,894	228	105,659
Support Services Income	0	0	0	0	0	1,438	675	2,113
Reserve Movements	0	0	0	0	0	402	1,000	1,402
Gross Income	61,748	873	7,277	3,693	26,946	6,734	1,903	109,174
Net Expenditure	56,077	11,561	54,231	8,838	244	2,240	(445)	132,746

Note: This subjective analysis reports the total expenditure and income for each service area including internal trading. Detailed estimates can be obtained by clicking on the links above.

Specific Revenue and Capital Grants 2016/17

	2016/17
Specific Revenue Grants	£000
Public Health Grant	30,654
Better Care Fund	33,907
Better Care Fund - Disabled Facilities Capital Grant	4,235
Independent Living Fund	3,115
Local Reform & Community Voices Grant	321
Care Act Prisons Funding	243
Total	72,475

	2016/17
Capital Grants	£000
	NIL
Total	0

Capital Programme 2015/16 to 2018/19

	Latest Forecast 2015/16 £000	Latest Forecast 2016/17 £000	Latest Forecast 2017/18 £000	Latest Forecast 2018/19 and Beyond £000	Total Forecast £000
Major Schemes:					
- Capital Investment in Community Capacity/ Specialised Housing	250	4,695			4945
- Investment in New Technologies in Care	2,000				2000
- Timberdine Nursing and Rehabilitation Unit	670	95			765
- Social Care Capital		158			158
- Care Act Capital	190	310			500
- Transforming Care	60				60
- Social Care Reform	228				228
- Autism Project	19				19
- Completion of Residual Schemes	13				13
Composite Sums:					
- A&CS Minor Works	582	458	100		1140
Total	4,012	5,716	100		9,828

For Adult Social Care information and advice please visit the Your Life, Your Choice Worcestershire website – [click here](#).

Directorate of Children, Families & Communities (CFC)

2016/17 Revenue and Capital Estimates

Revenue Estimate	Gross Exp £m	Gross Income (excl grants) £m	Reserve M'ments £m	Net Exp (excl grants) £m	Grants £m	Net Exp. £m
Children, Families & Communities (excl. Schools Budget)	143.7	43.9	0.3	99.5	14.7	84.8
Schools Budget	218.0	0.0	-	218.0	218.0	-

Capital Programme Estimate	£m
Children, Families & Communities	23.8

The Children, Families and Communities Directorate leads on integrated services to children, young people and their families, which includes education including schools, early years and children's centres, youth services and children's social care.



The Directorate is also responsible for strategic leadership on partnership co-operation to improve the well-being of children and young people in Worcestershire through the Children's Trust arrangements.

Cabinet Member with responsibility for Children and Families: [Cllr Marc Bayliss](#)

Cabinet Member with responsibility for Localism and Communities: [Cllr Lucy Hodgson](#)

Cabinet Member with responsibility for Environment: [Cllr Anthony Blagg](#)

Director for Children, Families & Communities: [Catherine Driscoll](#)

Key Contacts

Heads of Service

Schools Budget	John Edwards	(01905 844914)
Schools Budget	Sue Alexander	(01905 846942)
Children's Social Care		
-Safeguarding Services	Diane Partridge	(01905 845498)
-Placements / Provider Services	Jake Shaw	(01905 843632)
Education and Skills	John Edwards	(01905 844914)
Early Help and Partnerships	Hannah Needham	(01905 728914)
Resources	Sue Alexander	(01905 846942)
Communities	Neil Anderson	(01905 766580)

Subjective Analysis of Expenditure and Income 2016/17

	Assessment and Intervention £000	Placements and Provision £000	Transformation and Provider Services £000	Learning and Achievement £000	Home to School and College Transport £000	Early Help and Partnerships £000	Family Front Door £000	Worcestershire Safeguarding Children Board £000	Finance and Resources £000	WCC Contribution to West Mercia Youth Offending Service £000	Communities £000	Total Children, Families & Communities (Excl Schools Budget) £000	Schools Budget £000
Employees	9,606	0	8,213	1,500	0	791	1,586	206	2,265	0	9,240	33,407	1,431
Other Provider Services	1,197	1,032	1,310	307	11,352	1,190	124	67	481	0	3,887	20,947	10,838
Commissioned Services	38	23,176	4,617	4,043	1,066	31,381	0	0	9,156	547	7,164	81,188	205,747
Support Services Expenditure	1,379	13	608	117	0	104	120	0	3,604	0	2,206	8,151	0
Gross Expenditure	12,220	24,221	14,748	5,967	12,418	33,466	1,830	273	15,506	547	22,497	143,693	218,016
Income	32	447	157	3,254	1,788	26,355	90	150	11,500	0	14,087	57,860	218,016
Support Services Income	0	0	0	0	0	0	0	0	150	0	613	763	0
Reserve Movements	0	0	0	0	0	0	0	0	104	0	169	273	0
Gross Income	32	447	157	3,254	1,788	26,355	90	150	11,754	0	14,869	58,896	218,016
Net Expenditure	12,188	23,774	14,591	2,713	10,630	7,111	1,740	123	3,752	547	7,628	84,797	0

Note: This subjective analysis reports the total expenditure and income for each service area including internal trading. Detailed estimates can be obtained by clicking on the links above.

Specific Revenue and Capital Grants 2016/17

Specific Revenue Grants	£000
Education Services Grant	4,232
Bromsgrove Schools PFI Grant	4,695
Extended Rights to Free Travel	338
Unaccompanied Asylum Seeking Children	406
Secure Accommodation	41
DEFRA - Environmental Stewardship	42
DEFRA - Countryside Admin OH for Malvern Hills AONB	9
The Hive - PFI Grant	3,381
Formal First Step	123
Personal and Community Development Learning	147
Wider Family Learning	50
Family, English, Maths, Language	168
Community Learning Fund	249
Music	739
County Enterprises	120
Total	14,740

Capital Grants	£000
Capital Maintenance Grant	3,932
Basic Need Grant	8,712
Schools Formula Capital Grant	1,021
Total	13,665

Capital Programme 2015/16 to 2018/19

Children, Families & Communities					
Capital Programme	Latest Forecast 2015/16 £000	Latest Forecast 2016/17 £000	Latest Forecast 2017/18 £000	Latest Forecast 2018/19 and Beyond £000	Total Forecast £000
Major Schemes:					
- Special School (Habberley Learning Campus)	450	113			563
- Short Breaks for Disabled Children (AHDC)	120	8			128
- Purchase of Property for Looked After Children Placements	293				293
- Stourport Burlish Park - New School (all CM grant funded)	3,181	108			3,289
- Bewdley High Science Block (all CM grant funded)	1,728	56			1,784
- Post 16 Supported Living	1,000				1,000
- Bengeworth 1st	1,634	36			1,670
- Redditch S.77 Projects	700	1,578	120		2,398
- Evesham St Andrews	1,288	882	60		2,230
- Leigh and Bransford	511	787	26		1,324
- Holyoaks Field 1st School	250	2,800	2,586	250	5,886
- Blackwell 1st School	1,176	25			1,201
- Worcester Library and History Centre (Non - PFI capital costs)	498				498
- Wythall Library	305				305
- Hartlebury Museum	2	150			152
- Major Schemes - Residual	525				525
Composite Sums:					
- Capital Maintenance	5,615	5,114	260		10,989
- Early Education for 2 Year Olds	427				427
- Basic Need	4,753	10,211	2,252	125	17,341
- School Managed Schemes (Inc. Universal Infant School meals and Devolved Formula Capital)	2,802	1,883			4,685
- Libraries Minor Works	336	100	100		536
- Composite Sums - Residual	581				581
Total	28,175	23,851	5,404	375	57,805

Directorate of Economy & Infrastructure (E&I)

2016/17 Revenue and Capital Estimates

Revenue Estimate	Gross Exp £m	Gross Income (excl grants) £m	Reserve M'ments £m	Net Exp (excl grants) £m	Grants £m	Net Exp. £m
Economy & Infrastructure	91.7	21.4	2.7	67.6	3.1	64.5

Capital Programme Estimate	£m
Economy & Infrastructure	110.8

The Economy & Infrastructure Directorate is responsible for Maintaining Worcestershire's highways, developing public transport provision, promoting sustainable travel, supporting the county's businesses with advice and access to funding, managing waste disposal services and Planning and Regulatory functions, promotion of recycling/re- use and sustainability and promoting Worcestershire's countryside.



Cabinet Member with responsibility for Highway: Cllr [Marcus Hart](#)

Cabinet Member with responsibility for Economy, Skills & Infrastructure: Cllr [Ken Pollock](#)

Cabinet Member with responsibility for Environment: Cllr [Anthony Blagg](#)

Director for Economy & Infrastructure: [John Hobbs](#)

Key Contacts

Heads of Service

Strategic Infrastructure and Economy	Nigel Hudson	(01905 846784)
Strategic Commissioner, Major Projects	Rachel Hill	(01905 843539)
Community and Environment	Neil Anderson	(01905 846580)
Highways and Rights of Way	Ian Bamforth	(01905 846845)
Business Administration and Systems	John Hobbs	(01905 844576)

Subjective Analysis of Expenditure and Income 2016/17

	Strategic Infrastructure & Economy £000	Strategic Commissioning - Major Projects £000	Transport Operations £000	Highways and Rights of Way £000	Business Administration & Systems £000	Total Economy & Infrastructure £000
-						
Employees	4,756	1,198	3,390	1,592	968	11,904
Other Provider Services	3,044	1,958	2,780	(344)	(8)	7,430
Commissioned Services	819	49,831	8,873	9,811	0	69,334
Support Services Expenditure	1,115	822	501	498	60	2,996
Gross Expenditure	9,734	53,809	15,544	11,557	1,020	91,664
Income	4,738	13,240	5,768	17	89	23,852
Support Services Income	0	0	0	0	672	672
Reserve Movements	209	2,447	0	0	0	2,656
Gross Income	4,947	15,687	5,768	17	761	27,180
Net Expenditure	4,787	38,122	9,776	11,540	259	64,484

Note: This subjective analysis reports the total expenditure and income for each service area including internal trading. Detailed estimates can be obtained by clicking on the links above.

Specific Revenue and Capital Grants 2016/17

Specific Revenue Grants	£000
Waste Services PFI	1,818
Bus Service Operators Grant	495
Bus Service Operators Grant - Section 19	25
Bikeability Grant	91
DCLG - Leader Project	62
National Energy Action Grant - Boiler Programme	325
HLF WW1	17
Henry Moore Foundation	10
Pilgrim Trust	21
National Manuscript	10
DEFRA - Malvern Hills AONB	188
Heritage Lottery - Three Counties Traditional Orchards	21
Total	3,083

Capital Grants	£000
LTP Structural Maintenance Grant	13,758
LTP Integrated Transport Grant	2,405
Local Broadband BDUK Grant	2,390
SEP Growth Deal:	
Southern Link Road Phase 3	3,700
Kidderminster Station	4,300
Worcester Parkway	7,500
Flood Alleviation	2,000
Malvern Hills Science Park	3,000
Worcester Technology Park	3,000
Local Broadband	608
Total	42,661

Capital Programme 2015/16 to 2018/19

Economy & Infrastructure

<u>Capital Programme</u>	Latest Forecast 2015/16 £000	Latest Forecast 2016/17 £000	Latest Forecast 2017/18 £000	Latest Forecast 2018/19 and Beyond £000	Total Forecast £000
Local Transport Plan:					
- Structural Carriageway/Bridgeworks	14,468	14,008	13,341	36,228	78,045
- Integrated Transport	1,233	4,205	2,405	7,215	15,058
Major Schemes:					
- Energy from Waste	69,022	30,390			99,412
- Southern Link Dualling Phase 3	3,839	11,929	10,031	5,294	31,093
- Worcester Parkway Regional Interchange	1,492	9,369	8,953		19,814
- Driving Home Programme	1,800	7,000	3,200		12,000
- Kidderminster Rail Station Enhancement	90	4,300			4,390
- Green Deal Communities	3,475				3,475
- Kidderminster Public Realm Works	1,500				1,500
- Kidderminster Town Centre Phase 2		250	250		500
- Droitwich High Street		250	250		500
- Redditch Town Centre		250	250		500
- Worcester City Centre		250	250		500
- Members Highways Schemes	550	1,795			2,345
- Highway Flood Mitigation Measures	1,962	3,650	2,500		8,112
- Abbey Bridge	865				865
- Worcester Transport Strategy	5,978				5,978
- Hoobrook Link Road - Pinch Points	7,500	5,789			13,289
- Worcester Technology Park	5,000	5,053			10,053
- Bromsgrove Rail Station	2,082	450			2,532
- Cathedral Square	1,000	300	619		1,919
- Tenbury Wells Waste Site	1,300	200			1,500
- Malvern Hills Science Park Scheme	1,200	3,000			4,200
- Street Lighting Energy Saving Project	229				229
- Vehicle Charging Points	450				450
- Public Rights of Way	150				150
- Local Broadband Plan Phase 1	8,614	1,038			9,652
- Local Broadband Plan Phase 2		3,008	1,792		4,800
- Local Broadband Plan Re-investment		3,250			3,250
- Completion of Residual Schemes	33				33
Composite Sums:					
- Vehicle Replacement Programme	458	480	480		1,418
- Street Column Replacement Programme	675	350	350		1,375
- Highways Minor Works	200	200	200		600
- Investment Initiatives to Support Business and /or Green Technology	468				468
Capital Programme	135,633	110,764	44,871	48,737	340,005

Directorate of Commercial and Change (COaCH) and Finance

2016/17 Revenue and Capital Estimates

Revenue Estimate	Gross Exp £m	Gross Income (excl grants) £m	Reserve M'ments £m	Net Exp (excl grants) £m	Grants £m	Net Exp. £m
Commercial & Change / Finance	78.5	32.0	2.5	44.0	3.5	40.5

Capital Programme Estimate	£m
Commercial & Change / Finance	1.6

As the Council drives towards a strategic commissioning model, the Directorate of Commercial and Change plays a pivotal role in shaping new models of delivery to ensure the Council is innovative and imaginative in securing outcomes for residents and reduce costs.

This includes working with fellow directors, staff, Members and partners to drive change in light of the [Corporate Plan](#) and financial constraints. This Directorate also has a specific responsibility for commercial delivery and support.



Cabinet Member with responsibility for Transformation and Commissioning: Cllr [Andrew Roberts](#)

Leader of the Council and cabinet member with responsibility for finance: Cllr [Simon Geraghty](#)

Chief Executive: [Clare Marchant](#)

Director of Commercial and Change: [Sander Kristel](#)

Chief Financial Officer: [Sean Pearce](#)

Key Contacts

Heads of Service

Property Services	Peter Bishop	(01905 846020)
Systems & Customer Access	Peter Bishop	(01905 846020)
Human Resources & Organisational Development	Elaine Chandler	(01905 844378)
Legal & Democratic Services	Simon Mallinson	(01905 846670)
Commercial Team	Jo Charles	(01905 843958)
Commercial & Change - Management	Sander Kristel	(01905 844151)
Chief Executive	Clare Marchant	(01905 846100)
Finance & Whole Organisation	Sean Pearce	(01905 846268)

Subjective Analysis of Expenditure and Income 2016/17

	Property Services £000	Systems & Customer Access £000	Human Resources and Org. Development £000	Legal & Democratic services £000	Commercial Team £000	Marketing £000	Commercial & Change M'ment £000	Chief Executive £000	Finance £001	Total Commercial & Change / Finance £000
-										
Employees	0	3,554	3,449	1,684	2,607	679	366	260	10,274	22,873
Other Provider Services	4,806	2,686	1,085	2,068	178	94	294	2	30,958	42,171
Commissioned Services	2,297	2,703	0	15	2,479	0	0	0	488	7,982
Support Services Expenditure	494	281	827	1,825	223	94	669	106	945	5,464
Gross Expenditure	7,597	9,224	5,361	5,592	5,487	867	1,329	368	42,665	78,490
Income	3,462	1,914	1,559	610	2,048	245	54	5	4,763	14,660
Support Services Income	3,927	5,396	3,219	1,548	2,031	630	374	0	3,723	20,848
Reserve Movements	(40)	2,918	0	570	872	0	0	0	(1,779)	2,541
Gross Income	7,349	10,228	4,778	2,728	4,951	875	428	5	6,707	38,049
Net Expenditure	248	(1,004)	583	2,864	536	(8)	901	363	35,958	40,441

Note: This subjective analysis reports the total expenditure and income for each service area including internal trading. Detailed estimates can be obtained by clicking on the links above.

Specific Revenue Grants 2016/17

Specific Revenue Grants	£000
New Homes Bonus	3,404
Police & Crime Panel Grant	69
Total	3,473

Capital Grants	£000
NIL	
Total	0

Capital Programme 2015/16 to 2018/19

COaCH / Finance					
	Latest Forecast 2015/16	Latest Forecast 2016/17	Latest Forecast 2017/18	Latest Forecast 2018/19 and Beyond	Total Forecast
Capital Programme	£000	£000	£000	£000	£000
Major Schemes:					
- Digital Strategy and Customer Access	5,552	430	367		6,349
- WIN System	325				325
- Repair and Maintenance of a Longer Term Benefit (And BUoP)	512	630	600		1,742
- Energy Efficiency - Spend to Save	607	300	300		1,207
- Land Assembly Opportunity Fund	622				622
- Parkside Redevelopment	3,370	120			3,490
- Police Houses, Spetchley Road	400				400
- Stourport Library/ Coroners Relocation to Civic Centre	203				203
- Meeting Disabled Access Requirements	22	80	80		182
- Capacity for New Starts			2,967	5,000	7,967
- Completion of Residual Schemes	313				313
Total	11,926	1,560	4,314	5,000	22,800

Net Revenue Expenditure 2016/17 per Directorate and changes from 2015/16

The Council faces additional cost pressures in 2016/17 in respect of inflation (£7.2 million) and increases in the demand for services, such as extra numbers of people needing social care (£14.1 million). The Council has budgeted to save £24.8 million from its budget in 2016/17. Therefore the Directorate spending budgets have decreased by £3.6 million.

	2015/16 Original Estimate £m	Directorate Restructure: Communities £m	2015/16: Original Est. after restructure £m	2015/16 In Year Changes £m	2015/16 Revised Estimate £m	Pay and Price Inflation £m	Growth/Cost Pressures £m	FutureFit Savings £m	Other In Year Changes £m	2016/17 Original Estimate £m
Adult Services and Health	132.9		132.9	-0.2	132.7	3.3	7.3	-10.1	-0.5	132.7
Children, Families and Communities (excl. Schools)	77.4	9.1	86.5	-0.4	86.1	1.4	5.5	-7.4	-0.8	84.8
Economy & Infrastructure Commercial & Change / Finance	73.0	-9.1	63.9	0.1	64.0	1.5	1.0	-2.0	0.0	64.5
Finance	42.8		42.8	0.5	43.3	1.0	0.3	-5.3	1.2	40.5
Total	326.1	0.0	326.1	0.0	326.1	7.2	14.1	-24.8	-0.1	322.5

Pay and Price Inflation

The pay and price inflation of £7.2 million is primarily to cover contractual provisions of £3.1 million and pay, national insurance and pensions of £3.8 million. The remaining inflation being Landfill Tax and Income.

Growth and Cost Pressures

The Growth and Cost pressures allocation of £14.1 million supports the corporate priorities, including the following:

Open for Business – The Council has a £0.9 million growth allocation for Capital Financing.

Children and Families – The Children's social care budget has received an allocation of £5.0 million to strengthen the budget to support the increasing number and costs of looked after children placements that result from the increased demand from services. Additionally the Education Services Grant has been reduced by £0.5 million and the budget has been strengthened to replace this funding. An investment in Positive Activities of £0.6 million has been made.

Health and Wellbeing – There is an allocation of £3.0 million in response to the demographic growth and increasing complexity of supporting vulnerable older people and adults with disabilities. Additionally £2.3 million has been allocated to support Care Act expenditure.

The Environment – An amount of £0.5 million has been allocated for the waste disposal budget to support the costs arising from increases in the amount of waste disposed of by households. The Council is also investing in Road Maintenance (£0.5 million) and Footways (£0.3 million).

Savings

The Council plans to make £24.8 million of future fit savings during the year, of which £10.1 million will be made with the Directorate of Adult Services and Health, with the remaining £14.7 million being saved across the other three Directorates. Further details on the savings plans, along with the assessment of the Council's Equalities Duties can be viewed [here](#) on appendix 13 to the Budget and Council Tax Report.

2016/17 Subjective Analysis of Expenditure

	Adult Services & Health £m	Children, Families and Communities (excl. Schools Budget) £m	Economy & Infrastructure £m	Commercial & Change / Finance £m	Directorate Total £m	Schools Budget £m	Less Internal Trading £m	Excl. Internal Trading Total £m
<u>Provider Services:</u>								
Employees:								
- Teachers (other than in schools)	0.0	1.5	0.0	0.0	1.5	0.1	0.0	1.6
- Other Employees	30.5	31.1	11.5	22.7	95.8	1.2	(4.8)	92.2
- Indirect Costs	0.5	0.9	0.4	0.2	2.0	0.2	0.0	2.2
Employees	31.0	33.5	11.9	22.9	99.3	1.5	(4.8)	96.0
Other Provider Services:								
Capital Financing Costs		0.0	0.0	0.0	0.0	1.0	0.0	1.0
Other Non-Employee Provider Services	11.8	20.9	7.4	42.2	82.3	9.8	(4.6)	87.5
Total Other Provider Services	11.8	20.9	7.4	42.2	82.3	10.8	(4.6)	88.5
Total Provider Services:	42.8	54.4	19.3	65.1	181.6	12.3	(9.4)	184.5
<u>Commissioned Services:</u>								
Externally Commissioned Expenditure:	191.2	81.2	69.4	8.0	349.8	205.7	(17.7)	537.8
Total Expenditure	234.0	135.6	88.7	73.1	531.4	218.0	(27.1)	722.3
<u>Income</u>								
Grants	72.5	14.7	3.1	3.5	93.8	218.0	0.0	311.8
Other External Income	32.3	26.8	16.0	6.0	81.1	0.0	0.0	81.1
Income	104.8	41.5	19.1	9.5	174.9	218.0	0.0	392.9
<u>Reserve Movements</u>								
	1.4	0.3	2.7	2.5	6.9	0.0	0.0	6.9
Net Controllable Expenditure	127.8	93.8	66.9	61.1	349.6	0.0	(27.1)	322.5
<u>Support Services</u>								
Expenditure								
Central Support Services	5.7	8.0	2.3	5.2	21.2	0.0	0.0	21.2
Directorate Support Services	2.1	0.2	0.7	0.3	3.3	0.0	0.0	3.3
Expenditure	7.8	8.2	3.0	5.5	24.5	0.0	0.0	24.5
Income								
Central Support Services	0.0	0.6	0.0	20.6	21.2	0.0	0.0	21.2
Directorate Support Services	2.1	0.2	0.7	0.3	3.3	0.0	0.0	3.3
Income	2.1	0.8	0.7	20.9	24.5	0.0	0.0	24.5
Internal Trading Income	0.8	16.4	4.7	5.2	27.1	0.0	(27.1)	0.0
Net Expenditure	132.7	84.8	64.5	40.5	322.5	0.0	0.0	322.5

Specific Revenue and Capital Grants 2016/17

Specific Revenue Grants	£m
Adult Services and Health	72.5
Children, Families & Communities	14.7
Economy & Infrastructure	3.1
Commercial & Change / Finance	3.5
Total	93.8

Capital Grants	£m
Adult Services and Health	0.0
Children, Families & Communities	13.7
Economy & Infrastructure	42.7
Commercial & Change / Finance	0.0
Total	56.4

Further details of specific revenue and capital grant expenditure can be found in the Directorate sections.

Borrowing:

We borrow money to pay for some of our capital investment. The total borrowing at 31 March 2016 is estimated to be £349 million.

Earmarked Reserves:

(Please note the latest information available is as at 31 March 2015)

	Balance at 31 March 2015 £m
Balances held by schools under a scheme of delegation	16.8
DSG c/fwd balance	12.5
Future capital investment	5.3
Insurance	6.7
Retained Waste Disposal PFI grant	16.2
Education Virtual Workspace PFI grant	1.4
Bromsgrove Schools	2.4
Reorganisation PFI grant	
Health and Pooled Budgets	2.8
Growing Places	3.3
Directorate revenue reserves	9.7
BOLD Change Management	4.7
Councillors' Divisional Fund	1.2
Revenue grants unapplied	19.4
Other reserves	14.6
Total	117.0

General Balances:

To pay for emergencies and unforeseen expenditure

	Balance £m
Actual Balance at 31.3.15	13.0
Expected movement ye 31.3.16	0.0
Expected Opening Balance 01.04.16	13.0
Planned Contribution from/to general balances	0.0
Predicted Closing Balance 31.03.17	13.0

Council Tax and Precepts: - Calculation of Council Tax (Band D) 2016/17

	2015/2016		2016/2017		Inc. over 2015/2016 Band D Equivalent
	£	£	£	£	%
	Budget requirement before adjustments		326,079,000		322,467,589
Addition to (+) or use of (-)					
Earmarked Reserves		1,480,266		0	
General Balances		0		0	
Budget requirement		327,559,266		322,467,589	
Less: Local Share of Business Rates	18,261,502		17,017,558		
Top Up Grant	40,742,918		41,082,442		
Total Business Rates Retention System	59,004,420		58,100,000		
Revenue Support Grant	54,358,462		36,346,546		
		113,362,882		94,446,546	
		214,196,384		228,021,043	
Less: Surplus on collection fund		-2,112,837		-3,052,772	
Council Taxpayer		212,083,547		224,968,271	
Council Tax Base		196,416		200,451	
Band D Equivalent		1,079.77		1,122.31	3.94%

Payments of Precepts by Billing Authorities

	Tax Base (Band D Equiv.)	Council Tax Requirement	Surplus(-) /Deficit on Collection Fund	Net Yield from 2016/2017 Council Tax
		2016/2017 £	at 31/03/2016 £	£
Bromsgrove	35,404.87	40,548,398	- 813,066	39,735,332
Malvern Hills	29,373.25	32,965,969	-	32,965,969
Redditch	25,144.49	28,736,380	- 516,402	28,219,978
Worcester	30,643.00	34,788,882	- 397,856	34,391,026
Wychavon	47,158.02	53,791,402	- 865,361	52,926,041
Wyre Forest	32,727.00	37,190,012	- 460,087	36,729,925
	200,450.63	228,021,043	-3,052,772	224,968,271

Council Tax per Valuation Band

Council Tax Valuation	
Band	Amount (£)
A	748.21
B	872.91
C	997.61
D	1,122.31
E	1,371.72
F	1,621.12
G	1,870.52
H	2,244.63

Capital Programme Forecast 2015/16 to 2018/19 and Beyond:

The Council plans to invest £141.9 million in capital projects during 2016/17. Details of the funding for these projects and the spending amongst the Directorates for 2016/17 and future years are shown below. More detailed figures on a directorate basis are available as part of the Directorate sections.

Capital Programme – Forecast Expenditure 2015/16 to 2018/19

TOTAL FORECAST EXPENDITURE	Latest Forecast £m 2015/16	Latest Forecast £m 2016/17	Latest Forecast £m 2017/18	Latest Forecast £m 2018/19 and Beyond	Total Forecast £m
Adult Services and Health	4.0	5.7	0.1		9.8
Children, Families & Communities	28.2	23.8	5.4	0.4	57.8
Economy & Infrastructure	135.6	110.8	44.9	48.7	340.0
Commercial & Change / Finance	11.9	1.6	4.3	5.0	22.8
Capital Programme Forecast Expenditure	179.7	141.9	54.7	54.1	430.4

Capital Programme – Forecast Funding 2015/16 to 2018/19

TOTAL FORECAST FUNDING	Latest Forecast £m 2015/16	Latest Forecast £m 2016/17	Latest Forecast £m 2017/18	Latest Forecast £m 2018/19 and Beyond	Total Forecast £m
Temporary & Long Term Borrowing	99.1	51.8	18.3	6.4	175.6
Capital Receipts	7.8	5.0	0.3		13.1
Government Grants	57.7	75.6	27.4	47.7	208.4
Capital Reserve	3.3				3.3
Third Party Contributions	6.2	7.2	8.6		22.0
Revenue Budgets	5.6	2.3	0.1		8.0
Capital Programme Forecast Expenditure	179.7	141.9	54.7	54.1	430.4

Medium Term Financial Plan

	2015/16	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m	£m
Forecast of Funding Available					
Revenue Support Grant	54.4	36.3	19.9	9.5	0.0
Business Rates Retention Scheme	59.0	58.1	59.7	60.8	62.2
Council Tax Income	212.1	225.0	234.7	245.3	256.5
Collection Fund Surplus / Deficit (-)	2.1	3.1			
Better Care Fund *	33.5	33.9	33.9	40.5	46.6
Total Funding Available	361.1	356.4	348.2	356.1	365.3
Forecast Expenditure					
Gross Budget	341.4	359.6	356.4	350.1	356.1
Better Care Fund (excl. £1m in base budget)	24.1	0.4	0.0	3.3	3.1
Base Budget	365.5	360.0	356.4	353.4	359.2
Inflation					
Pension increases	0.4	0.6	1.1	1.2	1.3
Landfill Tax	0.4	0.2	0.2	0.2	0.2
Utilities	0.1	0.1	0.3	0.3	0.3
General Inflation	3.3	3.1	2.7	2.7	2.7
National Insurance		2.1			
Pay Inflation from April 2013	1.3	1.1	1.1	1.2	1.2
Growth					
Adult Social Care	2.0	3.0	3.0	3.0	3.0
Children's Social Care	4.0	5.0	-2.0		
Capital Financing	0.2	0.9	1.2	0.5	
Care Act					2.0
Investment in Road Maintenance	0.5	0.5			
Investment in Footways	0.4	0.3	-0.3		
Investment in Positive Activities		0.6	-0.1	-0.1	
Redditch Public Realm improvements	0.1	-0.1			
Key Strategic Capital Scheme Developments	0.4	-0.2	-0.2		
Welfare Assistance Scheme	0.9	-0.9			
Headroom for new strategic initiatives			2.8	2.0	2.0
Waste Disposal Costs	0.6	0.5	0.5	0.5	0.5
Energy from Waste Agreed PFI Contract Variation			6.0		
Education Services Grant	1.7	0.5	3.1		
New Homes Bonus grant	1.3				
Other growth pressures and funding reductions	0.3	3.9	8.4	15.3	14.6
	383.4	381.2	384.2	380.2	387.0
Less - Future Fit Programme	23.8	24.8	13.4	7.0	2.5
- Recurrent Savings To Be Identified	0.0	0.0	20.7	17.1	19.2
	359.6	356.4	350.1	356.1	365.3
Contribution to(-) / from Earmarked Reserves	-1.5	0.0	1.9	0.0	0.0
Gross funding requirement	361.1	356.4	348.2	356.1	365.3

* Better Care Fund 16/17 comprises £33.9m revenue and est.£3.7m capital, a total of £37.6m

Further Information

Prudential Indicators

Annually the Council produces a statement of prudential indicators. These are available from the Council website [here](#), at appendix 12, to item 4 (Budget and Council Tax Report).

Performance Indicators / Balanced Scorecard

In examining our performance against our Corporate Plan we use a Balanced Scorecard tool. This supports managers, Councillors, and Staff in managing performance throughout the Council and is tailored to Worcestershire.

Further details are available on the external website. [Here](#)

Future Fit savings for future years:

Future Fit Savings for years 2016/17 to 2020/21 are available for the Council website [here](#), at appendix 7, to item 4 (Budget and Council Tax Report).

Additional Financial Information:

Additional financial information, including the annual financial statements, is available on the [external website](#).

Corporate Plan:

Available here: [Corporate Plan](#)

DASH DIRECTORATE

CORPORATE PLAN AREA:

HEALTH AND WELLBEING

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
<u>SERVICE NET EXPENDITURE SUMMARY</u>						
<u>OLDER PEOPLE (Head of Service Anne Clarke)</u>						
Health-commissioned Community Services	553	23,707	23,415	0	292	
Older People Recovery Services	3,415	15,304	14,541	0	763	193
Adult Social Care and Case Management - Older Carers' Services	9,253	9,216	1,805	0	7,411	229
	259	1,553	1,285	0	268	8
<u>Care Act eligible services - Older People</u>						
Residential and Nursing	24,556	42,010	15,203	0	26,807	
Homecare	10,710	15,490	3,651	0	11,839	
Day Care (External)	378	700	319	0	381	
Day Care and Respite (Internal)	80	0		0	0	0
Transport	218	215		0	215	
Assistive Technology	13	41	40	0	1	0
Direct Payments	3,263	4,120	380	0	3,740	
Extra Care and Sheltered Housing	1,337	2,194	253	0	1,941	
Internal Homecare Provider Services	2,824	2,970	551	0	2,419	122
Other Care Act eligible OP services	955	0	0	0	0	0
Total Older People	57,814	117,520	61,443	0	56,077	551

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>HEALTH-COMMISSIONED COMMUNITY SERVICES</u>		
Provider Services:		
Non - Employees:		
Central Support Services	211	177
Directorate Support Services	342	116
Total:Other Provider Services	553	293
Total Provider Services:	553	293
Commissioned Services:		
Externally Commissioned Expenditure:	25,433	23,414
Gross Expenditure	25,986	23,707
Income		
Grants	25,433	23,415
Gross Income	25,433	23,415
Net Expenditure	553	292

Details of service

Community services funded through the Better Care Fund. Lead commissioners are local health partners through ICEOG.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>OLDER PEOPLE RECOVERY SERVICES</u>			
Provider Services:			
Employees:			
Other Employees	5,795	7,028	193
Indirect Costs	54	33	
Total: Employees	5,849	7,061	193
Non - Employees:			
Central Support Services	796	803	
Directorate Support Services	169	137	
Other Non-employee Provider Services	4,015	3,683	
Total:Other Provider Services	4,980	4,623	
Total Provider Services:	10,829	11,684	
Commissioned Services:			
Externally Commissioned Expenditure:	3,152	3,620	
Gross Expenditure	13,981	15,304	
Income			
Grants	8,062	10,819	
Other External Income	2,480	3,722	
Internal Trading Income	24	0	
Gross Income	10,566	14,541	
Net Expenditure	3,415	763	

Details of service

Services to assist people in recovery either at home (such as Promoting Independence) or bed-based recovery (such as Resource Centre).

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>ADULT SOCIAL CARE AND CASE MANAGEMENT - OLDER PEOPLE</u>			
Provider Services:			
Employees:			
Other Employees	8,734	6,918	229
Indirect Costs	2	2	
Total: Employees	8,736	6,920	229
Non - Employees:			
Central Support Services	911	838	
Directorate Support Services	258	102	
Other Non-employee Provider Services	484	414	
Total:Other Provider Services	1,653	1,354	
Total Provider Services:	10,389	8,274	
Commissioned Services:			
Externally Commissioned Expenditure:			
	942	942	
Gross Expenditure	11,331	9,216	
Income			
Grants	1,533	1,313	
Other External Income	461	492	
Internal Trading Income	84	0	
Gross Income	2,078	1,805	
Net Expenditure	9,253	7,411	

Details of service

The cost of providing social work interventions/assessments and support planning for Older People. Includes Hospital Social Work Team, Rapid Response Team and Older Adults Mental Health

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>CARERS' SERVICES</u>			
Provider Services:			
Employees:			
Other Employees	251	283	8
Indirect Costs	11	11	
Total: Employees	262	294	8
Non - Employees:			
Central Support Services	47	61	
Directorate Support Services	29	19	
Other Non-employee Provider Services	29	29	
Total:Other Provider Services	105	109	
Total Provider Services:	367	403	
Commissioned Services:			
Externally Commissioned Expenditure:	1,550	1,150	
Gross Expenditure	1,917	1,553	
Income			
Grants	906	1,275	
Other External Income	666	10	
Internal Trading Income	86	0	
Gross Income	1,658	1,285	
Net Expenditure	259	268	

Details of service

Support for Carers, including Carer's assessments and flexible breaks

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>RESIDENTIAL AND NURSING</u>		
Provider Services:		
Non - Employees:		
Central Support Services	319	622
Directorate Support Services	504	404
Other Non-employee Provider Services	13	0
Total:Other Provider Services	836	1,026
Total Provider Services:	836	1,026
Commissioned Services:		
Externally Commissioned Expenditure:	38,936	40,984
Gross Expenditure	39,772	42,010
Income		
Other External Income	15,216	15,203
Gross Income	15,216	15,203
Net Expenditure	24,556	26,807

Details of service

Long-term and short-term Residential and Nursing placements for Older People. At the end of September 2015, there were about 1,596 permanent and temporary placements linked to this budget.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>HEMECARE</u>		
Provider Services:		
Non - Employees:		
Central Support Services	107	205
Directorate Support Services	172	134
Total:Other Provider Services	279	339
Total Provider Services:	279	339
Commissioned Services:		
Externally Commissioned Expenditure:	13,651	15,151
Gross Expenditure	13,930	15,490
Income		
Grants	865	1,308
Other External Income	2,355	2,343
Gross Income	3,220	3,651
Net Expenditure	10,710	11,839

Details of service

Externally-provided Domiciliary Care to support Older People in their own homes. Domiciliary services were provided to around 1,716 Older People in September 2015, with internal services providing services to 86 people.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>DAY CARE - EXTERNAL</u>		
Provider Services:		
Non - Employees:		
Central Support Services	7	11
Directorate Support Services	8	7
Total:Other Provider Services	15	18
Total Provider Services:	15	18
Commissioned Services:		
Externally Commissioned Expenditure:	682	682
Gross Expenditure	697	700
Income		
Other External Income	319	319
Gross Income	319	319
Net Expenditure	378	381

Details of service

Externally-provided Day Care placements attended by Older People to combat social isolation and exclusion. Day opportunities were provided to around 102 Older People at the end of September 2015.

DASH DIRECTORATE

	Original	
	Estimate	Estimate
	2015/16	2016/17
	£000	£000

DAY CARE AND RESPITE - INTERNAL**Provider Services:****Employees:**

Other Employees

	80	
Total: Employees	80	0

Total Provider Services:

80	0
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Net Expenditure	80	0
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Details of service

Internally-provided Day Care for Older People. This service has reduced as the external market has grown.

TRANSPORT**Provider Services:****Non - Employees:**

Central Support Services

6	3
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Directorate Support Services

7	2
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Other Non-employee Provider Services

205	210
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Total:Other Provider Services	218	215
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Total Provider Services:

218	215
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Net Expenditure	218	215
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Details of service

Transport for Older People to enable Day Care.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>ASSISTIVE TECHNOLOGY</u>		
Provider Services:		
Employees:		
Other Employees	40	40
Total: Employees	40	40
Non - Employees:		
Central Support Services	8	1
Directorate Support Services	4	0
Other Non-employee Provider Services	1	0
Total:Other Provider Services	13	1
Total Provider Services:	53	41
Gross Expenditure	53	41
Income		
Grants	40	40
Gross Income	40	40
Net Expenditure	13	1

Details of service

This is the team that assesses Older People for Assistive Technology to support or reduce a Homecare package. This has reduced as these assessments, and the cost of purchasing equipment, have been incorporated into the general assessments/care packages as the use of technology becomes the standard. The remaining budget is specifically for Automatic Pill Dispensers, funded through the Better Care Fund.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>DIRECT PAYMENTS</u>		
Provider Services:		
Non - Employees:		
Central Support Services	30	57
Directorate Support Services	49	38
Total:Other Provider Services	79	95
Total Provider Services:	79	95
Commissioned Services:		
Externally Commissioned Expenditure:	3,575	4,025
Gross Expenditure	3,654	4,120
Income		
Grants	0	12
Other External Income	391	368
Gross Income	391	380
Net Expenditure	3,263	3,740

Details of service

Older People who have elected to take a Direct Payment to purchase and manage their own care. As at September 2015, Older People in receipt of a Direct Payment numbered 275 individuals.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>EXTRA CARE & SHELTERED HOUSING</u>		
Provider Services:		
Non - Employees:		
Central Support Services	11	22
Directorate Support Services	18	14
Total:Other Provider Services	29	36
Total Provider Services:	29	36
Commissioned Services:		
Externally Commissioned Expenditure:	1,347	2,158
Gross Expenditure	1,376	2,194
Income		
Other External Income	39	253
Gross Income	39	253
Net Expenditure	1,337	1,941

Details of service

Extra Care is an alternative to Residential Care or Domiciliary Care and consists of a mixed community with a variety of support levels, residing in a managed scheme.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>INTERNAL HOMECARE PROVIDER SERVICES</u>			
Provider Services:			
Employees:			
Other Employees	2,408	2,277	122
Indirect Costs	3	3	
Total: Employees	2,411	2,280	122
Non - Employees:			
Central Support Services	398	296	
Directorate Support Services	56	31	
Other Non-employee Provider Services	445	363	
Total:Other Provider Services	899	690	
Total Provider Services:	3,310	2,970	
Gross Expenditure	3,310	2,970	
Income			
Other External Income	486	551	
Gross Income	486	551	
Net Expenditure	2,824	2,419	

Details of service

The specialised internal Homecare service for Older People with Dementia

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>OTHER CARE-ACT ELIGIBLE OP SERVICES</u>		
Provider Services:		
Employees:		
Other Employees	641	0
Indirect Costs	1	0
Total: Employees	642	0
Non - Employees:		
Central Support Services	64	0
Directorate Support Services	8	0
Other Non-employee Provider Services	219	0
Total:Other Provider Services	291	0
Total Provider Services:	933	0
Commissioned Services:		
Externally Commissioned Expenditure:		
	23	0
Gross Expenditure	956	0
Income		
Other External Income	1	0
Gross Income	1	0
Net Expenditure	955	0

Details of service

Older People Connect Centres which offer information and support

DASH DIRECTORATE

CORPORATE PLAN AREA:

HEALTH AND WELLBEING

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
<u>SERVICE NET EXPENDITURE SUMMARY</u>						
<u>PHYSICAL DISABILITY (Head of Service: Anne Clarke)</u>						
Adult Social Care and Case Management - Physical Disability	530	393	0	0	393	10
<u>Care Act eligible services - Physical Disability</u>						
Residential and Nursing	3,507	3,501	486	0	3,015	
Homecare	3,130	3,185	193	0	2,992	
Day Care and Transport	95	147	22	0	125	
Direct Payments	4,719	5,208	172	0	5,036	
Total Physical Disability	11,981	12,434	873	0	11,561	10

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>ADULT SOCIAL CARE AND CASE MANGEMENT - PHYSICAL DISABILITY</u>			
Provider Services:			
Employees:			
Other Employees	417	307	10
Indirect Costs	1	1	
Total: Employees	418	308	10
Non - Employees:			
Central Support Services	59	33	
Directorate Support Services	16	5	
Other Non-employee Provider Services	50	47	
Total: Other Provider Services	125	85	
Total Provider Services:	543	393	
	Gross Expenditure	543	393
Income			
Internal Trading Income	13	0	
Gross Income	13	0	
Net Expenditure	530	393	

Details of service

The specialised team for Social Work activity relating to Adults with Sensory Impairment.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>RESIDENTIAL AND NURSING</u>		
Provider Services:		
Non - Employees:		
Central Support Services	34	65
Directorate Support Services	66	42
Total:Other Provider Services	100	107
Total Provider Services:	100	107
Commissioned Services:		
Externally Commissioned Expenditure:	4,034	3,394
Gross Expenditure	4,134	3,501
Income		
Other External Income	627	486
Gross Income	627	486
Net Expenditure	3,507	3,015

Details of service

Long-term and short-term Residential and Nursing placements for Adults with a Physical Disability. Around 69 permanent placements funded as at the end of September 2015.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>HEMECARE</u>		
Provider Services:		
Non - Employees:		
Central Support Services	28	55
Directorate Support Services	55	36
Total:Other Provider Services	83	91
Total Provider Services:	83	91
Commissioned Services:		
Externally Commissioned Expenditure:	3,388	3,094
Gross Expenditure	3,471	3,185
Income		
Other External Income	341	193
Gross Income	341	193
Net Expenditure	3,130	2,992

Details of service

Externally-provided Domiciliary Care for Adults with a Physical Disability. There were around 272 care packages funded from this budget at the end of September 2015.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>DAY CARE AND TRANSPORT</u>		
Provider Services:		
Non - Employees:		
Central Support Services	2	1
Directorate Support Services	3	1
Other Non-employee Provider Services	58	59
Total:Other Provider Services	63	61
Total Provider Services:	63	61
Commissioned Services:		
Externally Commissioned Expenditure:	54	86
Gross Expenditure	117	147
Income		
Other External Income	22	22
Gross Income	22	22
Net Expenditure	95	125

Details of service

The external provision of Day Care placements, and internally-provided transport for those placements, for Adults with a Physical Disability.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>DIRECT PAYMENTS</u>		
Provider Services:		
Non - Employees:		
Central Support Services	39	76
Directorate Support Services	69	50
Total:Other Provider Services	108	126
Total Provider Services:	108	126
Commissioned Services:		
Externally Commissioned Expenditure:	4,753	5,082
Gross Expenditure	4,861	5,208
Income		
Other External Income	142	172
Gross Income	142	172
Net Expenditure	4,719	5,036

Details of service

Adults with a Physical Disability who have elected to take a Direct Payment to purchase and manage their own care. This amounted to around 401 people as at the end of September 2015.

DASH DIRECTORATE

CORPORATE PLAN AREA:

HEALTH AND WELLBEING

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
SERVICE NET EXPENDITURE SUMMARY						
LEARNING DISABILITIES (Head of Service Anne Clarke)						
Learning Disability Integrated Teams	1,283	1,003	2	0	1,001	26
Young Adults team	537	503			503	14
FACS eligible services - Learning Disabilities						
Residential and Nursing	24,167	24,899	2,330	0	22,569	53
Homecare	4,728	3,396	204	0	3,192	
Day Care	4,294	6,117	673	0	5,444	160
Transport	1,489	1,257		0	1,257	
Supported Employment	179	96	15	0	81	5
Direct Payments	5,330	9,465	3,339	0	6,126	
Supported Living	7,807	12,436	424	0	12,012	10
Shared Lives	1,538	1,762	231	0	1,531	
Other	521	574	59	0	515	12
	51,873	61,508	7,277	0	54,231	280

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>LEARNING DISABILITIES INTEGRATED TEAMS</u>			
Provider Services:			
Employees:			
Other Employees	935	756	
Indirect Costs	11	11	
Total: Employees	946	767	26
Other Provider Services:			
Central Support Services	169	102	
Directorate Support Services	57	11	
Other Non-employee Provider Services	152	110	
Total: Other Provider Services	378	223	
Total Provider Services:	1,324	990	
Commissioned Services:			
Externally Commissioned Expenditure:			
	17	13	
Gross Expenditure	1,341	1,003	
Income			
Other External Income	58	2	
Gross Income	58	2	
Net Expenditure	1,283	1,001	

Details of service

Management and Social Work costs.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>LEARNING DISABILITIES YOUNG ADULTS TEAM</u>			
Provider Services:			
Employees:			
Other Employees	467	432	
Total: Employees	467	432	14
Other Provider Services:			
Central Support Services	52	63	
Directorate Support Services	15	5	
Other Non-employee Provider Services	3	3	
Total: Other Provider Services	70	71	
Total Provider Services:	537	503	
Net Expenditure	537	503	

Details of service

Social Work costs in relation to young adults transitioning from Childrens Services.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES RESIDENTIAL AND NURSING</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	1,454	1,505	
Indirect Costs	3	3	
Total: Employees	1,457	1,508	53
Other Provider Services:			
Central Support Services	368	569	
Directorate Support Services	363	277	
Other Non-employee Provider Services	171	189	
Total: Other Provider Services	902	1,035	
Total Provider Services:	2,359	2,543	
Commissioned Services:			
Externally Commissioned Expenditure:	24,067	22,356	
Gross Expenditure	26,426	24,899	
Income			
Other External Income	2,259	2,330	
Gross Income	2,259	2,330	
Net Expenditure	24,167	22,569	

Details of service

Purchase of external residential and nursing placements for about 363 people at the end of September 2015.

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

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES</u>		
<u>HEMOCARE</u>		
Provider Services:		
Other Provider Services:		
Central Support Services	43	44
Directorate Support Services	73	28
Total: Other Provider Services	116	72
Total Provider Services:	116	72
Commissioned Services:		
Externally Commissioned Expenditure:	4,849	3,324
Gross Expenditure	4,965	3,396
Income		
Other External Income	237	204
Gross Income	237	204
Net Expenditure	4,728	3,192

Details of service

During September 2015, there were about 111 people with a homecare or similar type of service.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES</u>			
<u>DAY CARE</u>			
Provider Services:			
Employees:			
Other Employees	2,628	3,260	
Indirect Costs	6	5	
Total: Employees	2,634	3,265	160
Other Provider Services:			
Central Support Services	389	480	
Directorate Support Services	53	57	
Other Non-employee Provider Services	543	793	
Total: Other Provider Services	985	1,330	
Total Provider Services:	3,619	4,595	
Commissioned Services:			
Externally Commissioned Expenditure:			
	1,385	1,522	
Gross Expenditure	5,004	6,117	
Income			
Other External Income	710	673	
Gross Income	710	673	
Net Expenditure	4,294	5,444	

Details of service

Day opportunities provided by in-house day services. Between April and October 2015, just over 245 people used day services.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES TRANSPORT</u>		
Provider Services:		
Other Provider Services:		
Central Support Services	10	8
Directorate Support Services	13	7
Other Non-employee Provider Services	1,402	1,242
Total: Other Provider Services	1,425	1,257
Total Provider Services:	1,425	1,257
Commissioned Services:		
Externally Commissioned Expenditure:	64	0
Net Expenditure	1,489	1,257

Details of service

Learning Disabilities passenger transport costs are shown in this section.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES SUPPORTED EMPLOYMENT</u>			
Provider Services:			
Employees:			
Other Employees	143	44	
Total: Employees	143	44	5
Other Provider Services:			
Central Support Services	24	21	
Directorate Support Services	2	3	
Other Non-employee Provider Services	29	28	
Total: Other Provider Services	55	52	
Total Provider Services:	198	96	
	Gross Expenditure	198	96
Income			
Other External Income	19	15	
Gross Income	19	15	
	Net Expenditure	179	81

Details of service

Cost of supporting service users in mainstream employment.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES</u>		
<u>DIRECT PAYMENTS</u>		
Provider Services:		
Other Provider Services:		
Central Support Services	45	90
Directorate Support Services	77	59
Total: Other Provider Services	122	149
Total Provider Services:	122	149
Commissioned Services:		
Externally Commissioned Expenditure:	5,429	9,316
Gross Expenditure	5,551	9,465
Income		
Grants	0	3,115
Other External Income	221	224
Gross Income	221	3,339
Net Expenditure	5,330	6,126

Details of service

During September 2015 there were approximately 418 people with a direct payment. The Independent Living Fund Grant is to cover payments to eligible people now made via the Council.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES SUPPORTED LIVING</u>			
Provider Services:			
Employees:			
Other Employees	275	283	
Total: Employees	275	283	10
Other Provider Services:			
Central Support Services	93	185	
Directorate Support Services	107	102	
Other Non-employee Provider Services	10	1	
Total: Other Provider Services	210	288	
Total Provider Services:	485	571	
Commissioned Services:			
Externally Commissioned Expenditure:	7,706	11,865	
Gross Expenditure	8,191	12,436	
Income			
Other External Income	384	424	
Gross Income	384	424	
Net Expenditure	7,807	12,012	

Details of service

Accommodation and support as an alternative to external residential placement. There were about 249 people (aged 18+) in supported living placements at the end of December 2015.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES</u>		
<u>SHARED LIVES</u>		
Provider Services:		
Other Provider Services:		
Central Support Services	14	27
Directorate Support Services	24	18
Total: Other Provider Services	38	45
Total Provider Services:	38	45
Commissioned Services:		
Externally Commissioned Expenditure:	1,703	1,717
Gross Expenditure	1,741	1,762
Income		
Other External Income	203	231
Gross Income	203	231
Net Expenditure	1,538	1,531

Details of service

Accommodation and support as an alternative to external residential placement.
There were just over 100 placements as at December 2015 in Shared Lives settings.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES</u>			
<u>OTHER</u>			
Provider Services:			
Employees:			
Other Employees	266	276	
Total: Employees	266	276	12
Other Provider Services:			
Central Support Services	38	29	
Directorate Support Services	11	6	
Other Non-employee Provider Services	112	93	
Total: Other Provider Services	161	128	
Total Provider Services:	427	404	
Commissioned Services:			
Externally Commissioned Expenditure:			
	170	170	
Gross Expenditure	597	574	
Income			
Other External Income	76	59	
Gross Income	76	59	
Net Expenditure	521	515	

Details of service

The cost of the Shared Lives Registered team. Also the cost of funding 16/17 year old transitions managed by the Young Adults Team.

DASH DIRECTORATE

CORPORATE PLAN AREA:

HEALTH AND WELLBEING

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
<u>SERVICE NET EXPENDITURE SUMMARY</u>						
<u>MENTAL HEALTH (Head of Service Mark Dickens WHACT)</u>						
Mental Health Integrated Teams	2,857	3,753	856	0	2,897	54
Mental Health Collaborative Payments	19	561	364	0	197	
<u>FACS eligible services - Mental Health</u>						
Residential and Nursing	3,798	6,158	2,053	0	4,105	
Homecare	684	1,278	260	0	1,018	
Transport	6	6		0	6	
Direct Payments	512	775	160	0	615	
Other	204	0	0	0	0	0
	8,080	12,531	3,693	0	8,838	54

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>MENTAL HEALTH INTEGRATED TEAMS</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	2,089	1,966	54
Indirect Costs	1	1	
Total: Employees	2,090	1,967	54
Other Provider Services:			
Central Support Services	213	222	
Directorate Support Services	50	37	
Other Non-employee Provider Services	257	272	
Total: Other Provider Services	520	531	
Total Provider Services:	2,610	2,498	
Commissioned Services:			
Externally Commissioned Expenditure:	1,100	1,255	
Gross Expenditure	3,710	3,753	
Income			
Other External Income	853	856	
Gross Income	853	856	
Net Expenditure	2,857	2,897	

Details of service

Costs of Locality Managers and Fieldwork Teams.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>MENTAL HEALTH COLLABORATIVE PAYMENTS</u>		
Provider Services:		
Other Provider Services:		
Central Support Services	11	26
Directorate Support Services	1	5
Total: Other Provider Services	12	31
Total Provider Services:	12	31
Commissioned Services:		
Externally Commissioned Expenditure:	371	530
Gross Expenditure	383	561
Income		
Other External Income	55	0
Internal Trading Income	309	364
Gross Income	364	364
Net Expenditure	19	197

Details of service

Mental Health Reablement covers Grants to Voluntary Organisations, Contracts and the Mental Health Hub.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>FACS ELIGIBLE SERVICES - MENTAL HEALTH RESIDENTIAL AND NURSING</u>		
Provider Services:		
Other Provider Services:		
Central Support Services	46	88
Directorate Support Services	91	56
Total: Other Provider Services	137	144
Total Provider Services:	137	144
Commissioned Services:		
Externally Commissioned Expenditure:	5,472	6,014
Gross Expenditure	5,609	6,158
Income		
Other External Income	1,811	2,053
Gross Income	1,811	2,053
Net Expenditure	3,798	4,105

Details of service

The costs of purchasing residential care places from the independent sector. There were about 80 residential care home placements (permanent) funded by the Council at the end of September 2015.

The costs of purchasing nursing care places from the independent sector. There were about 41 nursing home placements (permanent) funded by the Council at the end of September 2015.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>FACS ELIGIBLE SERVICES - MENTAL HEALTH HOMECARE</u>		
Provider Services:		
Other Provider Services:		
Central Support Services	12	24
Directorate Support Services	26	16
Total: Other Provider Services	38	40
Total Provider Services:	38	40
Commissioned Services:		
Externally Commissioned Expenditure:	861	1,238
Gross Expenditure	899	1,278
Income		
Other External Income	215	260
Gross Income	215	260
Net Expenditure	684	1,018

Details of service

Around 89 people received home care or similar services during September 2015.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
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**FACS ELIGIBLE SERVICES - MENTAL HEALTH
TRANSPORT****Provider Services:****Other Provider Services:**

Other Non-employee Provider Services	6	6
Total: Other Provider Services	6	6

Total Provider Services:	6	6
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Net Expenditure	6	6
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Details of service

The costs of transport for Service Users.

**FACS ELIGIBLE SERVICES - MENTAL HEALTH
DIRECT PAYMENTS****Commissioned Services:**

Externally Commissioned Expenditure:	652	775
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Gross Expenditure	652	775
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Income

Other External Income	140	160
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Gross Income	140	160
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Net Expenditure	512	615
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Details of service

There were about 102 people with a direct payment as at September 2015.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>FACS ELIGIBLE SERVICES - MENTAL HEALTH</u>		
<u>OTHER</u>		
Provider Services:		
Employees:		
Other Employees	96	
Indirect Costs	3	
Total: Employees	99	0
Other Provider Services:		
Central Support Services	12	
Directorate Support Services	3	
Other Non-employee Provider Services	35	
Total: Other Provider Services	50	0
Total Provider Services:	149	0
Commissioned Services:		
Externally Commissioned Expenditure:		
	95	
Gross Expenditure	244	0
Income		
Other External Income	40	
Gross Income	40	0
Net Expenditure	204	0

Details of service

The cost of Vocational and Training Services, Early Intervention and Carers Services.

DASH DIRECTORATE

CORPORATE PLAN AREA:

HEALTH AND WELLBEING

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
SERVICE NET EXPENDITURE SUMMARY						
PREVENTION (Head of Service Frances Howie)						
Prevention - Adults (Targeted)	181	8,541	8,467	0	74	
Prevention - Adults (Universal)	0	7,455	7,390	0	65	
Community Health and Social Care services - children	9	996	987	0	9	
Prevention - Children and Young People	4	10,699	10,603	0	96	
	194	27,691	27,447	0	244	0

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>PREVENTION - ADULTS (TARGETED)</u>		
Provider Services:		
Other Provider Services		
Central Support Services	0	46
Directorate Support Services	93	74
Other Non-employee Provider Services	353	0
Total: Other Provider services	446	120
Total Provider Services:	446	120
Commissioned Services:		
Externally Commissioned Expenditure:	9,815	8,421
Gross Expenditure	10,261	8,541
Income		
Grants	10,053	8,467
Other External Income	27	0
Gross Income	10,080	8,467
Net Expenditure	181	74

Details of service

Includes the ex Supporting People services.

This includes budget 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

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>PREVENTION - ADULTS (UNIVERSAL)</u>		
Provider Services:		
Other Provider Services		
Central Support Services	0	41
Directorate Support Services	109	65
Other Non-employee Provider Services	94	0
Total: Other Provider services	203	106
Total Provider Services:	203	106
Commissioned Services:		
Externally Commissioned Expenditure:	10,244	7,349
Gross Expenditure	10,447	7,455
Income		
Grants	10,447	7,390
Gross Income	10,447	7,390
Net Expenditure	0	65

Details of service

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

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>COMMUNITY HEALTH AND SOCIAL CARE SERVICES - CHILDREN</u>		
Provider Services:		
Other Provider Services		
Central Support Services	0	5
Directorate Support Services	9	9
Other Non-employee Provider Services	5	0
Total: Other Provider services	14	14
Total Provider Services:	14	14
Commissioned Services:		
Externally Commissioned Expenditure:	997	982
Gross Expenditure	1,011	996
Income		
Grants	1,002	987
Gross Income	1,002	987
Net Expenditure	9	9

Details of service

The Child development team commissioned by Childrens services.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>PREVENTION - CHILDREN AND YOUNG PEOPLE</u>		
Provider Services:		
Other Provider Services		
Central Support Services	0	58
Directorate Support Services	4	96
Other Non-employee Provider Services	3	0
Total: Other Provider services	7	154
Total Provider Services:	7	154
Commissioned Services:		
Externally Commissioned Expenditure:	2,811	10,545
Gross Expenditure	2,818	10,699
Income		
Grants	2,814	10,603
Gross Income	2,814	10,603
Net Expenditure	4	96

Details of service

Includes School nursing and Young People targeted prevention

DASH DIRECTORATE

CORPORATE PLAN AREA:

HEALTH AND WELLBEING

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
<u>SERVICE NET EXPENDITURE SUMMARY</u>						
<u>STRATEGIC AND SUPPORT FUNCTIONS - SOCIAL CARE (Head of Service: Anne Clarke)</u>						
Adults' Safeguarding	462	914	127	0	787	22
Older People Central Management Costs	621	1,325	0	0	1,325	9
PD Grants to Voluntary Orgs	8	182	177	0	5	
Implementation of the Care Act	0	243	243	0	0	
Total	1,091	2,664	547	0	2,117	31
<u>STRATEGIC AND SUPPORT FUNCTIONS - ICU (Head of Service Richard Keble/ Frances Martin)</u>						
Integrated Commissioning Unit	1,433	2,187	437	312	1,438	48
Directorate Support Services Recharge	-1,433		1,438		-1,438	
	0	2,187	1,875	312	0	48
<u>STRATEGIC AND SUPPORT FUNCTIONS - Public Health (Head of Service Frances Howie)</u>						
Public Health - inc health protection, leadership and population healthcare	97	3,208	3,098	90	20	30
Medicines management	1	65	64	0	1	
Children's Safeguarding	1	0	0	0	0	
Voluntary and Community Sector	1	55	0	0	55	0
Emergency Planning	231	186	186	0	0	4
Healthwatch	50	413	366	0	47	
Central and Support Recharges	0				0	
	381	3,927	3,714	90	123	34
<u>SUPPORT SERVICES (Head of Service Sue Alexander)</u>						
Business Support	0	879	830	1,000	-951	8
Directorate	1,487	579	73	0	506	3
	1,487	1,458	903	1,000	-445	11

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>ADULT'S SAFEGUARDING</u>			
Provider Services:			
Employees:			
Other Employees	714	594	22
Indirect Costs	1	1	
Total: Employees	715	595	22
Non - Employees:			
Central Support Services	60	51	
Directorate Support Services	18	10	
Other Non-employee Provider Services	203	209	
Total:Other Provider Services	281	270	
Total Provider Services:	996	865	
Commissioned Services:			
Externally Commissioned Expenditure:			
	49	49	
Gross Expenditure	1,045	914	
Income			
Grants	182	47	
Other External Income	80	80	
Internal Trading Income	321	0	
Gross Income	583	127	
Net Expenditure	462	787	

Details of service

The Safeguarding function for all Adults. Includes the Safeguarding board, Mental Capacity Act and Deprivation of Liberties teams.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>OLDER PEOPLE CENTRAL MANAGEMENT COSTS</u>			
Provider Services:			
Employees:			
Other Employees	297	497	9
Indirect Costs	2	283	
Total: Employees	299	780	9
Non - Employees:			
Central Support Services	35	56	
Directorate Support Services	14	8	
Other Non-employee Provider Services	291	481	
Total:Other Provider Services	340	545	
Total Provider Services:	639	1,325	
	Gross Expenditure	639	1,325
Income			
Internal Trading Income	18	0	
Gross Income	18	0	
	Net Expenditure	621	1,325

Details of service

Management Costs to ensure strong management, leadership and support.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>PD GRANTS TO VOLUNTARY ORGS</u>		
Provider Services:		
Non - Employees:		
Central Support Services	1	3
Directorate Support Services	1	2
Other Non-employee Provider Services	6	0
Total:Other Provider Services	8	5
Total Provider Services:	8	5
Commissioned Services:		
Externally Commissioned Expenditure:	177	177
Gross Expenditure	185	182
Income		
Internal Trading Income	177	177
Gross Income	177	177
Net Expenditure	8	5

Details of service

Small grants awarded to external organisations for a variety of contracted work supporting Adults with a Physical Disability.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>IMPLEMENTATION OF THE CARE ACT</u>		
Provider Services:		
Non - Employees:		
Other Non-employee Provider Services	3,260	243
Total:Other Provider Services	3,260	243
Total Provider Services:	3,260	243
	Gross Expenditure	243
	3,260	243
Income		
Grants	3,260	243
	Gross Income	243
	3,260	243
	Net Expenditure	0
	0	0

Details of service

Activity relating to the implementation of the Care Act from April 2015.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>INTEGRATED COMMISSIONING UNIT</u>			
Provider Services:			
Employees:			
Other Employees	2,404	1,757	48
Indirect Costs	2	3	
Total: Employees	2,406	1,760	48
Other Provider Services			
Central Support Services	227	283	
Other Non-employee Provider Services	81	144	
Total: Other Provider services	308	427	
Total Provider Services:	2,714	2,187	
Gross Expenditure	2,714	2,187	
Income			
Grants	271	271	
Other External Income	148	75	
Internal Trading Income	115	91	
Directorate Support Services	1,433	1,438	
Contribution from Reserves	747	312	
Gross Income	2,714	2,187	
Net Expenditure	0	0	

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.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>PUBLIC HEALTH - INCLUDING HEALTH PROTECTION, LEADERSHIP</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	1,542	1,495	30
Indirect Costs	12	4	
Total: Employees	1,554	1,499	30
Non - Employees:			
Central Support Services	0	106	
Directorate Support Services	97	20	
Other Non-employees	316	1,583	
Total: Non-Employees	413	1,709	
Total Provider Services:	1967	3208	
Gross Expenditure	1,967	3,208	
Income			
Grants	1,736	3,098	
Internal Trading Income	134	0	
Contribution from Reserves	0	90	
Gross Income	1,870	3,188	
Net Expenditure	97	20	

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.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>MEDICINES MANAGEMENT</u>		
Provider Services:		
Non - Employees:		
Directorate Support Services	1	1
Total: Non-Employees	1	1
Total Provider Services:	1	1
Commissioned Services:		
Externally Commissioned Expenditure:		
	101	64
Gross Expenditure	102	65
Income		
Grants	101	64
Gross Income	101	64
Net Expenditure	1	1

Details of service

Pharmaceutical advice for the production of pharmaceutical needs assessment and development of patient group direction.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>CHILDRENS SAFEGUARDING</u>		
Provider Services:		
Non - Employees:		
Directorate Support Services	1	0
Total: Non-Employees	1	0
Total Provider Services:	1	0
Commissioned Services:		
Externally Commissioned Expenditure:		
	86	0
Gross Expenditure	87	0
Income		
Grants	86	0
Gross Income	86	0
Net Expenditure	1	0

Details of service

Commissioned within Childrens services

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>VOLUNTARY AND COMMUNITY SECTOR</u>		
Provider Services:		
Employees:		
Other Employees	63	0
Total: Employees	63	0
Non - Employees:		
Central Support Services	1	1
Directorate Support Services	1	0
Other Non-employees	10	0
Total: Non-Employees	12	1
Total Provider Services:	75	1
Commissioned Services:		
Externally Commissioned Expenditure:	156	54
Gross Expenditure	231	55
Income		
Grants	230	0
Gross Income	230	0
Net Expenditure	1	55

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'.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>EMERGENCY PLANNING</u>			
Provider Services:			
Employees:			
Other Employees	198	148	4
Indirect Costs	7	10	
Total: Employees	205	158	4
Non - Employees:			
Central Support Services	12	5	
Directorate Support Services	3	0	
Other Non-employees	68	23	
Total: Non-Employees	83	28	
Total Provider Services:	288	186	
Gross Expenditure	288	186	
Income			
Grants	12	183	
Other External Income	45	3	
Gross Income	57	186	
Net Expenditure	231	0	

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.

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000
<u>HEALTHWATCH</u>		
Provider Services:		
Non - Employees:		
Central Support Services	2	0
Directorate Support Services	3	1
Total: Non-Employees	5	1
Total Provider Services:	5	1
Commissioned Services:		
Externally Commissioned Expenditure:	413	412
Gross Expenditure	418	413
Income		
Grants	368	366
Gross Income	368	366
Net Expenditure	50	47

Details of service

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

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>BUSINESS SUPPORT</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	795	191	8
Indirect Costs	4	0	
Total: Employees	799	191	8
Other Provider Services:			
Central Support Services	865	29	
Other Non-employee Provider Services	169	659	
Total: Other Provider Services	1,034	688	
Total Provider Services:	1,833	879	
	Gross Expenditure	879	
Income			
Other External Income	113	155	
Directorate Support Services	1,720	675	
Contribution from Reserves	0	1,000	
Gross Income	1,833	1,830	
	Net Expenditure	-951	

Details of service

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

DASH DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>DIRECTORATE</u>			
Provider Services:			
Employees:			
Other Employees	286	291	3
Indirect Costs	115	115	
Total: Employees	401	406	3
Other Provider Services:			
Central Support Services	17	31	
Other Non-employee Provider Services	142	142	
Total: Other Provider Services	159	173	
Total Provider Services:	560	579	
Gross Expenditure	560	579	
Income			
Other External Income	67	67	
Internal Trading Income	6	6	
Contribution from Reserves	-1,000	0	
Gross Income	-927	73	
Net Expenditure	1,487	506	

Details of service

The Strategic Core Management costs of the service.

CHILDREN, FAMILIES AND COMMUNITIES DIRECTORATE

CORPORATE PLAN AREA:

CHILDREN AND FAMILIES

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
SERVICE NET EXPENDITURE SUMMARY						
SCHOOLS BUDGET (Head of Service - John Edwards and Stephanie Simcox)						
Mainstream School and Early Years Formula Budgets	174,435	175,699	14,785		160,914	4,475
High Needs Pupils	34,560	36,909	0		36,909	413
Early years	90	358	0		358	0
Statutory Duties and Historic Commitments	4,435	4,355	0		4,355	39
De-Delegated Services	767	695	0		695	0
	214,287	218,016	14,785	0	203,231	4,927
DEDICATED SCHOOLS GRANT (DSG)	-214,287				-203,231	
	0				0	4,927

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
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MAINSTREAM SCHOOL AND EARLY YEARS FORMULA BUDGETS

Commissioned Services:

Externally Commissioned Expenditure:	188,050	175,699	4,475
Gross Expenditure	188,050	175,699	

Income

Grants	13,615	14,785
Gross Income	13,615	14,785
Net Expenditure	174,435	160,914

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

<u>Key Operational Statistics</u>	Estimate 15/16 £000	Estimate 16/17 £000
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Grants in support of expenditure in schools comprise:-

Education Funding Agency (EFA) - Post 16 funding	4,007	3,269
Pupil premium grant	9,608	11,516
	13,615	14,785
Pupil Numbers (October census)	35,285	35,424
Number of maintained schools (1 April)		
Nursery & Primary	152	138
Secondary	11	9
	163	147

Staff numbers shown above are based on those at December 2015. Actual staff employed in 2016/17 will depend on decisions made by Governing Bodies.

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>HIGH NEEDS PUPILS</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	2,927	0	
Other Employees	1,487	0	
Indirect Costs	17	0	
Total: Employees	4,431	0	
Other Provider Services:			
Other Non-employee Provider Services	7,586	8,621	
Total: Other Provider Services	7,586	8,621	
Total Provider Services:	12,017	8,621	
Commissioned Services:			
Externally Commissioned Expenditure:	23,635	28,288	413
Gross Expenditure	35,652	36,909	413
Income			
Other External Income	202	0	
Internal Trading Income	890	0	
Gross Income	1,092	0	
Net Expenditure	34,560	36,909	

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. which are provided under contract by Babcock Prime from 1st October 2015.

Key Operational Statistics

	01/04/2015	01/04/2016
Number of Maintained Special Schools	5	5
Number of Maintained Pupil Referral Units	3	3
Funded Places in Maintained Special Schools	760	760
Funded places in Maintained Pupil Referral Units	87	87
Number of places in mainstream schools for pupils with SEN	96	112

Academic Year

	2014/15	2015/16
<u>SEN</u>		
Worcestershire pupils in Out of County provision	177	182
Out of County pupils in Worcestershire Schools	118	124

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>EARLY YEARS</u>			
Provider Services:			
Employees:			
Other Employees	55	0	
Total: Employees	55	0	
Other Provider Services:			
Other Non-employee Provider Services	8	0	
Total: Other Provider Services	8	0	
Total Provider Services:	63	0	
Commissioned Services:			
Externally Commissioned Expenditure:	27	358	
Gross & Net Expenditure	90	358	

Details of service

This budget includes all centrally retained early years provision including assessment of eligibility for two year old funding, and contingency for in year changes to EYSFF allocations for free nursery education. Support for settings provided under contract from Babcock Prime from 1st October 2015 is also included

Further information is available on the Worcestershire County Council website
http://www.worcestershire.gov.uk/info/20026/childcare_and_early_education

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>STATUTORY DUTIES AND HISTORIC COMMITMENTS</u>			
Provider Services:			
Employees:			
Other Employees	1,376	1,150	39
Indirect Costs	200	200	
Total: Employees	1,576	1,350	39
Other Provider Services:			
Capital Financing	1,030	1,030	
Other Non-employee Provider Services	1,187	1,117	
Total: Other Provider Services	2,217	2,147	
Total Provider Services:	3,793	3,497	
Commissioned Services:			
Externally Commissioned Expenditure:	642	858	
Gross & Net Expenditure	4,435	4,355	

Details of service

Statutory Duties are Admissions and Transfers, Support for the Schools Forum and Licence fees paid by the Secretary of State on behalf of all schools and academies.

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

Admissions and Transfers are provided under contract by Babcock Prime from 1st October 2015

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>DE-DELEGATED SERVICES</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	83	81	
Other Employees	242	0	
Indirect Costs	2	0	
Total: Employees	327	81	
Other Provider Services:			
Other Non-employee Provider Services	309	70	
Total: Other Provider Services	309	70	
Total Provider Services:	636	151	
Commissioned Services:			
Externally Commissioned Expenditure:	170	544	
Gross Expenditure	806	695	
Income			
Other External Income	28	0	
Internal Trading Income	11	0	
Gross Income	39	0	
Net Expenditure	767	695	

Details of service

De-delegated Services are those for staff costs supply cover, Support for Under Performing Ethnic Groups*, free school meals assessment* 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

* Services are provided under contract by Babcock Prime from 1st October 2015

CHILDREN, FAMILIES AND COMMUNITIES DIRECTORATE

CORPORATE PLAN AREA:

CHILDREN AND FAMILIES

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
SERVICE NET EXPENDITURE SUMMARY						
Children's Social Care (Interim Assistant Director - Diane Partridge)						
Safeguarding Services	12,393	12,220	32		12,188	244
Children's Social Care (Interim Assistant Director - Jake Shaw)						
Internal Provision and Provider Services	14,401	14,748	157		14,591	265
External Placements and Provision	19,546	24,221	447		23,774	
	33,947	38,969	604	0	38,365	265

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>SAFEGUARDING SERVICES</u>			
Provider Services:			
Employees:			
Other Employees	9,749	9,523	244
Indirect Costs	83	83	
Total: Employees	9,832	9,606	244
Other Provider Services:			
Central Support Services	1,332	1,379	
Other Non-employee Provider Services	1,233	1,197	
Total: Other Provider Services	2,565	2,576	
Total Provider Services:	12,397	12,182	
Commissioned Services:			
Externally Commissioned Expenditure:	38	38	
Gross Expenditure	12,435	12,220	
Income			
Other External Income	42	32	
Gross Income	42	32	
Net Expenditure	12,393	12,188	

Details of service

These budgets support staffing and provision of statutory services for social care contact and referral; assessment, planning, safeguarding and support for children at risk of significant harm or whose welfare would be significantly impaired without such services, including specialist teams for looked after children and care leavers and children with complex disabilities and health needs .

	£000	£000
Safeguarding Services	11,308	10,583
Safeguarding and Quality Assurance	1,085	1,605
	12,393	12,188

Staff in the Pods have transferred to the Family Front Door from 1st April 2016

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>INTERNAL PROVISION AND PROVIDER SERVICES</u>			
Provider Services:			
Employees:			
Other Employees	8,137	8,196	265
Indirect Costs	15	17	
Total: Employees	8,152	8,213	265
Other Provider Services:			
Central Support Services	375	608	
Other Non-employee Provider Services	1,823	1,310	
Total: Other Provider Services	2,198	1,918	
Total Provider Services:	10,350	10,131	
Commissioned Services:			
Externally Commissioned Expenditure:	4,213	4,617	
Gross Expenditure	14,563	14,748	
Income			
Other External Income	162	157	
Internal Trading Income			
Gross Income	162	157	
Net Expenditure	14,401	14,591	

Details of service

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

Budgets for in house residential care and short breaks units are also included in this service

Key Operational Statistics

Year ended 31 March

	2015	2016
Number of children adopted	52	
Special Guardianships	46	

Further information is available on the Worcestershire County Council website
http://www.worcestershire.gov.uk/info/20028/adoption_and_fostering

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>EXTERNAL PLACEMENTS AND PROVISION</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	8	13	
Other Non-employee Provider Services	1,088	1,032	
Total: Other Provider Services	1,096	1,045	
Total Provider Services:	1,096	1,045	
Commissioned Services:			
Externally Commissioned Expenditure:	19,566	23,176	
Gross Expenditure	20,662	24,221	
Income			
Grants	1,116	447	
Gross Income	1,116	447	
Net Expenditure	19,546	23,774	

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.

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.

<u>Key Operational Statistics</u>	Actual 1/3/15	Actual 1/3/16
Number of Placements*		
Looked After Children	689	
Non LAC	46	
Direct Financial Support	406	
	1141	0

* not all placements have a package cost

Further information is available on the Worcestershire County Council website

http://www.worcestershire.gov.uk/info/20004/health_and_social_care

CHILDREN, FAMILIES AND COMMUNITIES DIRECTORATE

CORPORATE PLAN AREA:

CHILDREN AND FAMILIES

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
SERVICE NET EXPENDITURE SUMMARY						
Education and Skills (Strategic Commissioner - John Edwards)						
Education and Skills	4,933	5,967	3,254		2,713	41
Home to School and College Transport	10,376	12,418	1,788		10,630	
	15,309	18,385	5,042	0	13,343	41
Early Help and Partnerships (Strategic Commissioner - Hannah Needham)						
Early Help and Prevention	10,657	33,466	26,355		7,111	20
Family Front Door	0	1,830	90		1,740	44
Worcestershire Safeguarding Children Board	123	273	150		123	5
	10,780	35,569	26,595	0	8,974	69

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>EDUCATION AND SKILLS</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	290	0	
Other Employees	5,817	1,500	41
Indirect Costs	17	0	
Total: Employees	6,124	1,500	41
Other Provider Services:			
Central Support Services	483	117	
Other Non-employee Provider Services	1,546	307	
Total: Other Provider Services	2,029	424	
Total Provider Services:	8,153	1,924	
Commissioned Services:			
Externally Commissioned Expenditure:	612	4,043	
Gross Expenditure	8,765	5,967	
Income			
Grants	2,702	2,124	
Other External Income	910	1,022	
Internal Trading Income	220	108	
Gross Income	3,832	3,254	
Net Expenditure	4,933	2,713	

Details of service

The budget reflects the current position regarding Educations and Skills services in Worcestershire. This is divided into the following areas:-

- 1 Provisional and Place Planning
- 2 The Virtual Headteacher
- 3 SEND Services
- 4 Commissioning Services
- 5 Business and Investment

The service was commissioned to Babcock Prime, for a five year contract, with effect from 1st October 2015. Worcestershire has retained a strategic core (ICU) led by the Strategic Commissioner for Education & Skills, with a lead officer for each of the five areas above.

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

Key Operational Statistics

	Academic Year 13/14	Academic Year 14/15
<u>SEND Services</u>		
Pupils with statements of SEN in maintained mainstream schools, including Academies	1,101	1,088
Pupils with statements in maintained special schools and Academies	713	1,138
Number of statements maintained by Worcestershire CC	2,428	2,381
Number of new requests for assessment	215	277
Percentage agreed	66%	70%

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>HOME TO SCHOOL AND COLLEGE TRANSPORT</u>			
Provider Services:			
Other Provider Services:			
Other Non-employee Provider Services	12,030	11,352	
Total: Other Provider Services	12,030	11,352	
Total Provider Services:	12,030	11,352	
Commissioned Services:			
Externally Commissioned Expenditure:	111	1,066	
Gross Expenditure	12,141	12,418	
Income			
Grants	338	338	
Internal Trading Income	1,427	1,450	
Gross Income	1,765	1,788	
Net Expenditure	10,376	10,630	

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

	2014/15	2015/16
Number of pupils transported by PTG		
Primary	1,098	1,244
Secondary	5,486	4,793
Special	1,215	1,162
Post 16	967	1,557
	<u>8,766</u>	<u>8,756</u>

Further information is available on the Worcestershire County Council website
http://www.worcestershire.gov.uk/info/20045/school_and_college_transport

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>EARLY HELP AND PREVENTION</u>			
Provider Services:			
Employees:			
Other Employees	1,084	790	20
Indirect Costs	0	1	
Total: Employees	1,084	791	20
Other Provider Services:			
Central Support Services	169	104	
Other Non-employee Provider Services	1,555	1,190	
Total: Other Provider Services	1,724	1,294	
Total Provider Services:	2,808	2,085	
Commissioned Services:			
Externally Commissioned Expenditure:	26,456	31,381	
Gross Expenditure	29,264	33,466	
Income			
Grants	0	0	
Other External Income	14,711	14,802	
Internal Trading Income	3,896	11,553	
Gross Income	18,607	26,355	
Net Expenditure	10,657	7,111	

Details of service

The Early Help and Partnerships Service is responsible for commissioning a range of early help services for children, young people and families.

This includes six district focused 0-19 early help service arrangements, housing support for vulnerable young people and families, child and adolescent mental health services (CAMHS), speech and language services, 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.

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>FAMILY FRONT DOOR</u>			
Provider Services:			
Employees:			
Other Employees	0	1,586	44
Total: Employees	0	1,586	44
Other Provider Services:			
Central Support Services	0	120	
Other Non-employee Provider Services	0	124	
Total: Other Provider Services	0	244	
Total Provider Services:	0	1,830	
Gross Expenditure	0	1,830	44
Income			
Other External Income	0	85	
Internal Trading Income	0	5	
Gross Income	0	90	
Net Expenditure	0	1,740	

Details of service

Integrates a number of functions to be a single contact route into targeted and specialist services for children and families. The service works with key partners to share information at the earliest opportunity in the most effective way to get the appropriate support to meet needs.

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>WORCESTERSHIRE SAFEGUARDING CHILDREN BOARD</u>			
Provider Services:			
Employees:			
Other Employees	199	206	5
Total: Employees	199	206	5
Other Provider Services:			
Other Non-employee Provider Services	74	67	
Total: Other Provider Services	74	67	
Total Provider Services:	273	273	
Gross Expenditure	273	273	
Income			
Other External Income	141	54	
Internal Trading Income	9	96	
Gross Income	150	150	
Net Expenditure	123	123	

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.

CHILDREN, FAMILIES AND COMMUNITIES DIRECTORATE

CORPORATE PLAN AREA:

CHILDREN AND FAMILIES

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
SERVICE NET EXPENDITURE SUMMARY						
Resources (Head of Strategic Infrastructure Finance and Financial Recovery - Stephanie Simcox)						
Resources	4,297	15,506	11,650	104	3,752	43
WCC Contribution to West Mercia Youth Offending	662	547	0		547	
	4,959	16,053	11,650	104	4,299	43

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>RESOURCES</u>			
Provider Services:			
Employees:			
Other Employees	3,195	1,513	43
Indirect Costs	794	752	
Total: Employees	3,989	2,265	43
Other Provider Services:			
Central Support Services	2,812	3,604	
Other Non-employee Provider Services	555	481	
Total: Other Provider Services	3,367	4,085	
Total Provider Services:	7,356	6,350	
Commissioned Services:			
Externally Commissioned Expenditure:	9,152	9,156	
Gross Expenditure	16,508	15,506	
Income			
Grants	7,052	6,803	
Other External Income	4,723	4,683	
Internal Trading Income	332	14	
Contribution from Reserves	104	104	
Directorate Support Recharges	0	150	
Gross Income	12,211	11,754	
Net Expenditure	4,297	3,752	

Details of service

This Service includes CFC Leadership team, Business & Systems Development, as well as the Bromsgrove Schools PFI, the Placements Service and the Administration Centre.

The Performance Development Service has transferred to the Commercial and Change Directorate.

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
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WCC CONTRIBUTION TO WEST MERCIA YOUTH OFFENDING SERVICE**Commissioned Services:**

Externally Commissioned Expenditure:	<u>662</u>	<u>547</u>
	662	547

Details of service

This budget represents the County Council's contribution to a West Mercia Service which is multi agency and multi disciplinary and will be lead by the PCC from 1 April 2016. The service is dedicated to tackling the problems affecting youths 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.

CHILDREN, FAMILIES AND COMMUNITIES DIRECTORATE

CORPORATE PLAN AREA:

THE ENVIRONMENT, LOCALISM AND COMMUNITIES

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
SERVICE NET EXPENDITURE SUMMARY						
Communities Services (Head of Service: Neil Anderson)						
Strategic Libraries and Learning	3,078	8,238	6,449	30	1,759	42
Libraries Service Improvements	3,554	4,492	724		3,768	98
Museum Service	547	1,171	655	0	516	26
Bishop's Wood Visitor Centre	0	392	367	25	0	8
Countryside Greenspace and Gypsy Service	295	1,052	766		286	15
Worcester Youth Music Service	0	1,942	1,942		0	18
Public Analyst and Scientific Adviser	0	1,776	1,776		0	24
Trading Standards	811	483	40		443	
Registration, Coroner Services and CIMU	818	2,283	1,480		803	32
County Enterprises	0	668	501	114	53	22
	9,103	22,497	14,700	169	7,628	285

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>STRATEGIC LIBRARIES AND LEARNING</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	254	255	42
Other Employees	1,262	1,129	
Indirect Costs	11	10	
Total: Employees	1,527	1,394	42
Other Provider Services:			
Central Support Services	513	706	
Directorate Support Services	147	73	
Other Non-employee Provider Services	1,023	632	
Total: Other Provider Services	1,683	1,411	
Total Provider Services:	3,210	2,805	
Commissioned Services:			
Externally Commissioned Expenditure:	5,332	5,433	
Gross Expenditure	8,542	8,238	
Income			
Grants	4,118	4,118	
Other External Income	943	977	
Internal Trading Income	374	1,354	
Contribution from Reserves	29	30	
Gross Income	5,464	6,479	
Net Expenditure	3,078	1,759	

Details of service

21 branches (Including the Hive) and one mobile library vehicle 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.

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 employs sessional tutors, the number employed varies to enable us to meet the needs of the programme, reduces management costs and uses the majority of the budget on front line teaching and learning. The SFA grant allocation has to be fully spent each year, if not it will be reduced the following year and penalties applied.

<u>Key Operational Statistics</u>	Actual 12/13	Actual 13/14
Number of Libraries	21	21
Number of issues (all lending materials)	3,311,825	3,308,519
Number of library visitors	3,374,181	3,332,161
Number of items in stock (all lending materials)	825,677	828,414
Bookings made for People's Network computer terminæ	410,761	719,617

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>LIBRARIES SERVICE IMPROVEMENTS</u>			
Provider Services:			
Employees:			
Other Employees	2,408	2,298	98
Indirect Costs	5	5	
Total: Employees	2,413	2,303	98
Other Provider Services:			
Central Support Services	318	367	
Other Non-employee Provider Services	888	1,177	
Total: Other Provider Services	1,206	1,544	
Total Provider Services:	3,619	3,847	
Commissioned Services:			
Externally Commissioned Expenditure:			
	649	645	
Gross Expenditure	4,268	4,492	
Income			
Other External Income	611	661	
Internal Trading Income	103	20	
Central Support Services	0	43	
Gross Income	714	724	
Net Expenditure	3,554	3,768	

Details of service

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>MUSEUM SERVICE</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	882	832	26
Indirect Costs	4	4	
Total: Employees	886	836	26
Other Provider Services:			
Central Support Services	111	99	
Directorate Support Services	37	10	
Other Non-employee Provider Services	301	223	
Total: Other Provider Services	449	332	
Total Provider Services:	1,335	1,168	
Commissioned Services:			
Externally Commissioned Expenditure:	3	3	
Gross Expenditure	1,338	1,171	
Income			
Other External Income	756	652	
Internal Trading Income	4	3	
Contribution from Reserves	31		
Gross Income	791	655	
Net Expenditure	547	516	

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. The site will be managed jointly with Hartlebury Castle Preservation Trust from April 2015.

Further information is available on the Worcestershire County Council website
<http://www.whub.org.uk/cms/museums-worcestershire.aspx>

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>BISHOP'S WOOD VISITOR CENTRE</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	40	40	8
Other Employees	208	230	
Total: Employees	248	270	8
Other Provider Services:			
Central Support Services	31	36	
Directorate Support Services	5	5	
Other Non-employee Provider Services	81	81	
Total: Other Provider Services	117	122	
Total Provider Services:	365	392	
	Gross Expenditure	365	392
Income			
Other External Income	305	332	
Internal Trading Income	35	35	
Contribution from Reserves	25	25	
Gross Income	365	392	
	Net Expenditure	0	0

Details of service

Bishops Wood is a trading unit whose main income streams are environmental training, conference centre / room hire, school day visits for environmental education and 11 - 19 Alternative Curriculum providers. We work with the Youth Offending Service re reparation and offer work experience to students from local schools. Our Friends organise and run montly evenst for the public. We are committed to showing how engaging with nature and the environment can enhance people's health and wellbeing. We aim to increase peoples understanding and commitment to sustainable development through our education and training programmes and partnerships.

<u>Key Operational Statistics</u>	Actual 12/13	Actual 13/14
Footfall	10,659	12,048
Classes	207	200

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>COUNTRYSIDE GREENSPACE AND GYPSY SERVICE</u>			
Provider Services:			
Employees:			
Other Employees	472	398	15
Indirect Costs	-1	-1	
Total: Employees	471	397	15
Other Provider Services:			
Central Support Services	115	115	
Directorate Support Services	46	26	
Other Non-employee Provider Services	346	458	
Total: Other Provider Services	507	599	
Total Provider Services:	978	996	
Commissioned Services:			
Externally Commissioned Expenditure:			
	48	56	
Gross Expenditure	1,026	1,052	
Income			
Grants	51	51	
Other External Income	636	650	
Internal Trading Income	44	65	
Gross Income	731	766	
Net Expenditure	295	286	

Details of service

Management of 18 Countryside sites including country parks, nature reserves and picnic places. Provision of advice to local communities and landowners on biodiversity, landscape and community engagement initiatives. Co-ordination of volunteering initiatives related to the parks and countryside sector. For more information, visit

http://www.worcestershire.gov.uk/info/20058/countryside_and_leisure

Key Operational Statistics

86% visitors rate their overall visit satisfaction as fairly satisfied or very satisfied/good or very good

87% of Countryside Sites quality standards met

181 people receiving greenspace training

23 community groups given advice

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>WORCESTER YOUTH MUSIC SERVICE</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	1,387	1,087	18
Other Employees	303	369	
Indirect Costs	10	11	
Total: Employees	1,700	1,467	18
Other Provider Services:			
Central Support Services	52	64	
Directorate Support Services	10	5	
Other Non-employee Provider Services	303	390	
Total: Other Provider Services	365	459	
Total Provider Services:	2,065	1,926	
Commissioned Services:			
Externally Commissioned Expenditure:	0	16	
Gross Expenditure	2,065	1,942	
Income			
Grants	739	739	
Other External Income	337	68	
Internal Trading Income	989	1,135	
Gross Income	2,065	1,942	
Net Expenditure	0	0	

Details of service

WYM is the lead partner of the Worcestershire Music Education Hub and is responsible for delivering the DfE National Plan for Music Education (NMPE) within Worcestershire. As the lead organisation, WYM works with a range of partners to deliver a wide breadth of music opportunities for young people in accordance with the 4 core roles of music education set out in the NPME, and for which it is accountable directly to Arts Council England and DfE. WYM provides music tuition (whole class, group and individual), performance opportunities, ensembles (bands and orchestras), concerts, trips, courses, events and instrument hire for young people from Early Years to KS5.

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>PUBLIC ANALYST AND SCIENTIFIC ADVISER</u>			
Provider Services:			
Employees:			
Other Employees	836	873	24
Indirect Costs	7	7	
Total: Employees	843	880	24
Other Provider Services:			
Central Support Services	65	68	
Directorate Support Services	23	17	
Other Non-employee Provider Services	652	645	
Total: Other Provider Services	740	730	
Total Provider Services:	1,583	1,610	
Commissioned Services:			
Externally Commissioned Expenditure:			
	159	166	
Gross Expenditure	1,742	1,776	
Income			
Other External Income	1,239	1,270	
Internal Trading Income	503	506	
Gross Income	1,742	1,776	
Net Expenditure	0	0	

Details of service

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>TRADING STANDARDS</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	15	4	
Directorate Support Services	2	9	
Other Non-employee Provider Services	-750	-364	
Total: Other Provider Services	-733	-351	
Total Provider Services:	-733	-351	
Commissioned Services:			
Externally Commissioned Expenditure:	1,584	834	
Gross Expenditure	851	483	
Income			
Other External Income	40	40	
Gross Income	40	40	
Net Expenditure	811	443	

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.

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>REGISTRATION, CORONER SERVICES AND CIMU</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	1,156	1,230	32
Indirect Costs	3	3	
Total: Employees	1,159	1,233	32
Other Provider Services:			
Central Support Services	477	529	
Directorate Support Services	44	19	
Other Non-employee Provider Services	521	496	
Total: Other Provider Services	1,042	1,044	
Total Provider Services:	2,201	2,277	
Commissioned Services:			
Externally Commissioned Expenditure:	5	6	
Gross Expenditure	2,206	2,283	
Income			
Grants			
Other External Income	910	910	
Central Support Services	478	570	
Gross Income	1,388	1,480	
Net Expenditure	818	803	

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.

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

Key Operational Statistics	Actual 12/13	Actual 13/14
Number of Register Offices	10	10
Number of Approved Premises for civil ceremonies	73	72
Number of registered Births	6336	5936
Number of registered Deaths	5338	4597
Number of deaths reported to the Coroner	2695	2711
Number of deaths reported resulting in inquests	318	270

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>COUNTY ENTERPRISES</u>			
Provider Services:			
Employees:			
Other Employees	534	459	22
Indirect Costs		1	
Total: Employees	534	460	22
Other Provider Services:			
Central Support Services	0	45	
Directorate Support Services	0	9	
Other Non-employee Provider Services	144	149	
Total: Other Provider Services	144	203	
Total Provider Services:	678	663	
Commissioned Services:			
Externally Commissioned Expenditure:			
	5	5	
Gross Expenditure	683	668	
Income			
Grants	116	120	
Other External Income	464	381	
Internal Trading Income	13	0	
Contribution from Reserves	90	114	
Gross Income	683	615	
Net Expenditure	0	53	
<u>Details of service</u>			

ECONOMY and INFRASTRUCTURE

CORPORATE PLAN AREA:

THE ENVIRONMENT, OPEN FOR BUSINESS

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
<u>SERVICE NET EXPENDITURE SUMMARY</u>						
<u>STRATEGIC INFRASTRUCTURE & ECONOMY (Head of Service: Nigel Hudson)</u>						
Investment and Growth	183	226	0	0	226	1
Network Control	884	2,626	1,792	0	834	43
Transport Planning	1,183	1,477	653	0	824	33
Worcestershire Archive and Archaeology	608	2,850	1,330	0	1,520	49
Strategic Planning (inc Environmental Policy, Minerals & Waste)	447	529	124	0	405	8
Planning Development Control	318	334	51	0	283	5
Minerals & Waste Policy	173	330	0	199	131	2
Flood Risk & Highways Drainage	229	292	0	0	292	2
Sustainability	267	1,070	788	10	272	9
	4,292	9,734	4,738	209	4,787	152

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Investment and Growth</u>			
Provider Services:			
Employees:			
Other Employees	71	73	1
Total: Employees	71	73	1
Other Provider Services:			
Central Support Services	41	44	
Directorate Support Services	0	39	
Other Non-employee Provider Services	71	70	
Total: Other Provider Services	112	153	
Total Provider Services:	183	226	
	Gross Expenditure	226	
	Net Expenditure	226	

Details of service

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Network Control</u>			
Provider Services:			
Employees:			
Other Employees	1,284	1,561	43
Indirect Costs	2	4	
Total: Employees	1,286	1,565	43
Other Provider Services:			
Central Support Services	145	189	
Directorate Support Services	63	46	
Other Non-employee Provider Services	362	238	
Total: Other Provider Services	570	473	
Total Provider Services:	1,856	2,038	
Commissioned Services:			
Externally Commissioned Expenditure:			
	542	588	
Gross Expenditure	2,398	2,626	
Income			
Other External Income	1,514	1,792	
Gross Income	1,514	1,792	
Net Expenditure	884	834	

Details of service

This Unit pursues the sfaf, free movement of traffic on the highway network. Specifically, road works are coordinated and the designs of new development works, 350 on and adjacent to the highway are monitored. In addition, 80 traffic management schemes are pursued annually, traffic is controlled by 278 sets of traffic signals, accidents are monitored, and highway data collected and analysed to support future schemes.

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Transport Planning</u>			
Provider Services:			
Employees:			
Other Employees	628	680	33
Indirect Costs	2	2	
Total: Employees	630	682	33
Other Provider Services:			
Central Support Services	144	110	
Directorate Support Services	71	58	
Other Non-employee Provider Services	904	571	
Total: Other Provider Services	1,119	739	
Total Provider Services:	1,749	1,421	
Commissioned Services:			
Externally Commissioned Expenditure:			
	56	56	
Gross Expenditure	1,805	1,477	
Income			
Grants	184	209	
Other External Income	213	219	
Internal Trading Income	0	225	
Contribution from Reserves	225	0	
Gross Income	622	653	
Net Expenditure	1,183	824	

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

Further information is available on the Worcestershire County Council website
http://www.worcestershire.gov.uk/info/20055/strategies_plans_and_bids/806/the_local_transport_plan

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Worcestershire Archive and Archaeology</u>			
Provider Services:			
Employees:			
Other Employees	1,546	1,586	49
Indirect Costs	1	1	
Total: Employees	1,547	1,587	49
Other Provider Services:			
Central Support Services	142	137	
Directorate Support Services	49	46	
Other Non-employee Provider Services	205	1,080	
Total: Other Provider Services	396	1,263	
Total Provider Services:	1,943	2,850	
	Gross Expenditure	2,850	
Income			
Grants	131	58	
Other External Income	1,199	1,220	
Internal Trading Income	5	52	
Gross Income	1,335	1,330	
	Net Expenditure	1,520	

Details of service

Worcestershire Archive and Archaeology Service (WAAS) combines local government and external funding to deliver a mix of statutory and discretionary services which together protect, preserve, manage, record, interpret and promote the history and historic environment of Worcestershire. To achieve this WAAS works with partners within the County Council and districts, national bodies, universities, private sector and community groups.

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Strategic Planning(inc Environmental Policy, Minerals & Waste)</u>			
Provider Services:			
Employees:			
Other Employees	330	268	8
Indirect Costs	7	7	
Total: Employees	337	275	8
Other Provider Services:			
Central Support Services	66	94	
Directorate Support Services	59	39	
Other Non-employee Provider Services	116	112	
Total: Other Provider Services	241	245	
Total Provider Services:	578	520	
Commissioned Services:			
Externally Commissioned Expenditure:	5	9	
Gross Expenditure	583	529	
Income			
Other External Income	136	124	
Gross Income	136	124	
Net Expenditure	447	405	

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

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

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Planning Development Control</u>			
Provider Services:			
Employees:			
Other Employees	183	197	5
Total: Employees	183	197	5
Other Provider Services:			
Central Support Services	55	48	
Directorate Support Services	80	43	
Other Non-employee Provider Services	50	43	
Total: Other Provider Services	185	134	
Total Provider Services:	368	331	
Commissioned Services:			
Externally Commissioned Expenditure:	0	3	
Gross Expenditure	368	334	
Income			
Other External Income	50	51	
Gross Income	50	51	
Net Expenditure	318	283	

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.

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Minerals & Waste Policy</u>			
Provider Services:			
Employees:			
Other Employees	61	60	2
Indirect Costs	2	2	
Total: Employees	63	62	2
Other Provider Services:			
Central Support Services	48	45	
Directorate Support Services	55	17	
Other Non-employee Provider Services	72	204	
Total: Other Provider Services	175	266	
Total Provider Services:	238	328	
Commissioned Services:			
Externally Commissioned Expenditure:			
	0	2	
Gross Expenditure	238	330	
Income			
Grants	64	0	
Contribution from Reserves	1	199	
Gross Income	65	199	
Net Expenditure	173	131	

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
- 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

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Flood Risk & Highways Drainage</u>			
Provider Services:			
Employees:			
Other Employees	40	73	2
Total: Employees	40	73	2
Other Provider Services:			
Central Support Services	46	50	
Directorate Support Services	21	15	
Other Non-employee Provider Services	5	5	
Total: Other Provider Services	72	70	
Total Provider Services:	112	143	
Commissioned Services:			
Externally Commissioned Expenditure:	195	149	
Gross Expenditure	307	292	
Income			
Grants	78	0	
Gross Income	78	0	
Net Expenditure	229	292	

Details of service

The team is responsible for:

- Implementing a range of statutory duties and powers under the Flood & Water Management Act and the Flood Risk Regulations
- Increasing understanding and awareness of flood risk
- Reducing the likelihood and impact of flooding

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Sustainability</u>			
Provider Services:			
Employees:			
Other Employees	280	242	9
Total: Employees	280	242	9
Other Provider Services:			
Central Support Services	70	69	
Directorate Support Services	22	26	
Other Non-employee Provider Services	212	721	
Total: Other Provider Services	304	816	
Total Provider Services:	584	1,058	
Commissioned Services:			
Externally Commissioned Expenditure:	43	12	
Gross Expenditure	627	1,070	
Income			
Grants	174	325	
Other External Income	23	342	
Internal Trading Income	135	121	
Contribution from Reserves	28	10	
Gross Income	360	798	
Net Expenditure	267	272	

Details of service

The role of the team is to embed the principles of sustainability within the operation of the Council. The Sustainability team supports all Directorates to deliver the Council's Sustainability Policy and Action Plan. The team also supports Corporate Carbon Management & CRC (Energy Efficiency Scheme) compliance. Home energy efficiency, fuel poverty, Green Deal & ECO related programmes via 'Warmer Worcestershire'.

Low carbon (Green) economy related programmes incl:

- Business Resource Efficiency - advice and grants schemes
- Environmental goods and services companies - business growth and diversification support
- Low carbon energy infrastructure - e.g. district heat networks, renewable energy schemes
- Domestic Waste Prevention
- Learning for Sustainability – Skills & Eco Schools programmes
- Worcestershire Climate Change Strategy
- Climate Resilience
- Low Carbon vehicle infrastructure

Key Operational Statistics

Corporate CO2 reduction 15.2% 2009/10 - 2013/14

Countywide CO2 reduction 15% from 2005/6 to 2011/12

92% Worcestershire schools registered EcoSchools - 36% with top green flag status (Jan 2015)

154 business assisted with resource efficiency advice and measures including 71 grants. Some companies reduced energy consumption by up to 37% (Jan 2015)

Further information is available on the Worcestershire County Council website

<http://www.worcestershire.gov.uk/sustainability>

ECONOMY and INFRASTRUCTURE

CORPORATE PLAN AREA:

THE ENVIRONMENT, OPEN FOR BUSINESS

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
<u>SERVICE NET EXPENDITURE SUMMARY</u>						
<u>STRATEGIC COMMISSIONING - Major Projects (Head of Service: Rachel Hill)</u>						
Economic Development	1,291	1,199	109	89	1,001	13
Highways Contracts and Programme	8,769	8,119	53	0	8,066	24
Waste Services	28,321	44,491	13,079	2,357	29,055	6
	38,381	53,809	13,241	2,446	38,122	43

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Economic Development</u>			
Provider Services:			
Employees:			
Other Employees	1,051	298	13
Total: Employees	1,051	298	13
Other Provider Services:			
Central Support Services	126	202	
Directorate Support Services	104	58	
Other Non-employee Provider Services	2,436	538	
Total: Other Provider Services	2,666	798	
Total Provider Services:	3,717	1,096	
Commissioned Services:			
Externally Commissioned Expenditure:			
	1,733	103	
Gross Expenditure	5,450	1,199	
Income			
Grants	2,620	62	
Other External Income	1,062	34	
Internal Trading Income	0	13	
Contribution from Reserves	477	89	
Gross Income	4,159	198	
Net Expenditure	1,291	1,001	

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.

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Highways Contracts and Programme</u>			
Provider Services:			
Employees:			
Other Employees	715	687	24
Indirect Costs	1	0	
Total: Employees	716	687	24
Other Provider Services:			
Central Support Services	184	151	
Directorate Support Services	84	91	
Other Non-employee Provider Services	1,283	941	
Total: Other Provider Services	1,551	1,183	
Total Provider Services:	2,267	1,870	
Commissioned Services:			
Externally Commissioned Expenditure:	6,553	6,249	
Gross Expenditure	8,820	8,119	
Income			
Other External Income	51	53	
Gross Income	51	53	
Net Expenditure	8,769	8,066	

Details of service

The Highway 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 highway capital works projects and project manages the works delivery phases of capital projects. Its Asset Management team surveys the highway network, analyses condition data and identifies priorities for maintenance delivered through the Highway Maintenance Service Contract. The Street Lighting Service and Structures Services are provided and managed by the Unit using external suppliers.

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Waste Services</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	0	18	
Other Employees	238	195	6
Total: Employees	238	213	6
Other Provider Services:			
Central Support Services	286	267	
Directorate Support Services	89	53	
Other Non-employee Provider Services	563	479	
Total: Other Provider Services	938	799	
Total Provider Services:	1,176	1,012	
Commissioned Services:			
Externally Commissioned Expenditure:	42,324	43,479	
Gross Expenditure	43,500	44,491	
Income			
Grants	1,818	1,818	
Other External Income	11,003	11,260	
Contribution from Reserves	2,358	2,358	
Gross Income	15,179	15,436	
Net Expenditure	28,321	29,055	

Details of service

Waste Services are 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.

ECONOMY and INFRASTRUCTURE
CORPORATE PLAN AREA:
THE ENVIRONMENT, OPEN FOR BUSINESS

	Original Estimate 2015/16	Estimate 2016/17				Staff (FTE) No.
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
<u>SERVICE NET EXPENDITURE SUMMARY</u>						
<u>OPERATIONS - HIGHWAY & PROW (Head of Service: Ian Bamforth)</u>						
Highway Maintenance - Design & Build	2,339	2,473	0	0	2,473	12
Highways Maintenance - Routine & Cyclic	8,020	8,403	0	0	8,403	31
Countryside Access	774	681	17	0	664	15
	11,133	11,557	17	0	11,540	58
<u>OPERATIONS - TRANSPORT LEAD (Head of Service: Ian Bamforth)</u>						
Transport Operations	9,878	15,544	5,768	0	9,776	141
<u>BUSINESS ADMINISTRATION & SYSTEMS (Director: John Hobbs)</u>						
Net Expenditure before Directorate Recharges	1,169	1,020	89	0	931	13
Directorate Recharge	-986		672	0	-672	
	183	1,020	761	0	259	13

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Highway Maintenance - Design & Build</u>			
Provider Services:			
Employees:			
Other Employees	150	168	12
Total: Employees	150	168	12
Other Provider Services:			
Central Support Services	146	155	
Directorate Support Services	51	32	
Other Non-employee Provider Services	69	45	
Total: Other Provider Services	266	232	
Total Provider Services:	416	400	
Commissioned Services:			
Externally Commissioned Expenditure:	1,923	2,073	
Gross Expenditure	2,339	2,473	
Net Expenditure	2,339	2,473	

Details of service

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Highways Maintenance - Routine & Cyclic</u>			
Provider Services:			
Employees:			
Other Employees	957	994	31
Total: Employees	957	994	31
Other Provider Services:			
Central Support Services	166	185	
Directorate Support Services	52	24	
Other Non-employee Provider Services	-470	-444	
Total: Other Provider Services	-252	-235	
Total Provider Services:	705	759	
Commissioned Services:			
Externally Commissioned Expenditure:	7,315	7,644	
Gross Expenditure	8,020	8,403	
Net Expenditure	8,020	8,403	

Details of service

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Countryside Access</u>			
Provider Services:			
Employees:			
Other Employees	471	427	15
Indirect Costs	3	3	
Total: Employees	474	430	15
Other Provider Services:			
Central Support Services	64	68	
Directorate Support Services	59	34	
Other Non-employee Provider Services	103	55	
Total: Other Provider Services	226	157	
Total Provider Services:	700	587	
Commissioned Services:			
Externally Commissioned Expenditure:			
	94	94	
Gross Expenditure	794	681	
Income			
Other External Income	20	17	
Gross Income	20	17	
Net Expenditure	774	664	

Details of service

Mapping and management of Worcestershire's public rights of way network, utilising local contractors and working with volunteers, parish councils and community groups at a local level.

Key Operational Statistics

4600km of public rights of way (footpaths, bridleways and byways) managed

470km of waymarked trails and circular walks managed

Work with and support approximately 300 volunteers, who in turn provide over 40,000 hours of their time to help maintain and improve the prowl network.

For further information visit http://www.worcestershire.gov.uk/info/20058/countryside_and_leisure

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Transport Operations</u>			
Provider Services:			
Employees:			
Other Employees	3,104	3,363	141
Indirect Costs	112	27	
Total: Employees	3,216	3,390	141
Other Provider Services:			
Central Support Services	562	473	
Directorate Support Services	101	28	
Other Non-employee Provider Services	3,877	2,780	
Total: Other Provider Services	4,540	3,281	
Total Provider Services:	7,756	6,671	
Commissioned Services:			
Externally Commissioned Expenditure:	8,398	8,873	
Gross Expenditure	16,154	15,544	
Income			
Grants	125	611	
Other External Income	842	830	
Internal Trading Income	5,309	4,327	
Gross Income	6,276	5,768	
Net Expenditure	9,878	9,776	

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

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.

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

ECONOMY and INFRASTRUCTURE

	Original Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>Business Administration & Systems</u>			
Provider Services:			
Employees:			
Other Employees	915	649	13
Indirect Costs	316	319	
Total: Employees	1,231	968	13
Other Provider Services:			
Central Support Services	107	60	
Other Non-employee Provider Services	-74	-8	
Total: Other Provider Services	33	52	
Total Provider Services:	1,264	1,020	
	Gross Expenditure	1,264	1,020
Income			
Other External Income	95	89	
Directorate Support Services	986	672	
Gross Income	1,081	761	
Net Expenditure	183	259	

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.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE
CORPORATE PLAN AREA: CROSS CUTTING

	Estimate 2015/16	Estimate 2016/17				Staff (FTE)
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	No.
<u>SERVICE NET EXPENDITURE SUMMARY</u>						
<u>SERVICE TRANSFORMATION (Head of Service: Peter Bishop)</u>						
ICT Service Division	32	4,938	5,389	221	-672	61
Customer Services	-275	1,328	1,660		-332	
Place Partnership Services	57	2,315	2,315		0	
Facilities Management	513	3,881	3,652	-40	269	
Maintenance & Minor Works	0	939	1,009		-70	
Property Other Services	249	268	102		166	
Smallholdings Estates & Woodlands	-111	194	311		-117	
Corporate Programme Management	0	2,958	261	2,697	0	28
Schools - Internal Trading Unit	-99	0	0		0	
	366	16,821	14,699	2,878	-756	89

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>S&CA - INFORMATION & COMMUNICATION</u>			
<u>TECHNOLOGY</u>			
Provider Services:			
Employees:			
Other Employees	1,977	2,255	61
Indirect Costs	0	10	
Total: Employees	1,977	2,265	61
Other Provider Services:			
Central Support Services	335	143	
Directorate Support Services	30	20	
Other Non-employees	1,285	1,194	
Total: Other Provider Services	1,650	1,357	
Total Provider Services:	3,627	3,622	
Externally Commissioned Expenditure	1,431	1,316	
Gross Expenditure	5,058	4,938	
Income			
External Income	205	175	
Internal Trading Income	712	679	
Central Support Services	4,109	4,535	
Transfer from Reserve	0	221	
Gross Income	5,026	5,610	
Net Expenditure	32	-672	

Details of service

Systems and Customer Access (S&CA) manages the ICT support to all parts of the County Council. It is responsible for the data and voice 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	4086
Number of mobile communication devices supported	2238
Number of servers supported	317
Amount of TBs of data storage	14
Number of unified communication users	4000
Number of web pages provided for WCC	562
Total page views for Worcestershire County Council	5,665,221
Average number of web pages served per month for WCC	472101

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>S&CA - CUSTOMER SERVICES</u>			
Provider Services:			
Employees:			
Other Employees	1,460	0	0
Indirect Costs	30	0	
Total: Employees	1,490	0	0
Other Provider Services:			
Central Support Services	149	0	
Other Non-employees	180	-59	
Total: Other Provider Services	329	-59	
Total Provider Services:	1,819	-59	
Externally Commissioned Expenditure	121	1,387	
Gross Expenditure	1,940	1,328	
Income			
Other External Income	732	772	
Internal Trading Income	181	181	
Central Support Services	1,302	707	
Gross Income	2,215	1,660	
Net Expenditure	-275	-332	

Details of service

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.

Worcestershire Hub Shared Service is hosted by Worcestershire County Council in partnership with, Malvern Hills District Council and Worcester City Council. In 2015/16 the service has been commissioned to Civica who will operate the contact centre and customer service centres on behalf of the Shared Service.

Further information is available on the Worcestershire County Council website

http://www.worcestershire.gov.uk/info/20003/council_democracy_and_councillor_information/848/worcestershire_hub

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>PLACE PARTNERSHIP SERVICES</u>			
Provider Services:			
Employees:			
Other Employees	3,201	0	0
Total: Employees	3,201	0	0
Other Provider Services:			
Central Support Services	278	63	
Directorate Support Services	45	0	
Other Non-employees	578	0	
Total: Other Provider Services	901	63	
Total Provider Services:	4,102	63	
Externally Commissioned Expenditure	0	2,252	
	Gross Expenditure	4,102	2,315
Income			
Other External Income	1,562	0	
Internal Trading Income	417	8	
Central Support Services	2,066	2,307	
Gross Income	4,045	2,315	
Net Expenditure	57	0	

Details of service

Provision of a comprehensive estates management of the County Council's land and property portfolio, including: the design and supervision of capital projects (delivered by Jacobs Uk Ltd), repair and maintenance, energy management, property review, acquisition and disposal management, project management of complex, high value projects.

During 2015/16 the service has transfer to a newly formed Place Partnership, which will deliver property services to 6 public sector bodies locally.

Key Operational Statistics

Number of County Council operational properties maintained	437
Number of major capital projects managed - approx	50
Number of minor capital projects managed - approx	200

Further information is available on the Worcestershire County Council website

http://www.worcestershire.gov.uk/info/20198/property_services/410/property_services

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>FACILITIES MANAGEMENT</u>			
Provider Services:			
Employees:			
Other Employees	484	0	0
Indirect Costs	3	0	
Total: Employees	487	0	0
Other Provider Services:			
Central Support Services	271	250	
Other Non-employees	3,464	3,586	
Total: Other Provider Services	3,735	3,836	
Total Provider Services:	4,222	3,836	
Externally Commissioned Expenditure	462	45	
Gross Expenditure	4,684	3,881	
Income			
External Income	420	1,542	
Internal Trading Income	639	490	
Central Support Services	3,152	1,620	
Transfer to Reserve	-40	-40	
Gross Income	4,171	3,612	
Net Expenditure	513	269	

Details of service

Administrative offices are located throughout the county and it is the responsibility of the Director of Commercial and Change 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 Place Partnership.

During 2015/16 the service has transfer to a newly formed Place Partnership, which will deliver property services to 6 public sector bodies locally.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000
<u>MAINTENANCE AND MINOR WORKS</u>		
Provider Services:		
Other Provider Services:		
Other Non-employees	2,322	939
Total: Other Provider Services	2,322	939
Total Provider Services:	2,322	939
	Gross Expenditure	939
Income		
Other External Income	1,183	0
Internal Trading Income	1,139	1,009
	Gross Income	1,009
	Net Expenditure	-70

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.

During 2015/16 the service has transfer to a newly formed Place Partnership, which will deliver property services to 6 public sector bodies locally.

Key Operational Statistics

No. of County Council operational properties maintained

437

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000
<u>PROPERTY OTHER SERVICES</u>		
Provider Services:		
Other Provider Services:		
Central Support Services	131	118
Other Non-employees	149	150
Total: Other Provider Services	280	268
Total Provider Services:	280	268
	Gross Expenditure	280
Income		
External Income	31	102
	Gross Income	31
	Net Expenditure	249

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..

	Estimate 2015/16 £000	Estimate 2016/17 £000
<u>SMALLHOLDINGS ESTATES & WOODLANDS</u>		
Provider Services:		
Other Provider Services:		
Central Support Services	69	63
Other Non-employees	131	131
Total: Other Provider Services	200	194
Total Provider Services:	200	194
	Gross Expenditure	200
Income		
External Income	311	311
	Gross Income	311
	Net Expenditure	-117

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.

During 2015/16 the service has transfer to a newly formed Place Partnership, which will deliver property services to 6 public sector bodies locally.

Key Operational Statistics

Number of smallholdings provided

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>CORPORATE PROGRAMME MANAGEMENT</u>			
Provider Services:			
Employees:			
Other Employees	693	1,289	28
Indirect Costs	2	0	
Total: Employees	695	1,289	28
Other Provider Services:			
Central Support Services	47	118	
Other Non-employees	845	1,551	
Total: Other Provider Services	892	1,669	
Total Provider Services:	1,587	2,958	
	Gross Expenditure	1,587	2,958
Income			
Internal Trading Income	0	65	
External Income	6	42	
Central Support Services	83	154	
Transfer from Reserve	1,498	2,697	
Gross Income	1,587	2,958	
	Net Expenditure	0	0

Details of service

The 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.

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

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000
<u>S&CA - SCHOOLS</u>		
Provider Services:		
Other Provider Services:		
Other Non-employees	8	0
Total: Other Provider Services	8	0
Total Provider Services:	8	0
	Gross Expenditure	0
	8	0
Income		
External Income	107	0
Gross Income	107	0
	Net Expenditure	0
	-99	0

Details of service

The IBS Schools business was sold to Capita during 2014/15.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE
CORPORATE PLAN AREA: CROSS CUTTING

	Estimate 2015/16	Estimate 2016/17				Staff (FTE)
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	No.
<u>SERVICE NET EXPENDITURE SUMMARY</u>						
<u>HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT (Head of Service: Elaine Chandler)</u>						
Human Resources	-40	3,788	3,360		428	58
Learning and Development	0	1,573	1,418		155	39
	-40	5,361	4,778	0	583	97
<u>LEGAL & DEMOCRATIC SERVICES (Head of Service: Simon Mallinson)</u>						
Legal Services	7	1,669	1,693		-24	30
Committee and Appellate	124	426	199		227	7
Overview and Scrutiny	285	211			211	4
Allowance & Expenses	950	981			981	
Councillors Divisional Fund	0	570		570	0	
Business & Member Support (L & D Services)	1,142	1,626	266		1,360	5
County Council Elections	109	109			109	
	2,617	5,592	2,158	570	2,864	46

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>HUMAN RESOURCES</u>			
Provider Services:			
Employees:			
Employees	3,790	2,105	58
Indirect Costs	29	13	
Total: Employees	3,819	2,118	58
Other Provider Services:			
Central Support Services	716	639	
Directorate Support Services	30	21	
Other Non-employees	806	1,010	
Total: Other Provider Services	1,552	1,670	
Total Provider Services:	5,371	3,788	
Externally Commissioned Expenditure	9	0	
Gross Expenditure	5,380	3,788	
Income			
External Income	2,141	1,367	
Internal Trading Income	1,361	189	
Central Support Services	1,918	1,804	
Gross Income	5,420	3,360	
Net Expenditure	-40	428	

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

Number of employees supported (filled posts) -Schools

Further information is available on the Worcestershire County Council website

http://www.worcestershire.gov.uk/info/20010/working_for_the_council/950/human_resources_and_organisational_development

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>LEARNING & DEVELOPMENT</u>			
Provider Services:			
Employees:			
Other Employees	1,104	1,331	39
Total: Employees	1,104	1,331	39
Other Provider Services:			
Central Support Services	119	167	
Other Non-employees	407	75	
Total: Other Provider Services	526	242	
Total Provider Services:	1,630	1,573	
	Gross Expenditure	1,630	1,573
Income			
Internal Trading Income	26	3	
Central Support Services	1,604	1,415	
Gross Income	1,630	1,418	
Net Expenditure	0	155	

Details of service

The Learning and Development function mainly operates across four areas with a business support function providing the administration for all four areas and other HR services. The four areas are Corporate Training, Adult Social Care Training, Childrens Social Care 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 four 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 and Childrens 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

	2015/16
Number of delegates trained - across all sectors	18,218
Number of training courses provided	220
Number of training days delivered	1,824
Number of e-learning courses available	106
Number of e-learning courses completed	8,041

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>LEGAL & DEMOCRATIC SERVICES</u>			
<u>LEGAL SERVICES</u>			
Provider Services:			
Employees:			
Other Employees	1,183	1,176	30
Indirect Costs	6	7	
Total: Employees	1,189	1,183	30
Other Provider Services:			
Central Support Services	250	209	
Directorate Support Services	81	78	
Other Non-employees	180	184	
Total: Other Provider Services	511	471	
Total Provider Services:	1,700	1,654	
Externally Commissioned Expenditure	0	15	
Gross Expenditure	1,700	1,669	
Income			
External Income	216	215	
Internal Trading Income	73	74	
Central Support Services	1,404	1,404	
Gross Income	1,693	1,693	
Net Expenditure	7	-24	

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 and some Academies. The above expenditure also includes the Head of Service and PA.

Key Operational Statistics

	Actual 13/14	Actual 14/15
Permanent Traffic Regulation Orders completed	182	128
Temporary Traffic Regulation Orders completed	432	487
Child/Care proceedings completed	103	126
Debt recovered (net)	£161,305	N/A
Commons searches	1,550	1,766
Employment Tribunals completed	7	9

Further information is available on the Worcestershire County Council website
http://www.worcestershire.gov.uk/info/20051/legal_services/791/about_legal_services

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>COMMITTEE AND APPELLATE</u>			
Provider Services:			
Employees:			
Other Employees	160	257	7
Total: Employees	160	257	7
Other Provider Services:			
Central Support Services	33	62	
Directorate Support Services	40	42	
Other Non-employees	88	65	
Total: Other Provider Services	161	169	
Total Provider Services:	321	426	
Gross Expenditure	321	426	
Income			
Grants & Contributions	69	69	
External Income	42	11	
Internal Trading Income	86	119	
Gross Income	197	199	
Net Expenditure	124	227	

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). The whole democratic function is now managed by a single Democratic Governance and Scrutiny Manager.

Key Operational Statistics

	Actual 13/14	Actual 14/15
Number of Council meetings serviced	68	80
Number of school admission appeals supported	227	263
Number of exclusion appeals supported	6	5

Further information is available on the Worcestershire County Council website

http://www.worcestershire.gov.uk/info/20085/local_democracy

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>OVERVIEW AND SCRUTINY</u>			
Provider Services:			
Employees:			
Other Employees	187	129	4
Indirect Costs	2	0	
Total: Employees	189	129	4
Other Provider Services:			
Central Support Services	38	33	
Directorate Support Services	40	40	
Other Non-employees	18	9	
Total: Other Provider Services	96	82	
Total Provider Services:	285	211	
Gross Expenditure	285	211	

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. The Member Engagement Officer works with elected members to support them in their community leadership and community engagement role. The whole democratic function is now managed by a single Democratic Governance and Scrutiny Manager.

<u>Key Operational Statistics</u>	Actual 13/14	Actual 14/15
Number of Scrutiny meetings supported	51	41
Number of Scrutiny reports published	7	7
Number of pre-policy/single issues considered	45	63

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000
<u>ALLOWANCES & EXPENSES</u>		
Provider Services:		
Other Provider Services:		
Allowances and Expenses	947	977
Councillors' Divisional Fund Scheme	570	570
Other Non-employees	3	4
Total: Other Provider Services	1,520	1,551
Total Provider Services:	1,520	1,551
	Gross Expenditure	1,520
	1,520	1,551
Income		
Transfer from Reserve	570	570
	Gross Income	570
	570	570
	Net Expenditure	950
	950	981

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.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>BUSINESS & MEMBER SUPPORT (LEGAL & DEMOCRATIC)</u>			
Provider Services:			
Employees:			
Other Employees	195	112	5
Indirect Costs	3	3	
Total: Employees	198	115	5
Other Provider Services:			
Central Support Services	987	1,321	
Directorate Support Services	74	40	
Other Non-employees	161	150	
Total: Other Provider Services	1,222	1,511	
Total Provider Services:	1,420	1,626	
Gross Expenditure	1,420	1,626	
Income			
Internal Trading Income	121	122	
Directorate Support Services	157	144	
Gross Income	278	266	
Net Expenditure	1,142	1,360	

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. The Member Support team (now managed through Democratic Services) supports Elected Members in carrying out their function appropriately, by supporting through ICT, working with colleagues in C&A or O&S, and 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. There is a small central team dealing with administration for Legal and Democratic Services.

Central support costs reflect the corporate and democratic costs of support services and accommodation that are not attributed to frontline service budgets.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000
<u>COUNTY COUNCIL ELECTIONS</u>		
Provider Services:		
Other Provider Services:		
Other Non-employees	109	109
Gross Expenditure	109	109
Net Expenditure	109	109

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 every four years. The Council's electoral requirements are met in accordance with agreements between the Council and the District Councils on a formal fee based scheme.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE
CORPORATE PLAN AREA: CROSS CUTTING

	Estimate 2015/16	Estimate 2016/17				Staff (FTE)
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	No.
<u>SERVICE NET EXPENDITURE SUMMARY</u>						
<u>COMMERCIAL TEAM (Head of Service: Joanna Charles)</u>						
Commercial Team	-20	645	699	120	-174	16
HR & Finance Transactional Services	0	2,857	1,709	392	756	0
Performance Management	0	1,223	1,187	28	8	35
Consumer Relations Unit	0	225	225		0	5
Research Unit	0	537	259	332	-54	11
	-20	5,487	4,079	872	536	67
<u>MARKETING (Manager: Keith Beech)</u>						
Marketing Unit	-2	867	875		-8	17
Local Strategic Partnership	6	0	0		0	1
	4	867	875	0	-8	18
<u>COMMERCIAL & CHANGE - MANAGEMENT (Sander Kristel)</u>						
Commercial and Change Management	9	1,125	358		767	4
Business Support Unit	79	0			0	0
Equality and Diversity	0	70	70	0	0	1
Corporate Subscriptions	147	134			134	
	235	1,329	428	0	901	5
TOTAL COMMERCIAL & CHANGE	3,162	35,457	27,017	4,320	4,120	322

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>COMMERCIAL FUNCTION</u>			
Provider Services:			
Employees:			
Other Employees	298	849	16
Indirect Costs	0	5	
Total: Employees	298	854	16
Other Provider Services:			
Central Support Services	15	124	
Directorate Support Services	30	20	
Other Non-employees	91	-353	
Total: Other Provider Services	136	-209	
Total Provider Services:	434	645	
	Gross Expenditure	434	645
Income			
Internal Trading Income	0	131	
Central Support Services	147	568	
Transfer from Reserve	307	120	
Gross Income	454	819	
	Net Expenditure	-20	-174

Details of service

The Commercial team is a specialist function which supports the County Council (Members and Staff) through all stages of the commercial and commissioning cycle, alongside this the team also 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:

- Support to strategic commissioners across the commissioning cycle.
- Commercial support to ensure value for money across WCC commissioned services.
- Corporate lead on commissioning support, including tools and templates
- Commercial advice, expertise and innovation throughout contract lifecycle.
- Co-ordinator role and cross-council support for market engagement.
- Corporate lead on due diligence and commercial & procurement risk management.
- 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.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000
<u>HR & FINANCE TRANSACTIONAL SERVICES</u>		
Provider Services:		
Other Provider Services:		
Other Non-employees	0	378
Total: Other Provider Services	0	378
Total Provider Services:	0	378
Externally Commissioned Expenditure	0	2,479
	Gross Expenditure	2,857
Income		
Internal Trading Income	0	1,709
Transfer from Reserve	0	392
	Gross Income	2,101
	Net Expenditure	756

Details of service

From 1 February 2016 Payroll, HR Employee Services, Schools HR Advisory Services, Occupational Health, Accounts Payable, Accounts Receivable, Schools Finance and HR and Finance systems support have been delivered by an external provider, Liberata. Existing contracts with schools, Academies and other bodies remain with the Council until 2018.

The Contract will see the transformation of services through the introduction of new IT systems from 2017.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>MANAGEMENT INFORMATION & ANALYTICS</u>			
Provider Services:			
Employees:			
Other Employees	179	1,087	35
Indirect Costs	0	18	
Total: Employees	179	1,105	35
Other Provider Services:			
Central Support Services	14	22	
Other Non-employees	6	96	
Total: Other Provider Services	20	118	
Total Provider Services:	199	1,223	
	Gross Expenditure	1,223	
Income			
External Income	0	94	
Internal Trading Income	29	114	
Central Support Services	142	979	
Transfer from Reserve	28	28	
Gross Income	199	1,215	
	Net Expenditure	8	

Details of service

The Management Information and Analytic Team supports the organisation to ensure that priorities and objectives are reflected in business plans and effectively performance managed, thus enabling the organisation to make informed decisions about service delivery. This has two elements –
i) reporting the organisation's performance (how well did we do?), including statutory returns and
ii) planning performance against future demands and trends (how well do we need to do?).

The team leads on the reporting of the Balanced Scorecard as the consistent means of presenting performance information across the Council, linking HR, finance, performance and risk.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>CONSUMER RELATIONS UNIT</u>			
Provider Services:			
Employees:			
Other Employees	188	196	5
Total: Employees	188	196	5
Other Provider Services:			
Central Support Services	11	13	
Other Non-employees	17	16	
Total: Other Provider Services	28	29	
Total Provider Services:	216	225	
	Gross Expenditure	216	225
Income			
Central Support Services	216	225	
Gross Income	216	225	
	Net Expenditure	0	0

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.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>MARKET MANAGEMENT & RESEARCH</u>			
Provider Services:			
Employees:			
Other Employees	303	449	11
Indirect Costs	0	3	
Total: Employees	303	452	11
Other Provider Services:			
Central Support Services	25	44	
Other Non-employees	77	41	
Total: Other Provider Services	102	85	
Total Provider Services:	405	537	
	Gross Expenditure	405	537
Income			
External Income	259	0	
Central Support Services	146	259	
Transfer from Reserve	0	332	
Gross Income	405	591	
	Net Expenditure	0	-54

Details of service

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 on demand and impact.

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

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>MARKETING UNIT</u>			
Provider Services:			
Employees:			
Other Employees	448	677	17
Indirect Costs	2	2	
Total: Employees	450	679	17
Other Provider Services:			
Central Support Services	46	94	
Other Non-employees	107	94	
Total: Other Provider Services	153	188	
Total Provider Services:	603	867	
	Gross Expenditure	603	867
Income			
External Income	73	58	
Internal Trading Income	72	187	
Central Support Services	454	630	
Gross Income	599	875	
	Net Expenditure	4	-8

Details of service

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

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

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>COACH MANAGEMENT</u>			
Provider Services:			
Employees:			
Other Employees	207	264	4
Indirect Costs	64	52	
Total: Employees	271	316	4
Other Provider Services:			
Central Support Services	468	667	
Directorate Support Services	10	2	
Other Non-employees	-364	140	
Total: Other Provider Services	114	809	
Total Provider Services:	385	1,125	
Gross Expenditure	385	1,125	
Income			
External Income	75	54	
Central Support Services	77	184	
Directorate Support Services	224	120	
Gross Income	376	358	
Net Expenditure	9	767	

Details of service

The Director of Commercial and Change has responsibility for the management of a range of support services including: Legal & Democratic, Human Resources, Commercial function, Property and S&CA. The budget also supports 1 FTE staff seconded to Trade Unions.

The non-employees budget for 2016/2017 includes a balance of £63,000 Better Use of Property savings targeted from accommodation savings across directorates that at the time of budget setting had yet to be allocated out to the Directorates.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>BUSINESS SUPPORT UNIT</u>			
Provider Services:			
Employees:			
Other Employees	49	0	
Total: Employees	49	0	0
Other Provider Services:			
Central Support Services	24	0	
Other Non-employees	6	0	
Total: Other Provider Services	30	0	
Total Provider Services:	79	0	
Gross Expenditure	79	0	
Net Expenditure	79	0	

Details of service

After a recent overarching review of the business support within COaCH it was decided to absorb the residual costs within the service supported.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>CORPORATE DIVERSITY & EQUALITY</u>			
Provider Services:			
Employees:			
Other Employees	48	50	1
Total: Employees	48	50	1
Other Provider Services:			
Central Support Services	9	0	
Other Non-employees	3	20	
Total: Other Provider Services	12	20	
Total Provider Services:	60	70	
Externally Commissioned Expenditure	20	0	
Gross Expenditure	80	70	
Income			
Central Support Services	77	70	
Transfer from Reserve	3	0	
Gross Income	80	70	
Net Expenditure	0	0	

Details of service

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

CORPORATE SUBSCRIPTIONS

Provider Services:

Other Provider Services:

Other Non-employees	147	134
Gross Expenditure	147	134
Net Expenditure	147	134

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.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE
CORPORATE PLAN AREA: CROSS CUTTING

	Estimate 2015/16	Estimate 2016/17				Staff (FTE)
	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	No.
<u>SERVICE NET EXPENDITURE SUMMARY</u>						
<u>CHIEF EXECUTIVE (Clare Marchant)</u>						
Chief Executive	339	368	5		363	3
<u>FINANCE & WHOLE ORGANISATION (Head of Service: Sean Pearce)</u>						
Finance	290	4,145	4,321		-176	107
Financing Transactions	29,633	28,128	307		27,821	
Contributions & Precepts	232	232			232	
Pensions Back Funding Liabilities	7,696	7,478			7,478	
Miscellaneous Services	1,467	2,682	3,858	-1,779	603	
	39,318	42,665	8,486	-1,779	35,958	107
TOTAL CHIEF EXECUTIVE & FINANCE	39,657	43,033	8,491	-1,779	36,321	110

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>CHIEF EXECUTIVE</u>			
Provider Services:			
Employees:			
Employees	240	255	3
Indirect Costs	5	5	
Total: Employees	245	260	3
Other Provider Services:			
Central Support Services	45	106	
Other Non-employees	42	2	
Total: Other Provider Services	87	108	
Total Provider Services:	332	368	
Externally Commissioned Expenditure	12	0	
Gross Expenditure	344	368	
Income			
External Income	5	5	
Gross Income	5	5	
Net Expenditure	339	363	

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.

The non-employees budget for 2016/2017 includes a balance of £50,000 Active Alliances savings targeted from cross working with external partners that at the time of budget setting had yet to be allocated out to the Directorates.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000	Staff (FTE) No.
<u>FINANCE & WHOLE ORGANISATION</u>			
<u>FINANCE</u>			
Provider Services:			
Employees:			
Employees	3,558	2,746	107
Indirect Costs	29	50	
Total: Employees	3,587	2,796	107
Other Provider Services:			
Central Support Services	1,051	944	
Directorate Support Services	1	1	
Other Non-employees	323	148	
Total: Other Provider Services	1,375	1,093	
Total Provider Services:	4,962	3,889	
Externally Commissioned Expenditure	10	256	
Gross Expenditure	4,972	4,145	
Income			
External Income	904	436	
Internal Trading Income	222	162	
Central Support Services	3,556	3,723	
Gross Income	4,682	4,321	
Net Expenditure	290	-176	

Details of Service

The Chief Financial Officer, as Section 151 Officer, is responsible for the financial administration of the County Council. The Service 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.

Further information is available on the Worcestershire County Council website
http://www.worcestershire.gov.uk/info/20024/council_finance

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000
<u>FINANCING TRANSACTIONS</u>		
Provider Services:		
Other Provider Services:		
Capital Financing Costs		
External Interest	13,882	14,141
Minimum Revenue Provision	16,022	13,987
Total: Other Provider Services	29,904	28,128
Total Provider Services:	29,904	28,128
	Gross Expenditure	28,128
Income		
External Income	271	307
	Gross Income	307
	Net Expenditure	27,821

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

	2016/17 £m	2017/18 £m
Estimated Capital Financing Requirement at 31 March:	544.6	543.2

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000
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CONTRIBUTIONS AND PRECEPTS**Provider Services:****Externally Commissioned Expenditure**

Environment Agency	232	232
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Gross Expenditure	232	232
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Net Expenditure	232	232
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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.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000
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PENSIONS BACK FUNDING**Provider Services:****Employees:**

Other Employees

	7,696	7,478
Total: Employees	7,696	7,478
Net Expenditure	7,696	7,478

Details of Service

The pension actuary reviews the funds assets and liabilities on a 3 year basis and assesses the level of deficit in the fund. This budget is provided to repay a proportion of the deficit due to pass service liabilities.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Estimate 2015/16 £000	Estimate 2016/17 £000
<u>MISCELLANEOUS SERVICES</u>		
Provider Services:		
Other Provider Services:		
Carbon Reduction Commitment	315	315
External Audit Fee	102	102
Bank Charges and Interest	79	79
Strategic Initiatives	0	143
Local Welfare Assistance	902	0
Council Tax Hardship fund	250	250
Revenue Contribution to Capital	900	1,250
Other Services	169	543
Total: Other Provider Services	2,717	2,682
Total Provider Services:	2,717	2,682
Gross Expenditure	2,717	2,682
Income		
Grants and Contributions		
West Mercia Supplies Surplus	350	450
New Homes Bonus	1,100	3,404
Other	4	4
Transfer to Reserve	-204	-1,779
Gross Income	1,250	2,079
Net Expenditure	1,467	603

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 2016/17 the Council anticipates receiving a distribution of £0.45 million accumulated surplus from the West Mercia Supplies Utilities Business.

The Carbon Reduction Commitment Energy Efficiency Scheme requires the Council to buy allowances for each tonne of 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.