

Worcestershire County Council

Budget Book

Revenue 2018/19

Capital 2018/19 to 2020/21

Contents

Page

3	Background
4	Net revenue budget 2018/19 Net funding requirement 2018/19
5	Capital expenditure 2017/18 to 2020/21 Capital funding 2017/18 to 2020/21
6	Staff FTE summary
7	Medium Term Financial Plan 2018/19 to 2020/21
9	Transformation Reforms 2018/19 to 2020/21
16	Calculation of Council Tax (Band D) 2018/19
17	Council Tax – Adult Social Care Precept
18	Adult Services Directorate
22	Children, Families and Communities Directorate
25	Economy and Infrastructure Directorate
29	Commercial and Change Directorate / Chief Executive / Financial Services
32	Public Health

Background

Worcestershire County Council's annual budget for 2018/19 has been developed in order to support delivery of the outcomes detailed in the Corporate Plan, Shaping Worcestershire's Future 2017-2022. The budget was approved at Full Council on 15 February 2018.

As part of the budget process consultation and engagement sessions have been held including:

- Public and staff roadshows involving the Leader of the Council and the Chief Executive
- The 2017 Worcestershire Viewpoint survey
- Worcestershire Businesses through the Worcestershire Local Enterprise Partnership (WLEP)
- Voluntary and community sector events
- Parish and town councils
- School governors and head teachers
- Partners including health service organisations
- Scrutiny panels

Priority investments

Open for Business

Our aim is to continue to drive and facilitate others to increase the economic prosperity of businesses and residents in the county and deliver the Strategic Economic Plan. Our financial plans include significant capital investment to deliver Worcester Southern Link Road Phase 4, Pershore Northern Link and Infrastructure, Bromsgrove Town Centre Network and Worcester City Centre Network Efficiency.

Children & Families

An additional £10.5 million has been allocated to support the growing number of looked after children and the increased complexity of need within the care system. This investment includes the additional cost of placements, additional social work capacity and management oversight and follows the Council's Ofsted review and judgement.

Health &
Wellbeing

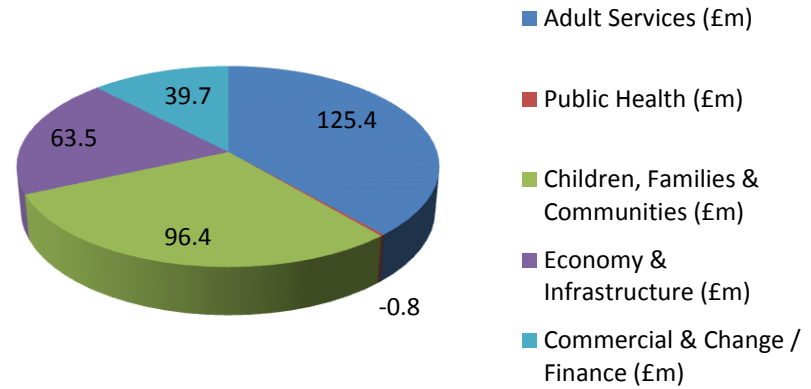
An increase of £7.8 million has been added to the Adult Social Care budget in response to demographic growth and increasing complexity of supporting vulnerable older people and adults with disabilities, support for social care assessments in response to Deprivation of Liberty Standards, and the likely impact of inflation.

The
Environment

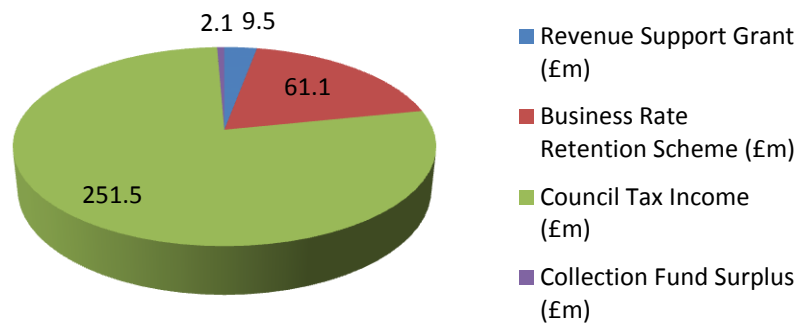
A £37.5 million capital Highways Infrastructure Investment Fund has been established to provide flexibility across a three year period and support delivery of transport infrastructure priorities supporting the Council's investment in roads and pavements and improving journey times.

Net revenue budget requirement £324.2 million

	£m
Adult Services	125.4
Public Health	-0.8
Children, Families and Communities	96.4
Economy and Infrastructure	63.5
Commercial and Change / Finance	39.7
Total	324.2



Revenue funding £324.2 million



Capital expenditure 2017/18 to 2020/21

	2017/18	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m	£m
Children, Families & Communities	27.4	18.9	9.8	3.2	59.3
Economy & Infrastructure	88.6	67.4	64.0	70.0	290.0
Adult Services	4.5	2.5	1.1	0.1	8.2
Commercial & Change / Finance	6.1	6.6	5.4	4.4	22.5
Total	126.6	95.4	80.3	77.7	380.0

Capital funding 2017/18 to 2020/21

	2017/18	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m	£m
Borrowing	31.4	43.7	18.9	17.9	111.9
Capital receipts	18.4	0.7	3.5		22.6
Government grants	63.9	48.6	55.9	53.6	222.0
Government grants	2.2				2.2
Third party contributions	7.6	1.1	2.0	6.2	16.9
Revenue budgets	3.1	1.3			4.4
Total	126.6	95.4	80.3	77.7	380.0

Staff numbers

	2017/18	2018/19	Movement
	FTE	FTE	FTE
Adult Services	948	943	-5
Children, Families and Communities	920	985	65
Economy and Infrastructure	451	447	-4
Commercial and Change / Chief Executive / Financial Services	389	417	28
Public Health	35	38	3
Sub Total excluding schools	2,743	2,830	87
Schools	4,715	4,716	1
Total including schools	7,458	7,546	88

Medium Term Financial Plan 2018/19 to 2020/21

	2018/19	2019/20	2020/21
Forecast of Funding Available	£m	£m	£m
Revenue Support Grant	9.5	0.0	0.0
Business Rates Retention Scheme	61.1	62.6	63.8
Council Tax Income	251.5	263.0	272.8
Collection Fund Surplus	2.1	1.5	1.5
Total Funding Available	324.2	327.1	338.1
Forecast Expenditure			
Base budget	323.6	324.2	327.1
Inflation:			
• Pension increases	0.3	1.3	0.0
• General inflation	5.5	3.2	3.4
• Pay inflation	3.6	1.9	4.2
Growth:			
• Adult Social Care	3.0	3.0	3.0
• Children's Social Care	9.3	0.0	0.0
• Children's Contingency	0.0	5.0	4.5
• Children's Safeguarding	1.2	0.5	0.5
• Children's Transport	0.4	0.4	0.4
• Capital Financing	1.8	0.9	2.0
• DOLS Assessment	1.0	0.0	0.0
• Risk Review – Transformation and Reforms Programme	6.1	4.7	1.1
• New Homes Bonus Grant	-2.6	0.0	0.0
• Strategic Initiatives	0.0	2.0	2.0
• Waste Disposal Costs	0.0	0.4	0.4
• Education Services Grant	1.0	0.0	0.0
• Other base budget revisions / contingency	1.6	-0.8	3.5

Worcestershire County Council

Budget Book 2018/19

Less:

- Transformation Reforms existing
- Transformation Reforms new
- Recurrent reforms to be identified

Gross funding requirement

General Reserve

Opening balance
Planned addition (+) or use (-)
Closing balance

	9.7	1.2	1.1
	21.9	6.9	1.1
	0.0	11.5	11.8
	324.2	327.1	338.1
	12.0	12.0	12.0
	0.0	0.0	0.0
	12.0	12.0	12.0

Transformation Reforms 2018/19 to 2020/21

	Directorate	2018/19	2019/20	2020/21	Total
		£000	£000	£000	£000
Accounting adjustments / alternative sources of funding					
Conversion of Highways Revenue Maintenance costs from revenue to capital budget, no reduction in actual spend	E&I	5,000			5,000
Capitalisation of Maintenance Revenue Costs - A full analysis of existing revenue property maintenance budgets will take place during 2017/18 to identify spend which can be capitalised. The work will also identify a programme of condition surveys and the associated costs. The information collected as part of this exercise will support the development of an updated maintenance programme which will cover a three to five year period.	COaCH	100	100		200
Capitalisation – Along with other areas within the Council, use of capital funding is being investigated in order to release revenue budgets with the expectation that reductions of £300,000 could be made.	CFC	300			300
Reprioritisation following confirmation of Public Health Ring Fenced Grant (PHRFG) - Existing plans are based on cautious estimates of assumed grant levels from 2018. Further reprioritisation of spend will follow confirmation of the grant at the end of 2017	PH	500			500
Optimising the use of specific grant income eg Better Care Fund	DAS	4,200	3,600		7,800
Review of the Minimum Revenue Provision Policy, to align the period over which long term borrowing is repaid with the asset lives that are being financed.	FIN	4,800			4,800
Pension Fund - Prepayment of the Employer Contributions	FIN	400	250		650
Revolving Investment Fund (RIF) - Investing in projects which will yield income	FIN	125	125		250
Sub-total		15,425	4,075	0	19,500

New Reforms

Review of expenditure and income budgets across Environmental and Infrastructure services, to include waste services and street lighting.

Libraries - Through a combination of property remodelling, looking at innovative ways to deliver the service, reduction in costs as well as generating income, efficiencies are expected to be made over the 3 years totalling £1m. In future years, in consultation with the public, a new model for library services will be investigated.

Income Generation - Review of income generation opportunities across the directorate. Feasibility studies will be necessary - the target is therefore set for future years.

Education Services – A review of the internal and contracted services relating to provision of education and skills will be undertaken to reduce expenditure in the region of £280,000 over the 3 year period.

Staffing savings- Through a mix of reorganisation to ensure we have the most effective staffing structure in place to integrate work flow and contract efficiencies a budget reduction of approximately £155,000 is forecast over the medium term.

Adoption - Adoption Services are currently moving towards a new model of delivery by transferring to the Adoption Central England (ACE) Regional Adoption Agency in February 2018. This, together with a reorganisation of the services and associated staff that are out of scope for the transfer could generate a saving of £346,000 over the 3 year period

E&I	3,600			3,600
CFC	200	500	300	1,000
CFC		100	40	140
CFC	210	70		280
CFC	105	50		155
CFC	70	26	250	346

Workforce Spend Review - The Council spends circa £90m per year on its workforce. This spend aligns with three key overarching areas which are governance, management best practice and terms and conditions. It is therefore proposed that a review is carried out of all associated workforce spend around these three key areas, as identified above. The first step is to understand the workforce spend in each of these areas, followed by the identification of next steps which will then need to be negotiated with the relevant Unions. This will be completed early in 2018/19.

Maximising Benefits to Secure Additional Income - Working in partnership with DWP/Voluntary sector partners to support people to maximise their entitlement to benefits; to help promote health and wellbeing whilst aiding independent living. This will also increase the amount that people can contribute to their care.

Review of Replacement Care (LD) - Review the current replacement care service ensuring we reduce placements that currently remain empty. This will include reviewing externally commissioned capacity.

Advocacy Joint Commissioning - Work with neighbouring Councils to aim for a joint service and/or contract which delivers efficiencies for all partners

Transport Provision - Ensure service users are appropriately using their higher rate mobility allowance to cover the cost of transport needs relating to Adult Social Care. Additional transport funding should only be considered if needs are over and above funding available via higher rate mobility allowance.

External Provider Training - Full Cost Recovery - Ensuring external Adult Social Care providers fully fund their own training provided by Worcestershire County Council as historically this has been subsidised by Adult Services.

Housing Support (Mental Health) - Implementation of previously agreed changes to housing related support, in line with Cabinet Decision in 2015.

COaCH	600		600
DAS	250	250	500
DAS	115	115	230
DAS	50	50	100
DAS	180	180	360
DAS	90	90	180
DAS	288	288	576

Operational Budget Review - Efficiency savings through staffing, non-pay reviews and debt structuring.	FIN	125	125	125	375
Treasury Management - Further iterations on the Treasury Management Strategy will be considered – the incorporation of property funds and other investment vehicles	FIN	50	25		75
Contract Reviews - There are a number of contracts where strictly the statutory duties sit with housing, police, and NHS, and the County Council has a duty to cooperate. We would be looking to have strategic discussions with relevant partners and authorities with a view to developing proposals for redesign and potential joint commissioning by October 2018.	PH		150	417	567
Housing Extra Care - The current service consists of lower level health and well-being support, but this is not a strongly evidence based service. Savings should be made by practice change and developing effective partnerships with VCS and local communities, with limited risk to residents. Working with extra care settings, to support the development of health promoting environments could be more productive and at a reduced cost to WCC	PH		120		120
Lifestyle Services - We shall review the provision and design of available lifestyles services to complement and support and improve the Health Check programme and the National Diabetes Prevention programme. It is anticipated this will release £100k in 19/20 through greater integration of provision and targeting of services.	PH		100		100
Review of Mandated Areas - All our mandated services have been reshaped to include a renewed focus on prevention. It is anticipated that by 19/20 this may result in reduction in activity releasing £150K (1%) and enabling further service redesign to recommission at that level.	PH		150		150
Sub-total		6,443	2,879	1,132	10,454
Total - New proposed Reforms		21,868	6,954	1,132	29,954
<u>Existing Reforms</u>					

Innovation through Systems and Technology

Learning Disability Review of Care: work stream to review all Learning Disability Services, exploring options for re-design and re-commissioning to ensure best use of resources coupled with best outcomes for people using services.

Market Transformation: work stream to look at Commissioning activity, reviewing and maximising the best use of contracts and care packages.

Outcomes based Commissioning

Other Adult Services savings

Public Health: Use of Public Health Ring Fenced Grant

Commercial and Performance: Develop a corporate approach to commissioning that delivers best outcomes for the Council and service areas including negotiation of best deals with current and new suppliers

Better Use of Property: Potential acquisition of sites and associated Property Savings

Commercial and Performance services: Review and rationalise the Council's service model

COaCH Operating Model

Self-Sufficient Council: Optimising income generation including traded services to other organisations and fees and charges

Self-Sufficient Council: This programme will increase the Council's ability to be self-sufficient, moving further away from reliance on Central Government funding. This will include a range of outcomes: Optimising Council Tax and Business Rate Income, Optimising Sales, Introducing a Revolving Door Capital Investment Fund and Maximising Value from Investment of the Council's Asset Base

Total - Existing Reforms

DAS	950			950
DAS	1,930			1,930
DAS	2,500			2,500
DAS	2,865			2,865
DAS		245	319	564
PH	500			500
PH/ COaCH	40	40	52	132
COaCH	150	50		200
COaCH	0	750	750	1,500
COaCH		150		150
FIN	200			200
FIN	575			575
	9,710	1,235	1,121	12,066

Calculation of Council Tax (Band D) 2018/19

Based on provisional Local Government Financial Settlement 2018/19

	2017/18		2018/19		Increase over 2017/18
					Band D equivalent
	£	£	£	£	%
Budget requirement before adjustments	323,663,000		324,191,710		
Addition to (+) or use of (-):					
• Earmarked Reserves	-5,184,776		0		
• General Balances	0		0		
Budget requirement	318,478,224		324,191,710		
Less:					
• Local share of Business Rates	16,009,251		16,011,387		
• Top Up Grant	43,810,749		45,138,613		
Total Business Rates Retention System	59,820,000		61,150,000		
Revenue Support Grant	19,897,085		9,435,520		
	79,717,085		70,585,520		
	238,761,139		253,606,190		
Less: Surplus on Collection Fund	-2,556,935		-2,069,686		
Income required from Council Taxpayer	236,204,204		251,536,504		
Council Tax Base	204,451		207,473		
Band D Equivalent	1,155.31		1,212.38		4.94%

Council Tax – Adult Social Care Precept

The Council Tax increase of 4.94% is made up of a 3% increase for Adult Social Care (ASC) and 1.94% for general services. The ASC precept is a charge that accumulates in value over the years and all income raised by the precept must be spent on Adult Social Care. For a Band D property this equates to £21.60 in 2016/17, £22.45 in 2017/18 and £34.66 in 2018/19 giving a total of £78.71. The table below details the council tax increases for a Band D property.

Band D Property	2015/16			2016/17			2017/18			2018/19		
		Increase from 2015/16		Total	Increase from 2016/17		Total	Increase from 2017/18		Total		
	£	£	%	£	£	%	£	£	%	£		
Worcestershire County Council	1,079.77	20.94	1.94	1,100.71	10.55	0.94	1,111.26	22.41	1.94	1,133.67		
WCC ASC Precept	0	21.60	2.00	21.60	22.45	2.00	44.05	34.66	3.00	78.71		
Total	1,079.77	42.54	3.94	1,122.31	33.00	2.94	1,155.31	57.07	4.94	1,212.38		

Adult Services Directorate

Revenue	Original Estimate				Estimate				Staff
	2017/18		2018/19		2018/19		2018/19		(FTE)
	Gross Exp.	Gross Income	Reserve M'ments	Net Exp.	Gross Exp.	Gross Income	Reserve M'ments	Net Exp.	No.
	£000	£000	£000	£000	£000	£000	£000	£000	
SERVICE NET EXPENDITURE SUMMARY									
OLDER PEOPLE (Head of Service Richard Keble)									
Health-commissioned Community Services	5,134	5,088		46	5,496	5,454		42	
Older People Recovery Services	10,664	9,164		1,500	8,676	7,431		1,245	113
Adult Social Care and Case Management - Older People	9,538	1,616		7,922	9,786	1,445		8,341	315
Carers' Services	1,113	1,260		-147	1,094	1,260		-166	3
Care Act eligible services - Older People									
Residential and Nursing	44,708	16,451		28,257	49,243	18,880		30,363	75
Homecare	15,223	3,683		11,540	17,896	5,247		12,649	
Day Care (External)	386	40		346	386	40		346	
Transport	213	0		213	213	0		213	
Direct Payments	3,338	462		2,876	3,845	417		3,428	
Extra Care and Sheltered Housing	2,222	211		2,011	2,328	360		1,968	
Internal Homecare Provider Services	2,353	406		1,947	2,500	406		2,094	85
Other Care Act eligible OP services	0	0		0	0	0		0	
Total Older People	94,892	38,381	0	56,511	101,463	40,940	0	60,523	591
PHYSICAL DISABILITY (Head of Service: Richard Keble)									
Adult Social Care and Case Management - Physical Disability	244	0		244	178	0		178	9
Care Act eligible services - Physical Disability									

Residential and Nursing	3,767	565	3,202	4,180	652	3,528	
Homecare	3,059	269	2,790	3,147	301	2,846	
Day Care and Transport	146	22	124	146	22	124	
Direct Payments	5,278	516	4,762	6,670	1,631	5,039	
Total Physical Disability	12,494	1,372	0	11,122	14,321	2,606	0 11,715 9
LEARNING DISABILITIES (Head of Service Richard Keble)							
Learning Disability Integrated Teams	1,173	2	1,171	1,257	2	1,255	27
Young Adults team	489	0	489	501	0	501	13
FACS eligible services - Learning Disabilities							
Residential and Nursing	24,602	2,570	22,032	21,311	2,302	19,009	55
Homecare	3,510	204	3,306	2,905	254	2,651	
Day Care	5,955	401	5,554	5,671	1,122	4,549	141
Transport	1,267	0	1,267	1,203	0	1,203	
Supported Employment	80	15	65	65	0	65	2
Direct Payments	8,802	2,932	5,870	8,301	2,299	6,002	
Supported Living	13,410	543	12,867	15,592	632	14,960	11
Shared Lives	1,711	229	1,482	1,872	394	1,478	
Other	580	59	521	587	59	528	10
Total Learning Disabilities	61,579	6,955	0	54,624	59,265	7,064	0 52,201 259
MENTAL HEALTH (Head of Service Fran Tummey WHACT)							
Mental Health Integrated Teams	3,484	592	2,892	3,158	592	2,566	48
Mental Health Collaborative Payments	607	364	243	845	0	845	
FACS eligible services - Mental Health							
Residential and Nursing	6,183	2,395	3,788	5,361	2,027	3,334	
Homecare and Supported Living	1,779	572	1,207	2,690	1,208	1,482	
Transport	3	0	3	3	0	3	
Direct Payments	691	150	541	579	121	458	
Total Mental Health	12,747	4,073	0	8,674	12,636	3,948	0 8,688 48

STRATEGIC AND SUPPORT FUNCTIONS - SOCIAL CARE (Head of Service: Richard Keble)									
Adults' Safeguarding	1,487	80	266	1,141	1,773	40	1,733	28	
Older People Central Management Costs	865	2,395		-1,530	746	0	746	8	
PD Grants to Voluntary Orgs	181	177		4	247	0	247		
Implementation of the Care Act	0	0		0	0	0	0		
Total Strategic and Support Functions – Social Care	2,533	2,652	266	-385	2,766	40	0	2,726	36
STRATEGIC AND SUPPORT FUNCTIONS - ICU (Head of Service Elaine Carolan)									
Integrated Commissioning Unit	1,834	310	214	1,310	1,776	323	143	1,310	
Directorate Support Services Recharge	0	1,310		-1,310	0	1,310		-1,310	
Total Strategic and Support Functions - ICU	1,834	1,620	214	0	1,776	1,633	143	0	0
SUPPORT SERVICES (Head of Service Sue Alexander)									
Business Support	35	35		0	210	0		210	
Directorate	520	67		453	485	0		485	
Improved Better Care Fund	0	0		0	3,482	13,400		-9,918	
Use of Reserves	0	0		0	0	0	1,234	-1,234	
Total Support Services	555	102	0	453	4,177	13,400	1,234	-10,457	0
TOTAL DIRECTORATE NET EXPENDITURE	186,634	55,155	480	130,999	196,404	69,631	1,377	125,396	943

Capital Programme – latest forecast

	2017/18	2018/19	2019/20	2020/21	Total forecast
	£000	£000	£000	£000	£000
Major schemes:					
Capital investment in Community Capacity / Specialised Housing	2,506	1,000	980		4,486
Investment in New Technologies in Care	700	1,300			2,000
Timberdine Nursing and Rehabilitation Unit	140				140
Care Act Capital	326	111			437
Social Care Reform	128				128
Completion of Residual Schemes	165				165
Composite Sums:					
A&CS Minor Works	532	100	100	100	832
Total	4,497	2,511	1,080	100	8,188

Children, Families and Communities Directorate

	Original Estimate				Estimate				Staff
	2017/18		2018/19		2018/19				(FTE)
	Gross Exp.	Gross Income	Reserve M'ments	Net Exp.	Gross Exp.	Gross Income	Reserve M'ments	Net Exp.	No.
	£000	£000	£000	£000	£000	£000	£000	£000	
SERVICE NET EXPENDITURE SUMMARY									
SCHOOLS BUDGET (Head of Service - Nick Wilson and Sue Alexander)									
Mainstream School and Early Years Formula Budgets	202,404	14,487		187,917	180,190	17,758		162,432	4,225
High Needs Pupils	39,083	0		39,083	40,204	0		40,204	452
Early years	508	0		508	728	0		728	
Statutory Duties and Historic Commitments	4,495	0		4,495	4,466	0		4,466	39
De-Delegated Services	673	0		673	581	0		581	
	247,163	14,487	0	232,676	226,169	17,758	0	208,411	4,716
DEDICATED SCHOOLS GRANT (DSG)				-232,676				-208,411	
Total Schools Budget				0				0	4,716
CHILDREN, FAMILIES AND COMMUNITIES BUDGETS									
Children's Social Care (Assistant Director - Tina Russell)									
CSC Safeguarding Locality Teams	10,974	610		10,364	10,896	265		10,631	183
CSC Through Care Locality based Hubs	3,034	0		3,034	3,680	350		3,330	104
CSC Family Front Door and Assessments	2,364	80		2,284	4,328	318		4,010	84
CSC Targeted Family Support	552	0		552	1,825	1,500		325	6
CSC Safeguarding and Quality Assurance	1,771	10		1,761	1,729	101		1,628	32
CSC Placements & Provision	34,382	588		33,794	44,349	342		44,007	279
Worcestershire Safeguarding Children Board	340	217		123	363	223		140	5

Education and Skills (Interim Assistant Director - Nick Wilson)

Education and Skills	17,201	12,941	106	4,154	17,338	12,872	105	4,361	68
Home to School and College Transport	14,082	1,734		12,348	15,457	1,760		13,697	

Families and Partnership Services (Interim Assistant Director - Sarah Wilkins)

Early Help and Prevention	25,971	20,446		5,525	21,573	16,219		5,354	28
WCC Contribution to West Mercia Youth Offending Service	552	0		552	552	0		552	

Communities (Assistant Director - Hannah Needham)

Strategic Libraries and Learning	11,509	6,433	31	5,045	11,481	7,122	32	4,327	101
Museum Service	1,204	717		487	1,365	766		599	31
Countryside Greenspace, Gypsy Service and Road Safety	1,430	911		519	1,630	1,022		608	33
Severn Arts	1,941	1,967		-26	730	730		0	

Resources (Head of Strategic Infrastructure Finance and Financial Recovery - Stephanie Simcox)

Resources & Recharges	3,390	1,140		2,250	3,728	936		2,792	31
-----------------------	-------	-------	--	--------------	-------	-----	--	--------------	----

TOTAL DIRECTORATE NET EXPENDITURE	130,697	47,794	137	82,766	141,024	44,526	137	96,361	985
--	----------------	---------------	------------	---------------	----------------	---------------	------------	---------------	------------

Capital Programme – latest forecast

	2017/18	2018/19	2019/20	2020/21	Total forecast
	£000	£000	£000	£000	£000
Major schemes:					
Somers Park Primary School Expansion	3,027	60			3,087
The Chantry High School Expansion	2,250				2,250
Nunnery Wood High School Expansion	2,450				2,450
Christopher Whitehead High School Expansion	985				985
Tudor Grange School Expansion	2,230				2,230
Rushwick Primary School Expansion	915				915
Redhill Primary School Expansion	1,457	1,164			2,621
Bengeworth 1 st	195				195
Social Care Projects	830	500			1,330
Social Care Projects 2017/18	1,200	2,400	500		4,100
Redditch S.77 Projects	682	50			732
Evesham St Andrews	165				165
Leigh and Bransford	146				146
Holyoaks Field 1 st School	237	2,500	3,179		5,916
Worcester Library and History Centre (non-PFI capital costs)	280	119			399
Redditch Library	698				698
Kidderminster Library	372				372
Major Schemes – residual	338				338
Composite sums:					
Capital maintenance	2,791	4,801	307		7,899
Basic Need	1,488	6,285	5,667	3,100	16,540
School Managed Schemes (inc. Universal Infant School meals and Devolved Formula Capital)	3,363	937			4,300
EFA Extension of Provision (Early Years)	861				861
Libraries Minor Works	140	100	100	100	440
Composite Sums – Residual	376				376
Total	27,476	18,196	9,753	3,200	59,345

Economy and Infrastructure Directorate

	Original Estimate							Estimate	Staff
	2017/18				2018/19				(FTE)
	Gross Exp.	Gross Income	Reserve M'ments	Net Exp.	Gross Exp.	Gross Income	Reserve M'ments	Net Exp.	No.
	£000	£000	£000	£000	£000	£000	£000	£000	
<u>SERVICE NET EXPENDITURE SUMMARY</u>									
Strategic Infrastructure & Economy (Head of Service: Nigel Hudson)									
Network Control	3,258	2,416		842	3,374	2,411		963	52
Transport Planning	1,208	471		737	1,010	226		784	34
Worcestershire Archive and Archaeology	3,059	1,434		1,625	3,265	1,450		1,815	52
Strategic Planning(inc Environmental Policy, Minerals & Waste)	831	323		508	908	195	200	513	9
Planning Development Control	371	51		320	388	51		337	5
Flood Risk & Highways Drainage	345	29		316	361	29		332	5
Sustainability	1,043	732	23	288	1,689	1,380		309	11
Economic Development	1,711	323	450	938	4,059	2,653	403	1,003	16
County Enterprises	588	479		109	708	516		192	22
Total Strategic Infrastructure & Economy	12,414	6,258	473	5,683	15,762	8,911	603	6,248	206
Strategic Commissioning - Major Projects (Head of Service: Rachel Hill)									
Highways Contracts,Winter Service and Projects	8,058	54		8,004	8,269	57		8,212	24
Waste Services	48,308	16,495	1,262	30,551	48,799	16,459	2,762	29,578	10
Total Strategic Commissioning – Major Projects	56,366	16,549	1,262	38,555	57,068	16,516	2,762	37,790	34
Operations - Highway & PROW (Head of Service: Ian Bamforth)									
Highway Maintenance - Design & Build	2,530	0		2,530	2,577	0		2,577	12
Highways Maintenance - Routine & Cyclic	9,495	0		9,495	4,798	0		4,798	31

Countryside Access	691	18		673	726	20		706	14
Total Operations - Highway & PROW	12,716	18	0	12,698	8,101	20	0	8,081	57
Operations - Transport lead (Head of Service: Paul Smith)									
Transport Operations	14,437	4,770		9,667	15,353	4,889		10,464	123
Public Analyst and Scientific Adviser	1,807	1,807		0	757	499		258	3
Trading Standards	613	72	69	472	624	291		333	11
Total Operations - Transport lead	16,857	6,649	69	10,139	16,734	5,679	0	11,055	137
Business Administration & Systems (Director: John Hobbs)									
Net Expenditure before Directorate Recharges	888	0		888	1,395	0		1,395	13
Directorate Recharge	0	945		-945	0	1,025		-1,025	
Total Business Administration & Systems	888	945	0	-57	1,395	1,025	0	370	13
TOTAL DIRECTORATE NET EXPENDITURE	99,241	30,419	1,804	67,018	99,060	32,151	3,365	63,544	447

Capital Programme – latest forecast

	2017/18	2018/19	2019/20	2020/21	Total forecast
	£000	£000	£000	£000	£000
Local Transport Plan:					
Structural Carriageway / Bridgeworks	19,600	11,376	12,076	12,076	55,128
Integrated Transport	826	2,315	2,405	2,405	7,951
Major Schemes:					
Worcestershire Intelligent Transport Systems	300				300
A440 WSLR Phase 4	2,374	7,974	22,422	29,231	62,001
A38 Bromsgrove	700	1,000	750	5,750	8,200
Kidderminster Churchfields	334	255	2,500	2,611	5,700
HIIF Pershore Northern Infrastructure	463	1,457	3,503	6,220	11,643
HIIF Projects		10,500	11,000	10,921	32,421
Capital Skills Programme		2,000	2,009		4,009
Southern Link Dualling Phase 3	11,813	5,294			17,107
Worcester Parkway Regional Interchange	11,882	10,144			22,026
Driving Home Programme	2,812				2,812
Kidderminster Rail Station Enhancement	592	3,158	277		4,027
Green Deal Communities	435				435
Eastham Bridge	596				596
Worcestershire Growth Fund	1,381				1,381
Herefordshire Training Group	426				426
Boiler on Prescription	204				204
Agritech	382				382
Skills Based Centre	71				71
Skills Capital Fund – Engineering Facility	600				600
META Project	313				313
The Kiln	195				195
Qinetic Land Purchase	1,177				1,177
Pavement Improvement Programme	2,500	3,500			6,000
Cutting Congestion Programme	228	5,107	6,303		11,637
Kidderminster Public Realm Works	105				105
Kidderminster Town Centre Phase 2	85	900			985
Droitwich High Street	743				743
Redditch Town Centre	869				869
Worcester City Centre	96	1,200			1,296
Tenbury Public Realm	690				690
Malvern Public Realm		200			200
Members Highways Schemes	253				253

Highway Flood Mitigation Measures	4,610				4,610
Evesham Abbey Bridge	1,288				1,288
Worcester Transport Strategy	1,538				1,538
Hoobrook Link Road – Pinch Points	634				634
Worcester Technology Park	369				369
Worcester Cathedral Square	924				924
Malvern Hills Science Park Scheme	3,119	61			3,180
Street Lighting Energy Saving Project	121				121
Public Rights of Way	175				175
A4440 Toucan to W6		200			200
Local Broadband Plan Phase 1	3,920				3,920
Local Broadband Plan Phase 2	3,850				3,850
Local Broadband Plan Re-investment	3,250				3,250
Completion of Residual Schemes	197				197
Composite Sums:					
Vehicle Replacement Programme	586	480	480	480	2,026
Street Column Replacement Programme	322	100	100	100	622
Highways Minor Works		200	200	200	600
Investment Initiatives to Support Businesses and / or Green Technology	651				651
Total	88,599	67,421	64,025	69,994	290,038

Commercial and Change Directorate / Chief Executive / Financial Services

	Original Estimate				Estimate				Staff
	2017/18				2018/19				(FTE)
	Gross Exp.	Gross Income	Reserve M'ments	Net Exp.	Gross Exp.	Gross Income	Reserve M'ments	Net Exp.	No.
	£000	£000	£000	£000	£000	£000	£000	£000	
SERVICE NET EXPENDITURE SUMMARY									
Legal & Democratic Services (Head of Service: Simon Mallinson)									
Legal Services	1,905	1,705		200	2,022	2,004		18	34
Committee and Appellate	399	199		200	397	229		168	5
Overview and Scrutiny	156	0		156	150	0		150	3
Allowance & Expenses	984	0		984	1,006	0		1,006	
Councillors Divisional Fund	570	0	570	0	570	0	570	0	
Business & Member Support (L & D Services)	1,646	247		1,399	2,089	261		1,828	8
Registration, Coroner Services and CIMU	2,611	1,834		777	2,733	1,912		821	35
County Council Elections	109	0		109	109	0		109	
Total Legal & Democratic Services	8,380	3,985	570	3,825	9,076	4,406	570	4,100	85
Commercial Team (Head of Service: Joanna Charles)									
Commercial Team	901	1,221		-320	1,218	1,113		105	14
HR & Finance Transactional Services	3,316	2,916	400	0	692	541		151	
Place Partnership Services	2,547	2,547		0	2,943	3,393		-450	
Facilities Management	3,797	3,692	-40	145	3,904	3,715	-40	229	
Maintenance & Minor Works	1,009	1,009		0	1,014	1,014		0	
Property Other Services	259	97		162	311	97		214	
Smallholdings Estates & Woodlands	195	311		-116	408	282		126	
Performance Management	858	190		668	836	107		729	24
Consumer Relations Unit	216	216		0	232	230		2	5

Research Unit	593	593		0	607	606		1	13
Total Commercial Team	13,691	12,792	360	539	12,165	11,098	-40	1,107	56
Human Resources & Organisational Development (Interim Head of Service: Richard Taylor)									
Human Resources	2,572	2,500		72	3,101	2,396		705	45
Equality and Diversity	71	71		0	74	74		0	1
Learning and Development	1,852	1,849		3	2,013	1,998		15	42
Total Human Resources & Organisational Development	4,495	4,420	0	75	5,188	4,468	0	720	88
Service Transformation (Head of Service: Joanna Charles)									
Customer Services	1,323	1,603		-280	1,680	1,680		0	
Health and Safety	413	413		0	429	425		4	8
ICT Service Division	7,101	6,471	221	409	7,453	7,270	0	183	84
Total Service Transformation	8,837	8,487	221	129	9,562	9,375	0	187	92
Contents & Communications (Manager: Keith Beech)									
Contents & Communications	742	632		110	752	636		116	14
Total Contents & Communications	742	632	0	110	752	636	0	116	14
Commercial & Change - Management (Director: Andrew Spice)									
Commercial and Change Management	1,148	1,440		-292	1,636	267		1,369	3
Total Commercial & Change - Management	1,148	1,440	0	-292	1,636	267	0	1,369	3
TOTAL COMMERCIAL & CHANGE	37,293	31,756	1,151	4,386	38,379	30,250	530	7,599	338
Chief Executive (Paul Robinson)									
Chief Executive	284	5		279	537	5		532	3
Finance & Whole Organisation (Chief Financial Officer: Michael Hudson)									
One Finance	3,531	3,611		-80	5,452	3,796		1,656	73

Strategic Change Team	1,037	11	1,026	0	238	238	0	3	
Financing Transactions	29,568	307		29,261	26,449	357	26,092		
Contributions & Precepts	232	0		232	240	0	240		
Pensions Back Funding Liabilities	7,490	0		7,490	6,367	0	6,367		
Miscellaneous Services	5,766	3,692	863	1,211	986	3,622	128	-2,764	
Total Finance & Whole Organisation	47,624	7,621	1,889	38,114	39,732	8,013	128	31,591	76
TOTAL CHIEF EXECUTIVE & FINANCE	47,908	7,626	1,889	38,393	40,269	8,018	128	32,123	79
TOTAL DIRECTORATE NET EXPENDITURE	85,201	39,382	3,040	42,779	78,648	38,268	658	39,722	417

Capital Programme – latest forecast

	2017/18	2018/19	2019/20	2020/21	Total forecast
	£000	£000	£000	£000	£000
Major Schemes:					
Digital Strategy and Customer Access	2,701	888	678	528	4,795
Repair and Maintenance of a Longer Term Benefit (and BUoP)	1,387	1,380	900	900	4,567
Energy Efficiency – Spend to Save	1,078				1,078
Social Care Performance IT Enhancement	300	700			1,000
County Hall Fire Safety Compliance Project	300	50	50		400
Capacity for New Starts	200	3,582	3,792	3,000	10,574
Completion of Residual Schemes	110				110
Total	6,076	6,600	5,420	4,428	22,524

Public Health

	Original Estimate				Estimate				Staff
	2017/18		2018/19		2018/19				(FTE)
	Gross Exp.	Gross Income	Reserve M'ments	Net Exp.	Gross Exp.	Gross Income	Reserve M'ments	Net Exp.	No.
	£000	£000	£000	£000	£000	£000	£000	£000	
SERVICE NET EXPENDITURE SUMMARY									
Prevention									
Prevention - Adults	10,535	10,535		0	10,923	10,923		0	
Prevention - Older Adults	1,638	1,638		0	1,636	1,636		0	
Prevention - Other services	3,228	3,228		0	1,734	1,734		0	
Prevention - Children and Young People	10,933	10,933		0	9,583	9,583		0	
Total Prevention	26,334	26,334	0	0	23,876	23,876	0	0	0
Strategic and Support Functions - Public Health									
Public Health - inc health protection, leadership and population healthcare	3,718	3,628	90	0	4,181	4,181		0	35
Voluntary and Community Sector	54	0		54	53	0		53	
Emergency Planning	178	178		0	149	149		0	3
Healthwatch	321	274		47	321	274		47	
Savings to be allocated against base budget areas that meet the grant conditions				0	-931			-931	
Total Strategic and Support Functions – Public Health	4,271	4,080	90	101	3,773	4,604	0	-831	38
TOTAL DIRECTORATE NET EXPENDITURE	30,605	30,414	90	101	27,649	28,480	0	-831	38