

Budget Book

**Revenue -
2017/18**

**Capital - 2017/18
to 2019/20**

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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 reforms which are needed both in this year and future years.

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

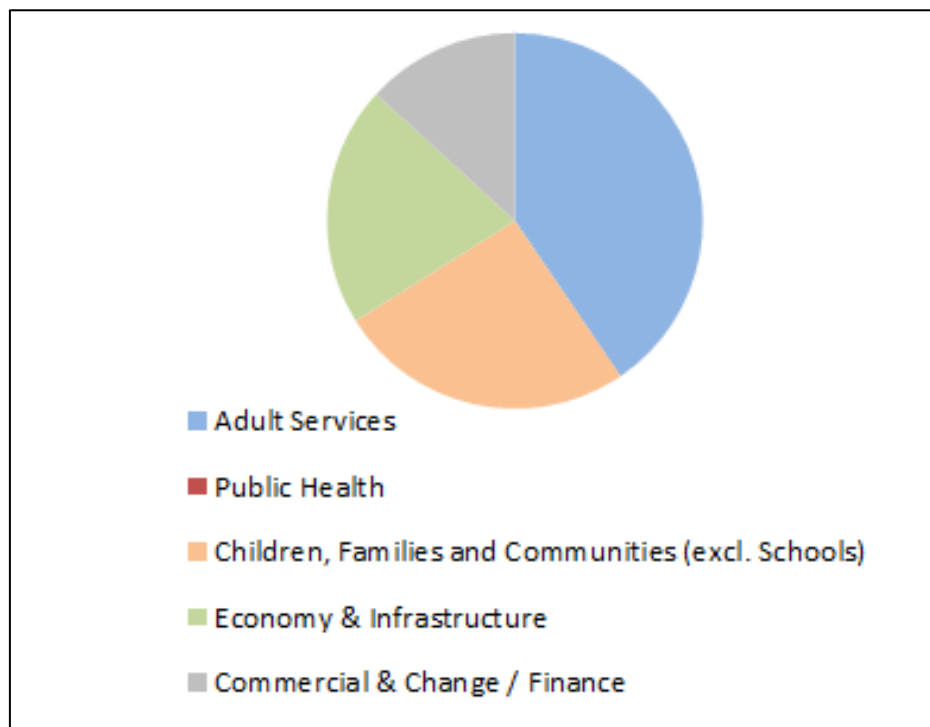
Cabinet meeting: 2nd February 2017 [Cabinet](#)

Council meeting: 9th February 2017 [Council](#)

Summary Financial Information – 2017/18

Net Revenue Budget Requirement 2017/18 £318.5 million

Revenue Estimate 2017/18	Gross Exp. £m	Gross Income £m	Reserve M'ments £m	Net Exp. £m
Adult Services	186.6	55.1	0.5	131.0
Public Health	30.6	30.4	0.1	0.1
Children, Families & Communities (excl. Schools Budget)	130.7	47.8	0.1	82.8
Schools Budget	247.2	247.2	0	0
Economy & Infrastructure	100.0	31.0	2.0	67.0
Commercial & Change / Finance	85.2	39.4	3.0	42.8
Gross Expenditure, Income and Reserve Movements	780.3	450.9	5.7	323.7
Contribution to/(from) Earmarked Reserves	-5.2			-5.2
Budget Requirement	775.1	450.9	5.7	318.5

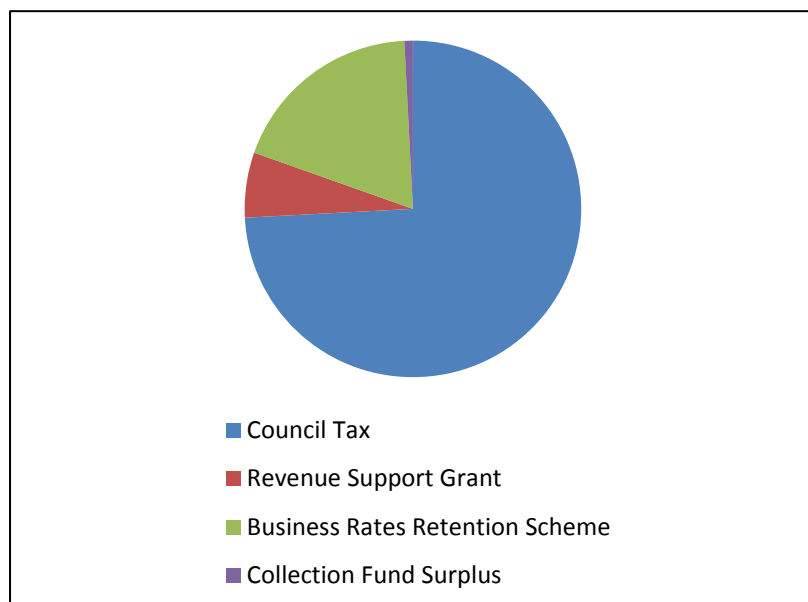


Worcestershire's net budget requirement for 2017/18 is shown in the table above. . The cost of providing the Council's services, net of specific grants for 2017/18 is £323.7 million. Further detailed information is available at the end of this document (page 32 onwards).

Summary Financial Information – 2017/18

Revenue Funding 2017/18 £318.5 million

Revenue Funding Source	2017/18 £m
Council Tax	236.2
Revenue Support Grant	19.9
Business Rates Retention Scheme	59.8
Collection Fund Surplus	2.6
Total Revenue Funding	318.5

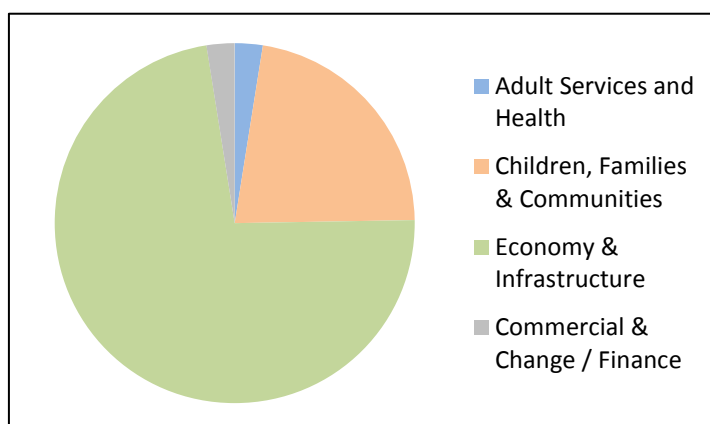


The Council also receives other grants from the Government for Specific Purposes. The most significant of these is the Dedicated Schools Grant (DSG) that provides £232.7m funding for mainstream schools and statutory functions in 2017/18 and can only be used for this purpose.

Capital Expenditure and Funding 2017/18 £115.7 million

Capital Expenditure

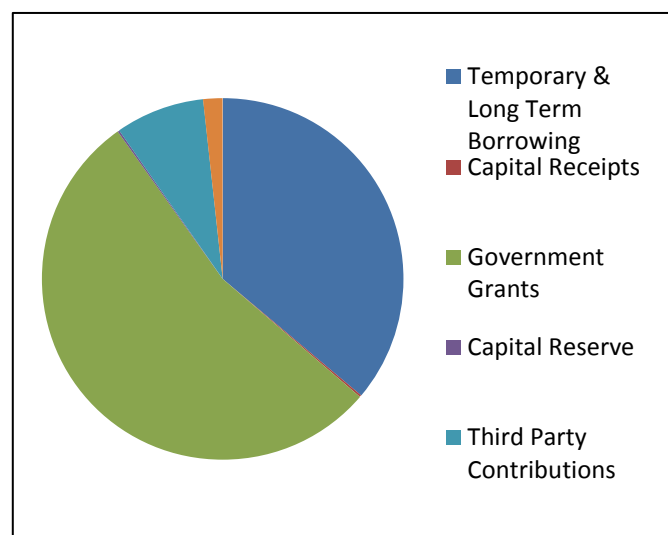
Capital Expenditure	2017/18 £m
Adult Services	2.9
Children, Families & Communities	25.7
Economy & Infrastructure	84.2
Commercial and Change / Finance	2.9
Total	115.7



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

Capital Funding Sources

Capital Funding Sources	2017/18 £m
Temporary & long term borrowing	41.8
Capital Receipts	0.2
Government grants	62.2
Capital Reserve	0.2
Third party contributions	9.2
Revenue budgets	2.1
Total	115.7



Staff Numbers

During 2017/18 the Council expects to employ the equivalent of 7,458 full-time staff. Of these 4,715 will be employed within schools. These staff numbers are decreasing due to transfer of schools to academies and as part of the Council's reforms. In 2014/15 there were 9,112 full-time equivalent staff of which 5,534 were within schools.

Directorate	FTE
Adult Services	948
Public Health	35
Children, Families & Communities (including schools budget)	5,635
Economy & Infrastructure	451
Commercial & Change / Finance	389
FTE Total including Schools	7,458
Less Schools Budget Staff	4,715
FTE Total excluding Schools	2,743

Adult Services

2017/18 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	186.6	33.8	0.5	152.3	21.3	131.0

Capital Programme Est.	£m
Adult Services	2.9

The Adult Services Directorate is accountable for the Council's duties under adult social care legislation and 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.

The Adult Services Directorate is also accountable for integrating adult social care and health services to ensure that individuals have a seamless experience of care.

Cabinet Member for Adult Social Care- Cllr [Sheila Blagg](#)

Director for Adult Services-

[Sander Kristel](#)

Key Contacts

Older People	Richard Keble (interim)	(01905 843665)
Physical Disability	Richard Keble (interim)	(01905 843665)
Learning Disabilities	Fran Tummey WHACT	(01905 760062)
Mental Health	Fran Tummey WHACT	(01905 760062)
Strategic And Support Functions		
- Social Care	Richard Keble (interim)	(01905 843665)
- ICU	Elaine Carolan (interim)	(01905 843197)
Finance	Sue Alexander	(01905 846942)

Adult Services

Subjective Analysis of Expenditure and Income 2017/18

	Older People £000	Physical Disability £000	Learning Disability £000	Mental Health £000	Strategic and Support Functions £000	Support Services £000	Total Adult Services £000
Employees	13,326	172	6,500	1,761	3,299	422	25,480
Other Provider Services	4,792	106	2,390	245	677	133	8,343
Commissioned Services	73,499	11,872	50,320	10,244	226	0	146,161
Support Services Expenditure	3,275	344	2,369	497	165	0	6,650
Gross Expenditure	94,892	12,494	61,579	12,747	4,367	555	186,634
Income	38,381	1,372	6,955	4,073	2,962	67	53,810
Support Services Income	0	0	0	0	1,310	35	1,345
Reserve Movements	0	0	0	0	480	0	480
Gross Income	38,381	1,372	6,955	4,073	4,752	102	55,635
Net Expenditure	56,511	11,122	54,624	8,674	(385)	453	130,999

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.

Adult Services

Specific Revenue and Capital Grants 2017/18

Specific Revenue Grants	2017/18	Capital Grants	2017/18
	£000		£000
Better Care Fund	11,673		
Better Care Fund - Disabled			
Facilities Capital Grant	4,235	NIL	
Social Care Grant	2,395		
Independent Living Fund	2,959		
Total	21,262	Total	0

Capital Programme 2016/17 to 2019/20

	Latest Forecast 2016/17 £000	Latest Forecast 2017/18 £000	Latest Forecast 2018/19 £000	Latest Forecast 2019/20 and Beyond £000	Total Forecast £000
Major Schemes:					
- Capital Investment in Community Capacity/ Specialised Housing	1,453	1,308	1,980		4,741
- Investment in New Technologies in Care	300	1,100	600		2,000
- Timberdine Nursing and Rehabilitation Unit	337				337
- Care Act Capital		326	111		437
- Social Care Reform	128				128
- Completion of Residual Schemes	82	83			165
Composite Sums:					
- A&CS Minor Works	590	100	100	100	890
Total	2,890	2,917	2,791	100	8,698

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

Public Health

2017/18 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
Public Health	30.6	-	0.1	30.5	30.4	0.1

Capital Programme Estimate	£m
Public Health	0.0

The Public Health Directorate is accountable for delivery of all the Council's public health duties as set out in the Health and Social Care Act. This includes promoting a culture, environment and behavior that contributes to better health, planning for and responding to major health threats, plus commissioning of services to improve and protect health and prevent ill-health. Also to provide the intelligence and evidence base to support the NHS to arrange local health services in the most effective way and to support the Council to build an evidence-based approach to decision-making and service planning.

The Public Health Directorate is also 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 Public Health: Cllr John Smith

Director for Public Health: Frances Howie

Key Contacts

Public Health Consultants	Liz Altay Karen Wright	(01905 846503) (01905 844024)
Public Health Senior Practitioners	Tim Rice Jan Nelson Rosie Winyard	(01905 843107) (01905 845789) (01905 843704)
Emergency Planning Manager	Nick Riding	(01905 844511)

Public Health

Subjective Analysis of Expenditure and Income 2017/18

	Prevention - Adults £000	Prevention - Children £000	Prevention - Older Adults £000	Other £000	Strategic and support Functions £000	Total Public Health £000
Employees	0	0	0	0	1,893	1,893
Other Provider Services	38	64	9	39	2,003	2,153
Commissioned Services	6,699	10,869	1,629	6,987	375	26,559
Support Services Expenditure	0	0	0	0	0	0
Gross Expenditure	6,737	10,933	1,638	7,026	4,271	30,605
Income	6,737	10,933	1,638	7,026	4,080	30,414
Support Services Income	0	0	0	0	0	0
Reserve Movements	0	0	0	0	90	90
Gross Income	6,737	10,933	1,638	7,026	4,170	30,504
Net Expenditure	0	0	0	0	101	101

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 2017/18

Specific Revenue Grants	£000
Local Reform & Community Voices Grant	274
Drug Intervention Programme	106
Better Care Fund	91
Public Health Grant	29,898
Total	30,369

Capital Grants	£000
NIL	
Total	

Public Health

Capital Programme 2016/17 to 2019/20

	Latest Forecast 2016/17	Latest Forecast 2017/18	Latest Forecast 2018/19	Latest Forecast 2019/20 and Beyond	Total Forecast
	£000	£000	£000	£000	£000
					NIL
Total					0.0

Children, Families & Communities (CFC)

2017/18 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)	130.7	36.5	0.1	94.1	11.3	82.8
Schools Budget	247.2				247.2	-

Capital Programme Estimate	£m
Children, Families & Communities	25.7

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 wellbeing 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

Director for Children, Families & Communities: Catherine Driscoll

Key Contacts

Schools Budget	John Edwards	(01905 844914)
Schools Budget - Finance	Sue Alexander	(01905 846942)
Children's Social Care		
-Safeguarding Services	Tina Russell	(01905 846354)
-Placements / Provider Services	Jake Shaw	(01905 843632)
Education and Skills	John Edwards	(01905 844914)
Early Help and Communities	Hannah Needham	(01905 843658)
Resources	Sue Alexander	(01905 846942)

Children, Families & Communities (CFC)

Subjective Analysis of Expenditure and Income 2017/18

	Safeguarding Services inc Family Front Door £000	Worcestershire Safeguarding Children Board £000	Placements and Provision £000	Education & Skills £000	Home to School and College Transport £000	Early Help and Prevention £000	WCC Contribution to West Mercia Youth Offending Service £000	Finance and Resources £000	Communities £000	Total Children, Families & Communities (Excl Schools Budget) £000	Schools Budget £000
Employees	13,406	223	11,451	1,464	0	1,072	0	1,837	6,701	36,154	1,230
Other Provider Services	1,170	117	3,015	730	13,053	1,087	0	255	3,390	22,817	11,495
Commissioned Services	0	0	21,127	3,617	1,029	23,672	552	9,015	6,015	65,027	234,438
Support Services Expenditure	1,686	0	720	169	0	174	0	2,821	1,129	6,699	0
Gross Expenditure	16,262	340	36,313	5,980	14,082	26,005	552	13,928	17,235	130,697	247,163
Income	700	217	588	2,631	1,734	20,446	0	10,601	10,834	47,751	247,163
Support Services Income	0	0	0	0	0	0	0	0	43	43	0
Reserve Movements	0	0	0	0	0	0	0	106	31	137	0
Gross Income	700	217	588	2,631	1,734	20,446	0	10,707	10,908	47,931	247,163
Net Expenditure	15,562	123	35,725	3,349	12,348	5,559	552	3,221	6,327	82,766	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 2017/18

Specific Revenue Grants	£000
Children, Families and Communities (CFC) (excl. Schools Budget)	
Education Services Grant	968
Bromsgrove Schools PFI Grant	4,695
Extended Rights to Free Travel	325
Special Education Needs & Disabilities Reform	372
Bikeability	107
DEFRA - Environmental Stewardship	42
DEFRA - Countryside Admin OH for Malvern Hills AONB	9
The Hive - PFI Grant	3,381
Personal and Community Development Learning	707
Music	739
Total – CFC (excl. Schools Budget)	11,345

Specific Revenue Grants	£000
Schools Budget	
Dedicated Schools Grant	232,676
Pupil Premium Grant	11,516
Post 16 Funding (EFA)	2,971
Total – Schools Budget	247,163

Capital Grants	£000
Capital Maintenance Grant	3,500
Basic Need Grant	8,277
Schools Formula Capital Grant	1,000
Total	12,777

Children, Families & Communities (CFC)

Capital Programme 2016/17 to 2019/20

	Latest Forecast 2016/17	Latest Forecast 2017/18	Latest Forecast 2018/19	Latest Forecast 2019/20 and Beyond	Total Forecast
	£000	£000	£000	£000	£000
Major Schemes:					
- Special School (Habberley Learning Campus)	260				260
- Somers Park Primary School Expansion	300	3,648	60		4,008
- The Chantry High School Expansion	250	2,000			2,250
- Nunnery Wood High School Expansion	250	2,250			2,500
- Christopher Whitehead High School Expansion	750	1,500			2,250
- Tudor Grange School Expansion	50	2,200			2,250
- Rushwick Primary School Expansion	500	783			1,283
- Redhill Primary School Expansion	13	2,683			2,696
- Social Care Systems and Information Technology		1,000			1,000
- Stourport Burlish Park - New School (all CM grant funded)	150	45			195
- Bengeworth 1st	12	196			208
- Social Care Projects	1,388	700			2,088
- Redditch S.77 Projects	2,000				2,000
- Evesham St Andrews	1,150				1,150
- Leigh and Bransford	1,186	26			1,212
- Holyoaks Field 1st School	1,000	2,179	3,179		6,358
- Worcester Library and History Centre (Non - PFI capital costs)	327	119			446
- Hartlebury Museum	149				149
- Major Schemes - Residual	443				443
Composite Sums:					
- Capital Maintenance	3,093	2,166	1,301	100	6,660
- Basic Need	2,484	1,317	6,285		10,086
- School Managed Schemes (Inc. Universal Infant School meals and Devolved Formula Capital)	2,055	2,112			4,167
- Libraries Minor Works	147	330	100	100	677
- Composite Sums - Residual	112	479			591
Total	18,069	25,733	10,925	200	54,927

Economy & Infrastructure (E&I)

2017/18 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	100.0	27.5	2.0	70.5	3.5	67.0

Capital Programme Estimate	£m
Economy & Infrastructure	84.2

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

Strategic Infrastructure and Economy	Nigel Hudson	(01905 846784)
Strategic Commissioner, Major Projects	Rachel Hill	(01905 843539)
Highways Operations and Public Rights of Way	Ian Bamforth	(01905 846845)
Transport Operations and Highways Liaison	Paul Smith	(01905 843093)
Business Administration and Systems	Kevin Stilgoe	(01905 844978)

Economy & Infrastructure (E&I)

Subjective Analysis of Expenditure and Income 2017/18

	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	6,442	955	4,558	1,707	899	14,561
Other Provider Services	3,593	1,519	3,453	251	(217)	8,599
Commissioned Services	911	53,239	8,981	10,185	0	73,316
Support Services Expenditure	1,468	653	679	573	206	3,579
Gross Expenditure	12,414	56,366	17,671	12,716	888	100,055
Income	6,059	16,549	7,463	18	0	30,089
Support Services Income	0	0	0	0	945	945
Reserve Movements	672	1,262	69	0	0	2,003
Gross Income	6,731	17,811	7,532	18	945	33,037
Net Expenditure	5,683	38,555	10,139	12,698	(57)	67,018

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.

Economy & Infrastructure (E&I)

Specific Revenue and Capital Grants 2017/18

Specific Revenue Grants	£000
Waste Services PFI	1,818
Bus Service Operators Grant	495
Bus Service Operators Grant - Section 19	25
Lead Local Flood Authorities	29
DCLG - Proof of Concept	17
DCLG - Leader Project	60
DCLG - Enterprising Worcestershire Project	18
DCLG - Business Energy Efficiency Programme	41
DCLG - Cyberbid Project	17
DCLG Grant - Investing in Growth	17
DCLG Grant - Start up	34
DCLG Grant - Technical Assistance	3
DCLG Grant - Low Carbon Business Programme	490
Outreach - CIMU	28
Cataloguing - CIMU	91
HLF WW1	17
DEFRA - Malvern Hills AONB	190
County Enterprises	98
Heritage Lottery - Three Counties Traditional Orchards	21
Total	3,509

Capital Grants	£000
LTP Structural Maintenance Grant	13,341
LTP Integrated Transport Grant	2,405
Structural Maintenance Incentive element	TBC
Pothole Action Fund	1,169
National Productivity Investment Fund	2,743
Worcestershire Growth Fund Deal:	15,433
Kidderminster Railway Station	
Worcester Parkway	
Flood Alleviation	
Malvern Hills Science Park	
Capital Skills Projects	
Local Broadband	
Total	35,091

Economy & Infrastructure (E&I)

Capital Programme 2016/17 to 2019/20 – Latest Forecast

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 and Beyond £000	Total Forecast £000
Local Transport Plan:					
- Structural Carriageway/Bridgeworks	15,502	17,253	12,076	24,152	68,983
- Integrated Transport	3,914	2,283	2,315	4,810	13,322
Major Schemes:					
- Energy from Waste	44,901	0	0	0	44,901
- Southern Link Dualling Phase 3	11,354	11,644	5,294	0	28,292
- Worcester Parkway Regional Interchange	3,358	20,877	890	0	25,125
- Driving Home Programme	7,045	3,200	0	0	10,245
- Kidderminster Rail Station Enhancement	250	4,050	0	0	4,300
- Green Deal Communities	2,509	0	0	0	2,509
- Eastham Bridge	1,080	920	0	0	2,000
- Worcestershire Growth Fund	1,212	0	0	0	1,212
- Herefordshire Training Group	950	0	0	0	950
- Midland Group Training Services	700	0	0	0	700
- Boiler on Prescription	459	0	0	0	459
- Pavement Improvement Programme	0	3,000	3,000	0	6,000
- Cutting Congestion Programme	0	2,500	2,500	0	5,000
- Town Centre Improvement Programme	0	1,000	1,000	0	2,000
- Kidderminster Public Realm Works	553	60	0	0	613
- Kidderminster Town Centre Phase 2	20	480	0	0	500
- Droitwich High Street	116	384	0	0	500
- Redditch Town Centre	425	250	0	0	675
- Worcester City Centre	690	250	0	0	940
- Members Highways Schemes	1,818	0	0	0	1,818
- Highway Flood Mitigation Measures	1,986	4,500	0	0	6,486
- Abbey Bridge	717	0	0	0	717
- Worcester Transport Strategy	2,001	0	0	0	2,001
- Hoobrook Link Road - Pinch Points	4,328	559	0	0	4,887
- Worcester Technology Park	5,702	0	0	0	5,702
- Bromsgrove Rail Station	571	0	0	0	571
- Cathedral Square	89	945	0	0	1,034
- Tenbury Wells Waste Site	100	0	0	0	100
- Malvern Hills Science Park Scheme	2,876	864	0	0	3,740
- Street Lighting Energy Saving Project	182	0	0	0	182
- Public Rights of Way	162	0	0	0	162
- Local Broadband Plan Phase 1	730	2,458	0	0	3,188
- Local Broadband Plan Phase 2	3,008	1,792	0	0	4,800
- Local Broadband Plan Re-investment	0	3,250	0	0	3,250
- Completion of Residual Schemes	0	144	0	0	144
Composite Sums:					
- Vehicle Replacement Programme	503	480	480	480	1,943
- Street Column Replacement Programme	760	350	100	100	1,310
- Highways Minor Works	0	200	200	200	600
- Investment Initiatives to Support Business and /or Green Technology	0	499	0	0	499
Total	120,571	84,192	27,855	29,742	262,360

Commercial & Change (COaCH) & Finance

2017/18 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	85.2	36.1	3.0	46.1	3.3	42.8

Capital Programme Estimate	£m
Commercial & Change / Finance	2.9

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: [Peter Bishop](#)

Chief Financial Officer: [Sean Pearce](#)

Key Contacts

Property Services	Jo Charles	(01905 843958)
Technology Operations	Dawn Brant	(01905 843737)
Digital Transformation and Customer Services	Neill Crump	(01905 843713)
Senior Content and Communications Manager	Keith Beech	(01905 845781)
Human Resources & Organisational Development	Elaine Chandler	(01905 844378)
Legal & Democratic Services	Simon Mallinson	(01905 846670)
Commercial Team	Jo Charles	(01905 843958)
Commercial & Change - Management	Peter Bishop	(01905 846020)
Chief Executive	Clare Marchant	(01905 846100)
Finance & Whole Organisation	Sean Pearce	(01905 846268)

Commercial & Change (COaCH) & Finance

Subjective Analysis of Expenditure and Income 2017/18

	Legal & Democratic Services £000	Commercial Team £000	HR & Organisational Development £000	Service Transformation £000	Contents and Communication £000	Commercial & Change Management £000	Chief Executive £000	Finance and Strategic Change Team £000	Whole Organisation £000	Total Commercial & Change / Finance £000
-										
Employees	3,181	2,180	3,138	2,317	588	298	266	3,262	7,490	22,720
Other Provider Services	2,921	4,829	938	2,666	96	(17)	(109)	633	35,334	47,291
Commissioned Services	15	5,613	25	3,514	0	0	12	252	232	9,663
Support Services Expenditure	2,263	1,069	394	340	58	867	115	421	0	5,527
Gross Expenditure	8,380	13,691	4,495	8,837	742	1,148	284	4,568	43,056	85,201
Income	1,696	6,388	1,329	3,819	163	1,243	5	618	3,999	19,260
Support Services Income	2,289	6,404	3,091	4,668	469	197	0	3,004	0	20,122
Reserve Movements	570	360	0	221	0	0	0	1,026	863	3,040
Gross Income	4,555	13,152	4,420	8,708	632	1,440	5	4,648	4,862	42,422
Net Expenditure	3,825	539	75	129	110	(292)	279	(80)	38,194	42,779

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 2017/18

Specific Revenue Grants	£000
New Homes Bonus	3,188
Police & Crime Panel Grant	69
Total	3,257

Capital Grants	£000
NIL	
Total	0

Commercial & Change (COaCH) & Finance

Capital Programme 2016/17 to 2019/20

	Latest Forecast 2016/17 £000	Latest Forecast 2017/18 £000	Latest Forecast 2018/19 £000	Latest Forecast 2019/20 and Beyond £000	Total Forecast £000
Major Schemes:					
- Digital Strategy and Customer Access	2,669	895	538	528	4,630
- WIN System	106	0	0	0	106
- Repair and Maintenance of a Longer Term Benefit (And Better Use of Property)	796	600	900	900	3,196
- Energy Efficiency - Spend to Save	998	300	0	0	1,298
- Land Assembly Opportunity Fund	0	221	400	0	621
- Parkside Redevelopment	698	0	0	0	698
- Stourport Library/ Coroners Relocation to Civic Centre	122	0	0	0	122
- Meeting Disabled Access Requirements	13	80	80	0	173
- Capacity for New Starts	0	805	2,482	2,492	5,779
- Completion of Residual Schemes	307	0	0	0	307
Total	5,709	2,901	4,400	3,920	16,930

Net Revenue Expenditure 2017/18 per Directorate and changes from 2016/17

The Directorate spending budgets have increased since 2016/17 by £1.2 million from £322.5 million to £323.7 million. After accounting for contributions from earmarked reserves of £5.2 million the Net Budget Requirement is £318.5 million, which is a £4 million reduction from 2016/17.

	2016/17 Original Estimate £m	2016/17 In Year Changes £m	2016/17 Revised Estimate £m	Directorate Restructure £m	Pay and Price Inflation £m	Growth/Cost Pressures £m	FutureFit Reforms £m	ASC Support Grant Income £m	Other In Year Changes £m	2017/18 Original Estimate £m
Adult Services	132.3	0.0	132.3	0.0	1.9	7.1	-7.7	-2.4	-0.2	131.0
Public Health	0.4	0.0	0.4	0.0	0.0	0.0	0.0	0.0	-0.3	0.1
Children, Families and Communities (excl. Schools)	84.8	-0.3	84.5	-1.3	0.6	2.0	-4.5	0.0	1.5	82.8
Economy & Infrastructure	64.5	0.0	64.5	0.3	1.4	8.5	-5.8	0.0	-1.9	67.0
Commercial & Change / Finance	40.5	0.3	40.8	1.0	1.2	2.1	-3.2	0.0	0.9	42.8
Total	322.5	0.0	322.5	0.0	5.1	19.7	-21.2	-2.4	0.0	323.7
Contribution from earmarked reserves										-5.2
Net Budget Requirement										318.5

The budget for 2017/18 contains a number of areas of investment into residents' and the County Council's core priorities:-

- **Open for Business**

The County Council and its partners have enabled significant investment to be made in a number of infrastructure schemes which are either well progressed or have now opened. These include Kidderminster Hoobrook Link Road, Bromsgrove Railway Station Relocation, Worcester Six development and investment in Malvern Hills Science Park.

This budget in addition includes a further allocation towards major infrastructure improvement on the Worcester A4440 Southern Link Road, keeping on track development work on a potential second Carrington bridge crossing in advance of a Central Government decision later in 2017 to support financially this vital piece of infrastructure. Cabinet – 2 February 2017

The County Council is also continuing with the delivery of the new Worcestershire Parkway Regional Interchange railway station as a vital part of delivering the Strategic Economic Plan for Worcestershire.

- **Children and Families**

The budget confirms the strengthening of the Children's Social Care budget through confirmation of the allocation of £0.7 million investment in response to the recommendations within the Local Safeguarding Children's Board. This budget proposes a further £0.8 million of permanent funding to support the Children's Services Social Work Improvement Plan in response to the recommendations within the Children's Services Ofsted report that was published on 24 January 2017. This £1.5 million permanent allocation is planned to be supported by at least £1 million in 2017/18 from the County Council's Transformation Fund through existing delegation arrangements.

Net Revenue Expenditure 2017/18 per Directorate and changes from 2016/17

- **Children and Families (Cont.)**

Taken together for 2017/18, this £2.5 million revenue funding will support an action plan to address the recommendations and to strengthen social care recruitment and retention as part of the workforce strategy, provide additional support for care leavers and increase administration and management capacity. A further £1 million capital investment is also recommended into Social Care Systems and Information Technology which will support the Children's Services Social Work Improvement Plan.

The budget also includes investment of £1.5 million into Special Education Needs and Disability (SEND) transport due to additional demand and the impact of national changes relation to SEND Reforms. Since implementation of the reforms, requests for a service have increased by over 250%, which has resulted in a significant increase in requirement for transport as the 'acceptance' rate for service provision has remained stable. Many children require specialist provision that is not available within Worcestershire, necessitating significant transport costs. This is an issue that is being experienced across many county areas in addition to Worcestershire and work is underway to examine ways in which mitigation of cost pressures in this area are delivered in partnership with other County areas.

- **Health and Wellbeing**

The budget confirms the strengthening of the Adult Social Care budget through the allocation of £2 million in response to the demographic growth and increasing complexity of supporting vulnerable older people and adults with disabilities. This forms part of a spending power increase of around £9 million which includes funding for inflation, for pay, pensions and prices, as well as increases in the base budget to support increased demand.

A funding allocation of £2.4 million represents a one off allocation of income from the Adult Services Support Grant made available by Central Government in the draft Local Government Finance Settlement on a one off basis. This income will need to be replaced in 2018/19 through other sources and the County Council continues to lobby Central Government for this funding to be made permanent.

- **The Environment**

The County Council is proposing a £1 million permanent increase to the Road Maintenance budget to support the Corporate Plan's aims of upper quartile performance. In addition, one off and significant investments remain in the plan that were included in the draft budget, including £6 million for improving pavements over the next two years and £5 million to reduce congestion that include improvements to local pinch points and installation of smarter traffic signalling equipment with an aim of reductions in journey times.

A £2 million extension to the existing Town Centre improvements programme is proposed to create more vibrant social spaces improving the heart of the local economic centres.

- **Reforms**

The Council plans to make £21.2 million of future fit reforms during the year, of which £7.7million will be made with the Adult Services Directorate and £5.8 million within the Economy & Infrastructure Directorate.

Further details on the reform plans, along with the assessment of the Councils Equalities Duties can be viewed [here](#) on appendices 7 and 13 to the Public reports pack, item 4 (2017/18 Budget and Council Tax Report).

2017/18 Subjective Analysis of Expenditure

	£m Adult Services	£m Public 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 Total Excl. Internal Trading
Provider Services:									
Employees:									
- Teachers (other than in schools)			1.4			1.4	0.1		1.5
- Other Employees	25.3	1.8	33.9	14.3	22.5	97.8	1.2	(1.9)	97.1
- Indirect Costs	0.2		0.9	0.3	0.2	1.6			1.6
Employees	25.5	1.8	36.2	14.6	22.7	100.8	1.3	(1.9)	100.2
Other Provider Services:									
Capital Financing Costs					29.6	29.6			29.6
Other Non-Employee Provider Services	8.3	2.2	22.8	8.6	17.7	59.6	11.5	(1.4)	69.7
Total Other Provider Services	8.3	2.2	22.8	8.6	47.3	89.2	11.5	(1.4)	99.3
Total Provider Services:	33.8	4.0	59.0	23.2	70.0	189.9	12.8	(3.3)	199.5
Commissioned Services:									
Externally Commissioned Expenditure:	146.2	26.6	65.0	73.3	9.7	320.8	234.4	(21.4)	533.8
Total Expenditure	180.0	30.6	124.0	96.5	79.7	510.8	247.2	(24.7)	733.3
Income									
Grants	21.3	30.4	11.3	3.5	3.3	69.8	247.2		317.0
Other External Income	31.3		25.1	22.1	8.4	86.9			86.9
Income	52.6	30.4	36.4	25.6	11.7	156.7	247.2	0.0	403.9
Reserve Movements									
Net Controllable Expenditure	126.9	0.1	87.5	68.9	65.0	348.4	0.0	(24.7)	323.7
Support Services									
Expenditure									
Central Support Services	5.3		6.7	2.6	5.3	19.9			19.9
Directorate Support Services	1.3			0.9	0.2	2.4			2.4
Expenditure	6.6	0.0	6.7	3.5	5.5	22.3	0.0	0.0	22.3
Income									
Central Support Services					19.9	19.9			19.9
Directorate Support Services	1.3			0.9	0.2	2.4			2.4
Income	1.3	0.0	0.0	0.9	20.1	22.3	0.0	0.0	22.3
Internal Trading Income	1.2		11.4	4.5	7.6	24.7		(24.7)	0.0
Net Expenditure	131.0	0.1	82.8	67.0	42.8	323.7	0.0	0.0	323.7
Contribution from Earmarked Reserves									-5.2
Net Budget Requirement									318.5

Specific Revenue and Capital Grants 2017/18

Specific Revenue Grants (excl. Schools Budget)	£m
Adult Services	21.3
Public Health	30.4
Children, Families & Communities	11.3
Economy & Infrastructure	3.5
Commercial & Change / Finance	3.3
Total excl. Schools Budget	69.8
Schools Budget	247.2
Total	317.0

Capital Grants	£m
Adult Services	0.0
Public Health	0.0
Children, Families & Communities	12.8
Economy & Infrastructure	35.1
Commercial & Change / Finance	0.0
Total	47.9

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 2017 is estimated to be £405 million.

Earmarked Specific Reserves:

(Please note the latest information available is as at 31 March 2016)

	Balance at 31 March 2016 £m
Balances held by schools under a scheme of delegation	18.1
DSG c/fwd balance	9.9
Youth Offending Reserve	1.0
Future capital investment	5.1
Insurance	7.3
Business Rate Pool	1.5
Retained Waste Disposal PFI Grant	12.5
Bromsgrove Schools	2.2
Re-organisation PFI grant	
Health and Pooled Budgets	3.0
Public Health Grant	3.7
Growing Places	3.2
New Homes Bonus	1.6
Revolving Door	1.4
Directorate revenue reserves	8.7
Future Fit	4.3
Corporate Trading	1.4
Councillors' Divisional Fund	1.2
Revenue grants unapplied	15.0
Other Reserves	7.9
Total	109.0

General Balances:

To pay for emergencies and unforeseen expenditure

	Balance £m
Actual Balance at 31/3/16	13.0
Expected movement 31/3/17	0
Expected Opening Balance	13.0
01/04/17	
Planned change to general balances	-1.0
Predicted Closing Balance	12.0
31/3/18	

Council Tax: - Calculation of Council Tax (Band D) 2017/18

	2016/2017		2017/2018		Inc. over 2016/2017 Band D Equivalent
	£	£	£	£	%
Budget requirement					
before adjustments		322,467,589		323,663,000	
Addition to (+) or use of (-)					
Earmarked Reserves		0		-5,184,776	
General Balances		0		0	
Budget requirement		322,467,589		318,478,224	
Local Share of Business					
Less: Rates	17,017,558		16,009,251		
Top Up Grant	41,082,442		43,810,749		
Total Business Rates	58,100,000		59,820,000		
Retention System					
Revenue Support Grant	36,346,546		19,897,085		
		94,446,546		79,717,085	
		228,021,043		238,761,139	
Less: Surplus on collection fund		-3,052,772		-2,556,935	
Council Taxpayer		224,968,271		236,204,204	
Council Tax Base		200,451		204,451	
Band D Equivalent		1,122.31		1,155.31	2.94%

Statement concerning adult social care funding

The Secretary of State for Communities and Local Government has made an offer to adult social care authorities. ("Adult social care authorities" are local authorities which have functions under Part 1 of the Care Act 2014, namely county councils in England, district councils for an area in England for which there is no county council, London borough councils, the Common Council of the City of London and the Council of the Isles of Scilly.)

The offer is the option of an adult social care authority being able to charge an additional "precept" on its council tax for financial years from the financial year beginning in 2016 without holding a referendum, to assist the authority in meeting expenditure on adult social care. Subject to the annual approval of the House of Commons, the Secretary of State intends to offer the option of charging this "precept" at an appropriate level in each financial year up to and including the financial year 2019-20."

The 2.94% increase in Council Tax includes this adult social care funding precept at 2%. For a Band D property this is equivalent to £22.45 in 2017/18. The remaining 0.94% increase is to support general services.

Payments of Precepts by Billing Authorities

	Tax Base (Band D Equiv.)	Council Tax Requirement	Surplus(-) /Deficit on Collection Fund	Net Yield from 2017/2018 Council Tax
		2017/2018 £	at 31/03/2017 £	£
Bromsgrove	36,056.65	42,091,442	-434,834	41,656,608
Malvern Hills	30,005.92	34,947,863	-281,724	34,666,139
Redditch	25,509.11	29,508,574	-37,644	29,470,930
Worcester	31,141.00	36,623,850	-646,341	35,977,509
Wychavon	48,704.25	56,992,016	-723,509	56,268,507
Wyre Forest	33,034.00	38,597,394	-432,883	38,164,511
	204,450.93	238,761,139	-2,556,935	236,204,204

Council Tax per Valuation Band

Council Tax	
Valuation Band	Amount £
A	770.21
B	898.57
C	1,026.94
D	1,155.31
E	1,412.05
F	1,668.78
G	1,925.52
H	2,310.62

Capital Programme Forecast 2016/17 to 2019/20 and Beyond:

The Council plans to invest £115.7 million in capital projects during 2017/18. Details of the funding for these projects and the spending amongst the Directorates for 2017/18 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 2016/17 to 2019/20

TOTAL FORECAST EXPENDITURE	Latest Forecast £m 2016/17	Latest Forecast £m 2017/18	Latest Forecast £m 2018/19	Latest Forecast £m 2019/20 and Beyond	£m Total Forecast
Adult Services	2.9	2.9	2.8	0.1	8.7
Children, Families & Communities	18.1	25.7	10.9	0.2	54.9
Economy & Infrastructure	120.6	84.2	27.9	29.7	262.4
Commercial & Change / Finance	5.7	2.9	4.4	3.9	16.9
Forecast Expenditure	147.3	115.7	46.0	33.9	342.9

Capital Programme – Forecast Funding 2016/17 to 2019/20

TOTAL FORECAST FUNDING	Latest Forecast £m 2016/17	Latest Forecast £m 2017/18	Latest Forecast £m 2018/19	Latest Forecast £m 2019/20 and Beyond	£m Total Forecast
Temporary & Long Term Borrowing	67.2	41.8	16.7	5.0	130.7
Capital Receipts	6.8	0.2	0.6		7.6
Government Grants	62.6	62.2	28.1	28.9	181.8
Capital Reserve	2.8	0.2			3.0
Third Party Contributions	4.1	9.2			13.3
Revenue Budgets	3.8	2.1	0.6		6.5
Forecast Funding	147.3	115.7	45.9	33.9	342.9

Medium Term Financial Plan

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Forecast of Funding Available					
Revenue Support Grant	36.3	19.9	9.5	0.0	0.0
Business Rates Retention Scheme	58.1	59.9	61.0	62.4	63.6
Council Tax Income	225.0	236.2	246.9	258.4	270.7
Collection Fund Surplus / Deficit (-)	3.1	2.5	0.0	0.0	0.0
Adult Social Care Support Grant		2.4			
Better Care Fund	33.9	33.9	40.5	46.7	46.7
Total Funding Available	356.4	354.8	357.9	367.5	381.0
Forecast Expenditure					
Gross Budget	359.6	356.4	360.0	357.9	367.5
Adult Social Care Support - Recurring Investment		1.2			
Better Care Fund	0.4		3.3	3.1	
Base Budget	360.0	357.6	363.3	361.0	367.5
Inflation					
Pension increases	0.6	0.8	1.2	1.3	1.4
Landfill Tax	0.2	0.2	0.2	0.2	0.2
Utilities	0.1	0.3	0.3	0.3	0.3
General Inflation	3.1	2.9	2.7	2.7	2.9
National Insurance	2.1				
Pay Inflation	1.1	1.1	1.2	1.2	1.0
Growth					
Adult Social Care	3.0	2.0	3.0	3.0	3.0
Children's Social Care Placements	5.0	-1.5			
Children's Safeguarding		1.5			
Children's Transport		1.5			
Capital Financing	0.9	1.5	1.7		
Care Act				2.0	
Investment in Road Maintenance	0.5	1.0			
Investment in Footways	0.3	-0.3			
Investment in Positive Activities	0.6	-0.1	-0.1		
Redditch Public Realm improvements	-0.1				
Key Strategic Capital Scheme Developments	-0.2	-0.2			
Welfare Assistance Scheme	-0.9				
Headroom for new strategic initiatives			2.0	2.0	2.0
Waste Disposal Costs	0.5	0.4	0.4	0.4	0.4
Energy from Waste Agreed PFI Contract Variation		6.0			
Education Services Grant	0.5	2.1	1.0		
Other growth pressures and funding reductions	3.9	4.5	12.9	15.1	24.3
	381.2	381.3	389.8	389.2	403.0
Less - Future Fit Reforms	24.8	21.3	12.7	2.6	0.6
- Recurrent Reforms To Be Identified			19.2	19.1	21.4
	356.4	360.0	357.9	367.5	381.0
Contribution to(-) / from Earmarked Reserves		5.2			
Gross funding requirement	356.4	354.8	357.9	367.5	381.0

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 the Public reports pack, item 4 (2017/18 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 reforms for future years:

Future Fit Savings for years 2017/18 to 2020/21 are available on the Council website [here](#), at appendix 7 to the Public reports pack, item 4 (2017/18 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: [Shaping Worcestershire's Future 2017 - 2022](#)

CORPORATE PLAN AREA:

HEALTH AND WELLBEING

	Original Estimate 2016/17				Estimate 2017/18				Staff (FTE) No.
	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
SERVICE NET EXPENDITURE SUMMARY									
OLDER PEOPLE (Head of Service Anne Clarke)									
Health-commissioned Community Services	23,707	23,415		292	5,134	5,088		46	
Older People Recovery Services	15,304	14,541		763	10,664	9,164		1,500	163
Adult Social Care and Case Management - Older People	9,216	1,805		7,411	9,538	1,616		7,922	227
Carers' Services	1,553	1,285		268	1,113	1,260		-147	3
Care Act eligible services - Older People									
Residential and Nursing	42,010	15,203		26,807	44,708	16,451		28,257	44
Homecare	15,490	3,651		11,839	15,223	3,683		11,540	
Day Care (External)	700	319		381	386	40		346	
Day Care and Respite (Internal)	0			0	0			0	0
Transport	215			215	213			213	
Assistive Technology	41	40		1	0	0		0	0
Direct Payments	4,120	380		3,740	3,338	462		2,876	
Extra Care and Sheltered Housing	2,194	253		1,941	2,222	211		2,011	
Internal Homecare Provider Services	2,970	551		2,419	2,353	406		1,947	85
Other Care Act eligible OP services	0	0		0	0	0		0	0
Total Older People	117,520	61,443	0	56,077	94,892	38,381	0	56,511	522
PHYSICAL DISABILITY (Head of Service: Anne Clarke)									
Adult Social Care and Case Management - Physical Disability	393	0		393	244	0		244	13
Care Act eligible services - Physical Disability									
Residential and Nursing	3,501	486		3,015	3,767	565		3,202	
Homecare	3,185	193		2,992	3,059	269		2,790	
Day Care and Transport	147	22		125	146	22		124	
Direct Payments	5,208	172		5,036	5,278	516		4,762	
Total Physical Disability	12,434	873	0	11,561	12,494	1,372	0	11,122	13
LEARNING DISABILITIES (Head of Service Anne Clarke)									
Learning Disability Integrated Teams	1,003	2		1,001	1,173	2		1,171	26
Young Adults team	503			503	489			489	14
FACS eligible services - Learning Disabilities									
Residential and Nursing	24,899	2,330		22,569	24,602	2,570		22,032	55
Homecare	3,396	204		3,192	3,510	204		3,306	
Day Care	6,117	673		5,444	5,955	401		5,554	148
Transport	1,257			1,257	1,267			1,267	
Supported Employment	96	15		81	80	15		65	2
Direct Payments	9,465	3,339		6,126	8,802	2,932		5,870	
Supported Living	12,436	424		12,012	13,410	543		12,867	11
Shared Lives	1,762	231		1,531	1,711	229		1,482	
Other	574	59		515	580	59		521	10
Total	61,508	7,277	0	54,231	61,579	6,955	0	54,624	266
MENTAL HEALTH (Head of Service Mark Dickens WHACT)									
Mental Health Integrated Teams	3,753	856		2,897	3,484	592		2,892	51
Mental Health Collaborative Payments	561	364		197	607	364		243	
FACS eligible services - Mental Health									
Residential and Nursing	6,158	2,053		4,105	6,183	2,395		3,788	
Homecare and Supported Living	1,278	260		1,018	1,779	572		1,207	
Transport	6			6	3			3	
Direct Payments	775	160		615	691	150		541	
Total	12,531	3,693	0	8,838	12,747	4,073	0	8,674	51
STRATEGIC AND SUPPORT FUNCTIONS - SOCIAL CARE (Head of Service: Anne Clarke)									
Adults' Safeguarding	914	127		787	1,487	80	266	1,141	30
Older People Central Management Costs	1,325	0		1,325	865	2,395		-1,530	8
PD Grants to Voluntary Orgs	182	177		5	181	177		4	
Implementation of the Care Act	243	243		0	0	0		0	
Total	2,664	547	0	2,117	2,533	2,652	266	-385	38
STRATEGIC AND SUPPORT FUNCTIONS - ICU (Head of Service Richard Keble/ Frances Martin)									
Integrated Commissioning Unit	2,187	437	312	1,438	1,834	310	214	1,310	47
Directorate Support Services Recharge		1,438		-1,438		1,310		-1,310	
Total	2,187	1,875	312	0	1,834	1,620	214	0	47
SUPPORT SERVICES (Head of Service Sue Alexander)									
Business Support	879	830	1,000	-951	35	35	0	0	8
Directorate	579	73	0	506	520	67	0	453	3
Total	1,458	903	1,000	-445	555	102	0	453	11
TOTAL DIRECTORATE NET EXPENDITURE	210,302	76,611	1,312	132,379	186,634	55,155	480	130,999	948

Contact Officers: Sander Kristel
Rob Wilson
Sue Alexander

Director of Adult Social Care (01905 844151)
Principal Finance Manager (01905 846908)
Head of Financial Management (01905 846942)
(Adults Services, Children, Families and Communities)

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>HEALTH-COMMISSIONED COMMUNITY SERVICES</u>			
Provider Services:			
Non - Employees:			
Central Support Services	177	0	
Directorate Support Services	116	46	
Total:Other Provider Services	293	46	
Total Provider Services:	293	46	
Commissioned Services:			
Externally Commissioned Expenditure:	23,414	5,088	
Gross Expenditure	23,707	5,134	
Income			
Grants	23,415	5,088	
Gross Income	23,415	5,088	
Net Expenditure	292	46	

Details of service

Community services funded through the Better Care Fund. Lead commissioners are local health partners through ICEOG. The budget has reduced significantly, as changes in accounting policy, following advice from auditors, have resulted in a large proportion of this spend moving out of the WCC ledger.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>OLDER PEOPLE RECOVERY SERVICES</u>			
Provider Services:			
Employees:			
Other Employees	7,028	3,585	163
Indirect Costs	33	6	
Total: Employees	7,061	3,591	163
Non - Employees:			
Central Support Services	803	424	
Directorate Support Services	137	87	
Other Non-employee Provider Services	3,683	3,312	
Total:Other Provider Services	4,623	3,823	
Total Provider Services:	11,684	7,414	
Commissioned Services:			
Externally Commissioned Expenditure:	3,620	3,250	
Gross Expenditure	15,304	10,664	
Income			
Grants	10,819	6,403	
Other External Income	3,722	2,416	
Internal Trading Income	0	345	
Gross Income	14,541	9,164	
Net Expenditure	763	1,500	

Details of service

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

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>ADULT SOCIAL CARE AND CASE MANAGEMENT - OLDER PEOPLE</u>			
Provider Services:			
Employees:			
Other Employees	6,918	7,287	227
Indirect Costs	2	1	
Total: Employees	6,920	7,288	227
Non - Employees:			
Central Support Services	838	792	
Directorate Support Services	102	-142	
Other Non-employee Provider Services	414	652	
Total:Other Provider Services	1,354	1,302	
Total Provider Services:	8,274	8,590	
Commissioned Services:			
Externally Commissioned Expenditure:	942	948	
Gross Expenditure	9,216	9,538	
Income			
Grants	1,313	1,029	
Other External Income	492	441	
Internal Trading Income	0	146	
Gross Income	1,805	1,616	
Net Expenditure	7,411	7,922	

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

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>CARERS' SERVICES</u>			
Provider Services:			
Employees:			
Other Employees	283	84	3
Indirect Costs	11	0	
Total: Employees	294	84	3
Non - Employees:			
Central Support Services	61	13	
Directorate Support Services	19	10	
Other Non-employee Provider Services	29	23	
Total:Other Provider Services	109	46	
Total Provider Services:	403	130	
Commissioned Services:			
Externally Commissioned Expenditure:	1,150	983	
Gross Expenditure	1,553	1,113	
Income			
Grants	1,275	1,260	
Other External Income	10	0	
Internal Trading Income	0	0	
Gross Income	1,285	1,260	
Net Expenditure	268	-147	

Details of service

Support for Carers, including Carer's assessments and flexible breaks. There is a net credit budget in this area, as whilst the income for these services is still recorded here, some of the spend for replacement care is now shown as part of the overall replacement care budget in Residential and Nursing.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>RESIDENTIAL AND NURSING</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	0	0	0
Other Employees	0	692	44
Indirect Costs	0	3	
Total: Employees	0	695	44
Non - Employees:			
Central Support Services	622	834	
Directorate Support Services	404	381	
Other Non-employee Provider Services	0	181	
Total:Other Provider Services	1,026	1,396	
Total Provider Services:	1,026	2,091	
Commissioned Services:			
Externally Commissioned Expenditure:	40,984	42,617	
Gross Expenditure	42,010	44,708	
Income			
Other External Income	15,203	16,451	
Gross Income	15,203	16,451	
Net Expenditure	26,807	28,257	

Details of service

Long-term and short-term Residential and Nursing placements for Older People. At the end of September 2016, there were about 1,457 permanent and temporary placements linked to this budget. The budget now includes some internal provision at Howbury.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>HEMECARE</u>			
Provider Services:			
Non - Employees:			
Central Support Services	205	273	
Directorate Support Services	134	136	
Total:Other Provider Services	339	409	
Total Provider Services:	339	409	
Commissioned Services:			
Externally Commissioned Expenditure:	15,151	14,814	
Gross Expenditure	15,490	15,223	
Income			
Grants	1,308	1,312	
Other External Income	2,343	2,371	
Gross Income	3,651	3,683	
Net Expenditure	11,839	11,540	

Details of service

Externally-provided Domiciliary Care to support Older People in their own homes. Domiciliary services were provided to around 1,748 Older People in September 2016, with internal services providing services to 84 people.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>DAY CARE - EXTERNAL</u>			
Provider Services:			
Non - Employees:			
Central Support Services	11	4	
Directorate Support Services	7	3	
Total:Other Provider Services	18	7	
Total Provider Services:	18	7	
Commissioned Services:			
Externally Commissioned Expenditure:	682	379	
Gross Expenditure	700	386	
Income			
Other External Income	319	40	
Gross Income	319	40	
Net Expenditure	381	346	

Details of service

Externally-provided Day Care placements attended by Older People to combat social isolation and exclusion. Day opportunities were provided to around 89 Older People at the end of September 2016.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
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DAY CARE AND RESPITE - INTERNAL**Provider Services:****Employees:**

Other Employees	0	0
Total: Employees	0	0

Total Provider Services: 0 0

Net Expenditure 0 0

Details of service

There is no longer any internal provision of Day Care for Older People.

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

Central Support Services	3	1
Directorate Support Services	2	2
Other Non-employee Provider Services	210	210
Total:Other Provider Services	215	213

Total Provider Services: 215 213

Net Expenditure 215 213

Details of service

Transport for Older People to enable Day Care.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>ASSISTIVE TECHNOLOGY</u>			
Provider Services:			
Employees:			
Other Employees	40	0	
Total: Employees	40	0	
Non - Employees:			
Central Support Services	1	0	
Directorate Support Services	0	0	
Other Non-employee Provider Services	0	0	
Total:Other Provider Services	1	0	
Total Provider Services:	41	0	
	Gross Expenditure	41	0
Income			
Grants	40	0	
	Gross Income	40	0
	Net Expenditure	1	0

Details of service

There is no longer any budget in this area, as the Pivotell service has ceased.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>DIRECT PAYMENTS</u>			
Provider Services:			
Non - Employees:			
Central Support Services	57	55	
Directorate Support Services	38	29	
Total:Other Provider Services	95	84	
Total Provider Services:	95	84	
Commissioned Services:			
Externally Commissioned Expenditure:	4,025	3,254	
Gross Expenditure	4,120	3,338	
Income			
Grants	12	12	
Other External Income	368	450	
Gross Income	380	462	
Net Expenditure	3,740	2,876	

Details of service

Older People who have elected to take a Direct Payment to purchase and manage their own care. As at September 2016, Older People in receipt of a Direct Payment numbered 276 individuals.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>EXTRA CARE & SHELTERED HOUSING</u>			
Provider Services:			
Non - Employees:			
Central Support Services	22	34	
Directorate Support Services	14	22	
Total:Other Provider Services	36	56	
Total Provider Services:	36	56	
Commissioned Services:			
Externally Commissioned Expenditure:	2,158	2,166	
Gross Expenditure	2,194	2,222	
Income			
Other External Income	253	211	
Gross Income	253	211	
Net Expenditure	1,941	2,011	

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.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>INTERNAL HOMECARE PROVIDER SERVICES</u>			
Provider Services:			
Employees:			
Other Employees	2,277	1,662	85
Indirect Costs	3	6	
Total: Employees	2,280	1,668	85
Non - Employees:			
Central Support Services	296	252	
Directorate Support Services	31	19	
Other Non-employee Provider Services	363	414	
Total:Other Provider Services	690	685	
Total Provider Services:	2,970	2,353	
Gross Expenditure	2,970	2,353	
Income			
Other External Income	551	406	
Gross Income	551	406	
Net Expenditure	2,419	1,947	

Details of service

The specialised internal Homecare service for Older People with Dementia

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>OTHER CARE-ACT ELIGIBLE OP SERVICES</u>			
Provider Services:			
Employees:			
Other Employees	0		
Indirect Costs	0		
Total: Employees	0	0	
Non - Employees:			
Central Support Services	0	0	
Directorate Support Services	0	0	
Other Non-employee Provider Services	0	0	
Total:Other Provider Services	0	0	
Total Provider Services:	0	0	
Commissioned Services:			
Externally Commissioned Expenditure:			
	0	0	
Gross Expenditure	0	0	
Income			
Other External Income	0	0	
Gross Income	0	0	
Net Expenditure	0	0	

Details of service

There are no remaining budgets under this heading.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>ADULT SOCIAL CARE AND CASE MANGEMENT - PHYSICAL DISABILITY</u>			
Provider Services:			
Employees:			
Other Employees	307	171	13
Indirect Costs	1	1	
Total: Employees	308	172	13
Non - Employees:			
Central Support Services	33	23	
Directorate Support Services	5	2	
Other Non-employee Provider Services	47	47	
Total: Other Provider Services	85	72	
Total Provider Services:	393	244	
	Gross Expenditure	244	
Income			
Internal Trading Income	0	0	
Gross Income	0	0	
	Net Expenditure	244	

Details of service

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

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>RESIDENTIAL AND NURSING</u>			
Provider Services:			
Non - Employees:			
Central Support Services	65	63	
Directorate Support Services	42	33	
Total:Other Provider Services	107	96	
Total Provider Services:	107	96	
Commissioned Services:			
Externally Commissioned Expenditure:	3,394	3,671	
Gross Expenditure	3,501	3,767	
Income			
Other External Income	486	565	
Gross Income	486	565	
Net Expenditure	3,015	3,202	

Details of service

Long-term and short-term Residential and Nursing placements for Adults with a Physical Disability. Around 63 permanent placements funded as at the end of September 2016.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>HEMECARE</u>			
Provider Services:			
Non - Employees:			
Central Support Services	55	55	
Directorate Support Services	36	28	
Total:Other Provider Services	91	83	
Total Provider Services:	91	83	
Commissioned Services:			
Externally Commissioned Expenditure:	3,094	2,976	
Gross Expenditure	3,185	3,059	
Income			
Other External Income	193	269	
Gross Income	193	269	
Net Expenditure	2,992	2,790	

Details of service

Externally-provided Domiciliary Care for Adults with a Physical Disability. There were around 262 care packages funded from this budget at the end of September 2016.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>DAY CARE AND TRANSPORT</u>			
Provider Services:			
Non - Employees:			
Central Support Services	1	0	
Directorate Support Services	1	1	
Other Non-employee Provider Services	59	59	
Total:Other Provider Services	61	60	
Total Provider Services:	61	60	
Commissioned Services:			
Externally Commissioned Expenditure:			
	86	86	
Gross Expenditure	147	146	
Income			
Other External Income	22	22	
Gross Income	22	22	
Net Expenditure	125	124	

Details of service

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

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>DIRECT PAYMENTS</u>			
Provider Services:			
Non - Employees:			
Central Support Services	76	94	
Directorate Support Services	50	45	
Total:Other Provider Services	126	139	
Total Provider Services:	126	139	
Commissioned Services:			
Externally Commissioned Expenditure:	5,082	5,139	
Gross Expenditure	5,208	5,278	
Income			
Grants	0	298	
Other External Income	172	218	
Gross Income	172	516	
Net Expenditure	5,036	4,762	

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 348 people as at the end of September 2016.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>LEARNING DISABILITIES INTEGRATED TEAMS</u>			
Provider Services:			
Employees:			
Other Employees	756	797	
Indirect Costs	11	11	
Total: Employees	767	808	26
Other Provider Services:			
Central Support Services	102	211	
Directorate Support Services	11	9	
Other Non-employee Provider Services	110	132	
Total: Other Provider Services	223	352	
Total Provider Services:	990	1,160	
Commissioned Services:			
Externally Commissioned Expenditure:			
	13	13	
Gross Expenditure	1,003	1,173	
Income			
Other External Income	2	2	
Gross Income	2	2	
Net Expenditure	1,001	1,171	

Details of service

Management and Social Work costs.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>LEARNING DISABILITIES YOUNG ADULTS TEAM</u>			
Provider Services:			
Employees:			
Other Employees	432	426	
Total: Employees	432	426	14
Other Provider Services:			
Central Support Services	63	56	
Directorate Support Services	5	4	
Other Non-employee Provider Services	3	3	
Total: Other Provider Services	71	63	
Total Provider Services:	503	489	
Net Expenditure	503	489	

Details of service

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

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES RESIDENTIAL AND NURSING</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	1,505	1,453	
Indirect Costs	3	2	
Total: Employees	1,508	1,455	55
Other Provider Services:			
Central Support Services	569	605	
Directorate Support Services	277	216	
Other Non-employee Provider Services	189	212	
Total: Other Provider Services	1,035	1,033	
Total Provider Services:	2,543	2,488	
Commissioned Services:			
Externally Commissioned Expenditure:	22,356	22,114	
Gross Expenditure	24,899	24,602	
Income			
Grants	0	804	
Other External Income	2,330	1,766	
Gross Income	2,330	2,570	
Net Expenditure	22,569	22,032	

Details of service

Purchase of external residential and nursing placements for about 319 people at the end of September 2016.

Four in-house residential homes providing 13 long stay beds and 14 short stay beds.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES</u>			
<u>HEMOCARE</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	44	60	
Directorate Support Services	28	30	
Total: Other Provider Services	72	90	
Total Provider Services:	72	90	
Commissioned Services:			
Externally Commissioned Expenditure:			
	3,324	3,420	
Gross Expenditure	3,396	3,510	
Income			
Other External Income	204	204	
Gross Income	204	204	
Net Expenditure	3,192	3,306	

Details of service

During September 2016, there were about 95 people with a homecare or similar type of service.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES</u>			
<u>DAY CARE</u>			
Provider Services:			
Employees:			
Other Employees	3,260	3,208	
Indirect Costs	5	4	
Total: Employees	3,265	3,212	148
Other Provider Services:			
Central Support Services	480	516	
Directorate Support Services	57	50	
Other Non-employee Provider Services	793	672	
Total: Other Provider Services	1,330	1,238	
Total Provider Services:	4,595	4,450	
Commissioned Services:			
Externally Commissioned Expenditure:	1,522	1,505	
Gross Expenditure	6,117	5,955	
Income			
Other External Income	673	401	
Gross Income	673	401	
Net Expenditure	5,444	5,554	

Details of service

As at the end of Set 2016, 369 people with a learning disability were provided with day care services

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES TRANSPORT</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	8	14	
Directorate Support Services	7	11	
Other Non-employee Provider Services	1,242	1,242	
Total: Other Provider Services	1,257	1,267	
Total Provider Services:	1,257	1,267	
Commissioned Services:			
Externally Commissioned Expenditure:			
	0	0	
Net Expenditure	1,257	1,267	

Details of service

Learning Disabilities passenger transport costs are shown in this section.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES SUPPORTED EMPLOYMENT</u>			
Provider Services:			
Employees:			
Other Employees	44	46	
Total: Employees	44	46	2
Other Provider Services:			
Central Support Services	21	6	
Directorate Support Services	3	1	
Other Non-employee Provider Services	28	27	
Total: Other Provider Services	52	34	
Total Provider Services:	96	80	
	Gross Expenditure	96	80
Income			
Other External Income	15	15	
Gross Income	15	15	
	Net Expenditure	81	65

Details of service

Cost of supporting service users in mainstream employment.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES</u>			
<u>DIRECT PAYMENTS</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	90	104	
Directorate Support Services	59	53	
Total: Other Provider Services	149	157	
Total Provider Services:	149	157	
Commissioned Services:			
Externally Commissioned Expenditure:	9,316	8,645	
Gross Expenditure	9,465	8,802	
Income			
Grants	3,115	2,661	
Other External Income	224	271	
Gross Income	3,339	2,932	
Net Expenditure	6,126	5,870	

Details of service

During September 2016 there were approximately 419 people with a direct payment. The Independent Living Fund Grant is to cover payments to eligible people now made via the Council.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES SUPPORTED LIVING</u>			
Provider Services:			
Employees:			
Other Employees	283	279	
Total: Employees	283	279	11
Other Provider Services:			
Central Support Services	185	217	
Directorate Support Services	102	116	
Other Non-employee Provider Services	1	10	
Total: Other Provider Services	288	343	
Total Provider Services:	571	622	
Commissioned Services:			
Externally Commissioned Expenditure:			
	11,865	12,788	
Gross Expenditure	12,436	13,410	
Income			
Other External Income	424	543	
Gross Income	424	543	
Net Expenditure	12,012	12,867	

Details of service

Accommodation and support as an alternative to external residential placement. There were about 301 people (aged 18+) in supported living placements at the end of December 2016 funded from LD budgets.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES</u>			
<u>SHARED LIVES</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	27	30	
Directorate Support Services	18	16	
Total: Other Provider Services	45	46	
Total Provider Services:	45	46	
Commissioned Services:			
Externally Commissioned Expenditure:			
	1,717	1,665	
Gross Expenditure	1,762	1,711	
Income			
Other External Income	231	229	
Gross Income	231	229	
Net Expenditure	1,531	1,482	

Details of service

Accommodation and support as an alternative to external residential placement.

There were just over 100 placements as at December 2016 in Shared Lives settings.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - LEARNING DISABILITIES</u>			
<u>OTHER</u>			
Provider Services:			
Employees:			
Other Employees	276	274	
Total: Employees	276	274	10
Other Provider Services:			
Central Support Services	29	38	
Directorate Support Services	6	6	
Other Non-employee Provider Services	93	92	
Total: Other Provider Services	128	136	
Total Provider Services:	404	410	
Commissioned Services:			
Externally Commissioned Expenditure:			
	170	170	
Gross Expenditure	574	580	
Income			
Other External Income	59	59	
Gross Income	59	59	
Net Expenditure	515	521	

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.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>MENTAL HEALTH INTEGRATED TEAMS</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	1,966	1,760	51
Indirect Costs	1	1	
Total: Employees	1,967	1,761	51
Other Provider Services:			
Central Support Services	222	230	
Directorate Support Services	37	28	
Other Non-employee Provider Services	272	242	
Total: Other Provider Services	531	500	
Total Provider Services:	2,498	2,261	
Commissioned Services:			
Externally Commissioned Expenditure:			
	1,255	1,223	
Gross Expenditure	3,753	3,484	
Income			
Other External Income	856	592	
Gross Income	856	592	
Net Expenditure	2,897	2,892	

Details of service

Costs of Locality Managers and Fieldwork Teams.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>MENTAL HEALTH COLLABORATIVE PAYMENTS</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	26	17	
Directorate Support Services	5	5	
Total: Other Provider Services	31	22	
Total Provider Services:	31	22	
Commissioned Services:			
Externally Commissioned Expenditure:			
	530	585	
Gross Expenditure	561	607	
Income			
Other External Income	0		
Internal Trading Income	364	364	
Gross Income	364	364	
Net Expenditure	197	243	

Details of service

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

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - MENTAL HEALTH RESIDENTIAL AND NURSING</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	88	120	
Directorate Support Services	56	64	
Total: Other Provider Services	144	184	
Total Provider Services:	144	184	
Commissioned Services:			
Externally Commissioned Expenditure:			
	6,014	5,999	
Gross Expenditure	6,158	6,183	
Income			
Other External Income	2,053	2,395	
Gross Income	2,053	2,395	
Net Expenditure	4,105	3,788	

Details of service

The costs of purchasing residential care places from the independent sector. There were about 79 residential care home placements (permanent) funded by the Council at the end of September 2016.

The costs of purchasing nursing care places from the independent sector. There were about 37 nursing home placements (permanent) funded by the Council at the end of September 2016.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>FACS ELIGIBLE SERVICES - MENTAL HEALTH HOMECARE AND SUPPORTED LIVING</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	24	20	
Directorate Support Services	16	13	
Total: Other Provider Services	40	33	
Total Provider Services:	40	33	
Commissioned Services:			
Externally Commissioned Expenditure:	1,238	1,746	
Gross Expenditure	1,278	1,779	
Income			
Other External Income	260	572	
Gross Income	260	572	
Net Expenditure	1,018	1,207	

Details of service

Around 89 people received home care and 19 similar services during September 2016.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
--	---	-----------------------------	-----------------------

**FACS ELIGIBLE SERVICES - MENTAL HEALTH
TRANSPORT****Provider Services:****Other Provider Services:**

Other Non-employee Provider Services	6	3
Total: Other Provider Services	6	3

Total Provider Services: 6 3

Net Expenditure 6 3

Details of service

The costs of transport for Service Users.

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

Externally Commissioned Expenditure: 775 691

Gross Expenditure 775 691

Income

Other External Income 160 150

Gross Income 160 150

Net Expenditure 615 541

Details of service

There were about 171 people with a direct payment as at September 2016.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>ADULT'S SAFEGUARDING</u>			
Provider Services:			
Employees:			
Other Employees	594	1,151	30
Indirect Costs	1	1	
Total: Employees	595	1,152	30
Non - Employees:			
Central Support Services	51	90	
Directorate Support Services	10	12	
Other Non-employee Provider Services	209	184	
Total:Other Provider Services	270	286	
Total Provider Services:	865	1,438	
Commissioned Services:			
Externally Commissioned Expenditure:			
	49	49	
Gross Expenditure	914	1,487	
Income			
Grants	47	0	
Other External Income	80	80	
Contribution from Reserves	0	266	
Gross Income	127	346	
Net Expenditure	787	1,141	

Details of service

The Safeguarding function for all Adults. Includes the Safeguarding board, Mental Capacity Act and Deprivation of Liberties teams. The budget has increased significantly to reflect a higher level of activity in MCA/DOLS assessments.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>OLDER PEOPLE CENTRAL MANAGEMENT COSTS</u>			
Provider Services:			
Employees:			
Other Employees	497	471	8
Indirect Costs	283	0	
Total: Employees	780	471	8
Non - Employees:			
Central Support Services	56	52	
Directorate Support Services	8	7	
Other Non-employee Provider Services	481	335	
Total:Other Provider Services	545	394	
Total Provider Services:	1,325	865	
	Gross Expenditure	1,325	865
Income			
Grants	0	2,395	
Gross Income	0	2,395	
Net Expenditure	1,325	-1,530	

Details of service

Management Costs to ensure strong management, leadership and support.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>PD GRANTS TO VOLUNTARY ORGS</u>			
Provider Services:			
Non - Employees:			
Central Support Services	3	2	
Directorate Support Services	2	2	
Other Non-employee Provider Services	0	0	
Total:Other Provider Services	5	4	
Total Provider Services:	5	4	
Commissioned Services:			
Externally Commissioned Expenditure:	177	177	
Gross Expenditure	182	181	
Income			
Internal Trading Income	177	177	
Gross Income	177	177	
Net Expenditure	5	4	

Details of service

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

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>IMPLEMENTATION OF THE CARE ACT</u>			
Provider Services:			
Non - Employees:			
Other Non-employee Provider Services	243		
Total:Other Provider Services	243	0	
Total Provider Services:	243	0	
	Gross Expenditure	243	0
Income			
Grants	243		
	Gross Income	243	0
	Net Expenditure	0	0

Details of service

Activity relating to the implementation of the Care Act from April 2015. The budget has been removed from this heading as the only remaining item (Domiciliary Care in Prisons) now sits within the Older People Domiciliary budget.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>INTEGRATED COMMISSIONING UNIT</u>			
Provider Services:			
Employees:			
Other Employees	1,757	1,669	47
Indirect Costs	3	7	
Total: Employees	1,760	1,676	47
Other Provider Services			
Central Support Services	283		
Other Non-employee Provider Services	144	158	
Total: Other Provider services	427	158	
Total Provider Services:	2,187	1,834	
Gross Expenditure	2,187	1,834	
Income			
Grants	271		
Other External Income	75	115	
Internal Trading Income	91	195	
Directorate Support Services	1,438	1,310	
Contribution from Reserves	312	214	
Gross Income	2,187	1,834	
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.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>BUSINESS SUPPORT</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	191	23	8
Indirect Costs	0		
Total: Employees	191	23	8
Other Provider Services:			
Central Support Services	29		
Other Non-employee Provider Services	659	12	
Total: Other Provider Services	688	12	
Total Provider Services:	879	35	
Gross Expenditure	879	35	
Income			
Grants	0		
Other External Income	155		
Directorate Support Services	675	35	
Contribution from Reserves	1,000		
Gross Income	1,830	35	
Net Expenditure	-951	0	

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.

Adult Services DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>DIRECTORATE</u>			
Provider Services:			
Employees:			
Other Employees	291	291	3
Indirect Costs	115	109	
Total: Employees	406	400	3
Other Provider Services:			
Central Support Services	31	0	
Other Non-employee Provider Services	142	120	
Total: Other Provider Services	173	120	
Total Provider Services:	579	520	
Gross Expenditure	579	520	
Income			
Other External Income	67	67	
Internal Trading Income	6	0	
Contribution from Reserves	0		
Gross Income	73	67	
Net Expenditure	506	453	

Details of service

The Strategic Core Management costs of the service.

PUBLIC HEALTH DIRECTORATE

CORPORATE PLAN AREA:

HEALTH AND WELLBEING

	Original Estimate 2016/17				Estimate 2017/18				Staff (FTE) No.
	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
SERVICE NET EXPENDITURE SUMMARY									
PREVENTION (Head of Service Frances Howie)									
Prevention - Adults	7,594	7,512		82	6,737	6,737		0	
Prevention - Older Adults	1,679	1,664		15	1,638	1,638		0	
Prevention - Other services	7,755	7,691		64	7,026	7,026		0	
Prevention - Children and Young People	11,730	11,626		104	10,933	10,933		0	
	28,758	28,493	0	265	26,334	26,334	0	0	0
STRATEGIC AND SUPPORT FUNCTIONS - Public Health (Head of Service Frances Howie)									
Public Health - inc health protection, leadership and population healthcare	2,286	2,196	90	0	3,718	3,628	90	0	31
Medicines management	65	64		1	0	0		0	
Voluntary and Community Sector	54	0		54	54	0		54	
Emergency Planning	186	186		0	178	178		0	4
Healthwatch	412	365		47	321	274		47	
	3,003	2,811	90	102	4,271	4,080	90	101	35
TOTAL DIRECTORATE NET EXPENDITURE	31,761	31,304	90	367	30,605	30,414	90	101	35

31304

30605 30414 90 101

0

0 0

Contact Officers:

Frances Howie
Rob Wilson
Sue Alexander

Director of Public Health
Principal Finance Manager
Head of Financial Management
(Adults Services, Children, Families and Communities)

(01905 845533)
(01905 846908)
(01905 846942)

Cllr John Smith

Cabinet Member

PUBLIC HEALTH DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>PREVENTION - ADULTS</u>			
Provider Services:			
Other Provider Services			
Central Support Services	38	38	
Directorate Support Services	60	0	
Total: Other Provider services	98	38	
Total Provider Services:	98	38	
Commissioned Services:			
Externally Commissioned Expenditure:	7,496	6,699	
Gross Expenditure	7,594	6,737	
Income			
Grants	7,512	6,737	
Gross Income	7,512	6,737	
Net Expenditure	82	0	

Details of service

The area of service also supports innovation and builds the evidence base for future commissioning

It includes the following services; Substance misuse , Living Well, Smoking cessation, Health checks, Walking for health, Worcester works well, Obesity, diet and exercise, Falls prevention, Primary care Mental Health, and Sexual Health.

PUBLIC HEALTH DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>PUBLIC HEALTH - OLDER ADULTS</u>			
Provider Services:			
Non - Employees:			
Central Support Services	9	9	
Directorate Support Services	15	0	
Total: Non-Employees	24	9	
Total Provider Services:	1,655	1,629	
	Gross Expenditure	1,679	1,638
Income			
Grants	1,664	1,638	
	Gross Income	1,664	1,638
	Net Expenditure	15	0

Details of service

This currently includes the following services; Postural stability, Support for carers, Stroke, Social Impact Bond, and a contribution to Discharge liaison nurses and the Integrated Equipment service Funding responsibility for some services such as the equipment service is under active discussion and may change during 17/18

PUBLIC HEALTH DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>PUBLIC HEALTH - OTHER SERVICES</u>			
Provider Services:			
Non - Employees:			
Central Support Services	39	39	
Directorate Support Services	64	0	
Total: Non-Employees	103	39	
Total Provider Services:	7,652	6,987	
	Gross Expenditure	7,755	7,026
Income			
Grants	7,691	7,026	
	Gross Income	7,691	7,026
	Net Expenditure	64	0

Details of service

This includes the following services; Domestic Abuse, Fluoridation, Information & advice, Advocacy, Adults Housing related support, LD reablement, Sensory impairment support, MH reablement and Housing adaptations & repairs

Funding responsibility for some services is under active discussion and may change during 17/18

PUBLIC HEALTH DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>PUBLIC HEALTH - CHILDRENS SERVICES</u>			
Provider Services:			
Non - Employees:			
Central Support Services	64	64	
Directorate Support Services	104	0	
Total: Non-Employees	168	64	
Total Provider Services:	11562	10,869	
	Gross Expenditure	11,730	10,933
Income			
Grants	11,626	10,933	
	Gross Income	11,626	10,933
	Net Expenditure	104	0

Details of service

This includes the starting well service, Early Help and the Family Nurse partnership

PUBLIC HEALTH DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>PUBLIC HEALTH - INCLUDING HEALTH PROTECTION, LEADERSHIP</u>			
Provider Services:			
Employees:			
Other Employees	1,674	1,695	31
Indirect Costs	4	9	
Total: Employees	1,678	1,704	31
Non - Employees:			
Central Support Services	112	112	
Directorate Support Services	22	0	
Other Non-employees	474	1,902	
Total: Non-Employees	608	2,014	
Total Provider Services:	2,286	3,718	
Gross Expenditure	2,286	3,718	
Income			
Grants	2,196	3,628	
Internal Trading Income	0	0	
Contribution from Reserves	90	90	
Gross Income	2,286	3,718	
Net Expenditure	0	0	

Details of service

The specialist Public Health team delivers core local authority statutory Public Health duties as set out in the Health and Social care Act; Civil contingencies Act duties and duties from S17 of the Crime and Disorder Act. It will improve health and well-being, reduce health inequalities, ensure the public are protected against threats to health, develop system partnerships and commission health and social care services with a focus on prevention but including some diagnostic and treatment services. It builds a specialist evidence base using high level analytics.

PUBLIC HEALTH DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>MEDICINES MANAGEMENT</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:			
	64	0	
Gross Expenditure	65	0	
Income			
Grants	64	0	
Gross Income	64	0	
Net Expenditure	1	0	

Details of service

Pharmaceutical advice for the production of pharmaceutical needs assessment and development of patient group direction. No budget in 17/18

PUBLIC HEALTH DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
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VOLUNTARY AND COMMUNITY SECTOR

Provider Services:

Commissioned Services:

Externally Commissioned Expenditure: 54 54

Gross Expenditure 54 54**Income**

Grants 0 0

Gross Income 0 0*Net Expenditure* 54 54**Details of service**

This now funds an Information & advice contract.

PUBLIC HEALTH DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>EMERGENCY PLANNING</u>			
Provider Services:			
Employees:			
Other Employees	148	149	4
Indirect Costs	10	4	
Total: Employees	158	153	4
Non - Employees:			
Central Support Services	5	0	
Directorate Support Services	0	0	
Other Non-employees	23	25	
Total: Non-Employees	28	25	
Total Provider Services:	186	178	
Gross Expenditure	186	178	
Income			
Grants	183	133	
Other External Income	3	45	
Gross Income	186	178	
Net Expenditure	0	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.

PUBLIC HEALTH DIRECTORATE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>HEALTHWATCH</u>			
Provider Services:			
Commissioned Services:			
Externally Commissioned Expenditure:	412	321	
	<u>Gross Expenditure</u>	<u>412</u>	<u>321</u>
Income			
Grants	365	274	
	<u>Gross Income</u>	<u>274</u>	
	<u>Net Expenditure</u>	<u>47</u>	

Details of service

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

CHILDREN, FAMILIES AND COMMUNITIES DIRECTORATE

	Original Estimate 2016/17				Estimate 2017/18				Staff (FTE) No.
	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
SERVICE NET EXPENDITURE SUMMARY									
SCHOOLS BUDGET (Head of Service - John Edwards and Stephanie Simcox)									
Mainstream School and Early Years Formula Budgets	175,699	14,785		160,914	202,404	14,487		187,917	4,225
High Needs Pupils	36,909	0		36,909	39,083	0		39,083	452
Early years	358	0		358	508	0		508	0
Statutory Duties and Historic Commitments	4,355	0		4,355	4,496	0		4,496	38
De-Delegated Services	695	0		695	672	0		672	0
	218,016	14,785	0	203,231	247,163	14,487	0	232,676	4,715
DEDICATED SCHOOLS GRANT (DSG)				-203,231				-232,676	
				0				0	4,715
CHILDREN, FAMILIES AND COMMUNITIES BUDGETS									
Children's Social Care (Assistant Director - Tina Russell)									
Safeguarding Services inc Family Front Door	13,772	122		13,650	16,262	700		15,562	306
Worcestershire Safeguarding Children Board	273	150		123	340	217		123	5
Children's Social Care (Interim Assistant Director - Jake Shaw)									
Placements and Provision	39,247	604		38,643	36,313	588		35,725	293
Education and Skills (Strategic Commissioner - John Edwards)									
Education and Skills	6,001	3,254		2,747	5,980	2,631		3,349	41
Home to School and College Transport	12,418	1,788		10,630	14,082	1,734		12,348	
Families, Communities and Partnership Services (Assistant Director - Hannah Needham)									
Early Help and Prevention	33,466	26,355		7,111	26,005	20,446		5,559	27
WCC Contribution to West Mercia Youth Offending Service	547	0		547	552	0		552	
Strategic Libraries and Learning	8,238	6,449	30	1,759	8,553	6,468	31	2,054	36
Libraries Service Improvements	4,492	724		3,768	4,106	813		3,293	89
Museum Service	1,171	655	0	516	1,204	717	0	487	28
Countryside Greenspace, Gypsy Service and Road Safety	1,052	766		286	1,430	911		519	34
Severn Arts	1,942	1,942		0	1,942	1,968		-26	20
Resources (Head of Strategic Infrastructure Finance and Financial Recovery - Stephanie Simcox)									
Resources	15,473	11,651	104	3,718	14,723	10,601	106	4,016	41
Savings to be allocated to services					-795			-795	
TOTAL DIRECTORATE NET EXPENDITURE	138,092	54,460	134	83,498	130,697	47,794	137	82,766	920

Contact Officers:

[Catherine Driscoll](#)
Sue Alexander
Stephanie Simcox
Caroline Brand

Director of Children's Services (01905 846303)
Head of Financial Management (Adults Services, Children, Families and Communities) (01905 846942)
Head of Strategic Infrastructure Finance and Financial Recovery (01905 846342)
Finance Manager CFC (01905 846277)

[Mark Bayliss](#)
[Lucy Hodgson](#)
[Anthony Blagg](#)

Cabinet Member with Responsibility for Children & Families
Cabinet Member with Responsibility for Localism and Communities
Cabinet Member with Responsibility for Environment

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>MAINSTREAM SCHOOL AND EARLY YEARS FORMULA BUDGETS</u>			
Commissioned Services:			
Externally Commissioned Expenditure:	175,699	202,404	4,225
Gross Expenditure	175,699	202,404	
Income			
Grants	14,785	14,487	
Gross Income	14,785	14,487	
Net Expenditure	160,914	187,917	

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 16/17 £000	Estimate 17/18 £000
Grants in support of expenditure in schools comprise:-		
Education Funding Agency (EFA) - Post 16 funding	3,269	2,971
Pupil premium grant	11,516	11,516
	14,785	14,487
Pupil Numbers (October census)	35,424	29,896
Number of maintained schools (1 April)		
Nursery & Primary	138	111
Secondary	9	9
	147	120

Staff numbers shown above are based on those at December 2016. Actual staff employed in 2017/18 will depend on decisions made by Governing Bodies.

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>HIGH NEEDS PUPILS</u>			
Provider Services:			
Other Provider Services:			
Other Non-employee Provider Services	8,621	9,135	
Total: Other Provider Services	8,621	9,135	
Total Provider Services:	8,621	9,135	
Commissioned Services:			
Externally Commissioned Expenditure:	28,288	29,948	
Gross and Net Expenditure	36,909	39,083	452

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.

Key Operational Statistics

	01/04/2016	01/04/2017
Number of Maintained Special Schools	5	5
Number of Maintained Pupil Referral Units	3	3
Funded Places in Maintained Special Schools	760	762
Funded Places in Maintained Pupil Referral Units	87	87
Number of places in mainstream schools for pupils with SEN	112	108

Academic Year

	2014/15	2015/16
<u>SEN</u>		
Worcestershire pupils in Out of County provision	182	190
Out of County pupils in Worcestershire Schools	124	122

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
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EARLY YEARS

Commissioned Services:

Externally Commissioned Expenditure:	358	508
<i>Gross & Net Expenditure</i>	<u>358</u>	<u>508</u>

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.

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

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>STATUTORY DUTIES AND HISTORIC COMMITMENTS</u>			
Provider Services:			
Employees:			
Other Employees	1,150	1,147	38
Indirect Costs	200	5	
Total: Employees	1,350	1,152	38
Other Provider Services:			
Capital Financing	1,030	0	
Other Non-employee Provider Services	1,117	2,286	
Total: Other Provider Services	2,147	2,286	
Total Provider Services:	3,497	3,438	
Commissioned Services:			
Externally Commissioned Expenditure:	858	1,058	
Gross & Net Expenditure	4,355	4,496	

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

Services for pupils in all schools and academies formerly funded by Education Services Grant (ESG) (Retained Duties) are included from 1/4/17.

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>DE-DELEGATED SERVICES</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	81	78	
Total: Employees	81	78	0
Other Provider Services:			
Other Non-employee Provider Services	70	74	
Total: Other Provider Services	70	74	
Total Provider Services:	151	152	
Commissioned Services:			
Externally Commissioned Expenditure:	544	520	
Gross and Net Expenditure	695	672	

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.

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>SAFEGUARDING SERVICES INC FAMILY FRONT DOOR</u>			
Provider Services:			
Employees:			
Other Employees	10,992	13,327	306
Indirect Costs	81	79	
Total: Employees	11,073	13,406	306
Other Provider Services:			
Central Support Services	1,492	1,684	
Other Non-employee Provider Services	1,207	1,172	
Total: Other Provider Services	2,699	2,856	
Total Provider Services:	13,772	16,262	
Commissioned Services:			
Externally Commissioned Expenditure:			
	0	0	
Gross Expenditure	13,772	16,262	
Income			
Other External Income	117	110	
Internal Trading Income	5	590	
Gross Income	122	700	
Net Expenditure	13,650	15,562	

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 children with complex disabilities and health needs .

	£000	£000
Safeguarding Services	12,045	13,802
Safeguarding and Quality Assurance	1,605	1,760
	13,650	15,562

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>WORCESTERSHIRE SAFEGUARDING CHILDREN BOARD</u>			
Provider Services:			
Employees:			
Other Employees	206	223	5
Total: Employees	206	223	5
Other Provider Services:			
Other Non-employee Provider Services	67	117	
Total: Other Provider Services	67	117	
Total Provider Services:	273	340	
Gross Expenditure	273	340	
Income			
Other External Income	54	102	
Internal Trading Income	96	115	
Gross Income	150	217	
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

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>PLACEMENTS AND PROVISION</u>			
Provider Services:			
Employees:			
Other Employees	8,313	11,432	293
Indirect Costs	19	19	
Total: Employees	8,332	11,451	293
Other Provider Services:			
Central Support Services	628	720	
Other Non-employee Provider Services	2,456	3,015	
Total: Other Provider Services	3,084	3,735	
Total Provider Services:	11,416	15,186	
Commissioned Services:			
Externally Commissioned Expenditure:	27,831	21,127	
Gross Expenditure	39,247	36,313	
Income			
Grants	447	0	
Other External Income	155	166	
Internal Trading Income	2	422	
Gross Income	604	588	
Net Expenditure	38,643	35,725	

Details of service

This budget provides for all Placements and Provision expenditure, whether internal or external, direct or indirect; ie residential and foster placements for looked after children, children with disabilities and young people up to 18, supported independent living placements for 16-18 looked after young people.

Costs of providing services to support birth families, adopted children, adopted adults, and adoptive families after an adoption order. Also provision of 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.

These budgets also 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.

Key Operational Statistics

	Jan-16	Jan-17
Number of Placements*		
Looked After Children	706	738
Non LAC	49	59
Direct Financial Support	432	431
	1187	1228

* not all placements have a package cost

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

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>EDUCATION AND SKILLS</u>			
Provider Services:			
Employees:			
Other Employees	1,533	1,463	41
Indirect Costs	0	1	
Total: Employees	1,533	1,464	41
Other Provider Services:			
Central Support Services	118	169	
Other Non-employee Provider Services	307	730	
Total: Other Provider Services	425	899	
Total Provider Services:	1,958	2,363	
Commissioned Services:			
Externally Commissioned Expenditure:			
	4,043	3,617	
Gross Expenditure	6,001	5,980	
Income			
Grants	2,124	858	
Other External Income	1,022	1,062	
Internal Trading Income	108	711	
Gross Income	3,254	2,631	
Net Expenditure	2,747	3,349	

Details of service

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

- 1 Provision and Place Planning
- 2 The Virtual Headteacher
- 3 SEND Services
- 4 Commissioning Services
- 5 Skills 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.

Key Operational Statistics

	Academic Year 14/15	Academic Year 15/16
<u>SEND Services</u>		
Pupils with statements of SEN in maintained mainstream schools, including Academies	1,088	959
Pupils with statements in maintained special schools and Academies	1,138	1,167
Number of statements maintained by Worcestershire CC	2,381	2,526
Number of new requests for assessment	277	458
Percentage agreed	70%	65%

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>HOME TO SCHOOL AND COLLEGE TRANSPORT</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	0		
Other Non-employee Provider Services	11,352	13,053	
Total: Other Provider Services	11,352	13,053	
Total Provider Services:	11,352	13,053	
Commissioned Services:			
Externally Commissioned Expenditure:	1,066	1,029	
Gross Expenditure	12,418	14,082	
Income			
Grants	338	325	
Other External Income	1,450	1,409	
Gross Income	1,788	1,734	
Net Expenditure	10,630	12,348	

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 alternative provision

Key Operational Statistics

	2015/16	2016/17
Number of pupils transported by PTG		
Primary	1,244	1,171
Secondary	4,793	4,720
Special	1,162	1,346
Post 16	1,557	1,318
	8,756	8,555

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

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>EARLY HELP AND PREVENTION</u>			
Provider Services:			
Employees:			
Other Employees	790	1,071	27
Indirect Costs	1	1	
Total: Employees	791	1,072	27
Other Provider Services:			
Central Support Services	104	174	
Other Non-employee Provider Services	1,190	1,087	
Total: Other Provider Services	1,294	1,261	
Total Provider Services:	2,085	2,333	
Commissioned Services:			
Externally Commissioned Expenditure:	31,381	23,672	
Gross Expenditure	33,466	26,005	
Income			
Other External Income	14,802	15,592	
Internal Trading Income	11,553	4,854	
Gross Income	26,355	20,446	
Net Expenditure	7,111	5,559	

Details of service

This budget includes funding for parenting and family support provision, housing support for vulnerable children and families, positive activities, short break and diverse curriculum opportunities for children and young people. It also includes funding from the three clinical commissioning groups to jointly commission a range of community health services for children and young people including Child and Adolescent Mental Health Services and Speech and Language.

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
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WCC CONTRIBUTION TO WEST MERCIA YOUTH OFFENDING SERVICE**Commissioned Services:**

Externally Commissioned Expenditure:	547	552	0
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Details of service

This budget represents the County Council's contribution to a West Mercia Service which is multi agency and multi disciplinary and has been 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

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>STRATEGIC LIBRARIES AND LEARNING</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	255	207	36
Other Employees	1,129	1,306	
Indirect Costs	10	10	
Total: Employees	1,394	1,523	36
Other Provider Services:			
Central Support Services	706	646	
Directorate Support Services	73	0	
Other Non-employee Provider Services	632	842	
Total: Other Provider Services	1,411	1,488	
Total Provider Services:	2,805	3,011	
Commissioned Services:			
Externally Commissioned Expenditure:	5,433	5,542	
Gross Expenditure	8,238	8,553	
Income			
Grants	4,118	4,088	
Other External Income	977	1,041	
Internal Trading Income	1,354	1,339	
Contribution from Reserves	30	31	
Gross Income	6,479	6,499	
Net Expenditure	1,759	2,054	

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 14/15	Actual 15/16
Number of Libraries	21	21
Number of issues (all lending materials)	3,008,845	2,717,595
Number of library visitors	3,185,207	2,770,023
Number of items in stock (all lending materials)	784,840	774,661
Bookings made for People's Network computer terminals	643,872	502,486

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>LIBRARIES SERVICE IMPROVEMENTS</u>			
Provider Services:			
Employees:			
Other Employees	2,298	2,029	89
Indirect Costs	5	5	
Total: Employees	2,303	2,034	89
Other Provider Services:			
Central Support Services	367	296	
Other Non-employee Provider Services	1,177	1,387	
Total: Other Provider Services	1,544	1,683	
Total Provider Services:	3,847	3,717	
Commissioned Services:			
Externally Commissioned Expenditure:			
	645	389	
Gross Expenditure	4,492	4,106	
Income			
Other External Income	661	704	
Internal Trading Income	20	66	
Central Support Services	43	43	
Gross Income	724	813	
Net Expenditure	3,768	3,293	

Details of service

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>MUSEUM SERVICE</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	832	849	28
Indirect Costs	4	4	
Total: Employees	836	853	28
Other Provider Services:			
Central Support Services	99	76	
Directorate Support Services	10	0	
Capital Financing			
Other Non-employee Provider Services	223	272	
Total: Other Provider Services	332	348	
Total Provider Services:	1,168	1,201	
Commissioned Services:			
Externally Commissioned Expenditure:			
	3	3	
Gross Expenditure	1,171	1,204	
Income			
Other External Income	652	714	
Internal Trading Income	3	3	
Contribution from Reserves			
Gross Income	655	717	
Net Expenditure	516	487	

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 is being jointly developed and managed with Hartlebury Castle Preservation Trust. The County Museum at Hartlebury is part of Museums Worcestershire, a shared service partnership with Worcester City Council.

Further information is available on the Worcestershire County Council website
http://www.worcestershire.gov.uk/museums/info/3/county_museum

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>COUNTRYSIDE GREENSPACE,GYPSY SERVICE AND ROAD SAFETY</u>			
Provider Services:			
Employees:			
Other Employees	398	796	34
Indirect Costs	-1	0	
Total: Employees	397	796	34
Other Provider Services:			
Central Support Services	115	69	
Directorate Support Services	26	0	
Other Non-employee Provider Services	458	500	
Total: Other Provider Services	599	569	
Total Provider Services:	996	1,365	
Commissioned Services:			
Externally Commissioned Expenditure:			
	56	65	
Gross Expenditure	1,052	1,430	
Income			
Grants	51	158	
Other External Income	650	667	
Internal Trading Income	65	86	
Gross Income	766	911	
Net Expenditure	286	519	

Details of service

Management of 17 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/20233/countryside_and_leisure/1078/country_parks_picnic_places_and_nature_reserves

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
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COUNTRYSIDE GREENSPACE, GYPSY SERVICE AND ROAD SAFETY

Key Operational Statistics

87% of Countryside Sites quality standards met

350 volunteers helping to deliver countryside related work each week

Gypsy Service Team

Management of 8 residential Gypsy Sites, managing unauthorised encampments of Gypsies and Travellers and liaising with communities and a range of partners and stakeholders about Gypsy and Traveller issues.

Road Safety Education and Skills Team

Road Safety: Providing school pupils with road safety education and training to equip them with the skills to make safe choices when making journeys.

Operational statistic:

Annual target of 10,000 pupils trained in road safety education and pedestrian training

Bikeability: Providing school pupils with Bikeability cycle training to equip them with the skills to ride their bikes safely. Three levels of training available for different age ranges.

Operational statistic:

Annual target of 4000 pupils trained in L1-3 Bikeability cycle training

School Crossing Patrol:

Management of 70 school crossing patrol sites, to aid the safety of pupils crossing the road at designated locations across the county.

Operational statistic:

All patrols visited and reviewed termly, all site risk assessments updated every 2 years, all SRDs completed once a year.

CHILDREN FAMILIES AND COMMUNITIES DIRECTORATE

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>SEVERN ARTS</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	1,087	1,122	20
Other Employees	369	362	
Indirect Costs	11	11	
Total: Employees	1,467	1,495	20
Other Provider Services:			
Central Support Services	64	42	
Directorate Support Services	5	0	
Other Non-employee Provider Services	390	389	
Total: Other Provider Services	459	431	
Total Provider Services:	1,926	1,926	
Commissioned Services:			
Externally Commissioned Expenditure:	16	16	
Gross Expenditure	1,942	1,942	
Income			
Grants	739	739	
Other External Income	68	71	
Internal Trading Income	1,135	1,158	
Gross Income	1,942	1,968	
Net Expenditure	0	-26	

Details of service

Severn Arts (SA) 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, SA 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. SA 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

	Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>RESOURCES</u>			
Provider Services:			
Employees:			
Other Employees	1,480	1,353	41
Indirect Costs	752	759	
Total: Employees	2,232	2,112	41
Other Provider Services:			
Central Support Services	3,604	2,821	
Other Non-employee Provider Services	481	545	
Total: Other Provider Services	4,085	3,366	
Total Provider Services:	6,317	5,478	
Commissioned Services:			
Externally Commissioned Expenditure:	9,156	9,245	
Gross Expenditure	15,473	14,723	
Income			
Grants	6,803	5,177	
Other External Income	4,683	4,835	
Internal Trading Income	15	589	
Contribution from Reserves	104	106	
Directorate Support Recharges	150		
Gross Income	11,755	10,707	
Net Expenditure	3,718	4,016	

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.

ECONOMY and INFRASTRUCTURE
CORPORATE PLAN AREA:
All

	Original Estimate 2016/17				Estimate 2017/18				Staff (FTE) No.
	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	
SERVICE NET EXPENDITURE SUMMARY									
STRATEGIC INFRASTRUCTURE & ECONOMY (Head of Service: Nigel Hudson)									
Investment and Growth	226	0	0	226	0	0	0	0	0
Network Control	2,626	1,792	0	834	3,258	2,416	0	842	52
Transport Planning	1,477	653	0	824	1,208	471	0	737	31
Worcestershire Archive and Archaeology	2,850	1,330	0	1,520	3,059	1,434	0	1,625	50
Strategic Planning(inc Environmental Policy, Minerals & Waste)	529	124	0	405	831	124	199	508	9
Planning Development Control	334	51	0	283	371	51	0	320	5
Minerals & Waste Policy	330	0	199	131	0	0	0	0	0
Flood Risk & Highways Drainage	292	0	0	292	345	29	0	316	5
Sustainability	1,070	788	10	272	1,043	732	23	288	9
Economic Development	1,199	109	89	1,001	1,711	323	450	938	15
County Enterprises	668	501	114	53	588	479	0	109	22
	11,601	5,348	412	5,841	12,414	6,059	672	5,683	198
STRATEGIC COMMISSIONING - Major Projects (Head of Service: Rachel Hill)									
Highways Contracts,Winter Service and Projects	8,119	53	0	8,066	8,058	54	0	8,004	24
Waste Services	44,491	13,078	2,358	29,055	48,308	16,495	1,262	30,551	7
	52,610	13,131	2,358	37,121	56,366	16,549	1,262	38,555	31
OPERATIONS - HIGHWAY & PROW (Head of Service: Ian Bamforth)									
Highway Maintenance - Design & Build	2,473	0	0	2,473	2,530	0	0	2,530	12
Highways Maintenance - Routine & Cyclic	8,403	0	0	8,403	9,495	0	0	9,495	31
Countryside Access	681	17	0	664	691	18	0	673	14
	11,557	17	0	11,540	12,716	18	0	12,698	57
OPERATIONS - TRANSPORT LEAD (Head of Service: Ian Bamforth)									
Transport Operations	15,544	5,768	0	9,776	15,251	5,584	0	9,667	119
Public Analyst and Scientific Adviser	1,776	1,776	0	0	1,807	1,807	0	0	24
Trading Standards	483	40	0	443	613	72	69	472	10
	17,803	7,584	0	10,219	17,671	7,463	69	10,139	153
BUSINESS ADMINISTRATION & SYSTEMS (Director: John Hobbs)									
Net Expenditure before Directorate Recharges	1,020	89	0	931	888	0	0	888	12
Directorate Recharge		672	0	-672		945	0	-945	
	1,020	761	0	259	888	945	0	-57	12
TOTAL DIRECTORATE NET EXPENDITURE	94,591	26,841	2,770	64,980	100,055	31,034	2,003	67,018	451

Contact Officers:
John Hobbs

Director of Business, Environment and Community Services

(01905 844576)

Sean Pearce

Chief Financial Officer and Section 151 Lead

(01905 846268)

Wendy Pickering/Alison Rainey

Finance Manager

(01905 844980)

Cllr Marcus Hart

Cabinet Member with Responsibility for Highways

Cllr Ken Pollock

Cabinet Member for Economic Skills and Infrastructure

Cllr Anthony Blagg

Cabinet Member with responsibility for Environment

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>Investment and Growth</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	73	0	0.00
Indirect Costs	0	0	
Total: Employees	73	0	0.00
Other Provider Services:			
Central Support Services	44	0	
Directorate Support Services	39	0	
Capital Financing	0	0	
Other Non-employee Provider Services	70	0	
Total: Other Provider Services	153	0	
Total Provider Services:	226	0	
Commissioned Services:			
Externally Commissioned Expenditure:			
	0	0	
Gross Expenditure	226	0	
Income			
Grants	0	0	
Other External Income	0	0	
Internal Trading Income	0	0	
Central Support Services	0	0	
Directorate Support Services	0	0	
Contribution from Reserves	0	0	
Gross Income	0	0	
Net Expenditure	226	0	

Details of service

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>Network Control</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	1,561	1,865	52.00
Indirect Costs	4	12	
Total: Employees	1,565	1,877	52.00
Other Provider Services:			
Central Support Services	189	244	
Directorate Support Services	46	68	
Capital Financing			
Other Non-employee Provider Services	238	537	
Total: Other Provider Services	473	849	
Total Provider Services:	2,038	2,726	
Commissioned Services:			
Externally Commissioned Expenditure:			
	588	532	
Gross Expenditure	2,626	3,258	
Income			
Grants	0	0	
Other External Income	1,792	2,416	
Internal Trading Income	0	0	
Central Support Services	0	0	
Directorate Support Services	0	0	
Contribution from Reserves	0	0	
Gross Income	1,792	2,416	
Net Expenditure	834	842	

Details of service

This Unit pursues the safe, free movement of traffic on the highway network. Specifically, all road works are coordinated and the design and construction of over 400 developer schemes on and adjacent to the highway are monitored to adoption. In addition, over 100 traffic management schemes are pursued annually, traffic is controlled by 286 sets of traffic signals, accidents are monitored, and highway data collected and analysed to support future schemes.

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
Transport Planning			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	680	749	31.00
Indirect Costs	2	2	
Total: Employees	682	751	31.00
Other Provider Services:			
Central Support Services	110	154	
Directorate Support Services	58	61	
Capital Financing			
Other Non-employee Provider Services	571	182	
Total: Other Provider Services	739	397	
Total Provider Services:	1,421	1,148	
Commissioned Services:			
Externally Commissioned Expenditure:			
	56	60	
Gross Expenditure	1,477	1,208	
Income			
Grants	209	211	
Other External Income	219	260	
Internal Trading Income	225	0	
Central Support Services	0	0	
Directorate Support Services	0	0	
Contribution from Reserves	0	0	
Gross Income	653	471	
Net Expenditure	824	737	

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. 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).

TRANSPORT SCHEME COMMISSIONING - Commissioning the delivery of a wide range of multimodal transport schemes, including major projects, public realm, DDA, walking, cycling, accident reduction and passenger transport infrastructure schemes utilising Locally Determined Funding, S106 monies, ITB;

PROJECT MANAGEMENT - Taking schemes forward through from feasibility to construction, keeping to budget and schedule;

SECTION 106 MANAGEMENT - Section 106 database coordination & programming and liaison with Local Planning Authorities on developments' progress in relation to S106 trigger

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>Worcestershire Archive and Archaeology</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	1,586	1,657	50.00
Indirect Costs	1	1	
Total: Employees	1,587	1,658	50.00
Other Provider Services:			
Central Support Services	137	161	
Directorate Support Services	46	68	
Capital Financing			
Other Non-employee Provider Services	1,080	1,172	
Total: Other Provider Services	1,263	1,401	
Total Provider Services:	2,850	3,059	
Commissioned Services:			
Externally Commissioned Expenditure:			
	0	0	
Gross Expenditure	2,850	3,059	
Income			
Grants	58	136	
Other External Income	1,220	1,203	
Internal Trading Income	52	95	
Central Support Services	0	0	
Directorate Support Services	0	0	
Contribution from Reserves	0	0	
Gross Income	1,330	1,434	
Net Expenditure	1,520	1,625	

Details of service

Worcestershire Archive and Archaeology Service (WAAS) 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. Its business model of using local government funding, grant funding and substantial commercial income to ensure high quality services to Worcestershire people at a greatly reduced cost to the public purse has been recognised as unusual and innovative and has been cited as a case study in national publications and advice to government.

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
Strategic Planning(inc Environmental Policy, Minerals & Waste)			
Provider Services:			
Employees:			
Teachers (other than in schools)	0		
Other Employees	268	360	9.00
Indirect Costs	7	8	
Total: Employees	275	368	9.00
Other Provider Services:			
Central Support Services	94	110	
Directorate Support Services	39	53	
Capital Financing	0		
Other Non-employee Provider Services	112	295	
Total: Other Provider Services	245	458	
Total Provider Services:	520	826	
Commissioned Services:			
Externally Commissioned Expenditure:			
	9	5	
Gross Expenditure	529	831	
Income			
Grants	0	0	
Other External Income	124	124	
Contribution from Reserves	0	199	
Gross Income	124	323	
Net Expenditure	405	508	

Details of service

The Strategic Planning team is responsible for:

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

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

- Raise awareness of biodiversity and the duty to conserve it
- Providing leadership in the conservation, enhancement and protection of the natural environment
- Research and monitor the habitats and landscapes of Worcestershire and share the knowledge with partners
- Develop and maintain the Worcestershire Habitat Inventory and the Landscape Character Assessment

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>Planning Development Control</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	0		
Other Employees	197	198	4.78
Indirect Costs	0		
Total: Employees	197	198	4.78
Other Provider Services:			
Central Support Services	48	64	
Directorate Support Services	43	62	
Capital Financing	0		
Other Non-employee Provider Services	43	44	
Total: Other Provider Services	134	170	
Total Provider Services:	331	368	
Commissioned Services:			
Externally Commissioned Expenditure:			
	3	3	
Gross Expenditure	334	371	
Income			
Grants	0	0	
Other External Income	51	51	
Internal Trading Income	0	0	
Central Support Services	0	0	
Directorate Support Services	0	0	
Contribution from Reserves	0	0	
Gross Income	51	51	
Net Expenditure	283	320	

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 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>Minerals & Waste Policy</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	0		
Other Employees	60	0	0.00
Indirect Costs	2	0	
Total: Employees	62	0	0.00
Other Provider Services:			
Central Support Services	45	0	
Directorate Support Services	17	0	
Capital Financing	0	0	
Other Non-employee Provider Services	204	0	
Total: Other Provider Services	266	0	
Total Provider Services:	328	0	
Commissioned Services:			
Externally Commissioned Expenditure:			
	2	0	
Gross Expenditure	330	0	
Income			
Contribution from Reserves	199	0	
Gross Income	199	0	
Net Expenditure	131	0	

Details of service

The Minerals and Waste Policy Unit is responsible for:

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

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>Waste Services</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	18	18	
Other Employees	195	209	7.00
Indirect Costs	0	0	
Total: Employees	213	227	7.00
Other Provider Services:			
Central Support Services	267	199	
Directorate Support Services	53	62	
Capital Financing	0	0	
Other Non-employee Provider Services	479	683	
Total: Other Provider Services	799	944	
Total Provider Services:	1,012	1,171	
Commissioned Services:			
Externally Commissioned Expenditure:			
	43,479	47,137	
Gross Expenditure	44,491	48,308	
Income			
Grants	1,818	1,818	
Other External Income	11,260	14,677	
Contribution from Reserves	2,358	1,262	
Gross Income	15,436	17,757	
Net Expenditure	29,055	30,551	

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.

Waste Services ensure that all closed landfill sites formerly operated and owned by the WDA, are managed so as to prevent/minimise pollution or other harm to persons and the environment.

Waste Services currently manage and maintain nine closed landfill sites, eight of which are within the ownership of the Authority.

Further information is available on the Worcestershire County Council website

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>Economic Development</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	0		
Other Employees	298	610	15.00
Indirect Costs	0		
Total: Employees	298	610	15.00
Other Provider Services:			
Central Support Services	202	106	
Directorate Support Services	58	46	
Capital Financing	0		
Other Non-employee Provider Services	538	859	
Total: Other Provider Services	798	1,011	
Total Provider Services:	1,096	1,621	
Commissioned Services:			
Externally Commissioned Expenditure:			
	103	90	
Gross Expenditure	1,199	1,711	
Income			
Grants	62	166	
Other External Income	34	144	
Internal Trading Income	13	13	
Central Support Services	0		
Directorate Support Services	0		
Contribution from Reserves	89	450	
Gross Income	198	773	
Net Expenditure	1,001	938	

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 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>Highways Contracts, Winter Service and Projects</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	0	0	
Other Employees	687	728	24.12
Indirect Costs	0	0	
Total: Employees	687	728	24.12
Other Provider Services:			
Central Support Services	151	151	
Directorate Support Services	91	241	
Capital Financing	0	0	
Other Non-employee Provider Services	941	836	
Total: Other Provider Services	1,183	1,228	
Total Provider Services:	1,870	1,956	
Commissioned Services:			
Externally Commissioned Expenditure:			
	6,249	6,102	
Gross Expenditure	8,119	8,058	
Income			
Grants	0	0	
Other External Income	53	54	
Internal Trading Income	0	0	
Central Support Services	0	0	
Directorate Support Services	0	0	
Contribution from Reserves	0	0	
Gross Income	53	54	
Net Expenditure	8,066	8,004	

Details of service

The Highway Contracts Winter Service and Projects Units provide 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 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>Flood Risk & Highways Drainage</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	0	0	
Other Employees	73	114	5.00
Indirect Costs	0	0	
Total: Employees	73	114	5.00
Other Provider Services:			
Central Support Services	50	52	
Directorate Support Services	15	25	
Capital Financing	0	0	
Other Non-employee Provider Services	5	6	
Total: Other Provider Services	70	83	
Total Provider Services:	143	197	
Commissioned Services:			
Externally Commissioned Expenditure:			
	149	148	
Gross Expenditure	292	345	
Income			
Grants	0	29	
Other External Income	0	0	
Internal Trading Income	0	0	
Central Support Services	0	0	
Directorate Support Services	0	0	
Contribution from Reserves	0	0	
Gross Income	0	29	
Net Expenditure	292	316	

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 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>Transport Operations</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	3,363	3,240	119.00
Indirect Costs	27	10	
Total: Employees	3,390	3,250	119.00
Other Provider Services:			
Central Support Services	473	445	
Directorate Support Services	28	57	
Capital Financing			
Other Non-employee Provider Services	2,780	2,764	
Total: Other Provider Services	3,281	3,266	
Total Provider Services:	6,671	6,516	
Commissioned Services:			
Externally Commissioned Expenditure:			
	8,873	8,735	
Gross Expenditure	15,544	15,251	
Income			
Grants	611	520	
Other External Income	830	1,300	
Internal Trading Income	4,327	3,764	
Contribution from Reserves	0	0	
Gross Income	5,768	5,584	
Net Expenditure	9,776	9,667	

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.

Provision of Public Transport Information (Physical & Digital) including distribution of data to national databases

Assessment of Eligibility Entitlement for Pupils

Highways and Transport Control Centre management of all public enquiries

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>Sustainability</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	0		
Other Employees	242	405	8.68
Indirect Costs	0	0	
Total: Employees	242	405	8.68
Other Provider Services:			
Central Support Services	69	73	
Directorate Support Services	26	35	
Other Non-employee Provider Services	721	463	
Total: Other Provider Services	816	571	
Total Provider Services:	1,058	976	
Commissioned Services:			
Externally Commissioned Expenditure:			
	12	67	
Gross Expenditure	1,070	1,043	
Income			
Grants	325	531	
Other External Income	342	74	
Internal Trading Income	121	127	
Contribution from Reserves	10	23	
Gross Income	798	755	
Net Expenditure	272	288	

Details of service

The role of the team is to embed the principles of sustainability within the operation of the organisation and promote and enable sustainable development across the county.

The Sustainability team supports all Directorates to deliver the Council's Sustainability Policy and Action Plan and leads the following areas of work:

- Corporate Carbon Management & CRC (Energy Efficiency Scheme) compliance
- Home energy efficiency, fuel poverty, Green Deal & ECO related programmes via 'Warmer Worcestershire' Network
- 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

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>Countryside Access</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	0	0	
Other Employees	427	397	14.00
Indirect Costs	3	3	
Total: Employees	430	400	14.00
Other Provider Services:			
Central Support Services	68	79	
Directorate Support Services	34	28	
Capital Financing	0	0	
Other Non-employee Provider Services	55	104	
Total: Other Provider Services	157	211	
Total Provider Services:	587	611	
Commissioned Services:			
Externally Commissioned Expenditure:			
	94	80	
Gross Expenditure	681	691	
Income			
Grants	0	0	
Other External Income	17	18	
Internal Trading Income	0	0	
Central Support Services	0	0	
Directorate Support Services	0	0	
Contribution from Reserves	0	0	
Gross Income	17	18	
Net Expenditure	664	673	

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 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
Highway Maintenance - Design & Build			
Provider Services:			
Employees:			
Teachers (other than in schools)	0	0	
Other Employees	168	191	12.38
Indirect Costs			
Total: Employees	168	191	12.38
Other Provider Services:			
Central Support Services	155	152	
Directorate Support Services	32	29	
Capital Financing	0	0	
Other Non-employee Provider Services	45	55	
Total: Other Provider Services	232	236	
Total Provider Services:	400	427	
Commissioned Services:			
Externally Commissioned Expenditure:	2,073	2,103	
Gross Expenditure	2,473	2,530	
Income			
Grants	0	0	
Other External Income	0	0	
Internal Trading Income	0	0	
Central Support Services	0	0	
Directorate Support Services	0	0	
Contribution from Reserves	0	0	
Gross Income	0	0	
Net Expenditure	2,473	2,530	

Details of service

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
Highways Maintenance - Routine & Cyclic			
Provider Services:			
Employees:			
Teachers (other than in schools)	0	0	
Other Employees	994	1,116	30.57
Indirect Costs	0	0	
Total: Employees	994	1,116	30.57
Other Provider Services:			
Central Support Services	185	227	
Directorate Support Services	24	58	
Capital Financing	0	0	
Other Non-employee Provider Services	-444	92	
Total: Other Provider Services	-235	377	
Total Provider Services:	759	1,493	
Commissioned Services:			
Externally Commissioned Expenditure:			
	7,644	8,002	
Gross Expenditure	8,403	9,495	
Income			
Grants	0	0	
Other External Income	0	0	
Internal Trading Income	0	0	
Central Support Services	0	0	
Directorate Support Services	0	0	
Contribution from Reserves	0	0	
Gross Income	0	0	
Net Expenditure	8,403	9,495	

Details of service

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>Business Administration & Systems</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	649	678	12.00
Indirect Costs	319	221	
Total: Employees	968	899	12.00
Other Provider Services:			
Central Support Services	60	206	
Directorate Support Services			
Capital Financing			
Other Non-employee Provider Services	-8	-217	
Total: Other Provider Services	52	-11	
Total Provider Services:	1,020	888	
Commissioned Services:			
Externally Commissioned Expenditure:			
	0	0	
Gross Expenditure	1,020	888	
Income			
Grants			
Other External Income	89	0	
Internal Trading Income	0	0	
Central Support Services	0	0	
Directorate Support Services	672	945	
Contribution from Reserves	0	0	
Gross Income	761	945	
Net Expenditure	259	-57	

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 manages the Directorate's accommodation and property resources. Team members also represent the Directorate on a number of corporate groups, ensuring required actions are pursued as necessary.

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

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

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>PUBLIC ANALYST AND SCIENTIFIC ADVISER</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	873	898	24.00
Indirect Costs	7	7	
Total: Employees	880	905	24.00
Other Provider Services:			
Central Support Services	68	95	
Directorate Support Services	17	21	
Capital Financing			
Other Non-employee Provider Services	645	620	
Total: Other Provider Services	730	736	
Total Provider Services:	1,610	1,641	
Commissioned Services:			
Externally Commissioned Expenditure:	166	166	
Gross Expenditure	1,776	1,807	
Income			
Grants	0	0	
Other External Income	1,270	1,276	
Internal Trading Income	506	531	
Central Support Services	0	0	
Directorate Support Services	0	0	
Contribution from Reserves	0	0	
Gross Income	1,776	1,807	
Net Expenditure	0	0	

Details of service

Laboratory – providing public and agriculture analyst services
Occupational hygiene – providing asbestos analytical services
Pollution control – providing statutory monitoring services .

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>TRADING STANDARDS</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)	0	0	
Other Employees	0	403	10.00
Indirect Costs	0	0	
Total: Employees	0	403	10.00
Other Provider Services:			
Central Support Services	4	49	
Directorate Support Services	9	12	
Capital Financing			
Other Non-employee Provider Services	-364	69	
Total: Other Provider Services	-351	130	
Total Provider Services:	-351	533	
Commissioned Services:			
Externally Commissioned Expenditure:			
	834	80	
Gross Expenditure	483	613	
Income			
Grants	0	0	
Other External Income	40	72	
Internal Trading Income	0	0	
Central Support Services	0	0	
Directorate Support Services	0	0	
Contribution from Reserves	0	69	
Gross Income	40	141	
Net Expenditure	443	472	

Details of service

Trading Standards and Animal Health manages statutory responsibilities in relation to consumer protection and animal disease control.

ECONOMY and INFRASTRUCTURE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>COUNTY ENTERPRISES</u>			
Provider Services:			
Employees:			
Teachers (other than in schools)			
Other Employees	459	460	22.00
Indirect Costs	1	1	
Total: Employees	460	461	22.00
Other Provider Services:			
Central Support Services	45	67	
Directorate Support Services	9	18	
Capital Financing	0	0	
Other Non-employee Provider Services	149	36	
Total: Other Provider Services	203	121	
Total Provider Services:	663	582	
Commissioned Services:			
Externally Commissioned Expenditure:	5	6	
Gross Expenditure	668	588	
Income			
Grants	120	98	
Other External Income	381	381	
Internal Trading Income	0	0	
Central Support Services	0	0	
Directorate Support Services	0	0	
Contribution from Reserves	114	0	
Gross Income	615	479	
Net Expenditure	53	109	

Details of service

County Enterprises is a service within Worcestershire County Council providing supported employment for people with learning and physical disabilities. The service consists of a packing & assembly service and a metal fabrication workshop, typically producing stainless steel flue pipe products. County Enterprises sells its services and products commercially to help fund the service but to also provide meaningful work and training for all its employees. The current service employs 25 people and is located on a self-contained site in Worcester city. Work is currently underway looking at ways to increase the number of placements available at County Enterprises so more members of the local community could benefit from the service.

CORPORATE PLAN AREA: CROSS CUTTING

	Original Estimate 2016/17				Estimate 2017/18				Staff (FTE)
	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	Gross Exp. £000	Gross Income £000	Reserve M'ments £000	Net Exp. £000	No.
	SERVICE NET EXPENDITURE SUMMARY								
LEGAL & DEMOCRATIC SERVICES (Head of Service: Simon Mallinson)									
Legal Services	1,669	1,693		-24	1,905	1,705		200	30
Committee and Appellate	426	199		227	399	199		200	5
Overview and Scrutiny	211			211	156			156	3
Allowance & Expenses	981			981	984	0		984	
Councillors Divisional Fund	570		570	0	570		570	0	
Business & Member Support (L & D Services)	1,626	266		1,360	1,646	247		1,399	7
Registration, Coroner Services and CIMU	2,283	1,480		803	2,611	1,834		777	35
County Council Elections	109			109	109			109	
	7,875	3,638	570	3,667	8,380	3,985	570	3,825	80
COMMERCIAL TEAM (Head of Service: Joanna Charles)									
Commercial Team	645	699	120	-174	901	1,221	0	-320	14
HR & Finance Transactional Services	2,857	1,709	392	756	3,316	2,916	400	0	
Place Partnership Services	2,315	2,315		0	2,547	2,547		0	
Facilities Management	3,881	3,652	-40	269	3,797	3,692	-40	145	
Maintenance & Minor Works	939	1,009		-70	1,009	1,009		0	
Property Other Services	268	102		166	259	97		162	
Smallholdings Estates & Woodlands	194	311		-117	195	311		-116	
Management Information & Analytics	1,223	1,187	28	8	858	190	0	668	25
Consumer Relations Unit	225	225		0	216	216		0	5
Market Management & Research	537	259	332	-54	593	593	0	0	15
	13,084	11,468	832	784	13,691	12,792	360	539	59
HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT (Head of Service: Elaine Chandler)									
Human Resources	3,369	2,941		428	2,572	2,500		72	48
Equality and Diversity	70	70		0	71	71		0	1
Learning and Development	1,573	1,418		155	1,852	1,849		3	42
	5,012	4,429	0	583	4,495	4,420	0	75	91
SERVICE TRANSFORMATION (Head of Service: Vacant)									
Customer Services	1,328	1,660		-332	1,323	1,603		-280	
Health and Safety	419	419		0	413	413		0	8
ICT Service Division	4,938	5,389	221	-672	7,101	6,471	221	409	47
	6,685	7,468	221	-1,004	8,837	8,487	221	129	55
CONTENTS & COMMUNICATIONS (Manager: Keith Beech)									
Contents & Communications	867	875		-8	742	632		110	14
	867	875	0	-8	742	632	0	110	14
COMMERCIAL & CHANGE - MANAGEMENT (Interim Director: Peter Bishop)									
Commercial and Change Management	1,259	358		901	1,148	1,440		-292	3
	1,259	358	0	901	1,148	1,440	0	-292	3
TOTAL COMMERCIAL & CHANGE	34,782	28,236	1,623	4,923	37,293	31,756	1,151	4,386	302
CHIEF EXECUTIVE (Clare Marchant)									
Chief Executive	368	5		363	284	5		279	3
	368	5	0	363	284	5	0	279	3
FINANCE & WHOLE ORGANISATION (Head of Service: Sean Pearce)									
One Finance	4,145	4,321		-176	3,531	3,611		-80	71
Programme Management Office	2,958	261	2,697	0	1,037	11	1,026	0	13
Financing Transactions	28,128	307		27,821	29,568	307		29,261	
Contributions & Precepts	232			232	232			232	
Pensions Back Funding	7,478			7,478	7,490			7,490	
Miscellaneous Services	2,682	3,858	-1,779	603	5,766	3,692	863	1,211	
	45,623	8,747	918	35,958	47,624	7,621	1,889	38,114	84
TOTAL CHIEF EXECUTIVE & FINANCE	45,991	8,752	918	36,321	47,908	7,626	1,889	38,393	87
TOTAL DIRECTORATE NET EXPENDITURE	80,773	36,988	2,541	41,244	85,201	39,382	3,040	42,779	389

Additional Information

The above estimates are net of Central Support Services recharges to other Service Directorates of £ 14,596 million for 2017/18. The gross Commercial and Change Directorate and Chief Executive Unit budget before these costs are recharged is £57,375 million.

Contact Officers: Clare Marchant Chief Executive (01905 844111)
Peter Bishop Interim Director of Commercial and Change (01905 846020)

Cllr Andrew Roberts Cabinet Member with Responsibility for Transformation and Commissioning
Cllr Simon Geraghty Leader of the Council and Cabinet Member for Finance

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original		Staff
	Estimate	Estimate	(FTE)
	2016/17	2017/18	No.
	£000	£000	
<u>LEGAL & DEMOCRATIC SERVICES</u>			
<u>LEGAL SERVICES</u>			
Provider Services:			
Employees:			
Other Employees	1,176	1,257	30
Indirect Costs	7	14	
Total: Employees	1,183	1,271	30
Other Provider Services:			
Central Support Services	209	194	
Directorate Support Services	78	69	
Other Non-employees	184	356	
Total: Other Provider Services	471	619	
Total Provider Services:	1,654	1,890	
Externally Commissioned Expenditure	15	15	
	Gross Expenditure	1,905	
Income			
External Income	215	215	
Internal Trading Income	74	84	
Central Support Services	1,404	1,406	
Gross Income	1,693	1,705	
Net Expenditure	-24	200	

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 15/16

Permanent Traffic Regulation Orders completed	128
Temporary Traffic Regulation Orders completed	487
Child Care court proceedings completed (families)	126
Pre-proceedings child protection cases completed	172
Commons searches	1,742
Employment Tribunals completed	3

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

	Original		Staff
	Estimate	Estimate	(FTE)
	2016/17	2017/18	No.
	£000	£000	
<u>COMMITTEE AND APPELLATE</u>			
Provider Services:			
Employees:			
Other Employees	257	278	5
Total: Employees	257	278	5
Other Provider Services:			
Central Support Services	62	39	
Directorate Support Services	42	36	
Other Non-employees	65	46	
Total: Other Provider Services	169	121	
Total Provider Services:	426	399	
	Gross Expenditure	426	399
Income			
Grants & Contributions	69	69	
External Income	11	11	
Internal Trading Income	119	119	
Gross Income	199	199	
Net Expenditure	227	200	

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.

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

	Original		Staff
	Estimate	Estimate	(FTE)
	2016/17	2017/18	No.
	£000	£000	
<u>OVERVIEW AND SCRUTINY</u>			
Provider Services:			
Employees:			
Other Employees	129	74	3
Total: Employees	129	74	3
Other Provider Services:			
Central Support Services	33	39	
Directorate Support Services	40	36	
Other Non-employees	9	7	
Total: Other Provider Services	82	82	
Total Provider Services:	211	156	
Gross Expenditure	211	156	

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.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>ALLOWANCES & EXPENSES</u>			
Provider Services:			
Other Provider Services:			
Allowances and Expenses	977	980	
Councillors' Divisional Fund Scheme	570	570	
Other Non-employees	4	4	
Total: Other Provider Services	1,551	1,554	
Total Provider Services:	1,551	1,554	
	Gross Expenditure	1,551	1,554
Income			
Transfer from Reserve	570	570	
	Gross Income	570	570
	Net Expenditure	981	984

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

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>BUSINESS & MEMBER SUPPORT (LEGAL & DEMOCRATIC)</u>			
Provider Services:			
Employees:			
Other Employees	112	159	7
Indirect Costs	3	5	
Total: Employees	115	164	7
Other Provider Services:			
Central Support Services	1,321	1,279	
Directorate Support Services	40	40	
Other Non-employees	150	163	
Total: Other Provider Services	1,511	1,482	
Total Provider Services:	1,626	1,646	
Gross Expenditure	1,626	1,646	
Income			
Internal Trading Income	122	123	
Directorate Support Services	144	124	
Gross Income	266	247	
Net Expenditure	1,360	1,399	

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

	Original		
	Estimate	Estimate	Staff
	2016/17	2017/18	(FTE)
	£000	£000	No.

COUNTY COUNCIL ELECTIONS**Provider Services:****Other Provider Services:**

Other Non-employees	109	109
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Gross Expenditure	109	109
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Net Expenditure	109	109
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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

	Original		Staff
	Estimate	Estimate	(FTE)
	2016/17	2017/18	No.
	£000	£000	
<u>REGISTRATION, CORONERS & CIMU</u>			
Provider Services:			
Employees:			
Other Employees	1,230	1,391	35
Indirect Costs	3	3	
Total: Employees	1,233	1,394	35
Other Provider Services:			
Central Support Services	529	531	
Directorate Support Services	19	0	
Other Non-employee Provider Services	496	686	
Total: Other Provider Services	1,044	1,217	
Total Provider Services:	2,277	2,611	
Commissioned Services:			
Externally Commissioned Expenditure:	6	0	
Gross Expenditure	2,283	2,611	
Income			
Other External Income	910	1,075	
Central Support Services	570	759	
Gross Income	1,480	1,834	
Net Expenditure	803	777	

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.

	Actual	Actual
<u>Key Operational Statistics</u>	14/15	15/16
Number of Register Offices	10	7
Number of Approved Premises for civil ceremonies	74	77
Number of registered Births	5716	5837
Number of registered Deaths	5489	5628
Number of deaths reported to the Coroner	2712	2666 *
Number of deaths reported resulting in inquests	274	374

* Annual Year 2015

http://www.worcestershire.gov.uk/downloads/20000/births_deaths_marriages_and_citizenship

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>COMMERCIAL FUNCTION</u>			
Provider Services:			
Employees:			
Other Employees	849	727	14
Indirect Costs	5	4	
Total: Employees	854	731	14
Other Provider Services:			
Central Support Services	124	141	
Directorate Support Services	20	20	
Other Non-employees	-353	9	
Total: Other Provider Services	-209	170	
Total Provider Services:	645	901	
Gross Expenditure	645	901	
Income			
Internal Trading Income	131	505	
Central Support Services	568	716	
Transfer from Reserve	120	0	
Gross Income	819	1,221	
Net Expenditure	-174	-320	

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

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>HR & FINANCE TRANSACTIONAL SERVICES</u>			
Provider Services:			
Other Provider Services:			
Other Non-employees	378	464	
Total: Other Provider Services	378	464	
Total Provider Services:	378	464	
Externally Commissioned Expenditure	2,479	2,852	
	Gross Expenditure	2,857	3,316
Income			
Internal Trading Income	1,709	2,124	
Transfer from Reserve	392	400	
Central Support Services	0	792	
Gross Income	2,101	3,316	
	Net Expenditure	756	0

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

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>PLACE PARTNERSHIP SERVICES</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	63	106	
Other Non-employees	0	14	
Total: Other Provider Services	63	120	
Total Provider Services:	63	120	
Externally Commissioned Expenditure	2,252	2,427	
	Gross Expenditure	2,315	2,547
Income			
Internal Trading Income	8	62	
Central Support Services	2,307	2,485	
Gross Income	2,315	2,547	
	Net Expenditure	0	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.

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

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>FACILITIES MANAGEMENT</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	250	300	
Other Non-employees	3,586	3,163	
Total: Other Provider Services	3,836	3,463	
Total Provider Services:	3,836	3,463	
Externally Commissioned Expenditure	45	334	
	Gross Expenditure	3,881	3,797
Income			
External Income	1,542	1,543	
Internal Trading Income	490	489	
Central Support Services	1,620	1,660	
Transfer to Reserve	-40	-40	
Gross Income	3,612	3,652	
Net Expenditure	269	145	

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. Place Partnership 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

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>MAINTENANCE AND MINOR WORKS</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	0	260	
Other Non-employees	939	749	
Total: Other Provider Services	939	1,009	
Total Provider Services:	939	1,009	
	Gross Expenditure	939	1,009
Income			
Internal Trading Income	1,009	1,009	
Gross Income	1,009	1,009	
	Net Expenditure	-70	0

Details of service

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

- 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,
- make lasting reductions in energy consumption whilst maintaining proper environmental conditions, and continue the water management programme,
- respond to service and property needs for small improvements,
- 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.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>PROPERTY OTHER SERVICES</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	118	107	
Other Non-employees	150	152	
Total: Other Provider Services	268	259	
Total Provider Services:	268	259	
	Gross Expenditure	268	259
Income			
External Income	102	97	
	Gross Income	102	97
	Net Expenditure	166	162

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..

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>SMALLHOLDINGS ESTATES & WOODLANDS</u>			
Provider Services:			
Other Provider Services:			
Central Support Services	63	64	
Other Non-employees	131	131	
Total: Other Provider Services	194	195	
Total Provider Services:	194	195	
	Gross Expenditure	194	195
Income			
External Income	311	311	
	Gross Income	311	311
	Net Expenditure	-117	-116

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 is managed through the newly formed Place Partnership, which will deliver property services to 6 public sector bodies locally.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>MANAGEMENT INFORMATION & ANALYTICS</u>			
Provider Services:			
Employees:			
Other Employees	1,087	739	25
Indirect Costs	18	7	
Total: Employees	1,105	746	25
Other Provider Services:			
Central Support Services	22	18	
Other Non-employees	96	94	
Total: Other Provider Services	118	112	
Total Provider Services:	1,223	858	
	Gross Expenditure	1,223	858
Income			
External Income	94	94	
Internal Trading Income	114	96	
Central Support Services	979	0	
Transfer from Reserve	28	0	
Gross Income	1,215	190	
	Net Expenditure	8	668

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

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>CONSUMER RELATIONS UNIT</u>			
Provider Services:			
Employees:			
Other Employees	196	200	5
Total: Employees	196	200	5
Other Provider Services:			
Central Support Services	13	9	
Other Non-employees	16	7	
Total: Other Provider Services	29	16	
Total Provider Services:	225	216	
	Gross Expenditure	225	216
Income			
Central Support Services	225	216	
Gross Income	225	216	
	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

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>MARKET MANAGEMENT & RESEARCH</u>			
Provider Services:			
Employees:			
Other Employees	449	500	15
Indirect Costs	3	3	
Total: Employees	452	503	15
Other Provider Services:			
Central Support Services	44	44	
Other Non-employees	41	46	
Total: Other Provider Services	85	90	
Total Provider Services:	537	593	
	Gross Expenditure	537	593
Income			
External Income	0	40	
Internal Trading Income	0	18	
Central Support Services	259	535	
Transfer from Reserve	332	0	
Gross Income	591	593	
	Net Expenditure	-54	0

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

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>HUMAN RESOURCES</u>			
Provider Services:			
Employees:			
Employees	1,820	1,738	48
Indirect Costs	13	15	
Total: Employees	1,833	1,753	48
Other Provider Services:			
Central Support Services	618	237	
Directorate Support Services	21	20	
Other Non-employees	897	537	
Total: Other Provider Services	1,536	794	
Total Provider Services:	3,369	2,547	
Externally Commissioned Expenditure	0	25	
Gross Expenditure	3,369	2,572	
Income			
External Income	1,295	1,304	
Internal Trading Income	22	25	
Central Support Services	1,624	1,171	
Gross Income	2,941	2,500	
Net Expenditure	428	72	

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) ensure the Council complies with appropriate employment legislation.
- (d) 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.
- (e) manage the Local Government Pension Scheme Administering Authority for 150 fund employees and 52,000 members.

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

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>CORPORATE DIVERSITY & EQUALITY</u>			
Provider Services:			
Employees:			
Other Employees	50	51	1
Total: Employees	50	51	1
Other Provider Services:			
Other Non-employees	20	20	
Total: Other Provider Services	20	20	
Gross Expenditure	70	71	
Income			
Central Support Services	70	71	
Gross Income	70	71	
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.

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>LEARNING & DEVELOPMENT</u>			
Provider Services:			
Employees:			
Other Employees	1,331	1,334	42
Total: Employees	1,331	1,334	42
Other Provider Services:			
Central Support Services	167	137	
Other Non-employees	75	381	
Total: Other Provider Services	242	518	
Total Provider Services:	1,573	1,852	
Gross Expenditure	1,573	1,852	
Income			
Internal Trading Income	3	0	
Central Support Services	1,415	1,849	
Gross Income	1,418	1,849	
Net Expenditure	155	3	

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	2016/17
Number of delegates trained - across all sectors	18,218	17,468
Number of training courses provided	220	345
Number of training days delivered	1,824	1,691
Number of e-learning courses available	106	103
Number of e-learning courses completed	8,041	6,785

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>INFORMATION & COMMUNICATION TECHNOLOGY</u>			
Provider Services:			
Employees:			
Other Employees	2,255	2,019	47
Indirect Costs	10	10	
Total: Employees	2,265	2,029	47
Other Provider Services:			
Central Support Services	143	299	
Directorate Support Services	20	20	
Other Non-employees	1,194	2,911	
Total: Other Provider Services	1,357	3,230	
Total Provider Services:	3,622	5,259	
Externally Commissioned Expenditure	1,316	1,842	
	Gross Expenditure	4,938	7,101
Income			
External Income	175	202	
Internal Trading Income	679	2,371	
Central Support Services	4,535	3,898	
Transfer from Reserve	221	221	
Gross Income	5,610	6,692	
Net Expenditure	-672	409	

Details of service

Systems team 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. Systems team is also responsible for advising on development and implementation of the Corporate Digital Strategy. Systems team 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 web pages provided for WCC	1288
Total page views for Worcestershire County Council	11,167,115
Average number of web pages served per month for WCC	930,593

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>CUSTOMER SERVICES</u>			
Provider Services:			
Other Provider Services:			
Other Non-employees	-59	-349	
Total: Other Provider Services	-59	-349	
Total Provider Services:	-59	-349	
Externally Commissioned Expenditure	1,387	1,672	
Gross Expenditure	1,328	1,323	
Income			
Other External Income	772	796	
Internal Trading Income	181	184	
Central Support Services	707	623	
Gross Income	1,660	1,603	
Net Expenditure	-332	-280	

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

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>HEALTH & SAFETY FUNCTION</u>			
Provider Services:			
Employees:			
Other Employees	285	287	8
Indirect Costs	0	1	
Total: Employees	285	288	8
Other Provider Services:			
Central Support Services	21	21	
Other Non-employees	113	104	
Total: Other Provider Services	134	125	
Total Provider Services:	419	413	
	Gross Expenditure	419	413
Income			
External Income	72	95	
Internal Trading Income	167	171	
Central Support Services	180	147	
Gross Income	419	413	
	Net Expenditure	0	0

Details of service

The Health & Safety team provides advice, information and support to elected members, senior managers and employees, including governors and school staff, about health and safety (H&S) matters to assist the County Council to meet its statutory responsibilities which includes:

- Providing competent health and safety advice;
- Auditing, inspecting and monitoring H&S performance to ensure compliance with legislation;
- Ensuring an active and proportionate approach to managing health, safety and welfare risks;
- Providing information such as health and safety policies, procedures, standards, guidance and templates;
- Providing health and safety training to staff; and,
- Consulting with external agencies (e.g. Health and Safety Executive and Trade Unions) and employee representatives on health and safety issues.

Health and Safety assistance is sold to maintained schools through an SLA and H&S services are also sold to academies and colleges

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>CONTENTS & COMMUNICATIONS</u>			
Provider Services:			
Employees:			
Other Employees	677	586	14
Indirect Costs	2	2	
Total: Employees	679	588	14
Other Provider Services:			
Central Support Services	94	58	
Other Non-employees	94	96	
Total: Other Provider Services	188	154	
Total Provider Services:	867	742	
	Gross Expenditure	867	742
Income			
External Income	58	29	
Internal Trading Income	187	134	
Central Support Services	630	469	
Gross Income	875	632	
	Net Expenditure	-8	110

Details of service

The Contents & Communications 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

http://www.worcestershire.gov.uk/news_social_media

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>COACH MANAGEMENT</u>			
Provider Services:			
Employees:			
Other Employees	264	243	3
Indirect Costs	52	55	
Total: Employees	316	298	3
Other Provider Services:			
Central Support Services	667	867	
Directorate Support Services	2	0	
Other Non-employees	274	-17	
Total: Other Provider Services	943	850	
Total Provider Services:	1,259	1,148	
Gross Expenditure	1,259	1,148	
Income			
External Income	54	1,243	
Central Support Services	184	77	
Directorate Support Services	120	120	
Gross Income	358	1,440	
Net Expenditure	901	-292	

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 ICT Systems. The budget also supports 1 FTE staff seconded to Trade Unions.

The non-employees budget for 2017/2018 includes a balance of £227,000 savings targeted from across the COaCH directorate that at the time of budget setting had yet to be allocated out.

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.

<https://www.worcestershire.gov.uk/about>

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
CHIEF EXECUTIVE			
Provider Services:			
Employees:			
Employees	255	261	3
Indirect Costs	5	5	
Total: Employees	260	266	3
Other Provider Services:			
Central Support Services	106	115	
Other Non-employees	2	-109	
Total: Other Provider Services	108	6	
Total Provider Services:	368	272	
Externally Commissioned Expenditure	0	12	
	Gross Expenditure	368	284
Income			
External Income	5	5	
	Gross Income	5	
	Net Expenditure	363	279

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 2017/2018 includes a balance of £150,000 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.

<https://www.worcestershire.gov.uk/about>

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>FINANCE & WHOLE ORGANISATION</u>			
<u>ONE FINANCE</u>			
Provider Services:			
Employees:			
Employees	2,746	2,603	71
Indirect Costs	50	54	
Total: Employees	2,796	2,657	71
Other Provider Services:			
Central Support Services	944	418	
Directorate Support Services	1	3	
Other Non-employees	148	201	
Total: Other Provider Services	1,093	622	
Total Provider Services:	3,889	3,279	
Externally Commissioned Expenditure	256	252	
	Gross Expenditure	4,145	3,531
Income			
External Income	436	509	
Internal Trading Income	162	98	
Central Support Services	3,723	3,004	
Gross Income	4,321	3,611	
	Net Expenditure	-176	-80

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

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>PROGRAMME MANAGEMENT OFFICE</u>			
Provider Services:			
Employees:			
Other Employees	1,289	605	13
Total: Employees	1,289	605	13
Other Provider Services:			
Central Support Services	118	0	
Other Non-employees	1,551	432	
Total: Other Provider Services	1,669	432	
Total Provider Services:	2,958	1,037	
	Gross Expenditure	1,037	
Income			
Internal Trading Income	65	0	
External Income	42	11	
Central Support Services	154	0	
Transfer from Reserve	2,697	1,026	
Gross Income	2,958	1,037	
Net Expenditure	0	0	

Details of service

The Strategic Change Team 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.

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

COMMERCIAL & CHANGE DIRECTORATE / CHIEF EXECUTIVE / FINANCE

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
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FINANCING TRANSACTIONS**Provider Services:****Other Provider Services:**

Capital Financing Costs		
External Interest	14,141	15,581
Minimum Revenue Provision	13,987	13,987
Total: Other Provider Services	28,128	29,568

Total Provider Services:	28,128	29,568
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Gross Expenditure	28,128	29,568
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Income

External Income	307	307
Gross Income	307	307

Net Expenditure	27,821	29,261
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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

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
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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.

PENSIONS BACK FUNDING**Provider Services:****Employees:**

Other Employees	7,478	7,490
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Total: Employees	7,478	7,490
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Net Expenditure	7,478	7,490
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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

	Original Estimate 2016/17 £000	Estimate 2017/18 £000	Staff (FTE) No.
<u>MISCELLANEOUS SERVICES</u>			
Provider Services:			
Other Provider Services:			
Carbon Reduction Commitment	315	315	
External Audit Fee	102	95	
Bank Charges and Interest	79	79	
Strategic Initiatives	143	500	
Local Welfare Assistance	0	0	
Council Tax Hardship fund	250	700	
Revenue Contribution to Capital	1,250	3,101	
Other Services	543	976	
Total: Other Provider Services	2,682	5,766	
Total Provider Services:	2,682	5,766	
Externally Commissioned Expenditure	0	0	
	Gross Expenditure	2,682	5,766
Income			
Grants and Contributions			
West Mercia Supplies Surplus	450	500	
New Homes Bonus	3,404	3,188	
Other	4	4	
Transfer from Reserve	0	863	
Transfer to Reserve	-1,779	0	
Gross Income	2,079	4,555	
Net Expenditure	603	1,211	

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 2017/18 the Council anticipates receiving a distribution of £0.5 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.