worcestershire county council

2021/22

BUDGET BOOK

Information in this document is as at 20 March 2021 and will vary across service areas in comparison with the budget set by Council on 18 February due to allocation of recharges, grants, savings and efficiency targets and the impact of the centralisation of executive support.

Rounding may also marginally impact

Contents

(Click on hyperlink)

Summary Financial Information 2021-22

Change in Net Budget from 2020-21 to 2021-22

Gross Council Spend 2021-22

Subjective Analysis of Expenditure 2021-22

Chief Executives Unit

Commercial and Change

Economy & Infrastructure

People Services

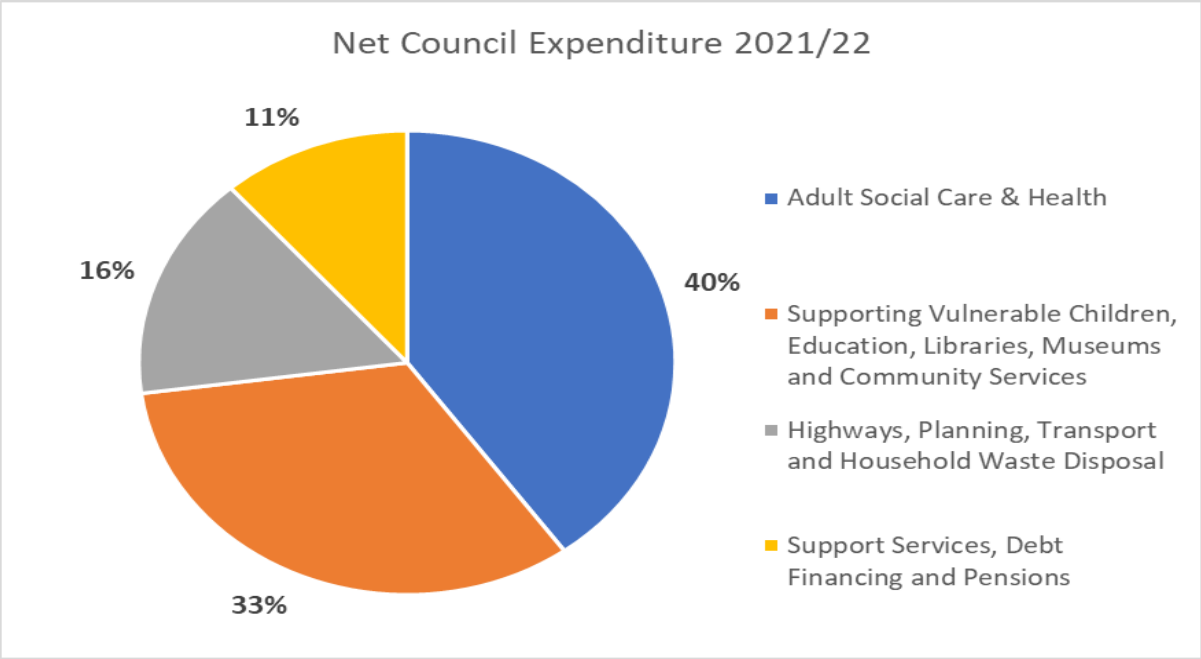
Whole Council Services

Responsible Officers

Capital Programme

Summary Financial Information 2021-22

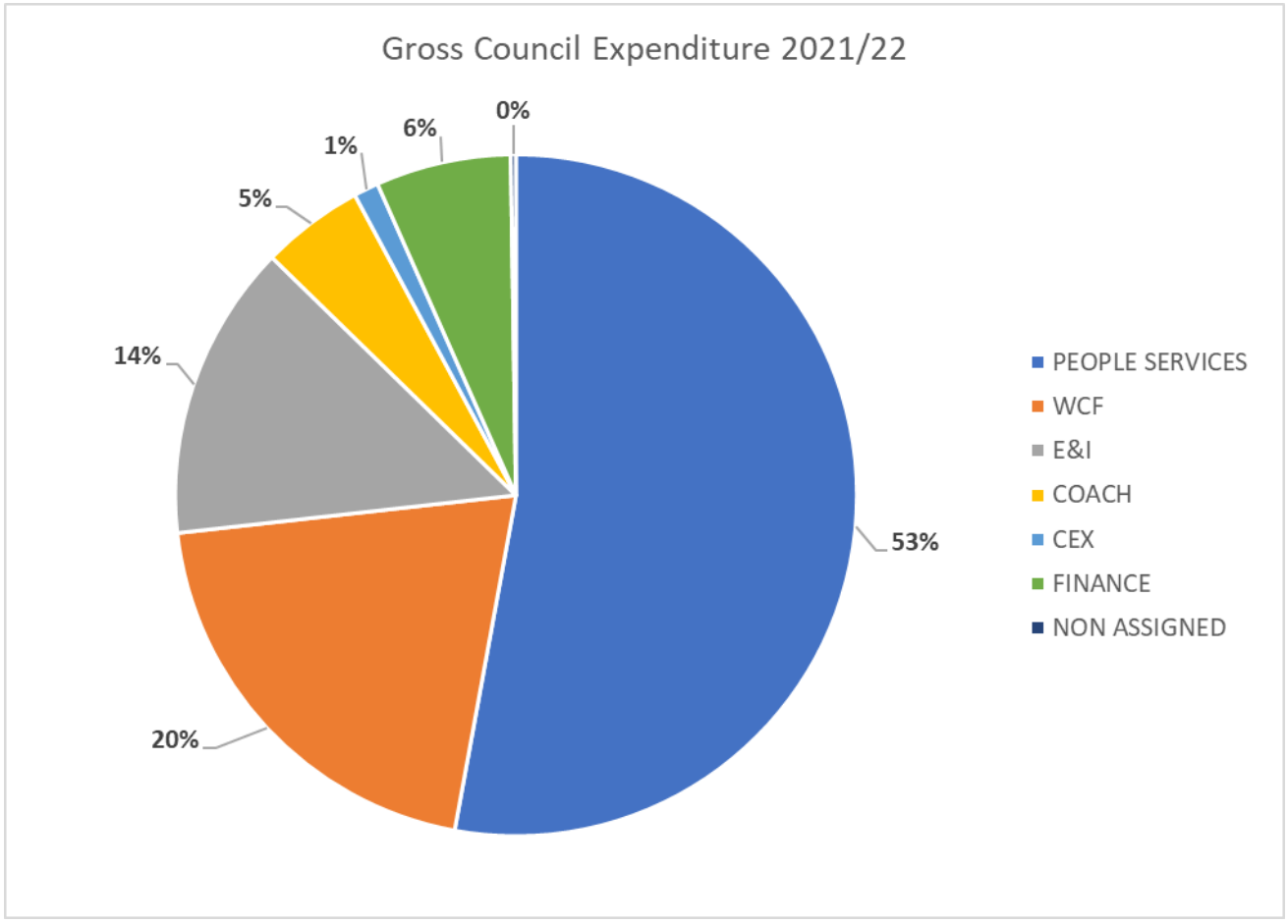
2020-21 Net Exp £m	Services	2021-22 Gross Exp £m	2021-22 Income £m	2021-22 Net Exp £m
0	Schools budget	231.0	231.0	0.0
100.2	Worcestershire Children First - Supporting vulnerable children & Education	125.1	18.6	106.6
141	Adult social care and health	255.0	112.8	142.2
12	Libraries, museums & community services	36.2	25.8	10.4
56.4	Highways, planning, transport & waste disposal	69.5	13.7	55.8
35.6	Support services, capital financing & pensions	66.2	25.6	40.6
345.2	**Total cost of services**	**782.9**	**427.4**	**355.5**
1.1	Use of reserves	-3.0	0.0	-3.0
346.3	**Net budget requirement**	**779.9**	**427.4**	**352.5**
	Funded by:			
2.9	Council Tax surplus/(deficit)		-1.7	
279.1	Amount to be met by Council Tax payer		285.2	
282	**Council Tax Requirement**		**283.5**	
64.3	Business Rates		66.2	
0	Other grants		2.8	
346.3	**Total**	**0.0**	**352.5**	

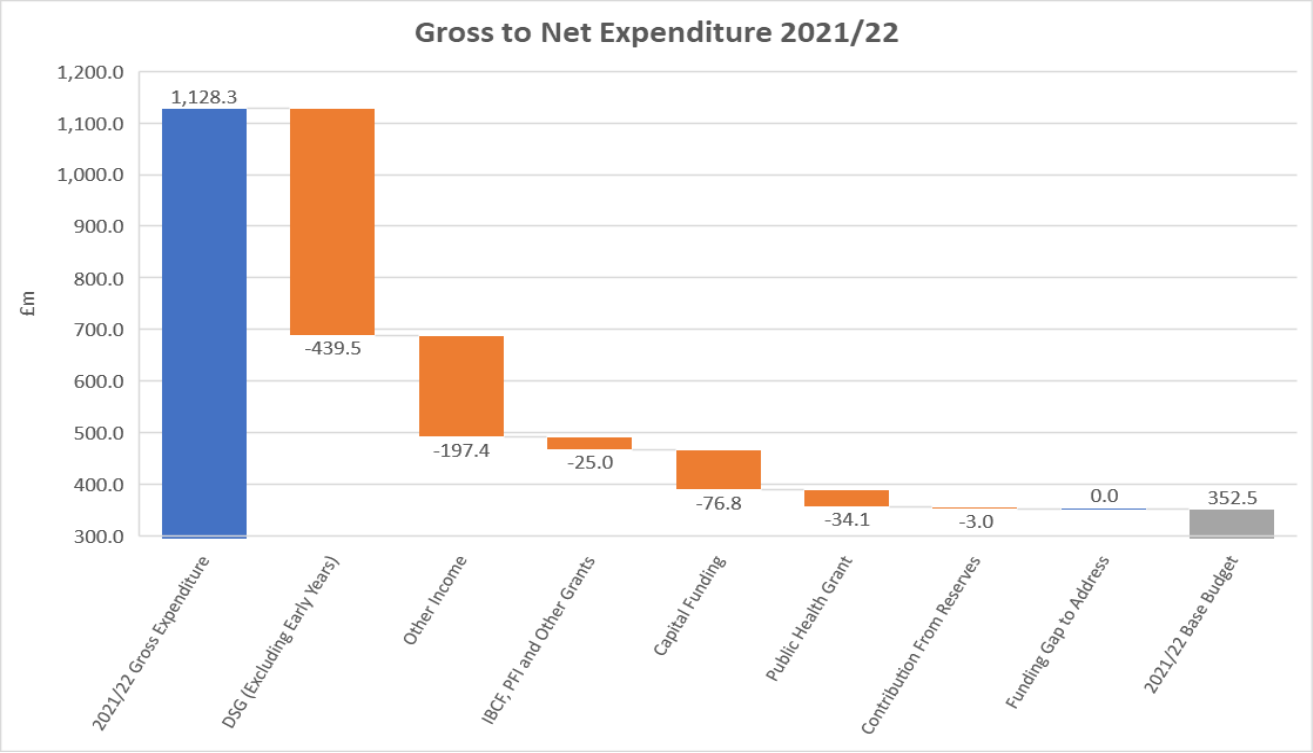


Change in Net Budget from 2020-21 to 2021-22

	£m
Net Budget Requirement 2020-21	**346.3**
Add back transfer to reserves	-1.1
Revised Starting Position 2020-21	**345.2**
Adult social care demographics increase	11.5
Worcestershire Children First investment	7.7
Investment to address 2021-22 pressures	4.6
Inflation (other services)	2.5
Investment to address hardship in the Community	0.3
Funding Capital Investment in highways and footways improvements and flood mitigation	0.1
Social Care Grant	-2.2
Other Government Grants	-7.1
Transformation Reforms	-7.1
Transfer to (from) Reserves	-3.0
Net Budget Requirement 2021-22	**352.5**

Gross Council Spend 2021-22




Gross to Net Expenditure 2021/22
£m
1,200.0
1,100.0
1,000.0
900.0
800.0
700.0
600.0
500.0
400.0
300.0
1,128.3
-439.5
-197.4
-25.0
-76.8
-34.1
-3.0
0.0
352.5
2021/22 Gross Expenditure
DSG (Excluding Early Years)
Other Income
IBCF, PFI and Other Grants
Capital Funding
Public Health Grant
Contribution From Reserves
Funding Gap to Address
2021/22 Base Budget

Subjective Analysis of Expenditure 2021-22

£'000	Chief Executive's Unit	Commercial and Change (COACH)	Economy and Infrastructure	Adult Services	Communities	Public Health	WCF	Whole Council	TOTAL
EMPLOYEE COSTS	8,982	9,411	12,274	18,655	21,533	2,961	0	4,474	78,289
Of which:									
DIRECT EMPLOYEE EXPENSES	9,036	9,504	12,534	19,064	21,250	2,943	0	4,464	78,796
INDIRECT EMPLOYEE EXPENSES	(54)	(93)	(260)	(410)	283	17	0	10	(507)
PREMISES RELATED EXPENDITURE	5	4,591	888	667	20,009	21	0	0	26,180
TRANSPORT RELATED EXPENDITURE	40	48	1,904	2,111	641	33	0	0	4,777
SUPPLIES AND SERVICES	1,661	6,632	2,887	5,651	3,899	6,301	0	(332)	26,698
THIRD PARTY PAYMENTS	0	4,751	72,207	207,592	821	25,581	106,583	267	417,803
SUPPORT SERVICES	1,221	5,537	3,846	5,139	4,330	258	0	0	20,333
CAPITAL FINANCING COSTS	0	0	0	(440)	0	0	0	18,265	17,825
EXPENDITURE	**11,910**	**30,970**	**94,005**	**239,375**	**51,232**	**35,155**	**106,583**	**22,673**	**591,905**
INCOME	**(9,860)**	**(23,025)**	**(31,565)**	**(104,758)**	**(32,952)**	**(35,591)**	**0**	**(2,165)**	**(239,915)**
Of which:									
GOVERNMENT GRANTS	0	(69)	(7,169)	(47,789)	(14,962)	(33,908)	0	(1,513)	(105,410)
OTHER NON-GOVERNMENT GRANTS	(5)	0	0	(2,158)	(363)	(45)	0	0	(2,572)
CUSTOMER AND CLIENT RECEIPTS	(3,826)	(6,742)	(19,982)	(52,713)	(13,537)	(829)	0	(652)	(98,283)
RECHARGES	(6,028)	(16,214)	(4,414)	(2,097)	(4,090)	(809)	0	0	(33,651)
TRANSFER TO/FROM RESERVES	(5)	(529)	(6,916)	0	(105)	0	0	11,098	3,543
NET EXPENDITURE	**2,045**	**7,417**	**55,523**	**134,617**	**18,175**	**(436)**	**106,583**	**31,606**	**355,532**
CONTRIBUTION FROM RESERVES									**(3,000)**
NET BUDGET REQUIREMENT									**352,532**

Analysis of Expenditure by Directorate and Assistant Director 2021-22

Chief Executives Unit – Paul Robinson

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Financial Services		
Income	-3,480	**-4,026**
Pay	3,271	**3,912**
Non-Pay	793	**1,367**
Total Expenditure	4,064	**4,872**
Net Budget	584	**846**
HR, OD & Engagement		
Income	-5,895	**-6,245**
Pay	4,706	**4,999**
Non-Pay	1,711	**2,030**
Total Expenditure	6,417	**7,029**
Net Budget	522	**785**
Chief Executives		
Income	-5	**-5**
Pay	299	**261**
Non-Pay	155	**159**
Total Expenditure	453	**420**
Net Budget	448	**415**
Total		
Income	-9,380	-10,276
Pay	8,276	9,172
Non-Pay	2,658	3,556
Total Expenditure	10,934	12,321
Net Budget	**1,554**	**2,045**

Financial Services – Michael Hudson

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Financial Services		
Income	-3,480	**-4,026**
Pay	3,271	**3,912**
Non-Pay	793	**1,367**
Total Expenditure	4,064	**4,872**
Net Budget	584	**846**

Chief Executives Unit – Paul Robinson

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Chief Executive		
Income	-5	**-5**
Pay	299	**261**
Non-Pay	155	**159**
Total Expenditure	453	**420**
Net Budget	448	**415**

HR, OD and Engagement – Richard Taylor

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Engagement & Communications		
Income	-684	**-881**
Pay	808	**1,046**
Non-Pay	-68	**199**
Total Expenditure	740	**1,244**
Net Budget	56	**363**
Health & Safety		
Income	-328	**-334**
Pay	247	**250**
Non-Pay	103	**104**
Total Expenditure	350	**353**
Net Budget	22	**19**
HR - Core		
Income	-4,883	**-4,619**
Pay	3,651	**3,772**
Non-Pay	1,677	**1,250**
Total Expenditure	5,327	**5,022**
Net Budget	444	**402**
Total		
Income	-5,895	**-6,245**
Pay	4,706	**4,999**
Non-Pay	1,711	**2,030**
Total Expenditure	6,417	**7,029**
Net Budget	**522**	**785**

Commercial and Change – Andrew Spice

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Legal and Democratic Services		
Income	-2,923	**-2,986**
Pay	2,426	**2,337**
Non-Pay	5,669	**5,830**
Total Expenditure	8,095	**8,167**
Net Budget	5,172	**5,181**
Transformation and Commercial		
Income	-11,590	**-12,013**
Pay	2,368	**2,647**
Non-Pay	10,501	**10,746**
Total Expenditure	12,869	**13,393**
Net Budget	1,278	**1,380**
Digital, IT and Customer Services		
Income	-8,301	**-8,707**
Pay	4,386	**4,453**
Non-Pay	4,419	**5,110**
Total Expenditure	8,805	**9,563**
Net Budget	504	**856**
Total		
Income	-22,814	-23,706
Pay	9,180	9,437
Non-Pay	20,589	21,686
Total Expenditure	29,769	31,123
Net Budget	**6,954**	**7,417**

Legal and Democratic Services – Abraham Ezekiel

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Legal and Democratic Services - Business Support		
Income	-47	**-48**
Pay	129	**99**
Non-Pay	68	**70**
Total Expenditure	197	169
Net Budget	150	121
Democratic Representation (incl Members Allowances)		
Income	-798	**-803**
Pay	486	**441**
Non-Pay	5,076	**5,207**
Total Expenditure	5,562	5,648
Net Budget	4,764	4,845
Legal Services Core Team		
Income	-2078	-2135
Pay	1811	1797
Non-Pay	525	553
Total Expenditure	2,336	2,350
Net Budget	258	215
Total		
Income	-2,923	**-2,986**
Pay	2,426	**2,337**
Non-Pay	5,669	**5,830**
Total Expenditure	8,095	**8,167**
Net Budget	**5,172**	**5,181**

Commercial and Transformation – Jonathan Fitzgerald-Guy

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
COACH - Management		
Income	-347	**-358**
Pay	250	**227**
Non-Pay	363	**374**
Total Expenditure	613	**600**
Net Budget	266	**243**
Commercial, Management Information & Research		
Income	-2,330	**-2,399**
Pay	1,627	**2,070**
Non-Pay	959	**1,167**
Total Expenditure	2,586	**3,237**
Net Budget	255	**838**
Property Services		
Income	-8,601	**-8,945**
Pay	191	**94**
Non-Pay	9,124	**9,149**
Total Expenditure	9,316	**9,244**
Net Budget	715	**298**
Programme Office		
Income	-311	**-311**
Pay	299	**256**
Non-Pay	54	**56**
Total Expenditure	354	**312**
Net Budget	43	**0**
Total		
Income	-11,590	**-12,013**
Pay	2,368	**2,647**
Non-Pay	10,501	**10,746**
Total Expenditure	12,869	**13,393**
Net Budget	**1,278**	**1,380**

Digital, IT and Customer Services – Sandra Taylor

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Digital Centre of Innovation		
Income	-1,913	**-1,849**
Pay	1,749	**1,774**
Non-Pay	203	**221**
Total Expenditure	1,952	1,995
Net Budget	39	146
ICT Managed Service		
Income	-3,468	**-3,765**
Pay	1,466	**1,382**
Non-Pay	2,089	**2,486**
Total Expenditure	3,555	3,868
Net Budget	87	103
ICT Broadband Service		
Income	-502	**-516**
Pay		
Non-Pay	473	**486**
Total Expenditure	473	486
Net Budget	-29	-30
Customer Service		
Income	-1,085	**-1,107**
Pay	387	**392**
Non-Pay	698	**698**
Total Expenditure	1,085	1,090
Net Budget	0	-17
CIMU		
Income	-836	**-885**
Pay	426	**483**
Non-Pay	398	**407**
Total Expenditure	824	890
Net Budget	-12	5

SERVICE	Revised Budget	Revised Budget
ICT Management		
Income	-497	**-585**
Pay	358	**422**
Non-Pay	558	**812**
Total Expenditure	916	1,234
Net Budget	419	649
Digital, IT and Customer Services		
Income	-8,301	**-8,707**
Pay	4,386	**4,453**
Non-Pay	4,419	**5,110**
Total Expenditure	8,805	**9,563**
Net Budget	**504**	**856**

Economy & Infrastructure – John Hobbs

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Tranport, Highways and Maintenance		
Income	-8,575	**-9,772**
Pay	7,970	**7,440**
Non-Pay	20,416	**21,764**
Total Expenditure	28,385	**29,204**
Net Budget	19,811	**19,431**
Major Projects, Infrastructure & Waste		
Income	-21,306	**-22,587**
Pay	5,146	**5,021**
Non-Pay	52,273	**53,658**
Total Expenditure	57,419	**58,679**
Net Budget	36,113	**36,091**
Total		
Income	-29,881	**-32,360**
Pay	13,116	**12,461**
Non-Pay	72,688	**75,422**
Total Expenditure	85,805	**87,882**
Net Budget	55,924	**55,523**

Transport, Highways & Maintenance – Paul Smith

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Operations, Highways and PROW		
Income	-810	**-820**
Pay	2,374	**1,909**
Non-Pay	5,387	**5,820**
Total Expenditure	7,761	**7,729**
Net Budget	6,951	**6,909**
Transport Operations		
Income	-5,216	**-6,095**
Pay	3,594	**3,380**
Non-Pay	12,736	**13,442**
Total Expenditure	16,330	**16,822**
Net Budget	11,114	**10,727**
Winter Maintenance		
Income	0	**0**
Pay	51	**52**
Non-Pay	1,128	**1,105**
Total Expenditure	1,179	**1,157**
Net Budget	1,179	**1,157**
Network Control		
Income	-2,548	**-2,857**
Pay	1,951	**2,098**
Non-Pay	1,164	**1,398**
Total Expenditure	3,115	**3,496**
Net Budget	567	**639**
Total		
Income	-8,575	**-9,772**
Pay	7,970	**7,440**
Non-Pay	20,416	**21,764**
Total Expenditure	28,385	**29,204**
Net Budget	**19,811**	**19,431**

Major Projects, Infrastructure & Waste – Rachel Hill

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Business, Administration & Systems		
Income	-833	**-857**
Pay	751	**456**
Non-Pay	-293	**749**
Total Expenditure	458	**1,205**
Net Budget	-375	**347**
Strategic Land & Economy		
Income	-3,287	**-4,723**
Pay	1,987	**2,446**
Non-Pay	2,416	**3,096**
Total Expenditure	4,403	**5,543**
Net Budget	1,116	**819**
Waste management		
Income	-14,203	**-13,948**
Pay	395	**658**
Non-Pay	41,754	**41,551**
Total Expenditure	42,150	**42,209**
Net Budget	27,947	**28,261**
Infrastructure & Assets		
Income	-62	**-64**
Pay	626	**410**
Non-Pay	5,582	**5,320**
Total Expenditure	6,208	**5,731**
Net Budget	6,146	**5,667**

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Project Delivery		
Income	-2,322	**-2,322**
Pay	417	**389**
Non-Pay	2,264	**2,252**
Total Expenditure	2,681	**2,641**
Net Budget	359	**319**
Sustainable Schemes		
Income	0	**0**
Pay	-92	**-69**
Non-Pay	104	**106**
Total Expenditure	13	**38**
Net Budget	13	**38**
Planning & Regulation		
Income	-599	**-672**
Pay	1,061	**730**
Non-Pay	446	**583**
Total Expenditure	1,507	**1,313**
Net Budget	908	**640**
Total		
Income	-21,306	**-22,587**
Pay	5,146	**5,021**
Non-Pay	52,273	**53,658**
Total Expenditure	57,419	**58,679**
Net Budget	**36,113**	**36,091**

People Services – Paula Furnival

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Adult Services		
Income	-90,998	**-104,763**
Pay	17,754	**18,656**
Non-Pay	203,919	**220,724**
Total Expenditure	221,674	**239,380**
Net Budget	130,676	**134,617**
Communities		
Income	-29,102	**-32,987**
Pay	20,023	**21,531**
Non-Pay	28,109	**29,632**
Total Expenditure	48,132	**51,162**
Net Budget	19,029	**18,175**
WCF		
Income	-18,560	**-18,560**
Pay		
Non-Pay	120,375	**125,143**
Total Expenditure	120,375	**125,143**
Net Budget	101,815	**106,583**
Public Health		
Income	-49,342	**-52,668**
Pay	2,517	**2,961**
Non-Pay	48,493	**49,270**
Total Expenditure	51,011	**52,232**
Net Budget	1,669	**-436**
Total		
Income	-188,002	-208,979
Pay	40,294	43,148
Non-Pay	400,897	424,769
Total Expenditure	441,191	467,917
Net Budget	253,189	258,938

In relation to WCF a copy of the cabinet report including their approved business plan can be found here

Adult Services – Kerry McCrossan

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Older People		
Income	-33,089	**-36,047**
Pay	12,141	**12,044**
Non-Pay	85,477	**90,883**
Total Expenditure	97,618	**102,927**
Net Budget	64,528	**66,880**
Learning Disabilities		
Income	-9,462	**-12,177**
Pay	1,696	**1,797**
Non-Pay	68,877	**70,715**
Total Expenditure	70,573	**72,513**
Net Budget	61,111	**60,336**
Physical Disabilities		
Income	-2,847	**-4,157**
Pay	198	**0**
Non-Pay	18,634	**19,587**
Total Expenditure	18,831	**19,587**
Net Budget	15,984	**15,430**
Mental Health		
Income	-5,294	**-9,852**
Pay	1,980	**2,548**
Non-Pay	20,362	**25,601**
Total Expenditure	22,342	**28,149**
Net Budget	17,048	**18,297**

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Adults Commissioning Unit (incl BCF)		
Income	-12,141	**-12,065**
Pay	1,254	**1,547**
Non-Pay	11,211	**12,939**
Total Expenditure	12,465	**14,485**
Net Budget	324	**2,420**
Social Care Grant		
Income	-9,819	**-11,996**
Pay	0	**0**
Non-Pay	0	**0**
Total Expenditure	0	**0**
Net Budget	-9,819	**-11,996**
Central Services (Incl iBCF income)		
Income	-18,345	**-18,468**
Pay	486	**719**
Non-Pay	-641	**999**
Total Expenditure	-155	**1,718**
Net Budget	-18,500	**-16,750**
Total ADULT SERVICES		
Income	-90,998	**-104,763**
Pay	17,754	**18,656**
Non-Pay	203,919	**220,724**
Total Expenditure	221,674	**239,380**
Net Budget	**130,676**	**134,617**

Community Services – Hannah Perrott

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Adult Provider Services		
Income	-4,429	**-7,057**
Pay	10,445	**11,766**
Non-Pay	3,283	**4,499**
Total Expenditure	13,728	**16,265**
Net Budget	9,299	**9,209**
Strategic Libraries		
Income	-7,254	**-8,025**
Pay	2,906	**2,957**
Non-Pay	9,283	**9,336**
Total Expenditure	12,188	**12,293**
Net Budget	4,935	**4,268**
Museum Services		
Income	-117	**-119**
Pay	232	**238**
Non-Pay	521	**527**
Total Expenditure	754	**765**
Net Budget	636	**647**
Archives and Archaeology		
Income	-1,770	**-1,806**
Pay	1,761	**1,777**
Non-Pay	1,534	**1,544**
Total Expenditure	3,294	**3,321**
Net Budget	1,525	**1,514**

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Greenspace & Gypsy Services		
Income	-1,310	**-1,629**
Pay	921	**944**
Non-Pay	889	**881**
Total Expenditure	1,810	**1,825**
Net Budget	500	**196**
Community Services Leadership Team		
Income	0	**0**
Pay	129	**131**
Non-Pay	76	**76**
Total Expenditure	204	**207**
Net Budget	204	**207**
Skills & Investment Including Adult Learning		
Income	-1,666	**-1,676**
Pay	1,367	**1,383**
Non-Pay	713	**723**
Total Expenditure	2,080	**2,106**
Net Budget	414	**430**
SENDIASS		
Income	-65	**-139**
Pay	129	**159**
Non-Pay	31	**32**
Total Expenditure	160	**191**
Net Budget	95	**52**
Children's Commissioning & Partnership		
Income	0	**0**
Pay	276	**299**
Non-Pay	73	**55**
Total Expenditure	349	**354**
Net Budget	349	**354**

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Buildings & Pension Liabilities (Children's Services)		
Income	-11,205	**-11,205**
Pay	730	**740**
Non-Pay	10,674	**10,883**
Total Expenditure	11,404	**11,623**
Net Budget	199	**418**
Registration & Coroner		
Income	-1,287	**-1,331**
Pay	1,127	**1,137**
Non-Pay	1,032	**1,076**
Total Expenditure	2,160	**2,212**
Net Budget	872	**881**
WCF Contract		
Income	-18,560	**-18,560**
Pay	0	**0**
Non-Pay	120,375	**125,143**
Total Expenditure	120,375	**125,143**
Net Budget	101,815	**106,583**
Total		
Income	-47,663	**-51,547**
Pay	20,023	**21,531**
Non-Pay	148,484	**154,775**
Total Expenditure	168,507	**176,305**
Net Budget	**120,844**	**124,758**

Public Health Services – Kath Cobain

Kath Cobain	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Public Analyst		
Income	0	**-69**
Pay	17	**17**
Non-Pay	50	**51**
Total Expenditure	67	**69**
Net Budget	67	**0**
Trading Standards		
Income	-689	**-749**
Pay	615	**607**
Non-Pay	257	**264**
Total Expenditure	872	**872**
Net Budget	183	**123**
Children's S75		
Income	-17,901	**-17,901**
Pay	0	**0**
Non-Pay	19,320	**19,855**
Total Expenditure	19,320	**19,855**
Net Budget	1,419	**1,954**
Public Health Grant Funded Services		
Income	-30,752	**-33,949**
Pay	1,886	**2,337**
Non-Pay	28,866	**29,100**
Total Expenditure	30,752	**31,436**
Net Budget	0	**-2,513**
Total		
Income	-49,342	**-52,668**
Pay	2,517	**2,961**
Non-Pay	48,493	**49,270**
Total Expenditure	51,011	**52,232**
Net Budget	**1,669**	**-436**

Whole Council Services

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Financing Transactions (Borrowing and Investments)		
Income	-376	**-396**
Pay	0	**0**
Non-Pay	15,969	**18,074**
Total Expenditure	15,969	**18,074**
Net Budget	15,593	**17,678**
MRP		
Income	0	**0**
Pay	0	**0**
Non-Pay	10,782	**11,098**
Total Expenditure	10,782	**11,098**
Net Budget	10,782	**11,098**
Contributions and Precepts		
Income	0	**0**
Pay	0	**0**
Non-Pay	259	**267**
Total Expenditure	259	**267**
Net Budget	259	**267**
Pension Fund Backfunding Liabilities		
Income	0	**0**
Pay	4,401	**4,464**
Non-Pay	0	**0**
Total Expenditure	4,401	**4,464**
Net Budget	4,401	**4,464**

SERVICE	Revised Budget 20/21 £'000	Revised Budget 21/22 £'000
Miscellaneous Whole Organisation Services		
Income	-250	**-257**
Pay	10	**10**
Non-Pay	598	**916**
Total Expenditure	608	**926**
Net Budget	358	**668**
New Homes Bonus Grant Income		
Income	-2,614	**-1,513**
Pay	0	**0**
Non-Pay	0	**0**
Total Expenditure	0	**0**
Net Budget	-2,614	**-1,513**
Whole Organisation - Contingency		
Income	0	**0**
Pay	0	**0**
Non-Pay	431	**444**
Total Expenditure	431	**444**
Net Budget	431	**444**
Organisation Review		
Income	0	**0**
Pay	0	**0**
Non-Pay	-1,692	**-1,500**
Total Expenditure	-1,692	**-1,500**
Net Budget	-1,692	**-1,500**
Total		
Income	-3,240	-2,166
Pay	4,411	4,474
Non-Pay	26,347	29,298
Total Expenditure	30,758	33,772
Net Budget	**27,518**	**31,606**

Responsible Officers

Description	Directorate	Lead Manager
Communications Unit and Consumer Relations Unit	CEX	Jo Dalton
Health & Safety	CEX	Clive Werrett
Human Resources	CEX	Richard Taylor
Chief Executive Department and Lord Lieutenancy	CEX	Paul Robinson
COaCH Management	COaCH	Andrew Spice
Commercial Team	COaCH	David Griffiths
Research Function	COaCH	Rob Morris
ICT Services	COaCH	Sandra Taylor
Corporate Information Management Unit	COaCH	Becki Staite
Committee, Member and Democratic Services	COaCH	Sheena Jones
Legal Section	COaCH	Tom Pollock / Lewis Jones
Property Services	COaCH	Andy Moran
COaCH Programme Office	COaCH	Rob Elmes
Finance	Finance	Michael Hudson
Sustainability	E&I	Liz Alston
Economic Development Delivery	E&I	Sue Crow
County Enterprises Worcester	E&I	Sue Crow
Revenue Bridge Maintenance & Road Lighting	E&I	Nick Twaite
Winter maintenance	E&I	Nick Twaite
Waste Management & Pollution	E&I	Richard Woodward
Broadband Project Costs	E&I	Ste Ashton
E&I Project Office	E&I	Lindsey Keir
Flood risk & highways drainage	E&I	Glen Lucitt / Matt Maginnis
Development Control - S278/38 Team	E&I	Adrian Tuck
Local Works, Highways & Countryside and Design & Build	E&I	Eliot Pritchard
Mapping Team - Public Rights of Way (PROW)	E&I	Pete Smith
Driving Training, Drivers & Concessionary Fares	E&I	Pete Smith
Local Bus and Fleet Services	E&I	Stuart Payton
Transport Systems & Technology	E&I	Matt Stone
Transport Strategy	E&I	Emily Barker
Development Control and Strategic Planning	E&I	Emily Barker
Streetworks and Network Control	E&I	Sarah Gilmour
Older People and Physical Disability Social Care Services	People	Kerry McCrossan
Adults Commissioning Unit	People	Rebecca Wassell
Day Services, Extra Care, Short breaks, Shared Lives, Home Care	People	Morgan Price
Young Adults Team	People	Faith Robinson-Wain
Independent Living Fund	People	Faith Robinson-Wain

Description	Directorate	Lead Manager
Mental Health Team incl Community Mental Health	People	Faith Robinson-Wain
Early Intervention Team	People	Faith Robinson-Wain
Benefits & Contributions Team	People	Charles Huntington
Safeguarding Board	People	Sarah Cox
Integrated Community Equipment Services	People	Fran Kelsey
Direct Payments	People	Kerry McCrossan
Quality & Safeguarding including Liberty Protection Safeguards	People	Sarah Cox
Registration & Coroners Service	People	Sharon Caldwell
Libraries	People	Carol Brown
Archive & Archaeology Services	People	Carol Brown
Museums Service	People	Rachel Robinson
Greenspaces, Gypsy Management Services	People	Rachel Datlen
School Crossings Patrols, Cycle Proficiency & Road Safety	People	Rachel Datlen
Adult & Community Learning	People	Judith Chadwick
Skill & Investment including Apprenticeships	People	Judith Chadwick
Scientific Services and Trading Standards	People	Simon Wilkes
Public Health Contracts and Services	People	Kath Cobain
Emergency Planning Services	People	Kath Cobain

Capital Programme

TOTAL EXPENDITURE	ACTUAL 2019/20 £000	REVISED FORECAST 2020/21 £000	REVISED FORECAST 2021/22 £000	REVISED FORECAST 2022/23 and Beyond £000	REVISED TOTAL FORECAST 2019/20 - 2022/23 and Beyond £000
CHILDREN AND FAMILIES	9,834	26,466	2,284		38,584
OPEN FOR BUSINESS	45,452	87,026	39,422	800	172,700
THE ENVIRONMENT	38,636	73,353	29,451	2,143	143,583
HEALTH & WELL-BEING	4,070	3,412			7,482
EFFICIENCY & TRANSFORMATION	6,568	12,553	5,620	5,056	29,797
TOTAL	**104,560**	**202,809**	**76,777**	**7,999**	**392,145**

TOTAL FUNDING	ACTUAL 2019/20 £000	REVISED FORECAST 2020/21 £000	REVISED FORECAST 2021/22 £000	REVISED FORECAST 2022/23 and Beyond £000	REVISED TOTAL FORECAST 2019/20 - 2022/23 and Beyond £000
TEMPORARY AND LONG TERM BORROWING	30,502	87,729	41,389	4,426	164,046
CAPITAL RECEIPTS	9,652	10,950	3,559	3,550	27,711
GOVERNMENT GRANTS	56,351	100,394	23,455	23	180,223
CAPITAL RESERVE	1,192	672			1,864
THIRD PARTY CONTRIBUTIONS Bfwd THIRD PARTY CONTRIBUTIONS In Year THIRD PARTY CONTRIBUTIONS	6,863	3,064	8,374		18,301
TOTAL	**104,560**	**202,809**	**76,777**	**7,999**	**392,145**

Children and Families	ACTUAL 2019/20 £000	REVISED FORECAST 2020/21 £000	REVISED FORECAST 2021/22 £000	REVISED FORECAST 2022/23 and Beyond £000	REVISED TOTAL FORECAST 2019/20 - 2022/23 and Beyond £000
- The Chantry High School Expansion	109	22			131
- Nunnery Wood High School Expansion	764	484			1,248
- Christopher Whitehead High School Expansion	7	15			22
- Rushwick Primary School Expansion		130			130
- Bengeworth 1st		139			139
- Social Care Projects	217	37			254
- Social Care Projects 17/18	138	3,323			3,461
- Redditch S.77 Projects	12				12
- Evesham St Andrews	1	129			130
- Leigh and Bransford	57	165			222
- Holyoaks Field 1st School	936	4,966			5,902
- Worcester Library and History Centre (Non - PFI capital costs)	27	147			174
- Redditch Library	12	119			131
- Kidderminster Library	6	78			84
- Flexible use of Capital Receipts		133			133
- Major Schemes - Residual	250	54			304
- Capital Maintenance	978	6,716			7,694
- Basic Need	3,135	9,993			13,128
- School Managed Schemes (Inc. Universal Infant School meals and Devolved Formula Capital)	2,525	-368	368		2,525
- EFA Extension of Provision (Early Years)		259			259
- Healthy Pupil	73	-73	73		73
- Special Provision	391	-391	1,843		1,843
- Libraries Minor Works	196	247			443
- Composite Sums - Residual		142			142
TOTAL	**9,834**	**26,466**	**2,284**		**38,584**

Open for Business	ACTUAL 2019/20 £000	REVISED FORECAST 2020/21 £000	REVISED FORECAST 2021/22 £000	REVISED FORECAST 2022/23 and Beyond £000	REVISED TOTAL FORECAST 2019/20 - 2022/23 and Beyond £000
- Open for Business (including Economic Game Changer Sites).		4,050	2,500	450	7,000
- QinetiQ Land Purchase	1	2,000			2,001
- Worcester Technology Park	11	9	9		29
- Malvern Hills Science Park Scheme	18	321			339
- Local Broadband Plan Phase 1		3,310			3,310
- Local Broadband Plan Phase 3	510	3,386			3,896
- A4440 WSLR Phase 4	16,480	20,954	18,809		56,242
- A38 Bromsgrove	2,720	8,246	3,097		14,063
- Kidderminster Churchfields	1,658	2,909	129		4,696
- Pershore Northern Infrastructure (including up to £6.4m from HIIF)	2,377	5,758	4,419		12,554
- Capital Skills Programme	1,950	222			2,172
- Southern Link Dualling Phase 3	5,477	1,768			7,245
- Southern Link Dualling Phase 3 - Broomhall Way Footbridge	409	4,568			4,977
- Getting Building Fund (Including Redditch Transport Hub)		6,000	6,000		12,000
- Worcester Parkway Regional Interchange	6,850	1,604			8,454
- Kidderminster Rail Station Enhancement	2,338	941			3,279
- Railway Stations Upgrades / Extra Parking	359	3,541	750	350	5,000
- Additional Rail Station Developments inc. Worcester Shrub Hill Game Changer Site		12,000	3,000		15,000
- Town Centre Improvements:					
- Evesham	10	490			500
- Redditch	27	473			500
- Stourport	214	86			300
- Worcester	40	1,160			1,200
- Kidderminster Town Centre Phase 2	1,546	8			1,554
- Redditch Town Centre	2	0			2
- Worcester City Centre	963	412			1,375
- Malvern Public Realm		39			39
- ERDF Capital Projects	1,492	2,769	709		4,970
TOTAL	**45,452**	**87,026**	**39,422**	**800**	**172,700**

The Environment	ACTUAL 2019/20 £000	REVISED FORECAST 2020/21 £000	REVISED FORECAST 2021/22 £000	REVISED FORECAST 2022/23 and Beyond £000	REVISED TOTAL FORECAST 2019/20 - 2022/23 and Beyond £000
Local Transport Plan:					
- Structural Carriageway/Bridgeworks	27,617	33,868	11,287		72,772
- Integrated Transport	331	2,893	213		3,437
Major Schemes: Infrastructure					
- Cutting Congestion:					
- A38 / A4104 Staggered Junction Upton	36	3,964	2,500		6,500
- Evesham Town Centre	26	174			200
- Bromsgrove Town Centre	33	367	400		800
- Hoobrook Roundabout, Kidderminster	75	2,425			2,500
- Walking and Cycling Bridges:					
- River Severn - Keepax to Gheluvelt Park	290	3,709			3,999
- River Severn - Sabrina Bridge refurbishment	1	2,900			2,901
- Local Members Highways Fund	324	1,991	1,250		3,565
- Walk Cycle Route to Worc Parkway	77	67			144
- Green Deal Communities	41	3			44
- Investment Initiatives to Support Business and /or Green Technology	1	1,172	151		1,324
- Energy Efficiency - Spend to Save	24	462			486
- Warm Homes Fund	72	234	196	23	525
- Eastham Bridge	16	18			34
- Pavement Improvement Programme	1,700	4,086	4,000		9,786
- Cutting Congestion Programme	5,489	6,109			11,598
- Highway Flood Mitigation Measures	757	584	2,500		3,841
- Bewdley Flood Mitigation Measures			500		500
- Worcester Transport Strategy	112	443			555
- Hoobrook Link Road - Pinch Points	108	27			135
- Public Rights of Way	241	319	500		1,060
- Worcester Woods Paths Project		100			100
- Zebra Crossings Package		579			579
- Covid 19 Emergency Active Travel Fund		616			616
- Highways Capital Maintenance Costs			3,000	2,000	5,000
- Highways Strategic Investment Fund	583	843	454	120	2,000
- Completion of Residual Schemes	199	31			230
- Vehicle Replacement Programme	101	1,704			1,805
- Street Column Replacement Programme	382	3,665	2,500		6,547
TOTAL	**38,636**	**73,353**	**29,451**	**2,143**	**143,583**

Health and Well-Being	ACTUAL 2019/20 £000	REVISED FORECAST 2020/21 £000	REVISED FORECAST 2021/22 £000	REVISED FORECAST 2022/23 and Beyond £000	REVISED TOTAL FORECAST 2019/20 - 2022/23 and Beyond £000
Major Schemes:					
- Capital Investment in Community Capacity/ Specialised Housing	992	2,485			3,477
- Care Act Capital		61			61
- Social Care Case Management System Replacement	2,283				2,283
- IT Personalisation	444				444
- Capital funding utilisation		336			336
- A&CS Minor Works	90	271			361
- Social Care Performance IT Enhancement	261	259			520
TOTAL	**4,070**	**3,412**			**7,482**

Efficiency and Transformation	ACTUAL 2019/20 £000	REVISED FORECAST 2020/21 £000	REVISED FORECAST 2021/22 £000	REVISED FORECAST 2022/23 and Beyond £000	REVISED TOTAL FORECAST 2019/20 - 2022/23 and Beyond £000
Major Schemes:					
- Digital Strategy	2,013	5,255	2,070	1,506	10,844
- Repair and Maintenance of a Longer Term Benefit (And BUoP)	959	2,877			3,836
- Stourport Library/ Coroners Relocation to Civic Centre		18			18
- Capitalised Transformation Costs	3,596	4,403	3,550	3,550	15,099
TOTAL	**6,568**	**12,553**	**5,620**	**5,056**	**29,797**