

Agenda

Cabinet

Thursday, 16 October 2014, 10.00 am
County Hall, Worcester

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اردو۔ اگر آپ اس دستاویز کی مشمولات کو سمجھنے سے قاصر ہیں اور کسی ایسے شخص تک آپ کی رسائی نہیں ہے جو آپ کے لئے اس کا ترجمہ کر سکے تو، براہ کرم مدد کے لئے 01905 765765 پر رابطہ کریں۔ (Urdu)

كوردی سۆزانی، ننگەر ناتوانی تێبگهی له ناوهرۆکی نهم بێلگهیه و دهستت به هیچ کس ناگات که و هههنگهه یهه بۆت، تکلیه تملظون بکه بۆ ژماره‌ی 01905 765765 و داوای رهنۆینی بکه. (Kurdish)

ਪੰਜਾਬੀ। ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮਸ਼ਹੂਨ ਸਮਝ ਨਹੀਂ ਸਕਦੇ ਅਤੇ ਕਿਸੇ ਅਜਿਹੇ ਵਿਅਕਤੀ ਤੱਕ ਪਹੁੰਚ ਨਹੀਂ ਹੈ, ਜੋ ਇਸਦਾ ਤੁਹਾਡੇ ਲਈ ਅਨੁਵਾਦ ਕਰ ਸਕੇ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਮਦਦ ਲਈ 01905 765765 'ਤੇ ਫ਼ੋਨ ਕਰੋ। (Punjabi)

DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

Cabinet

Thursday, 16 October 2014, 10.00 am, County Hall, Worcester

Membership: Mr A I Hardman (Chairman), Mr A N Blagg, Mrs S L Blagg,
Mr J P Campion, Mrs E A Eyre, Mr S E Geraghty, Mr M J Hart,
Mrs L C Hodgson and Mr J H Smith

Agenda

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NOTES

- **Webcasting**

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All the above reports and supporting information can be accessed via the Council's website.

Date of Issue: Tuesday, 7 October 2014

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Worcestershire County Council Staff Viewpoint Survey 2014

Initial Analysis of Headline Results

July 2014

For more information contact:

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Introduction

We carried out a staff survey in May/June 2014. The aim was to gather information about staff views across the organisation on key issues. Staff Viewpoint has had input from across all directorates and pulls together a number of exercises previously carried out separately in order to decrease the burden on staff and promote a better response rate.

The results presented here are the initial headlines, highlighting the main issues for the organisation as a whole and for individual directorates; these will be shared with members of the Staff Viewpoint Working Group for them to take away and work with their respective Directorate Leadership Teams to develop appropriate action plans to address the issues.

Full tables for the key agree/disagree type questions are in Annex 1

Travel plan results are summarised in Annex 2 and will be incorporated into the staff travel plan.

The ICT skills section was included to fulfil a responsibility to the Chartered Institute of Finance and Accounting (CIPFA) and to help the Corporate Learning & Development Team to evaluate and target ICT training; these results are tabulated in Annex 3.

Finally, social workers in DASH were asked a small number of additional questions to monitor and evaluate specific professional issues, and these results are tabulated in Annex 4.

Response Rate and Demographics

An estimated total of 4238 staff members were eligible to take part in the survey¹. In the majority of cases staff received an email from the appropriate Director including a link to an online survey, and the survey was promoted through SID stories throughout the survey period. In some cases where the member of staff does not have an email address a paper copy was sent to the home address. Other paper surveys were delivered via team meetings.

We received 1553 responses (a 37% response rate), this represents a significant improvement on last year's result, though is still lower than we would like, particularly in some key, large frontline service areas.

¹ All WCC staff excluding teachers, teaching assistants, school crossing patrols, relief drivers, escorts and staff who work very few hours, remotely or have little to do with the wider organisation.

A reasonable spread of demographic characteristics across the organisation was achieved.

Table 1: Directorate responses

Directorate	Number responses	Eligible Directorate Headcount	Respondents as a % of Headcount
DASH	346	1518	23%
Children's Services	346	1106	31%
BEC	429	879	49%
Resources	384	685	56%
Chief Executive Unit	48	50	96%
TOTAL	1553	4238	37%

Table 2: Service responses (DASH)

Service	Number responses	Eligible Service Headcount	Respondents as a % of Headcount
Adult Social Care	250	1293	19%
Business Support	30	62	48%
Joint Commissioning	35	75	47%
Public Health	29	34	85%

Table 3: Service responses (ChS)

Service	Number responses	Eligible Service Headcount	Respondents as a % of Headcount
Children's Social Care	137	498	28%
Performance & Partnerships	41	86	48%
Learning & Achievement	111	373	30%
Early Help/Next Steps	40	144	28%

Table 4: Service responses (BEC)

Service	Number responses	Eligible Service Headcount	Respondents as a % of Headcount
Integrated Transport	103	192	54%
Scientific Services & BAS	19	40	48%
Operations (H&C)	34	98	35%
Economy & Planning	51	53	96%
Waste PFI	8	8	100%
Culture & Community	205	487	42%

Table 5: Service responses (Resources)

Service	Number responses	Eligible Service Headcount	Respondents as a % of Headcount
HR & OD	125	182	69%
Legal & Democratic	38	59	64%
Finance and Procurement	59	67	88%
Systems & Customer Access	98	208	47%
Property Services	63	143	44%

Table 6: Gender breakdown

Your gender	Number responses	%
Male	470	31
Female	1034	69

Table 7: Disability breakdown

Do you consider yourself to have a disability	Number responses	%
I Do	204	14
I Do Not	1285	86

Table 8: Sexual orientation breakdown

What is your sexual orientation	Number responses	%
Heterosexual	1217	83
Bisexual	13	1
Gay man	16	1
Lesbian	6	*
Prefer not to say	222	15

Table 9: Ethnic origin breakdown

I would describe my ethnic origin as:	Number responses	%
White: English/Welsh/Scottish/Northern Irish/British	1414	96
White: Irish	10	1
Other white background - please describe below	9	1
Mixed/Multiple ethnic groups:White and Black Caribbean	*	
Mixed/Multiple ethnic groups:White and Black African	*	
Mixed/Multiple ethnic groups:White and Asian	*	
Asian/ Asian British:Indian	10	1
Asian/ Asian British:Pakistani	*	
Asian/ Asian British:Chinese	*	
Any other Asian background - please describe below	*	
Black or Black British: African	*	
Black or Black British: Caribbean	*	
Other ethnic group - please describe below	*	

Corporate Balanced Scorecard Measures

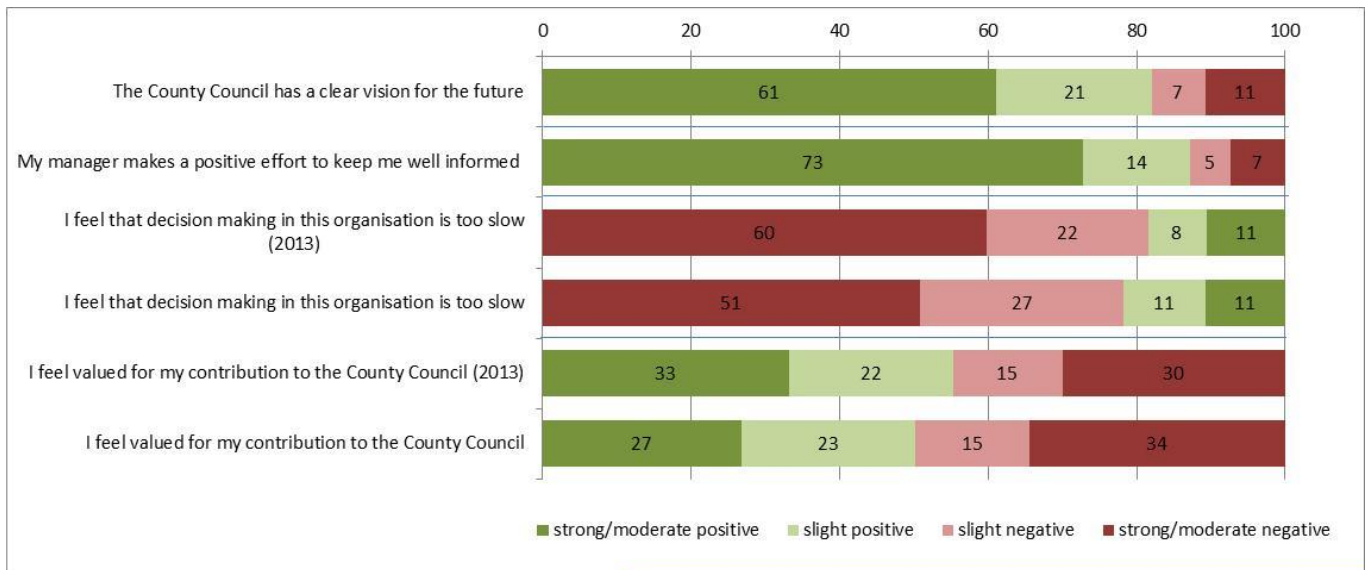
Respondents were asked to state to what extent they agreed or disagreed with four key measures selected from those asked in the 2013 survey. The options were "agree strongly", "agree moderately", "agree slightly", "disagree slightly", "disagree moderately", and "disagree strongly".

Two measures have seen no significant change in the last 12 months:

- The County Council has a clear vision for the future
- My manager makes a positive effort to keep me well informed

There has been a positive shift in the proportion who feel that decision making is too slow, but 51% of staff still agree strongly or moderately that this is the case. In BEC there has been no change in this measure since 2013 (57% agree strongly/moderately that decision making is too slow).

There has been a negative shift in the proportion who feel valued for their contribution to the County Council and this shift is particularly pronounced in DASH (32% down to 19%) and a lesser extent Resources (36% down to 29%)



Challenges

For WCC

- Continue to address the perception of decision making being too slow.
- Address the fall in staff feeling valued for their contribution.

For BEC

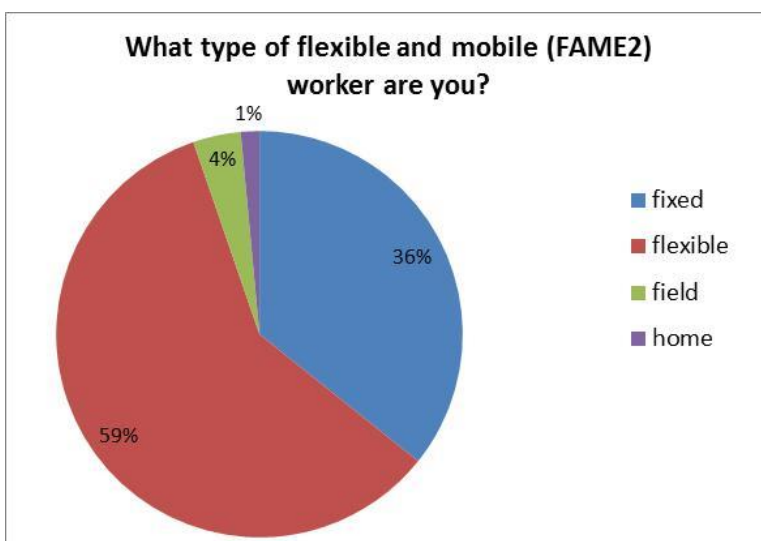
- Address the relatively high perception of slow decision making as this has not reduced in BEC as in the rest of WCC.

For DASH and Resources

- Address the large fall in staff feeling valued for their contribution which is greatest in these two directorates.

FAME 2

Almost 60% of respondents are flexible workers. 59% of fixed or flexible staff work at County Hall, with a further 10% at Wildwood and 2% at Worcester Woods. 18% work at a location other than those specified in the list provided.

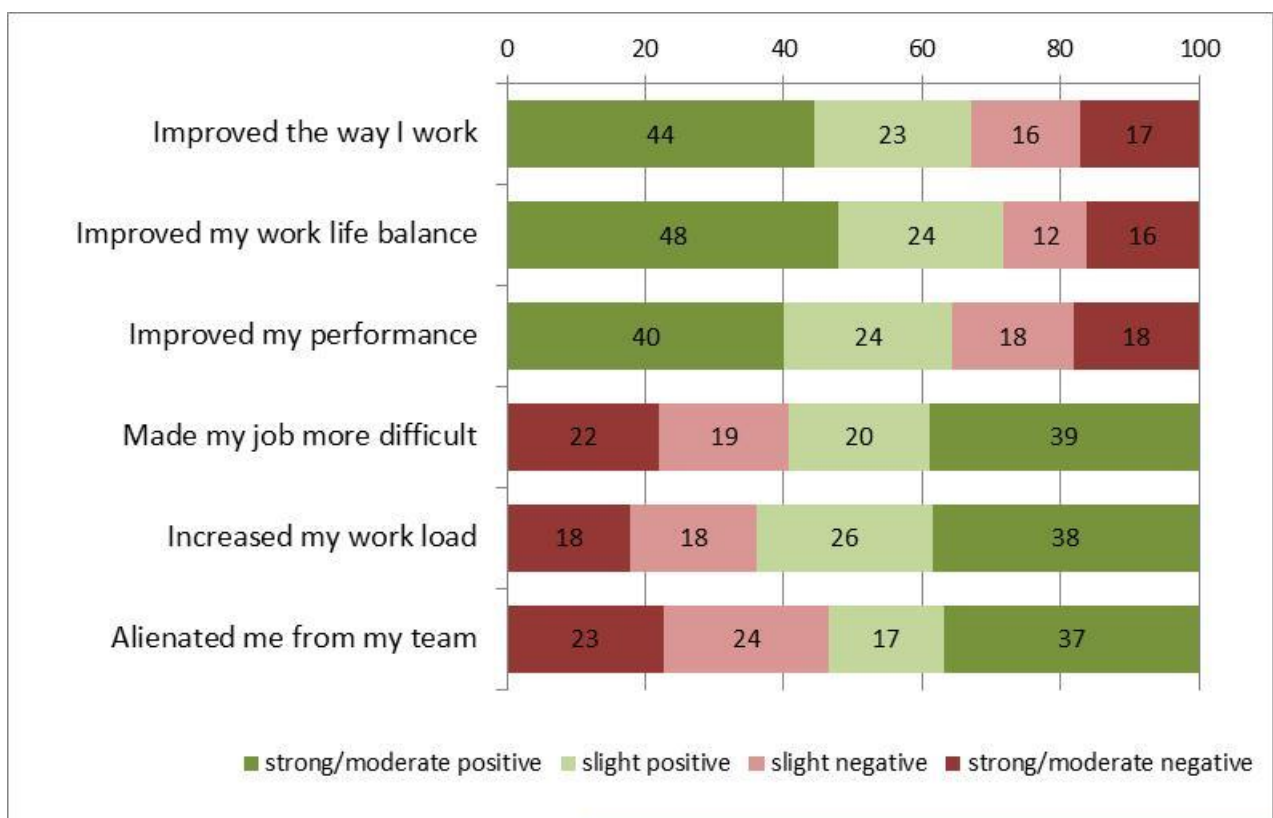


Considering only the fixed/flexible staff based at County Hall/Wildwood, 73% of these are flexible workers, 27% fixed.

Flexible workers were asked how much time they generally spend away from their designated place of work, and **43% of flexible workers spend only up to 20% of their time working flexibly**. Three quarters of those working in alternative locations typically work at home.

On average what percentage of your week do you work away from your designated place of work	Number responses	%
none	63	6.9
up to 20%	327	36.0
21 - 40%	283	31.1
41 - 80%	176	19.4
81 - 100%	60	6.6

All respondents were asked to state to what extent they agreed or disagreed with six statements concerning the impact their FAME2 working arrangement has had on them



Looking at the six measures on attitudes to FAME2 working arrangements around 40-50% of staff answer positively (agreeing strongly/moderately that arrangements have improved things, or disagreeing strongly/moderately that they have made things more difficult).

On many measures BEC staff are the least likely to respond positively, with the exception of a feeling of alienation from the team, which is strongest in ChS

Challenges

For WCC

- To understand and address the issues of a sizeable minority who feel a negative impact from FAME2 working arrangements

For BEC

- To address lower than average views on FAME2 improving the way people work, improving performance and higher than average feeling that FAME2 makes jobs more difficult and increases workload

For ChS

- To address higher than average feeling that FAME2 alienates people from their team

Directorate Questions

In relation to Business Plans, around 60% know where to find their Team/Unit/Service Business Plan and around 60% know what it contains – **36% do not know what is in the Team/Unit/Service Business Plan or where to find it.**

For the Directorate Business Plans 48% know where to find it and 41% know what it contains – **50% do not know what is in the Directorate Business Plan or where to find it.**

Respondents were then asked to state to what extent they agreed or disagreed with a series of statements related to their Directorate and team/service. Full results are available in Annex 1 – the main key challenge points are summarised here:

Challenges

Overall

- As many people don't feel their efforts and contributions to their Directorate are noticed and appreciated as do – and in BEC and DASH more people strongly disagree than strongly agree.
- Across WCC there is a feeling of "them and us" barriers to communications within Directorates.
- Almost a quarter of staff across WCC strongly/moderately disagree that they have enough time within their working week to manage their workload

For ChS

- 30% of ChS strongly/moderately disagree that they have enough time within their working week to safely manage their workload

For BEC and DASH

- BEC and DASH staff are more unlikely than others
 - to feel part of the Directorate
 - to feel their efforts and contributions are noticed and appreciated

- to feel able make suggestions and to participate in improvement activities
- to agree that the DLT communicate well within the Directorate

For BEC

- A relatively low proportion of BEC staff feel that concerns raised with managers are dealt with promptly
- BEC staff are less likely than others to think that changes in structures have resulted in more responsive decision making
- BEC staff are less likely than others to feel that they have received sufficient information regarding commissioning reviews

Impacts on attitudes to work

Respondents were asked how six factors have impacted on their attitude to work; restructuring and commissioning in particular are seen as having a negative impact.

Staff in Children's Services are most likely to report a negative impact of accommodation changes, while BEC staff are the most likely to feel negatively about staffing reviews. Almost half of Resources staff say that commissioning has had a strong or moderate negative impact on their attitude to work.

Challenges/Actions

For WCC

- To understand and address the negative impacts that restructuring and commissioning are having on attitudes to work

For ChS

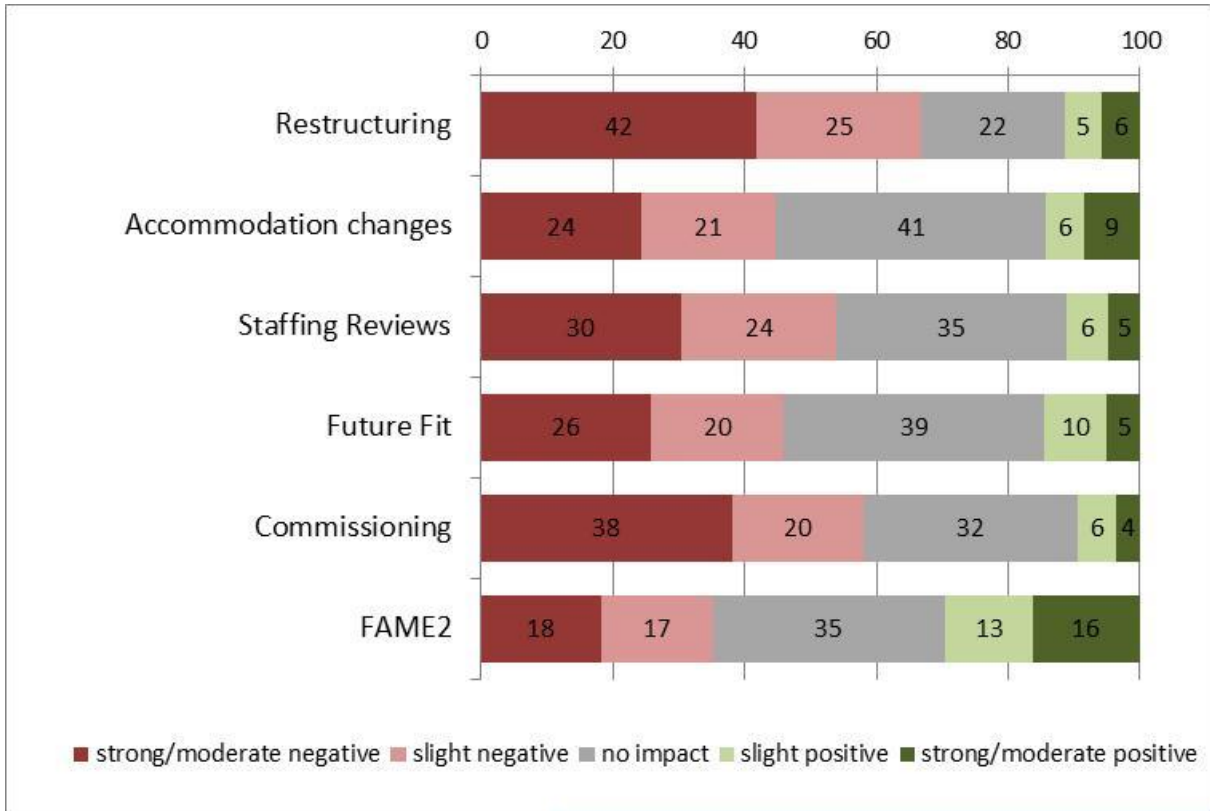
- To address issues of the relatively high proportion of staff for whom accommodation changes have had a strong negative impact

For Resources

- To address issues of the relatively high proportion of staff for whom commissioning has had a strong negative impact

For BEC

- To review ES/BEC survey trend data and address issues of the relatively high proportion of staff for whom staffing reviews have had a negative impact



Annex 1: Full tables

Corporate Balanced Scorecard Measures

	The County Council has a clear vision for the future				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	53%	22%	9%	15%	341
ChS	63%	23%	5%	9%	339
BEC	63%	22%	7%	8%	415
Res	60%	19%	9%	12%	380
CEU	94%	4%	0%	2%	48
TOTAL	61%	21%	7%	11%	1523

	My manager makes a positive effort to keep me well informed				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	70%	15%	7%	8%	341
ChS	76%	13%	6%	6%	343
BEC	67%	18%	6%	9%	424
Res	78%	12%	3%	7%	380
CEU	83%	8%	2%	6%	48
TOTAL	73%	14%	5%	7%	1536

	I feel that decision making in this organisation is too slow				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	51%	29%	8%	12%	336
ChS	44%	34%	14%	8%	332
BEC	57%	25%	10%	8%	415
Res	51%	23%	11%	15%	375
CEU	48%	27%	15%	10%	48
TOTAL	51%	27%	11%	11%	1506

	I feel valued for my contribution to the County Council				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	19%	29%	13%	39%	341
ChS	28%	21%	17%	34%	343
BEC	27%	24%	19%	30%	425
Res	29%	20%	13%	38%	381
CEU	48%	19%	6%	27%	48
TOTAL	27%	23%	15%	34%	1538

Directorate Questions

	Business Plans (% answering Yes)			
	Team/Unit/Service Plan		Directorate	
	Know where to find it	Know what it contains	Know where to find it	Know what it contains
DASH	63%	63%	53%	47%
ChS	65%	62%	50%	43%
BEC	58%	56%	44%	37%
Res	57%	55%	45%	39%
CEU	51%	58%	-	-
TOTAL	60%	59%	48%	41%

	I know how the objectives set in my SRD (Staff Review and Development) relate to Team/Unit/Service, Directorate and Corporate objectives				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	69%	19%	4%	8%	331
ChS	67%	17%	5%	11%	329
BEC	60%	22%	6%	11%	409
Res	65%	21%	4%	9%	370
CEU	76%	9%	9%	7%	46
TOTAL	65%	20%	5%	10%	1485

	I feel part of the Directorate / CEU				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	38%	29%	15%	18%	336
ChS	45%	24%	13%	17%	337
BEC	36%	26%	17%	21%	419
Res	44%	26%	11%	19%	371
CEU	73%	10%	4%	13%	48
TOTAL	41%	26%	14%	19%	1511

	I feel my efforts and contributions to the Directorate/CEU are noticed				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	24%	28%	17%	30%	338
ChS	32%	27%	16%	25%	337
BEC	24%	24%	20%	32%	414
Res	34%	24%	18%	25%	373
CEU	54%	15%	10%	21%	48
TOTAL	29%	25%	17%	28%	1510

	I feel my efforts and contributions to the Directorate/CEU are appreciated				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	25%	25%	18%	32%	340
ChS	32%	22%	21%	26%	336
BEC	22%	25%	20%	32%	416
Res	34%	23%	17%	26%	373
CEU	48%	19%	6%	27%	48
TOTAL	29%	24%	19%	29%	1513

	I feel able to make suggestions in relation to improvement activities				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	36%	31%	15%	18%	338
ChS	43%	29%	10%	18%	334
BEC	39%	33%	11%	17%	413
Res	49%	27%	10%	14%	369
CEU	67%	19%	4%	10%	48
TOTAL	43%	29%	11%	17%	1502

	I am able to participate in improvement activities				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	34%	28%	21%	18%	333
ChS	42%	29%	12%	17%	330
BEC	36%	33%	13%	18%	403
Res	42%	33%	12%	13%	353
CEU	62%	19%	11%	9%	47
TOTAL	39%	30%	14%	16%	1466

	I want to participate in improvement activities				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	53%	31%	8%	7%	324
ChS	58%	28%	7%	6%	314
BEC	55%	31%	9%	5%	392
Res	57%	29%	8%	6%	346
CEU	70%	17%	4%	9%	47
TOTAL	56%	30%	8%	6%	1423

I feel there are 'them and us' barriers to communications within the Directorate/CEU					
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	42%	30%	12%	16%	327
ChS	40%	30%	16%	14%	329
BEC	40%	30%	15%	15%	409
Res	41%	25%	15%	19%	361
CEU	27%	15%	10%	48%	48
TOTAL	40%	28%	14%	17%	1474

The Directorate Leadership Team communicate well with the Directorate / The CEU Management Team communicate well with CEU					
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	24%	33%	22%	21%	325
ChS	32%	37%	15%	17%	316
BEC	27%	35%	17%	21%	400
Res	39%	30%	16%	16%	365
CEU	67%	10%	6%	17%	48
TOTAL	32%	33%	17%	19%	1454

I find the Directorate/CEU Newsletter a good source of news for the Directorate/CEU					
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	35%	41%	10%	14%	326
ChS	36%	39%	12%	13%	310
BEC	37%	34%	12%	17%	396
Res	46%	35%	10%	9%	367
CEU	52%	25%	7%	16%	48
TOTAL	39%	37%	11%	13%	1443

I find the Directorate Cascade informative and useful					
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
BEC	29%	30%	20%	22%	396

	The complexity of my workload is correctly balanced, according to my level of ability and grade				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	59%	15%	11%	16%	338
ChS	59%	12%	15%	14%	337
BEC	57%	14%	13%	16%	418
Res	57%	16%	11%	15%	381
CEU	63%	4%	19%	15%	48
TOTAL	58%	14%	13%	15%	1522

	I have enough time within my working week to safely manage my current workload				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	49%	14%	17%	21%	341
ChS	36%	18%	15%	30%	340
BEC	37%	15%	24%	24%	422
Res	42%	21%	15%	23%	379
CEU	51%	11%	15%	23%	47
TOTAL	41%	17%	18%	24%	1529

	Any concerns I raise with my managers are dealt with promptly				
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	62%	18%	9%	11%	341
ChS	63%	23%	8%	6%	339
BEC	56%	18%	12%	14%	422
Res	65%	18%	9%	8%	375
CEU	75%	10%	8%	6%	47
TOTAL	62%	19%	9%	10%	1525

Changes in teams and management structures have resulted in more responsive decision making by managers					
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	24%	26%	25%	25%	310
ChS	26%	25%	23%	26%	309
BEC	19%	25%	28%	28%	382
Res	24%	28%	24%	24%	330
CEU	33%	31%	19%	17%	42
TOTAL	23%	26%	25%	26%	1373

I am aware of the commissioning reviews going on within the Directorate/CEU					
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	57%	22%	10%	10%	326
ChS	64%	23%	5%	7%	335
BEC	51%	24%	11%	15%	412
Res	82%	14%	3%	1%	377
CEU	73%	19%	6%	2%	48
TOTAL	64%	21%	7%	8%	1498

I have received sufficient information regarding commissioning reviews					
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
DASH	39%	24%	16%	21%	319
ChS	47%	26%	13%	15%	328
BEC	31%	23%	20%	26%	398
Res	61%	19%	8%	11%	377
CEU	66%	15%	15%	4%	47
TOTAL	45%	23%	14%	18%	1469

Impacts on attitudes to work

	Restructuring					
	Strong moderate negative	Slight negative	No impact	Slight positive	Strong moderate positive	Base
DASH	48%	25%	17%	5%	5%	332
ChS	46%	26%	17%	5%	6%	334
BEC	42%	24%	26%	5%	4%	418
Res	34%	25%	26%	7%	8%	373
CEU	34%	23%	19%	9%	15%	47
TOTAL	42%	25%	22%	5%	6%	1504

	Accommodation changes					
	Strong moderate negative	Slight negative	No impact	Slight positive	Strong moderate positive	Base
DASH	28%	21%	37%	6%	8%	326
ChS	31%	23%	31%	6%	8%	333
BEC	19%	18%	50%	4%	9%	404
Res	22%	22%	43%	6%	7%	375
CEU	15%	13%	43%	6%	23%	47
TOTAL	24%	21%	41%	6%	9%	1504

	Staffing Reviews					
	Strong moderate negative	Slight negative	No impact	Slight positive	Strong moderate positive	Base
DASH	30%	28%	33%	5%	4%	314
ChS	31%	22%	34%	5%	7%	322
BEC	38%	23%	30%	6%	2%	410
Res	22%	22%	41%	8%	6%	366
CEU	24%	24%	33%	9%	9%	45
TOTAL	30%	24%	35%	6%	5%	1457

	Future Fit					
	Strong moderate negative	Slight negative	No impact	Slight positive	Strong moderate positive	Base
DASH	30%	25%	32%	9%	4%	314
ChS	24%	18%	45%	9%	4%	306
BEC	30%	19%	40%	8%	3%	393
Res	23%	18%	41%	11%	7%	357
CEU	2%	17%	36%	23%	21%	47
TOTAL	26%	20%	39%	10%	5%	1417

	Commissioning					
	Strong moderate negative	Slight negative	No impact	Slight positive	Strong moderate positive	Base
DASH	35%	21%	33%	7%	4%	315
ChS	40%	21%	30%	5%	4%	319
BEC	32%	16%	46%	5%	0%	389
Res	49%	21%	20%	5%	5%	377
CEU	11%	20%	30%	20%	20%	46
TOTAL	38%	20%	32%	6%	4%	1446

	FAME2					
	Strong moderate negative	Slight negative	No impact	Slight positive	Strong moderate positive	Base
DASH	19%	17%	40%	13%	11%	305
ChS	22%	16%	33%	16%	14%	316
BEC	19%	18%	40%	11%	13%	394
Res	15%	19%	30%	13%	22%	365
CEU	11%	6%	23%	21%	38%	47
TOTAL	18%	17%	35%	13%	16%	1427

Annex 2: Travel Questions

Asked to all except home workers in order to contribute to staff travel plan.

Typically how often do you travel to your main designated place of work by the following transport methods?

All staff

	almost every working day (%)	several times a week (%)	several times a month (%)	rarely / never /not answered (%)
Walk	6	2	3	88
Bike	2	1	2	95
Motorcycle	1			99
Public Transport - Bus	2	1	2	95
Public Transport - Train	1	1	1	98
Private car - as driver	58	20	7	16
Private car - as passenger	3	5	5	86

Base: 1530 respondents

County Hall campus

	almost every working day (%)	several times a week (%)	several times a month (%)	rarely / never /not answered (%)
Walk	5	2	3	90
Bike	2	1	2	95
Motorcycle	1			99
Public Transport - Bus	1	1	2	96
Public Transport - Train			1	99
Private car - as driver	57	23	7	13
Private car - as passenger	4	6	6	84

Base: 1005 respondents

Respondents who drive to work every day or several times a week were then asked about factors that might encourage them to change their travel behaviour

What would encourage you to walk to work?

Better route signage and information	1%
Incentives to walk	4%
Well maintained paths	3%
Well lit paths	4%
Something else, please specify below	4%
Nothing, I live too far away	65%
Nothing, I am unable to walk significant distances for health reasons	3%
Nothing, for another reason (please explain below)	20%

Base: 1188 respondents

What would encourage you to travel by bus to work?

Limited stop service (stops at fewer bus stops along the route)	9%
Evening buses (after 6pm)	9%
CCTV/inspectors on buses	2%
Direct routes	27%
Universal bus tickets (can use with all operators)	8%
More frequent services	25%
Modern buses	4%
More reliable services	20%
Fare incentives / cheaper fares	24%
Something else, please specify below	5%
Nothing, please explain below	49%

Base: 1188 respondents

What would encourage you to cycle to work?

Discounted bikes	5%
Dedicated cycle lanes (separate cycle lanes on roads/footpaths)	11%
Secure cycle storage (cycle racks)	6%
Bike loan scheme	3%
Cycle Training at County Hall Campus	1%
Showers/lockers at work	7%
Better route signage and information	2%
Incentives to cycle	8%
Something else, please specify below	2%
Nothing, I live too far away	51%
Nothing, I am unable to cycle for health reasons	4%
Nothing, for another reason (please explain below)	22%

Base: 1188 respondents

What would encourage you to car share rather than driving by yourself to work?

Help finding a car share partner	15%
Preferential access to a car parking space	11%
Guaranteed lift home in case of emergency	18%
Saving money on fuel and running costs	15%
Meeting new people and making friends	2%
Something else, please specify below	4%
Nothing, please explain below	54%

Base: 1188 respondents

Annex 3: ICT Skills

	Can you attach documents in emails?			
	Job does not require it	If I had more skills I could do my job more effectively	I have sufficient skills	Base
DASH	3%	1%	96%	343
ChS	1%	0%	99%	345
BEC	1%	1%	99%	429
Res	1%	1%	98%	384
CEU	0%	2%	98%	48
TOTAL	1%	1%	98%	1549

	Can you keep your Mailbox under control?			
	Job does not require it	If I had more skills I could do my job more effectively	I have sufficient skills	Base
DASH	3%	7%	90%	341
ChS	0%	7%	93%	345
BEC	1%	7%	92%	428
Res	1%	5%	94%	382
CEU	0%	10%	90%	48
TOTAL	1%	7%	92%	1544

	Can you use search tools (such as Google) to find information from our intranet or the internet?			
	Job does not require it	If I had more skills I could do my job more effectively	I have sufficient skills	Base
DASH	3%	1%	96%	343
ChS	0%	1%	98%	345
BEC	1%	0%	99%	428
Res	1%	0%	99%	383
CEU	0%	0%	100%	48
TOTAL	1%	1%	98%	1547

Can you use Word to compose letters and reports?				
	Job does not require it	If I had more skills I could do my job more effectively	I have sufficient skills	Base
DASH	4%	2%	93%	342
ChS	1%	1%	98%	345
BEC	1%	3%	96%	426
Res	2%	2%	96%	384
CEU	0%	0%	100%	48
TOTAL	2%	2%	96%	1545

Can you use PowerPoint to produce presentations?				
	Job does not require it	If I had more skills I could do my job more effectively	I have sufficient skills	Base
DASH	26%	10%	64%	340
ChS	12%	10%	78%	343
BEC	18%	9%	74%	427
Res	24%	9%	67%	381
CEU	4%	2%	94%	48
TOTAL	19%	9%	71%	1539

Can you use Excel to produce spreadsheets?				
	Job does not require it	If I had more skills I could do my job more effectively	I have sufficient skills	Base
DASH	19%	17%	65%	343
ChS	11%	22%	66%	343
BEC	8%	15%	77%	428
Res	10%	12%	78%	382
CEU	2%	6%	91%	47
TOTAL	11%	16%	73%	1543

Can you resolve basic problems yourself using the help menus in the software?				
	Job does not require it	If I had more skills I could do my job more effectively	I have sufficient skills	Base
DASH	4%	16%	80%	338
ChS	2%	17%	81%	342
BEC	3%	14%	83%	429
Res	3%	14%	83%	380
CEU	0%	8%	92%	48
TOTAL	3%	15%	82%	1537

Can you manage files and do you know where to save your work securely?				
	Job does not require it	If I had more skills I could do my job more effectively	I have sufficient skills	Base
DASH	4%	7%	90%	339
ChS	0%	4%	96%	342
BEC	1%	5%	94%	425
Res	1%	5%	94%	380
CEU	0%	2%	98%	48
TOTAL	1%	5%	94%	1534

Which of the following Microsoft Lync functions have you used?					
	Instant Messaging and Email	Online Meetings and Collaboration	Making Calls (includes conference calls)	Have NOT used	Base
DASH	82%	15%	33%	16%	336
ChS	91%	23%	43%	9%	344
BEC	75%	26%	35%	21%	425
Res	93%	30%	53%	6%	382
CEU	94%	50%	63%	4%	48
TOTAL	85%	25%	42%	13%	1535

Annex 4: DASH Social Worker Questions

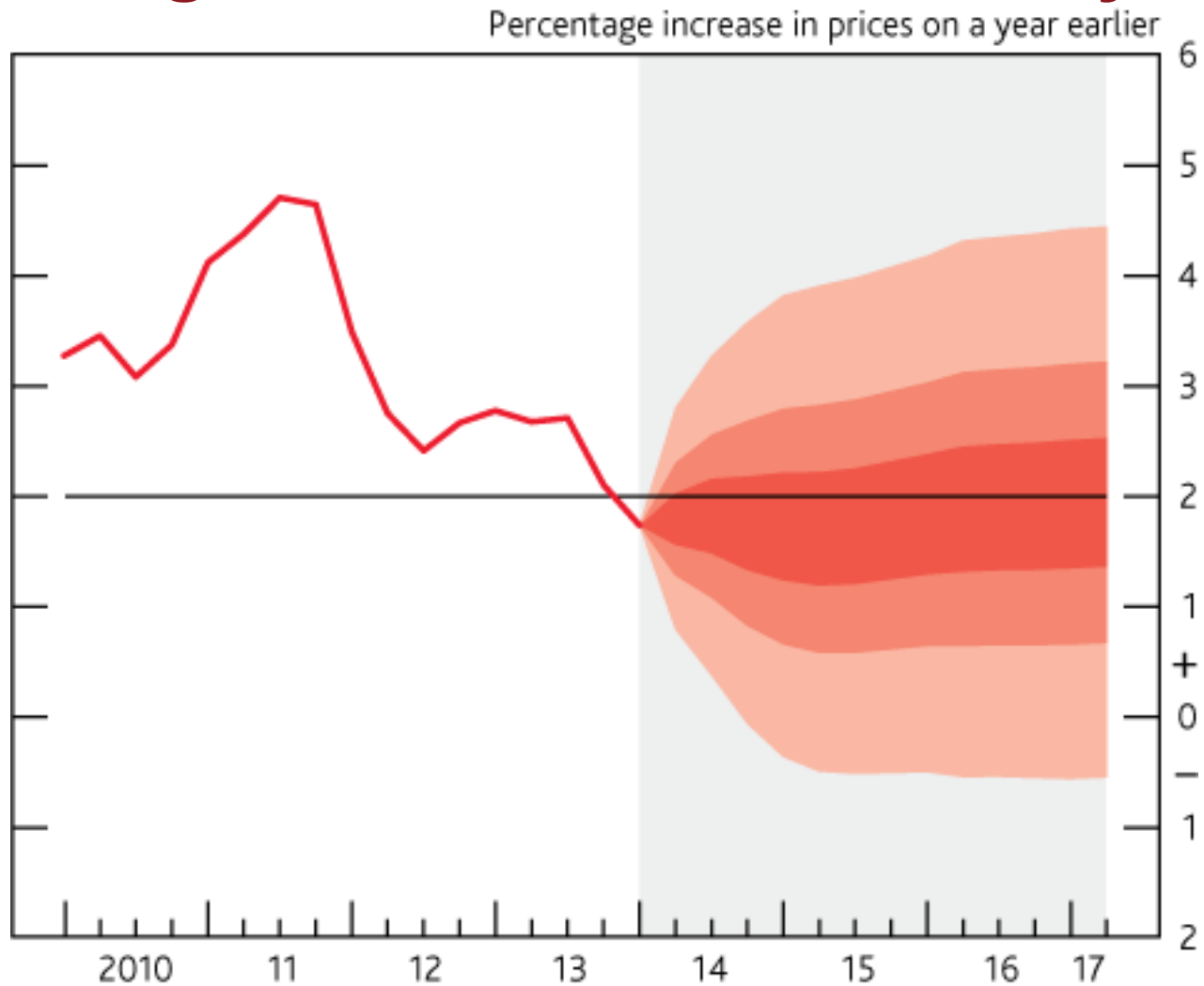
	Agree strongly moderately	Agree slightly	Disagree slightly	Disagree strongly moderately	Base
I am able to be responsive and flexible in my work to meet the needs of service users and carers	67%	19%	10%	4%	79
I understand the legal framework within which I operate	94%	5%	1%		79
I am supported by the organisation (or manager) to make professional decisions on my own, where appropriate	83%	9%	5%	3%	78
I have regular supervision which supports me in my practice	68%	14%	8%	10%	79
I am able to access management support outside supervision	87%	8%	4%		79
I have access to learning and development which is relevant to my post and to my own professional development	68%	21%	10%	1%	77
I implement the West Midlands Safeguarding Procedures to protect Vulnerable Adults	96%	4%			78

Context and Feedback

UK Economy

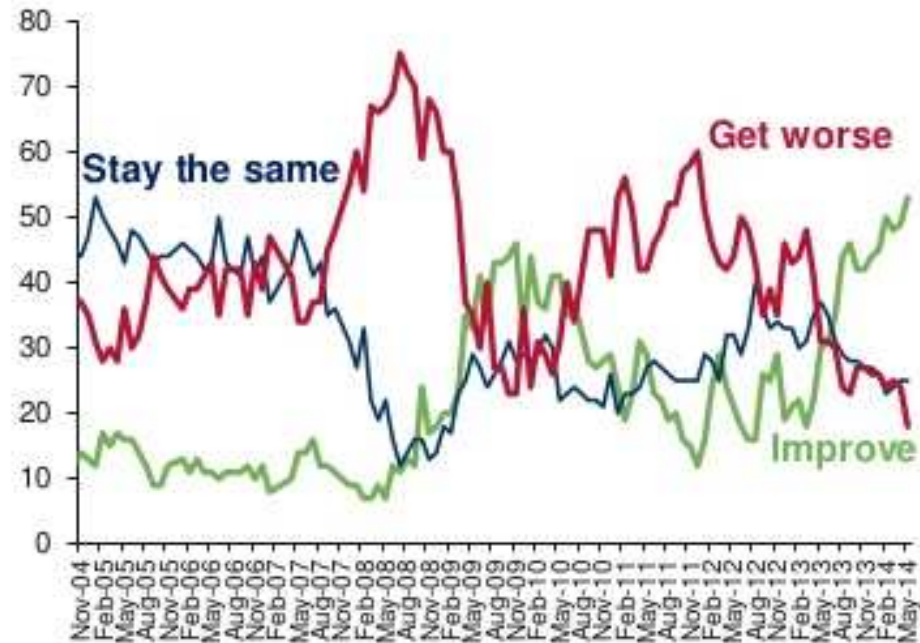
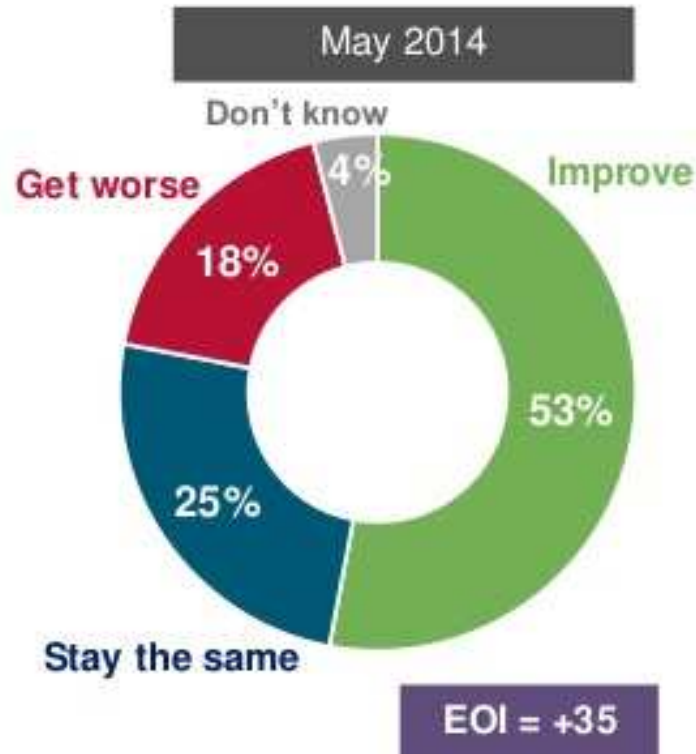
- UK Economy grew by 0.8% in Q2 2014
 - 6th consecutive quarter of growth
- Inflation fell to 1.6% in July from 1.9% the previous month
- Unemployment is falling with 2.3% of 16-64 year olds claiming Jobseekers Allowance
- Key Business Confidence balances are higher than their average 2007 pre-recession levels
- UK has the fourth highest GDP per capita in the G7
- Forecast that UK economy will grow faster in 2014 than any other G7 country

Bank of England CPI Fan Chart – May 2014



Economic Optimism Index

Do you think that the general economic condition of the country will improve, stay the same or get worse over the next 12 months?



Base: 1,003 British adults 18+, 10th - 12th May 2014

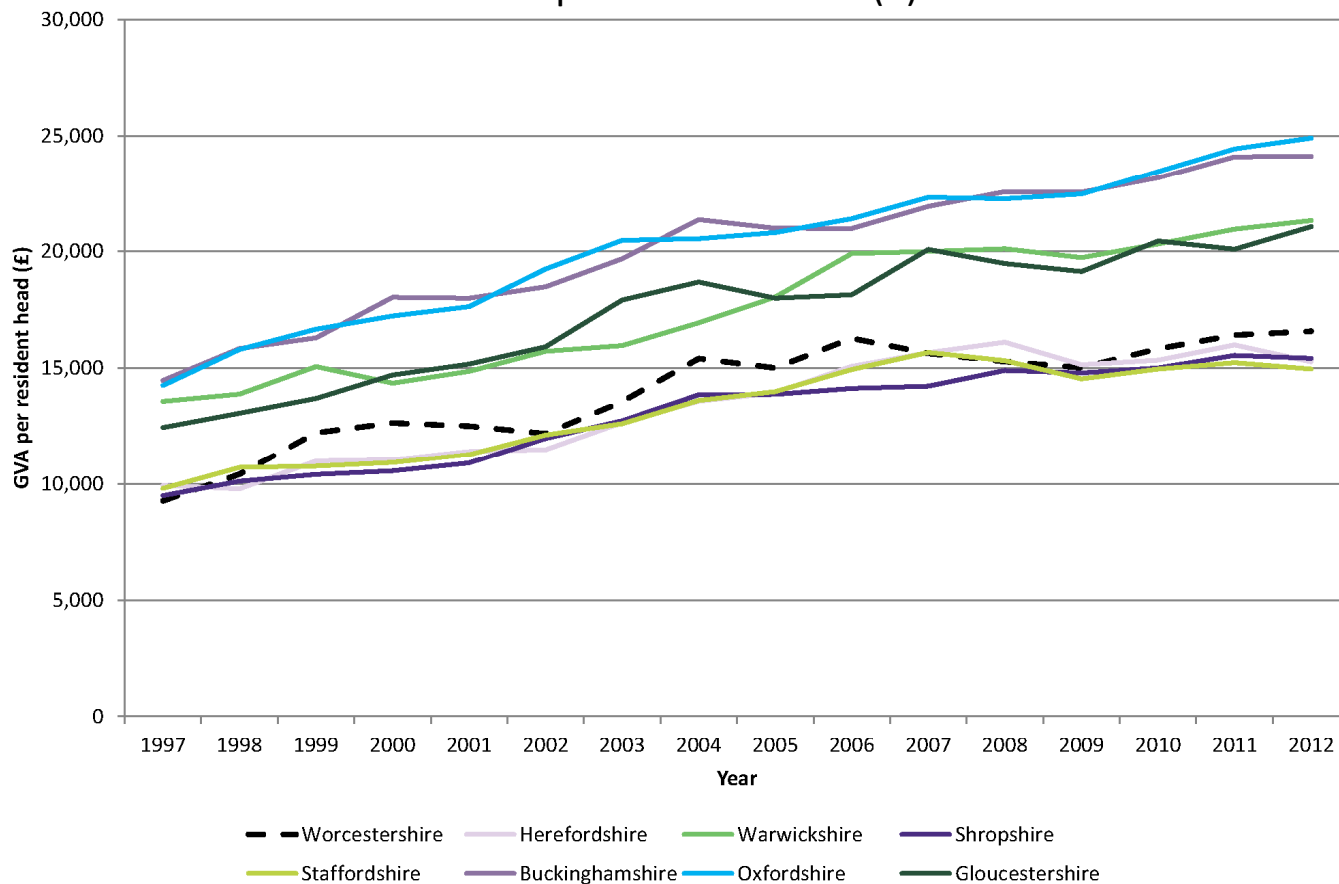
Source: Ipsos MORI Political Monitor

Ipsos MORI



Economic Growth

GVA per resident head (£)



Source: ONS, Regional Accounts

Unemployment

- The number of Jobseekers Allowance claimants is:
 - at the same level as the 2007 pre-recession average
 - at its lowest level since July 2008
- Long term unemployment proportion rising
 - more than a quarter of total claimants
- Youth unemployment is continuing to decline:
 - at its lowest level since December 2007
- Almost 30,000 on out of work benefits – majority on Incapacity Benefit and Employment Support Allowance

Low Income

30% of people in Worcestershire are categorised as either 'Financially Stretched' or 'Urban Adversity'

- Compared to 41% in Great Britain

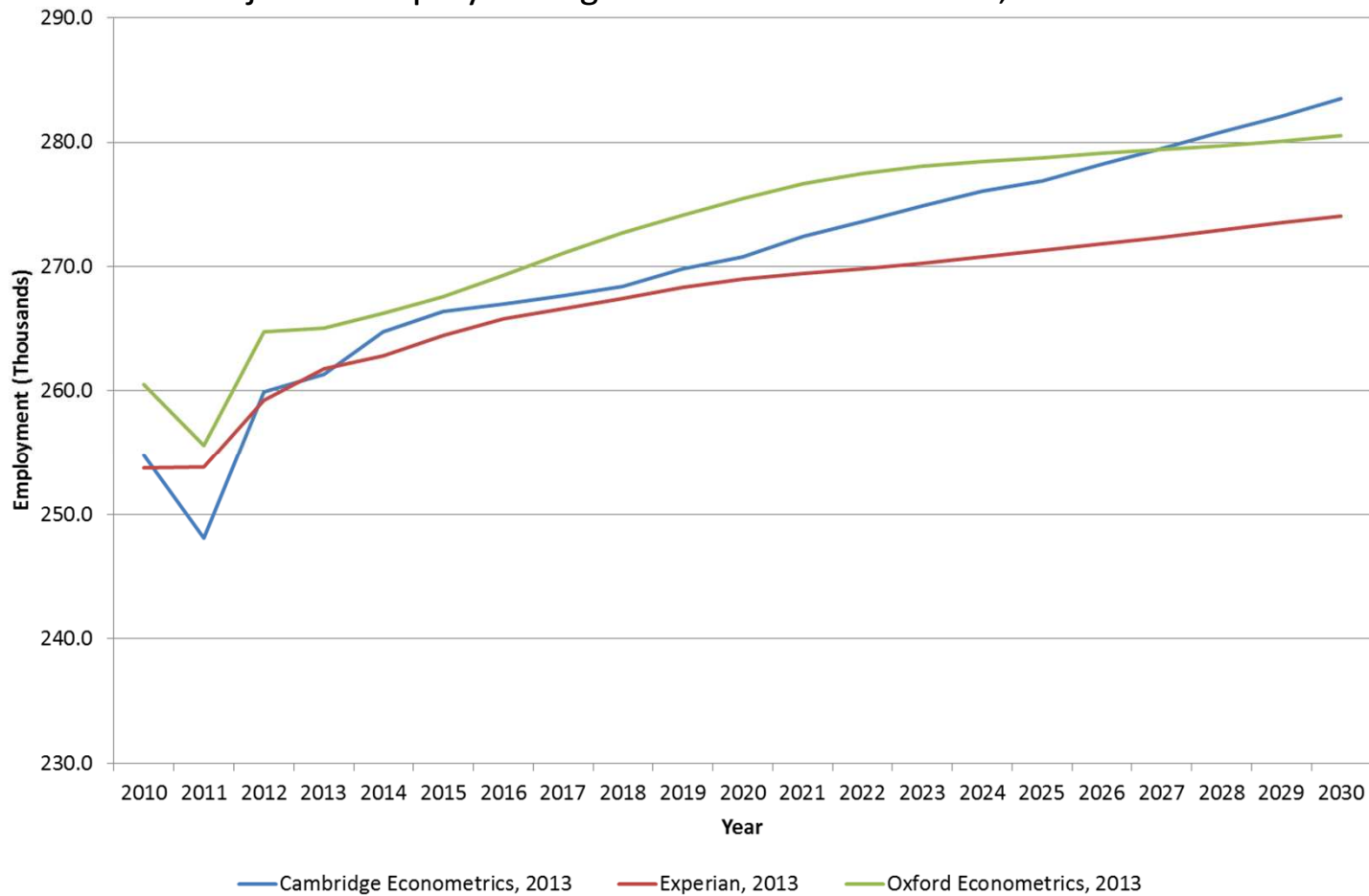
35% of households have a household income of less than £20,000 pa

- Compared to 36% in Great Britain

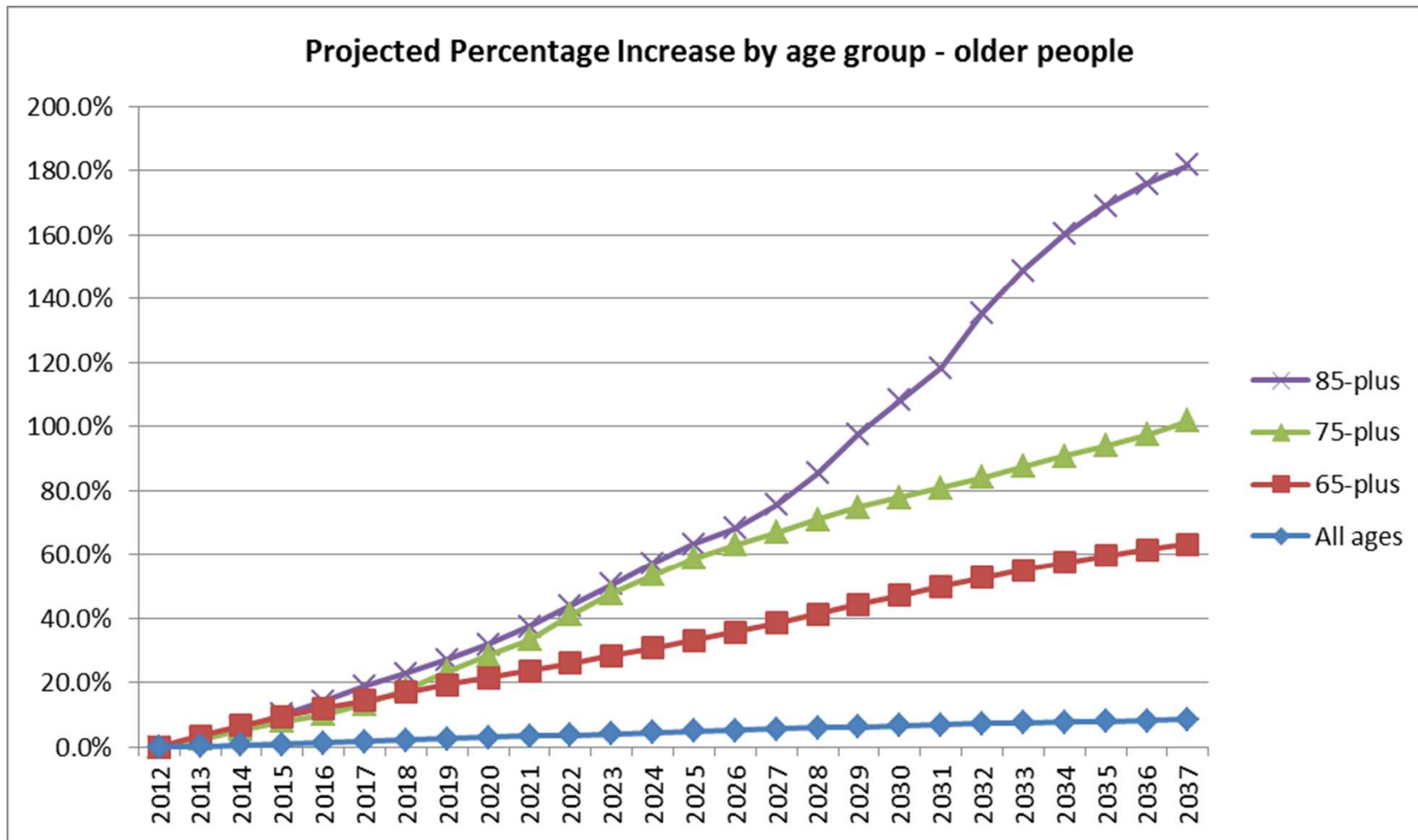
Fewer residents now place job prospects and wage levels / cost of living amongst their top five things to improve in the local area

Employment Forecasts

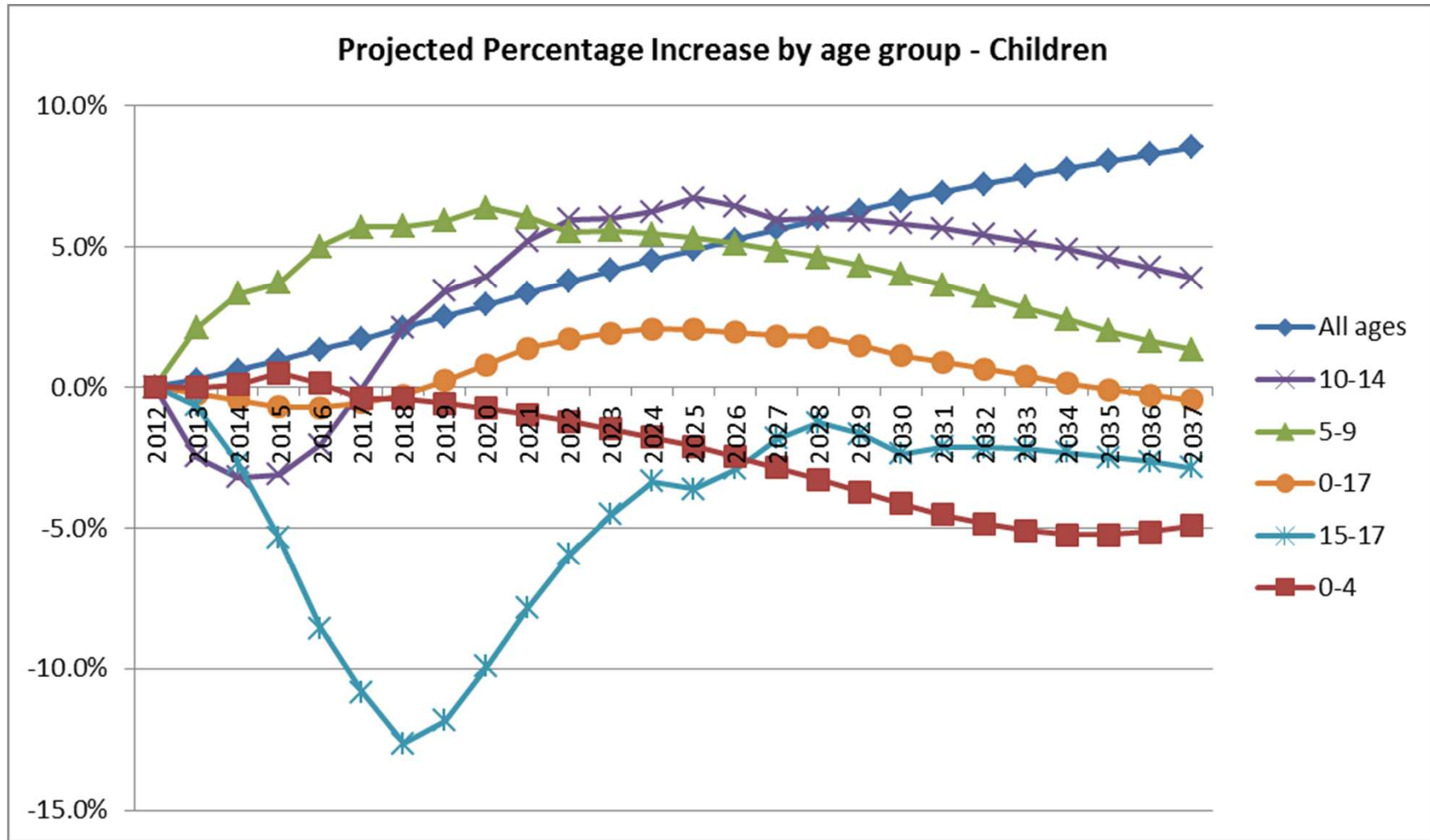
Projected employment growth in Worcestershire, 2010-2030



Population projections



Population projections



KPMG Research

Focus on

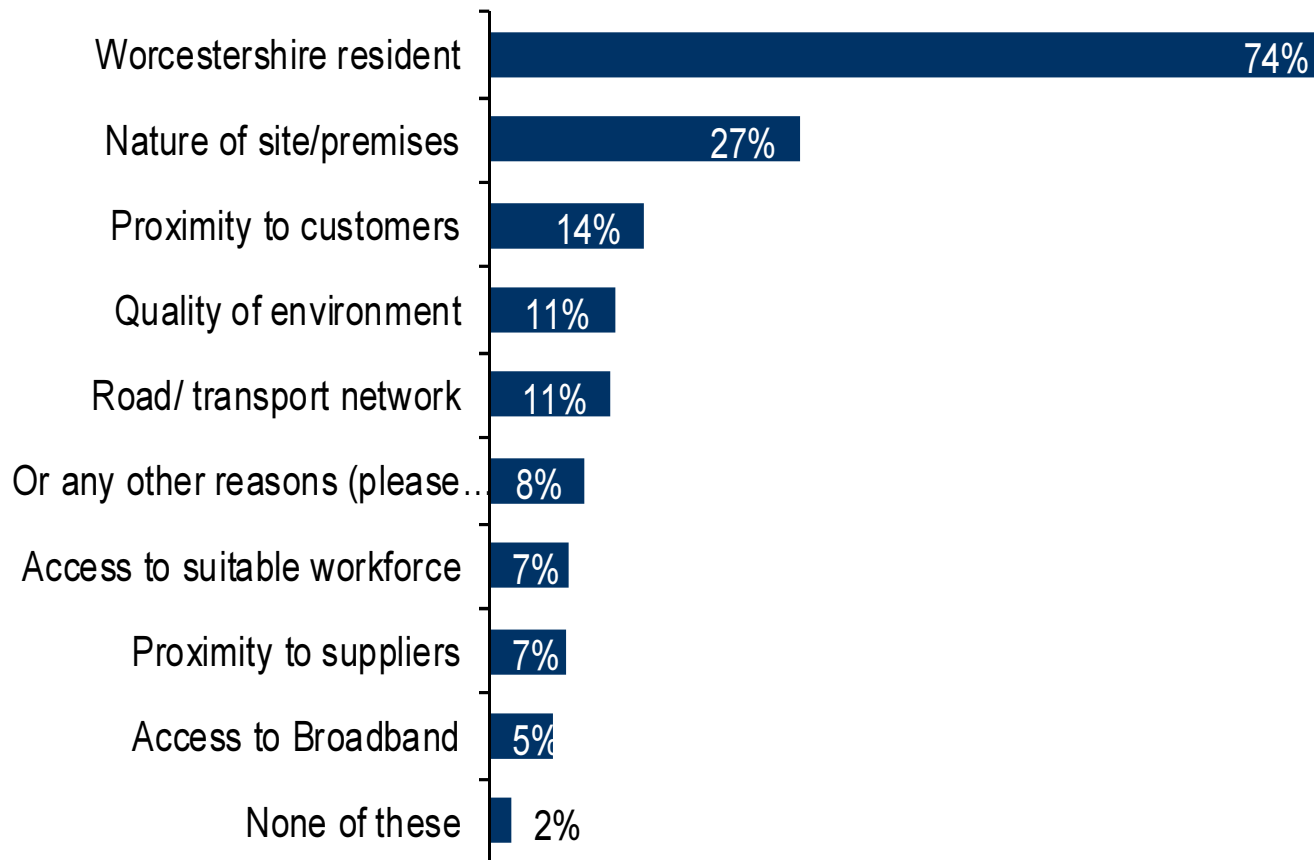
- 14-19 Intervention
- Enhance Apprenticeship/Trainee Provision
- Renewed HE focus on demand for higher level skills
- Development of Education and Employer Linkages and Targeted Careers Provision
- Adult Support

Solution

The concept is to have a UTC in Worcestershire which recruits young people into the Science, Technology, Engineering and Maths agenda with a focus on how this can meet employer's needs.

The UTC is looking to open September 2017 with the bid being submitted in October 2015.

Why Worcestershire?



74%
because they
are a
Worcestershire
resident

27%
due the nature
of the
site/premises

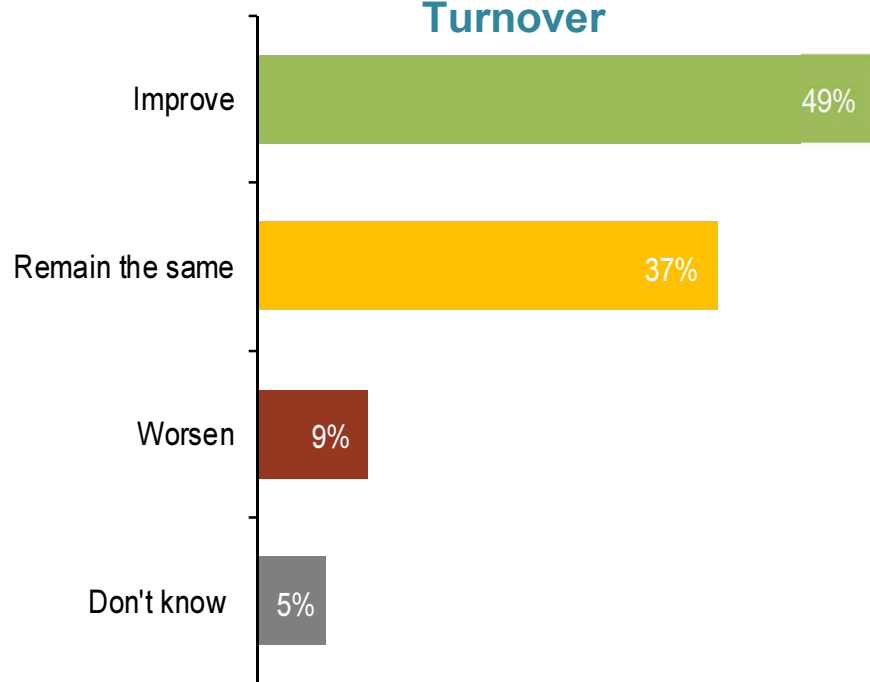
Business Confidence

In the next 12 months

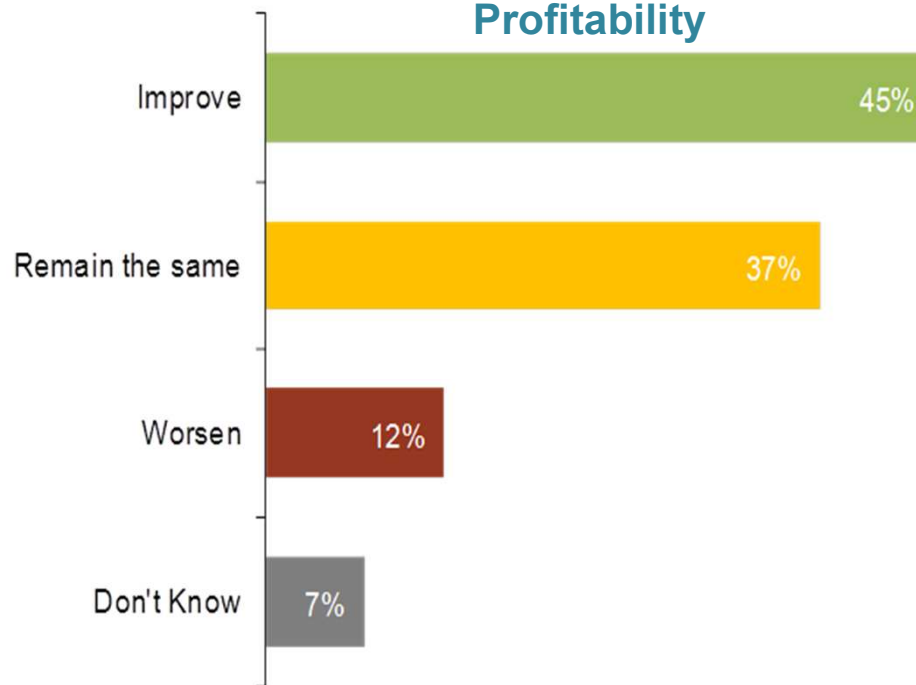
- 49% predict turnover will increase
- 37% think it will remain the same

- 45% predict profitability will improve
- 37% think it will remain the same

Turnover



Profitability

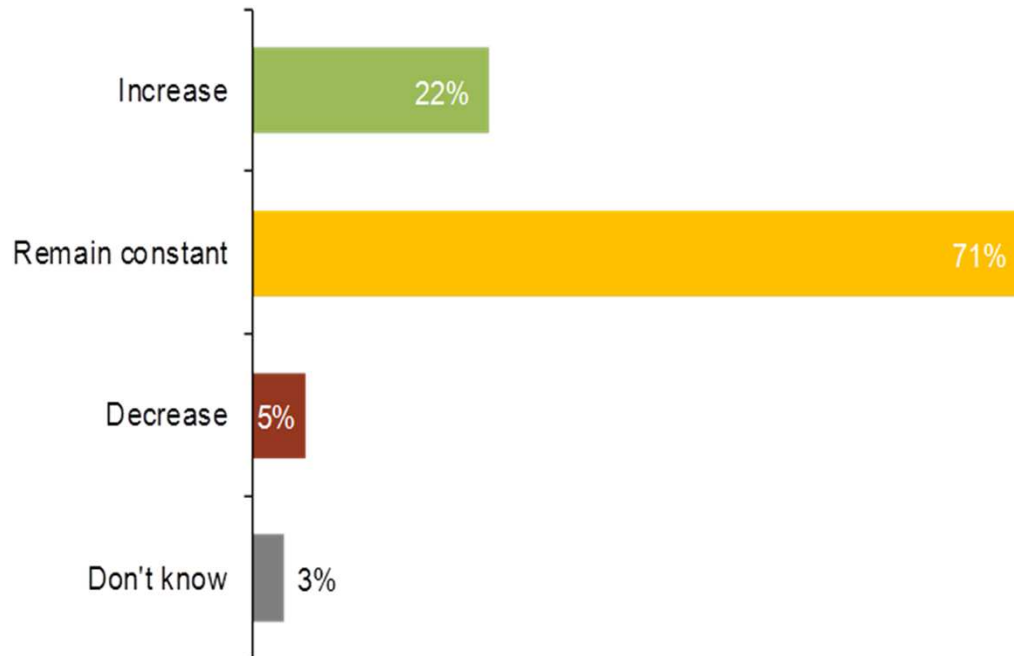


Skills and Recruitment

22% expect to increase their workforce over the next 12 months

Of those

- 41% expect skills deficits in 'Job Specific Skills'
- 36% anticipate skills deficits in 'Technical or Practical Skills'

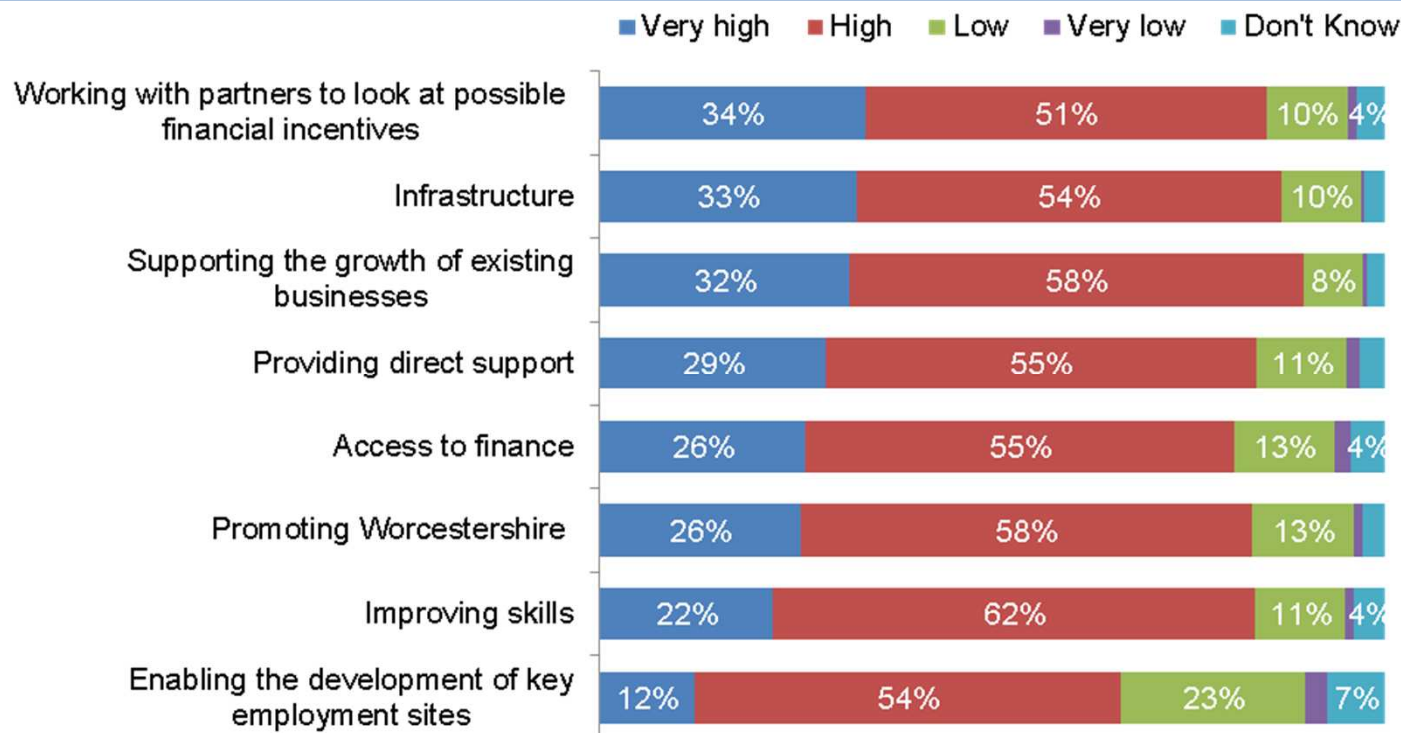


Skill type	Yes
Job specific skills	41%
Technical or practical skills	36%
Customer handling skills	30%
Problem solving skills	29%
Planning and organisation skills	28%
Oral communication skills	26%
Strategic management skills	24%
Written communication skills	24%
Literacy skills	23%
Team working skills	22%
Numeracy skills	21%
Advanced IT or software skills	18%
Foreign language skills	14%
Office admin skills	14%
Basic computer literacy / using IT	13%
Any other skills	10%

WCC Business Priorities

High or very high economic priority for Worcestershire

- 90% 'Supporting the growth of existing businesses'
- 87% 'Infrastructure' (Particularly Roads and Broadband)
- 85% 'Working with partners to look at possible financial incentives through reduced business rates'



Accessing/Contracting WCC business services

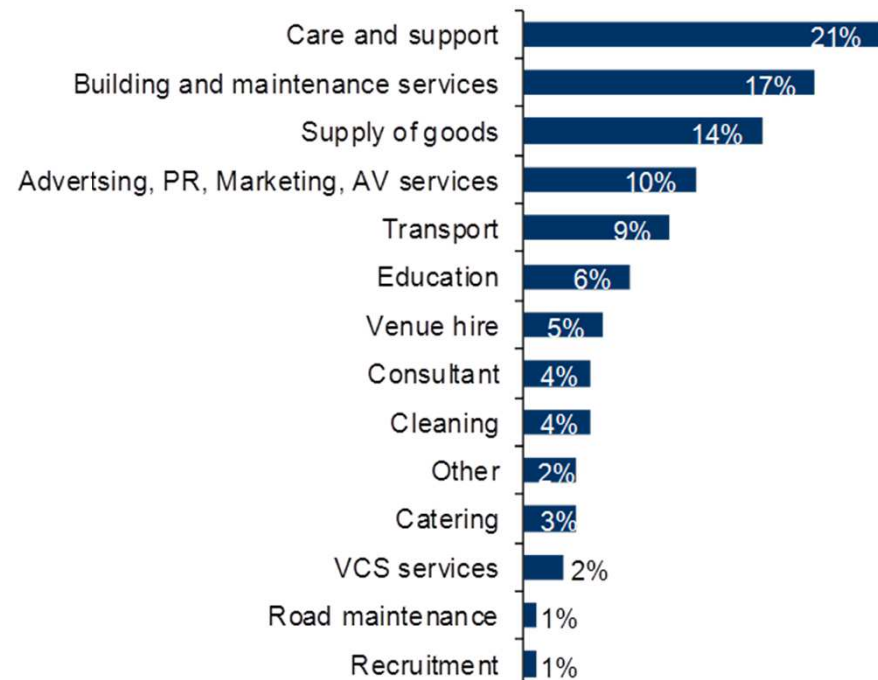
Only 10% (116) of businesses claim to have used or accessed any WCC business services in the last 12 months

1 in 10 businesses have supplied services to WCC in the last 12 months

Services businesses have used/accessed



Contracted services provided to WCC



Business Support

- Business support organisations that businesses have used in the past 12 months:

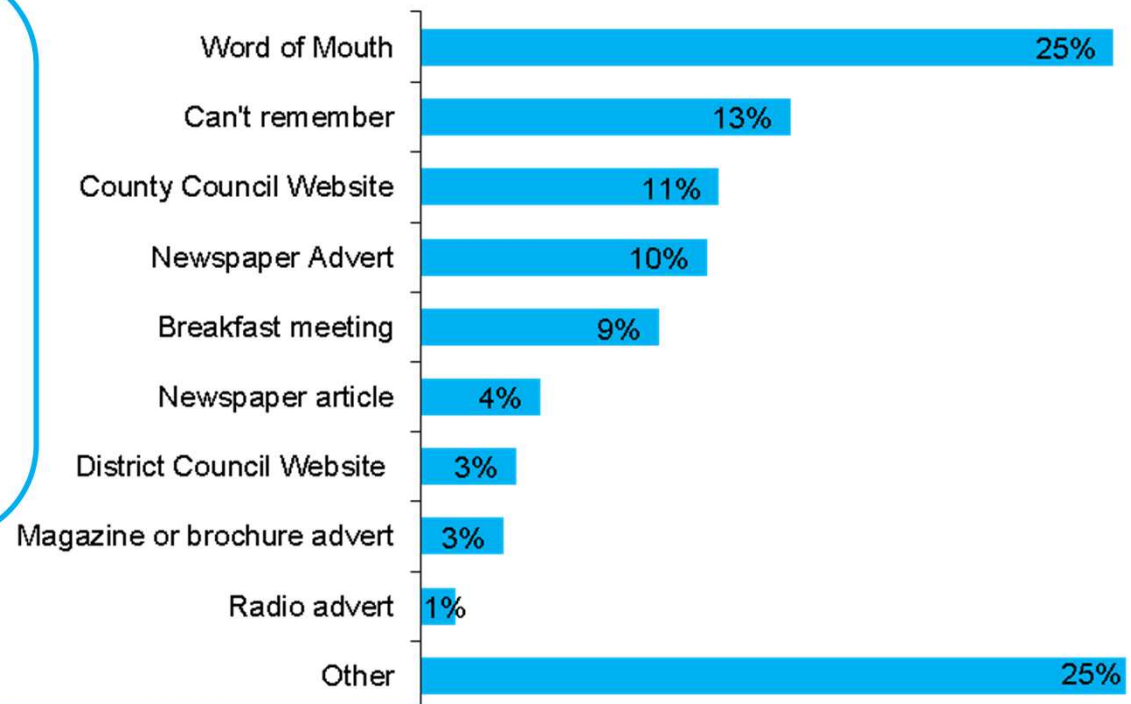
64% - Own Accountant / Solicitor / Consultant
 20% - Trade Body or Trade Association
 15% - Worcestershire Hub
 14% - Your District Council
 12% - Federation of Small Businesses
 12% - Chamber of Commerce

Areas of support	Area used	Area might be used in the coming 12 months
None of these	79%	22%
Accessing finance	8%	20%
Recruiting	5%	15%
Business expansion	5%	19%
Innovating / R & D	3%	9%
Exporting	3%	3%
Resource/energy efficiency	2%	7%
Skills	2%	9%
Management / Leadership	2%	5%
Relocation	1%	5%
Selling your business	1%	5%
Redundancy	1%	1%
Business closure	0%	2%

Worcestershire.Business.Central

- 20% of businesses were aware of Worcestershire.Business.Central prior to this survey
- 28% of those who were aware of it had accessed it via at least one method
 - Mainly via the website (11%)

How did businesses find out about Worcestershire.Business.Central?



Next Steps

- We have carried out telephone surveys with businesses in 2011 and 2013
- Should we do another?
- What information do we want to know?
 - Continue to track WCC business priorities?
 - More detail on key priorities?
 - Business confidence?
- Align it with Viewpoint May 2015 to inform CSP 2015?

Engagement Channels

Around 14,500 responses received across all channels in 2014, more than 49,000 responses since 2010

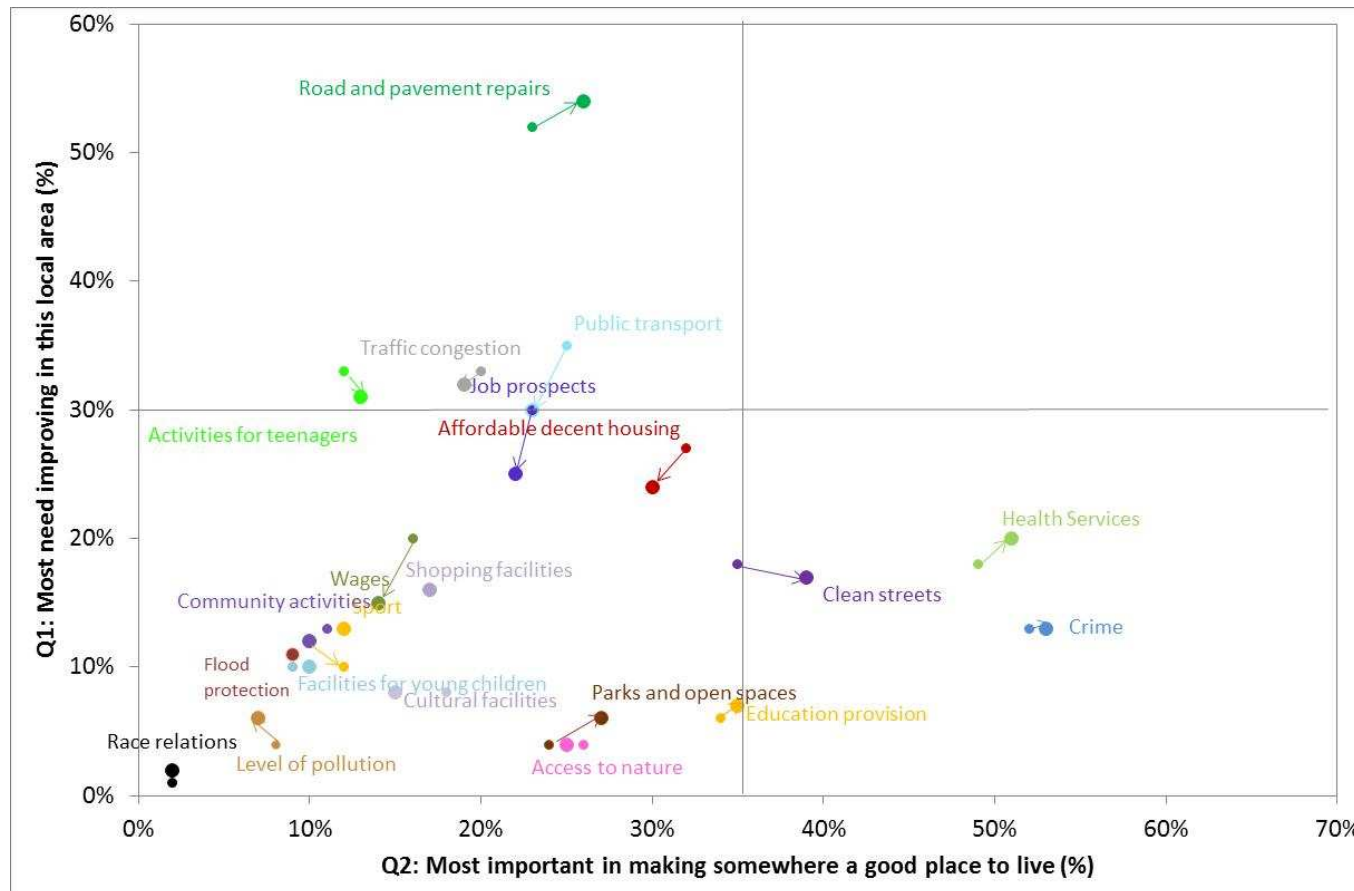
- Viewpoint Panel survey
- Roadshows
- Major consultations
 - Subsidised Bus Services
 - Future Lives



Residents

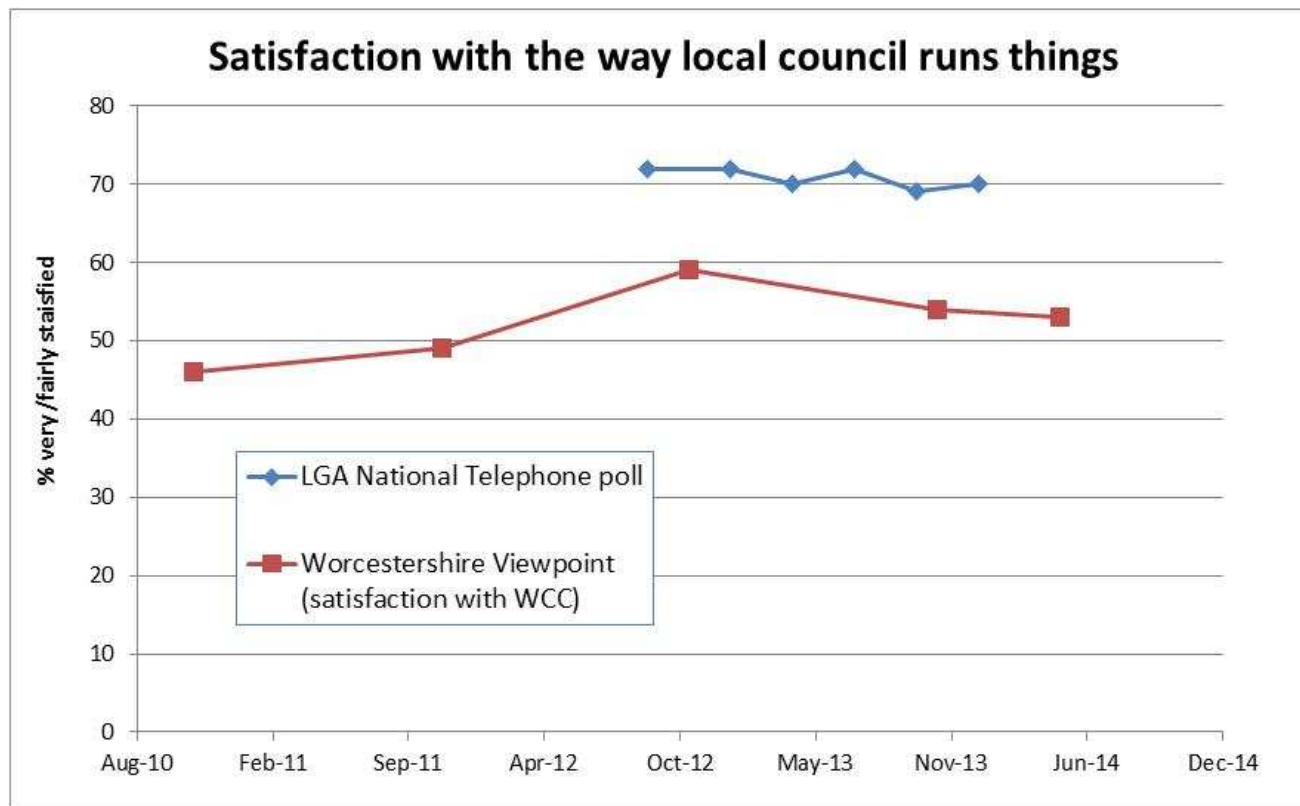
- Satisfaction with local area still high (84%) – but a slight decline since Autumn 2013 (although not directly comparable, nationally this is at very similar levels, and stable)
- What most needs improving similar to previous:
 - Road and pavement repairs
 - Traffic congestion
 - Activities for teenagers
 - Public Transport
 - Job prospects

Residents – most important / needs improving



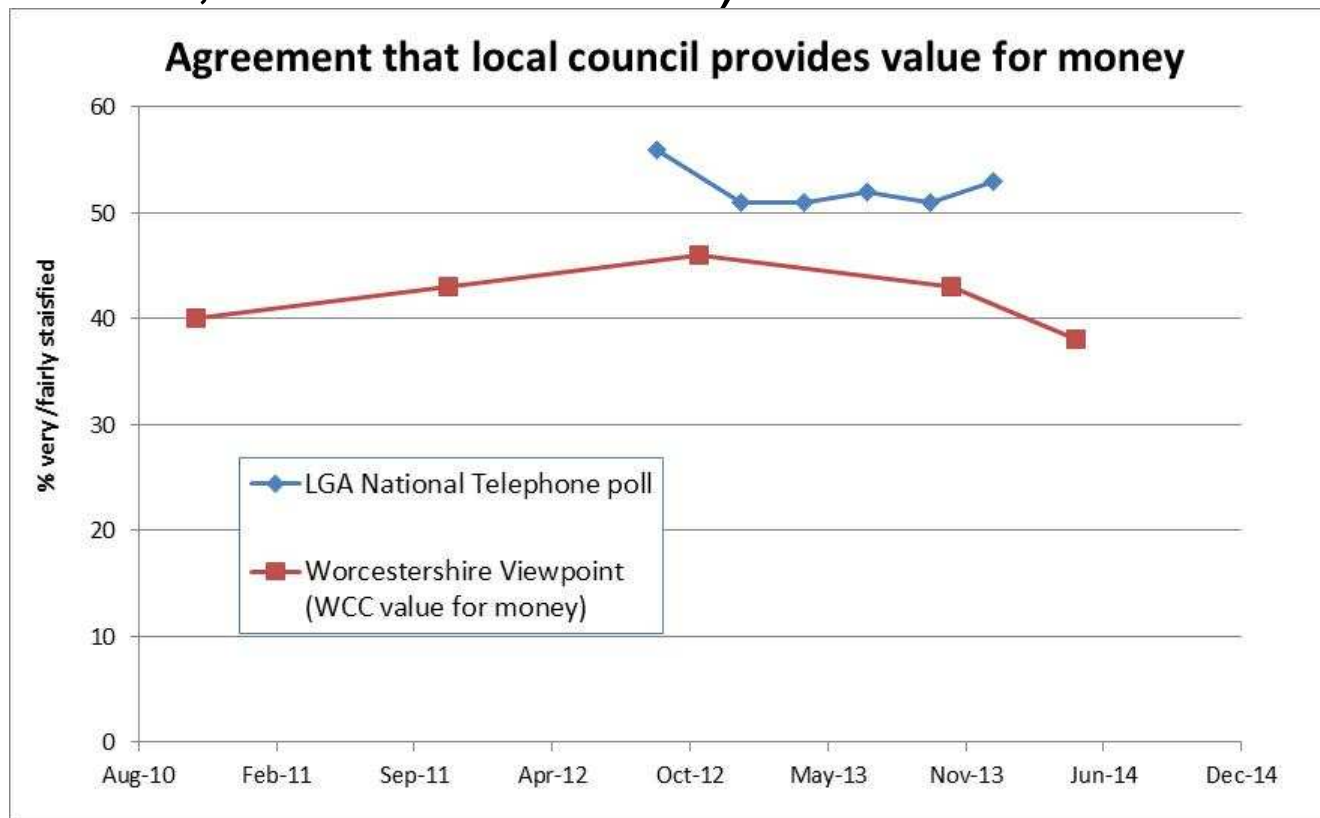
Residents - satisfaction

- Satisfaction decreased from a high of 59% in November 2012 to 53% in June 2014



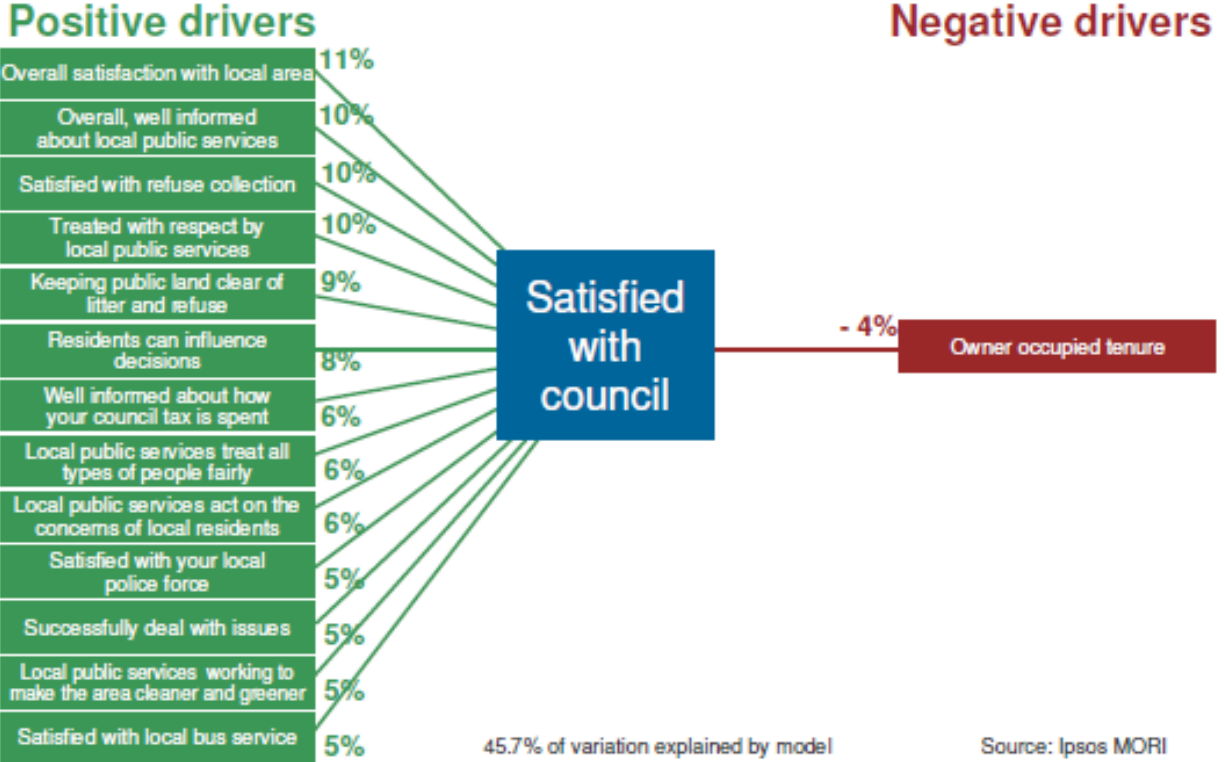
Residents - satisfaction

- Perception of Value for money also declining (now 38%, down from 46%)



Residents – drivers of satisfaction

Drivers of satisfaction: The way the Council run things



Residents – drivers of satisfaction

- Viewpoint Focus groups held July 2014
- Good things
 - The Hive and library services in general
 - Registration Services
- Bad things
 - Road maintenance / Traffic congestion
 - Communication of actions / Democracy
 - Planning / major infrastructure
- Main drivers of satisfaction with way WCC runs things
 - How WCC responds to issues and explains actions – feeling of being involved is key.

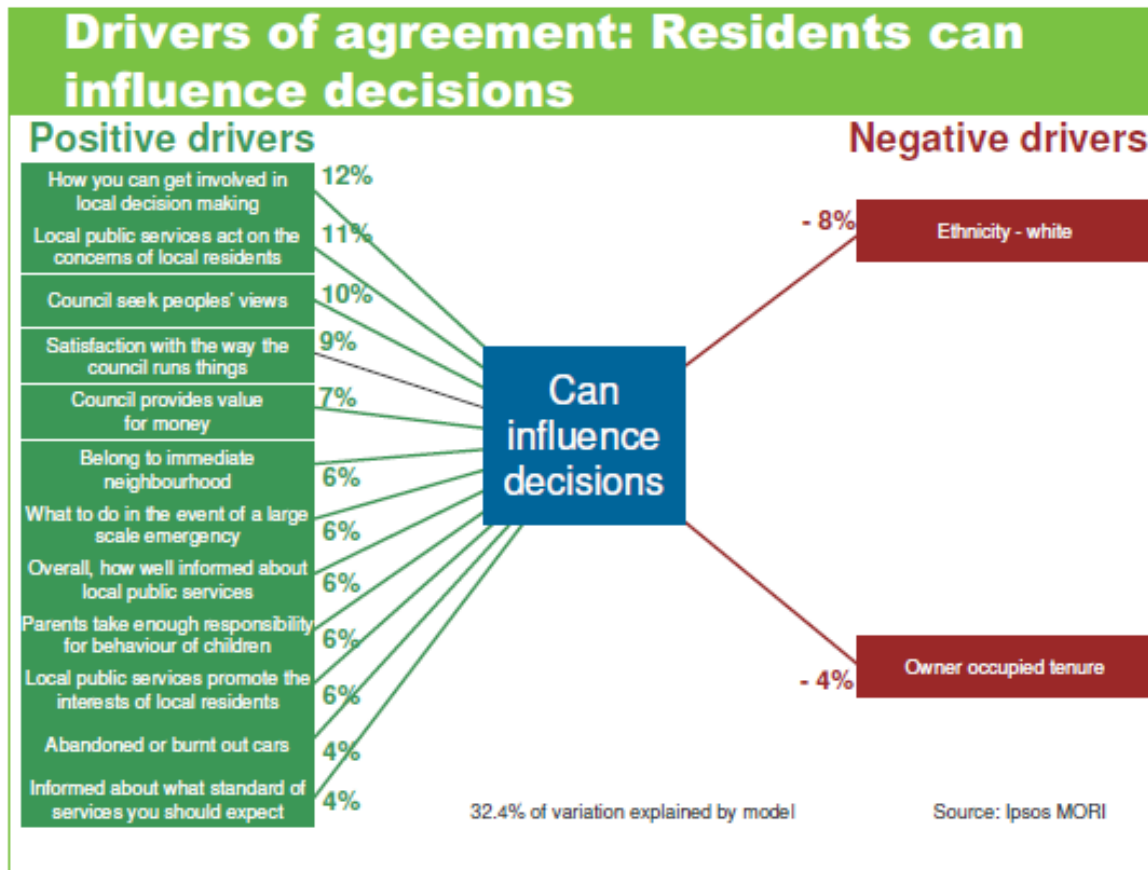
Residents – feeling informed

- New measure of how well informed people feel about the work of WCC (39% very/fairly well informed) – lower than the previous measure (47% informed about local public services overall), and equivalent district council measure (50%)
- Seeing decreasing trend in how well informed people are about public service performance (down to 36% from 46% in November 2012)
- People are interested in WCC performance – 93% very/fairly interested in how the council spends money on services and other activities

Residents – influencing decisions

- 34% of residents feel they can influence decisions in local area (same as November 2012 result after a dip to 24% in November 2013)
- Overall 38% very/fairly well informed about how to get involved in local decision making
- 57% think local public services seek views of local resident
- Only 6% of those who can't influence decisions are not interested in doing so, and 44% don't think input received is taken into account

Residents – influencing decisions



Residents – drivers of influence

- Viewpoint Focus groups held July 2014
- Main drivers of feeling residents can influence decisions
 - Good communication of how to get involved and how decisions have been influenced
 - Provision of appropriate detail
 - Role of elected members in two way communication

Next steps

- Annual tracking in May/June Viewpoint Survey
 - Satisfaction with local area
 - What is most important in local area
 - What most needs improving in local area
- These results will inform corporate business planning and budget setting
- Research for specific transformation programmes based upon three year plan

Staff Viewpoint

- **61%** believe the Council has a clear vision
- **73%** feel their manager makes a positive effort to keep them well informed
- **51%** feel decision making is too slow (but improvement on **60%** in 2013)
- **64%** are aware of commissioning reviews within their Directorate, **45%** have received sufficient information
- **27%** feel valued for their contribution (down from **33%** in 2013)

Next steps – Staff Viewpoint

- DLTs and WLT developing action plan to address issues raised by the 2014 Survey
- Publish report September 2014
- Indicators linked to Balanced Scorecard and SRDs
- Repeat on similar timescale next year i.e. early 2015
- Build on lessons learnt and continue to increase response rate – need for greater completion from frontline teams

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Our Financial Challenge

Presentation Plan

- 1: **A review of progress made on the Medium Term Financial Plan**
- 2: **More detail on 2015/16 Planning**
- 3: **Forecast overheads as a percentage of front line expenditure**
- 4: **Capital Programme Commitments**
- 5: **Levels of Earmarked Reserves**
- 6: **Key Issues Looking Forward**



Medium Term Financial Plan update

Reminder of MTFP communicated in February 2014

£m	2014/15	2015/16	2016/17	2017/18	2018/19
Total Funding Available	343.7	329.5	328.2	329.7	
Base Budget	350.4	341.4	328.8	328.2	Not
Inflation/Growth Assumptions	15.9	11.7	24.3	26.5	In
Base Budget + Assumptions	366.3	353.1	353.1	354.7	Plan
Gross (Surplus)/Gap	22.6	23.6	24.9	25.0	
Future Fit Savings	24.9	18.1	16.4	-	
Transfer to Earmarked Reserves	-2.3	-0.7	-	-	
Net (Surplus)/Gap	-	6.2	8.5	25.0	



Summary Position Statement on Directorate Existing Plans and New Proposals

£m	Total Future Fit Savings Plans			Total
	2015/16	2016/17	2017/18	
BEC	4.6	2.0	3.9	10.5
ChS	3.1	5.7	3.8	12.6
DASH	12.1	9.9	6.5	28.5
RES/CEX	2.5	1.8	1.3	5.6
X-CUTTING	0.5	0.7	1.8	3.0
TOTAL	22.8	20.1	17.3	60.2
Green	4.8	1.2	3.1	9.1
Amber	10.1	8.9	1.5	20.5
Red	7.9	10.0	12.7	30.6
Total	22.8	20.1	17.3	60.2
Less MTFP Gross Gap	-27.6	-26.0	-24.6	-78.2
Gap	4.8	5.9	7.3	18.0



Emerging Cost Pressures 2015/16 since CSP

£m	Cost Pressure
2.0	ChS LAC Placements. Current forecast budget pressure and outturn variance as at August for 2014/15
1.9	Education Services Grant – loss of income from expected academy conversions (£0.6 million prior year pressure)
0.6	Net forecast pressure from the Care Bill 2014 implementation for 2014/15
0.3	BOLD savings proposals for 2015/16 shortfall against February 2014 MTFP
0.2	Adjustment for Pensions actuaries agreement on savings
0.3	Other minor adjustments
(0.5)	Less additional forecast Council Tax buoyancy
4.8	Sub Total
TBC	Plus/Minus BOLD savings suggested, rejected or changed at CSP
TBC	Total



Items included in the MTFP 2015/16 to 2018/19

- **Assumed Council Tax increase 1.94% per year (circa £4 million per year)**
- **Pay award** forecast 1% for 2015/16, 2% for 2016/17 to 2018/19 inclusive
- Additional cost of £2.5 million per year from 2016/17 for the increased costs of National Insurance as a result of Central Government's Single Pension introduction
- **Revenue Support Grant** reductions of 25% in 2015/16
- **Increased provision for potential future budget pressures** (e.g. Waste Disposal, Social Care)
- **Headroom** for new strategic initiatives, £2m in each year of the MTFP

Which assumes:

- No provision for further rise in **ChS Placements budget** beyond 2015/16
- No provision for **further loss of Government funding** (e.g. 2016/17 Education Services Grant and changes to the New Homes Bonus)
- No provision for the new **Better Care Fund** as the assumption is Revenue Neutral



Medium Term Financial Plan update

Likely MTFP based on emerging trends

£m	2014/15	2015/16	2016/17	2017/18	2018/19
Total Funding Available	343.7	354.1	353.3	355.3	358.0
Base Budget	350.4	365.5	354.1	353.3	355.3
Inflation/Growth Assumptions	15.9	16.2	25.2	26.6	27.7
Base Budget + Assumptions	366.3	381.7	379.3	379.9	383.0
Gross (Surplus)/Gap	22.6	27.6	26.0	24.6	25.0
Future Fit Savings	24.9	16.9	15.0	-	-
Proposed Savings	-	5.9	5.1	17.3	-
Transfer to Earmarked Reserves	-2.3	-	-	-	-
Net (Surplus)/Gap	0.0	4.8	5.9	7.3	25.0



2015/16 Funding

District Council will confirm tax-base information in January 2014.

£m unless otherwise stated	2014/15	2015/16	Movement	
Council Tax Yield	203.4	207.9	4.5	2.2%*
Council Tax Buoyancy 14/15	0.5	1.0	0.5	100%
Collection Fund Surplus	1.8	-	(1.8)	(100%)
Formula Grant	72.1	53.6	(18.5)	(25.6)
Business Rates	56.5	58.1	1.6	2.8%
Sub-Total	334.3	320.6	(13.7)	(4.1%)
Education Services Grant**	6.6	4.7	(1.9)	(28.7%)
Better Care Fund	9.4	33.5	24.1	256.4%***
Total Funding Available	350.3	358.8	8.5	2.4%

* Equivalent of 1.94% increase on 2014/15 Council Tax yield plus buoyancy

**This specific grant included here as reductions in 2014/15 were being dealt with corporately

***The Increase in NHS grant income for Social Care is fully offset with expenditure increases



2014/15 Assumptions

Material assumptions to uplift the original base budget

Assumption (£m)	Original Value	Revised Value
Non Pay Inflation, Landfill Tax and Utilities	3.6	3.6
Education Services Grant – loss of funding	-	1.9
Adult Social Care Demography	3.0	3.0
Children’s Social Care (LAC)	-	2.0
Capital Financing	0.5	0.5
Care Bill	-	0.6
Capital Financing	-	-
Strategic Initiatives	2.0	2.0
Pay Inflation (1%, and Social Work Pay increase)	1.2	1.2
Pensions (Employer Contributions) Increase	0.9	0.9
Other (smaller items)	0.5	0.5
Total	11.7	16.2



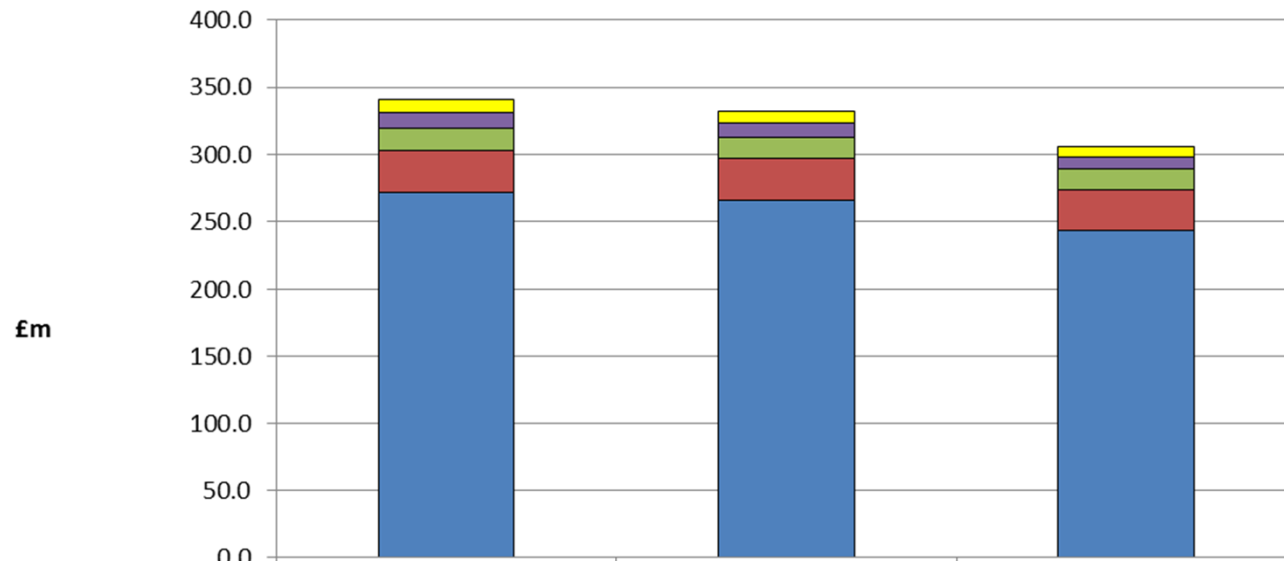
2015/16 Inflation

Assumption	In Plan	Value (£m)	Sensitivity unless otherwise stated		
			+10%	+20%	+30%
Pensions increase (Future cost)	Per Actuary	0.8	Inflation here will be fixed based on strategy following last triennial valuation		
Landfill Tax	RPI	0.2	Fixed based on guidance from DEFRA		
Utilities	15%	0.3	0.03	0.06	0.09
General Inflation	2%	3.1	0.31	0.62	0.93
Income Inflation	0%	-	1% 0.05	2% 0.1	3% 0.15
Pay Inflation	1%	1.2	0.12	0.24	0.36
Total		5.6	-	-	-



How our Overhead is forecast to change

WCC Budget Analysis - Overheads v Frontline (£m.)



	13/14	14/15	16/17
■ Middle office	10.1	9.0	7.9
■ Property	11.0	10.5	9.2
■ Central overhead/democratic	17.1	15.9	14.8
■ Capital Finance	30.9	30.4	30.5
■ Frontline Services	271.9	266.2	243.6



Overheads: Key Messages

- Net spend 2013-14 to 2016/17:
 - Total expenditure reduces by 10.3%
 - Frontline expenditure reduces by 10.4%
 - Overheads (excluding capital finance) reduces by 16.5%
 - Capital financing reduces by only 1.3%
- Frontline as Percentage of total spend remains steady at 80%
- Overheads (excluding capital finance) reduces from 11.2% (2013/14) to 10.4% (2016/17)
- Capital financing increases from 9.1% (2013/14) to 10.0% (2016/17)



Capital Programme

Available Headroom for allocation to 2018/19

Title (£M)	Other Sources	Likely Prudential
Headroom available to 2018/19 (next four years)		8.4
Total of proposals	30.7	10.5
DASH Specialised Housing	5.0	2.0
Upgrade of City Walls Staggered signalised Junction	0.1	0.2
Libraries and Learning Re-modelling	-	0.8
Directorate based server lifecycle replacement	-	0.3
Hartlebury Museum	5.0	0.2
Flood Mitigation	4.1	4.0
Southern Link Road	16.5	3.0



Capital Programme

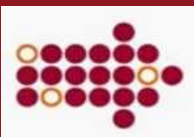
Alternative potential financing option - NHB

Tranche (£k)	2015/16	2016/17	2017/18	2018/19	Total
In Reserves	400	-	-	-	400
1	400	400	-	-	800
2	400	400	400	-	1,200
3	500	500	500	500	2,000
4	600	600	600	600	2,400
5 Forecast	<u>500</u>	500	500	500	2,000
6 Forecast	-	<u>500</u>	500	500	1,500
7 Forecast	-	-	<u>500</u>	500	1,000
8 Forecast	-	-	-	<u>500</u>	500
Total	2,800	2,900	3,000	3,100	11,800
MTFP	(975)	(650)	(325)	-	(1,950)
Net	1,825	2,250	2,675	3,100	9,850



Summary of Earmarked Reserves

Reserves (£m)	31/03/13	31/03/14	Change
Balances held by schools under a scheme of delegation	19.5	18.5	-1.0
Dedicated Schools Grant reserve	5.8	7.5	+1.7
Unapplied Revenue grants	26.0	19.9	-6.1
Sub total	51.3	45.9	-5.4
Other Earmarked reserves	73.4	67.4	-6.0
Total	124.7	113.3	-11.4



Summary of Earmarked Reserves

Reserves (£m)	31/03/13	31/03/14	Change
Future Capital Investment	10.2	7.1	-3.1
Insurance	5.9	6.1	+-0.2
Waste Disposal - PFI	17.6	16.9	-0.7
Education Virtual Workspace - PFI	1.9	1.7	-0.2
Bromsgrove Schools - PFI	2.4	2.5	+0.1
Health and Pooled Budgets	3.9	3.3	-0.6
Other – categorised	31.5	29.8	-1.7
Total	73.4	67.4	-6.0



Other Earmarked reserves by lead category

Lead reason for reserve being held	31/03/13		31/03/14	
	£m	%	£m	%
General Risk	4.4	13	4.8	13
Specific Purpose	11.0	35	11.0	38
Contingent on future spending decisions	9.4	30	8.1	28
On behalf of a 3 rd Party	6.7	22	5.9	21
Total	31.5	100	29.8	100



Savings Proposals - Summary

£m	2015/16	2016/17	2017/18	2018/19
Existing BOLD Initiatives	16.9	15.0	-	-
Corporate Strategy Planning Proposals	5.9	5.1	17.3	-
Gap	4.8	5.9	7.3	25.0
Total	27.6	26.0	24.6	25.0

Average annual saving requirement of £26 million



New Investments

- Figures to be presented on the day at Corporate Strategy Planning – these are not yet incorporated into the MTFP



Future Fit Financial Planning

Reminder of the process to agree the 2014/15 plan

	Start	End
Corporate Strategy Planning	15 Sept 2014	19 Sept 2014
Detailed bottom up preparation	23 Sept 2014	07 Nov 2014
Top down MTFP refinement	1 Aug 2014	07 Nov 2014
Reconcile bottom up to top down	10 Nov 2014	14 Nov 2014
Draft budget reporting	17 Nov 2014	18 Dec 2014
Final technical preparations	19 Dec 2014	31 Jan 2015
Budget consultation and engagement (earlier consultation events planned)	19 Dec 2013	12 Feb 2014
Completion, Full Council and reporting	13 Feb 2014	31 Mar 2014



Our Financial Challenge

Summary and Next Steps

- Do you agree with the assumptions contained within the latest MTFP?
- Do we approve the revised savings targets?
- Are we clear how existing and new BOLD savings proposals contribute to the funding gap?
- How close can we get to resolving the funding gap this week?

