

**CORPORATE PLAN AREA:****HEALTH AND WELLBEING**

	Original Estimate 2017/18				Estimate 2018/19				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	
<b>SERVICE NET EXPENDITURE SUMMARY</b>									
<b>OLDER PEOPLE (Head of Service Richard Keble)</b>									
Health-commissioned Community Services	5,134	5,088		46	5,496	5,454		42	
Older People Recovery Services	10,664	9,164		1,500	8,676	7,431		1,245	113
Adult Social Care and Case Management - Older People	9,538	1,616		7,922	9,786	1,445		8,341	315
Carers' Services	1,113	1,260		-147	1,094	1,260		-166	3
<b>Care Act eligible services - Older People</b>									
Residential and Nursing	44,708	16,451		28,257	49,243	18,880		30,363	75
Homecare	15,223	3,683		11,540	17,896	5,247		12,649	
Day Care (External)	386	40		346	386	40		346	
Day Care and Respite (Internal)	0			0	0			0	0
Transport	213			213	213			213	
Assistive Technology	0	0		0	0	0		0	0
Direct Payments	3,338	462		2,876	3,845	417		3,428	
Extra Care and Sheltered Housing	2,222	211		2,011	2,328	360		1,968	
Internal Homecare Provider Services	2,353	406		1,947	2,500	406		2,094	85
Other Care Act eligible OP services	0	0		0	0	0		0	0
<b>Total Older People</b>	<b>94,892</b>	<b>38,381</b>	<b>0</b>	<b>56,511</b>	<b>101,463</b>	<b>40,940</b>	<b>0</b>	<b>60,523</b>	<b>591</b>
<b>PHYSICAL DISABILITY (Head of Service: Richard Keble)</b>									
Adult Social Care and Case Management - Physical Disability	244	0		244	178	0		178	9
<b>Care Act eligible services - Physical Disability</b>									
Residential and Nursing	3,767	565		3,202	4,180	652		3,528	
Homecare	3,059	269		2,790	3,147	301		2,846	
Day Care and Transport	146	22		124	146	22		124	
Direct Payments	5,278	516		4,762	6,670	1,631		5,039	
<b>Total Physical Disability</b>	<b>12,494</b>	<b>1,372</b>	<b>0</b>	<b>11,122</b>	<b>14,321</b>	<b>2,606</b>	<b>0</b>	<b>11,715</b>	<b>9</b>
<b>LEARNING DISABILITIES (Head of Service Richard Keble)</b>									
Learning Disability Integrated Teams	1,173	2		1,171	1,257	2		1,255	27
Young Adults team	489			489	501			501	13
<b>FACS eligible services - Learning Disabilities</b>									
Residential and Nursing	24,602	2,570		22,032	21,311	2,302		19,009	55
Homecare	3,510	204		3,306	2,905	254		2,651	
Day Care	5,955	401		5,554	5,671	1,122		4,549	141
Transport	1,267			1,267	1,203			1,203	
Supported Employment	80	15		65	65	0		65	2
Direct Payments	8,802	2,932		5,870	8,301	2,299		6,002	
Supported Living	13,410	543		12,867	15,592	632		14,960	11
Shared Lives	1,711	229		1,482	1,872	394		1,478	
Other	580	59		521	587	59		528	10
<b>Total Learning Disabilities</b>	<b>61,579</b>	<b>6,955</b>	<b>0</b>	<b>54,624</b>	<b>59,265</b>	<b>7,064</b>	<b>0</b>	<b>52,201</b>	<b>259</b>
<b>MENTAL HEALTH (Head of Service Fran Tumme WHACT)</b>									
Mental Health Integrated Teams	3,484	592		2,892	3,158	592		2,566	48
Mental Health Collaborative Payments	607	364		243	845	0		845	
<b>FACS eligible services - Mental Health</b>									
Residential and Nursing	6,183	2,395		3,788	5,361	2,027		3,334	
Homecare and Supported Living	1,779	572		1,207	2,690	1,208		1,482	
Transport	3			3	3			3	
Direct Payments	691	150		541	579	121		458	
<b>Total Mental Health</b>	<b>12,747</b>	<b>4,073</b>	<b>0</b>	<b>8,674</b>	<b>12,636</b>	<b>3,948</b>	<b>0</b>	<b>8,688</b>	<b>48</b>
<b>STRATEGIC AND SUPPORT FUNCTIONS - SOCIAL CARE (Head of Service: Richard Keble)</b>									
Adults' Safeguarding	1,487	80	266	1,141	1,773	40	0	1,733	28
Older People Central Management Costs	865	2,395		-1,530	746	0		746	8
PD Grants to Voluntary Orgs	181	177		4	247	0		247	
Implementation of the Care Act	0	0		0	0	0		0	
<b>Total</b>	<b>2,533</b>	<b>2,652</b>	<b>266</b>	<b>-385</b>	<b>2,766</b>	<b>40</b>	<b>0</b>	<b>2,726</b>	<b>36</b>
<b>STRATEGIC AND SUPPORT FUNCTIONS - ICU (Head of Service Elaine Carolan)</b>									
Integrated Commissioning Unit	1,834	310	214	1,310	1,776	323	143	1,310	0
Directorate Support Services Recharge		1,310		-1,310		1,310		-1,310	
<b>Total</b>	<b>1,834</b>	<b>1,620</b>	<b>214</b>	<b>0</b>	<b>1,776</b>	<b>1,633</b>	<b>143</b>	<b>0</b>	<b>0</b>
<b>SUPPORT SERVICES (Head of Service Sue Alexander)</b>									
Business Support	35	35	0	0	210	0	0	210	0
Directorate	520	67	0	453	485	0	0	485	0
Improved Better Care Fund	0	0	0	0	3,482	13,400	0	-9,918	
Use of Reserves	0	0	0	0	0	0	1,234	-1,234	
<b>Total</b>	<b>555</b>	<b>102</b>	<b>0</b>	<b>453</b>	<b>4,177</b>	<b>13,400</b>	<b>1,234</b>	<b>-10,457</b>	<b>0</b>
<b>TOTAL DIRECTORATE NET EXPENDITURE</b>	<b>186,634</b>	<b>55,155</b>	<b>480</b>	<b>130,999</b>	<b>196,404</b>	<b>69,631</b>	<b>1,377</b>	<b>125,396</b>	<b>943</b>

**Contact Officers:** Sander Kristel, Director of Adult Social Care  
Rob Wilson, Principal Finance Manager  
Adrian Hardman, Deputy Leader and Cabinet Member with Responsibilities for Adult Social Care

	Original Estimate 2017/18				Estimate 2018/19				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	
<b>SERVICE NET EXPENDITURE SUMMARY</b>									
<b>SCHOOLS BUDGET (Head of Service - Nick Wilson and Sue Alexander)</b>									
Mainstream School and Early Years Formula Budgets	202,404	14,487	0	187,917	180,190	17,758	0	162,432	4,225
High Needs Pupils	39,083	0	0	39,083	40,204	0	0	40,204	452
Early years	508	0	0	508	728	0	0	728	0
Statutory Duties and Historic Commitments	4,495	0	0	4,495	4,466	0	0	4,466	39
De-Delegated Services	673	0	0	673	581	0	0	581	0
	247,163	14,487	0	232,676	226,169	17,758	0	208,411	4,716
<b>DEDICATED SCHOOLS GRANT (DSG)</b>				<b>-232,676</b>				<b>-208,411</b>	
				<b>0</b>				<b>0</b>	<b>4,716</b>
<b>CHILDREN, FAMILIES AND COMMUNITIES BUDGETS</b>									
<b>Children's Social Care (Assistant Director - Tina Russell)</b>									
CSC Safeguarding Locality Teams	10,974	610	0	10,364	10,896	265	0	10,631	183
CSC Through Care Locality based Hubs	3,034	0	0	3,034	3,680	350	0	3,330	104
CSC Family Front Door and Assessments	2,364	80	0	2,284	4,328	318	0	4,010	84
CSC Targeted Family Support	552	0	0	552	1,825	1,500	0	325	6
CSC Safeguarding and Quality Assurance	1,771	10	0	1,761	1,729	101	0	1,628	32
CSC Placements & Provision	34,382	588	0	33,794	44,349	342	0	44,007	279
Worcestershire Safeguarding Children Board	340	217	0	123	363	223	0	140	5
<b>Education and Skills (Interim Assistant Director - Nick Wilson)</b>									
Education and Skills	17,201	12,941	106	4,154	17,338	12,872	105	4,361	68
Home to School and College Transport	14,082	1,734	0	12,348	15,457	1,760	0	13,697	0
<b>Families and Partnership Services (Interim Assistant Director - Sarah Wilkins)</b>									
Early Help and Prevention	25,971	20,446	0	5,525	21,573	16,219	0	5,354	28
WCC Contribution to West Mercia Youth Offending Service	552	0	0	552	552	0	0	552	0
<b>Communities (Assistant Director - Hannah Needham)</b>									
Strategic Libraries and Learning	11,509	6,433	31	5,045	11,481	7,122	32	4,327	101
Museum Service	1,204	717	0	487	1,365	766	0	599	31
Countryside Greenspace, Gypsy Service and Road Safety	1,430	911	0	519	1,630	1,022	0	608	33
Severn Arts	1,941	1,967	0	-26	730	730	0	0	0
<b>Resources (Head of Strategic Infrastructure Finance and Financial Recovery - Stephanie Simcox)</b>									
Resources & Recharges	3,390	1,140	0	2,250	3,728	936	0	2,792	31
<b>TOTAL DIRECTORATE NET EXPENDITURE</b>	<b>130,697</b>	<b>47,794</b>	<b>137</b>	<b>82,766</b>	<b>141,024</b>	<b>44,526</b>	<b>137</b>	<b>96,361</b>	<b>985</b>

**Contact Officers:**

Catherine Driscoll, Director of Children's Services

(01905 846303)

Sue Alexander, Interim Chief Financial Officer

(01905 846942)

Stephanie Simcox, Head of Strategic Infrastructure Finance and Financial Recovery

(01905 846342)

[Andy Roberts, Cabinet Member with Responsibility for Children and Families](#)[Lucy Hodgson, Cabinet Member for Communities](#)[Marcus Hart, Cabinet Member with responsibility for Education and Skills](#)

**CORPORATE PLAN AREA:****All**

	Original Estimate 2017/18				Estimate 2018/19				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	
<b><u>SERVICE NET EXPENDITURE SUMMARY</u></b>									
<b><u>STRATEGIC INFRASTRUCTURE &amp; ECONOMY ( Head of Service: Nigel Hudson )</u></b>									
Network Control	3,258	2,416	0	842	3,374	2,411	0	963	52
Transport Planning	1,208	471	0	737	1,010	226	0	784	34
Worcestershire Archive and Archaeology	3,059	1,434	0	1,625	3,265	1,450	0	1,815	52
Strategic Planning (inc Environmental Policy, Minerals & Waste)	831	323	0	508	908	195	200	513	9
Planning Development Control	371	51	0	320	388	51	0	337	5
Flood Risk & Highways Drainage	345	29	0	316	361	29	0	332	5
Sustainability	1,043	732	23	288	1,689	1,380	0	309	11
Economic Development	1,711	323	450	938	4,059	2,653	403	1,003	16
County Enterprises	588	479	0	109	708	516	0	192	22
	12,414	6,258	473	5,683	15,762	8,911	603	6,248	206
<b><u>STRATEGIC COMMISSIONING - Major Projects ( Head of Service: Rachel Hill )</u></b>									
Highways Contracts, Winter Service and Projects	8,058	54	0	8,004	8,269	57	0	8,212	24
Waste Services	48,308	16,495	1,262	30,551	48,799	16,459	2,762	29,578	10
	56,366	16,549	1,262	38,555	57,068	16,516	2,762	37,790	34
<b><u>OPERATIONS - HIGHWAY &amp; PROW (Head of Service: Ian Bamforth)</u></b>									
Highway Maintenance - Design & Build	2,530	0	0	2,530	2,577	0	0	2,577	12
Highways Maintenance - Routine & Cyclic	9,495	0	0	9,495	4,798	0	0	4,798	31
Countryside Access	691	18	0	673	726	20	0	706	14
	12,716	18	0	12,698	8,101	20	0	8,081	57
<b><u>OPERATIONS - TRANSPORT LEAD (Head of Service: Paul Smith)</u></b>									
Transport Operations	14,437	4,770	0	9,667	15,353	4,889	0	10,464	123
Public Analyst and Scientific Adviser	1,807	1,807		0	757	499		258	3
Trading Standards	613	72	69	472	624	291	0	333	11
	16,857	6,649	69	10,139	16,734	5,679	0	11,055	137
<b><u>BUSINESS ADMINISTRATION &amp; SYSTEMS ( Director: John Hobbs )</u></b>									
Net Expenditure before Directorate Recharges	888	0	0	888	1,395	0	0	1,395	13
Directorate Recharge		945	0	-945		1,025	0	-1,025	
	888	945	0	-57	1,395	1,025	0	370	13
<b>TOTAL DIRECTORATE NET EXPENDITURE</b>	<b>99,241</b>	<b>30,419</b>	<b>1,804</b>	<b>67,018</b>	<b>99,060</b>	<b>32,151</b>	<b>3,365</b>	<b>63,544</b>	<b>447</b>

**Contact Officers:**

John Hobbs, Director of Economy and Infrastructure  
 Nick Alderman, Interim Head of Finance for Economy and Infrastructure  
[Alan Amos, Cabinet Member with Responsibility for Highways](#)  
[Ken Pollock, Cabinet Member for Economy and Infrastructure](#)  
[Tony Miller, Cabinet Member with Responsibility for Environment](#)  
 Lucy Hodgson, Cabinet Member with Responsibilities for Communities

(01905 844576)  
 (01905 845250)

**CORPORATE PLAN AREA: CROSS CUTTING**

	Original Estimate 2017/18				Estimate 2018/19				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.
<b><u>SERVICE NET EXPENDITURE SUMMARY</u></b>									
<b><u>LEGAL &amp; DEMOCRATIC SERVICES (Head of Service: Simon Mallinson)</u></b>									
Legal Services	1,905	1,705		200	2,022	2,004		18	34
Committee and Appellate	399	199		200	397	229		168	5
Overview and Scrutiny	156			156	150			150	3
Allowance & Expenses	984			984	1,006			1,006	
Councillors Divisional Fund	570		570	0	570		570	0	
Business & Member Support (L & D Services)	1,646	247		1,399	2,089	261		1,828	8
Registration, Coroner Services and CIMU	2,611	1,834		777	2,733	1,912		821	35
County Council Elections	109			109	109			109	
	<b>8,380</b>	<b>3,985</b>	<b>570</b>	<b>3,825</b>	<b>9,076</b>	<b>4,406</b>	<b>570</b>	<b>4,100</b>	<b>85</b>
<b><u>COMMERCIAL TEAM (Head of Service: Joanna Charles)</u></b>									
Commercial Team	901	1,221	0	-320	1,218	1,113	0	105	14
HR & Finance Transactional Services	3,316	2,916	400	0	692	541	0	151	
Place Partnership Services	2,547	2,547		0	2,943	3,393		-450	
Facilities Management	3,797	3,692	-40	145	3,904	3,715	-40	229	
Maintenance & Minor Works	1,009	1,009		0	1,014	1,014		0	
Property Other Services	259	97		162	311	97		214	
Smallholdings Estates & Woodlands	195	311		-116	408	282		126	
Performance Management	858	190	0	668	836	107	0	729	24
Consumer Relations Unit	216	216		0	232	230		2	5
Research Unit	593	593	0	0	607	606	0	1	13
	<b>13,691</b>	<b>12,792</b>	<b>360</b>	<b>539</b>	<b>12,165</b>	<b>11,098</b>	<b>-40</b>	<b>1,107</b>	<b>56</b>
<b><u>HUMAN RESOURCES &amp; ORGANISATIONAL DEVELOPMENT (Interim Head of Service: Richard Taylor)</u></b>									
Human Resources	2,572	2,500		72	3,101	2,396		705	45
Equality and Diversity	71	71		0	74	74		0	1
Learning and Development	1,852	1,849		3	2,013	1,998		15	42
	<b>4,495</b>	<b>4,420</b>	<b>0</b>	<b>75</b>	<b>5,188</b>	<b>4,468</b>	<b>0</b>	<b>720</b>	<b>88</b>
<b><u>SERVICE TRANSFORMATION (Head of Service: Joanna Charles)</u></b>									
Customer Services	1,323	1,603		-280	1,680	1,680		0	
Health and Safety	413	413		0	429	425		4	8
ICT Service Division	7,101	6,471	221	409	7,453	7,270	0	183	84
	<b>8,837</b>	<b>8,487</b>	<b>221</b>	<b>129</b>	<b>9,562</b>	<b>9,375</b>	<b>0</b>	<b>187</b>	<b>92</b>
<b><u>CONTENTS &amp; COMMUNICATIONS (Manager: Keith Beech)</u></b>									
Contents & Communications	742	632		110	752	636		116	14
	<b>742</b>	<b>632</b>	<b>0</b>	<b>110</b>	<b>752</b>	<b>636</b>	<b>0</b>	<b>116</b>	<b>14</b>
<b><u>COMMERCIAL &amp; CHANGE - MANAGEMENT (Director: Vacant)</u></b>									
Commercial and Change Management	1,148	1,440		-292	1,636	267		1,369	3
	<b>1,148</b>	<b>1,440</b>	<b>0</b>	<b>-292</b>	<b>1,636</b>	<b>267</b>	<b>0</b>	<b>1,369</b>	<b>3</b>
<b>TOTAL COMMERCIAL &amp; CHANGE</b>	<b>37,293</b>	<b>31,756</b>	<b>1,151</b>	<b>4,386</b>	<b>38,379</b>	<b>30,250</b>	<b>530</b>	<b>7,599</b>	<b>338</b>
<b><u>INTERIM CHIEF EXECUTIVE (Steve Stewart)</u></b>									
Chief Executive	284	5		279	537	5		532	3
<b><u>FINANCE &amp; WHOLE ORGANISATION (Interim Head of Service: Sue Alexander)</u></b>									
One Finance	3,531	3,611		-80	5,452	3,796		1,656	73
Strategic Change Team	1,037	11	1,026	0	238	238	0	0	3
Financing Transactions	29,568	307		29,261	26,449	357		26,092	
Contributions & Precepts	232			232	240			240	
Pensions Back Funding Liabilities	7,490			7,490	6,367			6,367	
Miscellaneous Services	5,766	3,692	863	1,211	986	3,622	128	-2,764	
	<b>47,624</b>	<b>7,621</b>	<b>1,889</b>	<b>38,114</b>	<b>39,732</b>	<b>8,013</b>	<b>128</b>	<b>31,591</b>	<b>76</b>
<b>TOTAL CHIEF EXECUTIVE &amp; FINANCE</b>	<b>47,908</b>	<b>7,626</b>	<b>1,889</b>	<b>38,393</b>	<b>40,269</b>	<b>8,018</b>	<b>128</b>	<b>32,123</b>	<b>79</b>
<b>TOTAL DIRECTORATE NET EXPENDITURE</b>	<b>85,201</b>	<b>39,382</b>	<b>3,040</b>	<b>42,779</b>	<b>78,648</b>	<b>38,268</b>	<b>658</b>	<b>39,722</b>	<b>417</b>

**Additional Information**

The above estimates are net of Central Support Services recharges to other Service Directorates of £ 15,753 million for 2018/19. The gross Commercial and Change Directorate and Chief Executive Unit budget before these costs are recharged is £57,341 million.

Contact Officers: Steve Stewart, Interim Chief Executive  
 Vacancy, Director of Commercial and Change  
 Karen May, Cabinet Member with Responsibility for Transformation and Commissioning  
 Simon Geraghty, Leader of the Council and Cabinet Member for Finance

(01905 766100)  
 (01905 846020)

CORPORATE PLAN AREA:HEALTH AND WELLBEING

	Original Estimate 2017/18				Estimate 2018/19				Staff (FTE) No.
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<b><u>SERVICE NET EXPENDITURE SUMMARY</u></b>									
<b><u>PREVENTION</u></b>									
Prevention - Adults	10,535	10,535		0	10,923	10,923		0	
Prevention - Older Adults	1,638	1,638		0	1,636	1,636		0	
Prevention - Other services	3,228	3,228		0	1,734	1,734		0	
Prevention - Children and Young People	10,933	10,933		0	9,583	9,583		0	
	<b>26,334</b>	<b>26,334</b>	<b>0</b>	<b>0</b>	<b>23,876</b>	<b>23,876</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>STRATEGIC AND SUPPORT FUNCTIONS - Public Health</u></b>									
Public Health - inc health protection, leadership and population healthcare	3,718	3,628	90	0	4,181	4,181	0	0	35
Voluntary and Community Sector	54	0		54	53	0		53	
Emergency Planning	178	178		0	149	149		0	3
Healthwatch	321	274		47	321	274		47	
Savings to be allocated against base budget areas that meet the grant conditions				0	-931			-931	
	<b>4,271</b>	<b>4,080</b>	<b>90</b>	<b>101</b>	<b>3,774</b>	<b>4,605</b>	<b>0</b>	<b>-831</b>	<b>38</b>
<b>TOTAL DIRECTORATE NET EXPENDITURE</b>									
	<b>30,605</b>	<b>30,414</b>	<b>90</b>	<b>101</b>	<b>27,650</b>	<b>28,481</b>	<b>0</b>	<b>-831</b>	<b>38</b>

**Contact Officers:**

Frances Howie, Director of Public Health  
 Rob Wilson, Principal Finance Manager  
 John Smith, Cabinet Member with Responsibility for Health and Wellbeing