



worcestershire
county council

2022/23

BUDGET BOOK

Information in this document agrees to the 2022/23 Revenue Budget as approved by Full Council on 17 February 2022.

This excludes recharges into directorates from central and corporate services

Rounding may also marginally impact

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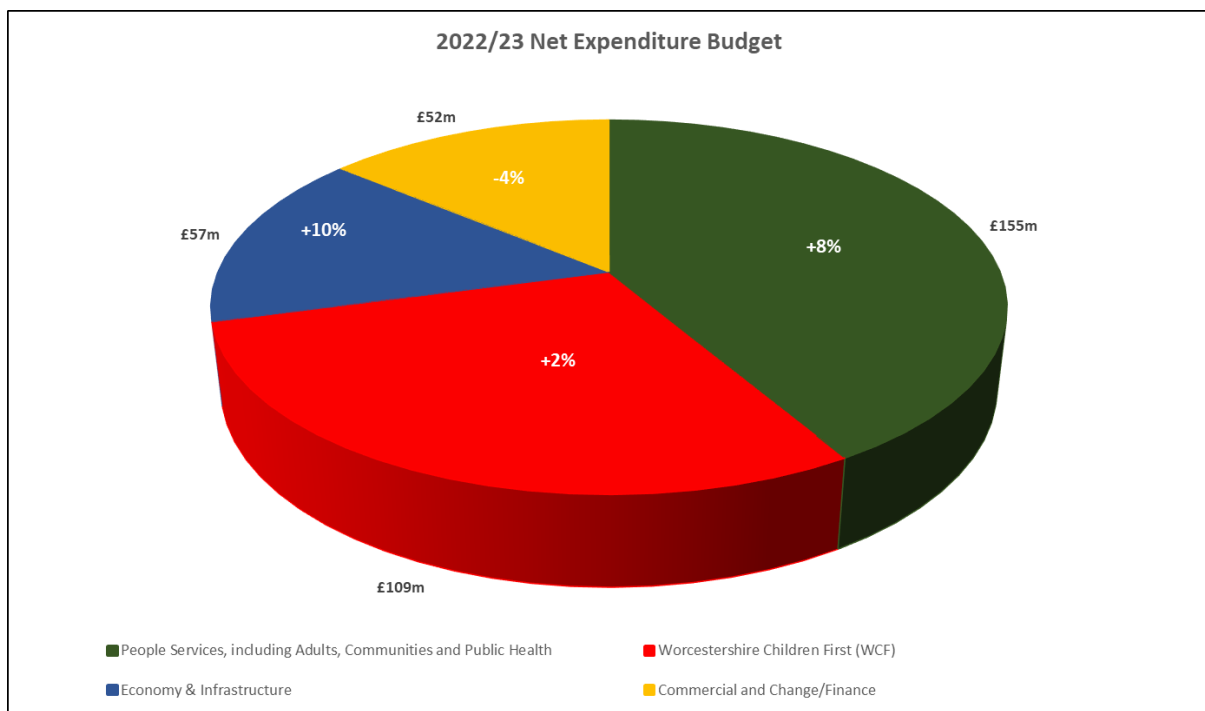
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Summary Financial Information 2022/23

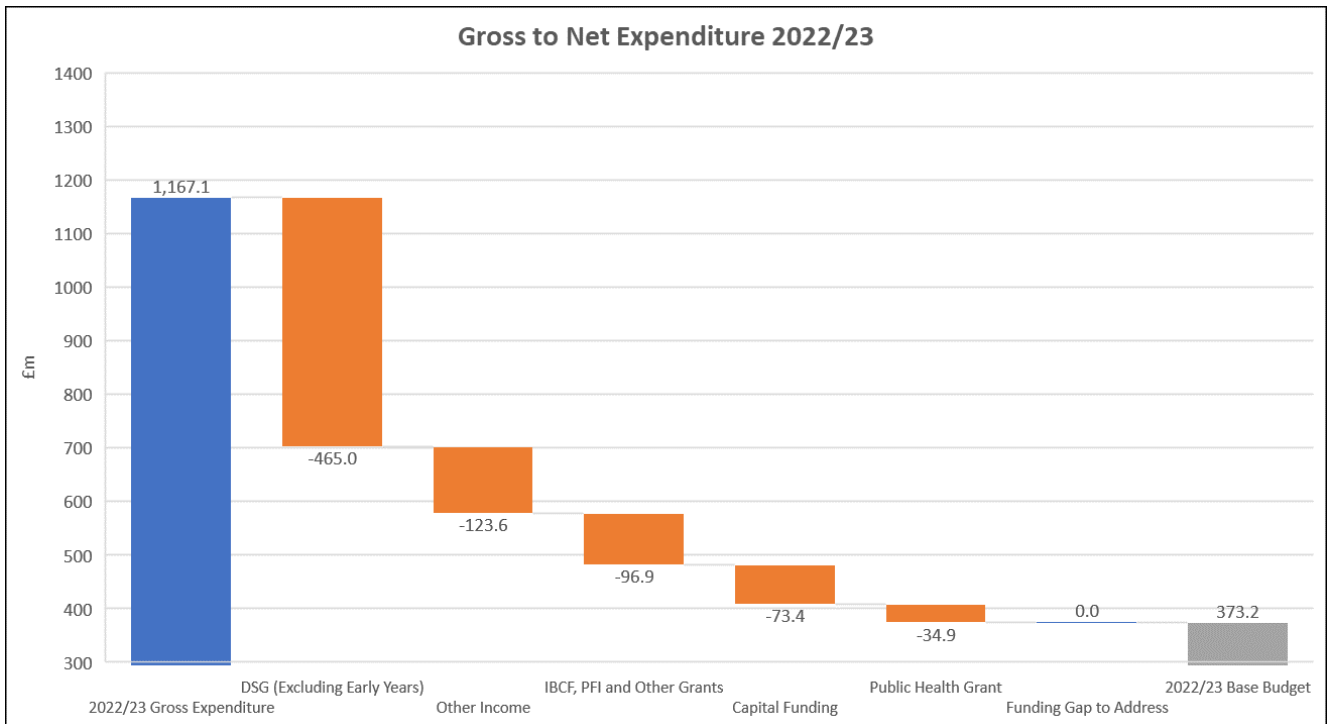
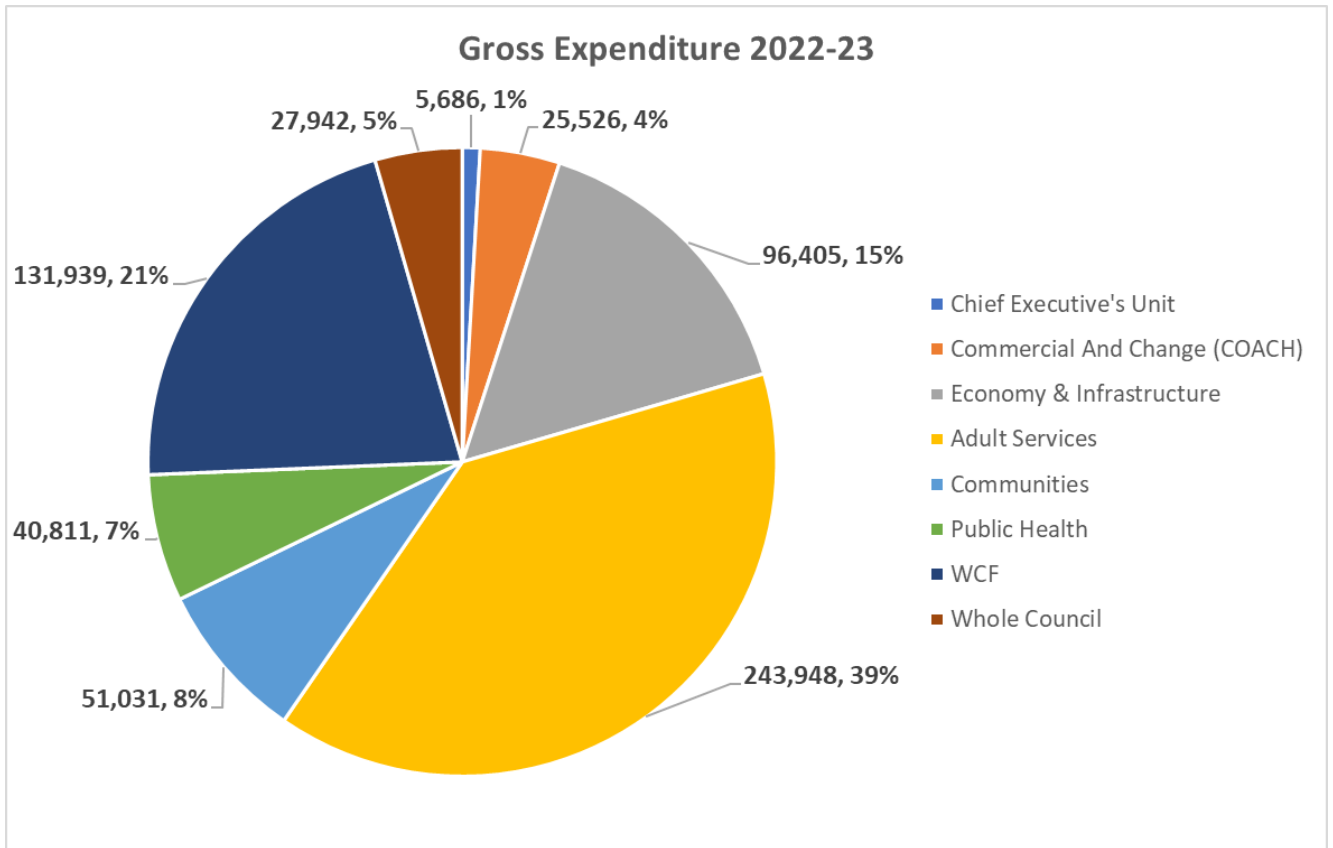
2021-22		2022-23	2022-23	2022-23
Net Exp		Gross Exp	Income	Net Exp
£m	Services	£m	£m	£m
0.0	Schools budget	465.0	465.0	0.0
106.8	Worcestershire Children First - Supporting vulnerable children & Education	131.4	22.3	109.1
136.4	Adult social care and health	301.6	153.3	148.3
6.7	Libraries, museums & community services	37.1	30.3	6.8
52.3	Highways, planning, transport & waste disposal	87.0	30.2	56.8
53.2	Support services, capital financing & pensions	71.6	19.4	52.1
355.5	Total cost of services	1,093.7	720.5	373.2
-3.0	Use of reserves	2.2		2.2
352.5	Net budget requirement	1,095.9	720.5	375.4
	Funded by:			
-1.7	Council Tax surplus/(deficit)		2.9	
285.2	Amount to be met by Council Tax payer		301.3	
283.5	Council Tax Requirement		304.3	
66.2	Business Rates		68.7	
2.8	Other grants		2.5	
352.5	Total	0.0	375.4	



Change in Net Budget from 2021-22 to 2022-23

	£m
Net Budget Requirement 2021-22	352.5
Add back transfer to reserves	3.0
Revised Starting Position 2021-22	355.5
Adult social care demographics increase	18.3
Worcestershire Children First investment	7.9
Investment to address 2022-23 pressures	4.5
Inflation (other services)	5.5
Funding Capital Investment in highways and footways improvements and flood mitigation	2.0
Social Care Grant	-6.1
Other Government Grants	-6.5
Transformation Reforms	-8.0
Total Cost of Services	373.2
Transfer to Reserves	2.2
Net Budget Requirement 2022-23	375.4

Gross Council Spend 2022-23



Subjective Analysis of Expenditure 2022-23

2022/23									
Subjective Analysis of Expenditure									
£'000	Chief Executive's Unit	Commercial And Change (COACH)	Economy & Infrastructure	Adult Services	Communities	Public Health	WCF	Whole Council	Total
EMPLOYEE COSTS	5,134	13,574	14,986	18,895	23,022	4,547	47,026	10,780	137,965
DIRECT EMPLOYEE EXPENSES	5,297	13,644	15,332	18,981	22,907	4,563	47,026	10,828	138,578
INDIRECT EMPLOYEE EXPENSES	-163	-70	-346	-86	114	-15	0	-48	-614
PREMISES RELATED EXPENDITURE	5	4,482	756	726	20,130	27	799	0	26,924
TRANSPORT RELATED EXPENDITURE	16	58	2,052	2,354	635	32	17,858	14	23,020
SUPPLIES AND SERVICES	530	6,666	6,611	7,367	5,611	6,570	149,039	-3,386	179,009
THIRD PARTY PAYMENTS	0	747	72,367	213,917	1,546	29,413	-82,176	267	236,081
SUPPORT SERVICES	0	0	2	1,128	87	222	0	2	1,441
CAPITAL FINANCING COSTS	0	0	-369	-440	0	0	-608	20,265	18,848
EXPENDITURE	5,686	25,526	96,405	243,948	51,031	40,811	131,939	27,942	623,289
INCOME	-2,660	-10,124	-39,561	-105,303	-36,572	-38,804	-22,796	5,732	-250,089
GOVERNMENT GRANTS	-50	-69	-7,092	-56,470	-16,244	-33,209	-11,524	-1,563	-126,221
OTHER NON-GOV GRANTS	-5	0	0	0	-1,554	0	-56	0	-1,615
CUSTOMER AND CLIENT RECEIPTS	-1,716	-6,501	-21,348	-46,752	-14,708	-604	-1,497	-3,403	-96,530
RECHARGES	-889	-3,024	-3,796	-2,082	-3,961	-1,082	-9,097	-258	-24,187
TRANSFER TO/FROM RESERVES	0	-530	-7,326	0	-105	-3,910	-622	10,957	-1,536
NET BUDGET REQUIREMENT	3,026	15,402	56,844	138,645	14,459	2,006	109,143	33,674	373,199

Analysis of Expenditure by Assistant Director 2022-23

Chief Executives Unit – Paul Robinson

2022/23		
Subjective Analysis of Expenditure		
£'000	Chief Executive	Total
EMPLOYEE COSTS	258	258
<i>DIRECT EMPLOYEE EXPENSES</i>	253	253
<i>INDIRECT EMPLOYEE EXPENSES</i>	5	5
PREMISES RELATED EXPENDITURE	0	0
TRANSPORT RELATED EXPENDITURE	3	3
SUPPLIES AND SERVICES	30	30
THIRD PARTY PAYMENTS	0	0
SUPPORT SERVICES	0	0
CAPITAL FINANCING COSTS	0	0
BELOW NET COST OF SERVICES	0	0
EXPENDITURE	291	291
INCOME	-5	-5
GOVERNMENT GRANTS	0	0
OTHER NON-GOV GRANTS	-5	-5
CUSTOMER AND CLIENT RECEIPTS	0	0
RECHARGES	0	0
TRANSFER TO/FROM RESERVES	0	0
CONTRIBUTION FROM RESERVES		0
NET BUDGET REQUIREMENT	286	286

Public Health Services – Kath Cobain

2022/23					
Subjective Analysis of Expenditure					
£'000	Public Analyst	Trading Standards	Childrens S75	Public Health Grant Funded Services	Total
EMPLOYEE COSTS	17	607	0	3,924	4,547
<i>DIRECT EMPLOYEE EXPENSES</i>	17	599	0	3,947	4,563
<i>INDIRECT EMPLOYEE EXPENSES</i>	0	8	0	-23	-15
PREMISES RELATED EXPENDITURE	0	27	0	0	27
TRANSPORT RELATED EXPENDITURE	0	15	0	17	32
SUPPLIES AND SERVICES	52	82	582	5,854	6,570
THIRD PARTY PAYMENTS	0	78	2,000	27,335	29,413
SUPPORT SERVICES	0	-1	-222	445	222
CAPITAL FINANCING COSTS	0	0	0	0	0
BELOW NET COST OF SERVICES	0	0	0	0	0
EXPENDITURE	69	807	2,361	37,574	40,811
INCOME	-67	-757	-406	-37,574	-38,804
GOVERNMENT GRANTS	0	0	0	-33,209	-33,209
OTHER NON-GOV GRANTS	0	0	0	0	0
CUSTOMER AND CLIENT RECEIPTS	0	-51	-371	-182	-604
RECHARGES	-67	-706	-35	-273	-1,082
TRANSFER TO/FROM RESERVES	0	0	0	-3,910	-3,910
CONTRIBUTION FROM RESERVES	0	0	0	0	0
NET BUDGET REQUIREMENT	2	50	1,954	0	2,006

Financial Services – Michael Hudson

2021/22									
Subjective Analysis of Expenditure									
£'000	Financial Services	Financing Transactions (Borrowing and Investments)	MRP	Contributions and Precepts	Pension Fund Backfunding Liabilities	Miscellaneous Whole Organisation Services	New Homes Bonus Grant Income	Whole Organisation Contingency	Total
EMPLOYEE COSTS	6,306	0	0	0	4,464	10	0	0	10,780
<i>DIRECT EMPLOYEE EXPENSES</i>	<i>6,364</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>4,464</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>10,828</i>
<i>INDIRECT EMPLOYEE EXPENSES</i>	<i>-58</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>10</i>	<i>0</i>	<i>0</i>	<i>-48</i>
PREMISES RELATED EXPENDITURE	0	0	0	0	0	0	0	0	0
TRANSPORT RELATED EXPENDITURE	14	0	0	0	0	0	0	0	14
SUPPLIES AND SERVICES	597	-191	0	0	0	914	0	444	1,764
THIRD PARTY PAYMENTS	0	0	0	267	0	0	0	0	267
SUPPORT SERVICES	2	0	0	0	0	0	0	0	2
CAPITAL FINANCING COSTS	0	20,265	0	0	0	0	0	0	20,265
BELOW NET COST OF SERVICES	0	0	0	0	0	0	0	0	0
EXPENDITURE	6,919	20,074	0	267	4,464	924	0	444	33,092
INCOME	-3,200	-396	11,098	0	0	-256	-1,513	0	5,732
GOVERNMENT GRANTS	-50	0	0	0	0	0	-1,513	0	-1,563
OTHER NON-GOV GRANTS	0	0	0	0	0	0	0	0	0
CUSTOMER AND CLIENT RECEIPTS	-2,751	-396	0	0	0	-256	0	0	-3,403
RECHARGES	-258	0	0	0	0	0	0	0	-258
TRANSFER TO/FROM RESERVES	-141	0	11,098	0	0	0	0	0	10,957
CONTRIBUTION FROM RESERVES									0
NET BUDGET REQUIREMENT	3,718	19,678	11,098	267	4,464	668	-1,513	444	38,824

HR, OD and Engagement – Richard Taylor

2022/23				
Subjective Analysis of Expenditure				
£'000	Engagement & Communications	Health & Safety	HR - Core	Total
EMPLOYEE COSTS	1,021	260	3,595	4,876
<i>DIRECT EMPLOYEE EXPENSES</i>	<i>1,039</i>	<i>269</i>	<i>3,736</i>	<i>5,044</i>
<i>INDIRECT EMPLOYEE EXPENSES</i>	<i>-17</i>	<i>-9</i>	<i>-141</i>	<i>-168</i>
PREMISES RELATED EXPENDITURE	0	5	0	5
TRANSPORT RELATED EXPENDITURE	4	2	7	13
SUPPLIES AND SERVICES	119	99	283	500
THIRD PARTY PAYMENTS	0	0	0	0
SUPPORT SERVICES	0	0	0	0
CAPITAL FINANCING COSTS	0	0	0	0
BELOW NET COST OF SERVICES	0	0	0	0
EXPENDITURE	1,144	366	3,884	5,395
INCOME	-691	-250	-1,713	-2,655
GOVERNMENT GRANTS	0	0	-50	-50
OTHER NON-GOV GRANTS	0	0	0	0
CUSTOMER AND CLIENT RECEIPTS	-159	-78	-1,479	-1,716
RECHARGES	-532	-171	-185	-889
TRANSFER TO/FROM RESERVES	0	0	0	0
CONTRIBUTION FROM RESERVES				0
NET BUDGET REQUIREMENT	453	116	2,171	2,740

Legal and Democratic Services – Abraham Ezekiel

2022/23		
Subjective Analysis of Expenditure		
£'000	Legal and Democratic Services	Total
EMPLOYEE COSTS	2,429	2,429
<i>DIRECT EMPLOYEE EXPENSES</i>	2,464	2,464
<i>INDIRECT EMPLOYEE EXPENSES</i>	-35	-35
PREMISES RELATED EXPENDITURE	0	0
TRANSPORT RELATED EXPENDITURE	23	23
SUPPLIES AND SERVICES	2,227	2,227
THIRD PARTY PAYMENTS	16	16
SUPPORT SERVICES	0	0
CAPITAL FINANCING COSTS	0	0
BELOW NET COST OF SERVICES	0	0
EXPENDITURE	4,695	4,695
INCOME	-2,181	-2,181
GOVERNMENT GRANTS	-69	-69
OTHER NON-GOV GRANTS	0	0
CUSTOMER AND CLIENT RECEIPTS	-1,296	-1,296
RECHARGES	-246	-246
TRANSFER TO/FROM RESERVES	-570	-570
CONTRIBUTION FROM RESERVES	0	0
NET BUDGET REQUIREMENT	2,514	2,514

Commercial and Transformation – Jonathan Fitzgerald-Guy

2022/23					
Subjective Analysis of Expenditure					
£'000	COACH Management	Commercial, Management Information & Research	Property Services	Programme Office	Total
EMPLOYEE COSTS	231	2,730	2,392	251	5,604
<i>DIRECT EMPLOYEE EXPENSES</i>	175	2,786	2,395	229	5,584
<i>INDIRECT EMPLOYEE EXPENSES</i>	56	-55	-2	22	20
PREMISES RELATED EXPENDITURE	0	0	4,471	0	4,471
TRANSPORT RELATED EXPENDITURE	5	7	10	1	23
SUPPLIES AND SERVICES	387	-154	1,101	26	1,360
THIRD PARTY PAYMENTS	0	701	-6	0	695
SUPPORT SERVICES	0	0	0	0	0
CAPITAL FINANCING COSTS	0	0	0	0	0
BELOW NET COST OF SERVICES	0	0	0	0	0
EXPENDITURE	623	3,284	7,970	277	12,154
INCOME	-55	-793	-3,167	-311	-4,326
GOVERNMENT GRANTS	0	0	0	0	0
OTHER NON-GOV GRANTS	0	0	0	0	0
CUSTOMER AND CLIENT RECEIPTS	0	-406	-2,132	-311	-2,849
RECHARGES	-55	-387	-1,075	0	-1,517
TRANSFER TO/FROM RESERVES	0	0	40	0	40
CONTRIBUTION FROM RESERVES	0	0	0	0	0
NET BUDGET REQUIREMENT	568	2,491	4,803	-34	7,828

Digital, IT and Customer Services – Sandra Taylor

2022/23		
Subjective Analysis of Expenditure		
£'000	Digital, IT and Customer Services	Total
EMPLOYEE COSTS	5,541	5,541
<i>DIRECT EMPLOYEE EXPENSES</i>	5,596	5,596
<i>INDIRECT EMPLOYEE EXPENSES</i>	-55	-55
PREMISES RELATED EXPENDITURE	11	11
TRANSPORT RELATED EXPENDITURE	11	11
SUPPLIES AND SERVICES	3,079	3,079
THIRD PARTY PAYMENTS	36	36
SUPPORT SERVICES	0	0
CAPITAL FINANCING COSTS	0	0
BELOW NET COST OF SERVICES	0	0
EXPENDITURE	8,678	8,678
INCOME	-3,618	-3,618
GOVERNMENT GRANTS	0	0
OTHER NON-GOV GRANTS	0	0
CUSTOMER AND CLIENT RECEIPTS	-2,356	-2,356
RECHARGES	-1,261	-1,261
TRANSFER TO/FROM RESERVES	0	0
CONTRIBUTION FROM RESERVES	0	0
NET BUDGET REQUIREMENT	5,060	5,060

Transport, Highways & Maintenance – Paul Smith

2022/23					
Subjective Analysis of Expenditure					
£'000	Business Management	Operations, Highways and PROW	Passenger Transport Operations	Network Management	Total
EMPLOYEE COSTS	879	2,252	3,715	2,391	9,238
<i>DIRECT EMPLOYEE EXPENSES</i>	<i>788</i>	<i>2,362</i>	<i>3,787</i>	<i>2,483</i>	<i>9,420</i>
<i>INDIRECT EMPLOYEE EXPENSES</i>	<i>92</i>	<i>-110</i>	<i>-72</i>	<i>-92</i>	<i>-182</i>
PREMISES RELATED EXPENDITURE	0	30	102	14	146
TRANSPORT RELATED EXPENDITURE	4	205	1,685	44	1,938
SUPPLIES AND SERVICES	91	112	936	350	1,489
THIRD PARTY PAYMENTS	0	4,704	11,022	607	16,333
SUPPORT SERVICES	0	0	0	0	0
CAPITAL FINANCING COSTS	0	-369	0	0	-369
BELOW NET COST OF SERVICES	0	0	0	0	0
EXPENDITURE	975	6,933	17,460	3,406	28,774
INCOME	0	-21	-6,506	-3,085	-9,612
GOVERNMENT GRANTS	0	0	-531	0	-531
OTHER NON-GOV GRANTS	0	0	0	0	0
CUSTOMER AND CLIENT RECEIPTS	0	-21	-2,656	-3,025	-5,702
RECHARGES	0	0	-3,168	-60	-3,228
TRANSFER TO/FROM RESERVES	0	0	-152	0	-152
CONTRIBUTION FROM RESERVES	0	0	0	0	0
NET BUDGET REQUIREMENT	975	6,912	10,954	321	19,162

Major Projects, Infrastructure & Waste – Rachel Hill

2022/23						
Subjective Analysis of Expenditure						
£'000	Economy & Sustainability	Major Projects	Waste Management	Development Management	Planning & Regulation	Total
EMPLOYEE COSTS	2,578	910	464	760	1,036	5,748
<i>DIRECT EMPLOYEE EXPENSES</i>	2,598	956	481	784	1,094	5,913
<i>INDIRECT EMPLOYEE EXPENSES</i>	-20	-46	-17	-24	-58	-165
PREMISES RELATED EXPENDITURE	36	178	396	0	0	610
TRANSPORT RELATED EXPENDITURE	30	46	14	9	16	115
SUPPLIES AND SERVICES	2,426	2,721	-159	206	-73	5,121
THIRD PARTY PAYMENTS	114	5,988	49,933	0	0	56,035
SUPPORT SERVICES	0	2	0	0	0	2
CAPITAL FINANCING COSTS	0	0	0	0	0	0
BELOW NET COST OF SERVICES	0	0	0	0	0	0
EXPENDITURE	5,185	9,845	50,647	976	979	67,631
INCOME	-4,440	-2,603	-21,239	-947	-721	-29,949
GOVERNMENT GRANTS	-2,421	-2,322	-1,818	0	0	-6,561
OTHER NON-GOV GRANTS	0	0	0	0	0	0
CUSTOMER AND CLIENT RECEIPTS	-1,502	-100	-12,633	-947	-464	-15,645
RECHARGES	-311	0	0	0	-257	-568
TRANSFER TO/FROM RESERVES	-206	-181	-6,788	0	0	-7,174
CONTRIBUTION FROM RESERVES	0	0	0	0	0	0
NET BUDGET REQUIREMENT	745	7,242	29,408	29	258	37,682

Adult Social Care Services – Kerry McCrossan

2022/23							
Subjective Analysis of Expenditure							
£'000	Learning Disabilities	Mental Health	Older People	Physical Disabilities	IBCF	Social Care Grant	Total
EMPLOYEE COSTS	2,092	2,771	11,820	0	913	0	17,596
<i>DIRECT EMPLOYEE EXPENSES</i>	2,105	2,786	11,866	0	919	0	17,675
<i>INDIRECT EMPLOYEE EXPENSES</i>	-13	-15	-45	0	-5	0	-78
PREMISES RELATED EXPENDITURE	43	112	570	0	0	0	725
TRANSPORT RELATED EXPENDITURE	1,552	35	698	61	2	0	2,348
SUPPLIES AND SERVICES	152	99	4,668	38	346	1,118	6,421
THIRD PARTY PAYMENTS	71,816	24,356	85,638	20,221	-719	0	201,311
SUPPORT SERVICES	343	89	506	80	59	52	1,128
CAPITAL FINANCING COSTS	0	0	-440	0	0	0	-440
BELOW NET COST OF SERVICES	0	0	0	0	0	0	0
EXPENDITURE	75,999	27,462	103,460	20,400	601	1,170	229,091
INCOME	-11,131	-8,683	-32,683	-4,189	-19,063	-17,096	-92,844
GOVERNMENT GRANTS	-2,758	0	-6,046	-954	-18,845	-17,096	-45,699
OTHER NON-GOV GRANTS	0	0	0	0	0	0	0
CUSTOMER AND CLIENT RECEIPTS	-8,372	-8,683	-25,929	-3,235	-390	0	-46,609
RECHARGES	0	0	-708	0	172	0	-537
TRANSFER TO/FROM RESERVES	0	0	0	0	0	0	0
CONTRIBUTION FROM RESERVES							0
NET BUDGET REQUIREMENT	64,868	18,779	70,777	16,211	-18,463	-15,927	136,247

Adult Commissioning – Rebecca Wassell

2022/23		
Subjective Analysis of Expenditure		
£'000	Adults Commissioning Unit	Total
EMPLOYEE COSTS	1,299	1,299
<i>DIRECT EMPLOYEE EXPENSES</i>	<i>1,306</i>	<i>1,306</i>
<i>INDIRECT EMPLOYEE EXPENSES</i>	<i>-8</i>	<i>-8</i>
PREMISES RELATED EXPENDITURE	1	1
TRANSPORT RELATED EXPENDITURE	6	6
SUPPLIES AND SERVICES	946	946
THIRD PARTY PAYMENTS	12,606	12,606
SUPPORT SERVICES	0	0
CAPITAL FINANCING COSTS	0	0
BELOW NET COST OF SERVICES	0	0
EXPENDITURE	14,857	14,857
INCOME	-12,459	-12,459
GOVERNMENT GRANTS	-10,771	-10,771
OTHER NON-GOV GRANTS	0	0
CUSTOMER AND CLIENT RECEIPTS	-143	-143
RECHARGES	-1,545	-1,545
TRANSFER TO/FROM RESERVES	0	0
CONTRIBUTION FROM RESERVES	0	0
NET BUDGET REQUIREMENT	2,398	2,398

Community Services – Hannah Perrott

2022/23												
Subjective Analysis of Expenditure												
£'000	Adult Provider Services	Strategic Libraries	Museum Services	Archives and Archaeology	Greenpace & Gypsy Services	Community Services Leadership Team	Skills & Inv incAdult learning	SENDIASS	Chs Comm & Ptnership	Buildings & Pensions (Chs)	Registration & Coroner	Total
EMPLOYEE COSTS	12,442	2,721	260	1,865	980	136	2,179	228	300	730	1,181	23,022
<i>DIRECT EMPLOYEE EXPENSES</i>	<i>12,871</i>	<i>2,788</i>	<i>262</i>	<i>1,870</i>	<i>1,001</i>	<i>137</i>	<i>2,190</i>	<i>229</i>	<i>306</i>	<i>64</i>	<i>1,189</i>	<i>22,907</i>
<i>INDIRECT EMPLOYEE EXPENSES</i>	<i>-429</i>	<i>-67</i>	<i>-1</i>	<i>-5</i>	<i>-21</i>	<i>-1</i>	<i>-11</i>	<i>-1</i>	<i>-6</i>	<i>666</i>	<i>-8</i>	<i>114</i>
PREMISES RELATED EXPENDITURE	483	7,480	206	1,038	503	0	112	4	0	10,249	55	20,130
TRANSPORT RELATED EXPENDITURE	470	34	5	42	40	0	26	1	0	0	15	635
SUPPLIES AND SERVICES	256	792	25	479	239	51	2,743	6	65	277	678	5,611
THIRD PARTY PAYMENTS	704	113	196	0	103	0	7	0	0	423	0	1,546
SUPPORT SERVICES	87	0	0	0	0	0	0	0	0	0	0	87
CAPITAL FINANCING COSTS	0	0	0	0	0	0	0	0	0	0	0	0
BELOW NET COST OF SERVICES	0	0	0	0	0	0	0	0	0	0	0	0
EXPENDITURE	14,443	11,140	692	3,425	1,865	187	5,067	239	365	11,679	1,929	51,031
INCOME	-6,724	-7,999	-118	-2,083	-1,755	0	-4,932	-208	0	-11,272	-1,480	-36,572
GOVERNMENT GRANTS	-5,887	-3,487	0	-38	-206	0	-1,930	0	0	-4,695	0	-16,244
OTHER NON-GOV GRANTS	-48	0	0	-18	-214	0	-1,274	0	0	0	0	-1,554
CUSTOMER AND CLIENT RECEIPTS	-789	-2,266	-113	-2,027	-834	0	-1,179	-68	0	-6,081	-1,350	-14,708
RECHARGES	0	-2,246	-5	0	-500	0	-549	-140	0	-391	-130	-3,961
TRANSFER TO/FROM RESERVES	0	0	0	0	0	0	0	0	0	-105	0	-105
CONTRIBUTION FROM RESERVES	0	0	0	0	0	0	0	0	0	0	0	0
NET BUDGET REQUIREMENT	7,719	3,141	574	1,341	110	187	135	31	365	407	449	14,459

Responsible Officers

Description	Directorate	Lead Manager
Communications and Engagement	CEX/HR	Jo Dalton
Health & Safety	CEX/HR	Gary Monaghan
Human Resources	CEX/HR	Richard Taylor
Chief Executive Department & Lord Lieutenancy	CEX	Paul Robinson
Public Health Contracts and Services	CEX	Kath Cobain
Emergency Planning Services	CEX	Kath Cobain
Finance	CEX/Finance	Michael Hudson
COaCH Management	COaCH	Andrew Spice
Commercial Team	COaCH	David Griffiths
Research Function	COaCH	Rob Morris
ICT Services and Consumer Relations Unit	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
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	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
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

Capital Programme

	YEAR-END OUTTURN 2020/21	REVISED FORECAST 2021/22	REVISED FORECAST 2022/23	REVISED FORECAST 2023/24 and Beyond	REVISED TOTAL FORECAST (incl. outturn 20-21)
	£000	£000	£000	£000	£000
TOTAL EXPENDITURE					
CHILDREN AND FAMILIES	13,734	30,125	23,970	22,000	89,829
OPEN FOR BUSINESS	55,358	72,275	4,600	9,200	141,433
THE ENVIRONMENT	51,076	77,378	37,153	41,500	207,107
HEALTH & WELL-BEING	314	3,689	300		4,303
EFFICIENCY & TRANSFORMATION	2,752	16,051	7,341		26,144
TOTAL	123,234	199,517	73,364	72,700	468,815

	YEAR-END OUTTURN 2020/21	REVISED FORECAST 2021/22	REVISED FORECAST 2022/23	REVISED FORECAST 2023/24 and Beyond	REVISED TOTAL FORECAST (incl. outturn 20-21)
	£000	£000	£000	£000	£000
TOTAL FUNDING					
TEMPORARY AND LONG TERM BORROWING	35,987	92,723	57,561	62,700	248,971
CAPITAL RECEIPTS	3,387	11,121	3,550	10,000	28,059
GOVERNMENT GRANTS	76,878	82,260	7,593		166,731
CAPITAL RESERVE	399	604			1,003
THIRD PARTY CONTRIBUTIONS	6,583	12,809	4,660		24,052
TOTAL	123,234	199,517	73,364	72,700	468,815

	YEAR-END OUTTURN 2020/21	REVISED FORECAST 2021/22	REVISED FORECAST 2022/23	REVISED FORECAST 2023/24 and Beyond	REVISED TOTAL FORECAST (incl. outturn 20-21)
Children and Families	£000	£000	£000	£000	£000
- The Chantry High School Expansion	22				22
- Nunnery Wood High School Expansion	206	1,402			1,608
- Christopher Whitehead High School Expansion	15				15
- Rushwick Primary School Expansion	62	68			130
- Bengeworth 1st	28	111			139
- Social Care Projects		37			37
- Social Care Projects 17/18		3,323			3,323
- Evesham St Andrews	7	122			129
- Leigh and Bransford		165			165
- Holyoaks Field 1st School	3,304	1,662			4,966
- Specific School Expansion Activity			3,000		3,000
- Other School Expansion Activity			1,000		1,000
- New Secondary School			11,000	22,000	33,000
- Flexible use of Capital Receipts		133			133
- Major Schemes - Residual		54			54
- Capital Maintenance		13,360	1,400		14,760
- Basic Need	10,090	6,295	7,570		23,956
- EFA Extension of Provision (Early Years)		259			259
- Higher Level Need Grant 21-22		1,539			1,539
- Special Provision		1,452			1,452
- Composite Sums - Residual		142			142
TOTAL	13,734	30,125	23,970	22,000	89,829

	YEAR-END OUTTURN 2020/21	REVISED FORECAST 2021/22	REVISED FORECAST 2022/23	REVISED FORECAST 2023/24 and Beyond	REVISED TOTAL FORECAST (incl. outturn 20-21)
Open for Business	£000	£000	£000	£000	£000
- Open for Business (including Economic Game Changer Sites).	41	6,509	450		7,000
- QinetiQ Land Purchase	101	1,899			2,000
- Worcester Technology Park		18			18
- Malvern Hills Science Park Scheme	121	0			121
- Local Broadband Plan Phase 1	1	3,809			3,810
- Local Broadband Plan Phase 3	1,788	1,598			3,386
- A4440 WSLR Phase 4	17,784	20,631			38,415
- A38 Bromsgrove	6,121	6,188			12,309
- Kidderminster Churchfields	2,430	55			2,485
- Pershore Northern Infrastructure (including up to £6.4m from HIIF)	3,277	5,991	2,000		11,268
- Capital Skills Programme	222	0			222
- Southern Link Dualling Phase 3	1,147	1,968			3,115
- Southern Link Dualling Phase 3 - Broomhall Way Footbridge	4,853	486			5,339
- Getting Building Fund - Vale Business Park	600				600
- Getting Building Fund - Low Carbon Housing		610			610
- Getting Building Fund - Construction & Automotive Skills (Kidderminster College)		550			550
- Getting Building Fund - Health, Wellbeing & Inclusive Sport (University of Worcester)	993	2,008			3,000
- Getting Building Fund - Flood Resilience Tenbury - (Environment Agency)	144	356			500
- Getting Building Fund - Malvern Technology Park	445	1,405			1,850
- Getting Building Fund - Redditch Transport Interchange	231	769			1,000
- Worcestershire Parkway Regional Interchange	2,182	1,387			3,569
- Kidderminster Rail Station Enhancement	1,199	0			1,199
- Railway Stations Upgrades / Extra Parking	204	3,917	2,000	9,000	15,121
- Worcester Shrub Hill Industrial Estate	9,672	7,163			16,835
- Next Generation Economic Game Changer Sites	156	555	150	200	1,061
- Town Centre Improvements:					
- Evesham	85	605			690
- Redditch	239	234			473
- Stourport	17	69			86
- Worcester	397	763			1,160
- Kidderminster Town Centre Phase 2	17	0			17
- Worcester City Centre	31	-0			30
- Malvern Public Realm		39			39
- ERDF Capital Projects	861	2,691			3,552
TOTAL	55,358	72,275	4,600	9,200	141,433

	YEAR-END OUTTURN 2020/21	REVISED FORECAST 2021/22	REVISED FORECAST 2022/23	REVISED FORECAST 2023/24 and Beyond	REVISED TOTAL FORECAST (incl. outturn 20-21)
The Environment	£000	£000	£000	£000	£000
Local Transport Plan:					
- Structural Carriageway/Bridgeworks	33,349	30,691	12,000	24,000	100,040
- Integrated Transport	135	3,914			4,049
- Potential pressures within existing capital programme			5,000		5,000
- Further small infrastructure developments			500	1,000	1,500
Major Schemes: Infrastructure					
- Cutting Congestion:					
- A38 / A4104 Staggered Junction Upton	768	5,696			6,464
- Evesham Town Centre	48	126			174
- Bromsgrove Town Centre	36	731			767
- Hoobrook Roundabout, Kidderminster	1,535	2,190			3,726
- Walking and Cycling Bridges:					
- River Severn - Keepax to Gheluvelt Park	908	3,802			4,709
- River Severn - Sabrina Bridge refurbishment	2,144	56			2,200
- Local Members Highways Fund	1,345	1,895	1,250	2,500	6,990
- Road Safety Improvements		553			553
- Traffic Signals Grant		500			500
- Public Sector Decarbonisation	7	879			886
- South Littleton to Blackminster Cycleway		101			101
- Hampton Bridge	61	1,000	3,260		4,321
- Walk Cycle Route to Worc Parkway	77	13			90
- Green Deal Communities		3			3
- Investment Initiatives to Support Business and /or Green Technology		1,323			1,323
- Energy Efficiency - Spend to Save		462			462
- Warm Homes Fund	51	379	23		453
- Eastham Bridge		18			18
- Pavement Improvement Programme	2,232	5,815	4,000	8,000	20,047
- Cutting Congestion Programme	3,095	3,567			6,662
- Highway Flood Mitigation Measures	90	2,994	1,000	2,000	6,084
- Bewdley Flood Mitigation Measures		500			500
- Worcester Transport Strategy	6	437			443
- Hoobrook Link Road - Pinch Points	2	25			27
- Public Rights of Way	283	1,167			1,450
- Worcester Woods Paths Project	31				31
- Zebra Crossings Package	396	183			579
- Covid 19 Emergency Active Travel Fund	64	552			616
- Highways Capital Maintenance Costs		2,000	3,500	1,000	6,500
- Highways Strategic Investment Fund	993	334	2,620		3,947
- Completion of Residual Schemes	-202	224			22
- Vehicle Replacement Programme	1,391	313	1,000		2,704
- Street Lightig LED and Concrete Replacement Programme	2,232	4,935	3,000	3,000	13,168
TOTAL	51,076	77,378	37,153	41,500	207,107

	YEAR-END OUTTURN 2020/21	REVISED FORECAST 2021/22	REVISED FORECAST 2022/23	REVISED FORECAST 2023/24 and Beyond	REVISED TOTAL FORECAST (incl. outturn 20-21)
Health and Well-Being	£000	£000	£000	£000	£000
Major Schemes:					
- Capital Investment in Community Capacity/ Specialised Housing	-182	2,283			2,101
- IT Personalisation	447				447
- A&CS Minor Works	5	266			271
- Social Care Performance IT Enhancement		593			593
- Worcester Library and History Centre (Non - PFI capital costs)	25	122			147
- Redditch Library		119			119
- Libraries Minor Works	19	228	300		547
- Kidderminster Library		78			78
TOTAL	314	3,689	300		4,303

	YEAR-END OUTTURN 2020/21	REVISED FORECAST 2021/22	REVISED FORECAST 2022/23	REVISED FORECAST 2023/24 and Beyond	REVISED TOTAL FORECAST (incl. outturn 20-21)
Efficiency and Transformation	£000	£000	£000	£000	£000
Major Schemes:					
- Digital Strategy	1,812	5,513	1,821		9,146
- Brownfield Land Release Grant - Kidderminster		400			400
- Property Repair and Maintenance	939	2,168	1,970		5,077
- Stourport Library/ Coroners Relocation to Civic Centre		18			18
- Capitalised Transformation Costs		7,953	3,550		11,503
TOTAL	2,752	16,051	7,341		26,144