

Revenue and Capital Budget 2014/2015

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BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14				Estimate 2014/15				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	
<u>SERVICE NET EXPENDITURE SUMMARY</u>									
<u>INTEGRATED TRANSPORTATION</u>									
Highways Contracts and Programme	9,756	74		9,682	8,971	50		8,921	23
Customer and Community	1,908	1,069		839	1,872	1,062		810	27
Transport Planning & Commissioning	4,775			4,775	3,892			3,892	
Transportation Services	6,306			6,306	5,792			5,792	
Network Control	2,284	399		1,885	2,307	463		1,844	36
	25,029	1,542	0	23,487	22,834	1,575	0	21,259	86
<u>HIGHWAYS and COUNTRYSIDE</u>									
Highways Maintenance	10,891	117		10,774	10,736	117		10,619	43
Countryside	2,541	1,108		1,433	2,887	1,601		1,286	48
	13,432	1,225	0	12,207	13,623	1,718	0	11,905	91
<u>WASTE MANAGEMENT and REGULATORY SERVICES</u>									
Waste Management Services - Waste Contract	39,141	14,198		24,943	41,716	15,000		26,716	7
Waste Management Services - Pollution Control	542	2		540	523	2		521	3
Regulatory Services	1,818	50		1,768	1,105	40		1,065	0
	41,501	14,250	0	27,251	43,344	15,042	0	28,302	11
<u>CULTURE and COMMUNITY</u>									
County Library Service	6,833	1,156		5,677	5,655	944		4,711	112
Lifelong Learning	1,143	817		326	1,012	817		195	11
The Hive	6,781	4,450		2,331	6,676	4,421		2,255	29
Joint Museums Service	1,496	1,007		489	1,453	931		522	31
Music Service	2,164	2,164		0	2,051	2,051		0	22
Archive and Archaeology Service	2,059	1,198		861	1,852	1,135		717	50
Support for the Arts	170			170	163	20		143	2
Registration and Coroners	1,946	811		1,135	1,936	905		1,031	23
Corporate Information Management	520	520		0	505	505		0	9
	23,112	12,123	0	10,989	21,303	11,729	0	9,574	289
<u>ECONOMIC DEVELOPMENT and PLANNING</u>									
Economic Development	3,314	1,491		1,823	6,714	5,028		1,686	28
Strategic Planning and Environmental Policy	580	52		528	642	146		496	9
Planning Development and Control	280	49		231	344	49		295	5
Minerals and Waste Planning Policy	186			186	339	117		222	3
Sustainability	501	257		244	757	447		310	9
	4,861	1,849	0	3,012	8,796	5,787	0	3,009	54

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14				Estimate 2014/15				Staff (FTE) No.
BUSINESS, ENVIRONMENT AND COMMUNITY									
<u>SERVICE NET EXPENDITURE SUMMARY</u>									
<u>BUSINESS ADMINISTRATION & SYSTEMS</u>									
Net Expenditure before Directorate Recharges	1,270	82	1,188	1,587	82	1,505	30		
Directorate Recharge		1,410	-1,410		1,526	-1,526			
	1,270	1,492	0	-222	1,587	1,608	0	-21	30
<u>INTERNAL TRADING A/C</u>									
Integrated Transportation	30,268		30,268	29,240		29,240	199		
Scientific Services	1,261		1,261	1,227		1,227	19		
Trading Units Income		31,529	-31,529		30,467	-30,467			
	31,529	31,529	0	0	30,467	30,467	0	0	218
TOTAL DIRECTORATE NET EXPENDITURE	140,734	64,010	0	76,724	141,954	67,926	0	74,028	778

Contact Officers: John Hobbs, Director of Business, Environment & Community
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BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>HIGHWAYS CONTRACT AND PROGRAMME</u>			
Expenditure			
Employees	778	721	23
Indirect Costs	1	1	
Employees	779	722	23
Premises Costs	163	145	
Transport Costs	41	37	
Supplies and Services	649	818	
Third Party Payments	7,829	7,053	
Central Support Services	170	139	
Directorate Support Services	125	57	
Gross Expenditure	9,756	8,971	
Income			
External Income	74	50	
Gross Income	74	50	
Net Expenditure	9,682	8,921	

Details of service

The Highways Contracts and Programme Unit provides commissioning and commercial management of all external service providers such as contractors and consultants. It actively maintains the programme of projects and highway works for the Integrated Transport Division and project manages the works delivery phases of projects. Its Asset Management team surveys the highway network, analyses condition data and identifies priorities for maintenance. The Street Lighting Service and Structures Services are provided and managed by the Unit using external suppliers.

Key Operational Statistics

	2013/14
Street Lights & Illuminated Signs (inc illuminated ballards)	58,519
Road Length	4086km
Length of Footways	3289km
Number of Bridges	1,135
Number of Retaining Walls	121

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>CUSTOMER AND COMMUNITY</u>			
Expenditure			
Employees	793	810	27
Indirect Costs	1	1	
Employees	794	811	27
Transport Costs	49	52	
Supplies and Services	131	131	
Third Party Payments	692	693	
Central Support Services	136	110	
Directorate Support Services	106	75	
Gross Expenditure	1,908	1,872	
Income			
External Income	1069	1062	
Gross Income	1,069	1,062	
Net Expenditure	839	810	

Details of service

The Customer & Community Unit manages all queries from County Council members, other elected representatives and from members of the public about any aspect of the Integrated Transport Service, ensuring that the appropriate expertise is brought to deal with any particular query. It is the interface between the Directorate and the Hub and also deals with all media enquiries regarding Integrated Transport.

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>TRANSPORT PLANNING and COMMISSIONING</u>			
Expenditure			
Transport Costs	4,775	3,892	
Net Expenditure	4,775	3,892	

Details of service

Responsible for the Local Transport Plan development and monitoring. The co-ordination of external funding bids for transportation projects, Directorate input into regional and national initiatives, transportation studies and rail policy

Responsible for Scheme Development, Walking, Cycling and Public Transport. The Unit also delivers Road Safety and Travel Planning.

Responsible for the allocation of transport for Mainstream School children entitled to subsidised school

Responsible for the development and oversight of Community Based Transport

To develop, manage and deliver the Integrated Passenger Transport Strategy across Worcestershire's public transport network.

Responsible for the planning, procurement and management of Passenger Transport Services and Infrastructure, whilst marketing all services to inform the residents of Worcestershire.

TRANSPORT COMMISSIONING & LOGISTICS

Expenditure			
Transport Costs	6,306	5,792	
Net Expenditure	6,306	5,792	

Details of service

Responsible for the management of the County Council's transport providers, in terms of commissioning, tendering and contract management. Also management of Fleet Services provision and operation, together with the financial management of client directorates transportation services and delivery of Community Based Transport (CBT)

Responsible for the administration of the Disclosure and Barring Service (DBS) scheme for transport contractors

To train and develop drivers and passenger assistants, providing accredited courses for clients.

Management of the Countywide Concessionary Travel Scheme, Worcestershire County Council is the Travel Concessions Authority (TCA) for Worcestershire.

Responsible for transport area reviews, to commission efficient and cost effective transport solutions.

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>NETWORK CONTROL</u>			
Expenditure			
Employees	1,218	1,321	36
Indirect Costs	3	3	
Employees	1,221	1,324	36
Premises Costs	13	14	
Transport Costs	55	38	
Supplies and Services	125	183	
Third Party Payments	591	551	
Central Support Services	150	137	
Directorate Support Services	129	60	
Gross Expenditure	2,284	2,307	
Income			
External Income	399	463	
Gross Income	399	463	
Net Expenditure	1,885	1,844	

Details of service

This Unit pursues the safe, free movement of traffic on the highway network. Specifically, the impact of development on the highway is controlled (annually, comments are provided on over 3,000 planning applications, around 250 vehicle access requests are managed, approximately 10,000 highway status enquiries serviced and 330 current and outstanding highway development works monitored). In addition, 100 traffic management schemes are pursued annually, traffic is controlled by 273 sets of signals and highway user data (accidents, traffic flows etc..) is captured and analysed

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>HIGHWAYS MAINTENANCE</u>			
Expenditure			
Employees	994	1,253	43
Employees	994	1,253	43
Premises Costs	9	2	
Transport Costs	124	126	
Supplies and Services	83	83	
Third Party Payments	9,164	8,625	
Central Support Services	387	467	
Directorate Support Services	130	180	
Gross Expenditure	10,891	10,736	
Income			
Grants and Contributions	117	117	
Gross Income	117	117	
Net Expenditure	10,774	10,619	

Details of service

The Highways and Countryside Unit provides a range of services including the Reactive and Cyclic works programme for the Highway operation, and management of the County's Public Rights of Way network, Recreational Routes, Country Parks and other Countryside Sites, the Gypsy Service which includes 9 residential sites and the development of Countryside Projects in the wider countryside, working with communities and other key partners.

Key Operational Statistics

	2013/14
Number of Road Gullies	100,000
Public Rights of Way Length	4,600km

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>COUNTRYSIDE</u>			
Expenditure			
Employees	1,270	1,479	48
Indirect Costs	5	8	
Employees	1,275	1,487	48
Premises Costs	445	446	
Transport Costs	50	57	
Supplies and Services	344	477	
Third Party Payments	168	173	
Central Support Services	194	139	
Directorate Support Services	65	108	
Gross Expenditure	2,541	2,887	
Income			
Grants and Contributions	394	307	
External Income	714	958	
Internal Trading Income	0	336	
Gross Income	1,108	1,601	
Net Expenditure	1,433	1,286	

Details of service

See Highways Maintenance

Key Operational Statistics

	2013/14
Country Parks including 2 Visitor Centres	3
Nature Reserves / Larger Sites	4
Picnic Places / Smaller Sites	13
Gypsy Sites	9

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>WASTE MANAGEMENT SERVICES - Waste Contract</u>			
Expenditure			
Employees	265	313	7
Employees	265	313	7
Premises Costs	24	24	
Transport Costs	17	9	
Supplies and Services	2,490	1,610	
Third Party Payments	36,101	39,578	
Central Support Services	183	132	
Directorate Support Services	61	50	
Gross Expenditure	39,141	41,716	
Income			
Grants and Contributions	4,144	4,144	
External Income	10,054	10,798	
Internal Trading Income	0	58	
Gross Income	14,198	15,000	
Net Expenditure	24,943	26,716	

Details of service

Waste Management Services - Waste Contract is the statutory Waste Disposal Authority (WDA) under the Environmental Protection Act (EPA) 1990. The WDA works to deliver a number of local targets.

The WDA aims to achieve these targets through partnership working with the Boroughs, Cities and Districts as Waste Collection Authorities (WCA's), Herefordshire Council, the PFI Waste Management Contractor and by behavioural change initiatives managed as part of the waste prevention and sustainability work undertaken by the group.

The WDA is responsible for disposal arrangements under the EPA 1990.

Waste Management Services work in partnership with constituent Boroughs, Cities, Districts and Herefordshire Council to deliver the Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire.

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>WASTE MANAGEMENT SERVICES - Pollution Control</u>			
Expenditure			
Employees	107	111	3
Indirect Costs	1	1	
Employees	108	112	3
Premises Costs	31	32	
Transport Costs	7	8	
Supplies and Services	143	178	
Third Party Payments	156	121	
Central Support Services	74	38	
Directorate Support Services	23	34	
Gross Expenditure	542	523	
Income			
External Income	2	2	
Gross Income	2	2	
Net Expenditure	540	521	

Details of service

The purpose of the Pollution Control function is to ensure that all closed landfill sites formerly operated and owned by the Waste Disposal Authority, are managed so as to prevent/minimise pollution or other harm to persons and the environment.

The Pollution Control Unit currently undertakes the management and maintenance of nine closed landfill sites, eight of which are within the ownership of the Authority.

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>REGULATORY SERVICES</u>			
Third Party Payments	1,795	1,084	
Central Support Services	23	14	
Directorate Support Services	0	7	
Gross Expenditure	1,818	1,105	
Income			
External Income	50	40	
Gross Income	50	40	
Net Expenditure	1,768	1,065	

Details of service

Since June 2010 the functions of the County Council's Trading Standards Service have been delivered alongside the six District Councils' Functions of Environmental Health and Licensing by a single Worcestershire Regulatory Service (WRS) reporting to a Joint Committee of the seven local authorities constituted under s101 of the Local Government Act 1972. Trading Standards activities to ensure that Worcestershire is a fair and safe place for consumers and businesses are delivered by the shared service whose aim is to ensure that Worcestershire is a healthy, safe and fair place to live, where businesses can thrive.

The Service has become intelligence led, using information to direct its activities aimed at achieving the above outcome. These activities include sampling programmes and market surveillance projects, which supplement the receipt and investigation of complaints and provision of consumer and business advice. The sales of age restricted products such as alcohol, tobacco, solvents and fireworks are also monitored both for their impacts on health and anti social behaviour.

Routine inspection is now only used to target the highest risk businesses, in line with the deregulatory policies of central government, and the focus of interactions with legitimate businesses is supporting them to trade well. The aim of the Service is to support responsible County businesses so they can trade profitably, but to marginalise rogue traders in the informal economy; scams, product counterfeiters etc. Businesses includes farm businesses, where the service is responsible for the control of animal disease measures in our rural economy, and as an adjunct to this, farm animal welfare.

Prosecutions are generally only taken for matters of serious rogue trading including doorstep crime, misrepresentations, the supply of counterfeit products and fraud, particularly when they are targeted at vulnerable consumers. Generally the service will work with legitimate businesses to resolve problems and help prevent them from recurring.

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>COUNTY LIBRARY SERVICE</u>			
Expenditure			
Employees	3,114	2,852	112
Indirect Costs	24	17	
Employees	3,138	2,869	112
Premises Costs	1,049	947	
Transport Costs	128	125	
Supplies and Services	1,322	643	
Central Support Services	1,163	930	
Directorate Support Services	33	141	
Gross Expenditure	6,833	5,655	
Income			
Grants and Contributions	6	4	
External Income	768	638	
Internal Trading Income	182	236	
Central Support Services		66	
Contribution from Reserve	200	0	
Gross Income	1,156	944	
Net Expenditure	5,677	4,711	

Details of service

21 branches (Including the Hive) and a mobile service to provide access to books and information to meet the educational, cultural, recreational and information needs of the general public is offered in fulfilment of the Authority's duty to provide a comprehensive and efficient library service. A self-financed library service is also provided to schools to supplement and complement their resources and a prison service funded by the National Offender Management Service.

<u>Key Operational Statistics</u>	Actual 11/12	Actual 12/13
Number of Libraries	21	21
Number of issues (all lending materials)	3,041,549	3,311,825
Number of library visitors	3,112,482	3,374,181
Number of items in stock (all lending materials)	684,804	825,677
Bookings made for People's Network computer terminals	590,815	410,761

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>LIFELONG LEARNING</u>			
Expenditure			
Teachers	247	250	0
Other Employees	250	167	11
Indirect Costs	0	0	
Employees	497	417	11
Premises Costs	55	55	
Transport Costs	1	1	
Supplies and Services	465	465	
Central Support Services	114	21	
Directorate Support Services	11	53	
Gross Expenditure	1,143	1,012	
Income			
Grants and Contributions	737	737	
External Income	21	21	
Internal Trading Income	59	59	
Gross Income	817	817	
Net Expenditure	326	195	

Details of service

This budget includes the Fairfield Neighbourhood Learning Centre (part of the campus including school/nursery/health centre) and Skills Funding Agency (SFA) adult learning community programmes for adults returning to education, including programmes for adults with learning difficulties taking place in libraries and other community venues.

The service no longer employs permanent tutors, and has moved to employing sessional paid tutors. The number of sessional tutors employees employed this way has increased to 60 enabling us to meet the needs of the programme, reduces management costs and uses the majority of the budget on front line teaching and learning. This does reduce the number of FTE's previously shown. The SFA grant allocation has to be fully spent each year, if not it will be reduced the following year and penalties applied.

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>THE HIVE</u>			
Expenditure			
Employees	720	657	29
Indirect Costs	0	0	
Employees	720	657	29
Premises Costs	5,815	5,932	
Transport Costs	1	1	
Supplies and Services	197	-40	
Central Support Services	22	60	
Directorate Support Services	26	66	
Gross Expenditure	6,781	6,676	
Income			
Grants and Contributions	3,381	3,381	
External Income	786	926	
Internal Trading Income	94	114	
Contribution from Reserve	189	0	
Gross Income	4,450	4,421	
Net Expenditure	2,331	2,255	

Details of service

The Hive is a PFI project. It includes the joint Public/University library, Archive and Archaeology service and the Hub.

Key Operational Statistics

	Actual 12/13
Number of visits from opening day on 2nd July 2012	718,255
Number of issues	778,258
Number of visits to Explore the Past	42,676

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>JOINT MUSEUM SERVICE</u>			
Expenditure			
Employees	920	915	31
Indirect Costs	6	4	
Employees	926	919	31
Premises Costs	204	197	
Transport Costs	19	18	
Supplies and Services	266	189	
Central Support Services	54	77	
Directorate Support Services	27	53	
Gross Expenditure	1,496	1,453	
Income			
External Income	919	900	
Internal Trading Income	28	31	
Contribution from Reserve	60	0	
Gross Income	1,007	931	
Net Expenditure	489	522	

Details of service

To illustrate the life of Worcestershire people and communities through the centuries. Material evidence is collected, conserved and promoted through attractions, displays and lifelong learning at Hartlebury Castle and throughout the County.

The County Museum is now part of Museums Worcestershire, a joint service hosted by the County Council which includes museums in the City of Worcester. The service is governed by a separate joint committee and managed through a partnership agreement with Worcester City Council.

Key Operational Statistics

	Actual 11/12	Actual 12/13
Number of visits to all Museums Worcestershire sites	124,862	114,834

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>MUSIC SERVICES</u>			
Expenditure			
Teachers	1,521	1,393	12
Other Employees	259	276	10
Indirect Costs	12	10	
Employees	1,792	1,679	22
Premises Costs	86	55	
Transport Costs	132	132	
Supplies and Services	106	126	
Central Support Services	35	38	
Directorate Support Services	13	21	
Gross Expenditure	2,164	2,051	
Income			
Grants and Contributions	728	588	
External Income	198	334	
Internal Trading Income	988	1,129	
Contribution from Reserve	250		
Gross Income	2,164	2,051	
Net Expenditure	0	0	

Details of service

Worcestershire Youth Music provides a comprehensive range of opportunities for children to learn to play a musical instrument in a whole class, small groups and individuals in the County's School in line with the National Plan for Music Education (NPME). This also includes performances opportunities in orchestras and bands outside schools and an instrument hire scheme.

The service is funded by earned income in the form of charges to parents and schools and by government grant through Arts Council England.

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>ARCHIVE and ARCHAEOLOGY SERVICE</u>			
Expenditure			
Employees	1,712	1,495	50
Indirect Costs	8	4	
Employees	1,720	1,499	50
Premises Costs	7	4	
Transport Costs	20	22	
Supplies and Services	187	170	
Central Support Services	99	97	
Directorate Support Services	26	60	
Gross Expenditure	2,059	1,852	
Income			
External Income	1,101	1,130	
Internal Trading Income	37	5	
Contribution from Reserve	60		
Gross Income	1,198	1,135	
Net Expenditure	861	717	

Details of service

Worcestershire's Archive and Archaeology Service works to protect, preserve, manage, record, interpret and promote the history and historic environment of Worcestershire.

<u>Key Operational Statistics</u>	Actual 11/12	Actual 12/13
Number of visitors	97,638	44,384
Information requests to Historic Environment Record (HER)	1,920	2,537
Historic assets recorded on HER	24,813	10,476

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>SUPPORT FOR THE ARTS</u>			
Expenditure			
Employees	55	56	2
Indirect Costs	0	1	
Employees	55	57	2
Supplies and Services	93	80	
Central Support Services	6	8	
Directorate Support Services	16	18	
Gross Expenditure	170	163	
Income			
External Income	0	16	
Internal Trading Income	0	4	
Gross Income	0	20	
Net Expenditure	170	143	

Details of service

The service provides support for the Arts Service and delivery of the county arts strategy. This includes management of the arts development programmes and distribution of Arts Grants providing financial support to arts companies and community groups for the development of art and cultural activities.

Key Operational Statistics

	Actual 11/12	Actual 12/13
New clients to Grants to the Arts scheme	8	4

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>REGISTRATION & CORONERS</u>			
Expenditure			
Employees	952	942	23
Indirect Costs	2	3	
Employees	954	945	23
Premises Costs	96	91	
Transport Costs	25	15	
Supplies and Services	551	448	
Central Support Services	294	389	
Directorate Support Services	26	48	
Gross Expenditure	1,946	1,936	
Income			
External Income	811	905	
Gross Income	811	905	
Net Expenditure	1,135	1,031	

Details of service

The Registration of Births, Deaths and Marriages Service operates under the direct authority of the General Register Office which is part of IPS (Identity and Passport Service). Facilities are provided that enable citizens to register a birth or a death; undertake the legal formalities and ceremony for a civil marriage; civil partnerships; obtain a copy of a birth, death or marriage certificate; Nationality Checking Service; Settlement Checking Service; formalise UK citizenship at citizenship ceremonies; and undertake the celebration of specific events such as baby naming and the renewal of marriage vows. The service also undertakes the licensing necessary to hold civil marriages at approved premises.

The County Council has a duty to provide an appropriate number of paid Coroners and Deputy Coroners, and to meet the expenses of the Coroner's office, court proceedings and inquests, but has no control over the Coroner's professional and statutory function.

Key Operational Statistics

	Actual 11/12	Actual 12/13
Number of Register Offices	10	10
Number of Approved Premises for civil ceremonies	71	73
Number of registered Births	6,151	6,336
Number of registered Deaths	4,934	5,358
Number of deaths reported to the Coroner	2,346	2,695
Number of deaths reported resulting in inquests	319	318

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>CORPORATE INFORMATION MANAGEMENT</u>			
Expenditure			
Employees	241	251	9
<i>Employees</i>	<u>241</u>	<u>251</u>	<u>9</u>
Premises Costs	76	0	
Transport Costs	0	1	
Supplies and Services	18	-1	
Central Support Services	172	254	
Directorate Support Services	13		
<i>Gross Expenditure</i>	<u>520</u>	<u>505</u>	
Income			
Central Support Services	520	505	
<i>Gross Income</i>	<u>520</u>	<u>505</u>	
<i>Net Expenditure</i>	<u><u>0</u></u>	<u><u>0</u></u>	

Details of service

Corporate Information Management Unit manages the Council's current and semi-current records and has overall responsibility for Freedom of Information, Data Protection and Records Management (both electronic and physical records).

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>ECONOMIC DEVELOPMENT</u>			
Expenditure			
Employees	917	1,049	28
Indirect Costs	0	0	
Employees	917	1,049	28
Premises Costs	2	15	
Transport Costs	12	24	
Supplies and Services	1,611	5,439	
Revenue Contribution to Capital	470	0	
Central Support Services	84	101	
Directorate Support Services	218	86	
Gross Expenditure	3,314	6,714	
Income			
Grants and Contributions	1,324	2,646	
External Income	167	1,596	
Contribution from Reserve	0	786	
Gross Income	1,491	5,028	
Contribution to Earmarked Reserve	0	0	
Net Expenditure	1,823	1,686	

Details of service

The Economic Development Unit's role is to promote economic growth, encourage enterprise and sustainable development. This is achieved through working with county and regional partners to develop strategies and ensure that these plans are delivered. Key activities include supporting key economic development initiatives such as the Worcestershire Technology Park, marketing the County; supporting local regeneration and Business Central Hub. The Unit will work closely with the Local Enterprise Partnership to support business and enhance wealth creation opportunities. This will involve for example close partnership working with strategic transport and planning services.

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>STRATEGIC PLANNING & ENVIRONMENT POLICY</u>			
Expenditure			
Employees	401	355	9
Indirect Costs	6	7	
Employees	407	362	9
Transport Costs	7	6	
Supplies and Services	55	138	
Central Support Services	74	62	
Directorate Support Services	37	74	
Gross Expenditure	580	642	
Income			
External Income	52	146	
Gross Income	52	146	
Net Expenditure	528	496	

Details of service

The Strategic Planning team is responsible for:

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

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

- Raise awareness of biodiversity and the duty to conserve it
- Providing leadership in the conservation, enhancement and protection of the natural environment
- Research and monitor the habitats and landscapes of Worcestershire and share the knowledge with partners
- Develop and maintain the Worcestershire Habitat Inventory and the Landscape Character Assessment
- Provide ecological and landscape advice on woodland management and planting through the Woodland Guidance publication and website
- Contribute advice and guidance to the developing strategic Green Infrastructure framework for Worcestershire

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>PLANNING DEVELOPMENT and CONTROL</u>			
Expenditure			
Employees	201	198	5
<i>Employees</i>	201	198	5
Transport Costs	2	2	
Supplies and Services	47	47	
Central Support Services	22	50	
Directorate Support Services	8	47	
<i>Gross Expenditure</i>	280	344	
Income			
External Income	49	49	
<i>Gross Income</i>	49	49	
<i>Net Expenditure</i>	231	295	

Details of service

The Planning Development and Control Unit is responsible for:

- Professional planning advice on and process major planning applications for:
 - Minerals development - sand and gravel, clay and limestone quarries.
- Waste management facilities such as - recycling sites, scrap yards, energy from waste facilities, anaerobic digestion plants, composting sites, landfill sites, and sewage treatment works.
- The County Council's own developments such as roads, bridges, park and ride facilities, highways depots, household waste sites, railway stations, schools, and libraries.
- professional planning advice in relation to the development of and change of use of County buildings, highways and land to facilitate service delivery.
- Processing applications to discharge conditions attached to planning permissions.

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>MINERALS and WASTE PLANNING POLICY</u>			
Expenditure			
Employees	152	121	3
Employees	152	121	3
Transport Costs	1	1	
Supplies and Services	3	123	
Central Support Services	15	46	
Directorate Support Services	15	48	
Gross Expenditure	186	339	
Income			
Grants and Contributions	0	0	
Reserve Contribution	0	117	
Gross Income	0	117	
Net Expenditure	186	222	

Details of service

The Minerals and Waste Policy Unit is responsible for:

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

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>SUSTAINABILITY</u>			
Expenditure			
Employees	250	358	9
Indirect Costs	0	0	
Employees	250	358	9
Transport Costs	3	3	
Supplies and Services	210	291	
Central Support Services	20	58	
Directorate Support Services	18	47	
Gross Expenditure	501	757	
Income			
Grants and Contributions	219	208	
External Income	38	239	
Gross Income	257	447	
Net Expenditure	244	310	

Details of service

The Sustainability Unit's role is to work towards making the County a more economically, social and environmentally sustainable place to live, work and visit.

Key activities include:

- Supporting all Directorates to deliver the Council's Sustainability Policy and Action Plan.
- Worcestershire Green Directory provides hints and tips for living a more sustainable life.

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>BUSINESS ADMINISTRATION & SYSTEMS</u>			
Expenditure			
Employees	1,084	1,159	30
Indirect Costs	352	304	
Employees	1,436	1,463	30
Transport Costs	14	10	
Supplies and Services	-243	19	
Central Support Services	63	95	
Gross Expenditure	1,270	1,587	
Income			
External Income	82	82	
Directorate Support Services	1,410	1,526	
Gross Income	1,492	1,608	
Net Expenditure	-222	-21	

Details of service

The Business Administration and Systems Unit manages and co-ordinates the Directorate's input into the County Council's Scrutiny process, provides the central focus for information access requests and mapping requirements, ensures public facing webpages are kept up to date, is responsible for maximising revenue generation and cost recovery opportunities, and manages the Directorate's accommodation and property resources.

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

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

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>INTEGRATED TRANSPORTATION</u>			
Expenditure			
Employees	5,167	4,643	199
Indirect Costs	112	88	
Employees	5,279	4,731	199
Premises Costs	175	166	
Transport Costs	12,481	12,592	
Supplies and Services	1,377	1,135	
Third Party Payments	9,900	9,705	
Central Support Services	822	753	
Directorate Support Services	234	158	
Gross Expenditure	30,268	29,240	
Income			
Grants and Contributions	859	860	
External Income	3,626	3,517	
Internal Trading Income	25,783	24,863	
Gross Income	30,268	29,240	
Net Expenditure	0	0	

Details of service

To provide and manage an integrated transport service on behalf of the County Council, developing within this an appropriate and sustainable transport network.

To deliver best value, procure, promote and provide better quality transport services for clients with equity, in accordance with policy and any relevant transport legislation, and therefore facilitate greater sustainable behaviour and options for Worcestershire.

Key Operational Statistics

Number of county owned vehicles

2013/14

244

BUSINESS, ENVIRONMENT AND COMMUNITY

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>SCIENTIFIC SERVICES</u>			
Expenditure			
Employees	663	657	19
Indirect Costs	7	7	
Employees	670	664	19
Premises Costs	128	131	
Transport Costs	17	17	
Supplies and Services	252	250	
Third Party Payments	80	80	
Central Support Services	64	50	
Directorate Support Services	50	35	
Gross Expenditure	1,261	1,227	
Income			
External Income	1268220 861	794	
Internal Trading Income	400	433	
Gross Income	1,261	1,227	
Net Expenditure	0	0	

Details of service

County Scientific Services offer a range of services for Worcestershire County Council and other authorities as well as private enterprise, each one developed to ensure public protection and fair trade.

Within the Service the Consumer Protection and Food sections focus on tests and research relating to issues surrounding food quality, food packaging and consumer product safety whilst the Environment and Occupational Hygiene section undertakes water analysis, asbestos testing and workplace air safety testing.

RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>FINANCIAL SERVICES & WHOLE ORGANISATION</u>			
<u>CORPORATE FINANCIAL STRATEGY GROUP</u>			
<u>Expenditure</u>			
Employees	2,013	1,860	49
Indirect Costs	70	57	
Employees	2,083	1,917	49
Transport Costs	9	5	
Supplies and Services	177	294	
Central Support Services	1,161	998	
Directorate Support Services	99	77	
Gross Expenditure	3,529	3,291	
<u>Income</u>			
External Income	376	323	
Internal Trading Income	147	213	
Central Support Services	2,285	2,212	
Directorate Support Services	184	0	
Gross Income	2,992	2,748	
Net Expenditure	537	543	

Details of Service

The Director of Resources is responsible for the financial administration of the County Council. The Directorate provides financial services and advice to the Council, its Cabinet, Committees/Panels, Service Directorates and external bodies. The Directorate is committed to improving the quality and cost effectiveness of the finance service.

Additional Information

The Directorate's net expenditure includes costs related to the corporate management of the Council, costs associated with the support of council members, the costs of pensions added years and the additional cost of previous years pension contributions. Consistent with CIPFA's Best Value Accounting Code of Practice, these costs are not recharged to other services.

Key Operational Statistics

	2012/13	2013/14
Estimated number of invoices paid	370,000	370,000

RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>FINANCING TRANSACTIONS</u>			
Expenditure			
Capital Financing Costs			
- External Interest	15,089	13,807	
- Minimum Revenue Provision	<u>16,022</u>	<u>16,804</u>	
Gross Expenditure	31,111	30,611	
Income			
External Income			
- Interest Earned	<u>211</u>	<u>211</u>	
Gross Income	211	211	
Net Expenditure	<u>30,900</u>	<u>30,400</u>	

Details of Service

This budget includes the total capital financing costs in respect of interest on external borrowing and the statutory minimum revenue provision required to be set against total debt outstanding. This is offset by interest earned on the investment of surplus cash available after meeting the day-to-day spending of the Council's various services.

The level of interest earned on temporary investments continues to reflect the current low interest rates and is in line with a Treasury Management Strategy of security - liquidity- yield, ranked in order of importance. In addition, the Council continues to use internal cash balances on a temporary basis to finance capital expenditure and avoid the cost of high interest rates charged on external borrowing.

Key Operational Statistics

	2014/15 £m	2015/16 £m
Estimated Capital Financing Requirement at 31 March:	449.7	482.4

CONTRIBUTIONS AND PRECEPTS

Expenditure		
- Environment Agency	<u>216</u>	<u>216</u>
Net Expenditure	<u>216</u>	<u>216</u>

Details of Service

This budget provides for the cost of the flood defence levy that the Environment Agency is statutorily obliged to raise from the County Council rather than directly from the public.

RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>MISCELLANEOUS SERVICES</u>			
Expenditure			
Supplies and Services			
- Carbon Reduction Commitment	141	323	
- External Audit Fee	127	127	
- Bank Charges and Interest	119	79	
- Contingency - future CRC liability	164	0	
- Other Services	10	166	
Gross Expenditure	561	695	
Income			
Grants and Contributions			
- West Mercia Supplies Surplus	200	350	
- New Homes Bonus	1,296	1,296	
- Other	4	4	
Gross Income	1,500	1,650	
Net Income (-)	-939	-955	

Details of service

The external audit fee includes costs for the statutory external audit and the cost of auditing the Directorate's grant claims. In 2014/15 the Council anticipates receiving a distribution of £0.35 million accumulated surplus from the West Mercia Supplies Utilities Business.

The Carbon Reduction Commitment Energy Efficiency Scheme introduced by Government from 2014/15 requires the Council to buy allowances at £16 per tonne for its carbon emissions relating to buildings and street lighting.

The New Homes Bonus Scheme commenced in April 2011. It is designed to provide incentives and rewards for local authorities who build new homes in their area, bring empty properties back into use with an additional reward for affordable housing. The grant is unringfenced.

RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>PROPERTY SERVICES</u>			
<u>PROPERTY SERVICES DIVISION</u>			
Expenditure			
Employees	4,822	4,672	115
Indirect Costs	58	60	
Employees	4,880	4,732	115
Transport Costs	109	100	
Supplies and Services	194	224	
Central Support Services	777	732	
Directorate Support Services	71	17	
Gross Expenditure	6,031	5,805	
Income			
External Income	2,669	2,497	
Internal Trading Income	582	757	
Central Support Services	2,541	2,178	
Gross Income	5,792	5,432	
Net Expenditure	239	373	

Details of service

Provision of staff, equipment and establishment resources to undertake on a corporate basis

the comprehensive estates management of the County Council's land and property portfolio including the design and supervision of capital projects by:-

- (a) architectural services,
- (b) repair and maintenance and energy conservation measures in relation to the Council's building stock,
- (c) property review/studies and their implementation,
- (d) a comprehensive property disposal acquisition and management service.
- (e) the project management of complex, high value projects.

Key Operational Statistics

Number of County Council operational properties maintained	405
Number of District properties maintained	496
Number of major capital projects managed	85
Number of minor capital projects managed	238

RESOURCES DIRECTORATE

	Estimate 2013/14 £000	Estimate 2014/15 £000	Staff (FTE) No.
<u>FACILITIES MANAGEMENT</u>			
Expenditure			
Employees	656	661	27
Indirect Costs	3	3	
Employees	659	664	27
Premises Costs	3,725	3,522	
Transport Costs	34	29	
Supplies and Services	642	794	
Central Support Services	126	134	
Directorate Support Services	8	0	
Gross Expenditure	5,194	5,143	
Income			
Grants and Contributions	49	0	
External Income	586	400	
Internal Trading Income	598	698	
Central Support Services	3,313	3,570	
Gross Income	4,546	4,668	
Reserve Movements			
Transfer to Reserve	40	40	
Net Expenditure	688	515	

Details of service

Administrative offices are located throughout the county and it is the responsibility of the Director of Resources to ensure they are effectively managed. The Facilities Unit provides services for the management of accommodation and facilities at the County Hall Campus and other administrative buildings (e.g. caretaking, cleaning, ground maintenance, security, catering, mail services, reception and car parking). This is achieved day-to-day via a network of "Officers in Charge" assisted in relation to building, engineering, maintenance, and accommodation planning by Property Services.

Managing the receipt and recording of all goods delivered to County Hall Campus. The Courier Service provides a collection and delivery service of mail and other items between County Hall Campus, Admin Offices and other locations within the County including all schools and book rotation between libraries.

Key Operational Statistics

Number of administrative buildings managed 14

Through the Better Use of Property Programme the number of buildings managed is planned to reduce to 4 by 2015/16.

