



2025/26 BUDGET BOOK

Information in this document agrees to the 2025/26 Revenue Budget approved at full Council on 13th February 2025.

This excludes recharges into Directorates from Corporate and Central Services.

Rounding may also have a marginal impact.

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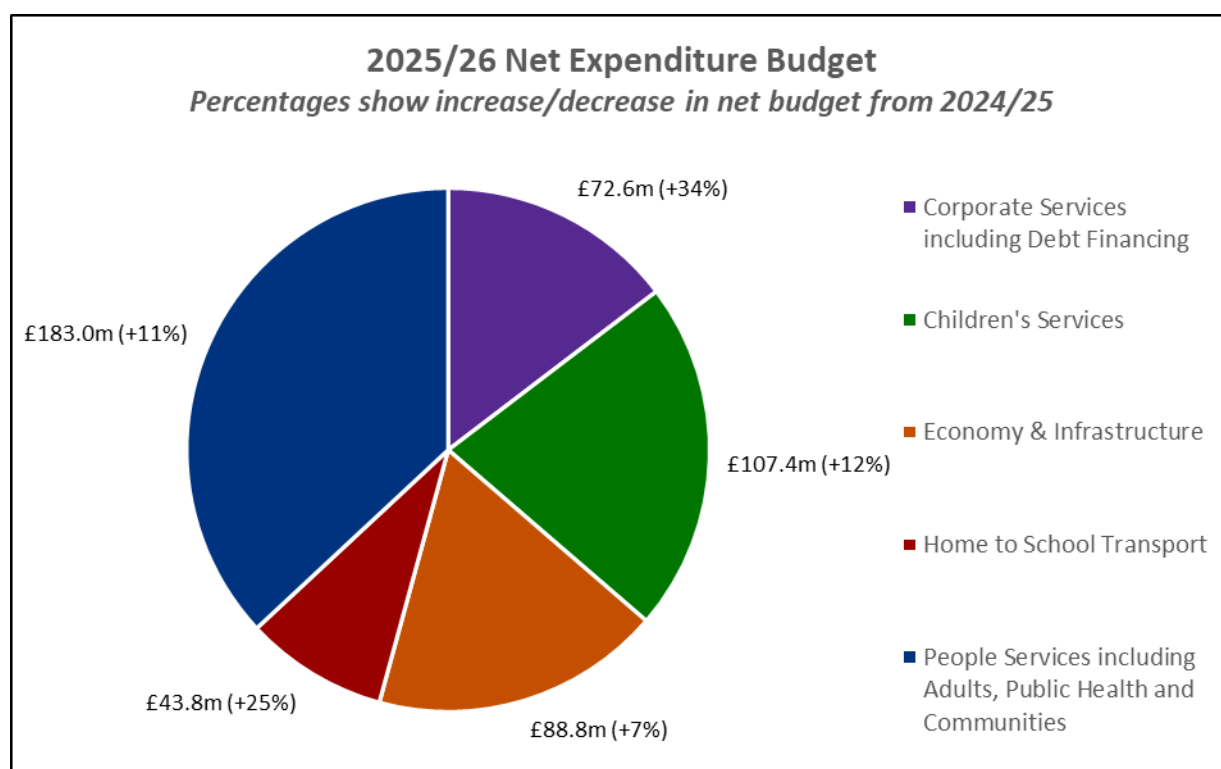
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Summary Financial Information 2025/26

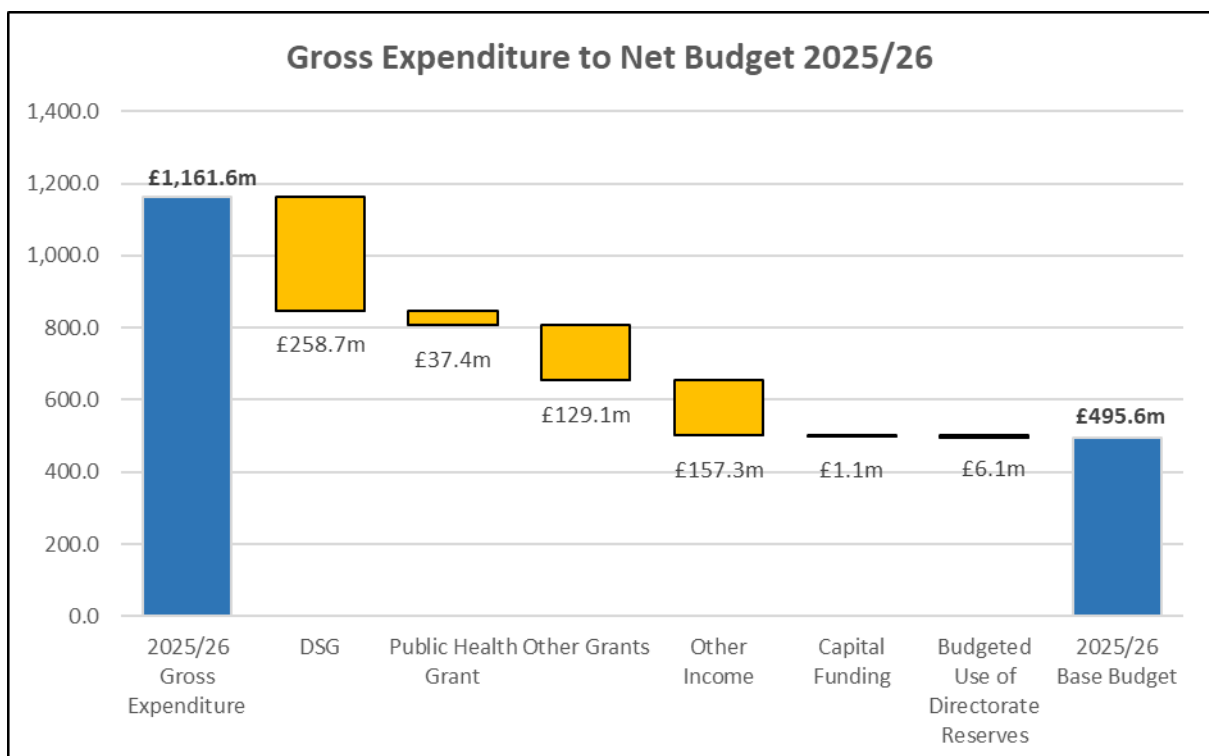
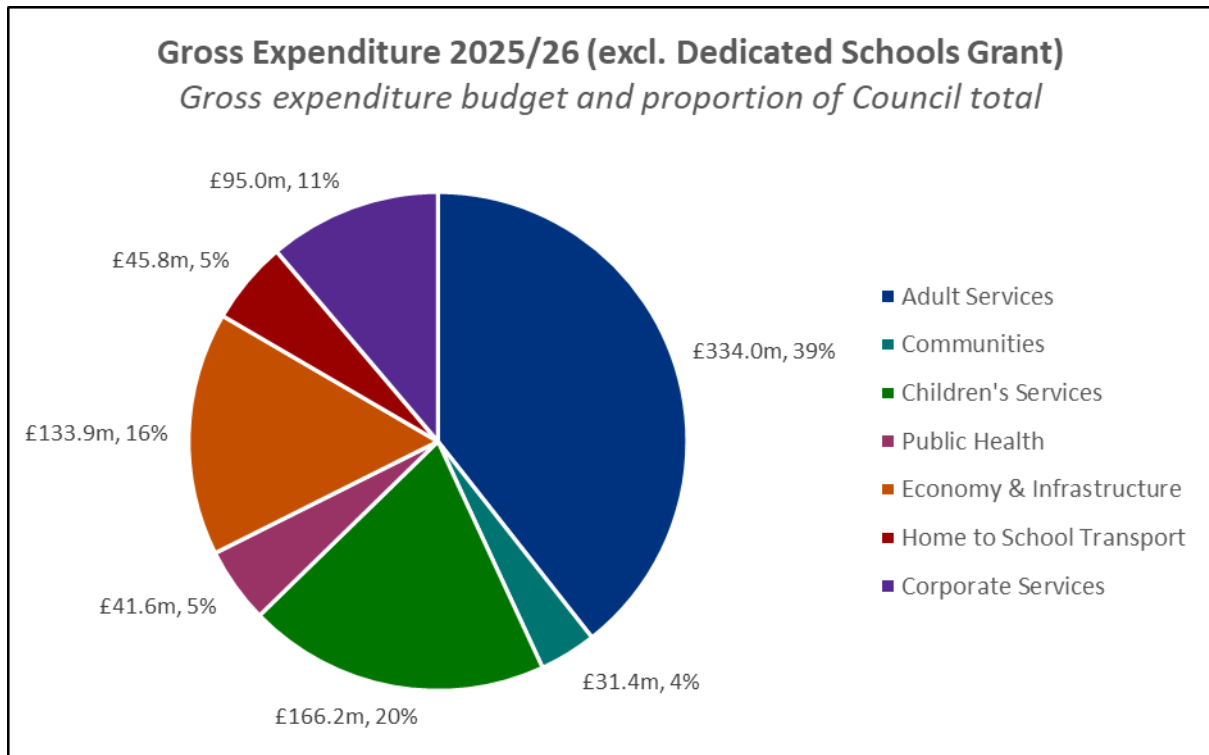
2024/25 Net Expenditure (£m)	Services	2025/26 Gross Expenditure (£m)	2025/26 Income (£m)	2025/26 Net Expenditure (£m)
0.0	Schools budget	313.8	(313.8)	0.0
95.5	Supporting vulnerable children and education	166.2	(58.8)	107.4
157.5	Adult social care and health	375.6	(201.5)	174.1
7.8	Libraries, museums and community services	31.4	(22.5)	8.9
83.1	Highways, planning, transport and waste disposal	133.9	(45.1)	88.8
35.1	Home to School Transport	45.8	(2.0)	43.8
54.3	Support services, capital financing and pensions	95.0	(22.4)	72.6
433.4	Total cost of services	1,161.6	(666.0)	495.6
	Funded by:			
(2.0)	Council Tax surplus/(deficit)		(2.3)	(2.3)
(335.8)	Amount to be met by Council Taxpayer		(357.2)	(357.2)
(337.8)	Council Tax requirement		(359.5)	(359.5)
(87.7)	Business rates		(87.5)	(87.5)
(7.9)	Use of reserves	(15.0)		(15.0)
0.0	Exceptional Financial Support		(33.6)	(33.6)
(433.4)	Total funding	(15.0)	(480.6)	(495.6)



Change in Net Budget from 2024/25 to 2025/26

	£m
Net Budget Requirement 2024/25	425.5
One off Funding from Reserves	7.9
2024/25 Revised Budget	433.4
Pay inflation	4.4
Contract inflation	21.0
Rebasing of one-off savings	0.5
Rebase non-recurrent grants	0.2
Rebase income targets	1.8
Investment into spend in Public Health funded by additional grant	0.3
Investment into funding capital programme	4.5
Investment within Community Services	0.1
Investment in E&I monitoring and evaluation of grant funded schemes	0.3
Investment into bus services funded by grant	2.9
Demand pressures within Adult Social Care	4.0
Demand pressures within Children's Services	6.6
Demand pressures within Home to School Transport	4.9
Demand pressures within Legal Services	0.5
Rebase due to fall out of flexible use of capital receipts relating to capitalisation	2.5
Investment into contingencies including bad debt provision	13.9
Removal of 2024/25 savings not achievable	4.9
Additional cost of employers National Insurance funded by grant	3.9
Investment to reduce vacancy factor savings	4.0
Net recurrent pressures	15.3
Increased grant funding (excluding Business Rates)	-21.7
Savings and efficiencies identified	-12.5
Net Budget Requirement 2025/26	495.6

Gross Council Expenditure 2025/26



Subjective Analysis of Expenditure 2025/26 (excludes Dedicated Schools Grant)

	Adult Services	Communities	Public Health	Children's Services	Economy & Infrastructure	Home to School Transport	Corporate Services	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Employee costs	27,896	24,579	4,268	46,063	22,161	0	29,101	154,069
Direct employee expenses	28,477	25,426	4,235	47,018	22,497	0	29,747	157,400
Indirect employee expenses	(582)	(847)	33	(955)	(335)	0	(646)	(3,332)
Premises related expenditure	477	10,679	38	10,749	10,513	0	86	32,543
Transport related expenditure	3,167	371	20	860	2,275	44,783	57	51,533
Supplies and services	5,245	7,664	5,768	10,442	13,309	0	23,608	66,036
Third party payments	284,847	330	30,154	98,566	85,378	981	843	501,100
Recharges	0	87	275	1,303	2	0	0	1,667
Capital financing costs	0	0	0	0	0	0	41,441	41,441
Expenditure	321,632	43,711	40,523	167,983	133,639	45,764	95,136	848,388
Grants	(88,381)	(10,190)	(38,525)	(39,717)	(6,029)	0	(10,280)	(193,123)
Recharge income	(470)	(5,728)	(882)	(12,817)	(5,759)	0	(3,625)	(29,280)
Sales, fees and charges	(70,056)	(7,266)	(927)	(7,449)	(28,760)	(1,997)	(7,824)	(124,279)
Revenue funded from capital	0	0	0	0	(369)	0	0	(369)
Transfer to/(from) reserves	0	(437)	0	(602)	(3,909)	0	(791)	(5,739)
Income	(158,907)	(23,621)	(40,334)	(60,586)	(44,826)	(1,997)	(22,520)	(352,790)
Net budget requirement	162,725	20,090	189	107,397	88,813	43,766	72,616	495,598

Analysis of Expenditure by Service Area 2025/26

Total Council (excluding DSG)

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	145,002	154,845
Premises	32,024	32,543
Transport	42,617	51,536
Other non-staffing	511,454	567,468
MRP	16,289	16,770
Interest charges	20,582	24,670
Gross expenditure	767,969	847,833
Grants	(171,539)	(194,021)
Revenue funded from capital	(958)	(369)
Reserve movements	(6,222)	(5,171)
Sales, fees and charges	(155,899)	(152,673)
Income	(334,618)	(352,235)
Net budget requirement	433,351	495,598
FTE	3,060.6	3,042.1

Adult Services

Mark Fitton - Strategic Director for Adults & Communities

The Council's duties under adult social care legislation, including the Care Act. This includes providing information and advice for people about how to stay well and independent, preventing needs arising, enabling self-care, assessing people's needs for adult social care, arranging services for eligible individuals, and ensuring the sustainability and quality of services.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	36,442	39,043
Premises	1,279	1,043
Transport	2,691	3,249
Other non-staffing	274,458	290,686
Gross expenditure	314,870	334,020
Grants	(84,312)	(88,392)
Revenue funded from capital	(440)	0
Reserve movements	(47)	0
Sales, fees and charges	(72,691)	(71,744)
Income	(157,489)	(160,136)
Net budget requirement	157,380	173,884
FTE	850.8	832.7

Older People

Delivery of care for clients over age of 65

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	12,116	12,940
Premises	558	317
Transport	697	704
Other non-staffing	111,728	116,082
Gross expenditure	125,099	130,043
Grants	(9,013)	(9,013)
Revenue funded from capital	(440)	0
Reserve movements	0	0
Sales, fees and charges	(39,991)	(39,991)
Income	(49,444)	(49,004)
Net budget requirement	75,655	81,038
FTE	213.9	226.5

Learning Disabilities

Delivery of care for clients with Learning Disabilities Primary Support Reasons

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	1,786	1,948
Premises	17	17
Transport	1,381	1,932
Other non-staffing	90,761	96,272
Gross expenditure	93,945	100,169
Grants	(804)	(804)
Reserve movements	0	0
Sales, fees and charges	(13,314)	(13,314)
Income	(14,117)	(14,117)
Net budget requirement	79,828	86,052
FTE	44.0	35.2

Mental Health

Delivery of care for clients with Mental Health Primary Support Reasons

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	3,454	3,544
Premises	139	141
Transport	34	34
Other non-staffing	32,245	35,982
Gross expenditure	35,871	39,702
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(11,986)	(11,986)
Income	(11,986)	(11,986)
Net budget requirement	23,885	27,715
FTE	57.8	67.4

Physical Disabilities

Delivery of care for clients with Physical Disability Primary Support Reasons

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	68	68
Other non-staffing	25,674	28,294
Gross expenditure	25,742	28,362
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(4,844)	(4,844)
Income	(4,844)	(4,844)
Net budget requirement	20,899	23,519
FTE	6.8	0.0

Adults Commissioning Unit

ASC Commissioners staffing costs and Better Care Fund activity

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	8,273	8,540
Premises	1	1
Transport	428	428
Other non-staffing	12,085	12,085
Gross expenditure	20,787	21,054
Grants	(16,580)	(16,505)
Reserve movements	0	0
Sales, fees and charges	(269)	(269)
Income	(16,849)	(16,774)
Net budget requirement	3,938	4,280
FTE	210.7	211.3

Support Services

Adult Social Care management and service support costs

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	737	924
Premises	0	0
Transport	2	2
Other non-staffing	350	350
Gross expenditure	1,089	1,276
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(1,299)	(122)
Income	(1,299)	(122)
Net budget requirement	(210)	1,154
FTE	4.0	9.5

iBCF

Specific cost centre created to monitor Improved Better Care Fund (iBCF) grant income.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	0	0
Other non-staffing	0	0
Gross expenditure	0	0
Grants	(19,024)	(23,470)
Reserve movements	0	0
Sales, fees and charges	0	0
Income	(19,024)	(23,470)
Net budget requirement	(19,024)	(23,470)
FTE	0.0	0.0

Social Care Grant

Various Adult Social Care grant income streams

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	0	0
Other non-staffing	1,027	1,027
Gross expenditure	1,027	1,027
Grants	(38,880)	(38,590)
Reserve movements	0	0
Sales, fees and charges	0	0
Income	(38,880)	(38,590)
Net budget requirement	(37,853)	(37,563)
FTE	0.0	0.0

Adult Front Door

Signposting and triaging service for adult social care

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	1,207	1,473
Premises	0	0
Transport	6	6
Other non-staffing	4	4
Gross expenditure	1,217	1,483
Grants	0	0
Reserve movements	(47)	0
Sales, fees and charges	(312)	(542)
Income	(359)	(542)
Net budget requirement	858	941
FTE	26.8	35.0

Adult Provider Services

Internal residential, reablement and day care provision

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	8,868	9,673
Premises	564	567
Transport	75	76
Other non-staffing	585	590
Gross expenditure	10,092	10,905
Grants	(11)	(11)
Reserve movements	0	0
Sales, fees and charges	(676)	(676)
Income	(687)	(687)
Net budget requirement	9,405	10,218
FTE	286.9	248.0

Community Services

Mark Fitton - Strategic Director for Adults & Communities

Community Services such as SENDIASS, Adult Learning and Libraries, Museum Services, Greenspace priorities, support for resettlement and Registry Offices

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	12,593	13,548
Premises	9,933	10,113
Transport	213	289
Other non-staffing	7,473	7,487
Gross expenditure	30,211	31,438
Grants	(10,179)	(10,169)
Reserve movements	(437)	(437)
Sales, fees and charges	(11,784)	(11,901)
Income	(22,400)	(22,507)
Net budget requirement	7,811	8,931
FTE	295.9	293.9

Strategic Libraries

Providing Library services in Worcestershire

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	2,679	2,898
Premises	7,330	7,494
Transport	38	38
Other non-staffing	755	635
Gross expenditure	10,801	11,065
Grants	(3,381)	(3,381)
Reserve movements	0	0
Sales, fees and charges	(3,511)	(3,628)
Income	(6,892)	(7,009)
Net budget requirement	3,909	4,056
FTE	88.2	80.8

Museum Services

Provision of Museum Services in liaison with partners

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	308	327
Premises	228	237
Transport	5	5
Other non-staffing	247	276
Gross expenditure	788	844
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(122)	(122)
Income	(122)	(122)
Net budget requirement	666	722
FTE	7.9	7.9

Archives & Archaeology

Costs associated with running the Archives and Archaeology service

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	2,006	2,197
Premises	1,036	1,036
Transport	31	32
Other non-staffing	732	746
Gross expenditure	3,806	4,010
Grants	(72)	(62)
Reserve movements	0	0
Sales, fees and charges	(2,174)	(2,234)
Income	(2,245)	(2,296)
Net budget requirement	1,560	1,715
FTE	52.8	59.1

Greenspace & Gypsy Services

Provision of Worcestershire countryside services and Gypsy sites, Road Safety Team and preservation of Malvern Hills

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	1,254	1,328
Premises	573	579
Transport	64	65
Other non-staffing	694	695
Gross expenditure	2,585	2,667
Grants	(930)	(930)
Reserve movements	0	0
Sales, fees and charges	(1,384)	(1,384)
Income	(2,314)	(2,314)
Net budget requirement	271	353
FTE	29.8	32.4

Community Services Leadership Team

Community Services Directorate leadership

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	140	146
Premises	0	0
Transport	0	0
Other non-staffing	52	52
Gross expenditure	192	198
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(13)	(13)
Income	(13)	(13)
Net budget requirement	179	185
FTE	1.0	1.0

Skills & Investment incl. Adult Learning

Provision of Adult Learning across Worcestershire

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	3,706	3,886
Premises	762	763
Transport	57	57
Other non-staffing	3,175	3,178
Gross expenditure	7,699	7,884
Grants	(5,484)	(5,484)
Reserve movements	0	0
Sales, fees and charges	(2,057)	(2,057)
Income	(7,542)	(7,542)
Net budget requirement	158	342
FTE	57.8	60.4

SENDIASS

Special Educational Needs and Disabilities Information Advice and Support Service

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	328	345
Premises	4	4
Transport	1	76
Other non-staffing	6	6
Gross expenditure	339	431
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(277)	(277)
Income	(277)	(277)
Net budget requirement	62	154
FTE	7.6	8.6

Children's Communities & Partnership

Here to Help project and partnership support

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	458	492
Premises	0	0
Transport	0	0
Other non-staffing	1,000	1,000
Gross expenditure	1,458	1,492
Grants	(312)	(312)
Reserve movements	(437)	(437)
Sales, fees and charges	(381)	(381)
Income	(1,130)	(1,130)
Net budget requirement	328	362
FTE	3.5	7.6

Registration & Coroner

Registration of births, marriages and deaths and provision of Coroner's service.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	1,713	1,930
Premises	0	0
Transport	17	17
Other non-staffing	813	901
Gross expenditure	2,543	2,847
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(1,865)	(1,805)
Income	(1,865)	(1,805)
Net budget requirement	677	1,042
FTE	47.2	36.2

Public Health

Dr. Lisa McNally - Director of Public Health

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	4,235	4,135
Premises	37	38
Transport	20	20
Other non-staffing	35,916	37,394
Gross expenditure	40,207	41,588
Grants	(38,245)	(40,361)
Reserve movements	0	0
Sales, fees and charges	(1,808)	(1,038)
Income	(40,054)	(41,399)
Net budget requirement	154	189
FTE	68.6	66.0

Public Health Grant Funded Services

Responsible for the delivery of all the Council's public health duties and Emergency Planning. Promoting a culture, environment and behaviour that contributes to better health, planning for and responding to major health threats, plus commissioning of services to improve and protect health and prevent ill-health.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	3,536	3,403
Premises	0	0
Transport	8	8
Other non-staffing	35,750	37,228
Gross expenditure	39,294	40,639
Grants	(38,245)	(40,361)
Reserve movements	0	0
Sales, fees and charges	(1,049)	(279)
Income	(39,294)	(40,639)
Net budget requirement	0	0
FTE	55.6	51.1

Trading Standards

The Trading Standards services discharges the County Council's statutory enforcement duties across a wide range of legislative functions like weights and measures, food law, product safety and fair trading, supporting legitimate business to comply and grow, whilst protecting consumers and creating a fair and safe trading environment for all. The service also discharges the council's duties around animal health, protecting the rural economy from the impacts of animal disease like bird flu and foot-and-mouth disease.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	699	732
Premises	37	38
Transport	12	12
Other non-staffing	166	166
Gross expenditure	913	949
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(760)	(760)
Income	(760)	(760)
Net budget requirement	154	189
FTE	13.0	14.9

Children's Services

Adam Johnston - Strategic Director for Children's Services

Children's Services includes services such as Social Care, Education, School Place Planning and All-Age Disability.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	47,022	46,826
Premises	10,748	10,749
Transport	864	869
Other non-staffing	92,049	107,711
Gross expenditure	150,683	166,155
Grants	(34,182)	(38,822)
Reserve movements	(707)	(34)
Sales, fees and charges	(20,267)	(19,902)
Income	(55,156)	(58,757)
Net budget requirement	95,527	107,397
FTE	897.1	868.0

Social Care

Provision of safeguarding services for children and families in Worcestershire. This includes social work teams, family support services and the actual costs of placements for Looked After Children, e.g. fostering allowances.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	27,444	28,902
Premises	0	0
Transport	695	695
Other non-staffing	81,216	97,696
Gross expenditure	109,354	127,294
Grants	(29,005)	(33,916)
Reserve movements	(309)	0
Sales, fees and charges	(2,888)	(2,624)
Income	(32,202)	(36,540)
Net budget requirement	77,152	90,754
FTE	547.1	556.6

All Age Disability

Assessment and support to children with disabilities (and their families), and children with Special Educational Needs. This does not include payments to schools for SEND support as these are funded from the Dedicated Schools Grant.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	9,946	10,667
Premises	0	0
Transport	123	128
Other non-staffing	3,554	4,367
Gross expenditure	13,622	15,163
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(4,350)	(4,350)
Income	(4,350)	(4,350)
Net budget requirement	9,272	10,812
FTE	201.1	196.7

Education & Early Help

A wide variety of services which support the delivery of education in Worcestershire. This includes Early Years, Education Sufficiency Place Planning, Education Safeguarding, School Improvement and the Virtual School.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	4,045	4,588
Premises	22	23
Transport	38	38
Other non-staffing	2,568	1,851
Gross expenditure	6,673	6,500
Grants	(442)	(211)
Reserve movements	(259)	0
Sales, fees and charges	(5,863)	(5,740)
Income	(6,564)	(5,951)
Net budget requirement	110	549
FTE	74.4	77.3

WM Youth Justice Service

A single line budget which is Worcestershire's payment to the West Mercia Youth Justice Service.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	0	0
Other non-staffing	507	507
Gross expenditure	507	507
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	0	0
Income	0	0
Net budget requirement	507	507
FTE	0.0	0.0

Support Services

Teams which support across all of Children's Services, e.g. Business Support & Admin, Management Information. This budget has decreased for 2025/26 as Children's Commissioning and Children's Finance have moved to Corporate Services.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	5,089	2,168
Premises	0	0
Transport	7	7
Other non-staffing	1,594	661
Gross expenditure	6,690	2,835
Grants	(40)	0
Reserve movements	(34)	(34)
Sales, fees and charges	(516)	(537)
Income	(590)	(571)
Net budget requirement	6,100	2,264
FTE	74.5	37.3

Buildings & Pension

School PFI property costs, inherent pension liabilities

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	499	501
Premises	10,726	10,726
Transport	0	0
Other non-staffing	292	306
Gross expenditure	11,517	11,533
Grants	(4,695)	(4,695)
Reserve movements	(105)	0
Sales, fees and charges	(6,407)	(6,407)
Income	(11,207)	(11,102)
Net budget requirement	310	431
FTE	0.0	0.0

Children's S75

Children's S75 activity e.g. CAMHS, CWD playschemes

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	0	0
Other non-staffing	2,275	2,280
Gross expenditure	2,275	2,280
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(201)	(201)
Income	(201)	(201)
Net budget requirement	2,075	2,079
FTE	0.0	0.0

Education Statutory

Chaperones and EWS Penalty notices for unauthorised school absences

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	0	0
Other non-staffing	43	43
Gross expenditure	43	43
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(43)	(43)
Income	(43)	(43)
Net budget requirement	0	0
FTE	0.0	0.0

Economy & Infrastructure

John Hobbs - Strategic Director for Economy & Infrastructure

Maintaining highways, developing public transport provision, promoting sustainable travel, supporting the county's businesses with advice and access to funding, managing waste disposal services and Planning and Regulatory functions, promotion of recycling/re-use and sustainability.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	19,368	22,298
Premises	9,942	10,513
Transport	2,229	2,270
Other non-staffing	95,470	98,786
Gross expenditure	127,009	133,868
Grants	(3,167)	(6,062)
Revenue funded from capital	(369)	(369)
Reserve movements	(3,909)	(3,909)
Sales, fees and charges	(36,475)	(34,715)
Income	(43,921)	(45,055)
Net budget requirement	83,089	88,813
FTE	471.2	472.0

Business Management

Strategic management of the Economy & Infrastructure Directorate

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	880	889
Premises	0	0
Transport	4	4
Other non-staffing	72	118
Gross expenditure	956	1,012
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	0	0
Income	0	0
Net budget requirement	956	1,012
FTE	3.9	8.2

Economy & Sustainability

Facilitates Growth and investment within the County working collaboratively with partners for the benefit of the local economy. To facilitate clean, low carbon growth and investment. To improve communications infrastructure including Broadband, mobile networks and 5G.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	2,627	2,694
Premises	184	192
Transport	15	13
Other non-staffing	7,077	7,131
Gross expenditure	9,903	10,030
Grants	(317)	(317)
Reserve movements	(3,416)	(3,416)
Sales, fees and charges	(5,434)	(5,487)
Income	(9,167)	(9,220)
Net budget requirement	736	810
FTE	70.2	43.6

Waste Management

The disposal of household waste across Worcestershire and Herefordshire via the waste management contract. Working on waste prevention including recycling and composting. Management and monitoring of nine landfill sites and managing the Household Recycling Centres.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	500	476
Premises	566	585
Transport	14	14
Other non-staffing	56,095	55,604
Gross expenditure	57,176	56,680
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(14,315)	(14,300)
Income	(14,315)	(14,300)
Net budget requirement	42,861	42,380
FTE	10.3	10.5

Major Projects

The development and delivery of a range of projects including transport, other infrastructure and town centre regeneration. Projects support economic growth, increased employment and improved connectivity.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	(32)	865
Premises	141	147
Transport	4	4
Other non-staffing	158	158
Gross expenditure	271	1,175
Grants	(200)	(200)
Reserve movements	0	0
Sales, fees and charges	0	0
Income	(200)	(200)
Net budget requirement	71	975
FTE	22.2	23.0

Infrastructure & Contracts

Management and life cycle planning of highway related assets including carriageways, footways, cycle tracks, vehicle restraint systems, bridges, and retaining walls. The commissioning and management of the main team Contracts for infrastructure delivery and maintenance.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	262	377
Premises	0	0
Transport	8	8
Other non-staffing	1,081	1,125
Gross expenditure	1,351	1,509
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	0	0
Income	0	0
Net budget requirement	1,351	1,509
FTE	9.3	7.7

Highways Operations & PROW

Highways surfacing, surface dressing, patching and structural/preventative maintenance. Highways inspections, reactive and cyclic local works including gully emptying, potholes, tree works and sign clearance. Flooding and drainage works. The Highways control centre that deals with over 25,000 enquiries per annum. Ensuring the County's Public Rights of way network is properly mapped and maintained.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	2,602	3,167
Premises	34	35
Transport	223	227
Other non-staffing	8,733	9,377
Gross expenditure	11,593	12,805
Grants	0	0
Revenue funded from capital	(369)	(369)
Reserve movements	0	0
Sales, fees and charges	(21)	(21)
Income	(390)	(390)
Net budget requirement	11,202	12,415
FTE	102.3	96.4

Passenger Transport Operations

Network planning and procurement of subsidised bus services within the county. Procurement and management of transport contracts for children's and adult services, administration of the concessionary fare scheme and the operation of the taxi driver training scheme. Managing community transport and sourcing and procuring County Council fleet vehicles.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	4,537	4,878
Premises	176	177
Transport	1,831	1,870
Other non-staffing	13,498	16,950
Gross expenditure	20,042	23,876
Grants	(2,575)	(5,436)
Reserve movements	(152)	(152)
Sales, fees and charges	(5,335)	(5,332)
Income	(8,061)	(10,919)
Net budget requirement	11,981	12,957
FTE	95.8	123.9

Property Services

To provide the Property Management service for all WCC buildings, including, caretaking, security, reception, and mail services.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	2,339	2,449
Premises	5,933	6,430
Transport	11	9
Other non-staffing	3,360	2,617
Gross expenditure	11,643	11,505
Grants	(20)	(20)
Reserve movements	0	0
Sales, fees and charges	(4,567)	(2,573)
Income	(4,587)	(2,593)
Net budget requirement	7,055	8,912
FTE	47.1	44.6

Planning & Regulation

Responsible for strategic planning, local transport planning (including highways, rail and active travel corridors), mineral, waste, transport and environmental plans. Working closely with District partners with regard to planning applications, policy development and infrastructure requirements.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	1,599	2,014
Premises	0	0
Transport	12	11
Other non-staffing	1,341	1,447
Gross expenditure	2,953	3,473
Grants	(56)	(89)
Reserve movements	(342)	(342)
Sales, fees and charges	(770)	(910)
Income	(1,168)	(1,341)
Net budget requirement	1,785	2,132
FTE	30.4	27.9

Development Management

Ensuring works done to existing highway or new highways constructed by the development industry are to the approved specification and design standards, managed through the use of the Section 278 and Section 38 of the Highways Act.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	818	874
Premises	0	0
Transport	9	9
Other non-staffing	205	205
Gross expenditure	1,033	1,088
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(951)	(1,023)
Income	(951)	(1,023)
Net budget requirement	81	65
FTE	12.3	14.9

Network Management

To ensure the safe, free movement of traffic on the highway network per government legislation. Co-ordinate works on the highway (which includes the issuing of work permits) maintain traffic signals, provide specialist advice and collect analyse and provide traffic data.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	3,035	3,327
Premises	9	9
Transport	91	92
Other non-staffing	1,589	1,630
Gross expenditure	4,725	5,058
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(5,017)	(5,005)
Income	(5,017)	(5,005)
Net budget requirement	(293)	53
FTE	58.9	62.9

Road Lighting

Maintains streetlights, illuminated signs and bollards. The design of lighting on future adoptable roads and new developments. Manage lighting on behalf of Parish Councils.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	200	288
Premises	2,898	2,938
Transport	7	7
Other non-staffing	2,260	2,422
Gross expenditure	5,366	5,656
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(64)	(64)
Income	(64)	(64)
Net budget requirement	5,302	5,592
FTE	8.7	8.5

Home to School Transport

John Hobbs - Strategic Director for Economy and Infrastructure

Provision of Home to School Transport, including children with Special Education Needs and Disabilities (SEND)

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	36,543	44,783
Other non-staffing	981	981
Gross expenditure	37,524	45,764
Grants	(819)	0
Reserve movements	0	0
Sales, fees and charges	(1,597)	(1,997)
Income	(2,416)	(1,997)
Net budget requirement	35,108	43,766
FTE	0.0	0.0

Corporate Services

Paul Robinson - Chief Executive

Richard Taylor - Assistant Director of HR, Digital, and Communications

Hazel Best - Assistant Director for Legal, Democracy & Governance

Phil Rook - Chief Financial Officer

Core business-enabling functions which underpin the delivery of Council services.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	25,343	28,994
Premises	85	86
Transport	58	56
Other non-staffing	5,107	24,422
MRP	16,289	16,770
Interest charges	20,582	24,670
Gross expenditure	67,465	95,000
Grants	(634)	(10,216)
Revenue funded from capital	(149)	0
Reserve movements	(1,121)	(791)
Sales, fees and charges	(11,278)	(11,377)
Income	(13,182)	(22,384)
Net budget requirement	54,283	72,616
FTE	477.1	509.5

Digital, IT and Customer Services

To provide and ensure the efficient use of the County Councils ICT services and facilities. Providing IT support services, IT security and procurement.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	5,598	5,838
Premises	85	86
Transport	6	5
Other non-staffing	3,516	3,612
Gross expenditure	9,206	9,541
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(2,766)	(1,488)
Income	(2,766)	(1,488)
Net budget requirement	6,440	8,053
FTE	116.6	112.4

Engagement & Communications

Provision of Communications for the Council

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	880	911
Premises	0	0
Transport	4	4
Other non-staffing	144	156
Gross expenditure	1,028	1,070
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(633)	(553)
Income	(633)	(553)
Net budget requirement	394	518
FTE	19.5	21.1

Health & Safety

Providing Health & Safety for Council functions

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	288	311
Premises	0	0
Transport	2	2
Other non-staffing	57	57
Gross expenditure	348	370
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(189)	(173)
Income	(189)	(173)
Net budget requirement	158	198
FTE	6.1	5.7

HR, OD & Engagement

Provision of Human Resources function for staff

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	4,011	3,958
Premises	0	0
Transport	3	3
Other non-staffing	867	780
Gross expenditure	4,882	4,741
Grants	(52)	0
Reserve movements	0	0
Sales, fees and charges	(1,084)	(517)
Income	(1,135)	(517)
Net budget requirement	3,747	4,225
FTE	63.7	59.3

Legal & Governance

Provide expert and efficient legal advice and representation to allow the Council to achieve its aims and fulfil its duties within the law. Facilitate effective support services for the Councils statutory meetings, and to provide administrative and procedural support for all members.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	3,243	3,901
Premises	0	0
Transport	25	25
Other non-staffing	2,607	2,622
Gross expenditure	5,874	6,547
Grants	(69)	(69)
Reserve movements	(900)	(570)
Sales, fees and charges	(1,131)	(837)
Income	(2,100)	(1,476)
Net budget requirement	3,774	5,072
FTE	62.7	69.1

COaCH Management

Strategic management function for the now defunct COaCH directorate. Responsibilities have been transferred to other teams following a council-wide restructure.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	43	0
Premises	0	0
Transport	0	0
Other non-staffing	1	0
Gross expenditure	44	0
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(58)	0
Income	(58)	0
Net budget requirement	(15)	0
FTE	0.0	0.0

Commercial, Management Information & Consumer Relations

Provision of commercial and procurement advice and guidance, along with provision of statutory and management information for the Council, and delivery of consumer relations.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	1,801	2,812
Premises	0	0
Transport	3	8
Other non-staffing	89	362
Gross expenditure	1,893	3,183
Grants	(13)	0
Reserve movements	0	0
Sales, fees and charges	(556)	(378)
Income	(569)	(378)
Net budget requirement	1,324	2,805
FTE	54.1	46.3

Programme Office

Provision of transformation, change and programme management across the Council. In 2025/26 this service has been transferred to Commercial, Management Information & Consumer Relations.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	613	(0)
Premises	0	0
Transport	5	0
Other non-staffing	20	0
Gross expenditure	638	(0)
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(118)	0
Income	(118)	0
Net budget requirement	520	(0)
FTE	15.4	0.0

Financial Services

Financial Services including Corporate Finance, Pensions Administration, Internal Audit, Service Finance (support to budget holders), and Finance Operational Services such as Accounts Payable, Income and Debt Management, Brokerage, Client Contributions and Appointees/Deputies.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	8,554	9,991
Premises	0	0
Transport	6	5
Other non-staffing	1,152	1,356
Gross expenditure	9,712	11,352
Grants	0	0
Revenue funded from capital	(149)	0
Reserve movements	0	0
Sales, fees and charges	(3,780)	(3,860)
Income	(3,929)	(3,860)
Net budget requirement	5,783	7,492
FTE	138.1	194.7

Chief Executive

Worcestershire County Council Chief Executive function

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	311	339
Premises	0	0
Transport	4	4
Other non-staffing	185	185
Gross expenditure	500	528
Grants	(13)	(13)
Reserve movements	0	0
Sales, fees and charges	0	0
Income	(13)	(13)
Net budget requirement	487	515
FTE	1.0	1.0

Financing Transactions

Interest charges and income from the financing of Council operations, including day-to-day cash flow management and long-term borrowing

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	0	0
Other non-staffing	0	0
Interest charges	20,582	24,670
Gross expenditure	20,582	24,670
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	(696)	(3,306)
Income	(696)	(3,306)
Net budget requirement	19,886	21,364
FTE	0.0	0.0

MRP

Minimum Revenue Provision (MRP) is the minimum amount which a Council must charge to its revenue budget each year, to set aside a provision for repaying external borrowing (loans). This is an annual revenue expense in a Council's budget.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	0	0
Other non-staffing	0	0
MRP	16,289	16,770
Gross expenditure	16,289	16,770
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	0	0
Income	0	0
Net budget requirement	16,289	16,770
FTE	0.0	0.0

Contributions & Precepts

The Worcestershire contribution to the Environment Agency local flood defence levy.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	0	0
Other non-staffing	267	267
Gross expenditure	267	267
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	0	0
Income	0	0
Net budget requirement	267	267
FTE	0.0	0.0

Miscellaneous Whole Organisation Services

Whole organisation costs and income, such as Insurance premiums and claims.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	0	0
Other non-staffing	1,086	1,086
Gross expenditure	1,086	1,086
Grants	0	0
Reserve movements	(221)	(221)
Sales, fees and charges	(266)	(266)
Income	(487)	(487)
Net budget requirement	599	599
FTE	0.0	0.0

New Homes Bonus Grant Income

The New Homes Bonus Grant is a grant paid by Central Government to Local Authorities that allow new houses to be built in their area.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	0	0
Other non-staffing	0	0
Gross expenditure	0	0
Grants	(488)	(376)
Reserve movements	0	0
Sales, fees and charges	0	0
Income	(488)	(376)
Net budget requirement	(488)	(376)
FTE	0.0	0.0

Whole Organisation Contingency

A budget to cover the impact of unplanned and unforeseen financial pressures, such as the introduction of new legislation.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	934
Premises	0	0
Transport	0	0
Other non-staffing	0	13,940
Gross expenditure	0	14,874
Grants	0	(9,758)
Reserve movements	0	0
Sales, fees and charges	0	0
Income	0	(9,758)
Net budget requirement	0	5,116
FTE	0.0	0.0

Cross-Council Initiatives

Cross-Council savings that are not attributed to individual services. Budgets have been rebased in 2025/26 to remove these savings.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	0	0
Other non-staffing	(4,884)	0
Gross expenditure	(4,884)	0
Grants	0	0
Reserve movements	0	0
Sales, fees and charges	0	0
Income	0	0
Net budget requirement	(4,884)	0
FTE	0.0	0.0

DSG

The Dedicated Schools Grant, which is passported to Schools, Early Years and High Needs settings to fund education of children in Worcestershire.

	Restated Budget 2024/25 £000	Initial Budget 2025/26 £000
Employees	0	0
Premises	0	0
Transport	0	0
Other non-staffing	258,704	313,781
Gross expenditure	258,704	313,781
Grants	(258,144)	(313,222)
Reserve movements	0	0
Sales, fees and charges	(560)	(560)
Income	(258,704)	(313,781)
Net budget requirement	0	0
FTE	0.0	0.0