

## HAMPSHIRE COUNTY COUNCIL

### Decision report

<b>Decision Maker:</b>	Executive Member for Policy and Resources
<b>Date of Decision:</b>	20 January 2017
<b>Decision Title:</b>	2017/18 Revenue Budget Report for Policy and Resources
<b>Decision Reference:</b>	8007
<b>Report From:</b>	Chief Executive, Director of Culture, Communities and Business Services, Director of Transformation, Director of Public Health and Director of Corporate Resources – Corporate Services

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#### **Executive Summary**

- 1.1. The purpose of this report is to set out proposals for the 2017/18 budget for Policy and Resources in accordance with the Council's Medium Term Financial Strategy (MTFS) approved by the County Council in July 2016.
- 1.2. The deliberate strategy that the County Council has followed to date for dealing with grant reductions during the prolonged period of austerity, which involves planning ahead of time, making savings in advance of need and using those savings to help fund transformational change to generate the next round of savings, is well documented.
- 1.3. In line with this financial strategy, there were no new savings proposals presented as part of the 2016/17 budget setting process and the budget was balanced through the use of the Grant Equalisation Reserve (GER). Savings targets for 2017/18 were approved as part of the 2015/16 budget setting process and detailed savings proposals were developed through the Transformation to 2017 (Tt2017) Programme and approved by Executive Members, Cabinet and County Council in September and October 2015. These are now included in this proposed budget for 2017/18.
- 1.4. The report also provides an update on the financial position for the current year and overall Policy and Resources Departments are expected to achieve an underspend of £7.8m.
- 1.5. The proposed budget for 2017/18 analysed by service is shown in Appendix 1 and the workforce implications of the budget proposals are set out in Appendix 2.
- 1.6. This report seeks approval for submission to the Leader and Cabinet of the revised budget for 2016/17 and detailed service budgets for 2017/18 for Policy and Resources. The report has been prepared in consultation

with the Executive Member and will be reviewed by the Policy and Resources Select Committee. It will be reported to the Leader and Cabinet on 3 February 2017 to make final recommendations to County Council on 16 February 2017.

## **2. Context and Priorities**

- 2.1. The current financial strategy that the County Council operates, works on the basis of a two-year cycle of delivering Departmental savings to close the anticipated budget gap. This provides the time and capacity to properly deliver major savings programmes every two years, with deficits in the intervening years being met from the Grant Equalisation Reserve (GER) and early achievement of savings proposals retained by Departments to use for cost of change purposes or to offset service pressures.
- 2.2. The County Council's early action in tackling its forecast budget deficit over the prolonged period of austerity and providing funding in anticipation of the tougher times to come, placed it in a very strong position to produce a 'steady state' budget for 2016/17, giving itself the time and capacity to develop and implement the Transformation to 2017 (Tt2017) Programme to deliver the next phase of £98m of savings by 2017/18.
- 2.3. The budget setting process for 2017/18 will therefore be different in that the majority of the decisions in respect of major changes to the budget were taken early. However other factors will still affect the budget, such as council tax decisions and pressures as outlined later in this report, but these will not be as significant as the savings programme that has already been put in place.
- 2.4. Last year the Final Local Government Finance Settlement was announced on 8 February 2016, and provided definitive figures for 2016/17 and provisional figures for local authorities for the following three financial years to aid financial planning.
- 2.5. The figures for 2017/18, 2018/19 and 2019/20 set out in the settlement resulted in an increase in the County Council's revenue gap to be bridged in each of these years. In 2017/18 the bottom line impact was that a further £15m was required, on top of the £98m of savings to be delivered from Tt2017 Programme to produce a balanced budget.
- 2.6. The July 2016 Medium Term Financial Strategy (MTFS) updated the overall position in respect of the 2017/18 budget gap and the allocation of transitional funding as a result of the final settlement announcement of £9.4m in 2016/17 and £9.3m in 2017/18 enabled the gap in 2017/18 to be closed; managed through the GER.
- 2.7. This position is underpinned by the delivery of Tt2017 savings and regular updates on the Programme have been provided to Cabinet during 2016. Whilst there are acknowledged timing issues, the current assessment remains that the shortfall can be made up from departmental cost of change reserves on a one-off basis as savings come on line throughout 2017/18, leading to full implementation of the programme by 2018/19.

- 2.8. Other assumptions included in the MTFS that have been built into the 2017/18 budget proposals are:
- A 3.99% council tax increase, 2% for social care costs on top of the referendum limit of 1.99%
  - Total inflation and growth of £24.7m across all departments, which includes the impact of the 2 year pay award for 2016/17 and 2017/18
  - 'Passporting' of any further losses of specific grant to the relevant services.
- 2.9. Departments within Policy and Resources have been developing their service plans and budgets for 2017/18 and future years in keeping with the 'Shaping Hampshire' priorities and the key issues, challenges and priorities for the Departments are set out below.

### **3. Departmental Challenges and Priorities**

#### **Corporate Resources**

- 3.1. After a period of rapid expansion of the Shared Services Partnership, Corporate Resources is now in a period of review and enhancement of the operating model. Considerable work has already taken place to improve the service people receive when they need to contact someone about payment, finance and payroll services provided by the Integrated Business Centre (IBC). Now, as part of our ongoing commitment to delivering great customer service, we are undertaking a comprehensive programme of work to build on and shape the systems and processes used by the Customer Interaction Centre (CIC) within the IBC.
- 3.2. This work is just one element of the County Council's Digital Programme that was endorsed by Cabinet in September 2015 to support transformation across the whole organisation. The Digital Implementation Project began in April 2016 and the first phase releases have already taken place including:
- A smaller, more intuitive Hantsweb, with a fresh look and feel together with improved web search capabilities, and information about services which is more accessible from mobile devices (e.g. laptop, tablet, smart phone).
  - A new IT system in our contact centre, Hantsdirect, to improve and modernise the way we interact with our 'customers' i.e. residents and other members of the public.
- 3.3. The new platform aims to improve customer service, lower costs and improve efficiency, while providing customers with integrated web and customer contact capabilities. This modern technology platform will also allow the County Council to grow additional digital services in future, particularly as it looks to 2019/20 and the need to deliver a further £140 million of anticipated savings under Transformation to 2019. Further releases within the Digital programme are underway to support the organisation in 2017 and beyond.

- 3.4. A significant challenge alongside the Digital and transformation programme generally, is the need to encourage and enable the business to achieve the cultural change required to drive out efficiencies and work in new ways. Key to achieving this is the support offered by finance and HR business partners together with the re-focused management development offer including the extended transformative leadership programme and Firefly programme for all managers across the organisation.

#### **Transformation and Governance**

- 3.5. With the on-going period of austerity and the need for further transformation of services in order to achieve efficiency and effectiveness in the delivery of modern services, the organisation continues to require strong programme leadership and robust project management input. Having benefited from specialist contributions from our Private Sector Partner, the County Council has, in the past year, built internal capacity in its transformation practice. This capacity will develop further during 2017/18 in order to support the organisation through its next transformation programme to 2019.
- 3.6. Robust support around governance of the County Council remains a key priority. Opportunities to streamline processes and modernise systems are being implemented across the various aspects of governance, including a new democratic system ahead of the County Council elections in 2017.
- 3.7. Legal Services will continue to look to broaden its offer and seek to support a wider range of external customers. This will enable the net cost of the service to be steadily and sensibly reduced, whilst we retain the highest quality capacity and capability to meet the varied needs of the County Council.

#### **Customer Engagement Services**

- 3.8. The Customer Engagement Service (CES) supports: the County Council's website – Hantsweb; Customer Contact Centre – Hantsdirect; insight and engagement activities including public consultations; marketing and advertising of a range of Council services and Corporate Communications.
- 3.9. Demand for support from the CES continues to grow, driven in part by transformation agendas within the County Council and also by external customers. In order to meet this demand, additional opportunities are being identified to further streamline and modernise the operating model for customer engagement services. Looking to the future, the department will also be seeking opportunities for increased advertising income.
- 3.10. CES continues to provide significant input to the Digital programme, including the early releases outlined above that have modernised the County Council's website and improved the customer service provided by the contact centre.

### **Non-departmental budgets**

- 3.11. The Policy and Resources portfolio includes provision for a range of grants to the voluntary and community sector. This includes Members' devolved budgets which for 2017/18 were reduced to £5,000 per Member (from £8,000) subject to a review of their use.
- 3.12. A report was presented to the Policy and Resources Select Committee on 20 January 2017 which outlined how the grants were used and stated that on the evidence in the report, the Leader was recommended to increase the grant to £6,000.
- 3.13. The budget for Member's devolved grants has still been reduced by the full amount of £234,000 in line with the approved Transformation to 2017 Programme savings and therefore the increase in the grant will be met from reserves in the short term and then re-considered as part of the Transformation to 2019 Programme currently being developed.
- 3.14. Policy and Resources also includes the revenue budget for repair and maintenance of the County Council's estate and is managed by the Director of Culture, Communities and Business Services.

### **Culture, Communities and Business Services (CCBS)**

- 3.15. The Department delivers a wide range of different services with gross expenditure in the region of £87m a year and income streams of around £55m, leaving a net cash limit of £32m.
- 3.16. Many of the services including Libraries, Outdoor Centres, the Hillier Gardens and Countryside are implementing major transformation programmes. For many of the smaller services the target is for them to become cash limit neutral by 2019/20. In order to achieve this the focus will remain on cost reduction through increased self-service, income generation and use of volunteers.
- 3.17. The new Library Strategy was approved by the Executive Member for Culture, Recreation and Countryside on 18 April 2016. The Mobile Library Service ceased on 1 June 2016. Mobile Library customers, who are unable to reach their nearest library, now receive books from Home Library Service volunteers. The Service has met its saving target of £636,000 and is now developing Transformation to 2019 opportunity plans.
- 3.18. The Country Parks Transformation (CPT) Programme is proceeding well although lack of senior management capacity requires to be addressed. The external funding targets have been exceeded by £3.4m. The application to Heritage Lottery Fund (HLF) for Staunton Country Park was successful and work to create a new visitor centre at Lepe has received planning permission. The Service has very challenging income targets to meet which will be supported by the current investments at the Country Parks and the introduction of automatic number plate recognition systems in car parks.

- 3.19. Sport Hampshire and Isle of Wight Partnership (SHIOW), now known as Energise Me, transferred to a Charitable Incorporated Organisation on 1 October 2016. The new organisation will continue to receive a tapering grant from the County Council for a further three years. Funding for the Hampshire Talented Athlete Scheme will be administered by Energise Me as a separate grant.
- 3.20. In all these services community engagement and volunteering are strong themes.
- 3.21. The Department has recently been successful in receiving a further £400,000 funding from the Government Property Unit to support the delivery of the One Public Estate Wider Hampshire Partnership. This will support the on-going work to reduce and share public sector assets in partnership with a wide range of other public property owners.
- 3.22. The Department is also responsible for five Business Units with a turnover of over £57m. The Business Units' surpluses, estimated to be over £4m at the end of the current financial year, are held primarily for reinvestment within the Businesses, but in recent years have supported corporate programmes around the development of Trading, Community hubs and to support the Council's overall savings programme. Together these will have amounted to £3.6m by the end of 2016/17.

#### **4. 2016/17 Budget**

- 4.1. The cash limited budget for 2016/17 included the early achievement of savings of £9.4m during the year. These and any further savings achieved during the year can be transferred to cost of change reserves and used to fund any future costs of change.
- 4.2. Enhanced financial resilience monitoring, which looks not only at the regular financial reporting carried out in previous years but also at potential pressures in the system and the early achievement of savings being delivered through transformation, has continued through monthly reports to the Corporate Management Team (CMT) and periodic reports to Cabinet.
- 4.3. The expected outturn forecast for 2016/17 is an under spend of £7.8m.
- 4.4. During 2016/17, early achievement of savings required to meet the 2017/18 cash limited budget have in part been used to fund additional capacity in the medium term in order to support transformation activity across the County Council. The early release of budget savings has also enabled some one-off investment in services, including IT, to facilitate transformation and in some areas, generation of additional income.
- 4.5. The budget for the Department has been updated throughout the year and the revised budget is shown in Appendix 1.

**5. 2017/18 Revenue Budget Pressures and Initiatives**

- 5.1. Historically across the County Council most revenue pressures have been experienced in the areas of social care and other demand led services such as waste disposal and highways maintenance.
- 5.2. However, over the last 8 years or so, all Departments have been required to deal with increasing work pressures at a time that staffing resources and other budgets are reducing significantly. Furthermore, as savings become harder and more complex to deliver (linked for example to IT system changes) the cost and timeframes to deliver savings get higher and longer, placing additional strain on the resources available to deliver business as usual activity.
- 5.3. Policy and Resources Departments have also been using their cost of change reserves to fund additional capacity in their transformation teams and the corporate Transformation Practice team and recent monitoring reports have suggested that some of these reserves may be required to support Children's Services and Adults' Health and Care in the short term. The potential longer timeframes for delivering Transformation to 2019 Programme will also mean that these teams will be in place for longer placing an additional burden on available resources.
- 5.4. Whilst in relative terms therefore Policy and Resources Departments are in quite a strong financial position it is clear that pressure is beginning to build in these areas, especially following the further reduction in the budget for 2017/18.

**6. 2017/18 Revenue Savings Proposals**

- 6.1. Policy and Resources was given a savings target for 2017/18 of £11.7m which was approved as part of the 2015/16 budget setting process and detailed savings proposals were developed through the Tt2017 Programme and approved by Executive Members, Cabinet and County Council in September and October 2015.
- 6.2. During the last year, the Department has been progressing the implementation of these savings, which have been subject to regular reporting to Cabinet and CMT.
- 6.3. It is now anticipated that full year savings of £12.2m will be achieved in 2017/18. The surplus will be used partly to offset some of the pressures highlighted in section 5 and partly to contribute to Departments' cost of change reserves.
- 6.4. The main reason for the over achievement relates to a number of savings targets within Corporate Services being stretched to support other areas of transformation and within CCBS additional savings achieved by the Library restructuring and efficiencies and additional income in the Outdoor Service.
- 6.5. Rigorous monitoring of the delivery of the programme will continue during 2017/18, to ensure that the Department is able to stay within its cash limited budget as set out in this report.

- 6.6. This early action in developing and implementing the savings programme for 2017/18 means that the County Council is in a strong position for setting a balanced budget in 2017/18 and that no new savings proposals will be considered as part of the budget setting process for 2017/18.

**7. 2017/18 Revenue Budget Other Expenditure**

- 7.1. The budget includes some items which are not counted against the cash limit. This includes business units whose costs are covered by customer income and also the Coroner's service which is budgeted for outside of the Policy and Resources cash limit, as the County Council has no direct control over service levels provided and costs incurred.

**8. Budget Summary 2017/18**

- 8.1. The budget update report presented to Cabinet in December included provisional cash limit guidelines for each department. The cash limit for Policy and Resources in that report was £87.6m which was a £6.8m decrease on the previous year. Appendix 1 sets out a summary of the proposed budgets for the service activities provided by Policy and Resources for 2017/18 and shows that these are within the cash limit set out above.
- 8.2. Public Health, previously included within Policy and Resources, is now incorporated within Adults' Health and Care.
- 8.3. Historically the School Library Service has operated as a trading unit and as such was not counted against the cash limit however from 2017/18 this has been brought within the Library Services' cash limited budget.
- 8.4. In addition to these cash limited items there are further budgets which fall under the responsibility of Policy and Resources, which are shown in the table below:



	2017/18 £'000	2017/18 £'000
Cash Limited Expenditure	201,797	
Less Income (Other than Government Grants )	(114,233)	
<b>Net Cash Limited Expenditure</b>		<b>87,564</b>
Trading Units Net (Surplus)		(585)
Coroners		1,650
Less Government Grants:		
• Local Reform and Community Voices	(552)	
• Inshore Fisheries and Conservation	(204)	
Total Government Grants		(756)
<b>Total Net Expenditure</b>		<b>87,873</b>

## 9. Workforce implications

- 9.1. The workforce implications of the proposed budget for 2017/18 are set out in Appendix 2. At the end of 2017/18 the planned workforce for Policy and Resources is 4,018 full time equivalent (FTE) staff. This compares with the estimate at the end of 2016/17 of 4,004 FTEs, which is an increase of 27 FTEs as summarised below:

	FTEs
Estimate as at 31 March 2017	4,004
Changes relating to savings targets	-3
Transfers and other changes	17
<b>Estimate as at 31 March 2018</b>	<b>4,018</b>

- 9.2. The staffing impact of savings targets is already accounted for in the March 2017 estimate due to early achievement of savings. The main reasons for the net increase are as follows:
- Increased capacity across Corporate Services to support the County Council's transformation agenda towards 2019 and also to fully implement 2017 savings.
  - A transfer of posts from Adult Services to Customer Engagement Service together with some additional posts relating to the Corporate Contact Centre.
  - Also whilst all within Policy and Resources the Strategic Procurement team has transferred from CCBS to Corporate Services.

**10. Recommendations**

To approve for submission to the Leader and Cabinet:

- 10.1. The revised budget for 2016/17 as set out in Appendix 1.
- 10.2. The summary budget for 2017/18 as set out in Appendix 1.
- 10.3. The workforce implications of the proposed budget for 2017/18 as set out in Appendix 2.
- 10.4. The recommendation that the Members' devolved budgets is increased to £6,000.

**CORPORATE OR LEGAL INFORMATION:****Links to the Corporate Strategy**

<b>Hampshire safer and more secure for all:</b>	Yes
Corporate Business plan link number (if appropriate):	
<b>Maximising well-being:</b>	Yes
Corporate Business plan link number (if appropriate):	
<b>Enhancing our quality of place:</b>	Yes
Corporate Business plan link number (if appropriate):	

**Other Significant Links**

<b>Links to previous Member decisions:</b>		
<u>Title</u>	<u>Reference</u>	<u>Date</u>
<b>Direct links to specific legislation or Government Directives</b>		
<u>Title</u>	<u>Date</u>	
None		

**Section 100 D - Local Government Act 1972 - background documents**

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
Medium Term Financial Strategy Update and Transformation to 2017 Savings Proposals	Cabinet – 5 October 2015
Medium Term Financial Strategy to 2020	Cabinet – 20 June 2016
Budget setting and provisional cash limits 2017/18	Cabinet – 12 December 2016

## **IMPACT ASSESSMENTS:**

### **1. Equality Duty**

1.1. The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

**Due regard in this context involves having due regard in particular to:**

- a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- c) Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

### **1.2. Equalities Impact Assessment:**

The budget setting process for 2017/19 does not contain any new proposals for major service changes which may have an equalities impact. Proposals for budget and service changes which are part of the Transformation to 2017 Programme were considered in detail as part of the approval process carried out in September and October 2015 and full details of the Equalities Impact Assessments relating to those changes can be found in Appendices 3 to 6 in the October Cabinet report linked below:

[http://www.hants.gov.uk/councilmeetings/advsearchmeetings/meetingsitemdocuments.htm?sta=&pref=Y&item\\_ID=6920&tab=2&co=&confidential](http://www.hants.gov.uk/councilmeetings/advsearchmeetings/meetingsitemdocuments.htm?sta=&pref=Y&item_ID=6920&tab=2&co=&confidential)

### **2. Impact on Crime and Disorder:**

Some of the proposals may have an indirect impact on crime and disorder and where this is the case it will be taken into account as part of the business case.

### **3. implementation of the proposal. Climate Change:**

- a) How does what is being proposed impact on our carbon footprint / energy consumption? No impact identified
- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts? No impact identified.

## Budget Summary 2017/18 – Policy and Resources

Service Activity	Original Budget	Revised Budget	Proposed Budget
	2016/17 £'000	2016/17 £'000	2017/18 £'000
Legal Services	2,399	2,557	2,267
Transformation	480	874	893
Governance	2,469	2,500	2,449
<b>Total Transformation and Governance</b>	<b>5,348</b>	<b>5,931</b>	<b>5,609</b>
Finance	3,707	3,963	3,645
HR	3,624	3,940	4,106
IT	17,183	18,720	18,777
Audit	709	724	660
Customer Business Services	4,030	4,001	3,512
Corporate Resources Management	2,365	2,381	904
<b>Total Corporate Resources</b>	<b>31,618</b>	<b>33,729</b>	<b>31,604</b>
Communication	1,320	758	459
Marketing and Advertising	0	69	76
Corporate Customer Services & Web Team	3,115	3,064	2,766
Insight & Engagement	663	790	651
Chief Executive's Office	594	722	728
Leadership Support	0	131	64
<b>Total Customer Engagement Service</b>	<b>5,692</b>	<b>5,534</b>	<b>4,744</b>
<b>Total Corporate Services</b>	<b>42,658</b>	<b>45,194</b>	<b>41,957</b>
Corporate management Democratic Representation	66	66	66
Grants to Voluntary Organisations (Leaders Grants)	218	218	222
Grants to Local Organisations	907	787	787
Southern Sea Fisheries	301	301	307
Members Devolved Budgets	624	624	390
Rural Affairs	200	0	200
Other Miscellaneous	312	492	221
<b>Total Policy and Resources Non Departmental Budgets (Direct)</b>	<b>2,628</b>	<b>2,488</b>	<b>2,193</b>
Members Support Costs	1,726	1,712	1,721
Corporate Contribution to Trading Units	576	175	105
Repairs & Maintenance	10,166	13,226	7,565
Strategic Asset Management	1	1,502	1,501
Other Central Support Services	265	320	323
<b>Total Policy and Resources Non Departmental Budgets (Central)</b>	<b>12,734</b>	<b>16,935</b>	<b>11,215</b>
<b>Total Other Policy and Resources</b>	<b>15,362</b>	<b>19,423</b>	<b>13,408</b>

## Appendix 1

Transformation	337	368	57
Rural Broadband	97	240	243
<b>Total Transformation and Business Management</b>	<b>434</b>	<b>608</b>	<b>300</b>
Regulatory Services	1,345	1,410	1,432
Community Grants & Policy Fund	1,226	799	977
Sport	214	582	179
Community	228	158	160
Library Service	11,695	11,727	11,886
Business Support	741	873	774
Hampshire Talented Athletes	0	0	0
Scientific Services	(13)	(11)	8
Asbestos	(12)	(50)	(1)
<b>Total Community and Regulatory Services</b>	<b>15,424</b>	<b>15,488</b>	<b>15,415</b>
Countryside	2,682	2,829	2,821
Outdoors Centres	332	372	234
Arts & Museums	2,967	2,958	2,960
Archives	799	786	802
Risk, Health & Safety	190	191	193
Sir Harold Hillier Gardens	412	412	312
<b>Total Culture &amp; Heritage</b>	<b>7,382</b>	<b>7,548</b>	<b>7,322</b>
Corporate Estate	(148)	(156)	(189)
County Farms	(502)	(503)	(501)
Development Account	(391)	(411)	(417)
Sites for Gypsies and Travellers	34	48	54
Property Services	2,144	1,498	1,691
Office Accommodation/Workstyle	5,560	5,535	5,139
Facilities Management	2,824	3,116	3,037
Print Sign Workshop	0	9	9
<b>Total Property Services and Facilities</b>	<b>9,521</b>	<b>9,136</b>	<b>8,823</b>
<b>CCBS Planned contribution to Cost of Change</b>	<b>3,740</b>	<b>3,656</b>	<b>339</b>
<b>Total CCBS</b>	<b>36,501</b>	<b>36,436</b>	<b>32,199</b>
<b>Total Policy and Resources cash limit</b>	<b>94,521</b>	<b>101,053</b>	<b>87,564</b>
<b>Coroners</b>	<b>1,367</b>	<b>1,650</b>	<b>1,650</b>
<b>Trading Units:</b>			
School Library Service	(121)	(121)	0
River Hamble	(51)	8	(25)
Infrastructure & Partnership Procurement	0	0	(235)
Segensworth Unit Factories	(12)	(12)	(12)
Hampshire Printing Services	0	0	0
County Supplies	(288)	(288)	(295)
HC3S	(219)	(70)	(9)

## Appendix 1

Hampshire Transport Management	(22)	(22)	(9)
<b>Total Trading Units</b>	<b>(713)</b>	<b>(505)</b>	<b>(585)</b>
<b>Government grants:</b>			
Local reform and Community Voice	(540)	(552)	(552)
Inshore Fisheries and Conservation	(204)	(204)	(204)
Digital	0	(1,278)	0
<b>Total Government Grants</b>	<b>(744)</b>	<b>(2,034)</b>	<b>(756)</b>
<b>Total net expenditure and Policy and resources</b>	<b>94,431</b>	<b>100,164</b>	<b>87,873</b>

## Workforce Implications Full Time Equivalent (FTE) – Policy and Resources

	Estimate 31/03/2017	Impact of Savings Proposals	Transfers & Other Changes	Estimate 31/03/2018
	FTE	FTE	FTE	FTE
<b>Corporate Services:</b>				
Transformation and Governance	145	0	30	175
Corporate Resources	1,138	0	(4)	1,134
Customer Engagement Service	154	0	16	170
<b>Total Corporate Services</b>	<b>1,437</b>	<b>0</b>	<b>42</b>	<b>1,479</b>
<b>Total Other Policy and Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Culture, Communities and Business Services</b>				
Transformation and Business Management	10	0	3	13
Community and Regulatory Services	553	(3)	45	595
Culture and Heritage	248	0	0	248
Property Services and Facilities	528	0	19	547
CCBS Trading Units	1,186	0	(91) (*)	1,095
<b>Total CCBS department</b>	<b>2,525</b>	<b>(3)</b>	<b>(24)</b>	<b>2,498</b>
<b>Other</b>				
Coroner	11	0	(1)	10
Sir Harold Hillier Gardens	31	0	0	31
<b>Total Other</b>	<b>42</b>	<b>0</b>	<b>(1)</b>	<b>41</b>
<b>Total</b>	<b>4,004</b>	<b>(3)</b>	<b>17</b>	<b>4,018</b>

(\*) A reduction in the CCBS trading unit figures is primarily due to an amendment in the calculation of the FTE numbers and does not represent an actual reduction in FTE. There has also been a reduction in posts relating to the Library Services Trading Unit for posts that will form part of the cash limited service for 2017/18