

Cabinet



SURREY
COUNTY COUNCIL

Date & time

Tuesday, 22 March
2016 at 2.00 pm

Place

Ashcombe Suite,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact

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Gowing
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Chief Executive

David McNulty

We're on Twitter:

@SCCdemocracy

Cabinet Members: Mr David Hodge, Mr Peter Martin, Mrs Helyn Clack, Mrs Clare Curran, Mr Mel Few, Mr John Furey, Mr Mike Goodman, Mrs Linda Kemeny, Ms Denise Le Gal and Mr Richard Walsh

Cabinet Associates: Mr Tony Samuels, Mr Tim Evans, Mrs Kay Hammond and Mrs Mary Lewis

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Vicky Hibbert or Anne Gowing on 020 8541 9229 or 020 8541 9938.

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1 APOLOGIES FOR ABSENCE

2 MINUTES OF PREVIOUS MEETING: 23 FEBRUARY 2016

The minutes will be available in the meeting room half an hour before the start of the meeting.

3 DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

4 PROCEDURAL MATTERS

a Members' Questions

The deadline for Member's questions is 12pm four working days before the meeting (*16 March 2016*).

b Public Questions

The deadline for public questions is seven days before the meeting (*15 March 2016*).

c Petitions

The deadline for petitions was 14 days before the meeting, and no petitions have been received.

d Representations received on reports to be considered in private

To consider any representations received in relation why part of the meeting relating to a report circulated in Part 2 of the agenda should be open to the public.

5 REPORTS FROM SCRUTINY BOARDS, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL

(Pages 1
- 2)

Report from Economic Prosperity, Environment and Highways Scrutiny Board in relation to the agreement between Surrey County Council and

Surrey Wildlife Trust to manage the Countryside estate.

6 MEDIUM TERM FINANCIAL PLAN 2016 - 2021

(Pages 3
- 212)

In February 2016, the Cabinet approved the council's Financial Strategy for the period 2016 to 2021. The Financial Strategy aims to secure the stewardship of public money; ensure financial sustainability and to enable the transformation of the council's services. This paper outlines the council's Medium Term Financial Plan for 2016 to 2021 (MTFP 2016-21), which is a key means for delivering these strategic aims in the context of the demand and funding pressures that the council faces and its proposals to meet these challenges.

Cabinet approved the draft medium term financial plan (MTFP) for the financial years 2016-21 on 2 February 2016 and Full County Council set the budget envelope and council tax precept for the 2016/17 financial year on 9 February 2016.

The Government published the Final Local Government Settlement late on 8 February 2016, which included several funding changes, most significantly the allocation of Transition Grant to the council of £11.9m in 2016/17 and £12.2m in 2017/18.

Since then, changes to government grants following the Final Local Government Settlement have led to several smaller budget changes. This report details these changes and presents the detailed service revenue and capital budgets for 2016/17, including fees and charges, and indicative budgets for the following four financial years.

The MTFP 2016-21 balances the budget in the early years of the period through a series of one-off measures. To become sustainable the council is embarking on a Public Value Transformation programme that will meet the challenge of rising demand pressures and falling government funding.

This paper reports summaries of the Equality Impact Assessments that support the changes in service budgets.

Following Cabinet approval, the council will publish the detailed budgets as "MTFP 2016-21" on its website. This will enable users, budget managers and residents to view budget details interactively on-line and request a hard copy of relevant sections.

[The decisions on this item can be called in by the Council Overview Board]

7 FINANCE AND BUDGET MONITORING REPORT FOR FEBRUARY 2016

(Pages
213 -
216)

The council takes a multiyear approach to its budget planning and monitoring, recognising the two are inextricably linked. This report presents the council's financial position as at 29 February 2016 (month 11).

The annex to this report gives details of the council's financial position.

Please note that the Annex to this report will be circulated separately prior to the Cabinet meeting.

[The decisions on this item can be called in by the Council Overview Board]

8 HEALTH AND SOCIAL CARE INTEGRATION (Pages 217 - 226)

Having grown and developed over time, the move towards integrated services has become a fundamental part of the way the Council and its partners develop and deliver services for adults and children across Surrey. This has been accelerated in health and social care by the introduction of the Better Care Fund, the publication of the NHS Five Year Forward View and is a key strategy for Surrey's Adult Social Care service to manage increasing demand.

Following the report provided to the Cabinet on 24 November 2015 related to the integration, this report provides an update on health and social care integration planning across Surrey and specifically seeks delegated authority from the Cabinet to finalise and approve the 2016/17 Surrey Better Care Fund plan on behalf of the Council.

[The decisions on this item can be called in by the Wellbeing & Health Scrutiny Board]

9 CONSULTATION ON A REVISED CHARGING POLICY FOR ADULT SOCIAL CARE (Pages 227 - 246)

The Care Act 2014 supported by regulations and statutory guidance, provides a framework for charging for Adult Social Care services. The Council has some discretion on how to apply the framework to enable people who can afford to contribute towards their care and support to do so, whilst ensuring that those people who are unable to make a contribution, continue to receive the necessary care and support to help maintain their independence and wellbeing.

Income from charging is an important contribution to Adult Social Care's budget. The Council is facing a significant reduction of core central Government funding in 2016/17, alongside an increasing demographic demand for services, particularly in Adult Social Care. This report provides details of proposed changes to the charging policy to increase income to help bridge the funding gap for Adult Social Care services. The report also makes recommendations for a full consultation on the proposals with people who receive chargeable services.

[The decisions on this item can be called in by the Social Care Services Scrutiny Board]

10 THE AGREEMENT WITH SURREY WILDLIFE TRUST FOR THE MANAGEMENT OF THE COUNTY COUNCIL'S COUNTRYSIDE ESTATE (Pages 247 - 254)

In June 2015 Cabinet approved changes to the operation of the long term Agreement between Surrey County Council (SCC) and Surrey Wildlife Trust (SWT) to manage SCC's Countryside Estate.

These changes have the objective of reducing SCC's financial contribution to nil by 2020/21 (a further saving of over £0.7m per annum), through the development and implementation of a robust business plan, asset management plan and strengthened governance processes.

Detailed discussions with SWT have taken place since June 2015 and this report describes the progress made and seeks Cabinet approval to the necessary next steps that will deliver the above objective. The SWT Council approved the changes on 8 February 2016.

[The decisions on this item may be called in by the Economic Prosperity and Environment and Highways Board]

11 GUILDFORD COUNTY SCHOOL (Pages

255 -
260)

To approve the business case for the expansion of Guildford County School. The school will expand from a 160 place per year 5 Form of Entry secondary (800 places) to a 180 place per year 6 Form of Entry secondary (900 places) to meet the demand for 100 additional secondary places in Guildford from September 2017.

N.B. An annex containing exempt information is contained in Part 2 of the agenda – item 15.

[The decisions on this item can be called in by either the Council Overview Board or the Education and Skills Scrutiny Board]

12 DANETREE JUNIOR SCHOOL, EWELL (Pages

261 -
264)

To approve the Business Case for the expansion of Danetree Junior School from a 4 Form of Entry junior (480 places) to a 4 Form of Entry primary (840 places) creating an additional 360 primary places together with the provision of a maintained 52 place nursery for children aged 2 to 4 years on the Danetree school site. This forms part of an area re-organisation of primary schools within Ewell that seeks to deliver 630 additional primary places across three schools. This will help meet the basic need requirements in the Ewell and NW Epsom primary planning areas from September 2017 and will assist the Local Authority to meet its statutory responsibility to provide sufficient school places to meet the local demand.

N.B. An annex containing exempt information is contained in Part 2 of the agenda – item 16.

[The decision on this item may be called in by either the Council Overview Board or the Education and Skills Scrutiny Board]

13 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING (Pages

265 -
276)

To note any delegated decisions taken by the Leader, Deputy Leader and Cabinet Members since the last meeting of the Cabinet.

14 EXCLUSION OF THE PUBLIC

That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

PART TWO - IN PRIVATE

- 15 GUILDFORD COUNTY SCHOOL** (Pages 277 - 284)

This is a part 2 annex relating to item 11.

Exempt: Not for publication under Paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

[The decision on this item may be called in by either the Council Overview Board or the Education and Skills Scrutiny Board]

- 16 DANETREE JUNIOR SCHOOL, EWELL** (Pages 285 - 294)

This is a part 2 annex relating to item 12.

Exempt: Not for publication under Paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

[The decision on this item may be called in by either the Council Overview Board or the Education and Skills Scrutiny Board]

- 17 PROPERTY TRANSACTION** (Pages 295 - 318)

Property Acquisition (1)

Exempt: Not for publication under Paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

[The decisions on this item can be called in by the Council Overview Board]

- 18 PROPERTY TRANSACTION** (Pages 319 - 342)

Property Acquisition (2)

Exempt: Not for publication under Paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

[The decisions on this item can be called in by the Council Overview Board]

19 PUBLICITY FOR PART 2 ITEMS

To consider whether any item considered under Part 2 of the agenda should be made available to the Press and public.

David McNulty
Chief Executive
Monday, 14 March 2016

QUESTIONS, PETITIONS AND PROCEDURAL MATTERS

The Cabinet will consider questions submitted by Members of the Council, members of the public who are electors of the Surrey County Council area and petitions containing 100 or more signatures relating to a matter within its terms of reference, in line with the procedures set out in Surrey County Council's Constitution.

Please note:

1. Members of the public can submit one written question to the meeting. Questions should relate to general policy and not to detail. Questions are asked and answered in public and so cannot relate to "confidential" or "exempt" matters (for example, personal or financial details of an individual – for further advice please contact the committee manager listed on the front page of this agenda).
2. The number of public questions which can be asked at a meeting may not exceed six. Questions which are received after the first six will be held over to the following meeting or dealt with in writing at the Chairman's discretion.
3. Questions will be taken in the order in which they are received.
4. Questions will be asked and answered without discussion. The Chairman or Cabinet Members may decline to answer a question, provide a written reply or nominate another Member to answer the question.
5. Following the initial reply, one supplementary question may be asked by the questioner. The Chairman or Cabinet Members may decline to answer a supplementary question.

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It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

Thank you for your co-operation

ECONOMIC PROSPERITY, ENVIRONMENT AND HIGHWAYS BOARD**Item under consideration: THE AGREEMENT BETWEEN SURREY COUNTY COUNCIL AND SURREY WILDLIFE TRUST TO MANAGE THE COUNTRYSIDE ESTATE****Date Considered: 26 January 2016****Key points raised during the discussion:**

- The board was asked to comment on the changes to the agreement with Surrey Wildlife Trust to manage the Countryside estate. The item included the draft report to Cabinet and the 5 year Countryside Estate Business Plan.
- The Board acknowledged that improvements had been made to the management of the Countryside estate but significant concerns remained around the delivery of the 5 year business plan and the levels of investment that would be needed to gain any financial return.
- Concerns were also raised around the terms of the current contract with SWT. Members wanted assurance that clear rules were set out in the contract around profit sharing and clear mechanisms were in place to allow the county council to terminate if felt necessary.
- Overall the board had considerable reservations on this item as it currently stood.

Recommendation:

That Cabinet notes the Economic Prosperity, Environment and Highways Boards concerns around the agreement between Surrey County Council and Surrey Wildlife Trust to manage the Countryside Estate.

David Harmer

Chairman of the Economic Prosperity, Environment and Highways Board

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SURREY COUNTY COUNCIL**CABINET****DATE: 22 MARCH 2016****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE****SUBJECT: MEDIUM TERM FINANCIAL PLAN 2016 TO 2021****SUMMARY OF ISSUE:**

In February 2016, the Cabinet approved the council's Financial Strategy for the period 2016 to 2021. The Financial Strategy aims to secure the stewardship of public money; ensure financial sustainability and to enable the transformation of the council's services. This paper outlines the council's Medium Term Financial Plan for 2016 to 2021 (MTFP 2016-21), which is a key means for delivering these strategic aims in the context of the demand and funding pressures that the council faces and its proposals to meet these challenges.

Cabinet approved the draft medium term financial plan (MTFP) for the financial years 2016-21 on 2 February 2016 and Full County Council set the budget envelope and council tax precept for the 2016/17 financial year on 9 February 2016.

The Government published the Final Local Government Settlement late on 8 February 2016, which included several funding changes, most significantly the allocation of Transition Grant to the council of £11.9m in 2016/17 and £12.2m in 2017/18.

Since then, changes to government grants following the Final Local Government Settlement have led to several smaller budget changes. This report details these changes and presents the detailed service revenue and capital budgets for 2016/17, including fees and charges, and indicative budgets for the following four financial years.

The MTFP 2016-21 balances the budget in the early years of the period through a series of one-off measures. To become sustainable the council is embarking on a Public Value Transformation programme that will meet the challenge of rising demand pressures and falling government funding.

This paper reports summaries of the Equality Impact Assessments that support the changes in service budgets.

Following Cabinet approval, the council will publish the detailed budgets as "MTFP 2016-21" on its website. This will enable users, budget managers and residents to view budget details interactively on-line and request a hard copy of relevant sections.

RECOMMENDATIONS:

It is recommended Cabinet approves:

1. the 2016/17 service strategies that will deliver the Corporate Strategy 2016-21 (Annex 1);
2. the detailed service revenue and capital budgets for the year 2016/17 and indicative budgets for the years 2017-21 including amendments resulting from the Final Local Government Financial Settlement and other Government funding changes announced since 9 February 2016 (Annex 1);
3. the use of a further £7.5m of earmarked reserves to support the 2016/17 revenue budget (paragraph 25);
4. the proactive and systematic engagement of the County Council in responding to proposed changes in local government funding to ensure these changes do not further disadvantage Surrey, and the recognition of the costs of delivering services in Surrey;
5. the highway maintenance capital budget for 2016/17 is increased by £5m, offset by a £5m reduction to the 2017/18 highway maintenance budget (paragraphs 55 to 56); and
6. the publication of the service revenue and capital budgets as the Medium Term Financial Plan 2016-21;

It is recommended Cabinet notes:

7. the Director of Finance's letter to the Department for Communities and Local Government confirming that the adult social care precept will be spent entirely on adult social care functions (paragraph 11);
8. a programme has been established in line with previous recommendations to deliver on Public Value Transformation that will identify base budget reductions to deliver up to £50m through additional continuing savings or funding, beyond those already in MTFP (2016-21), over the next two years to make the council's finances sustainable (paragraphs 29 to 38);
9. the fees & charges approved under delegated powers (Annex 2); and
10. the Equality Impact Assessment of the savings proposals within the directorate and service budgets (Annex 3).

REASONS FOR RECOMMENDATIONS:

The Corporate Strategy 2016-21 sets out the council's key strategic goals of wellbeing, economic prosperity and residents' experience. The underpinning service strategies provide detail on the objectives and actions to achieve these corporate goals.

MTFP 2016-21 is a five year budget aligned to the corporate strategy. It reflects assumptions about the current local and national financial, economic and political environment. Setting a five year budget is a key element of the council's multi-year approach to financial management. Regular reporting through the year will enable

effective tracking and management of progress with the strategy and the budget.

DETAILS:

Corporate and service strategies

1. Cabinet approved the council's refreshed five year strategy at its meeting on 2 February 2016. *Confident in Surrey's Future: Corporate Strategy 2016-21* reconfirms the council's strategic purpose and vision of 'one place, one budget, one team for Surrey'. It includes three strategic goals, each with a set of key actions to support their achievement:
 1. **Wellbeing:**
Everyone in Surrey has a great start to life and can live and age well.
 2. **Economic prosperity:**
Surrey's economy remains strong and sustainable.
 3. **Resident experience:**
Residents in Surrey experience public services that are easy to use, responsive and value for money
2. The council's refreshed Financial Strategy 2016-21 (reported to Full County Council on 9 February 2016) clearly sets out the council's approach to financial management, which is aligned with the Corporate Strategy. It provides the basis for sound financial governance and long term sustainability, and supports the delivery of the Corporate Strategy. The fundamentals of the Financial Strategy 2016-21 are:
 - acting in the public interest at all times through continuously driving the transformation agenda;
 - long term planning that continues to seek opportunities and ensure services are fit for the future; and
 - a balanced approach that proactively manages key risks and supports service strategies.
3. A robust MTFP (2016-21) is critical to delivering these ambitions and goals and ensuring value for money for residents.
4. To support the corporate strategic goals of wellbeing, economic prosperity and resident experience, MTFP (2016-21) includes a single page for each of the council's services setting out its purpose, challenges, key actions and budget summary for 2016/17. These illustrate how each service contributes to achieving *Confident in Surrey's Future: Corporate Strategy 2016-21*. As part of the council's performance management arrangements Strategic Directors, Heads of Service and Cabinet Members will ensure robust plans, personal objectives and tracking arrangements are in place to achieve the key outputs and outcomes.
5. Annex 1 includes each of the service strategies.

Medium term financial plan – revenue budget

6. Cabinet approved the indicative five year revenue and capital budgets on 2 February 2016 and on 9 February 2016 Full County Council approved the 2016/17 budget envelope and set the council tax precept for that year.

MTFP (2016-21) identifies the resources needed to achieve the goals of the corporate and service strategies. It provides detailed service revenue and capital budgets following further consideration by Scrutiny Boards and also includes other changes due to government announcements on grant funding.

7. MTFP (2016-21) is based on the funding for Surrey County Council announced on 8 February 2016 in the Final Local Government Financial Settlement (Final Settlement) for 2016/17 and the Government's outline funding for the following three years to 2019/20.

Update on the Final Local Government Financial Settlement 2016/17

8. In the Final Settlement, the Secretary of State for Communities and Local Government confirmed the threshold for excessive council tax rises for 2016/17 that would require a local referendum at 2% for general council tax and an additional 2% precept allowed for councils with adult social care responsibilities.
9. Full County Council approved a council tax rise of 3.99% (including 2% adult social care precept) for 2016/17 on 9 February 2016. This was in line with the council's strategy of taking a long term approach to assuring the financial resilience of the council at the same time as balancing the interests of local council tax payers with the users of local council services. For the remaining years of MTFP (2016-21) the council has adopted an equivalent uplift.
10. The council has increased the council tax precept on the basis that the Spending Review announced, that for the rest of the current Parliament local authorities responsible for adult social care would be allowed an additional 2% on their current council tax referendum threshold, to be used entirely for adult social care. This was stated as being in recognition of demographic changes which are leading to growing demand for adult social care and an increasing pressure on council budgets. Given the need for all local authorities to make efficiency savings, the Government accepts that the precept revenues will not be wholly additional to the 2015/16 baseline spend, although it states "clear public expectation is that the precept is intended only for the benefit of adult social care."
11. The Secretary of State is expecting that local authority Chief Financial Officers confirm that money raised through the precept is being used exclusively for adult social care. The Director of Finance for the County Council wrote to the Secretary of State to confirm this on 18 March 2016.
12. Since Full County Council set the 2016/17 Council Tax rate, the council has made a small adjustment to the estimated tax base, which equates to a reduction in the total precept of £0.4m. This does not affect Full County Council's approval of the Council Tax Band D rate.
13. As indicated in the report to Full County Council, the council required some form of transitional relief to help deal with the effect of the 'shock' reduction of Revenue Support Grant (RSG) in 2016/17 and 2017/18. The extent of the transitional help needed to mitigate the shock was £20m in 2016/17 and £37m in 2017/18. The Final Settlement confirmed the amounts for RSG in 2016/17 and 2017/18 given in the Provisional Settlement and made a small (£0.3m) additional reduction to Revenue Support Grant in 2018/19.
14. The Government provided some mitigation of the shock reduction in RSG in 2016/17 and 2017/18 through a national total of £300m Transition Grant

funding over the next two years for those local authorities most affected by the change to the methodology. Surrey County Council will receive Transition Grant of £11.9m for 2016/17 and £12.2m for 2017/18. As the amount for 2016/17 was less than expected by £8.1m, the council will balance its 2016/17 budget by drawing on further reserves. This is included in further detail in paragraphs 25 and 65.

15. Government departments have confirmed some revenue grants since the Final Settlement on 8 February 2016. These are for Public Health, Independent Living Fund, Special Educational Needs and Disabilities (SEND) implementation, Universal Infant Free School Meals, Pupil Premium, Music and S31 Business Rate Relief. In addition, the council's £11.0m Private Finance Initiative grant was set through formal agreements and cannot be changed. The outcome of the grant confirmations is that the council faces a -£7.2m funding shortfall, predominately due to the Transition Grant being lower than required (-£8.1m), partially off-set by higher than expected grants for SEND Implementation (+£0.7m).
16. Another 21 revenue grants (totaling £24.1m) are as yet unconfirmed including: Education Funding Agency (£13.9m), PE and sport schools grant (£2.3m) and Adult Continuing Learning (£2.3m). The other 18 grants are each below £1.5m. Any alterations to the final allocations of these grants will be covered directly in year by the services. The full list of grants is in Annex 1.
17. In total, including loss of RSG and award of Transition Grant, the council is facing a £36m reduction in its non-schools government grant funding for 2016/17, which amounts to 11% in one year.

Detailed revenue budget – key highlights

18. Since Cabinet's approval of MTFP (2015-20) the council has undertaken a number of service reconfigurations. Children, Schools & Families directorate has restructured into three services (Schools, Learning & Special Educational Needs and Disabilities; Children's Services; and Commissioning & Prevention) instead of four (Schools & Learning; Strategic Services; Children's Services; and Services for Young People). Changes in Business Services directorate have separated individual services' budgets into the joint partnership with East Sussex, known as ORBIS and those functions that are managed on behalf of Surrey County Council.
19. The council's gross revenue budget for 2016/17 is £1,686m, which includes £89m expenditure pressures across all services, but especially in social care, partially offset by savings of £83m.
20. The most significant pressures are within Adult Social Care, which has total annual pressures of £52m for 2016/17, which continue to increase in the following four years. £24m of these pressures arise due to an increase in demographic demand for services, £8m is due to inflationary increases and £4m is due to changes in legislation causing additional costs. These legislative changes include a Supreme Court Ruling on Deprivation of Liberties and higher National Insurance contributions for employers. A further £16m of savings are required to compensate for previous years' savings that were not found on a sustainable basis.

21. The pressures in paragraph 20 require that the £12m funded by the Adult Social Care precept will be used by the council to contribute to meeting the total Adult Social Care service's pressures.
22. Over the last five years the council has successfully met its savings targets of over £330m including savings in 2015/16 of over £64m. Further reductions in central Government funding and rising demand for the council's services, particularly in social care, require the council to achieve a further £361m of base budget savings or additional income over the next five years to enable a sustainable and balanced budget.
23. In the first two years of the MTFP period the council will use a series of one-off measures to contribute to a balanced budget. This includes the use of more than £30m reserves and a surplus on the council tax collection fund of over £4m. These will need to be replaced by continuing base budget savings and income to create a sustainable budget.
24. This MTFP includes service identified savings of £312m over the five years, of which £173m are to be delivered in 2016/17 and 2017/18. These additional savings represent a major challenge, which will be difficult to deliver, with significant risks. To illustrate this, Table 1 shows the 2016/17 savings identified in MTFP (2016-21) analysed by risk of achievement.

Table 1: Risk of achievement of 2016/17 savings

	2016/17 £m	
Green	9.5	services have developed plans and will achieve the savings with little internal or external obstacles
Amber	45.0	significant barriers exist to the savings being realised and services are developing plans to overcome these
Red	10.7	severe challenges and barriers exist to services achieving the savings
Purple	18.3	savings that are for one year only and are not continuing
Total savings	83.5	

25. Full County Council approved the use of £17.2m of reserves to support and balance the 2016/17 revenue budget. With the amount of Transition Grant being lower than required, the council faces a budget gap of £7.5m in that year. Given the late announcement of these changes and the Transition Grant being lower, the use of further earmarked reserves is proposed to balance the 2016/17 budget. The use of reserves is not a sustainable measure and will require the identification and delivery of permanent on-going savings for future years.
26. In view of the challenges of delivering significant further efficiencies for several more years, Cabinet has required the Chief Executive and Director of Finance, in consultation with the Leader to:
 - continue to track and monitor existing MTFP efficiencies;
 - lead and oversee a Public Value Transformation programme of all services' delivery of savings.
27. This is to ensure the council's revenue budget is sustainable and to develop robust plans for further savings and income generation opportunities for the

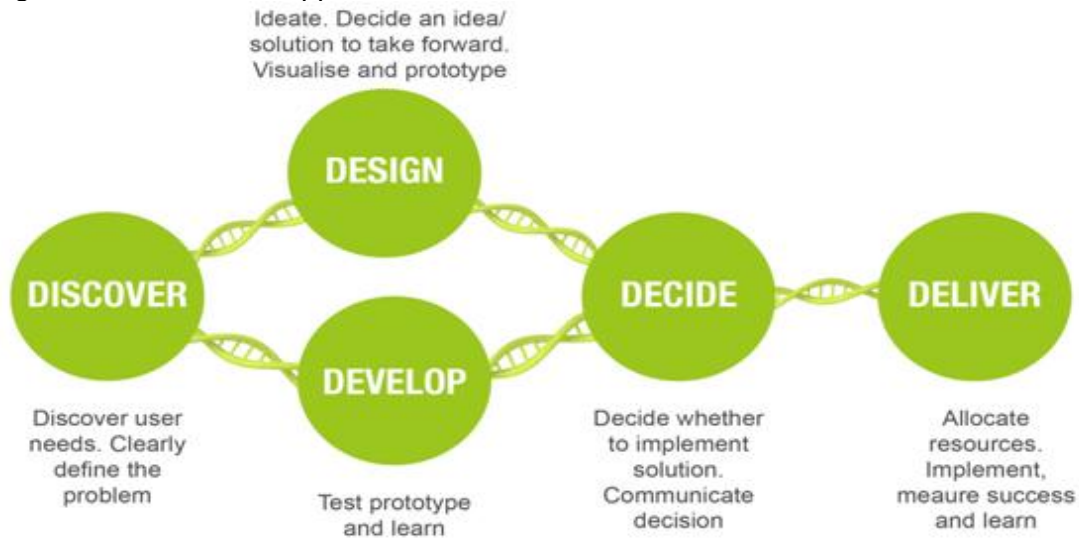
remaining years of MTFP (2016-21). The Chief Executive's and Director of Finance's challenge to services reinforces the existing rigorous tracking mechanisms in place across services focused on achieving the council's savings each year.

28. The Chief Executive and the Director of Finance have regular support sessions with strategic directors and heads of service to confirm their strategies for achieving savings are sound. The detailed budget proposed in this report outlines the estimated timing for delivering the council's total savings across the five year term of MTFP (2016-21).

Public Value Transformation

29. At its meeting on 9 February 2016, Full County Council agreed a recommendation to: "The set up of a Public Value Transformation (PVT) Fund of £30m to meet the revenue costs of a transformation programme, to be funded by capital receipts from asset sales".
30. The purpose is to ensure the council has a transformation programme, driven by Public Value, which identifies lasting base budget reductions to deliver £50m additional savings or funding beyond those already in the MTFP (2016-21) over the next two years to ensure the council's finances are sustainable.
31. A transformation programme on the scale of that required by the council will need up-front funding and investment in new ways of working. The revenue costs the PVT Fund may cover include: pump priming of transformation projects, any resulting redundancy costs and recognition of part year effect of savings. The Chancellor announced in the Comprehensive Spending Review that local authorities can use capital receipts to fund the revenue costs of transforming local authority services. In order to take advantage of this flexibility, the council needs the Government to confirm local authorities' flexibilities to use capital receipts and the council will need to complete asset sales to generate the receipts. Public Value Transformation and its funding will form a key element of the council's efficiency plan to be submitted to DCLG for approval by 14 October 2016.
32. The key principles of Public Value are:
- there is evidence of a clear, measurable benefit to those who are meant to benefit from the council's work;
 - there is political and stakeholder support for what the council proposes; and
 - the council is able to deliver it.
33. The PVT Programme will follow the council's 5D approach to transformation, which has been used since 2011.

Figure 1 The council's approach to Public Value Transformation



34. To meet the challenging timelines to agree the implementation plan in September 2016, the PVT Programme aims to be set up by mid March 2016, with the PVT Board (comprising the Leader of the Council, the Chief Executive and the Director of Finance) in place and the initial work programme agreed.
35. The Discovery phase will take place from March to April 2016, taking stock of current plans and analysing the gaps to identify further opportunities. This will follow the PVR methodology:
 - challenge why, how and by whom a service is provided;
 - compare performance with others;
 - consult widely with residents and specifically vulnerable groups and communities and staff;
 - collaborate with partners and contractors; and
 - test the market to see if it can deliver the service more efficiently, effectively or economically.
36. The Design/Develop phase will follow from April to July 2016 focusing on the areas identified in the gap analysis and involving colleagues across teams, our partners and residents to co-design our future delivery models. The council will evaluate options against key criteria, such as whether it: adds public value; achieves better outcomes; achieves cost savings, improves quality assurance; is politically acceptable; and is deliverable in Surrey.
37. In the Decide phase, Cabinet will receive a report in September 2016, outlining: the implementation plan, the Efficiency Plan for submission to DCLG and the business case for the PVT Fund.
38. Subject to Cabinet approval of the implementation plan, the final Deliver stage will be completed by March 2018. Investment from the PVT fund will enable achievement of the transformation plans and rigorous monitoring will support progress throughout the implementation phase.

Strategic changes to local government funding

39. As a part of the Final Settlement the Government announced its intention to review and change a number of significant areas of funding that will have a further impact on the sustainability of Surrey County Council's finances. These

changes are in part a move towards the self-sufficiency of local authorities and the County Council needs to ensure there are no artificial constraints imposed on this self-sufficiency.

40. In the Autumn Statement 2015, and as a part of the Spending Review 2015, the Chancellor of the Exchequer confirmed the Government's intention to move to 100% business rates retention by local authorities. Currently the government retains 50%, which is used to fund a number of other government grants to local authorities. In 2016/17 businesses in Surrey will pay over £480m in business rates (a figure which is set to rise annually). The County Council receives 10% of this and £59m as a top-up grant.
41. The consultation on this proposal and its details is likely to start in the summer of 2016, with full implementation phased in by the end of this Parliament in 2019. The three main issues of concern for the council will include:
 - the level of any centrally held 'top-slice';
 - the apportionment of business rates growth between councils in two tier shires, and
 - the additional responsibilities that will be transferred to local government.
42. The County Council will need to be fully engaged in this consultation to ensure it receives a fair deal for residents and Surrey businesses get a fair return for the business rates they pay.
43. Central to the distribution of business rates is the methodology of relative needs. This aims to balance local government funding from areas of low needs and high resources to those of high needs and low resources. The mechanism to achieve this has been the "Relative Needs Assessment" (RNA) that was introduced in 2006 and has not been fundamentally reviewed since. Surrey County Council continues to lose significant funding through this formula as it does not adequately represent the needs of the council, especially in respect of older people and those with learning difficulties. In addition, the current RNA does not reflect the differing costs of service delivery in different areas due to macro economic factors such as property prices. The County Council has requested on many occasions that the Secretary of State for Communities and Local Government reviews this methodology and formula, and in the Final Settlement he announced this review. As with 100% business rates retention, the County Council will be fully engaged to ensure Surrey residents receive a fair deal.
44. On Monday 7 March 2016 the Department for Education issued two consultation papers covering proposals to amend schools funding. The consultations cover:
 - the new National Funding Formula (NFF) for schools, which includes proposals to end the Education Services Grant; and
 - High Needs SEND funding
45. These proposals include some significant risks to the funding of schools in Surrey and the funding of Special Educational Needs and Disability (SEND). The County Council along with the Schools Forum are analysing the proposals to consider potential impacts on schools and local authority services. The deadline to respond on the initial consultation on principles is 17 April 2016. Further details will be available in the summer and officers and Cabinet

Members will be fully engaged to ensure Surrey County Council and Surrey schools receive a fair deal.

46. The Chancellor also announced two funding sources to support adult social care in his Autumn Statement. These were: an improved Better Care Fund totalling £1.5bn nationally and paid directly to local authorities; and the freedom for councils with adult social care responsibility to raise a further 2% from council tax precepts to be spent on adult social care. While both of these are welcome as a means to support the increasing volume and cost of adult social care, the details confirmed in the Final Settlement were disappointing.
47. The methodology for distributing the £1.5bn improved Better Care Funding was largely based on the ability of a council to raise council tax, rather than its need. This has resulted in the council only receiving £1.5m (or 0.1% of the national total), which is the least per resident in the country, and not until 2019/20. The Government will consult on these proposals further and the County Council will again be engaged to ensure a fair deal for Surrey.
48. The principle of a 2% precept for adult social care is welcome. However it is an arbitrary cap that is the same for all social care authorities whatever the level of need in the area is. For Surrey County Council, this precept will raise approximately £12m per year. However, the annual cost of the volume increase in demand for adult social care services totals £24m each year. This cost is after the continued reduction in the unit cost of providing those services over the last five years. If central government is unable, or unwilling, to fund adult social care adequately then it should allow local government to link the precept to the rise in demographic demand.

Staffing

49. As a part of the detailed budget, Annex 1 includes the numbers of funded employees for each service expressed as full time equivalents (FTEs). The overall staffing budget has risen by 33 FTEs. This rise partly reflects savings in 2016/17 from greater workforce efficiency and planned increases in employee numbers which generate economies by reducing the need for more expensive contractors.
50. Staffing transfers account for a reduction of 65 FTE posts within Adult Social Care. An increase in demand, matched with increased income for school meals, especially due to the roll out of free school meals has led to an increase in staff for Commercial Services within Schools & Learning. More staff in the budget for child protection (funded from the Child Protection earmarked reserve) has increased the FTEs for Children's Services. In Highways & Transport more FTEs are required to deliver the planned capital programme, together with increases in FTEs funded by income for the Highways Permit scheme.

Medium term financial plan – capital budget 2016 to 2021

51. Surrey County Council invests in creating public value for Surrey residents through its capital programme. There are two strands to the capital programme: the first being investment in assets to provide services, and the second being investment in long term capital assets that will generate capital growth and regular income returns to reduce reliance on the taxpayer.

School Places

52. The number of school aged children in Surrey has been rising for a number of years and this requires the county council to provide additional pupil places in both primary schools and secondary schools. This is known as the Schools Basic Need programme. The council has been successful in attracting additional government funding to contribute to the cost of these additional places, but the council still needs to use a significant amount of borrowing to provide all the places.
53. The Schools Basic Need programme needs to provide 11,500 pupil places over the next five years: 5,400 in primary schools and 6,100 in secondary schools. This is estimated to cost £208m between 2016 and 2021, with £76m required in 2016/17. The Government has confirmed grant funding in 2016/17 of £59m and the council estimates a total of £164m over the next five years. The council will need to find the remaining £44m through its own resources, or through external borrowing.

Highways

54. Surrey has one of the most heavily used road and highway networks in the country, which requires maintenance and replacement over time. The best approach to managing road maintenance is through long term planned repairs, as opposed to short term pothole fixes. Planned repairs have a ten year life, while short term, reactive repairs last only two years. The council is planning to continue its long term investment in roads with a five year highways maintenance budget of £128m, with £35m in 2016/17.
55. The County Council recognises the importance of good roads to Surrey residents and business and is therefore looking at the balance of spending between years. A part of this review is to find the most effective way to improve footpaths and complete the Project Horizon highway maintenance programme
56. To address this, £5m will be added to the 2016/17 capital budget, and the 2017/18 capital budget will be reduced by £5m, to enable the programmes and adjustments outlined above to proceed, without compromising critical activities.
57. The Government will provide £15.3m to Surrey County Council through Highways Base Allocation grant funding in 2016/17, and a further £4.8m for the Integrated Transport Block. In addition the council also made bids for £1m each from both the Challenge Fund and the Incentive grants, and included this additional £2m in the budget papers for Full County Council on 9 February 2016. Since then, the council has learnt the Government has not awarded the council any funding under the Challenge Fund, but has secured £0.9m under the Incentive grant. The council will fund this budgeted shortfall through borrowing to ensure the roads continue to be maintained.
58. The Community Infrastructure Levy (CIL) is a form of developer levy collected by boroughs and districts in Surrey and then potentially passed to the council to fund new transport schemes. Delays relating to this scheme have resulted in budgets being re-profiled to better align to the updated expected levels of expenditure.
59. The Strategic Economic Plan Schemes (Local Growth Deals) are Local Enterprise Partnership (LEP) schemes funded by a combination of grant, developer contributions, partner contributions (from boroughs and districts and bus and rail companies) and a contribution from Surrey County Council. The

budget papers provided to Full County Council included the council's contribution but these budgets have now been updated to reflect the overall scheme value. In addition, the developer contribution budgets have been updated to reflect more recent information about these schemes.

Property

60. The council has a large number of properties from which it provides its services which it must maintain, and the biggest element of this is schools. The Government provides two further grants for schools capital, which are the Devolved Formula Capital (for new buildings and extensions and is devolved to schools) and Schools Capital Maintenance. In setting the budget, the council assumed these grants would continue at the 2015/16 level for 2016/17. It has now been informed both of these grants will be reduced by £1m. It is the council's policy to pass the funding for Devolved Formula Capital in full to schools and spend to the grant level for Schools Capital Maintenance.

Fire & Rescue

61. The Surrey Fire and Rescue Service operates a Vehicle and Equipment Replacement Reserve, funded through annual revenue contributions. The service has reviewed its vehicle requirements and their estimated useful lives. This has resulted in a more appropriate and cost effective fleet replacement programme for the service's needs. This has led to a re-profiling of the capital expenditure over the five years with a £0.2m reduction in 2016/17 to £1.7m and a total spend over the five year period of £6.6m.

Adult Social Care

62. The Adult Social Care service received a grant in 2015/16 from the Department of Health for IT improvements. The service will use £0.6m of this grant in 2016/17.

Summary

63. Table 2 summarises the capital spending and funding for the period 2016 to 2021, with more detail for each service shown in Annex 1.

Table 2 – Capital programme and funding 2016 to 2021

	2016/17	2017/18	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m	£m	£m
Summary capital programme						
Schools Basic Need	76	70	43	14	5	208
Highways recurring programme	58	39	33	29	29	188
Property & IT recurring programme	25	25	24	25	25	124
Other capital projects	35	35	21	18	9	118
Total capital programme	194	169	121	86	68	638
Summary capital funding						
Grants	129	93	71	66	48	407
Reserves	8	11	1	3	3	26
Third party contributions	4	4	4	3	5	20
Borrowing	53	61	45	14	12	185
Total capital funding	194	169	121	86	68	638

Reserves and balances

64. The council holds a small general balance to provide a contingency against unforeseen overspendings or a major unexpected event. The level of this general balance is not prescribed and the council aims to keep a reasonable balance that is justifiable in the context of local circumstances, while not tying up council taxpayers' money unnecessarily. In recent years this has been set at between 2.0% to 2.5% of council's core spending power (between £16m and £20m). At 31 March 2016, the council's general balance is expected to be £21.3m
65. Earmarked reserves are for specific purposes and to mitigate against potential future known or predicted liabilities. Full County Council approved the use of £17.2m reserves to balance the 2016/17 budget in February 2016. Following the Final Settlement, the Government's Transitional Grant was £8.1m lower than expected, while other grant funding was £0.6m higher. Consequently, to ensure a balanced budget for 2016/17, the council needs to draw on a further £7.5m reserves, as follows.
- The Insurance Reserve holds the balance resulting from a temporary surplus or deficit on the council's Self Insurance Fund. An actuary recently assessed the fund against possible liabilities the council may face and this has resulted in a proposal to use £5.4m of the Insurance Reserve to support the 2016/17 revenue budget.
 - The council has held a Pensions Stabilisation Reserve of £1.1m for several years so it can smooth its revenue contributions to the pension fund between years. Within the budget, the council forecasts contributions for the past deficit on the pension fund will increase by £1.2m. It is therefore appropriate to use this reserve to support the 2016/17 revenue budget.
 - The Budget Equalisation Reserve supports the revenue budget from previous years' unapplied income and unused budgets. The council has used £1.3m to support the 2016/17 revenue budget and now proposes to use a further £1.0m.
66. Appendix 1 to Annex 1 provides an updated schedule of earmarked reserves and a description of their use.

Medium term financial plan – interactive and publication

67. MTFP (2016-21) will be available on the council's website as both an interactive document, allowing the user to drill down into service budgets on the website and an electronic version available for printing. The electronic drill down into service budgets has been linked to the external website presentation by using the same categories. The council has aimed to enhance the resident's experience by using consistent terminology throughout all external financial publications (council tax information, interactive MTFP and Annual Report).
68. A printed version of MTFP (2016-21) will be available to order from the council's main website. As in the current year, this will enable the reader to choose which pages to print.
69. MTFP (2016-21) will present the strategy for each service followed by an analysis of the service's budget including changes from the current year's budget, savings, pressures and staffing.

Fees and charges

70. In addition to government grants, business rates and council tax funding, the council plans to raise over £89m in fees and charges in 2016/17.
71. The detailed budgets in Annex 1 analyse the council's fees and charges income by service. The schedules to Annex 2 detail the charges proposed for 2016/17.
72. In December 2015, Full County Council approved amendments to the financial regulations so that Cabinet now notes any operational changes to existing fees and charges and Cabinet approves any new charges or strategic or policy changes to existing charges.
73. The amended financial regulations updated the definition of fees and charges. The new definition distinguishes between individual and organisational income. The definition is:
- An agreed upfront rate payable for providing services that are either set by statute (Act of Parliament eg: fairer charging) or through the council's delegated authority, and include fines, licenses and penalties. The fees and charges are usually paid by individual members of the public and can be purchased by anyone.*
- It is not a fee or charge when there is an arrangement to provide services to another organisation, where the price and service is negotiated, is under a form of contract.*
74. Every year services must review and update their fees and charges to ensure discretionary services for which a fee or a charge is applicable are not provided at a subsidy without a specific supporting policy decision; and publish the 2016/17 schedule of fees and charges. Annex 2 details the existing and revised charges by service.
75. Fees and charges are reviewed each year and scrutiny boards may review and challenge the fees and charges elements of the service strategies over the next twelve months.

CONSULTATION:

76. During February and March 2016 the council's scrutiny boards have reviewed and scrutinised service budgets that are now reflected in the MTFP (2016-21) detailed budgets.

RISK MANAGEMENT AND IMPLICATIONS:

77. MTFP (2016-21) includes £361m of savings and additional income to be made over the five year period, including £50m PVT savings. MTFP (2016-21) assumes council tax will rise by 1.99% for standard council tax and 2.00% for the adult social care precept. The risks of not achieving these savings in 2016/17 have been assessed and summarised in Table 1 and reported in more detail in Annex 1.
78. In view of the increasing challenge to deliver high levels of savings for several more years, the Chief Executive and the Director of Finance will continue to lead the existing rigorous monitoring process for current year savings and the

mechanism for thoroughly reviewing plans for delivering all savings across the whole MTFP period.

79. The council maintains an integrated risk framework to manage the significant challenges it faces and the associated emerging risks. The specific risks and opportunities facing the council and recorded in the Leadership Risk Register are:
- Financial outlook
Lack of funding results in significant adverse long term consequences for services.
 - Safeguarding – Children’s Services
Avoidable failure in Children’s Services leads to serious harm, death or a major impact on well being.
 - Safeguarding – Adult Social Care
Avoidable failure in Adult Social Care leads to serious harm, death or a major impact on wellbeing.
 - Medium Term Financial Plan (MTFP) 2016-21
Failure to achieve the MTFP lowers the council’s financial resilience and could lead to adverse long term consequences for services.
80. As stated in the February 2016 Cabinet and Full County Council budget reports, the Director of Finance is satisfied the 2016/17 budget is balanced and deliverable and the longer term budget is sustainable so long as:
- Government provides transitional relief in the Final Settlement;
 - the council delivers all existing savings plans in full; and
 - the council adopts the Public Value Transformation programme, with rigorous management and monitoring by the Chief Executive and the Director of Finance to ensure it identifies and achieves considerable base budget reductions.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

81. All the documented budgets and targets have been subject to a thorough value for money assessment.

SECTION 151 OFFICER COMMENTARY

82. Throughout the budget planning and setting process, material financial and business risks have been assessed and are reflected in this report and its annexes. The Chief Executive and the Director of Finance have regular support meetings with the main heads of services to confirm that their strategies for savings are sound.
83. However, the delivery of further savings following five years of achieving significant expenditure reductions will be increasingly difficult. This is reflected in £56m of the 2016/17 identified savings (total £84m) being assessed as having significant or severe challenges or barriers to achievement. As well as becoming more challenging to deliver, the level of savings required is increasing, reflecting the further reductions in central government funding, at the same time as service volume pressures continue to increase and the ability to raise funding from local sources is constrained. The detailed budget

proposed in this report outlines the estimated timing for delivery of the total savings across the five years of MTFP (2016-21).

84. As was indicated in the budget report to Cabinet in February 2016, the situation is serious and whilst the revenue budget is balanced for 2016/17, this is on the basis of significant one-off funding from reserves, council tax collection fund and one-off savings. From 2017/18 these temporary measures will need to be replaced on an on-going basis for a sustainable budget to be produced. The success of the Public Value Transformation programme will be key to achieving this sustainability, or alternative expenditure reductions will be required.
85. Although central government has provided local authorities with a four year 'offer' in terms of its funding, this doesn't cover all of the councils funding and further Government policy changes present further risk to the council's medium to long term financial resilience. These include the outcome of consultations on 100% business rates retention, the relative needs assessment and the funding of schools, especially for high needs. The council will seek to be actively engaged in these policy changes and reviews to ensure the council's financial sustainability is assured.

LEGAL IMPLICATIONS – MONITORING OFFICER

86. There are no legal implications or legislative requirements arising directly from this report.
87. The council has a duty under the Equality Act (2010) to consider the equalities implications of the proposals underpinning the MTFP. These are detailed in the Equalities and diversity section of this report.

EQUALITIES AND DIVERSITY

Background

88. An analysis has been undertaken of the equalities implications of the savings proposals presented in the MTFP for 2016-17. The aim of this analysis is to provide the Cabinet with information about the potential impact of the proposals on groups with protected characteristics in Surrey. Where potential negative impacts have been identified, information is also provided about the actions that the Council is taking, or will undertake, to mitigate them.
89. Where the Cabinet is required to take further decisions around the implementation of savings proposals, or where proposals are not sufficiently developed to undertake an equalities analysis at this time, additional analysis will be presented to inform decision-making alongside the relevant Cabinet reports. There are a significant number of proposals included in this report for which savings are being scored but on which decisions remain to be taken. As described above, Equality Impact Assessments (EIAs) will be prepared as more specific proposals to achieve these savings are brought forward but this does mean that the potential equality impacts of some savings which are now being assumed in the Budget have yet to be assessed. Directorates will also continue to monitor the impact of these changes to services and where appropriate will take action to mitigate additional negative impacts that may emerge as part of this ongoing analysis. Consideration will need to be given at that time as to whether there should be any changes to the projected savings figures as a result of the consideration of any equality implications.

90. Equality Impact Assessments for a number of savings proposals in 2016-17 are continuations of those undertaken previously. Where this is the case, the existing EIA has been reviewed by services. For new savings proposals, or proposals with significant material changes, services undertook a new EIA. This section of the report provides information about:
- the legal requirements around equalities;
 - the high-level findings of the analysis, including information about which new savings proposals have been assessed for equalities implications; and
 - how the findings of this analysis will be used.

Legal requirements

91. When approving the financial plans, the Council's Cabinet must comply with the Public Sector Equality Duty in section 149 of the Equality Act 2010 which requires it to have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Equalities analysis: overarching findings

92. A detailed summary for each directorate is included as an annex to this document. Where necessary Equality Impact Assessments have been completed and have been published on our website¹.
93. The Council provides many services for the most vulnerable in our communities. This includes numerous protected characteristic groups. There are significant savings to be made this year which will impact on services for those groups. Officers have identified proposals for savings and where possible mitigating actions to prevent any negative impacts. However, many services are still to develop detailed plans and have committed to identifying impacts and developing mitigating actions over the coming year. For the Council's workforce, the biggest changes will be in restructures and management of vacancies across back office teams. These will be completed in line with Council policy to ensure no particular groups are disadvantaged.
94. Adult Social Care has a £52m savings target. The directorate provides important services for older people, disabled people and their carers. Ongoing savings have been grouped under three headings whole systems demand management, market management and workforce development. The level of savings required in 2016/17 means it is becoming increasingly difficult for the directorate to mitigate negative impacts associated with the 'whole systems demand management' savings. This involves promoting independence and resilience, signposting people towards informal community based services and offering preventative interventions. There are risks that:

¹ <http://www.surreycc.gov.uk/your-council/equality-and-diversity/ensuring-our-decisions-are-fair>

- We will need to reduce our investment in preventive services to ensure we continue in our duty to meet eligible assessed needs. To mitigate this risk we will review all grants and contracts with providers to ensure any changes are evaluated for potential impact upon people with protected characteristics and are targeted to minimise the impact upon local services provided for people, their carers and families.
 - There will be increased pressure on the NHS and informal carers. To mitigate this risk we will continue to collaborate with health partners to deliver local integrated community based health and social care.
 - Providers will be facing financial difficulty. To mitigate this risk we will continue to work with providers to implement long term and sustainable market management and pricing strategies.
95. The directorate has committed to numerous mitigating actions including a recognition that where care and support options involving family, friends and the local community do not prove possible, the local authority has a continuing duty to meet eligible assessed needs and will continue to do so. The service will continue its commitment to personalisation of care and engaging with and supporting carers.
96. Children, Schools and Families will need to make further savings and efficiencies in 2016/17 than planned, following the late notification of funding reductions in the Local Government Finance Settlement. These savings are to be found around Early Help (£2m); marginal gains (£1.6m); Special Educational Needs transport (£0.5m) and increasing traded income targets (£0.7m). There is a risk that changes could have an impact on children, young people and disabled people. However, as savings are developed, Equality Impact Assessments will be carried out prior to any final decisions being made and where possible negative impacts on protected characteristic groups will be avoided or mitigated.
97. Public Health has a £7.5m total budget reduction for 2016/17. A significant part of these savings is reduction in spending on existing contracted public health services. These include 0-19 Public Health services, Sexual Health, Substance Misuse, Smoking, NHS Health Checks, Healthy Weight & Physical Activity and Public Mental Health. These contracts provide services targeted at protected characteristic groups including age, pregnancy and maternity, sexual orientation, disability and race. These groups are more likely to be in need of these services. Public Health is currently renegotiating contracted front line services. Reduction in funding could have an impact on the level of service delivery for the wider Surrey population and those within protected characteristic groups. The impact will be fully assessed through a full Equality Impact Assessment. Where possible, provision for at risk groups will be prioritised which will in turn mitigate potential impacts on protected characteristic groups.
98. For the Business Services Directorate, major savings will be made through the amalgamation of both Business Service Directorates in Surrey and East Sussex County Councils through the Orbis shared services partnership. Savings will be made by creating joint teams, reducing duplication and adopting more efficient working practices. There should be no negative impact on service provision. This change will impact on staff and Equality Impact Assessments will be completed as proposals are developed for each area. These will ensure new structures do not disadvantage protected characteristic

groups. There will also be reductions to the training budget but core training that people require to do their job and equalities training will be safeguarded.

99. For Environment and Infrastructure the Local Transport Review means changes to subsidised routes in terms of their frequency, days of operation, route travelled and in a few cases withdrawals. An Equality Impact Assessment completed for year one of the Local Transport Review will be updated using the year two public consultation feedback, to form part of the report to be considered by Cabinet on 24 May 2016. Older and younger people, disabled people, women and carers are significant bus users. To mitigate impact on these groups community transport options will be explored.
100. The kerbside waste improvement programme could have a negative impact for disability, age and race due to differing communication needs. In addition, there are potential negative impacts in terms of the range of volunteering opportunities available to disabled residents. These will be mitigated using accessible communications methods to reach residents as well as making reasonable adjustments to volunteering schemes. Savings to the winter maintenance budget could potentially have a negative impact on protected characteristic groups. A full analysis will be presented to the Cabinet in September 2016 when making the decision on this. Marginal gain savings could have negative impacts on protected characteristic groups. Impacts will be assessed in full assessments once proposals are developed.
101. The Libraries service have £0.5m of savings to make and are considering reductions to the stock budget, reductions to opening hours and management of staff vacancies. Reduced capacity to develop and deliver health and well being, literacy and community engagement may reduce the impact of the preventative agenda on all service users. Older people, younger people and disabled people who rely more on public transport may find it more difficult to access libraries if there are reduced opening times. In addition, working age people might find it more difficult to access libraries if changes are made to opening times in non-standard working hours. A draft Equality Impact Assessment has been completed and is available on the Council's website. This will be updated as proposals develop to ensure impacts on protected characteristic groups are considered throughout the decision making process. Local committees will make decisions on opening hours for libraries in their areas and a full Equality Impact Assessment will be published in each case.

Mitigation

102. As part of this equalities analysis work, services have developed a range of mitigating actions that seek to offset negative impacts of savings proposals. In summary, the council's approach to mitigating negative impacts of savings proposals within the MTFP has been to adopt one or more of the following:
 - using **co-design and consultation** with service users and staff to assist in the reconfiguration of services;
 - undertaking detailed **needs assessments** to enable the council to target services more effectively to vulnerable residents;
 - undertaking **ongoing evaluation** of the impacts of changes to services to mitigate unforeseen negative impacts;
 - providing **tailored information** to service users that are impacted negatively by savings proposals; and

- ensuring that any changes to staffing levels or staff structures are completed in accordance with the **Council's human resources policies and procedures** and take account of the workforce profile.

Using the equalities analysis findings

103. Cabinet should be aware that the public equality duty is not to achieve the particular outcomes set out in section 149 of the Equality Act or to take particular steps. It is instead a duty to bring the important matters identified in section 149 into consideration as part of the decision making process. "Due regard" is a test of the substance underpinning decisions in the sense that they have been approached with rigour and an open and enquiring mind. This substance is demonstrated through EIAs and the changes that are made to proposals and services as a result of them. "Due regard" also means that the regard that is appropriate in making these decisions. So alongside the proper regard that Cabinet must give to the goals set out in section 149 they should also consider any other relevant factors and it is a matter for them to decide the weight to be given to these factors. In this case the most significant other matters are:

- the statutory requirement to set a balanced budget;
- the outcomes the Council is seeking to achieve, which are set out in the *Confident in Surrey's Future: Corporate Strategy 2016-2020*;
- the priorities within the Council's *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015 – 2020*; and
- the demographic pressures facing Surrey County Council that include a rising population, with projected increases in the number of older residents and children and young people. Increases in both these age groups will place additional demands on adult social care services and local schools.

OTHER IMPLICATIONS:

104. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

Area assessed:	Direct implications:
Corporate Parenting / Looked After Children	No significant implications arising from this report.
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report.
Public Health	No significant implications arising from this report.

Area assessed:	Direct implications:
Climate change and carbon emissions	<p>A primary outcome of the council's Carbon and Energy policy is a reduction in carbon emissions from the council's own estate, along with managing the council's energy costs. The investment and savings figures referred to in the MTFP are consistent with this policy update.</p> <p>In addition to this, many of the council's financial commitments to schemes in the areas of waste management, transport and flood alleviation will make a positive contribution to reducing emissions and/or a proactive response to managing the impacts of climate change.</p>

WHAT HAPPENS NEXT?:

105. The council will publish MTFP (2016-21) on its website.
106. Progress against the council's strategic priorities will be published quarterly on the council's website. The Chief Executive will submit six-monthly progress reports to the Council meetings in July and December 2016. Scrutiny Boards will continue to scrutinise work programmes and performance.

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Consulted:

Cabinet, all County Council Members, strategic directors, directors, heads of service, business and voluntary sectors, residents and unions.

Annexes:

- Annex 1 Medium Term Financial Plan (2016-21), including Cabinet Member portfolios and service strategies and detailed revenue and capital budgets
- Annex 2 Fees & charges schedules 2016/17
- Annex 3 Equality assessment summary

Sources/background papers:

- Revenue and Capital Budget 2016/17 to 2020/21, report to Council 9 February 2016
- Revenue and Capital Budget 2016/17 to 2020/21, report to Cabinet 2 February 2016
- Budget working papers

- DCLG revenue and capital Financial Settlement papers from DCLG website
- Government Equality Office (2011) Equality Act 2010 – Specific Duties to Support the Equality Duty. What do I need to know?
- Government Equality Office (2011) Public Sector Equality Duty. What do I need to know?

Medium Term Financial Plan 2016-21

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Overall Council

Income & Expenditure category summary

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	MTFP					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000
Funding						
Council Tax	-598,000	-614,903	-630,065	-649,070	-668,800	-673,100
Council tax - Adult Social Care support		-11,829	-24,512	-38,097	-52,634	-67,171
Business rates	-44,100	-45,468	-48,300	-49,389	-50,503	-50,503
Local taxation support	-642,100	-672,200	-702,877	-736,556	-771,937	-790,774
Business Rates top up Grant	-58,915	-59,406	-60,567	-62,362	-47,093	-47,687
Revenue Support Grant	-109,800	-67,078	-28,000	-4,450	0	0
Transition Grant		-11,926	-12,175	0	0	0
Other UK Government grants	-716,024	-701,526	-700,244	-696,769	-693,350	-693,461
Central Government support	-884,739	-839,936	-800,986	-763,581	-740,443	-741,148
Contributions and contract income	-31,226	-38,378	-39,205	-39,438	-39,736	-40,040
Fees and charges	-89,620	-89,138	-90,540	-91,589	-93,309	-95,654
Property income	-8,260	-8,159	-8,309	-8,463	-8,618	-8,771
Income from investment	-403	-495	-610	-836	-1,047	-1,047
Reimbursements and recovery of costs	-10,658	-12,858	-12,454	-12,553	-12,670	-12,813
Discretionary and other service income	-140,167	-149,028	-151,118	-152,878	-155,380	-158,325
Total funding	-1,667,006	-1,661,165	-1,654,981	-1,653,015	-1,667,760	-1,690,247
Expenditure						
Service staffing	300,750	317,280	312,274	308,599	309,327	311,101
Service non-staffing	900,918	911,043	916,497	931,698	938,949	946,353
Schools - net expenditure	469,038	457,662	457,481	457,481	457,481	457,481
Reserves				5,237	12,003	25,312
Public Value Transformation savings			(25,500)	(50,000)	(50,000)	(50,000)
Total expenditure	1,670,706	1,685,986	1,660,752	1,653,015	1,667,760	1,690,247
Funded by reserves	3,700	24,821	5,771	0	0	0

Gross expenditure revenue budget 2016/21

The table below is in 2016/17 monetary order

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Revenue Summary	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000
Delegated Schools	469,038	457,662	457,481	457,481	457,481	457,481
Schools and Special Educational Needs and Disabilities (SEND)	162,693	170,835	168,997	169,409	170,827	171,421
Children's services	93,864	104,734	107,393	107,570	104,329	102,417
Commissioning and Prevention	86,309	89,744	84,244	82,240	82,212	82,277
Children, Schools and Families (CSF)	811,904	822,975	818,115	816,699	814,850	813,596
Adult Social Care	428,592	429,538	422,249	426,623	427,217	429,620
Environment and Planning	88,176	86,258	87,602	90,506	95,027	97,087
Central Income and Expenditure	60,998	60,026	68,868	75,924	81,423	83,989
ORBIS - Managed budgets ¹	54,080	53,017	54,661	55,866	57,371	58,943
Highways and Transport	51,875	51,925	53,459	54,204	55,005	55,861
Fire and Rescue Service	47,945	46,769	45,460	47,611	46,008	46,048
ORBIS - Joint operating budget	39,324	44,700	44,562	41,665	40,981	41,620
Public Health	35,829	38,776	37,848	36,790	35,767	35,767
Cultural Services	22,905	22,692	22,785	22,527	22,647	22,834
Legal and Democratic Services	8,908	8,964	10,325	9,019	9,046	9,073
Trading Standards	3,657	3,675	3,657	3,661	3,677	3,691
Customer Services	3,507	3,631	3,637	3,643	3,650	3,656
Strategy and Performance	4,618	3,643	3,622	3,617	3,601	3,586
Community Partnership and Safety	2,968	2,995	2,999	3,006	3,011	3,016
Communications	2,021	2,022	1,968	1,918	1,925	1,931
Coroner	1,258	1,775	1,804	1,836	1,868	1,902
Directorate support	1,120	1,053	1,054	1,057	1,057	1,059
Strategic Leadership	446	1,009	1,025	1,041	1,058	1,075
Emergency Management	575	544	553	562	571	581
Reserves				5,237	12,003	25,312
Public Value Transformation savings		0	(25,500)	(50,000)	(50,000)	(50,000)
Total expenditure	1,670,706	1,685,986	1,660,752	1,653,015	1,667,760	1,690,247

Please note that some tables do not cast due to roundings

Note 1: Budgets managed by ORBIS for the Council include budgets required such as the costs of running buildings or external audit. The cost of staff is included in the joint operating budget. Individual service strategies and financial budgets are enclosed within the document.

Government grants

			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
			£'000	£'000	£'000	£'000	£'000	£'000
0-5 Programme grant	Ceased	PH	-6,528	0	0	0	0	0
Adult Community Learning		Lib	-2,407	-2,287	-2,207	-2,196	-2,130	-2,130
Area of Outstanding Natural Beauty - Surrey		EV	-103	-103	-103	-103	-103	-103
Asylum Seekers		CSF	-2,300	-3,300	-3,300	-3,300	-3,300	-3,300
Better Care Fund		CIE	-25,000	-25,000	-25,000	-25,000	-26,500	-26,500
Bikeability		EV	-232	-221	-213	-212	-206	-199
Bus Service Operator grant		EV	-1,125	-1,069	-1,069	-1,069	-1,069	-1,069
Business Rate cap grant		CIE	-1,523	-1,523	-1,523	-1,523	-1,523	-1,523
Business Rate Retention Scheme		CIE	0	-1,546	-1,546	-1,546	-1,546	-1,546
Care Act Implementation Funding (New)		CIE	-9,800	-2,984	-2,984	-2,984	-2,984	-2,984
Counter Fraud	Ceased	SP	-360	0	0	0	0	0
Dedicated School Grant - CSF		CSF	-541,171	-532,510	-532,510	-532,510	-532,510	-532,510
Dedicated School Grant - corporate allocation		CIE	-3,517	-3,493	-3,493	-3,493	-3,493	-3,493
Direct School Training	New	CSF	0	-181	0	0	0	0
Education Funding Agency		CSF	-14,700	-13,891	-13,891	-13,891	-13,891	-13,891
Education Services Grant		CIE	-11,110	-9,319	-3,781	-2,781	0	0
Extended Rights to Travel - CSF		CSF	-135	-128	-123	-119	-115	-111
Fire Pensions		SFRS	-8,305	-9,396	-8,151	-11,456	-10,603	-10,709
Fire Revenue grant		SFRS	-403	-80	-80	-80	-80	-80
Fire Transformation (emergency)		SFRS	-262	-302	-289	-287	-276	-276
Fire Transformation (joint)	Ceased	SFRS	-756	0	0	0	0	0
Flood Water Management	Ceased	HT	-250	0	0	0	0	0
Health & Wellbeing		SP	-458	-435	-419	-417	-405	-393
Independent Living Fund		CIE	-1,345	-1,791	-1,791	-1,791	-1,791	-1,791
Independent Support Grant (SEND)	Ceased	CSF	-34	0	0	0	0	0
Local Sustainable Transport Fund (town centre)	Ceased	EV	-1,914	0	0	0	0	0
Mental Health Deprivation of Liberty		ASC	-80	-80	-80	-80	-80	-80
Mental Health Transformation Challenge Award (New)		ASC	-1,017	-500	0	0	0	0
Music Grant, Surrey Arts		Lib	-1,073	-1,388	-1,388	-1,388	-1,388	-1,388
New Homes Bonus		CIE	-4,855	-6,221	-6,255	-3,930	-3,770	-3,800
New Homes Bonus returned funding	Ceased	CIE	-339	0	0	0	0	0
PE & Sport		CSF	-2,398	-2,334	-2,334	-2,334	-2,334	-2,334
Private Finance Initiative		CIE	-11,044	-11,045	-19,022	-16,702	-16,702	-16,702
Police & Crime Panel		LDS	-64	-61	-59	-58	-57	-56
Public Health		PH	-28,977	-38,452	-37,524	-36,466	-35,443	-35,443
Pupil Premium		CSF	-18,382	-17,572	-17,572	-17,572	-17,572	-17,572
Registration Deaths		Lib	-18	-17	-17	-16	-16	-16
Remand grant		CSF	-32	-32	-32	-32	-32	-32
SEND Implementation		CSF	-638					
SEND Implementation	New	CIE		-720	0	0	0	0
South East Protected Landscape grants		EV	-36	-36	-36	-36	-36	-36
Staying Put	New	CIE	0	-275	-221	-166	-166	-166
Sustainable Development Fund		EV	-30	-30	-30	-30	-30	-30
Sustainable Travel Grant		EV	-64	-61	-58	-58	-56	-55
Troubled Families		CSF	-899	-972	-972	-972	-972	-972
Universal Infant School Meals		CSF	-11,560	-11,470	-11,470	-11,470	-11,470	-11,470
Woodland Officer		EV	-5	-5	-5	-5	-5	-5
Youth Justice Board		CSF	-776	-696	-696	-696	-696	-696
Total Government grants			-716,025	-701,526	-700,244	-696,769	-693,350	-693,461

Government grants (cont)

		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
		£'000	£'000	£'000	£'000	£'000	£'000
By services:							
Children, Schools and Families	CSF	-593,025	-583,086	-582,900	-582,896	-582,892	-582,888
Central Income and Expenditure	CIE	-68,533	-63,917	-65,616	-59,916	-58,475	-58,505
Public Health	PH	-35,505	-38,452	-37,524	-36,466	-35,443	-35,443
Fire and Rescue Service	SFRS	-9,726	-9,778	-8,520	-11,823	-10,959	-11,065
Cultural Services	LIB	-3,498	-3,692	-3,612	-3,600	-3,534	-3,534
Environment	EV	-3,510	-1,525	-1,514	-1,513	-1,505	-1,497
Adult Social Care	ASC	-1,097	-580	-80	-80	-80	-80
Strategy and Performance	SP	-818	-435	-419	-417	-405	-393
Legal and Democratic Services	LDS	-64	-61	-59	-58	-57	-56
Highways and Transport	HT	-250	0	0	0	0	0
Total Government grants		-716,025	-701,526	-700,244	-696,769	-693,350	-693,461

		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
		£'000	£'000	£'000	£'000	£'000	£'000
By Responsibility changes:							
New responsibilities grants							
Direct School Training			-181	0	0	0	0
Staying Put		0	-275	-221	-166	-166	-166
SEND Implementation		-638	-720	0	0	0	0
New Responsibilities		-638	-1,176	-221	-166	-166	-166
Existing Responsibilities		-705,206	-700,350	-700,023	-696,603	-693,184	-693,295
Ceased responsibilities							
0-5 Programme grant		-6,528	0	0	0	0	0
Counter Fraud		-360	0	0	0	0	0
Fire Transformation (joint)		-756	0	0	0	0	0
Flood Water Management		-250	0	0	0	0	0
Independent Support Grant (SEND)		-34	0	0	0	0	0
Local Sustainable Transport Fund (town centre)		-1,914	0	0	0	0	0
New Homes Bonus returned funding		-339	0	0	0	0	0
Ceased responsibilities		-10,181	0	0	0	0	0
Total Government grants		-716,025	-701,526	-700,244	-696,769	-693,350	-693,461

Revenue budget movements

Summary budget movement	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2016/21 £'000
	3,700	24,821	5,771	0	0	3,700
Funding changes	15,024	8,622	2,790	-13,993	-21,721	-9,278
Expenditure pressures	89,574	86,912	63,909	52,302	49,056	341,753
Total continuing savings	-65,225	-90,079	-53,207	-45,075	-40,644	-294,231
Total additional in year and one-off savings	-18,250	995	0	0	0	-17,255
Reserves			5,237	6,766	13,309	25,312
Public Value Transformation savings		-25,500	-24,500			-50,000
Contributions from (+) or to (-) reserves	24,821	5,771	0	0	0	0

Note: Only the 2016/17 savings have been assessment for achievability using a traffic light system:
Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only

2016/17 Achievability by services	At Risk £'000	Some Issues £'000	Progressing £'000	One-off £'000	Total £'000
Adult Social Care	-9,243	-25,871	-2,317	-17,900	-55,332
Schools and Special Educational Needs and Disabilities (SEND)	0	-6,633	-500	0	-7,133
Children's services	0	-1,143	0	0	-1,143
Commissioning and Prevention	0	-2,524	0	0	-2,524
Children, Schools and Families	0	-10,300	-500	0	-10,800
Environment and Planning	0	-2,213	-1,015	0	-3,228
Central Income and Expenditure	0	-2,937	0	0	-2,937
Business Operations	0	0	-4	0	-4
Finance	0	0	-367	0	-367
Human Resources and Organisational Development	0	-463	0	0	-463
Information Management and Technology	0	-666	-834	0	-1,500
Property Services	0	-505	-450	620	-335
ORBIS - Managed Budgets	0	-1,634	-1,655	620	-2,669
Fire and Rescue Service	0	-321	-979	-970	-2,270
Highways and Transport	0	-950	-1,318	0	-2,268
Public Health	-1,465	0	-350	0	-1,815
ORBIS - Joint operating budget	0	-739	-120	0	-859
Cultural Services	0	0	-690	0	-690
Legal and Democratic Services	0	0	-128	0	-128
Trading Standards	0	0	-167	0	-167
Emergency Management	0	-20	-55	0	-75
Communications	0	0	-64	0	-64
Directorate support	0	0	-55	0	-55
Customer Services	0	0	-51	0	-51
Strategy and Performance	0	0	-46	0	-46
Community Partnership and Safety	0	0	-22	0	-22
Total 2016/17 savings	-10,708	-44,985	-9,532	-18,250	-83,475

Revenue FTE Summary

	2015/16 £'000	2016/17 £'000	2015/16 FTEs	2016/17 FTEs
Schools and Special Educational Needs and Disabilities (SEND)	38,742	42,566	1,209	1,235
Children's services	44,739	48,452	1,069	1,081
Commissioning and Prevention	27,914	30,063	609	640
Children, Schools & Families	111,395	121,081	2,887	2,956
Adult Social Care	58,837	58,314	1,925	1,860
ORBIS - Joint operating budget	36,889	40,246	819	846
Fire and Rescue Service	27,639	27,635	675	648
Cultural Services	18,954	18,729	520	507
Highways and Transport	11,804	15,325	313	370
Environment and Planning	9,238	9,843	216	215
Legal and Democratic Services	5,291	5,415	130	129
Customer Services	3,384	3,557	109	107
ORBIS - Managed budgets	4,154	4,189	83	84
Trading Standards	3,208	3,320	75	75
Public Health	2,841	2,425	51	48
Strategy and Performance	2,430	1,930	42	27
Directorate support	1,058	1,045	28	26
Community Partnership and Safety	1,178	1,220	24	25
Communications	1,123	1,144	23	22
Emergency Management	519	487	12	12
Strategic Leadership	421	983	2	10
Coroner	387	392	1	2
Total expenditure	300,750	317,280	7,935	7,968

The table is 2016/17 FTEs order. If the values are in a different order this could be due to varying staffing grade requirements for individual services.

Increases in FTEs are due to:

Children, Schools & Families: An increase in demand, matched with increased income for school meals, especially due to the roll out of free school meals has led to an increase in staff for Commercial Services within Schools & Learning. More staff in the budget for child protection (funded from an earmarked reserve) has increased the FTEs for Children's Services.

ORBIS / Business Services increase relates to Internal Audit transferring from Strategy & Performance and additional Pension service staff.

Highways & Transport : The increase in FTEs includes additional staff to deliver the Strategic Economic Plan capital programme, who will be funded through additional recharges.

Strategic Leadership: the increase in FTEs reflects a change in senior leadership and movement of staff; overall there has been no increase across the council in funded FTEs as a result of this movement.

Capital

	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Summary capital funding	£'000	£'000	£'000	£'000	£'000	£'000
Grants	128,944	93,414	71,172	66,544	48,544	408,618
Reserves	8,058	10,805	1,067	2,778	3,076	25,784
Third party contributions	4,338	3,873	3,571	3,396	4,606	19,784
Borrowing	53,067	60,752	44,978	13,758	11,606	184,161
Total	194,407	168,844	120,788	86,476	67,832	638,347

	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Summary capital programme	£'000	£'000	£'000	£'000	£'000	£'000
Schools Basic Need	75,574	70,410	42,968	13,975	4,650	207,577
Property Services	47,162	46,896	33,846	30,513	20,369	178,786
Highways and Transport	58,133	39,097	32,875	28,756	28,756	187,617
Environment and Planning	3,050	2,694	3,273	3,481	4,691	17,189
Information Management and Technology	4,716	3,932	3,176	5,081	4,398	21,303
Fire and Rescue Service	1,668	2,025	860	880	1,178	6,611
Delegated Schools	1,606	1,606	1,606	1,606	1,606	8,030
Adult Social Care	1,748	1,050	1,050	1,050	1,050	5,948
Children Services	599	599	599	599	599	2,995
Community Partnership & Safety	0	385	385	385	385	1,540
Legal & Democratic Services	150	150	150	150	150	750
Total	194,407	168,844	120,788	86,476	67,832	638,347

Capital Programme 2016/17 to 2020/21

6

Scheme	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Adult Social Care (ASC)						
Major adaptations	800	800	800	800	800	4,000
Adult Social Care system replacement	598	0	0	0	0	598
In-house capital improvement schemes	250	250	250	250	250	1,250
User led organisational hubs	100	0	0	0	0	100
Adult Social care	1,748	1,050	1,050	1,050	1,050	5,948
Delegated Schools						
Schools' devolved formula capital	1,606	1,606	1,606	1,606	1,606	8,030
Children's services						
Foster carer grants	300	300	300	300	300	1,500
Adaptations for children with disabilities	299	299	299	299	299	1,495
Children's services	599	599	599	599	599	2,995
Community Partnership and Safety						
Local Committee allocations	0	385	385	385	385	1,540
Fire and Rescue service						
Fire Vehicle and Equipment replacement	1,668	2,025	860	880	1,178	6,611
Highways and Transport						
Highway maintenance	26,018	16,518	21,018	21,018	21,018	105,590
Bridge strengthening	1,956	1,956	1,956	1,956	1,956	9,780
Flooding and drainage	776	776	776	776	776	3,880
Local transport schemes	3,500	3,000	2,500	2,000	2,000	13,000
Safety barriers	256	256	256	256	256	1,280
Traffic signal replacement	550	550	550	550	550	2,750
Highways Vehicle replacement	200	200	200	0	0	600
Strategic Economic Plan schemes	22,677	13,641	3,419	0	0	39,737
Flood resilience schemes	500	500	500	500	500	2,500
River Thames scheme	500	500	500	500	500	2,500
Developer funded schemes	1,200	1,200	1,200	1,200	1,200	6,000
Highways and Transport	58,133	39,097	32,875	28,756	28,756	187,617
Environment and Planning						
Maintenance at closed landfill sites	100	100	100	0	0	300
Rights of way and byways	85	85	85	85	85	425
Road safety schemes	200	200	200	200	200	1,000
Basingstoke Canal remedial works	500	0	0	0	0	500
Newlands Corner visitor improvements	300	0	0	0	0	300
Secondary shopping areas	1,000	1,000	1,000	1,000	1,000	5,000
Developer funded schemes	400	400	400	400	400	2,000
Cross directorate - Community Infrastructure Levy(CIL) schemes	465	909	1,488	1,796	3,006	7,664
Environment and Planning	3,050	2,694	3,273	3,481	4,691	17,189

Capital Programme 2016/17 to 2020/21

Scheme	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Property service						
<i>Recurring programmes:</i>						
Schools - Disability Discrimination Act (DDA)	737	487	497	497	497	2,715
Schools capital maintenance, including childrens centres	12,080	12,080	12,080	12,080	12,080	60,400
Carbon reduction - corporate	1,393	1,300	1,300	1,300	1,289	6,582
Fire risk assessments/minor works/DDA	600	700	687	600	592	3,179
Non schools structural maintenance	6,300	6,300	6,300	6,295	5,911	31,106
Recurring programmes	21,110	20,867	20,864	20,772	20,369	103,982
<i>Projects:</i>						
Portesbury SEN School	150	0	0	0	0	150
Gypsy sites	1,045	0	0	0	0	1,045
Fire station reconfiguration	3,460	0	1,989	991	0	6,440
Woking Fire Station	1,000	0	0	0	0	1,000
Fire training tower replacement	200	0	0	0	0	200
Replace aged demountables	850	750	0	0	0	1,600
Special Education Needs (SEN) strategy	4,850	1,700	693	0	0	7,243
Special Education Needs and Disabilities (SEND) and Looked after Children (LAC) Provision	2,400	13,000	10,300	8,750	0	34,450
Land acquisition for waste	0	3,122	0	0	0	3,122
Projects to enhance income	1,650	0	0	0	0	1,650
Regeneration projects	1,346	0	0	0	0	1,346
Projects to reprovion and deliver capital receipts	1,475	0	0	0	0	1,475
Reigate Priory School	500	0	0	0	0	500
ASC Sluice rooms	200	0	0	0	0	200
Cranleigh Schools	4,316	4,316	0	0	0	8,632
Lindon Farm Autism Unit - ASC	2,000	2,000	0	0	0	4,000
Short Stay Schools	610	1,141	0	0	0	1,751
Projects	26,052	26,029	12,982	9,741	0	74,804
Property services	47,162	46,896	33,846	30,513	20,369	178,786
Information Management and Technology						
IT Equipment replacement reserve	2,074	1,342	207	1,898	1,898	7,419
IT project investment	2,500	2,500	2,500	2,500	2,500	12,500
Other IMT projects	142	90	469	683	0	1,384
Information Management and Technology	4,716	3,932	3,176	5,081	4,398	21,303
Schools Basic Need	75,574	70,410	42,968	13,975	4,650	207,577
Legal and Democratic services						
Community buildings grant scheme	150	150	150	150	150	750
Total capital programme	194,407	168,844	120,788	86,476	67,832	638,347



Helen Atkinson
Director of Public Health
and Adult Social Care

Our purpose

Adult Social Care plans, commissions and provides a wide range of services for adults across Surrey.

Our vision is to maintain people's independence and wellbeing through personalised care and support and by working collaboratively with our partners to deliver better outcomes at less cost.

Delivering this vision will mean people in Surrey:

- Stay healthy and are supported to live in their local community with choice and control
- Know about and can access information and services to help prevent and postpone the need for care and support
- Experience social care that is responsive to their needs and seamless between different parts of the system
- Remain safe and feel satisfied with the quality of their care and support

For more information on what we do, contact helen.atkinson@surreycc.gov.uk

Our challenges and opportunities

Challenges – Budget pressures due to an ageing population with a rising prevalence of dementia and growing numbers of young people transitioning from Children's services with complex needs. An increasingly fragile care market with workforce pressures. Unprecedented reductions in local government funding. Radical changes in national policy, including widened scope of Deprivation of Liberty Safeguards; and implementation of the Transforming Care plan for people with learning disabilities and autism.

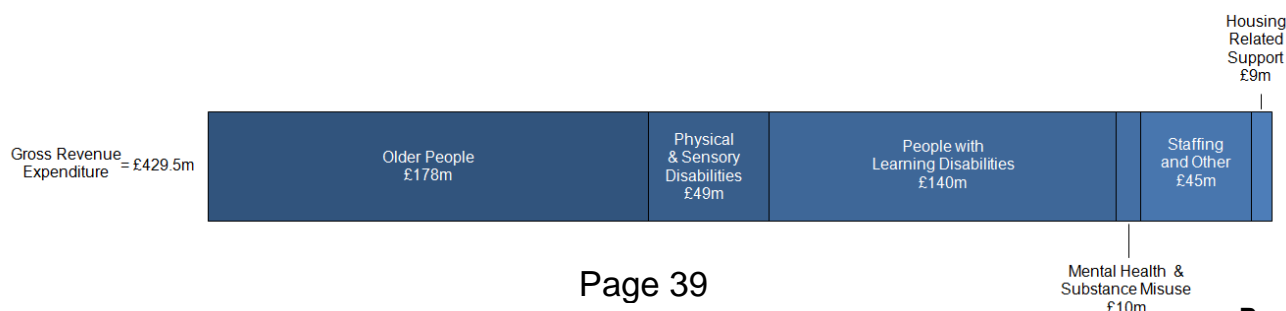
Opportunities – Collaborating with health partners to deliver local integrated community-based health and social care. Using technology to enable new and creative models of delivery to be implemented. Encouraging people to build networks of support amongst their family, friends and communities. Developing a range of flexible accommodation. Growing a sustainable workforce.

Our key actions

We will prioritise four actions for 2016/17 to support achievement of the council's corporate strategy goals of *wellbeing, economic prosperity and resident experience*:

- 1. Whole systems demand management** - Promoting independence and resilience, signposting people towards informal community based services and offering preventative interventions. We will deliver this through:
 - Health and social care integration
 - Accommodation with care and support
 - Family, friends and communities
 - Optimising young peoples' transition
 - Correct application of legislation
 - Charging and income strategy
- 2. Sustainable markets and resources** – Implementing long term and sustainable pricing and workforce strategies together with our partners. We will deliver this through:
 - Market management and pricing strategies
 - Sustainable workforce development
- 3. Safeguarding and quality** - Protecting people from harm and ensuring care and support services are high quality and safe. We will deliver this through:
 - Making safeguarding personal
 - Highest standards of safeguarding practice
 - Multi-agency quality assurance
- 4. Deliver efficiency savings of £55.35m** - Operating within the cash envelope allocated to the services to deliver better outcomes at less cost

Our budget



Our Directorate is structured to align with Surrey's six Clinical Commissioning Groups to support the integration health and social care services in Surrey. We will ensure the overall actions for Adult Social Care are delivered and will prioritise the following for 2016/17 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.



Liz Uliasz
Deputy Director
Adult Social Care

Liz leads the team in:

1. Directing and leading the strategic transformation of adult social care systems, practices and services to drive the effective integration of health and social care services in Surrey and deliver positive outcomes in line with local needs, national legislation and value for money requirements
2. Providing strategic leadership for the provision of services for young people in transition to adulthood
3. Providing strategic leadership for the provision of services for people with mental health needs, including substance misuse
4. Ensuring robust emergency planning and business continuity arrangements are in place across Adult Social Care on an on-going basis and for events
5. Providing strategic leadership for the provision of Surrey's emergency out-of-hours social care service
6. Delivering efficiency savings which will enable the budgeted cash envelope to be achieved



Shelley Head
Area Director
North West Surrey

Shelley and her team:

1. Deliver adult social care services to residents in North West Surrey ensuring people are protected from harm; connecting individuals with their family, friends and communities; and delivering local integrated community based health and social care services
2. Provide strategic leadership for the family, friends and communities programme, which will continue to deliver extensive cultural and practice change, build on the Care Act to deliver an holistic and enabling approach to social care and grow the range of local services which deliver better outcomes at less cost
3. Contribute to efficiency savings to deliver better outcomes at less cost



Jo Poynter
Area Director East
Surrey & Assistant
Director Transforming
Care LGA

Jo and her team:

1. Deliver adult social care services to residents in East Surrey ensuring people are protected from harm; connecting individuals with their family, friends and communities; and delivering local integrated community based health and social care services
2. Provide strategic leadership for the provision of services for people with learning disabilities, with the development of new learning disability and autism strategies and revised learning disability lead commissioning arrangements
3. Provide strategic leadership for the provision of services for people with physical and sensory disabilities
4. Collaborate with health and prison partners to ensure people in Surrey's prison receive appropriate support and care services to meet their social care needs, under the duties of the Care Act 2014
5. Contribute to efficiency savings to deliver better outcomes at less cost



Sonya Sellar
Area Director
Mid Surrey

Sonya and her team:

1. Deliver adult social care services to residents in Mid Surrey ensuring people are protected from harm; connecting individuals with their family, friends and communities; and delivering local integrated community based health and social care services
2. Provide strategic leadership for the provision of services for carers across Surrey, ensuring carers are supported in their caring role and have a life outside caring
3. Develop a professional workforce which is fit for the future, supports health and social care integration and whole system improvements, through collaboration with partners
4. Provide strategic leadership to embed the new duties under the Care Act 2014
5. Ensure continuing healthcare awareness and knowledge is embedded into practice to ensure people with complex ongoing healthcare needs are assessed and receive services in line with the national framework
6. Contribute to efficiency savings to deliver better outcomes at less cost



Brian Mayers
Interim Area Director
Guildford and Waverley

1. Deliver adult social care services to residents in Guildford and Waverley ensuring people are protected from harm; connecting individuals with their family, friends and communities; and delivering local integrated community based health and social care services
2. Provide operational leadership for occupational therapy services ensuring we support people to maintain their independence and promote effective collaboration across Surrey's health and social care system
3. Collaborate with health, borough and district council partners to ensure equipment and adaptations are delivered to enable people to maintain their independence
4. Contribute to efficiency savings to deliver better outcomes at less cost



Jean Boddy
Area Director
Farnham and
Surrey Heath

Jean and her team:

1. Deliver adult social care services to residents in Farnham and Surrey Heath ensuring people are protected from harm; connecting individuals with their family, friends and communities; and delivering local integrated community based health and social care services
2. Provide strategic leadership through the joint commissioning of services which focus on dementia and the mental wellbeing of older people, increase early diagnosis and support, address social stigma, enhance support for relatives/carers and develop dementia friendly communities
3. Develop a range of flexible and financially self-sustaining accommodation with care and support, including domiciliary home care services that will enable adults to live and age well in Surrey
4. Contribute to efficiency savings to deliver better outcomes at less cost



Andy Butler
Principal Social Worker
(Adults) / Senior Practice
Development Worker

Andy and his team:

1. Provide professional leadership for the development of the social work and occupational therapy workforce across Adult Social Care, ensuring they are well trained and supported by appropriate policies, procedures and practice guidance
2. Ensure a robust approach is in place across Surrey for compliance with the Mental Capacity Act and Deprivation of Liberty Safeguards provisions, in order to protect and promote the rights of people who lack mental capacity
3. Provide strategic leadership for a rights based continuing healthcare policy, both nationally and in Surrey, to ensure people with complex ongoing healthcare needs are assessed and receive services in a timely and effective manner
4. Contribute to efficiency savings to deliver better outcomes at less cost



Toni Carney
Head of Resources

Toni and her team:

1. Ensure there is a robust policy framework in place to respond to the radical changes in national policy, to other strategic changes and new models of delivery
2. Provide strategic leadership as Caldicott Guardian, for information governance across the Directorate and for putting data and information sharing arrangements in place with partners to support an integrated model of community based health and social care
3. Deliver effective commissioning and business support services across the Directorate
4. Work with IMT partners to implement the Liquidlogic Adults' Social Care System which will enable staff to work more efficiently, will support new models of delivery and enable future interoperability with health systems
5. Provide professional leadership for the deputyship function and for financial assessments and benefits across Adult Social Care, ensuring the end-to-end processes are efficient, effective and meet the needs of the Care Act
6. Contribute to efficiency savings to deliver better outcomes at less cost



Vernon Nosal
Strategic Head of
Safeguarding and
Quality Assurance

Vernon and his team:

1. Ensure there is a robust quality assurance framework in place across Surrey, which utilises all available national and local information and data, to monitor the quality of provision and to facilitate a pro-active approach
2. Provide strategic and operational leadership for safeguarding across Adult Social Care, implementing the new safeguarding duties under the Care Act which includes ensuring the independence of the Surrey Safeguarding Adults Board, to protect people from harm and ensure care and support services are high quality and safe
3. Deliver a responsive customer relations function, ensuring complaints and compliments are handled in a timely and efficient manner and any lessons learnt are reflected back into practice
4. Contribute to efficiency savings to deliver better outcomes at less cost



Kathryn Pyper
Senior Programme
Manager

Kathryn and her team:

1. Provide robust business intelligence to meet external statutory and corporate reporting requirements; local management information to support front line teams; intelligence to inform the Directorate's change projects and the commissioning function; and participate in external and internal best practice groups
2. Support delivery of strategic change projects across the Directorate to realise the ambitions set in the Directorate strategy
3. Deliver effective information and advice about local care and support to all Surrey residents under the duties of the Care Act; ensure robust stakeholder engagement; meet internal and external communications needs; and ensure the Directorate addresses its equality duties
4. Contribute to efficiency savings to deliver better outcomes at less cost



Philippa Alisiroglu
Assistant Director
Service Delivery

Philippa and her team:

1. Provide strategic leadership for the provision of safe, effective, caring and responsive in-house regulated services for adults across the county, ensuring we protect people from harm and connect them with their family, friends and community support networks
2. Embed and maintain a culture of continuous improvement in the in-house regulated services for adults, ensuring the delivery of high quality provision
3. Work with people who use services, carers, health and other partners to deliver local integrated community based health and social care services, exploring new and empowering models of delivery
4. Ensure the workforce is equipped with the right skills and support to deliver a safe and effective service
5. Contribute to efficiency savings to deliver better outcomes at less cost

Adult Social Care

6

Strategic Director: Helen Atkinson

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Older People	175,986	177,856	173,803	174,041	169,462	165,685
Physical & Sensory Disabilities	50,742	48,566	47,249	47,643	48,307	48,930
People with Learning Disabilities	138,003	140,075	142,699	146,562	151,418	157,126
Mental Health & Substance Misuse	9,887	9,935	9,183	9,504	9,857	10,185
Assessment & Care Management	23,515	22,946	22,259	21,689	21,119	20,535
Management & Support	19,129	21,653	21,300	21,428	21,297	21,402
Housing Related Support	11,329	8,506	5,756	5,756	5,756	5,756
Income	-56,792	-60,931	-61,483	-61,654	-62,545	-64,079
Net budget ¹	371,800	368,607	360,766	364,969	364,671	365,541
Funding:						
other UK Government grants	-1,097	-580	-80	-80	-80	-80
Contribution and contract income	-10,001	-11,095	-11,095	-11,095	-11,095	-11,095
Fees & charges	-43,829	-47,196	-48,248	-48,419	-49,310	-50,843
Reimbursements and recovery of costs	-1,865	-2,060	-2,060	-2,060	-2,060	-2,060
Total funding	-56,792	-60,931	-61,483	-61,654	-62,545	-64,079
Expenditure:						
Staffing	58,837	58,314	55,566	54,398	53,748	53,304
Non staffing	3,937	3,393	3,351	3,418	3,487	3,556
Contracts & Care packages	365,818	367,830	363,332	368,807	369,982	372,759
Total expenditure	428,592	429,538	422,249	426,623	427,217	429,620
Net budget ¹	371,800	368,607	360,766	364,969	364,671	365,541

	2015/16	2016/17
FTE	1,925	1,860

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Summary budget movement					
Prior year budget	371,800	368,607	360,766	364,969	364,671
Pressures and changes	52,138	50,145	34,200	27,587	26,935
Savings	-55,332	-57,985	-29,998	-27,884	-26,065
Movements	-3,193	-7,840	4,202	-297	869
Revised budget	368,607	360,766	364,969	364,671	365,541

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016-21 £000
Capital Programme						
Major Adaptations	800	800	800	800	800	4,000
In-house capital improvement schemes	250	250	250	250	250	1,250
User led organisational hubs	100	0	0	0	0	100
ASC Case Management & Finance System	598	0	0	0	0	598
	1,748	1,050	1,050	1,050	1,050	5,948

Note 1: Net Budget supported by general government grants and reserves

Adult Social Care

Policy Budget (by activity)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Older People						
Nursing General	20,533	25,253	25,125	25,975	24,955	24,617
Nursing Dementia	16,059	19,224	18,601	18,590	17,498	16,984
Residential General - External	41,120	41,828	39,566	38,368	36,724	35,451
Residential Dementia - External	13,558	15,541	15,529	15,949	15,731	15,595
Residential In-House Provision	6,493	4,917	3,059	2,310	2,357	2,400
Home Care - External	41,758	47,142	46,165	47,956	47,696	46,687
Reablement In-House Provision	7,362	7,539	7,588	7,631	7,661	7,686
Extra Care In-House Provision	2,500	2,427	2,427	2,428	2,428	2,428
Direct Payments	8,458	6,536	9,318	8,678	7,981	7,132
Day Care - External	2,892	2,405	2,409	2,405	2,419	2,435
Day Care In-House Provision	177	180	182	185	187	188
Respite Care	1,688	1,670	1,696	1,721	1,751	1,780
Transport Services	455	401	353	349	345	341
Other Care	12,934	2,795	1,785	1,496	1,729	1,960
Total Older People	175,986	177,856	173,803	174,041	169,462	165,685
Physical & Sensory Disabilities						
Nursing General	2,789	2,909	2,739	2,673	2,598	2,514
Nursing Dementia	48	132	124	120	116	111
Residential General - External	6,012	6,951	6,893	7,069	7,235	7,395
Residential Dementia - External	231	99	95	93	91	88
Supported Living / Home Care	7,749	7,682	7,507	7,477	7,517	7,532
Direct Payments	18,584	16,477	16,368	16,554	16,935	17,316
Day Care - External	945	884	914	940	977	1,015
Respite Care	148	139	140	140	142	144
Transport Services	225	159	131	134	137	141
Other Care - External	14,010	13,133	12,338	12,444	12,559	12,674
Total Physical & Sensory Disabilities	50,742	48,566	47,249	47,643	48,307	48,930
People with Learning Disabilities						
Nursing General	1,179	1,180	1,182	1,223	1,258	1,290
Nursing Dementia	260	224	214	211	207	202
Residential General - External	62,516	63,318	58,537	55,454	54,183	54,737
Residential Dementia - External	139	139	132	130	127	124
Residential In-House Provision	4,858	5,012	5,068	5,111	5,151	5,187
Supported Living / Home Care - External	32,223	34,602	37,908	42,271	45,412	47,454
Supported Living / Home Care In-House Provision	564	563	568	572	575	579
Direct Payments	15,678	13,629	16,735	18,043	19,592	21,209
Day Care - External	12,867	13,284	13,674	13,945	14,286	14,645
Respite Care	2,050	1,918	2,113	2,252	2,425	2,605
Transport Services	1,527	1,788	1,813	2,165	2,537	2,929
Other Care In-House Provision	4,142	4,417	4,757	5,184	5,664	6,166
Total People with Learning Disabilities	138,003	140,075	142,699	146,562	151,418	157,126

Adult Social Care

Policy Budget (by activity)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Mental Health & Substance Misuse						
Nursing General	219	304	331	370	408	444
Nursing Dementia	61	0	0	0	0	-1
Residential General	2,658	2,595	2,662	2,808	2,942	3,069
Residential Dementia	78	254	242	239	234	229
Supported Living / Home Care	2,899	3,713	3,707	3,818	3,966	4,101
Direct Payments	759	697	814	820	833	843
Day Care	37	9	9	9	9	9
Respite Care	3	6	6	6	6	6
Transport Services	40	15	14	14	14	14
Other Care	3,133	2,341	1,397	1,419	1,445	1,471
Total Mental Health & Substance Misuse	9,887	9,935	9,183	9,504	9,857	10,185
Other Expenditure						
Assessment & Care Management	23,515	22,946	22,259	21,689	21,119	20,535
Management & Support	19,129	21,653	21,300	21,428	21,297	21,402
Housing Related Support	11,329	8,506	5,756	5,756	5,756	5,756
Total Other Expenditure	53,974	53,105	49,315	48,873	48,172	47,694
Gross Expenditure	428,592	429,538	422,249	426,623	427,216	429,620
Income						
other UK Government Grants	-1,097	-580	-80	-80	-80	-80
Contribution and contract income	-10,001	-11,095	-11,095	-11,095	-11,095	-11,095
Fees & charges	-43,829	-47,196	-48,248	-48,419	-49,310	-50,843
Reimbursements and recovery of costs	-1,865	-2,060	-2,060	-2,060	-2,060	-2,060
Total Income	-56,792	-60,931	-61,483	-61,654	-62,545	-64,079
Net Expenditure	371,800	368,607	360,766	364,969	364,671	365,541

Adult Social Care

Detailed budget movement by year	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000
Pressures and changes					
<u>Inflation</u>					
General inflation	7,014	7,737	7,535	7,649	7,679
Pay inflation	574	483	474	439	381
Total inflation	7,588	8,220	8,009	8,088	8,060
<u>Market & demand</u>					
Market pressures above general inflation	4,068	4,414	5,475	0	0
Total Market	4,068	4,414	5,475	0	0
Full year effect of existing care packages - Non-Transition	7,294	4,256	4,062	3,857	3,640
Future year demand pressures - Non-Transition	8,774	8,210	7,651	7,093	6,534
Full year effect of existing care packages - Transition	1,898	2,744	2,938	3,143	3,360
Future year Transition cases	5,656	5,939	6,236	6,547	6,875
Total Demand	23,623	21,149	20,887	20,640	20,409
Changes to Fees & Charges income	-3,212	-1,052	-171	-891	-1,534
Total Income	-3,212	-1,052	-171	-891	-1,534
Total market & demand	24,478	24,510	26,191	19,749	18,875
<u>Legislative</u>					
Supreme Court Judgement: Deprivation of Liberty Safeguards	2,138				
Mental Health Transformaiton Challenge Award Funding	517	500	0		
Mental Health Transformaiton Challenge Award Expenditure	-517	-500	0	0	0
Transfer of Independent Living Fund to Local Authorities	446				
National Insurance Changes	1,218				
Total legislative	3,803	0	0	0	0
<u>Other changes</u>					
Changes to Joint Funded care package income	-627				
Other income changes	-817				
Failure to achieve MTFP savings on an ongoing basis	4,407	0	0	0	0
Replacement of additional in year savings	12,400	17,900	0	0	0
End of Repayment of Sourcing Review Invest to Save funding	0	0	0	-250	0
End of Repayment of Continuing Health Care Invest to Save	0	-485	0	0	0
Other Changes	907	0	0	0	0
Total other changes	16,270	17,415	0	-250	0
Total Pressures and changes	52,138	50,145	34,200	27,587	26,935

	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17
Savings	£000	£000	£000	£000	£000	RAG
Continuing Savings						
Family, Friends and Community support "Core target"	-7,500	-5,000	-2,000	0	0	A
Family, Friends and Community support "Stretch target"	-2,500	0	0	0	0	R
Transport care packages review	-500	-500	0	0	0	A
Reduce Adult Social Care demand pressures through an integrated approach to Whole Systems Demand Management	-4,303	-4,859	-4,300	-3,742	-3,183	R
Optimisation of Transition pathways	-1,000	-1,000	-1,000	-1,000	-1,000	A
Shift in Older People care pathway	-1,579	-2,594	-2,819	-1,128	0	R
Section 256 client group savings	-2,000	-2,000	-1,750	-1,750	-1,500	G
Targeted strategic shift from residential to community based	-652	-1,268	-1,268	-616	0	A
Expansion of extra care services	0	0	-397	-794	-794	A
Strategic review of Older People In-house services	-1,803	-2,100	-800	0	0	A
Maximise value of contracts and grants	-5,800	-5,300	-500	0	0	A
Ensure correct application of National Continuing Health Care	-3,000	-2,500	-2,000	-1,750	-1,750	A
Whole Systems Demand Management	-30,637	-27,121	-16,835	-10,780	-8,227	
Optimisation of spot care rates	-4,050	-4,442	-3,434	-6,408	-6,420	A
Optimisation of main block contract rates	-421	-429	-437	-445	-454	A
Optimisation of other block contract & grant rates	-317	-323	-303	-293	-293	G
Commissioning for Older people with Learning Disabilities	-421	-663	-255	0	0	A
Improved sourcing of residential care	-100	-234	0	0	0	A
Recommission short breaks services	-514	0	0	0	0	A
Market Management & Pricing Strategies	-5,824	-6,091	-4,429	-7,146	-7,166	
Workforce synergies	-861	-843	-826	-810	-794	R
Optimise staff travel	-110	-110	0	0	0	A
Workforce Strategy	-971	-953	-826	-810	-794	
Replacement of Additional In-Year savings on an ongoing basis	0	-15,900	0	0	0	
Further Savings to be identified	0	-7,921	-7,908	-9,149	-9,878	R
Other Savings	0	-23,821	-7,908	-9,149	-9,878	
Total Continuing Savings	-37,432	-57,985	-29,998	-27,884	-26,065	
Additional In-Year Savings						
FFC Direct payment reclaims	-7,500					G
Overprojection due to breaks / one-off reductions in care services	-2,500					G
Underusage of call offs	-500					G
Strategic supplier review rebates	-1,000					A
General In-house efficiencies	-400					A
Staff turnover	-6,000					G
Total Additional In-Year Savings	-17,900	0	0	0	0	
Total savings	-55,332	-57,985	-29,998	-27,884	-26,065	

Assessment of achievability of savings

2016/17

£000

At Risk	-9,243	R
Some Issues	-25,871	A
Progressing	-2,317	G
One off	-17,900	P
	-55,332	

Central Income & Expenditure

Financial Budget

2016/21

Central Income & Expenditure

Director of Finance: Sheila Little

6

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Pensions back funding	11,332	11,146	12,948	14,755	16,666	16,881
Redundancy & Compensation	6,225	6,487	6,487	6,487	6,487	6,487
Other Initiatives	-1,500	-2,250	-1,783	-4,103	-5,201	-5,963
Apprenticeship Levy			1,250	1,250	1,250	1,250
Land Drainage Precept	1,125	1,098	1,125	1,153	1,182	1,212
Contribution to/from reserves	4,465	-673	-45	3,752	2,757	3,340
Interest Payable	14,100	17,739	19,593	19,936	19,802	19,805
Minimum Revenue Provision	25,251	26,479	29,293	32,694	38,480	40,977
Government Grants	-237,248	-202,327	-166,358	-126,728	-105,568	-106,192
Council Tax & Business Rates	-642,100	-672,200	-702,877	-736,556	-771,937	-790,774
Interest Receivable	-403	-495	-610	-836	-1,047	-1,047
Net budget ¹	-818,753	-814,996	-800,977	-788,196	-797,129	-814,024
<u>Funding:</u>						
Council Tax	-598,000	-614,903	-630,065	-649,070	-668,800	-673,100
Council Tax - Adult Social Care Precept		-11,829	-24,512	-38,097	-52,634	-67,171
Business Rates	-44,100	-45,468	-48,300	-49,389	-50,503	-50,503
Revenue Support Grant	-109,800	-67,078	-28,000	-4,450		
Business Rates Top-up Grant	-58,915	-59,406	-60,567	-62,362	-47,093	-47,687
RSG Transitional relief		-11,926	-12,175			
Other UK Government grants	-68,533	-63,917	-65,616	-59,916	-58,475	-58,505
Income from investments	-403	-495	-610	-836	-1,047	-1,047
Total funding	-879,751	-875,022	-869,845	-864,120	-878,552	-898,013
<u>Expenditure:</u>						
Non staffing	60,998	60,026	68,868	75,924	81,423	83,989
Total expenditure	60,998	60,026	68,868	75,924	81,423	83,989
Net budget ¹	-818,753	-814,996	-800,977	-788,196	-797,129	-814,024

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Summary budget movement					
Prior year budget	-818,753	-814,996	-800,977	-788,196	-797,129
Pressures and changes	6,694	15,557	13,319	-8,396	-16,357
Savings	-2,937	-1,538	-537	-537	-538
Movements	3,757	14,019	12,782	-8,933	-16,895
Revised budget	-814,996	-800,977	-788,196	-797,129	-814,024

Note 1: Net Budget supported by general government grants and reserves

Central Income & Expenditure

Detailed budget movement by year

	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000
Pressures and changes					
<u>Market & demand</u>					
Redundancy & compensation	262				
Interest payable	3,633	1,854	344	-134	2
Minimum revenue provision	1,228	2,814	3,401	5,786	2,497
Interest receivable	-92	-115	-226	-211	
Pension fund deficit funding	1,397	1,802	1,806	1,911	216
Total market & demand	6,428	6,355	5,325	7,352	2,715
<u>Legislative</u>					
Government grants	34,921	35,969	39,630	21,160	-624
Council Tax & Business Rates	-30,100	-30,677	-33,679	-35,381	-18,837
Land Drainage Precept	-27	27	28	29	30
Total legislative	4,794	5,319	5,979	-14,192	-19,431
<u>Other changes</u>					
Contributions to/from reserves	-5,138	628	3,797	-995	583
Other Initiatives	2,187	3,255	-1,783	-561	-224
Virements	-1,577				
Total other changes	-4,528	3,883	2,014	-1,556	359
Total Pressures and changes	6,694	15,557	13,319	-8,396	-16,357

	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17
Savings	£000	£000	£000	£000	£000	RAG
<u>Continuing Savings</u>						
Public Health (Other Initiatives)	-2,937	-1,538	-537	-537	-538	A
Total Continuing Savings	-2,937	-1,538	-537	-537	-538	
Total savings	-2,937	-1,538	-537	-537	-538	

Note 2: The assessment of savings use the traffic light system: Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only



Julie Fisher
Deputy Chief Executive

Our purpose

Our purpose is to work with partners to ensure that children and young people will be happy, healthy, safe and confident in their future. This includes:

1. Identifying the needs of vulnerable children and young people who require help and protection, and protecting them from harm and neglect
2. Ensuring the children we look after have the same opportunities as their peers and are able to realise their potential
3. Providing all children with access to education and childcare
4. Supporting all Surrey young people to participate in education, employment or training

For more information on what we do, contact julie.fisher@surreycc.gov.uk

Our challenges and opportunities

- The **Ofsted report** published in June 2015 gave an overall judgement for Children's Services of inadequate – it highlighted a number of areas for improvement to ensure that we consistently provide good help, care and protection to all children and young people.
- **Demographic pressures continue to increase resulting in greater demand across the services** provided for children and young people, both for targeted and specialist services, and also county-wide provision, such as schools.
- In addition, **legislative and national policy changes and decisions are also heightening demand and requirements for services** – these include changes to our responsibilities for young people with special educational needs and disabilities, and meeting the needs of increasing numbers of unaccompanied asylum seekers.
- This takes place against a backdrop of **financial pressures and reducing budgets across the public sector** – reinforced by the recent Government Spending Review and indicative local government settlement, and suggesting that the County Council's main government grant will be reduced by £109m over the next two years. The introduction of a new national funding formula in 2017/18 could also mean a significant change in funding for schools and high needs pupils.

Our key actions

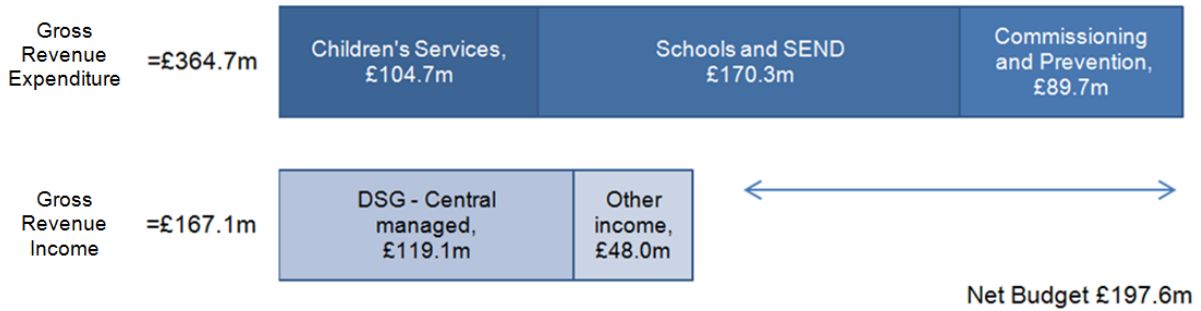
Our core improvement programme priorities

1. Ensure our quality of children's social work practice is consistently good across the county
2. Improve outcomes for children in need of support and protection
3. Work with partners to develop a multi-agency safeguarding hub and early help offer
4. Support 750 families through the Surrey Family Support Programme
5. With partners and families, develop a future operating model for SEND that includes pathways, provision, people, finance and performance
6. Improve the satisfaction of families of children with special educational needs and disabilities with the support they receive
7. Review the county council's role in education and skills to embrace changing partnerships and relationships with early years, schools and further education providers.

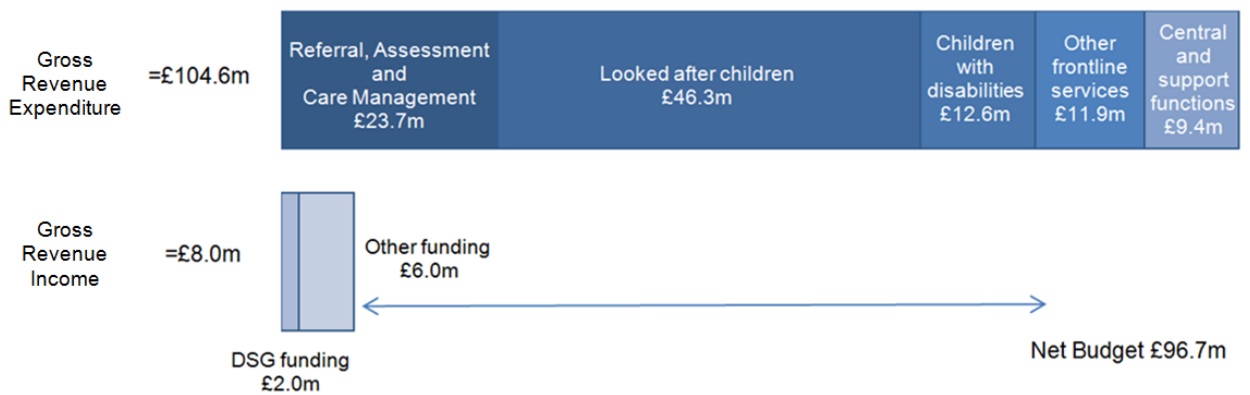
Underpinning actions

8. Provide over 2000 additional school places for the September 2016 school year
9. Support young people to participate in education, training or employment
10. Embed a continual learning and improvement approach through delivering good quality assurance across the directorate
11. Strengthen partnership working arrangements and review our approach to joint commissioning to ensure our resources are focused on what children and young people need and improve outcomes
12. Review the skills, culture and capacity of our workforce to deliver our improvement programme priorities

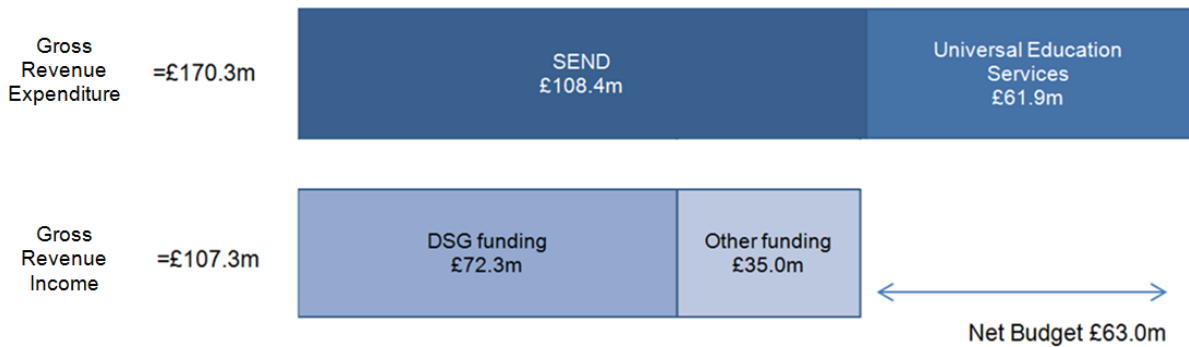
Children, Schools and Families



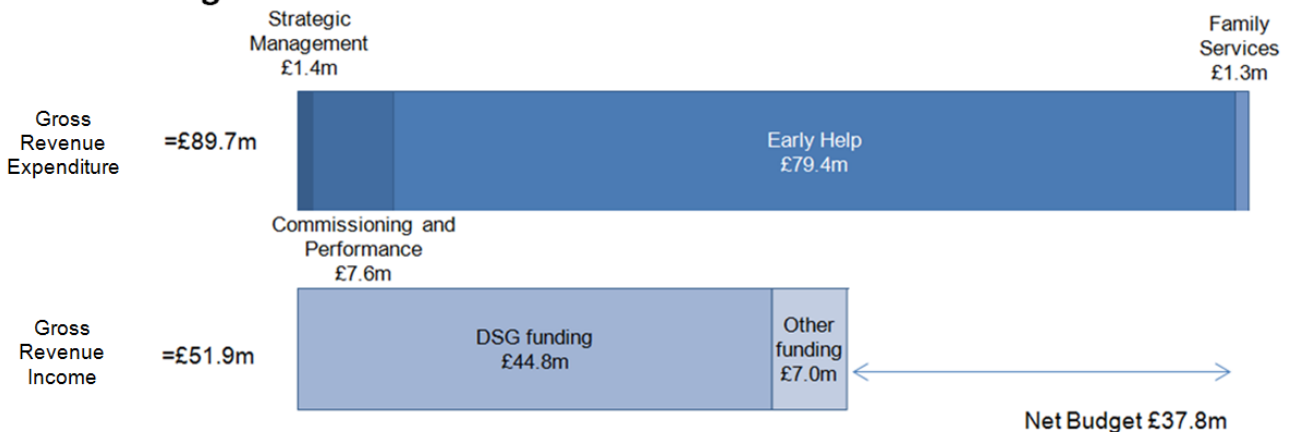
Children's Services



Schools and SEND



Commissioning and Prevention



Children's , Schools & Families

Deputy Chief Executive: Julie Fisher

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Children's Services	93,864	104,734	107,393	107,570	104,329	102,417
Schools and SEND	162,693	170,835	168,996	169,409	170,827	171,421
Commissioning and Prevention	86,308	89,744	84,244	82,240	82,211	82,276
DSG - Centrally Managed	-117,812	-119,131	-119,131	-119,131	-119,131	-119,131
Other income	-46,643	-48,525	-48,669	-49,225	-49,793	-50,360
Net budget ¹	178,411	197,657	192,833	190,863	188,445	186,624
Delegated Schools expenditure	469,038	457,662	457,481	457,481	457,481	457,481
DSG - School related income	-469,038	-457,662	-457,481	-457,481	-457,481	-457,481
Total net budget	178,411	197,657	192,833	190,863	188,445	186,624
<u>Funding:</u>						
Centrally managed - Dedicated Schools Grant	-117,812	-119,131	-119,131	-119,131	-119,131	-119,131
Other UK Government grants	-6,174	-6,293	-6,288	-6,284	-6,280	-6,276
Contribution and contract income	-6,083	-10,253	-10,901	-10,904	-10,911	-10,913
Fees and Charges	-31,268	-27,119	-27,120	-27,677	-28,242	-28,811
Reimbursements and recovery of costs	-3,118	-4,860	-4,360	-4,360	-4,360	-4,360
Total CSF funding	-164,455	-167,656	-167,800	-168,356	-168,924	-169,491
School related grants	-469,038	-457,662	-457,481	-457,481	-457,481	-457,481
Total funding	-633,493	-625,318	-625,281	-625,837	-626,405	-626,972
<u>Expenditure:</u>						
Staffing	111,395	121,081	119,683	118,964	118,931	119,208
Non staffing	57,349	60,536	57,426	57,180	58,123	59,071
Contracts & Care packages	174,122	183,696	183,523	183,075	180,315	177,836
Total CSF expenditure	342,866	365,313	360,632	359,219	357,369	356,115
School related expenditure	469,038	457,662	457,481	457,481	457,481	457,481
Total expenditure	811,904	822,975	818,113	816,700	814,850	813,596
Net budget ¹	178,411	197,657	192,833	190,863	188,445	186,624

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Summary budget movement					
Prior year budget	178,411	197,657	192,833	190,863	188,445
Pressures and changes	30,046	9,055	8,949	8,402	8,100
Savings	-10,800	-13,879	-10,919	-10,820	-9,921
Movements	19,246	-4,824	-1,970	-2,418	-1,821
Revised budget	197,657	192,833	190,863	188,445	186,624

Note 1: Net Budget supported by general government grants and reserves

Children's Services

Strategic Director: Julie Fisher

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Referral, Assessment and Care Management	22,488	23,651	24,392	24,094	23,739	23,292
Looked After Children	42,750	46,271	47,645	48,475	45,946	45,032
Children with Disabilities	11,593	12,584	13,122	13,500	13,875	13,853
Other Front Line Services	9,369	11,898	11,792	11,777	11,762	11,748
Central and Support Functions	7,664	10,330	10,442	9,724	9,007	8,492
Income	-7,016	-7,973	-7,973	-7,973	-7,973	-7,973
Net budget ¹	86,848	96,761	99,420	99,597	96,356	94,444
Funding:						
Dedicated Schools Grant - DSG	-1,957	-1,957	-1,957	-1,957	-1,957	-1,957
Other UK Government grants	-2,300	-3,300	-3,300	-3,300	-3,300	-3,300
Contribution and contract income	-2,152	-2,499	-2,499	-2,499	-2,499	-2,499
Reimbursements and recovery of costs	-607	-217	-217	-217	-217	-217
Total funding	-7,016	-7,973	-7,973	-7,973	-7,973	-7,973
Expenditure:						
Staffing	44,739	48,452	49,339	49,204	48,061	47,130
Non staffing	3,506	4,256	4,281	4,375	4,367	4,361
Contracts & Care packages	45,619	52,026	53,773	53,991	51,901	50,926
Total expenditure	93,864	104,734	107,393	107,570	104,329	102,417
Net budget ¹	86,848	96,761	99,420	99,597	96,356	94,444

	2015/16	2016/17
FTE	1,069	1,081

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Summary budget movement					
Prior year budget	86,848	96,761	99,420	99,597	96,356
Pressures and changes	11,056	4,260	3,680	1,680	1,380
Savings	-1,143	-1,601	-3,503	-4,921	-3,292
Movements	9,913	2,659	177	-3,241	-1,912
Revised budget	96,761	99,420	99,597	96,356	94,444

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016-21 £000
Capital Programme						
Children with Disabilities Adaptations	299	299	299	299	299	1,495
Foster Carer Grants and Loans	300	300	300	300	300	1,500

Note 1: Net Budget supported by general government grants and reserves

Children's Services

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Referral, Assessment and Care Management						
Staffing	17,971	18,834	19,352	18,962	18,566	18,178
Care	4,517	4,817	5,040	5,132	5,173	5,114
Looked After Children						
Fostering Teams	3,261	3,331	3,367	3,361	3,355	3,350
In-House Fostering Allowances	8,252	8,732	9,065	9,251	9,435	9,521
In-House Residential Homes	4,251	4,438	4,487	5,580	5,569	5,561
External Agency Placements	15,346	17,096	17,650	16,623	13,694	12,976
Adoption and Permanency Team	1,581	1,600	1,617	1,615	1,612	1,609
Special Guardianship, Residence and Adoption Allowances	4,809	4,835	5,038	5,130	5,271	5,262
Leaving Care	1,979	2,008	2,180	2,676	2,772	2,517
Asylum Seekers Expenditure	3,271	4,231	4,241	4,239	4,238	4,236
Asylum Seekers Income	-2,340	-3,300	-3,300	-3,300	-3,300	-3,300
Children with Disabilities						
Staffing	2,503	2,606	2,635	2,630	2,625	2,621
Care Packages	4,333	4,745	5,197	5,588	5,978	5,969
Short Breaks Contracts	3,284	3,704	3,744	3,738	3,731	3,725
In-House Respite	1,473	1,529	1,546	1,544	1,541	1,538
CAMHS and Hope						
Expenditure	4,989	7,304	7,251	7,243	7,236	7,229
Other Income	-1,901	-2,179	-2,179	-2,179	-2,179	-2,179
Centrally Managed DSG	-757	-757	-757	-757	-757	-757
Preventative Services	1,756	1,824	1,801	1,798	1,795	1,792
Safeguarding Services	2,624	2,770	2,740	2,736	2,731	2,727
Children's Services Management and Central Budgets	2,980	5,265	5,160	4,451	3,743	3,237
Practice Support	4,684	5,065	5,282	5,273	5,264	5,255
Other Income	-818	-537	-537	-537	-537	-537
Centrally Managed DSG	-1,200	-1,200	-1,200	-1,200	-1,200	-1,200
Net budget ¹	86,848	96,761	99,420	99,597	96,356	94,444

Note:

1: Net Budget supported by general government grants and reserves

Children's Services

Detailed budget movement by year

	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000
Pressures and changes					
<u>Inflation</u>					
General inflation	936	788	857	857	857
Pay inflation	921	835	982	982	982
Total inflation	1,857	1,623	1,839	1,839	1,839
<u>Market & demand</u>					
General Demographic growth	480	437	441	441	441
Looked After Children, Demand	2,100	500	-400	-1,300	-900
Additional Social Work	1,500				
Multi agency Safeguarding Hub	1,000				
Continuing Improvement Plan		1,000			
New Children's Homes			1,100		
Permanency Allowances	400	300	300	300	
CAMHS Investment	1,900				
Children with Disabilities Demand	730	400	400	400	
Total market & demand	8,110	2,637	1,841	-159	-459
<u>Legislative</u>					
National insurance change	1,008				
Total legislative	1,008	0	0	0	0
<u>Other changes</u>					
Virements	81				
Total other changes	81	0	0	0	0
Total Pressures and changes	11,056	4,260	3,680	1,680	1,380

	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17
	£000	£000	£000	£000	£000	RAG
Savings						
<u>Continuing Savings</u>						
Market Management	-721	-559	-559	-559	-559	A
Marginal Gains	-422	-442	-1,444	-1,462	-1,433	A
Early Help reductions in Demand		-400	-800	-800	-800	A
Switch to in-house provision				-1,400		A
Reduced Reliance on Locums			-500	-500	-500	A
Leaner Pathways		-200	-200	-200		A
Total Continuing Savings	-1,143	-1,601	-3,503	-4,921	-3,292	
Total savings	-1,143	-1,601	-3,503	-4,921	-3,292	

2016/17 Assessment of achievability of savings	2016/17	2016/17
	£000	RAG
At Risk	0	R
Some Issues	-1,143	A
Progressing	0	G
One off	0	P
	-1,143	

Commissioning and Prevention

Assistant Director: Garath Symonds

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Strategic Management	421	1,445	836	386	386	386
Commissioning and Performance	7,586	7,607	7,326	7,333	7,344	7,370
Early Help	77,087	77,014	71,914	70,353	70,313	70,352
Family Services	1,214	3,678	4,168	4,168	4,168	4,168
Income						
DSG - Centrally Managed	-45,430	-44,837	-44,837	-44,837	-44,837	-44,837
Other Income	-6,234	-7,048	-7,048	-7,048	-7,048	-7,048
Net budget ¹	34,644	37,859	32,359	30,355	30,326	30,391
Funding:						
Dedicated Schools Grant - DSG	-45,430	-44,837	-44,837	-44,837	-44,837	-44,837
Other UK Government grants	-1,740	-1,700	-1,700	-1,700	-1,700	-1,700
Contribution and contract income	-1,023	-470	-470	-470	-470	-470
Fees & charges	-2,683	-3,051	-3,051	-3,051	-3,051	-3,051
Reimbursements and recovery of costs	-788	-1,827	-1,827	-1,827	-1,827	-1,827
Total funding	-51,664	-51,885	-51,885	-51,885	-51,885	-51,885
Expenditure:						
Staffing	27,914	30,063	27,816	26,973	27,257	27,638
Non staffing	2,535	3,968	1,076	149	63	-24
Contracts & Care packages	55,860	55,713	55,352	55,118	54,892	54,662
Total expenditure	86,308	89,744	84,244	82,240	82,211	82,276
Net budget ¹	34,644	37,859	32,359	30,355	30,326	30,391

	2015/16	2016/17
FTE	609	640

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Prior year budget	34,644	37,859	32,359	30,355	30,326
Pressures and changes	5,739	140	392	843	842
Savings	-2,524	-5,640	-2,396	-872	-777
Movements	3,215	-5,500	-2,004	-29	65
Revised budget	37,859	32,359	30,355	30,326	30,391

Note 1: Net Budget supported by general government grants and reserves

Commissioning and Prevention

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Strategic Management	421	1,445	836	386	386	386
Commisioning and Performance	7,586	7,607	7,326	7,333	7,344	7,370
Early Help						
Early Help Transformation	0	-2,000	-7,000	-8,500	-8,500	-8,500
Early Years	6,915	7,211	7,305	7,343	7,265	7,206
Children's Centres	10,614	11,704	11,757	11,703	11,656	11,627
Free Early Education	44,096	43,572	43,572	43,572	43,572	43,572
Youth Support Service	15,462	16,527	16,280	16,235	16,320	16,447
Family Services	1,214	3,678	4,168	4,168	4,168	4,168
Income						
DSG - Centrally Managed	-45,430	-44,837	-44,837	-44,837	-44,837	-44,837
Other Income	-6,234	-7,048	-7,048	-7,048	-7,048	-7,048
Net budget 1	34,644	37,859	32,359	30,355	30,326	30,391

Note:

1: Net Budget supported by general government grants and reserves

Commissioning and Prevention

Detailed budget movement by year

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Pressures and changes					
<u>Inflation</u>					
General inflation	180	262	284	284	284
Pay inflation	540	390	459	460	459
Total inflation	720	652	743	744	743
<u>Market & demand</u>					
General Demographic changes	94	98	99	99	99
Family Support	2,380	490			
CSF Improvement Team	1,050	-600	-450		
Children's Centres 15-16 adjustment	1,000				
Apprenticeship Investment ceases		-500			
Domestic Abuse Intervention	100				
Total market & demand	4,624	-512	-351	99	99
<u>Legislative</u>					
National insurance change	585				
Total legislative	585	0	0	0	0
<u>Other changes</u>					
Virements	-190				
Total other changes	-190	0	0	0	0
Total Pressures and changes	5,739	140	392	843	842

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Savings						
<u>Continuing Savings</u>						
Market Management	-196	-224	-224	-224	-224	A
Early Help Reconfiguration	-2,000	-5,000	-1,500			A
Marginal Gains	-128	-236	-452	-428	-433	A
Early Help reductions in Demand		-80	-120	-120	-120	A
Income Generation	-200					A
Leaner Pathways		-100	-100	-100		A
Total Continuing Savings	-2,524	-5,640	-2,396	-872	-777	
Total savings	-2,524	-5,640	-2,396	-872	-777	

2016/17 Assessment of achievability of savings	2016/17 £000	2016/17 RAG
At Risk	0	R
Some Issues	-2,524	A
Progressing	0	G
One off	0	P
	-2,524	

Delegated schools

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Schools-delegated and devolved	469,038	457,662	457,481	457,481	457,481	457,481
<u>Income</u>						
Dedicated Schools Grant	-423,359	-413,379	-413,379	-413,379	-413,379	-413,379
Other Income	-45,679	-44,283	-44,102	-44,102	-44,102	-44,102
Net budget ¹	0	0	0	0	0	0
<u>Funding:</u>						
Dedicated Schools Grant - DSG	-423,359	-413,379	-413,379	-413,379	-413,379	-413,379
other UK Government grants	-45,679	-44,283	-44,102	-44,102	-44,102	-44,102
Total funding	-469,038	-457,662	-457,481	-457,481	-457,481	-457,481
<u>Expenditure:</u>						
Schools	469,038	457,662	457,481	457,481	457,481	457,481
Total expenditure	469,038	457,662	457,481	457,481	457,481	457,481
Net budget ¹	0	0	0	0	0	0

Summary budget movement

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Prior year budget	0	0	0	0	0
<u>Pressures and changes</u>					
SEN growth and developments	816				
Other school expenditure	8,077	-181			
Impact of academy conversions	-20,269				
Changes in DSG income	9,980				
Other government grant changes	1,396	181			
Movements	0	0	0	0	0
Revised budget	0	0	0	0	0

Capital Programme	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016-20 £000
Schools devolved formula capital	1,606	1,606	1,606	1,606	1,606	8,030

Note 1: Net Budget supported by general government grants and reserves

Schools and Special Educational Needs & Disabilities (SEND)

Assistant Director: Julie Stockdale (Interim)

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
SEND	99,164	108,411	107,678	107,226	107,314	106,368
Universal Education Services	63,530	62,424	61,318	62,183	63,512	65,051
Income						
DSG - Centrally Managed	-70,425	-72,337	-72,337	-72,337	-72,337	-72,337
Other Income	-35,350	-35,461	-35,605	-36,160	-36,727	-37,295
Net budget ¹	56,919	63,037	61,054	60,912	61,763	61,789
Funding:						
Dedicated Schools Grant - DSG	-70,425	-72,337	-72,337	-72,337	-72,337	-72,337
Other UK Government grants	-2,134	-1,293	-1,288	-1,284	-1,280	-1,276
Contribution and contract income	-2,908	-3,826	-7,931	-7,935	-7,939	-7,943
Fees & charges	-28,585	-27,526	-24,069	-24,625	-25,192	-25,760
Reimbursements and recovery of costs	-1,723	-2,816	-2,316	-2,316	-2,316	-2,316
Total funding	-105,775	-107,798	-107,942	-108,497	-109,064	-109,632
Expenditure:						
Staffing	38,742	42,566	42,528	42,786	43,612	44,439
Non staffing	51,308	52,312	52,069	52,656	53,693	54,733
Contracts & Care packages	72,643	75,957	74,399	73,966	73,522	72,249
Total expenditure	162,693	170,835	168,996	169,409	170,827	171,421
Net budget ¹	56,919	63,037	61,054	60,912	61,763	61,789

	2015/16	2016/17
FTE	1,209	1,235

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Prior year budget	56,919	63,037	61,054	60,912	61,763
Pressures and changes	13,251	4,655	4,878	5,878	5,878
Savings	-7,133	-6,638	-5,020	-5,027	-5,852
Movements	6,118	-1,983	-142	851	26
Revised budget	63,037	61,054	60,912	61,763	61,789

Note 1: Net Budget supported by general government grants and reserves

Schools and Special Educational Needs & Disabilities (SEND)

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
SEND						
School Agency Placements	38,891	39,410	37,924	38,120	38,324	38,532
Individual Statemented Pupil Support Budgets	13,814	15,068	15,068	15,068	15,068	15,068
Post 16 SEND Assessment and Placements	6,975	11,427	11,350	11,350	11,350	11,350
Additional SEN	10,005	7,629	7,649	7,696	7,744	7,793
Area SEN Services	7,014	9,085	8,833	8,510	8,734	8,961
SEND Transport	22,464	25,792	26,854	26,483	26,095	24,666
Universal Education Services						
School Planning & Leadership	16,834	16,449	15,393	15,241	15,522	16,004
Universal Area Services	4,350	4,491	4,517	4,566	4,618	4,670
Home to School Transport - Mainstream	9,431	8,099	7,615	7,934	8,267	8,605
Home to School Transport - Alternative Provision	848	802	815	850	886	923
Virtual School	1,969	1,759	1,771	1,797	1,825	1,852
Commercial Services	27,695	28,167	28,465	28,965	29,473	29,984
Business Support	877	1,048	1,062	1,086	1,111	1,136
Education Welfare	1,526	1,609	1,679	1,743	1,810	1,877
Income						
DSG - Centrally Managed	-70,425	-72,337	-72,337	-72,337	-72,337	-72,337
Other Income	-35,350	-35,461	-35,605	-36,160	-36,727	-37,295
Net budget ¹	56,919	63,037	61,053	60,912	61,763	61,789

Additional information for Children, Schools and Families Directorate

Dedicated Schools Grant - Centrally Managed

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Agency Placements	-33,620	-33,016	-33,016	-33,016	-33,016	-33,016
Individual Statemented Pupil Support Budget	-13,171	-14,464	-14,464	-14,464	-14,464	-14,464
Post 16 SEND Assessment and Placements	-6,312	-10,282	-10,282	-10,282	-10,282	-10,282
Additional SEN	-7,562	-6,071	-6,071	-6,071	-6,071	-6,071
School Planning & Leadership	-3,475	-2,241	-2,241	-2,241	-2,241	-2,241
Universal Area Services	-2,924	-3,055	-3,055	-3,055	-3,055	-3,055
Area SEN Services	-2,896	-2,700	-2,700	-2,700	-2,700	-2,700
Business Support	-465	-508	-508	-508	-508	-508
Total DSG - Centrally Managed	-70,425	-72,337	-72,337	-72,337	-72,337	-72,337

Schools and Special Educational Needs & Disabilities (SEND)

Detailed budget movement by year

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Pressures and changes					
<u>Inflation</u>					
General inflation	3,382	3,550	3,859	3,859	3,859
Pay inflation	339	475	559	559	559
Total inflation	3,721	4,025	4,418	4,418	4,418
<u>Market & demand</u>					
General Demographic changes	1,386	1,460	1,460	1,460	1,460
SEND Transport	2,000	1,300			
SEND Demand	1,650	-1,650			
Total market & demand	5,036	1,110	1,460	1,460	1,460
<u>Legislative</u>					
SEND Reform	3,350	-480	-560		
National insurance change	664				
Promoting Inclusion	440		-440		
Total legislative	4,454	-480	-1,000	0	0
<u>Other changes</u>					
Virements	40				
Total other changes	40	0	0	0	0
Total Pressures and changes	13,251	4,655	4,878	5,878	5,878

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Savings						
<u>Continuing Savings</u>						
Market Management	-2,383	-2,417	-2,417	-2,417	-2,417	A
Marginal Gains	-950	-1,322	-903	-910	-935	A
Reductions in School Support	-1,300	-1,100				A
One off funding	-500	500				P
Education Support Grant	-400					A
Home to School Transport - SEND	-500	-1,499	-1,500	-1,500	-2,500	A
Home to School Transport - Mainstream	-600	-600				A
Leaner Pathways		-200	-200	-200		A
Income Generation	-500					G
Total Continuing Savings	-7,133	-6,638	-5,020	-5,027	-5,852	
Total savings	-7,133	-6,638	-5,020	-5,027	-5,852	

2016/17 Assessment of achievability of savings	2016/17 £000	2016/17 RAG
At Risk	0	R
Some Issues	-6,133	A
Progressing	-500	G
One off	-500	P
	-7,133	



Louise Footner
Head of
Communications

Our purpose

Our purpose is to:

- Devise effective communications and engagement to support the strategic priorities.
- Anticipate, research and respond to residents' changing lifestyles to engage with them in ways that suit their needs.
- Deliver activity to provide information and support behaviour change to benefit residents and staff.
- Work in partnership across the council and with other public, private and voluntary sector bodies.
- Ensure we engage and communicate with staff and members in ways that are honest, easy and timely.

For more information, contact louise.footner@surreycc.gov.uk

Our challenges and opportunities

Our challenges and opportunities are to maintain an effective dialogue with residents and staff about the new ways of working and providing services and the scale of savings required. Effective communication and engagement are key to the success of these changes. This brings an increased focus on partnership working and changes to our culture. There are opportunities to improve how we engage with partners, residents, and staff and look at new tools and techniques to do this in the most effective ways.

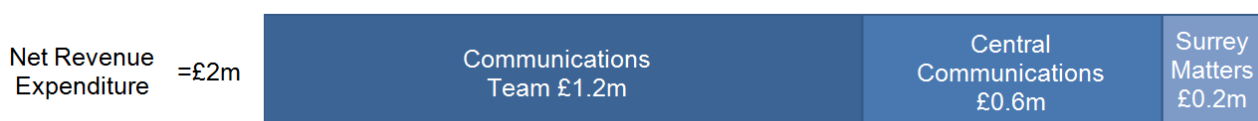
Our key actions

We will prioritise five actions for 2016/17 to support achievement of the council's three corporate strategy goals of wellbeing, economic prosperity and resident experience.

1. Develop opportunities for improved resident engagement and involvement
2. Support and drive the council's activity to develop a culture that supports new ways of working for staff
3. Deliver communications and engagement that promotes and supports the council priorities
4. Promote a one team approach to communications and engagement that reflects the partnership approach to providing services and collaborative working
5. Focus on value for money both in how we deliver communications and engagement and to reflect the financial position of the organisation

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £638 million is also planned over the next five years. The charts below show how Communications' spending has been allocated for 2016/17.



Communications

Head of Service: Louise Footner

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Communications Team	1,164	1,203	1,223	1,243	1,263	1,283
Central Communications	613	570	491	417	398	378
Surrey Matters	229	224	228	232	237	242
Net budget	2,006	1,997	1,942	1,892	1,898	1,903
<u>Funding:</u>						
Contribution and contract income	-15	-25	-26	-26	-27	-28
Total funding	-15	-25	-26	-26	-27	-28
<u>Expenditure:</u>						
Staffing	1,123	1,144	1,163	1,179	1,200	1,219
Non staffing	898	878	805	739	725	712
Total expenditure	2,021	2,022	1,968	1,918	1,925	1,931
Net budget¹	2,006	1,997	1,942	1,892	1,898	1,903

	2015/16	2016/17
FTE	23	22

Summary budget movement

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Prior year budget	2,006	1,997	1,942	1,892	1,898	
<u>Pressures and changes</u>						
Expenditure inflation	34	35	36	37	38	
Income inflation	0	-1	-1	-1	-1	
National Insurance Increase	21					
<u>Savings</u>						
1.5% marginal Saving	-30	-30	-31	-31	-32	G
Surrey Matters income	-10					G
Additional Savings	-24	-60	-55	0	0	G
Movements	-9	-55	-50	6	6	
Revised budget	1,997	1,942	1,892	1,898	1,903	

Note 1: Net Budget supported by general government grants and reserves

Note 2: The assessment of savings use the traffic light system: Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only



Jane Last
Head of Community
Partnership and Safety

Our purpose

Our purpose is to facilitate local democratic decision making, to engage residents to have their say and get involved in their local communities and to work with partners to shape place and ensure residents remain healthy, safe and confident about their future. We are responsible for:

- increasing and improving the opportunities for residents to be involved in local decision making and their communities
- leading cross-county approaches for community safety that make residents feel safer
- developing strong partnership working to help transform services for residents
- working with District and Borough partners to encourage governance and projects that focus on place and devolution

For more information on what we do, contact janel@surreycc.gov.uk

Our challenges and opportunities

To increase the participation of residents in decision making and their local communities, we will utilise evolving technology to improve the range and quality of conversations we have with ever wider groups of residents. To help residents feel safer we will work in partnership to transform the way services are delivered to residents, focussing on preventing problems from occurring and strengthening communities to respond when they do.

Our key actions

We will prioritise five actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. Increase resident engagement through the use of evolving technology and our work with services and partners
2. Increase residents safety by leading work with partners on domestic abuse and PREVENT
3. Actively encourage governance and projects that support place and devolution
4. Increase community resilience by supporting residents to develop local groups and action plans
5. Maximise the benefit of funding sources to enable projects that enhance our local and military communities

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £638 million is also planned over the next five years. The charts below show how Community Partnerships and Safety's spending has been allocated for 2016/17:

Net Revenue Expenditure =£2.8m	Community Partnerships £1.1m	Member Allocations £0.8m	Comm Imp Fund £0.5m	Comm Safety £0.4m
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Community Partnership and Safety

Head of Service: Jane Last

6

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Community Partnerships	1,086	1,101	1,096	1,092	1,087	1,081
Member Allocations	834	834	834	834	834	834
Community Improvement Fund	500	500	500	500	500	500
Community Safety	388	398	406	415	424	433
Net budget¹	2,808	2,833	2,836	2,841	2,845	2,848

Funding:

Reimbursements and recovery of costs	-160	-162	-163	-165	-166	-168
Total funding	-160	-162	-163	-165	-166	-168

Expenditure:

Staffing	1,178	1,220	1,240	1,260	1,279	1,300
Non staffing	1,790	1,775	1,759	1,746	1,732	1,716
Total expenditure	2,968	2,995	2,999	3,006	3,011	3,016

Net budget¹	2,808	2,833	2,836	2,841	2,845	2,848
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	2015/16	2016/17
FTE	24	25

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Prior year budget	2,808	2,833	2,836	2,841	2,845	
<u>Pressures and changes</u>						
General inflation	25	27	29	29	28	
Income inflation	-2	-2	-1	-2	-2	
National Insurance increase	24	0	0	0	0	
<u>Savings</u>						
1.5% marginal Saving	-22	-22	-23	-23	-23	G
Movements	25	3	5	4	3	
Revised budget	2,833	2,836	2,841	2,845	2,848	

Capital Programme	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016-20 £000
Local Committee allocations		385	385	385	385	1,540

Note 1: Net Budget supported by general government grants and reserves

Note 2: The assessment of savings use the traffic light system: Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only

Coroner

Financial Budget

2016/21

Coroner

Head of Service: Tracey Fottrell

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
County Coroner	1,258	1,775	1,804	1,836	1,868	1,902
Net budget ¹	1,258	1,775	1,804	1,836	1,868	1,902
<u>Expenditure:</u>						
Staffing	387	392	397	401	404	408
Non staffing	871	1,383	1,407	1,435	1,464	1,494
Total expenditure	1,258	1,775	1,804	1,836	1,868	1,902
Net budget ¹	1,258	1,775	1,804	1,836	1,868	1,902

	2015/16	2016/17
FTE	1	2

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Prior year budget	1,258	1,775	1,804	1,836	1,868
<u>Pressures and changes</u>					
General inflation	15	29	32	32	34
Mortuary Facilities	70	0	0	0	0
Deprivation of Liberty Safeguards	430	0	0	0	0
National Insurance increase	2	0	0	0	0
Movements	517	29	32	32	34
Revised budget	1,775	1,804	1,836	1,868	1,902



Peter Milton
Head of Cultural
Services

Our purpose

Our purpose is to provide a range of relevant, lively services which enhance the quality of life of Surrey residents by delivering accessible, high quality, inspirational and enjoyable cultural and learning activities, and information for all people living in or visiting Surrey. We are responsible for the following services:

- Library Services used by nearly one third of Surrey residents, including 52 libraries – nine of which are successfully operated by volunteers.
- Exploring, protecting and improving access to Surrey’s heritage and the county’s archives and records, including publishing over 20 million records online and achieving over 5 million views of those records.
- Ensuring that local residents have access to new skills, leisure interests and new knowledge, by providing 2,100 adult learning courses at seven adult learning centres and approximately 115 external venues. Provision includes courses for Family Learning and for 1100 learners who declared Learning Difficulty and/or Disability.
- Ensuring that as many people as possible experience positive outcomes in terms of Education, Health & Wellbeing, Sense of Place and Economic Prosperity through engagement with the Arts, working with more than 350 Surrey schools to support music education and working with local groups, communities and partner organisations to promote great arts for everyone in Surrey.
- Smooth and efficient registration of approximately 11,000 deaths, 20,000 births, conducting approximately 2,400 citizenship ceremonies, 3,700 marriages / civil partnerships and issuing approximately 125,000 copies of birth, death, marriage and civil partnership certificates.

For more information on what we do, contact peter.milton@surreycc.gov.uk.

Our challenges and opportunities

The main challenge we face in the coming year is to maintain the quality and breadth of services with diminishing resources. We must meet the needs of existing service users, and provide services relevant to them at the same time as addressing demands of demographic and social change. Creative, resourceful approaches to service delivery will provide opportunities to work closely with partners, making the most of facilities and resources. Advances in technology will make it easier to communicate with the public and deliver services that meet their aspirations.

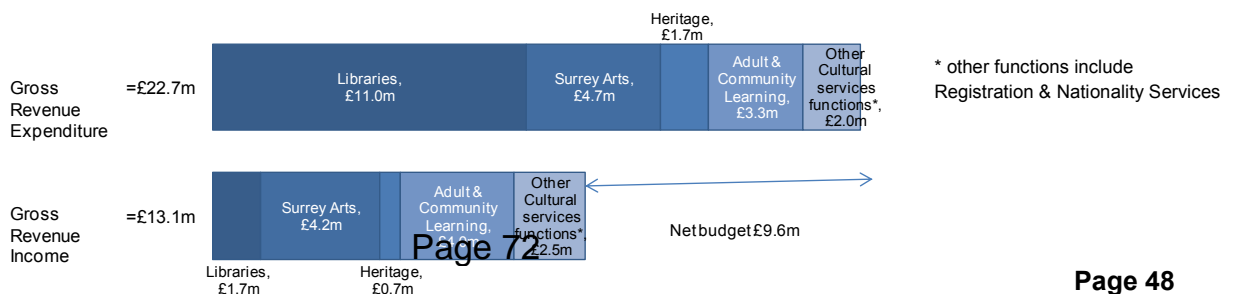
Our key actions

We will prioritise five actions for 2016/17 to support achievement of the council’s three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Develop a single affordable strategy to secure the future of our library service and deliver a wider range of services from our libraries.
2. Grow and protect income to fund services by maintaining existing grants, finding new sources of income and maximising new commercial income streams.
3. Continue to implement business efficiencies and investigate the best arrangements for the delivery of cultural services in Surrey.
4. Increase volunteering by 5%, and involve local people in shaping and developing services, supporting them to live well.
5. Continue to develop digital technology for the efficient delivery of our services and improved customer contact, and introduce processes that improve user experience.

Our budget

The council has an operating revenue budget of £1.7 billion. The charts below show how Cultural Service’s spending has been allocated for 2016/17.



Cultural Services

Head of Service: Peter Milton

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Libraries	9,637	9,307	9,343	9,215	9,267	9,323
Surrey Arts	461	519	534	294	303	311
Heritage	1,200	991	994	996	999	1,002
Adult & Community Learning	-856	-829	-841	-854	-867	-880
Registration & Nationality Service	-600	-584	-602	-620	-639	-659
Supporting Cultural Services	155	156	156	157	157	157
Net budget ¹	9,997	9,560	9,584	9,188	9,220	9,254
Funding:						
other UK Government grants	-3,498	-3,692	-3,612	-3,600	-3,534	-3,534
Fees & charges	-8,629	-8,696	-8,839	-8,983	-9,130	-9,255
Contribution and contract income	-39	-29	-29	-29	-30	-30
Reimbursements and recovery of costs	-742	-715	-721	-727	-733	-761
Total funding	-12,908	-13,132	-13,201	-13,339	-13,427	-13,580
Expenditure:						
Staffing	18,954	18,729	19,012	19,299	19,593	19,889
Non staffing	3,951	3,963	3,773	3,228	3,054	2,945
Total expenditure	22,905	22,692	22,785	22,527	22,647	22,834
Net budget ¹	9,997	9,560	9,584	9,188	9,220	9,254

	2015/16	2016/17
FTE	520	507

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Prior year budget	9,997	9,560	9,584	9,188	9,220
Pressures and changes	253	202	209	210	212
Savings	-690	-178	-605	-178	-178
Movements	-437	24	-396	32	34
Revised budget	9,560	9,584	9,188	9,220	9,254

Note 1: Net Budget supported by general government grants and reserves

Cultural Services

Detailed budget movement by year

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Pressures and changes					
<u>Inflation</u>					
General inflation	331	351	359	362	365
Income inflation	-158	-149	-150	-152	-153
Total inflation	173	202	209	210	212
<u>Legislative</u>					
National Insurance Increase	319				
Changes to Government Grants	125	80	12	66	
Expenditure adjustments relating to Government Grants changes	-125	-80	-12	-66	
Total legislative	319	0	0	0	0
<u>Other changes</u>					
Virements	-239				
Total other changes	-239	0	0	0	0
Total Pressures and changes	253	202	209	210	212

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Savings						
<u>Continuing Savings</u>						
Marginal Gains	-190	-178	-175	-178	-178	G
Libraries - Redesign service delivery	-500		-180			G
Cultural savings			-250			
Total Continuing Savings	-690	-178	-605	-178	-178	
Total savings	-690	-178	-605	-178	-178	

Assessment of achievability of savings	2016/17 £000	2016/17 RAG
At Risk	0	R
Some Issues	0	A
Progressing	-690	G
One off	0	P
	-690	



Mark Irons
Head of Customer
Services

Our purpose

Our purpose is to ensure residents in Surrey experience public services that are easy to use, responsive and value for money. We are responsible for:

- championing and supporting the delivery of excellent customer service across the council
- ensuring customers have an excellent online experience and find our website easy to use, intuitive and focused on their needs
- providing an effective single point of contact for quickly and efficiently resolving customer enquiries
- managing customer complaints and feedback so we can put any mistakes right and improve our services
- managing Surrey's disabled parking scheme to allow residents with severe mobility problems to live more independent lives.

For more information on what we do, contact mark.iron@surreycc.gov.uk

Our challenges and opportunities

We need to respond to increasing demand on the council's services caused by factors such as an aging population, a higher demand for schools places and severe weather events. This needs to be done whilst we respond to increasing customer expectations and changes in the way people are choosing to access our services and contact us. New technology however presents the opportunity to respond to these challenges, improve customer experience and increase efficiency.

Our key actions

We will prioritise the following four actions for 2016/17 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. Improve customer experience by championing and supporting the delivery of our Customer Promise and the new Resident Experience strategy.
2. Make it easier for customers to access and use our services by improving the design of our website and online processes.
3. Make our services easier to use and more responsive by making it easier for customers to contact us and resolving more enquiries at the first point of contact.
4. Make it easier for customers to give us their feedback so we can learn from their experience and improve our services.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £638 million is also planned over the next five years. The charts below show how Customer Service's spending has been allocated for 2016/17.

Net Revenue
Expenditure =£3.5m

Customer Services
£3.5m

Customer Services

Head of Service: Mark Irons

6

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Customer Services	3,371	3,493	3,498	3,503	3,508	3,513
Net budget ¹	3,371	3,493	3,498	3,503	3,508	3,513
<u>Funding:</u>						
Fees & charges	-136	-138	-139	-140	-142	-143
Total funding	-136	-138	-139	-140	-142	-143
<u>Expenditure:</u>						
Staffing	3,384	3,557	3,612	3,670	3,729	3,789
Non staffing	123	74	25	-27	-79	-133
Total expenditure	3,507	3,631	3,637	3,643	3,650	3,656
Net budget ¹	3,371	3,493	3,498	3,503	3,508	3,513

	2015/16	2016/17
FTE	109	107

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Prior year budget	3,371	3,493	3,498	3,503	3,508	
<u>Pressures and changes</u>						
General inflation	58	58	58	58	58	
Income inflation	-1	-1	-1	-1	-1	
National Insurance increase	66	0	0	0	0	
Virements	50	0	0	0	0	
<u>Savings</u>						
1.5% marginal Saving	-51	-52	-52	-52	-52	G
Movements	122	5	5	5	5	
Revised budget	3,493	3,498	3,503	3,508	3,513	

Note 1: Net Budget supported by general government grants and reserves

Note 2: The assessment of savings use the traffic light system: Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only

Directorate Support

Financial Budget

2016/21

Directorate Support

Head of Service: Steve Ruddy

6

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Directorate Support	987	919	919	920	919	920
Net budget ¹	987	919	919	920	919	920
<u>Funding:</u>						
Reimbursements and recovery of costs	-133	-134	-135	-137	-138	-139
Total funding	-133	-134	-135	-137	-138	-139
<u>Expenditure:</u>						
Staffing	1,058	1,045	1,054	1,057	1,057	1,059
Non staffing	62	8	0	0	0	0
Total expenditure	1,120	1,053	1,054	1,057	1,057	1,059
Net budget ¹	987	919	919	920	919	920

	2015/16	2016/17
FTE	28	26

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Prior year budget	987	919	919	920	919	
<u>Pressures and changes</u>						
General inflation	16	16	18	15	17	
Income inflation	-1	-1	-2	-1	-1	
National Insurance increase	22	0	0	0	0	
Virements	-50	0	0	0	0	
<u>Savings</u>						
1.5% marginal Saving	-15	-15	-15	-15	-15	G
Additional savings	-40	0	0	0	0	G
Movements	-68	0	1	-1	1	
Revised budget	919	919	920	919	920	

Note 1: Net Budget supported by general government grants and reserves

Note 2: The assessment of savings use the traffic light system: Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only



Ian Good
Head of Emergency
Management

Our purpose

Our purpose is to ensure that wellbeing of residents and communities during an emergency and to protect the economic prosperity of the county during periods of disruption. To do this we are responsible for:

- working with partners in the Local Resilience Forum to ensure provide a coordinated response to emergencies
- ensuring the resilience of the council services by maintaining a robust Business Continuity Management System to protect critical services to residents
- working with organisers of major events to ensure that safety requirements and the needs of residents are addressed as part of the event planning.

For more information on what we do, contact ian.good@surreycc.gov.uk

Our challenges and opportunities

Surrey is a safe and prosperous community. To maintain this prosperity we will be working to ensure that the risks facing residents are understood and where necessary we have the emergency response arrangements in place to support those in need during incidents. We expect to see changes to the types and frequency of severe weather events and will need to continue to work with partners to ensure that the impacts of threats posed by extremists are anticipated and where required there are means in place to manage the consequences.

Our key actions

We will prioritise four actions for 2016/17 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. Ensure that the council's response to emergencies meets the needs of businesses and residents with a higher regard to the vulnerable in our communities.
2. Continue to support communities in increasing their resilience to local risks and threats
3. Supporting our suppliers in increasing the resilience of their services provided to residents as part of our Business Continuity planning.
4. With our partners, promote Surrey as a place to do business through the safe and effective delivery of major events in the county.
5. Work with partners in Sussex Local Resilience Forum to capture the benefits of greater collaboration to ensure an effective response to Surrey Residents.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £638 million is also planned over the next five years. The charts below show how Emergency Management's spending has been allocated for 2016/17.

Net Revenue
Expenditure =£0.5m

Emergency
Management
£0.5m

Emergency Management Team

Head of Service: Ian Good

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Emergency Management Team	553	502	490	478	465	453
Net budget	553	502	490	478	465	453
<u>Funding:</u>						
Contribution and contract income	-22	-42	-63	-84	-106	-128
Total funding	-22	-42	-63	-84	-106	-128
<u>Expenditure:</u>						
Staffing	519	487	496	503	511	520
Non staffing	56	57	57	59	60	61
Total expenditure	575	544	553	562	571	581
Net budget ¹	553	502	490	478	465	453

	2015/16	2016/17
FTE	12	12

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Prior year budget	553	502	490	478	465	
<u>Pressures and changes</u>						
Expenditure inflation	9	9	9	9	10	
Income inflation	0	-1	-1	-2	-2	
National Insurance Increase	15					
<u>Savings</u>						
Staffing	-55					G
Income generation (includes 1.5% marginal savings)	-20	-20	-20	-20	-20	A
Movements	-51	-12	-12	-13	-12	
Revised budget	502	490	478	465	453	

Note 1: Net Budget supported by general government grants and reserves

Note 2: The assessment of savings use the traffic light system: Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only



Ian Boast, Assistant Director,
Environment

Our purpose

Our purpose is to support and grow a successful, sustainable Surrey economy by maintaining & improving the county's attractive environment, facilitating sustainable development and providing safe, sustainable travel and transport options. We are responsible for the following services.

- Managing 580,000 tonnes of waste and operating 15 Community Recycling Centres (CRCs) with three million visitors per year.
- Maintaining 3,500km of countryside footpaths, bridleways and byways; 2,300 hectares for biodiversity and public benefits and 32 miles of Basingstoke canal.
- Regulating minerals and waste development, including 140 minerals sites.
- Managing planning applications for £500m building programme to create 18,000 pupil places.
- Working with Surrey's 11 boroughs and districts on Local Plans and strategic infrastructure to deliver prosperous places.
- Co-ordinating a complex mix of transport enabling residents to access key services, including employment, education, health care and essential shopping.
- Enabling and promoting safe and sustainable travel.
- Managing climate risks and energy issues facing the council, schools and residents.

For more information on what we do, contact trevor.pugh@surreycc.gov.uk or ian.boast@surreycc.gov.uk

Our challenges and opportunities

Our challenges include dealing with planning issues arising from an increasing school population, pressure of an ageing population on passenger transport, increasing waste volumes, impact of traffic congestion on the economy, and rising levels of road casualties amongst some groups, notably cyclists. The opportunities we have identified include: building on the successful volunteering already in place (voluntary car scheme, and rights of way volunteers); working in partnership with health, other organisations and partners to deliver savings and efficiencies; deriving greater value from local renewable and waste resources, ensuring income from developers contributes to delivery of our priority infrastructure, and ensuring the public can access open space for health & wellbeing.

Our key actions

We will prioritise six actions for 2016/17 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Reduce the cost of managing household waste by working with partners to sell materials together, develop waste processing facilities, and continue construction of the Eco Park.
2. Work with partners to reduce waste and improve efficiency and recycling performance at the kerbside and at CRCs.
3. Provide an effective planning applications process to enable the delivery of 2,800 school places.
4. Implement the local transport review to deliver savings and efficiencies.
5. Increase numbers of people accessing the countryside, whilst protecting its biodiversity.
6. Work with Surrey Police to promote road safety and reduce the number of people killed or seriously injured on our roads.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £638 million is also planned over the next five years. The charts below show how Environment and Planning's spending has been allocated for 2016/17.



There is £3.1m of 2016/17 capital expenditure for Economic Development and other small capital projects

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Waste Management and Reduction	54,862	55,810	58,055	61,217	66,195	68,782
Countryside	2,187	2,004	2,043	2,084	2,125	2,167
Place and Sustainability	807	672	687	701	716	731
Travel and Transport	18,230	18,929	18,823	19,446	20,087	20,747
Environment - Management and other costs	1,287	917	933	950	967	984
Directorate wide costs & savings ¹	260	-35	269	475	464	359
Planning and Development	2,031	2,432	2,478	2,523	2,570	2,617
Further savings to be identified		-1,008	-2,331	-3,654	-4,977	-6,300
Net budget ²	79,664	79,721	80,957	83,742	88,147	90,087
Funding:						
other UK Government grants	-3,509	-1,525	-1,514	-1,513	-1,505	-1,497
Fees & charges	-2,033	-1,981	-2,021	-2,061	-2,101	-2,143
Contribution and contract income	-508	-550	-561	-573	-584	-596
Reimbursements and recovery of costs	-2,462	-2,481	-2,549	-2,617	-2,690	-2,764
Total funding	-8,512	-6,537	-6,645	-6,764	-6,880	-7,000
Expenditure:						
Employment ³	9,238	9,843	10,006	10,178	10,348	10,520
Contracts	67,208	65,955	68,231	72,055	77,492	80,460
Non employment	11,730	10,460	9,365	8,273	7,187	6,107
Total expenditure	88,176	86,258	87,602	90,506	95,027	97,087
Net budget ²	79,664	79,721	80,957	83,742	88,147	90,087

	2015/16	2016/17
FTE ³	216	215

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Prior year budget	79,664	79,721	80,957	83,742	88,147
Pressures and changes	3,285	8,838	6,336	6,023	3,550
Savings	-3,228	-7,602	-3,551	-1,618	-1,610
Movements	57	1,236	2,785	4,405	1,940
Revised budget	79,721	80,957	83,742	88,147	90,087

Capital Programme	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016-21 £000
Developer funded schemes: S106	400	400	400	400	400	2,000
Developer funded schemes: CIL (Cross Directorate)	465	909	1,488	1,796	3,006	7,664
Closed landfill site maintenance	100	100	100			300
Rights of way and byways	85	85	85	85	85	425
Newlands Corner visitor improvements	300					300
Basingstoke Canal remedial works	500					500
Road safety schemes	200	200	200	200	200	1,000
Economic Development: secondary shopping areas	1,000	1,000	1,000	1,000	1,000	5,000
Total Capital Programme	3,050	2,694	3,273	3,481	4,691	17,189

Note 1: Directorate-wide costs and savings are shown here for presentational purposes only. Costs and savings will be allocated to budgets across the Environment & Infrastructure Directorate

Note 2: Net Budget supported by general government grants and reserves

Note 3: The FTE numbers do not include non-establishment staff (mainly School Crossing Patrol employees)

Detailed budget movement by year

	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000
Pressures and changes					
<u>Inflation</u>					
General inflation	2,758	3,105	3,082	2,999	3,108
Pay inflation	193	189	192	195	198
Total inflation	2,951	3,294	3,274	3,194	3,306
<u>Market & demand</u>					
Waste - fall out of prior year pressure	-1,402				
Waste volumes and cost ⁴	8,934	5,345	5,954	-502	244
Total market & demand	7,532	5,345	5,954	-502	244
<u>Legislative</u>					
National Insurance change	264				
Changes to Government Grants	56				
Total legislative	320	0	0	0	0
<u>Other changes</u>					
Transfer to/from Waste sinking fund ⁴	-8,047	199	-2,892	3,331	
Virements	529				
Total other changes	-7,518	199	-2,892	3,331	0
Total Pressures and changes	3,285	8,838	6,336	6,023	3,550

	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17
	£000	£000	£000	£000	£000	RAG
Savings						
<u>Continuing Savings</u>						
Waste - Collaborate with Partners ⁴	302	-982	-171	-225	-162	A
Waste - Transform ⁴	-77	-54	-58	-57	0	A
Waste - Optimise existing arrangements ⁴	-112	492	1	-13	-125	A
Waste - Community Recycling Centres ⁴		-1,000				n/a
Waste - Districts & Boroughs ⁴		-2,000	-2,000			n/a
Waste - Contract review ⁴	-1,000	-1,000				A
Waste - Recycling management ⁴		-1,000				n/a
Travel & Transport	-500					G
Local Transport Review	-515	-735				G
Countryside & Surrey Wildlife Trust	-200					A
One Team Staffing Review	-118					A
Further savings to be identified	-1,008	-1,323	-1,323	-1,323	-1,323	A
Total savings	-3,228	-7,602	-3,551	-1,618	-1,610	
2016/17 Assessment of achievability of savings⁵	2016/17	2016/17				
	£000	RAG				
Some Issues	-2,213	A				
Progressing	-1,015	G				
Total savings	-3,228					

Note 4: Waste Management volume and cost pressures are offset through savings and the Waste Sinking Fund until 2018/19

Note 5: Achievability assessment has only been conducted for 2016/17 savings.



Russell Pearson
Chief Fire Officer

Our purpose

Our purpose is to provide a professional and well supported fire and rescue services which reduces community risk in order to save lives, relieve suffering and protect the environment and property'. We are responsible for

- Providing services to a population of over 1.1m people, covering an area of 1,663 sq km, including large urban areas.
- Attending on average approximately 10,600 incidents a year and dealing with a range of emergency situations, not just fires and road traffic collisions that comprise the majority of incidents. These include contingency planning with other emergency services for major incidents, responding to flooding incidents, dealing with hazardous material incidents, and advising and enforcing business fire safety legislation.
- Raising awareness among the most vulnerable people in order to reduce fires, road traffic collisions and other emergencies.
- Moving from re-active to pro-active intervention, increasing our efficiency and prevention activity, and working more closely with fire services and other emergency services to protect and reduce risk to our communities.

For more information on what we do, contact russell.pearson@surreycc.gov.uk

Our challenges and opportunities

The increasing financial pressures faced by public services and the change in demand with demand for traditional fire and rescue services falling, emphasise the need to consider alternative models of delivery. Significant savings can be found through collaboration with our emergency service partners and other fire services. This work is already underway and with the Government announcing legislation to improve collaboration between emergency services we will explore all opportunities that deliver efficiencies whilst keeping our communities at the heart of what we do. This is in keeping with the emphasis on partnership and public service transformation to improve the resident experience by reducing overlaps and filling in gaps in service provision and enable better targeted prevention and protection activities.

Our key actions

We will prioritise four actions for 2016/17 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Publish our Public Safety Plan setting out options for greater collaboration following consultation with our communities.
2. Work with our partners for the joint benefit of the public and our staff.
3. Anticipate changes to the demographic profile across Surrey to identify and target residents and businesses most at risk in our communities.
4. Continue to pursue income generation which will support or enhance public safety.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £638 million is also planned over the next five years. The charts below show how the Surrey Fire and Rescue Service's spending has been allocated for 2016/17.



* other functions include Community Safety and Emergency Planning

Fire and Rescue Service

Chief Fire Officer: Russell Pearson

6

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Fire Fighting & Rescue Operations	28,715	26,953	26,991	25,938	25,252	25,081
Pension Fund	3,616	3,220	3,058	2,883	2,752	2,780
Support Functions	1,065	1,503	1,539	1,575	1,597	1,618
Community Fire Safety	1,183	1,208	1,221	1,234	1,248	1,261
Fire Service Emergency Planning	304	313	316	319	323	326
Net budget ¹	34,883	33,197	33,125	31,949	31,172	31,066
Funding:						
other UK Government grants	-9,726	-9,778	-8,520	-11,823	-10,959	-11,065
Fire Pension Employee Contributions	-2,321	-2,604	-2,630	-2,657	-2,683	-2,710
Fees & charges	-38	-39	-39	-39	-40	-40
Property income	-12	-12	-12	-12	-13	-13
Contribution and contract income	-310	-313	-316	-320	-323	-326
Reimbursements and recovery of costs	-655	-826	-818	-811	-818	-828
Total funding	-13,062	-13,572	-12,335	-15,662	-14,836	-14,982
Expenditure:						
Staffing	27,639	27,635	27,098	26,508	26,280	26,564
Non staffing	6,065	3,913	4,524	4,107	3,690	3,286
Pension Payments	14,241	15,221	13,838	16,996	16,038	16,198
Total expenditure	47,945	46,769	45,460	47,611	46,008	46,048
Net budget ¹	34,883	33,197	33,125	31,949	31,172	31,066

	2015/16	2016/17
FTE	675	648

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Prior year budget	34,883	33,197	33,125	31,949	31,172
Pressures and changes	584	385	395	384	370
Savings	-2,270	-457	-1,571	-1,161	-476
Movements	-1,686	-72	-1,176	-777	-106
Revised budget	33,197	33,125	31,949	31,172	31,066

Capital Programme	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016-21 £000
Fire Vehicles and Equipment	1,668	2,025	860	880	1,178	6,611

Note 1: Net Budget supported by general government grants and reserves

Fire and Rescue Service

Detailed budget movement by year

	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000
Pressures and changes					
<u>Inflation</u>					
General inflation	514	517	515	537	515
Income inflation	-116	-132	-120	-153	-145
Total inflation	398	385	395	384	370
<u>Market & demand</u>					
Grant Funded Fire Pension	1,091	-1,245	3,303	-864	106
Reflect grant funded expenditure changes	-1,039	-13	-2	-11	0
Total market & demand	52	-1,258	3,301	-875	106
<u>Legislative</u>					
National Insurance increase	659				
Employer's Pension contributions	-260				
Changes in grants	-52	1,258	-3,301	875	-106
Total legislative	347	1,258	-3,301	875	-106
<u>Other changes</u>					
Leaders safety driving scheme	-11				
Virements	-202				
Total other changes	-213	0	0	0	0
Total Pressures and changes	584	385	395	384	370

	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17
Savings	£000	£000	£000	£000	£000	RAG
<u>Continuing Savings</u>						
Reconfigure Fire stations		-1,130	-605			
Workforce Reform	-1,355	-500				G
Staff Saving reprofile	545	603	-475	-673		G
Continuing Uniform Staff savings	-810	-1,027	-1,080	-673	0	
1.5 % Marginal Saving	-321	-521	-506	-488	-476	A
Blue Light Collaboration	-5	-395				G
Income generation	-164	16	15			G
Vehicle and equipment replacement reserve - reverse reduced contribution		500				
Other Continuing Savings	-490	-400	-491	-488	-476	
<u>One-off Savings</u>						
Vehicle & equipment replacement reserve - One year suspension of contributions.	-970	970				G
Total One-off Savings	-970	970	0	0	0	
Total savings	-2,270	-457	-1,571	-1,161	-476	

Assessment of achievability of savings

	2016/17	
	£000	
Some Issues	-321	A
Progressing	-979	G
One off	-970	P



Jason Russell Assistant
Director, Highways and
Transport

Our purpose

Our purpose is to enable safe, reliable journeys and the growth of prosperous places, now and in the future. As Highway Authority and Lead Local Flood Authority what we do and the powers we have are largely governed by statute. We are responsible for assets which include over 3000 miles of road network, 1800 bridges and structures and 3,262 miles of footway.

We will contribute to the council's three corporate goals of Wellbeing, Economic Prosperity and Resident Experience by:

- making the network safer for all users, building community resilience and enabling healthier and sustainable travel options
- enabling housing and other developments through new infrastructure, improving network availability, increasing opportunities for Surrey residents and businesses
- keeping the network in good condition, improving resident engagement with the service, enabling a more free flowing network, achieving real efficiencies

For more information on what we do contact highways@surreycc.gov.uk

Our challenges and opportunities

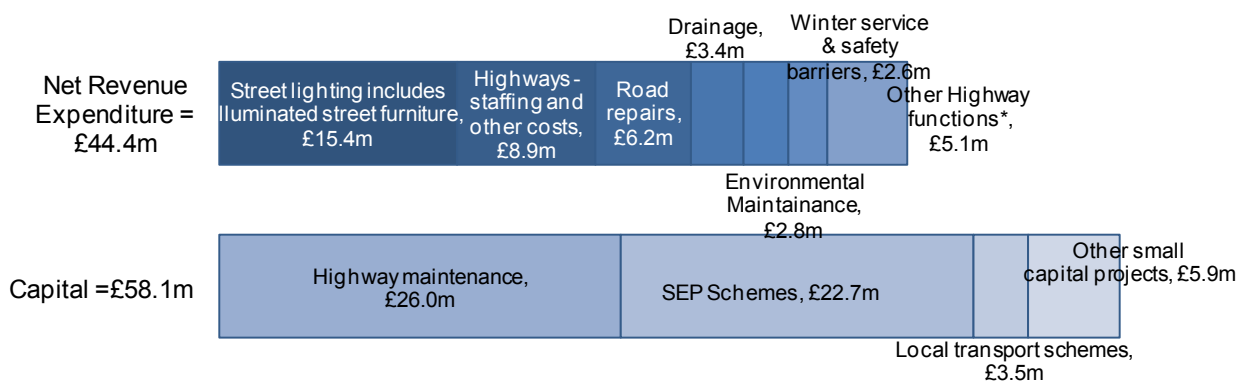
Our challenges are managing one of the busiest networks in the country and the wear and tear and congestion that results, high levels of customer expectation, a depreciating network, skills and supply chain shortages alongside budget uncertainty. Our opportunities centre on securing longer term funding and best value from our supply chain, whilst working with our partners to achieve greater efficiencies. We have developed a five-year business plan that sets out how we will work with our partners to deliver services from April 2016-21, and which shows how we will exploit these opportunities to deliver maximum value.

Our key actions

1. We will implement our new 5 year business plan and performance framework to ensure the successful delivery of our strategic outcomes
2. Keep our roads safe by repairing defects within agreed timescales
3. Improve and renew priority pavements, particularly to support vulnerable users
4. Resurface and treat roads to ensure the resilience of our highway network
5. Support a £50m plus infrastructure investment programme
6. Support economic prosperity by delivering flood alleviation schemes and Local Growth Deal transport schemes

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £638 million is also planned over the next five years. The charts below show how Highways and Transport's spending has been allocated for 2016/17.



* other functions include Local Schemes, Bridges, other structures and Traffic Signals

** include bridge strengthening, drainage and development schemes

Highways and Transport

Assistant Director: Jason Russell

6

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Roads	5,459	6,230	7,521	7,754	7,995	8,243
Traffic Signals	786	777	799	821	844	867
Environmental Maintenance	2,977	2,816	2,903	2,993	3,086	3,182
Signs and Lines	900	910	938	967	997	1,028
Bridges and Structures	1,258	1,254	1,293	1,332	1,374	1,416
Drainage	3,360	3,347	3,414	3,484	3,556	3,629
Winter Service and Safety Barriers	2,699	2,601	2,681	2,765	2,850	2,939
Street Lighting and Furniture	15,619	15,390	15,785	16,201	16,639	17,101
Local Schemes	2,150	2,150	2,217	2,285	2,356	2,429
Parking	100	0	6	13	19	26
Highways - Staffing and Other Costs	9,076	8,900	8,948	9,226	9,554	9,891
Further savings - to be identified			-778	-1,556	-2,334	-3,112
Net budget	44,384	44,375	45,727	46,285	46,936	47,639
Funding:						
other UK Government grants	-250					
Fees & charges	-3,494	-3,680	-3,785	-3,893	-3,962	-4,033
Contribution and contract income	-3,483	-3,531	-3,601	-3,673	-3,747	-3,822
Reimbursements and recovery of costs	-264	-339	-346	-353	-360	-367
Total funding	-7,491	-7,550	-7,732	-7,919	-8,069	-8,222
Expenditure:						
Staffing	11,804	15,325	15,582	15,844	16,110	16,380
Non staffing	3,747	3,092	2,223	1,584	952	326
Contracts	36,324	33,508	35,654	36,776	37,943	39,155
Total expenditure	51,875	51,925	53,459	54,204	55,005	55,861
Net budget	44,384	44,375	45,727	46,285	46,936	47,639

	2015/16	2016/17
FTE	313	370

The increase in Highways & Transport FTEs includes additional staff to deliver the Strategic Economic Plan capital programme, who will be funded through additional recharges.

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Prior year budget	44,384	44,375	45,727	46,285	46,936
Pressures and changes	2,259	2,370	1,376	1,429	1,481
Savings	-2,268	-1,018	-818	-778	-778
Movements	-9	1,352	558	651	703
Revised budget	44,375	45,727	46,285	46,936	47,639

Summary Capital programme	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016-21 £000
Total	58,133	39,097	32,875	28,756	28,756	187,617

	2016/17	2017/18	2018/19	2019/20	2020/21	2016-21
Capital Programme	£000	£000	£000	£000	£000	£000
Highway Maintenance	26,018	16,518	21,018	21,018	21,018	105,590
Bridge Strengthening	1,956	1,956	1,956	1,956	1,956	9,780
Flooding and Drainage	776	776	776	776	776	3,880
Local Transport Schemes	3,500	3,000	2,500	2,000	2,000	13,000
Safety Barriers	256	256	256	256	256	1,280
Traffic Signal Replacement	550	550	550	550	550	2,750
Flood Resilience Schemes	500	500	500	500	500	2,500
River Thames Scheme	500	500	500	500	500	2,500
Developer funded S106 schemes	1,200	1,200	1,200	1,200	1,200	6,000
Highways Vehicle Replacement	200	200	200			600
Strategic Economic Plan schemes (See below)	22,677	13,641	3,419			39,737
Total capital programme	58,133	39,097	32,875	28,756	28,756	187,617

	2016/17	2017/18	2018/19	2019/20	2020/21	2016-21
<u>Strategic Economic Plan schemes</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
Egham STP	925					925
Runnymede Roundabout	2,850	1,000				3,850
Epsom Town Centre Plan E	2,245	540				2,785
A30/A331/Meadows Gyratory Corridor	1,119	3,031				4,150
Greater Redhill STP	1,730	2,150				3,880
A24 Strategic Manitenance (1)	700					700
Wider Network Benefits East	1,750	700				2,450
Dorking Transport Package - Phase 1	325					325
Guildford Transport Package (Combined)	2,970	2,970	2,970			8,910
A23 Strategic Maintenance (1)	3,082	850				3,932
A217 Strategic Maintenance (1)	2,581					2,581
Epsom Banstead STP	2,400	2,400				4,800
Tranche 3B SCC Contribution spend			449			449
Local Growth Deal schemes	22,677	13,641	3,419			39,737

(1) Identified Strategic Maintenance schemes have additional budget included within the highways maintenance line

Highways and Transport

Detailed budget movement by year

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Pressures and changes					
<u>Inflation</u>					
General inflation	1,032	1,013	1,114	1,163	1,210
Pay inflation	246	257	262	266	271
Total inflation	1,278	1,270	1,376	1,429	1,481
<u>Market & demand</u>					
Highway safety defects	1,100	1,100			
Fall out of prior year insurance pressure	-400				
Total market & demand	700	1,100	0	0	0
<u>Legislative</u>					
National Insurance change	385				
Changes to Government Grants	250				
Total legislative	635	0	0	0	0
<u>Other changes</u>					
Virements	-354				
Total other changes	-354	0	0	0	0
Total Pressures and changes	2,259	2,370	1,376	1,429	1,481

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Savings						
<u>Continuing Savings</u>						
Highway Information Team income	-40	-40	-40			G
Winter maintenance	-340					A
Streetlighting	-210					A
Environmental maintenance	-400					A
Improved alignment of capital/revenue condition works	-250					G
Integrated team structure		-200				n/a
Reduction in business improvement spend	-250					G
Further savings - to be identified	-778	-778	-778	-778	-778	G
Total savings	-2,268	-1,018	-818	-778	-778	

2016/17 Assessment of achievability of savings ²	2016/17 £000	2016/17 RAG
At Risk	0	R
Some Issues	-950	A
Progressing	-1,318	G
One off	0	P
Total savings	-2,268	

Note 2: Achievability assessment has only been conducted for 2016/17 savings.



Ann Charlton,
Director of Legal
Democratic and Cultural
Services

Our purpose

Our purpose is to:

- Ensure the decision making processes, compliance, governance and scrutiny functions of the council are efficient and effective, enabling the business of the Council to be carried out in a transparent, accountable and lawful manner.
- Provide support and legal advice in order to contribute to the delivery of the Council's strategic goals.
- Drive and support service transformation and organisational change.
- Deliver professional support to others through our Civic Support Team, Information Governance Team and School Appeals Service
- Ensure excellent joint working with other services.

For more information on what we do, contact ann.charlton@surreycc.gov.uk

Our challenges and opportunities

The demand for legal and democratic services continues to increase in an environment that is complex and where resources available to undertake the necessary activities are reducing. The pursuit of new models of service delivery, coupled with a growing partnership and collaborative agenda, support the need for activities which cross organisational boundaries more frequently. There is increasing emphasis on introducing new and different approaches to service delivery in order to manage tighter budgets. These arrangements require professional support to ensure they are scrutinised effectively and decisions are taken in a manner that promotes democracy. Provision of legal advice is also necessary to enable consideration of relevant options and to ensure that any changes are implemented lawfully. Increasing demands on the leadership team mean that the provision of efficient and effective support is vital.

Our key actions

We will prioritise five actions for 2016-17 to support achievement of the Council's corporate strategy goals of Wellbeing, Economic prosperity and Resident experience:

1. Successfully develop Orbis Public Law with our partners in East Sussex, Brighton and Hove and West Sussex.
2. Ensure the Council is meeting its statutory duties and that our Cabinet, Regulatory and Scrutiny processes enable Members to take efficient, effective and transparent decisions while enhancing the opportunities for residents to influence and shape Council services.
3. Enable and support services, partners and other local authorities to work effectively and collaboratively with Members to support the delivery of the Council's key priorities and ensure that the County Council is meeting its statutory duties.
4. Help the Council meet its budgetary requirements by ensuring a value for money approach, optimising income generated by the School Appeals Service and by legal support for external bodies while exploring other ways of increasing efficiency and generating income.
5. Develop our staff, equipping them with the knowledge and skills to deliver a high quality and resilient service and to contribute innovative ideas to help meet the challenges in the year ahead.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £638 million is also planned over the next five years. The charts below show how Legal and Democratic Service's spending has been allocated for 2016/17.

Net Revenue Expenditure	=£8.4m	Legal Services, £3.9m	Democratic Services, £1.9m	Member Allowances & Expenses, £2.1m	Voluntary & Comm Sector Support, £0.5m
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Capital Expenditure	=£0.2m	Community Buildings Grant scheme, £0.2m
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Legal & Democratic Services

Director: Ann Charlton

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Legal Services	4,025	3,915	3,917	3,918	3,919	3,921
Democratic Services Team	1,728	1,910	1,875	1,839	1,803	1,765
Members Allowances & Expenses	2,116	2,090	2,132	2,175	2,218	2,262
Voluntary & Community Sector Support	480	484	494	504	514	524
Local Elections	16	16	1,350	17	17	17
Net budget	8,365	8,415	9,768	8,453	8,471	8,489
<u>Funding:</u>						
other UK Government grants	-64	-61	-59	-58	-57	-56
Reimbursements and recovery of costs	-479	-488	-498	-508	-518	-528
Total funding	-543	-549	-557	-566	-575	-584
<u>Expenditure:</u>						
Staffing	5,291	5,415	5,434	5,455	5,473	5,492
Non staffing	3,617	3,549	4,891	3,564	3,573	3,581
Total expenditure	8,908	8,964	10,325	9,019	9,046	9,073
Net budget ¹	8,365	8,415	9,768	8,453	8,471	8,489

	2015/16	2016/17
FTE	130	129

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Prior year budget	8,365	8,415	9,768	8,453	8,471	
<u>Pressures and changes</u>						
Expenditure inflation	138	159	157	157	159	
Income inflation	-9	-10	-10	-10	-10	
Elections		1,333	-1,333			
National Insurance Increase	92					
Virements	-43					
<u>Savings</u>						
Marginal Gains	-128	-129	-129	-129	-130	G
Movements	51	1,353	-1,315	17	19	
Revised budget	8,415	9,768	8,453	8,471	8,489	

Capital Programme	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016-20 £000
Community Buildings Grant	150	150	150	150	150	750

Note 1: Net Budget supported by general government grants and reserves

Note 2: The assessment of savings use the traffic light system: Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only

Orbis 2016/17



John Stebbings
Chief Property Officer
Surrey CC



Kevin Foster
Chief Operating Officer
East Sussex CC

What we do

Orbis is a partnership between Surrey and East Sussex County Councils that aims to provide seamless and resilient business services to the public sector, creating a compelling alternative to other providers. This decision is built on the successful collaboration between Surrey and East Sussex County Councils, established through a joint procurement function in 2012, and the provision of transactional shared services since April 2013.

The Orbis Partnership incorporates the following services: Human Resources and Organisational Development, Property, IT, Procurement, Finance (including Internal Audit), and Business Operations (Shared Services).

We are responsible for:

- Providing seamless resilient and flexible business services, whilst achieving savings for the partnered authorities, which will be used to sustain services for the residents of Surrey and East Sussex.
- Bringing together services to create sufficient scale to drive shared efficiencies, enables us to share skills and knowledge, and invest in technology that could otherwise be prohibitively expensive for each organisation alone.
- Delivering value to customers and residents through our expertise, innovation and passion.
- Bringing on public sector partners and, where appropriate, providing services to public sector clients in order to grow and create income opportunities.

For more information on what we do, contact john.stebbing@surreycc.gov.uk

Our challenges and opportunities

As local authorities, we face the challenge of needing to deliver higher quality services to the taxpayer, at a lower cost. Working in partnership will enable us to share knowledge, skills, and experience to identify the best and most innovative approach to ensuring we remain sustainable and maximise the use of our resources, while continuing to provide a quality service.

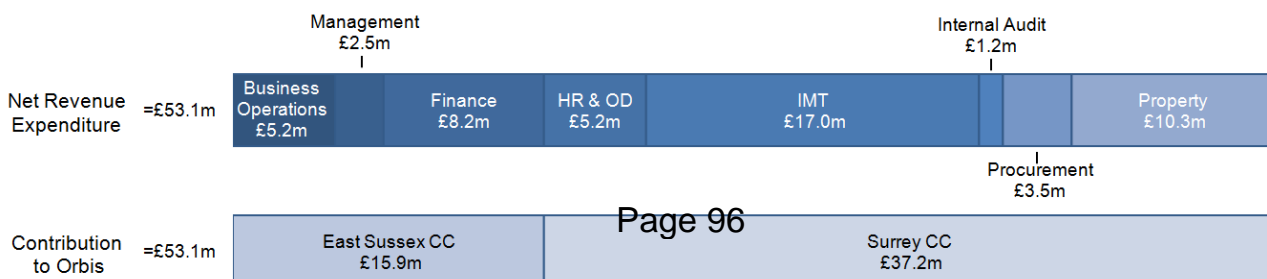
By integrating our services and expanding our economies of scale, adopting common practices and jointly investing in technology, it is anticipated we will achieve significant savings, which will be used to sustain services for the residents of Surrey and East Sussex. Our ambition is for the partnership to grow, and we hope to bring on additional partners as Orbis develops.

Our key actions

We will focus on developing our partnership and implementing Orbis during 2016/17 to drive joint benefits and realise efficiencies.

1. Developing and implementing single service management structures.
2. Joint operating budgets from 2016/17.
3. Implementing new performance management and development approaches.
4. Collaborating with and integrating Brighton and Hove City Council into the Partnership.

Our budget



Orbis Partnership Joint Operating Budget ¹

Assistant Director: John Stebbings & Kevin Foster

6

Policy Budget (by activity)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Orbis Operating Budget	£000	£000	£000	£000	£000	£000
Property	9,945	10,274	9,897	8,855	8,996	9,140
Information Management & Technology	16,242	17,005	16,382	15,510	15,742	15,977
Human Resources	5,146	5,250	4,930	4,381	4,449	4,518
Finance	7,978	8,233	7,829	6,950	7,051	7,153
Business Operations	5,401	5,171	5,016	4,979	5,067	5,156
Procurement	3,360	3,496	3,305	3,342	3,393	3,445
Audit	506	1,188	1,206	1,224	1,242	1,260
Management ²	912	2,488	2,530	2,572	2,616	2,660
Net budget ¹	49,490	53,105	51,095	47,813	48,556	49,309
Funding:						
Contribution and contract income	-9,533	-9,503	-9,654	-9,808	-9,965	-10,124
Total funding	-9,533	-9,503	-9,654	-9,808	-9,965	-10,124
Expenditure:						
Staffing	53,963	57,470	55,532	52,322	53,140	53,969
Non staffing	5,060	5,138	5,217	5,299	5,381	5,464
Total expenditure	59,023	62,608	60,749	57,621	58,521	59,433
Net budget ¹	49,490	53,105	51,095	47,813	48,556	49,309
SCC Contribution		37,189	35,781	33,483	34,003	34,530
East Sussex County Council Contribution		15,916	15,314	14,330	14,553	14,779
		53,105	51,095	47,813	48,556	49,309

2016/17

FTE 1,322

Summary SCC	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000	£000
SCC Contribution to Orbis	33,981	37,189	35,781	33,483	34,003	34,530
Investment	0	856	2,020	1,314	0	0
Net budget ^{3 & 4}	33,981	38,045	37,801	34,797	34,003	34,530

Note 1: Orbis is a collaborative local authority partnership established under a Joint Committee with East Sussex County Council (ESCC), to deliver Business Services. The Joint committee will be responsible for delivering services from a Joint Operating budget. SCC and ESCC contribute to the Joint Operating budget in proportion to their service delivery requirements, currently 70% and 30% respectively.

The Joint Operating budget comprises primarily of staffing costs. The staff within the Orbis partnership manage budgets for each council. For example staff within Property manage the cost of utilities for SCC's buildings. Budgets that are managed in this way are not part of the Joint Operating budget and are shown on separate schedules within the MTFP as 'budgets managed by the Orbis partnership'.

Orbis Partnership Joint Operating Budget ¹

Assistant Director: John Stebbings & Kevin Foster

Continued...

Note 1 continued: The 2015/16 Business Services net budgets have been allocated to the Joint Operating Budget and 'budgets managed by the Orbis partnership' as follows:

2015/16 Orbis budgets	Joint operating budgets	Budgets managed by Orbis	Total
	£'000	£'000	£'000
Property	7,310	20,916	28,226
Information Management and Technology (IMT)	11,113	13,421	24,534
Human Resources and Organisational Development (HR&OD)	3,875	5,118	8,993
Finance	5,238	3,090	8,328
Business Ops	4,006	270	4,276
Procurement	2,439	819	3,258
Total Orbis Services	33,981	43,634	77,615

Note 2: Management costs include an adjustment to ensure that the cost of pension contributions is similar in both SCC and ESCC

Note 3: Net Budget supported by general government grants and reserves.

Note 4: The 2015/16 Joint Operating budget comparator excludes virements for services and costs that are included in Orbis but which were not previously part of Business Services, for example Internal Audit.

Orbis Partnership Joint Operating Budget

Detailed budget movement by year

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Pressures and changes					
<u>Inflation</u>					
General inflation	79	79	82	82	83
Pay inflation	874	895	867	818	829
Income inflation	-152	-151	-154	-157	-159
Total inflation	801	823	795	743	753
<u>Legislative</u>					
National Insurance change	1,247				
Total legislative	1,247	0	0	0	0
<u>Other changes</u>					
Delivering the Orbis Partnership, service pressures	539	230	-179		
Virements	2,255				
Total other changes	2,794	230	-179	0	0
Total Pressures and changes	4,842	1,053	616	743	753
Savings					
<u>Continuing Savings</u>					
Orbis Business Plan	-1,409	-3,063	-3,898		
Pension Fund savings	182				
Total Continuing Savings	-1,227	-3,063	-3,898	0	0
Total savings	-1,227	-3,063	-3,898	0	0
Savings by service^{2 & 3}	2016/17 £000	2017/18 £000	2018/19 £000	2016-19 £000	2016/17 RAG
Property	-96	-600	-1,100	-1,796	G
Information Management & Technology	-85	-1,099	-1,258	-2,442	G
Human Resources	-160	-400	-550	-1,110	G
Finance	-265	-525	-850	-1,640	G
Business Operations	-410	-244	-125	-779	G
Business Operations	-171			-171	A
Procurement	-40	-195	-15	-250	G
Total Net Savings	-1,227	-3,063	-3,898	-8,188	
2016/17 Assessment of achievability of savings³	2016/17 £000	2016/17 RAG			
At Risk	0	R			
Some Issues	-171	A			
Progressing	-1,056	G			
One off	0	P			
	-1,227				

Note 1: Movements are for the total Orbis Partnership Joint Operating Budget, the current SCC contribution to this is 70%.

Note 2: Savings are as per the Orbis Business Plan allocated between the Orbis Operating Budget and the Budgets managed on behalf of SCC & ESCC.

Note 3: Achievability assessment has only been conducted for 2016/17 savings.

**ORBIS –
Managed Budgets**

Financial Budget

2016/21

Orbis Partnership - Managed budgets

Policy Budget (by activity)

Managed budget	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000	£000
Business Operations	270	227	237	247	257	268
Finance	3,090	3,096	3,545	3,670	3,748	3,828
Human Resources	5,118	4,590	4,679	4,770	4,863	4,957
Information Management & Technology	13,421	12,461	12,664	12,812	13,068	13,329
Procurement	819	853	868	884	900	916
Property	20,916	21,266	22,023	22,687	23,539	24,448
Net budget ¹	43,634	42,493	44,016	45,070	46,375	47,746
Funding:						
Property Income	-8,248	-8,147	-8,297	-8,451	-8,605	-8,758
Contribution and contract income	-2,038	-2,247	-2,216	-2,212	-2,256	-2,301
Reimbursements and recovery of costs	-160	-130	-132	-133	-135	-138
Total funding	-10,446	-10,524	-10,645	-10,796	-10,996	-11,197
Expenditure:						
Staffing	4,154	4,189	4,263	4,340	4,419	4,496
Non staffing	49,926	48,828	50,398	51,526	52,952	54,447
Total expenditure	54,080	53,017	54,661	55,866	57,371	58,943
Net budget ²	43,634	42,493	44,016	45,070	46,375	47,746

FTEs	2015/16	2016/17
Business Operations	5	5
Finance	0	0
Human Resources	35	29
Information Management & Technology	13	18
Procurement	14	14
Property	16	18
FTEs	83	84

Note 1: Orbis is a collaborative local authority partnership established under a Joint Committee with East Sussex County Council (ESCC), to deliver Business Services. The Joint committee will be responsible for delivering services from a Joint Operating budget. The ORBIS staff manage budgets on behalf of Surrey County Council

Note 2: Net Budget supported by general government grants and reserves.



Simon Pollock
Head of Business
Operations
Surrey CC

Our purpose

Our purpose is to provide high quality back office services to Surrey and East Sussex County Councils as well as to a range of public sector partners. We aim to provide upper quartile performance at lower quartile costs. We are responsible for:

- managing the payroll for over 500 organisations, making well over one million payments a year
- providing pensions administration for well over 200 public sector employers
- processing and paying over 600,000 invoices a year
- hiring over 3,000 staff a year
- booking over 30,000 delegates onto training courses per annum
- working to reduce the unit costs of running a high volume transactional service to ensure that we provide our residents with the best possible value.

For more information on what we do, contact simon.pollock@surreycc.gov.uk

Our challenges and opportunities

Our service exists in a highly commoditised market, most of the work that we undertake can be outsourced to other providers. Our challenge is to consistently provide our services at a higher quality and lower cost than any alternative supplier. Where we cannot achieve this we will look to commission another organisation to provide our services to ensure that our residents receive better value for their council tax. Where we can outperform others, we will look to provide our services to other public sector organisations ensuring that the maximum number of taxpayers benefit from our performance.

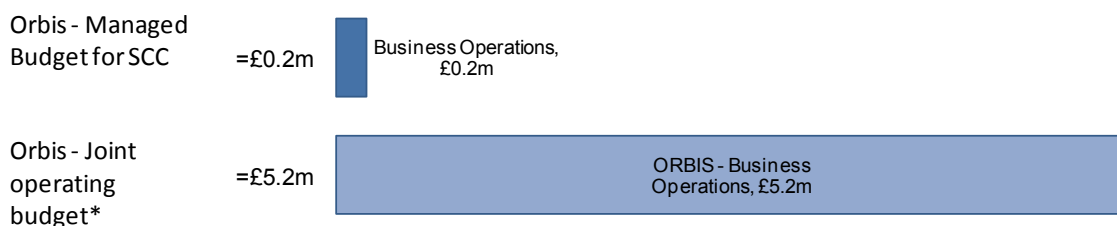
Our key actions

We will prioritise three actions for 2016/17 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. We will continue to integrate the transactional services of Surrey and East Sussex County Councils to provide greater economies of scale, resilience and opportunity for growth.
2. Reduce the unit costs of operating our back office services by 5%.
3. Maintain high levels of customer and staff satisfaction.

Our budget

The Business Operation service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how Business Operations service's spending has been allocated for 2016/17.



* Surrey County Council contributes 70% to the ORBIS joint operating budget

Budgets Managed by the Orbis Partnership - Business Operations

Head of Service: Simon Pollock

6

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Local Assistance Scheme	500	508	518	528	538	549
Contribution from Commercial Services ²	-230	-281	-281	-281	-281	-281
Net budget ¹	270	227	237	247	257	268
<u>Expenditure:</u>						
Staffing	148	150	153	156	159	162
Non staffing	122	77	84	91	98	106
Total expenditure	270	227	237	247	257	268
Net budget ¹	270	227	237	247	257	268

	2015/16	2016/17
FTE	5	5

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Prior year budget	270	227	237	247	257	
Inflation	9	10	10	10	11	
National Insurance Change	3					
Virements	-51					
Marginal Gain - reduced assistance grant	-4					G
Movements	-43	10	10	10	11	
Revised budget	227	237	247	257	268	

Note 1: Net Budget supported by general government grants and reserves.

Note 2: The costs of services provided to Commercial services (part of Schools and SEND) are included in the ORBIS joint operating budget.

Note 3: The assessment of savings use the traffic light system: Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only



Sheila Little
Director of Finance
Surrey CC

Our purpose

To support the council and its partners to make the most of every pound and ensure improved outcomes for residents through providing a responsive, expert service that promotes continual improvement, sustains financial resilience and optimises public value. We are responsible for:

- ensuring sound financial stewardship of council resources
- leading and directing the council to build and sustain a robust financial strategy
- providing financial advice and challenge to enable the council and its partners to carry out their functions legally and effectively
- driving and supporting service transformation, organisational change and the investment strategy
- providing strategic leadership for the council on risk, governance and insurance services
- providing strategic direction and advice to the Surrey Pension Committee.

For more information on what we do, contact sheila.little@surreycc.gov.uk

Our challenges and opportunities

Our greatest challenge is sustaining the council's strong financial resilience in the light of a financial settlement that reduced our overall funding in particular in the next two years, more significantly than could have reasonably been expected. The achievement of significant savings, use of a significant level of reserves, use of capital receipts and the provision of transitional relief from Government are all essential to balance the budget. Demographic demand continues to increase in core services and there is a real possibility of further funding reductions, in particular for children with Special Educational Needs. Local government responsibilities are set to change with an increased emphasis on integrated partnership working. In particular health, 100% local retention of business rates and devolution means it is important for us to strengthen our skills, capacity and capability to continue to provide quality finance services.

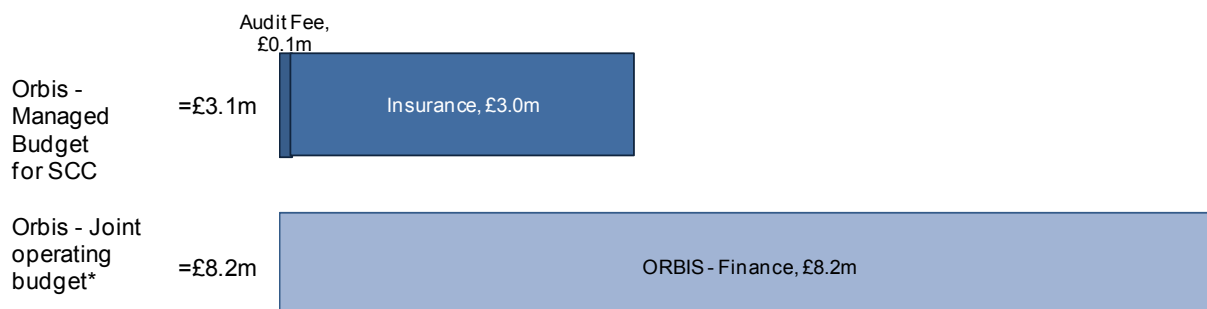
Our key actions

We will prioritise four actions for 2016/17 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. Support services to deliver the councils current Medium Term Financial Plan and ensure timely up-dating.
2. Shape, proactively drive and support the Public Value Transformation Programme to ensure further base budget changes are delivered to make the budget sustainable in the long term.
3. Proactively work with Government Departments (in particular DCLG, DfE) to influence and shape the strategic changes to Local Government funding for future years.
4. Influence partners on the development of the Border to Coast Pensions Partnership to ensure it is the interests of the Surrey Scheme members and acceptable to Government

Our budget

The Finance Service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how Finance Service's spending has been allocated for 2016/17.



* Surrey County Council contributes 70% to the ORBIS joint operating budget

Budgets Managed by the Orbis Partnership - Finance

Director of Finance: Sheila Little

6

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Audit Fee	190	119	146	149	152	155
Insurance	2,900	2,977	3,399	3,521	3,596	3,673
Net budget ¹	3,090	3,096	3,545	3,670	3,748	3,828
<u>Funding:</u>						
Contribution and contract income	-1,382	-1,423	-1,376	-1,355	-1,382	-1,409
Total funding	-1,382	-1,423	-1,376	-1,355	-1,382	-1,409
<u>Expenditure:</u>						
Non staffing	4,472	4,519	4,921	5,025	5,130	5,237
Total expenditure	4,472	4,519	4,921	5,025	5,130	5,237
Net budget ¹	3,090	3,096	3,545	3,670	3,748	3,828

	2015/16	2016/17
FTE	0	0

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Prior year budget	3,090	3,096	3,545	3,670	3,748	
<u>Pressures and changes:</u>						
Inflation	111	67	75	78	80	
Virements	-63					
Insurance self fund	275	307				
Loss of schools income	50	50	50			
<u>Savings:</u>						
Audit Fee & Insurance premium	-300					G
Marginal Gain - Insurance income & VAT recovery	-67					G
2015/16 one-off income 2 years only		25				
Movements	6	449	125	78	80	
Revised budget	3,096	3,545	3,670	3,748	3,828	

Note 1: Net Budget supported by general government grants and reserves.

Note 2: The assessment of savings use the traffic light system: Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only

Our purpose

Our purpose is to ensure Surrey's Residents receive excellent customer service from well-trained staff who have pride in the work they do. We are responsible for:

TBC

- enabling Surrey to grow inspiring leaders who model Surrey's values & behaviours, and who support their staff to deliver excellent customer service
- ensuring Surrey has the policies & strategies to attract and retain talent and support succession planning and career development
- delivering a reward policy that attracts & retains talent, supports Surrey's values & culture, and rewards high performance
- ensuring a strong employer brand and recruitment approach to build a workforce which better reflects the diversity of Surrey's residents
- providing training and development for Surrey's staff, leaders and members to ensure they have the knowledge and skills to do their job to the best standard
- ensuring staff stay safe, healthy & well through a comprehensive wellness offer available to staff to support and retain them through changing times.

Leatham Green
Acting Head of Human
Resources and
Organisational
Development
East Sussex CC

Our challenges and opportunities

The organisation faces many challenges, changing needs and expectations of the community, continued austerity within public service and changes in the supply and expectations of the labour market. We will respond by empowering our people to make changes that benefit Surrey's residents. Addressing the way we develop and support our people to be able to cope and lead through these uncertain times with high quality leadership & workforce development programmes; also to address differences, poor performance and poor behaviour at work in a speedy, more restorative way to avoid costly, lengthy and unhealthy situations. In such a changing environment for local government we also have the opportunity to revise our traditional approach to the way we pay and reward our staff to support attraction and retention of talent.

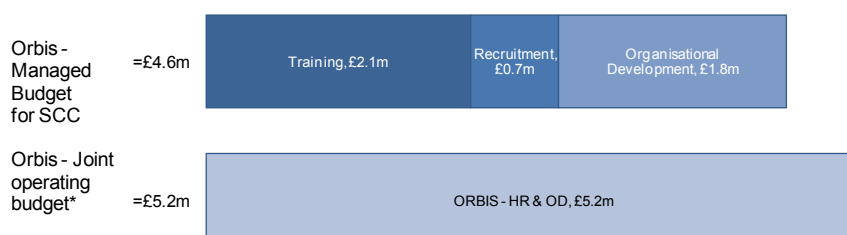
Our key actions

We will prioritise four actions for 2016/17 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. Ensure residents receive quality service from skilled & talented staff, we will create a new pay and reward strategy to enable us to recruit and retain the best people.
2. Support the delivery of excellent customer service, enhance performance and support the organisation through challenging times, we will invest in training & development of our staff, leaders and members.
3. Ensure our staff are fully engaged, we will train our managers in engagement skills so their people & teams can take advantage of the support available to help them do the best job they can.
4. 'Deliver our service at optimum cost by sharing resources through the Orbis partnership with East Sussex County Council'

Our budget

The HR & OD service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how HR & OD service's spending has been allocated for 2016/17.



* Surrey County Council contributes 70% to the ORBIS joint operating budget

Budgets Managed by the Orbis Partnership - Human Resources and Organisational Development

Acting Head of Service: Leatham Green

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Training	2,482	2,114	2,156	2,199	2,243	2,288
Recruitment	682	694	708	723	737	752
Organisational Development	1,954	1,782	1,815	1,848	1,883	1,917
Net budget ¹	5,118	4,590	4,679	4,770	4,863	4,957
<u>Funding:</u>						
Contribution and contract income	-64	-65	-66	-68	-69	-71
Total funding	-64	-65	-66	-68	-69	-71
<u>Expenditure:</u>						
Staffing	1,933	1,805	1,837	1,870	1,905	1,938
Non staffing	3,249	2,850	2,908	2,968	3,027	3,090
Total expenditure	5,182	4,655	4,745	4,838	4,932	5,028
Net budget ¹	5,118	4,590	4,679	4,770	4,863	4,957

	2015/16	2016/17
FTE	35	29

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Prior year budget	5,118	4,590	4,679	4,770	4,863	
<u>Pressures and changes:</u>						
Inflation	87	89	91	93	94	
National Insurance Change	38					
Virements	-190					
<u>Savings:</u>						
Training	-413					G
Apprentices	-50					A
Movements	-528	89	91	93	94	
Revised budget	4,590	4,679	4,770	4,863	4,957	

Note 1: Net Budget supported by general government grants and reserves.

Note 2: The assessment of savings use the traffic light system: Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only



Matt Scott
Chief Information Officer
East Sussex CC

Our purpose

Our purpose is to provide innovative, effective and reliable information management technology (IMT) services. We are responsible for:

- enabling the council and partners to use information and digital technology to modernise services to the public whilst also responding to budget pressures
- supporting approximately 10,000 IMT users to ensure they can work effectively and efficiently
- managing all elements of technical infrastructure to fully support users whilst ensuring we fully comply with Government Security Standards
- maintaining excellent relationships with customers and partners and ensuring IMT projects are delivered successfully.

For more information on what we do, contact matt.scott@surreycc.gov.uk

Our challenges and opportunities

Local Government Services are delivered in a progressively more complicated world, in terms of the flexibility staff need to work effectively, rising customer expectations and the need to work collaboratively with all of our partners. Surrey County Council has recognised the importance of technology in supporting the transformation of service delivery across the organisation to deliver its corporate priorities. Our services are therefore critical to improving the delivery of services and saving money. We currently have in excess of 100 projects in progress at any one time. We see this as a great opportunity to support the council and its partners to both run the day-to-day business of service delivery and identify innovate new models of delivery. And we are committed to modernising our skills and approaches so we can provide the very best service.

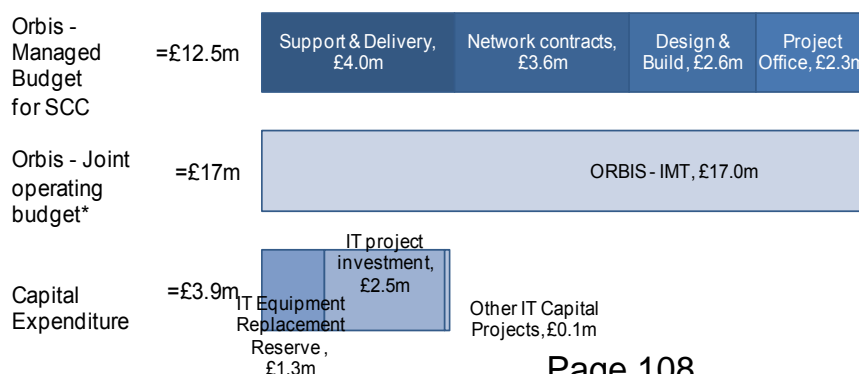
Our key actions

We will prioritise three actions for 2016/17 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity* and *resident experience*.

1. Maintain and continually improve IMT services to our users so they can be more productive, including providing new tools (eg desktop computers, laptops, mobile devices) and services (eg more WiFi access, a better email system, fewer security restrictions)
2. Implement our IT and Digital Strategy to deliver key projects that enable the council and partners to modernise services to the public, whilst also responding to budget pressures.
3. Working with our partners in East Sussex Council as part of ORBIS, develop the IMT infrastructure needed to ensure the council's local and regional partnership arrangements work successfully and deliver efficiencies

Our budget

The IMT service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how IMT service's spending has been allocated for 2016/17.



Budgets Managed by the Orbis Partnership - Information Management and Technology

Chief Information Officer: Matt Scott

Policy Budget (by activity)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000	£000
Design and Build	3,058	2,552	2,603	2,655	2,708	2,762
Network Contracts	3,600	3,614	3,687	3,760	3,836	3,912
Project Office	2,958	2,334	2,336	2,280	2,327	2,375
Support and Delivery	3,805	3,961	4,038	4,117	4,197	4,280
Net budget ¹	13,421	12,461	12,664	12,812	13,068	13,329

Funding:

Contribution and contract income	-592	-759	-774	-789	-805	-821
Total funding	-592	-759	-774	-789	-805	-821

Expenditure:

Staffing	720	952	969	986	1,004	1,022
Non staffing	13,293	12,268	12,469	12,615	12,869	13,128
Total expenditure	14,013	13,220	13,438	13,601	13,873	14,150

Net budget ¹	13,421	12,461	12,664	12,812	13,068	13,329
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	2015/16	2016/17
FTE	13	18

Summary budget movement	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000
Prior year budget	13,421	12,461	12,664	12,812	13,068
Pressures and changes	540	249	254	256	261
Savings	-1,500	-46	-106	0	0
Movements	-960	203	148	256	261
Revised budget	12,461	12,664	12,812	13,068	13,329

Capital Programme	2016/17	2017/18	2018/19	2019/20	2020/21	2016-21
	£000	£000	£000	£000	£000	£000
Equipment Replacement Reserve	2,074	1,342	207	1,898	1,898	7,419
IMT Project Investment	2,500	2,500	2,500	2,500	2,500	12,500
Other Projects	142	90	469	683		1,384
Total Capital Programme	4,716	3,932	3,176	5,081	4,398	21,303

Note 1: Net Budget supported by general government grants and reserves.

Budgets Managed by the Orbis Partnership - Information Management and Technology

Detailed budget movement by year

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Pressures and changes					
<u>Inflation</u>					
General inflation	232	232	236	238	243
Pay inflation	17	17	18	18	18
Total inflation	249	249	254	256	261
<u>Legislative</u>					
National Insurance Change	21				
Total legislative	21	0	0	0	0
<u>Other changes</u>					
Virements	270				
Total other changes	270	0	0	0	0
Total Pressures and changes	540	249	254	256	261

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Savings						
<u>Continuing Savings</u>						
Modern Worker	-666					A
UNICORN Network	-230					G
Procurement Savings - SAP	-210					G
Mobile Telephony	-200					G
Orbis Business Plan	-194	-76	-76			G
Thin Devices		30	-30			
Total Continuing Savings	-1,500	-46	-106	0	0	
Total savings	-1,500	-46	-106	0	0	

2016/17 Assessment of achievability of savings ¹	2016/17 £000	2016/17 RAG
At Risk	0	R
Some Issues	-666	A
Progressing	-834	G
One off	0	P
	-1,500	

Note 1: Achievability assessment has only been conducted for 2016/17 savings.



Laura Langstaff
Head of Procurement
and Commissioning
Surrey CC

Our purpose

Our purpose is to ensure that the contracts awarded by Surrey County Council and East Sussex County Council provide great value for money, and that we use our procurement spend to provide the best possible social value for our residents.

We are responsible for:

- Providing professional advice and insight on markets, suppliers and commercial options to help transform service delivery.
- Leading the development of plans for how we spend our money with suppliers from across the private, public and voluntary, community and faith sectors.
- Ensuring that our contracts are developed, awarded and managed and in line with best practice, including developing relationships with our key suppliers.
- Driving social value by encouraging spend with local firms and identifying employment and skills opportunities through our supply chain.

For more information on what we do, contact laura.langstaff@surreycc.gov.uk

Our challenges and opportunities

There are a number of challenges and opportunities to the delivery of our services:

- Managing market and cost pressures in an ongoing period of financial austerity for the local government, whilst in some sectors facing increasing price and demand from the private sector impacting our market influence;
- Delivering successful partnerships and driving collaboration through procurement, both locally and regionally;
- Maximising the use of technology to drive simpler and more cost effective processes for buyers and suppliers; and
- Ensuring that we have the skills, capability and capacity to deliver against our purpose as a service.

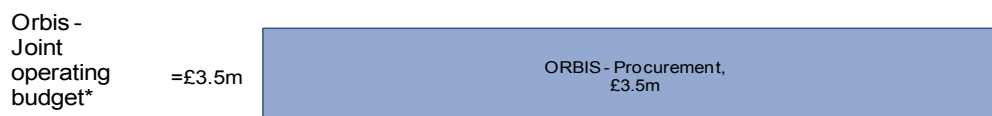
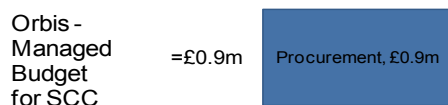
Our key actions

We will prioritise three actions for 2016/17 to support achievement of the corporate strategy goals of our key customers; both for Surrey County Council (*Well-Being, Economic Prosperity and Resident Experience*) and East Sussex County Council (*Driving Economic Growth, Keeping Vulnerable People Safe, Making Best Use of Our Resources and Helping People Help Themselves*):

1. Deliver £14m of savings through better management of our suppliers, exploring innovative contracting and commercial models and collaborating with others.
2. Deliver added value by continuing to drive spend through our local suppliers, improved employment and skills opportunities in our supply chain, and further social value for our community.
3. Deliver our service at optimum cost by sharing resources through the Orbis partnership.

Our budget

The Procurement and Commissioning service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how Procurement and Commissioning service's spending has been allocated for 2016/17.



* Surrey County Council contributes 70% to the ORBIS joint operating budget

Budgets Managed by the Orbis Partnership - Procurement

Head of Service: Laura Langstaff

6

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Procurement - Adult Social Care category management ²	819	853	868	884	900	916
Net budget ¹	819	853	868	884	900	916
<u>Expenditure:</u>						
Staffing	819	853	868	884	900	916
Total expenditure	819	853	868	884	900	916
Net budget ¹	819	853	868	884	900	916

	2015/16	2016/17
FTE	14	14

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Prior year budget	819	853	868	884	900
<u>Pressures and changes:</u>					
Inflation	15	15	16	16	16
National Insurance Change	19	0	0	0	0
Movements	34	15	16	16	16
Revised budget	853	868	884	900	916

Note 1: Net Budget supported by general government grants and reserves.

Note 2: Category management for Adult Social Care is currently an activity undertaken for Surrey County Council only. All other category management and activities are undertaken in the partnership and are part of the ORBIS joint operating budget.



John Stebbings
Chief Property Officer
Surrey CC

Our Purpose

To ensure good quality public services for the residents of Surrey through providing the right asset(s), working environment and support to the Surrey community.

We are responsible for:

- providing and maintaining the Surrey estate including schools with a management and maintenance service ensuring fit-for-purpose assets
- working with partners to meet the changing demands and strategy of the communities we serve whilst simultaneously looking at the opportunities and delivery of efficiency savings
- delivery of the school basic need programme in both primary and secondary school places to meet the September 2016 intake
- delivering income opportunities through both our existing estate and through new acquired opportunities to provide revenue income to Surrey to support services.

For more information on what we do, contact john.stebbing@surreycc.gov.uk

Our challenges and opportunities

We will be increasing programme opportunities through South East Business Services approach with East Sussex County Council and developing income opportunities around existing estate not required for continued service need. Challenges include achieving a balance between programme delivery and resources, managing an aging property estate and meeting customer expectation.

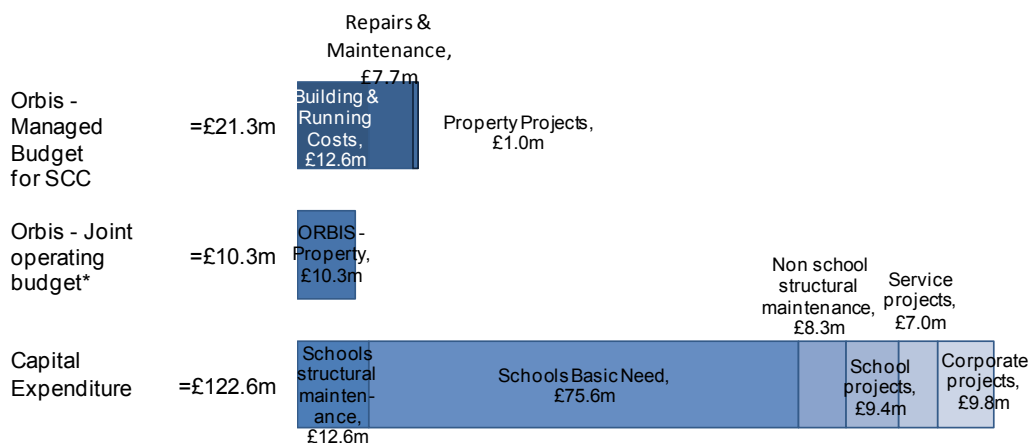
Our key actions

We will prioritise three actions for 2016/17 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity* and *resident experience*.

1. Develop our offering through our partnership with East Sussex County Council to drive joint efficiency benefits.
2. Deliver school places for the September 2016 intake and plan for extended programme and years.
3. Maintain investment in key estate assets.

Our budget

The Property service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how Property service's spending has been allocated for 2016/17.



* Surrey County Council contributes 70% to the ORBIS joint operating budget

Budgets Managed by the Orbis Partnership - Property

Chief Property Officer: John Stebbings

6

Policy Budget (by activity)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000	£000
Building Running Costs	12,445	12,591	13,155	13,621	14,272	14,976
Repairs & Maintenance	7,048	7,676	7,844	8,017	8,193	8,373
Property Projects	1,423	999	1,024	1,049	1,074	1,099
Net budget	20,916	21,266	22,023	22,687	23,539	24,448
Funding:						
Property Income	-8,248	-8,147	-8,297	-8,451	-8,605	-8,758
Reimbursements and recovery of costs	-160	-130	-132	-133	-135	-138
Total funding	-8,408	-8,277	-8,429	-8,584	-8,740	-8,896
Expenditure:						
Staffing	534	429	436	444	451	458
Non staffing	28,790	29,114	30,016	30,827	31,828	32,886
Total expenditure	29,324	29,543	30,452	31,271	32,279	33,344
Net budget	20,916	21,266	22,023	22,687	23,539	24,448

	2015/16	2016/17
FTE	16	18

Summary budget movement	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£001
Prior year budget	20,916	21,266	22,023	22,687	23,539
Total Pressures and changes	685	757	804	852	909
Total Continuing Savings	-955	0	-140	0	0
Total One-off Savings	620	0	0	0	0
Movements	350	757	664	852	909
Revised budget	21,266	22,023	22,687	23,539	24,448

Capital Programme	2016/17	2017/18	2018/19	2019/20	2020/21	2016-21
	£000	£000	£000	£000	£000	£000
Recurring programmes - schools	12,817	12,567	12,577	12,577	12,577	63,115
Recurring programmes - non schools	8,293	8,300	8,287	8,195	7,792	40,867
Total recurring programme	21,110	20,867	20,864	20,772	20,369	103,982
Schools Basic Need	75,574	70,410	42,968	13,975	4,650	207,577
Other School Projects	6,960	3,591	693	0	0	11,244
SEND and LAC Provision	2,400	13,000	10,300	8,750	0	34,450
Fire Projects	4,660	0	1,989	991	0	7,640
Land Acquisition for Waste	0	3,122	0	0	0	3,122
Corporate Projects	12,032	6,316	0	0	0	18,348
Capital projects	101,626	96,439	55,950	23,716	4,650	282,381
Total capital programme	122,736	117,306	76,814	44,488	25,019	386,363

Note 1: Net Budget supported by general government grants and reserves.

Budgets Managed by the Orbis Partnership - Property

Detailed budget movement by year

Chief Property Officer: John Stebbings

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Pressures and changes					
<u>Inflation</u>					
General inflation	1,067	921	972	1,023	1,083
Pay inflation	7	7	7	7	8
Income inflation	-151	-171	-175	-178	-182
Total inflation	923	757	804	852	909
<u>Legislative</u>					
National Insurance Change	9				
Total legislative	9	0	0	0	0
<u>Other changes</u>					
Virements	-166				
Office Rationalisation - project costs	-81				
Total other changes	-247	0	0	0	0
Total Pressures and changes	685	757	804	852	909

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Savings						
<u>Continuing Savings</u>						
Office Moves and Reorganisations	-250					G
Planned Maintenance	-250					A
Cleaning	-50					G
Fees	-50					G
Building Adaptations	-100					G
Rents Payable	-100					A
Utilities	-155					A
Building Running Costs			-140			
Total Continuing Savings	-955	0	-140	0	0	
2015/16 One-off Property Savings	620					P
Total savings	-335	0	-140	0	0	

2016/17 Assessment of achievability of savings ¹	2016/17 £000	2016/17 RAG
At Risk	0	R
Some Issues	-505	A
Progressing	-450	G
One off	620	P
	-335	

Note 1: Achievability assessment has only been conducted for 2016/17 savings.

Budgets Managed by the Orbis Partnership - Property

Capital

	2016/17	2017/18	2018/19	2019/20	2020/21	2016/21
	£000	£000	£000	£000	£000	£000
<u>School Basic Need</u>	75,574	70,410	42,968	13,975	4,650	207,577
<u>Recurring programme</u>						
Schools condition maintenance	12,080	12,080	12,080	12,080	12,080	60,400
Schools Disability Discrimination Act	737	487	497	497	497	2,715
Carbon reduction - corporate	1,393	1,300	1,300	1,300	1,289	6,582
Fire risk assessments / minor works / DDA	600	700	687	600	592	3,179
Non schools structural maintenance	6,300	6,300	6,300	6,295	5,911	31,106
Recurring programme	21,110	20,867	20,864	20,772	20,369	103,982
<u>Project schemes</u>						
Portesbury SEN School	150					150
Gypsy Sites	1,045					1,045
Fire Station reconfiguration	3,460		1,989	991		6,440
Woking Fire Station	1,000					1,000
Replace aged demountables	850	750				1,600
SEN strategy	4,850	1,700	693			7,243
SEND and LAC Provision	2,400	13,000	10,300	8,750		34,450
Land acquisition for waste		3,122				3,122
Regeneration projects	1,346					1,346
Projects to enhance income	1,650					1,650
Projects to reprovision and deliver capital receipts	5,791	4,316				10,107
Reigate Priory School	500					500
Short Stay Schools	610	1,141				1,751
Lindon Farm Autism Unit - ASC	2,000	2,000				4,000
ASC Sluice Rooms	200					200
Fire Training Facilities	200					200
Project schemes	26,052	26,029	12,982	9,741	0	74,804
Capital programme	122,736	117,306	76,814	44,488	25,019	386,363



Helen Atkinson
Director of Public Health
and Adult Social Care

Our purpose

Our purpose is to improve and protect the health of people living and working in Surrey. We work closely with partner organisations to understand and address the wider issues that influence people’s health locally and:

- provide public health information and understanding to enable decisions that are based on people’s need and what is effective.
- commission services that support people to make positive changes to their health that are relevant throughout their life.
- work with partners to protect Surrey residents from communicable diseases and environmental hazards.

For more information on what we do, contact Helen.atkinson@surreycc.gov.uk

Our challenges and opportunities

In contributing to the leadership of the wellbeing corporate priority, our continued work with Children Schools and Families along with our alignment with Adult Social Care will support the further development of important relationships to address the wider determinants of health. We will work to align the work happening through the local CCG prevention plans with their Sustainability and Transformation plans and local social care integration planning. Throughout this we will continue to focus on communities experiencing the poorest health outcomes including working to assess the impact of service changes upon the most vulnerable and minimising negative outcomes wherever possible.

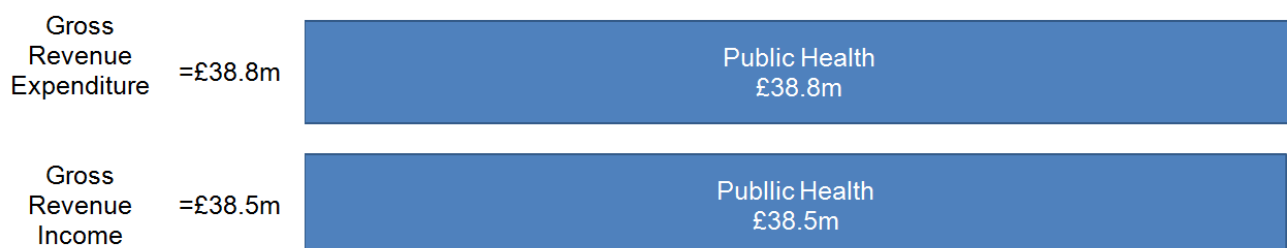
Our key actions

We will prioritise five actions for 2016-17 to support achievement of the Council’s corporate strategy goals of Wellbeing, Economic prosperity and Resident experience

1. Further develop the teams contribution to prevention and wellbeing in the county through the development of a longer term team strategy which will also inform the prioritisation of public health activity and services.
2. Review and successfully re-commission community health and integrated sexual health services through active engagement with colleagues in Children Schools and Families and other key partners.
3. Continue to develop the JSNA, with a complete refresh in 2016 under the direction of the JSNA Strategic Development Group, to ensure the JSNA better meets the information needs of health and wellbeing strategic partners.
4. Support the CCGs in local implementation of Right Care and other CCG-identified initiatives in order to improve service delivery and better care quality outcomes for patients;
5. Embed health impact assessments across the council to support decision makers in fully recognising potential impacts and ensure opportunities for improving the wellbeing of residents are maximised.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £638 million is also planned over the next five years. The charts below show how Public Health’s spending has been allocated for 2016/17:



Public Health

Director: Helen Atkinson

6

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Public Health	324	324	324	324	324	324
Net budget¹	324	324	324	324	324	324
<u>Funding:</u>						
other UK Government grants	-35,505	-38,452	-37,524	-36,466	-35,443	-35,443
Total funding	-35,505	-38,452	-37,524	-36,466	-35,443	-35,443
<u>Expenditure:</u>						
Staffing	2,841	2,425	2,470	2,515	2,561	2,607
Non staffing	965	947	965	984	1,003	1,023
Contracts & Care packages	32,023	35,404	34,413	33,291	32,203	32,137
Total expenditure	35,829	38,776	37,848	36,790	35,767	35,767
Net budget¹	324	324	324	324	324	324

2015/16 2016/17

FTE	2015/16	2016/17
	51	48

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Prior year budget	324	324	324	324	324	
<u>Pressures and changes</u>						
General inflation	740	720	700	680	679	
Pay inflation	36	36	36	36	36	
National Insurance changes	54					
Grant reductions	3,085	928	1,058	1,023	0	
Use of PH reserve	-2,100	2,100				
<u>Savings</u>						
Central Efficiencies	-350					G
Contract negotiations and reductions	-1,465	-3,784	-1,794	-1,739	-715	R
Movements	0	0	0	0	0	
Revised budget	324	324	324	324	324	

Note 1: Net Budget supported by general government grants and reserves

Note 2: The assessment of savings use the traffic light system: Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only



Liz Lawrence
Assistant Director of
Strategy & Performance

Our purpose

Working with other council services, county councillors and partners we are responsible for:

- maximising the influence of the council locally, regionally and nationally, coordinating efforts to secure 3SC devolution and fairer funding for Surrey
- supporting strategic, evidence-based policy making, decision making and resource allocation on a range of subjects including economic growth, health and wellbeing, welfare reform and business planning
- leading and supporting change in priority areas such as Surrey's public service transformation programme (known as '*Working Together*') and the children, schools and families improvement programme
- promoting continuous improvement through resident-friendly performance management, delivery of a risk-based annual audit plan and a fraud prevention/reduction programme.

For more information on what we do, contact liz.lawrence@surreycc.gov.uk

Our challenges and opportunities

2016/17 will provide significant challenges as local authority funding reduces further and demand on services continues to grow. The devolution agenda offers opportunities for Surrey to secure longer term economic growth, enhanced productivity and deliver public service transformation. Building on current work in key areas as set out above, we will play a critical role in advising the council's leadership to ensure the best outcomes for Surrey.

Our key actions

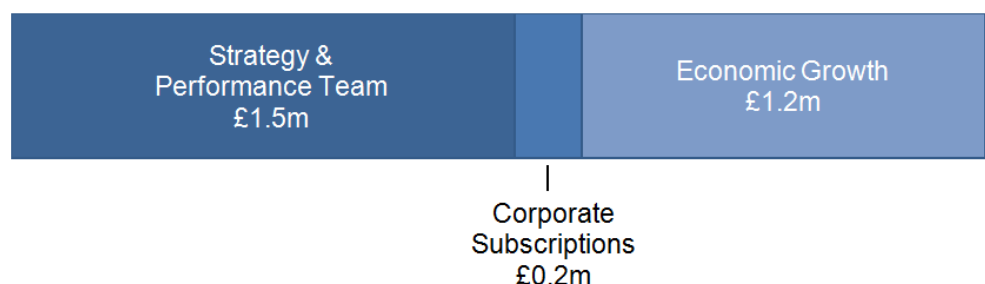
We will prioritise five actions for 2016/17 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*. We will work with Services and partners to:

1. Make a robust case to Government for devolution of powers, functions and funding to deliver better outcomes and value for money for residents and businesses in Surrey and East and West Sussex.
2. Ensure that Surrey is prepared and proactive in influencing national policy including fairer funding for Surrey.
3. Support the transformation of services for Surrey residents responding more effectively to needs, improving outcomes and reducing costs.
4. Secure as good a deal as possible for Surrey in terms of external investment in the county and support business growth, skills development and infrastructure enhancements to benefit the Surrey economy.
5. Fight fraud and error to deliver financial benefits and ensure correct use of public money and integrate the Internal Audit team within Orbis.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £638 million is also planned over the next five years. The charts below show how Strategy and Performance's spending has been allocated for 2016/17.

Net Revenue
Expenditure =£2.9m



Strategy & Performance

Assistant Director: Liz Lawrence

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Corporate Policy & Performance	1,793	1,536	1,514	1,493	1,472	1,451
Corporate Subscriptions	189	193	197	201	205	209
Economic Growth	896	1,162	1,170	1,178	1,186	1,195
Audit	640	0	0	0	0	0
Net budget ¹	3,518	2,891	2,881	2,872	2,863	2,855
<u>Funding:</u>						
other UK Government grants	-818	-435	-419	-417	-405	-393
Reimbursements and recovery of costs	-282	-317	-322	-328	-333	-338
Total funding	-1,100	-752	-741	-745	-738	-731
<u>Expenditure:</u>						
Staffing	2,430	1,930	1,943	1,954	1,966	1,976
Non staffing	2,188	1,713	1,679	1,663	1,635	1,610
Total expenditure	4,618	3,643	3,622	3,617	3,601	3,586
Net budget	3,518	2,891	2,881	2,872	2,863	2,855

	2015/16	2016/17
FTE	42	27

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Prior year budget	3,518	2,891	2,881	2,872	2,863	
<u>Pressures and changes</u>						
Expenditure inflation	38	39	39	39	41	
Income inflation	-9	-5	-5	-5	-5	
National Insurance Increase	35					
Changes to Government Grants	-383	-16	-2	-12		
Expenditure adjustments relating to Government Grants changes	383	16	2	12		
Virements	-646					
<u>Savings</u>						
Marginal Gains	-46	-43	-43	-43	-43	G
Movements	-627	-9	-9	-10	-7	
Revised budget	2,891	2,881	2,872	2,863	2,855	

Note 1: Net Budget supported by general government grants and reserves

Note 2: The assessment of savings use the traffic light system: Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only

Note 3: FTEs have reduced as Internal Audit has transferred to the ORBIS joint operating budget

Strategic Leadership

Financial Budget

2016/21

Strategic Leadership

Deputy Chief Executive: Julie Fisher

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Strategic Leadership	446	1,009	1,025	1,041	1,058	1,075
Net budget	446	1,009	1,025	1,041	1,058	1,075

Expenditure:

Staffing	421	983	999	1,014	1,030	1,046
Non staffing	25	26	26	27	28	29
Total expenditure	446	1,009	1,025	1,041	1,058	1,075
Net budget¹	446	1,009	1,025	1,041	1,058	1,075

	2015/16	2016/17
FTE	2	10

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Prior year budget	446	1,009	1,025	1,041	1,058
<u>Pressures and changes</u>					
Expenditure inflation	8	16	16	17	17
National Insurance Increase	1				
Virements	554				
Movements	563	16	16	17	17
Revised budget	1,009	1,025	1,041	1,058	1,075

Note 1: Net Budget supported by general government grants and reserves

Note 2: FTEs - the increase in FTEs reflects a change in senior leadership and movement of staff; overall there has been no increase across the council in funded FTEs as a result of this movement.



Steve Ruddy
Head of Trading Standards

Our purpose

The Trading Standards service exists to:

- protect individuals, communities and businesses from harm and financial loss
- help business to thrive by maintaining a Fair Trading environment
- improve the health and wellbeing of people and communities
- fulfil our statutory responsibilities to deliver consumer and public protection services across Buckinghamshire and Surrey

For more information on what we do, contact steve.ruddy@bucksandsurreytradingstandards.gov.uk

Our challenges and opportunities

We need to build on the benefits from the creation of a joint Trading Standards service; creating a stronger more effective service; identifying opportunities for growth whilst continuing to reduce the cost to residents. We will need to continue to manage the tension between local needs and government expectations of the service.

An ongoing and increasing challenge is to work with others to tackle organised cross border consumer crime, rogue traders, scams, and the growth of internet crime. In doing so we need to ensure we protect the most vulnerable in our communities who are often deliberately targeted and exploited.

Our key actions

We will support the delivery of both Councils corporate strategic goals. For Surrey they are Wellbeing, Economic Prosperity and Resident Experience. For Buckinghamshire they are Safeguarding Our Vulnerable People, Creating Opportunities and Building Self Reliance, and Keeping Buckinghamshire Thriving and Attractive. **Our Key Actions will be:**

1. Protecting the most vulnerable, increasing the financial savings for residents, and stopping rogue traders operating in Buckinghamshire and Surrey.
2. Helping businesses to thrive and supporting economic growth: We will help businesses comply with their legal responsibilities and enhance public protection by expanding our chargeable business support services and through increasing the number and impact of our business partnerships.
3. Improving wellbeing and public health; tackling the supply of unsafe or dangerous products and working to maintain the integrity of the food chain, including food quality and nutrition.
4. Enhance prevention through the use and reach of social media, TS alert, volunteers, and other initiatives to raise awareness of scams, rogue traders and unsafe products.

Our budget

The council has an operating revenue budget of £1.7 billion. The charts below show how Trading Standard's spending has been allocated for 2016/17.



Trading Standards ¹

Head of Service: Steve Ruddy

6

Policy Budget (by activity)

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Trading Standards	3,126	3,039	2,958	2,929	2,936	2,943
Net budget ²	3,126	3,039	2,958	2,929	2,936	2,943
<u>Funding:</u>						
Fees and charges	-193	-290	-349	-378	-382	-386
Reimbursements & recovery of costs	-338	-346	-350	-354	-359	-362
Total funding	-531	-636	-699	-732	-741	-748
<u>Expenditure:</u>						
Staffing	3,208	3,320	3,367	3,421	3,476	3,530
Non staffing	449	355	290	240	201	161
Total expenditure	3,657	3,675	3,657	3,661	3,677	3,691
Net budget ²	3,126	3,039	2,958	2,929	2,936	2,943
SCC Contribution	2,063	2,006	1,952	1,933	1,938	1,942
Buckinghamshire County Council Contribution	1,063	1,033	1,006	996	998	1,001
Joint Budget	3,126	3,039	2,958	2,929	2,936	2,943

	2015/16	2016/17
FTE	75	75

Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG ³
Prior year budget	3,126	3,039	2,958	2,929	2,936	
<u>Pressures and changes</u>						
General inflation	56	57	59	60	59	
Income inflation	-5	-6	-7	-7	-7	
National Insurance increase	65					
Virements	-10					
<u>Savings</u>						
1.5% marginal Saving	-47	-46	-44	-44	-44	G
Partnership savings	-146	-86	-37	-2	-1	G
Movements	-87	-81	-29	7	7	
Revised budget	3,039	2,958	2,929	2,936	2,943	

Note 1: Trading Standards is run in partnership with Buckinghamshire County Council (BCC) and managed by a joint committee. SCC and BCC contribute towards the net costs of the service, in the proportion 66% and 34% respectively.

Note 2: Net Budget supported by general government grants and reserves

Note 3: The assessment of savings use the traffic light system: Red - At risk, Amber - Some issues, Green - Progressing, and Purple - one year only

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CABINET PORTFOLIOS 2016/17

LEADER - David Hodge

'Provide effective corporate, policy, financial and strategic leadership'

Revenue expenditure budget 2016/17:	£1,686m
Capital budget 2016/17:	£194m
Required revenue saving 2016/17:	£83m
Staff (full time equivalents):	7,968

- Provide strong and effective leadership for the overall political environment, corporate strategy and direction of the County Council.
- Provide policy direction for the revenue and capital funding of the Council.
- Chair meetings of the Cabinet and oversee the preparation of business for its consideration.
- Act as lead Cabinet Member for the Statutory Responsibilities network, overseeing the fulfilment of the Council's statutory responsibilities.
- To be the principal spokesman in discussions with Government Departments, Local Government Organisations, regional bodies, County Council Network, District and Boroughs, Surrey Police, National Health Service, South East 7, Surrey Leaders Group and Surrey MPs.
- Support Cabinet Members and Cabinet Associates in their specific roles to improve the outcomes for all residents, as well as the business, voluntary and educational sectors in Surrey.
- Lead the 'One Place', 'One Budget', 'One Team' vision and corporate strategy.
- Oversee the communication strategy of Surrey County Council (SCC).
- To have oversight of all major contracts and authorisation on behalf of SCC.
- To give authority to employ any person to a post evaluated with a pay band in excess of £100,000 and consultants on contracts over £50,000.
- To be the final arbiter for expenditure against the agreed Community Improvement Fund criteria.
- Determine the membership of any SCC Trading Company or joint venture company and member of the Shareholder Board.
- Chair the People Performance and Development Committee, the Surrey County Council Board and the Investment Advisory Board of the Council.
- Act as a Member of the Bandstand Development Limited Board representing Surrey County Council.
- Attend Council Overview Board and Audit & Governance Committee at the request of the relevant Chairman.

CABINET PORTFOLIOS 2016/17

6

- Ensure that the equality, fairness and respect implications of changes to services covered by the portfolio are fully considered during policy development, resource allocation and decision-making.
- Represent the County Council's interests within key strategic partnerships including Coast to Capital Local Enterprise Partnership.

CABINET PORTFOLIOS 2016/17

DEPUTY LEADER AND CABINET LEAD FOR ECONOMIC PROSPERITY -

Peter Martin

6

'Drive economic growth and prosperity in the County'

	SCC	Economic Prosperity
Revenue expenditure budget 2016/17:	£1,686m	£1m
Capital budget 2016/17:	£194m	£0m
Required revenue saving 2016/17:	£83m	
Staff (full time equivalents):	7,968	6

- Support delivery of the Corporate Strategy with a specific lead on economic prosperity across the County.
- In the absence of the Leader, chair meetings of the Cabinet and be principal spokesman for the County Council at internal and external meetings to ensure smooth efficiency of the Cabinet.
- Have principal accountability for the annual revenue and capital funding for the services within the portfolio, and the delivery of planned savings.
- Support the Leader in discussions with Government Departments, Local Government organisations, regional bodies, County Council Network, Districts and Boroughs, Surrey Police, National Health Service, South East 7, Surrey Leaders Group and Surrey MPs.
- In the absence of the Leader, provide policy direction for the revenue and capital funding of the Council.
- Work with employment and business partners, Local Economic Partnerships, academia and other Local Authorities to stimulate and grow the economy of Surrey, promote business and employment opportunities.
- Lead for the Cabinet on the promotion of tourism in the county.
- Lead the County Council apprenticeship programme in association with the business community and in conjunction with the Cabinet Member for Schools, Skills and Educational Achievement, and lead for the Cabinet on the development of the skills for employment agenda.
- Liaise with the Cabinet Member for Environment and Planning and the Cabinet Member for Highways, Transport and Flooding on public transport access to airports and policy on airport and aviation issues.
- Attend Council Overview Board, Economic Prosperity, Environment & Highways, and Audit & Governance Committee at the request of the relevant Chairman.
- Ensure that the equality, fairness and respect implications of changes to services covered by the portfolio are fully considered during policy development, resource allocation and decision-making.
- Represent Surrey County Council on the Enterprise M3 (Local Enterprise Partnership).

CABINET PORTFOLIOS 2016/17

6

- Be the Vice Chairman of the People Performance and Development Committee, the Surrey County Council Board and the Investment Advisory Board of the Council.
- Take the Cabinet lead role on Superfast Broadband roll-out and be principal Council spokesman.

CABINET PORTFOLIOS 2016/17

HIGHWAYS, TRANSPORT AND FLOODING – John Furey

6

'Promote effective transport and highways services'

Revenue expenditure budget 2016/17:	£52m
Capital budget 2016/17:	£58m
Required revenue saving 2016/17:	£2m
Staff (full time equivalents):	370

- Lead for the Cabinet in relation to the Highways Agency, South East 7 (SE7), Network Rail, and the Department for Transport, Environment Agency (in relation to flooding) and other quasi governmental agencies.
- Support the Leader and Deputy Leader on all Highway Authority matters for Surrey Local Enterprise Partnerships including representing the authority at relevant Boards and meetings, and support the Deputy Leader to deliver economic prosperity for Surrey by improving transport infrastructure and reducing congestion.
- Have principal accountability for the annual revenue and capital funding for the services within the portfolio, and the delivery of planned savings.
- Oversee the provision of highways and transportation services including winter maintenance service.
- Support development and maintenance of road infrastructure to access airports.
- Keep an overview of HGV routes, Freight Quality Partnerships and Operators' Licences.
- Lead for the Cabinet on public, education and social care transport, striving to provide the best possible service consistent with good value for money.
- Cabinet overview for major highways and transport contracts, and the Street Lighting PFI contract.
- Lead for the Cabinet on highways, transportation and flooding infrastructure development for Surrey County Council.
- Take the Cabinet lead on the adoption and un-adoption of roads in Surrey, the provision of cycle routes, parking regulation policy, commissioning of parking enforcement and Surrey County Council's speed limit policy.
- Oversee major public events on the highway (in conjunction with Cabinet Member for Localities and Community Wellbeing).
- Lead for Surrey County Council on all flooding matters including the development of the River Thames Flood Defence Scheme.
- Attend Economic Prosperity, Environment & Highways Board and Education and Skills Board at request of the Chairman.
- Ensure that the equality, fairness and respect implications of changes to services covered by the portfolio are fully considered during policy development, resource allocation and decision-making.

CABINET PORTFOLIOS 2016/17

6

ENVIRONMENT AND PLANNING – Mike Goodman

'Preserve and enhance the natural and built environment in Surrey'

Revenue expenditure budget 2016/17:	£86m
Capital budget 2016/17:	£3m
Required revenue saving 2016/17:	£3m
Staff (full time equivalents):	215

- Take the Cabinet lead in relation to all waste management matters in Surrey, maximising recycling in Surrey through the effective provision of facilities and services.
- Support the Deputy Leader to deliver economic prosperity for Surrey in keeping with the Corporate Strategy - especially in the promotion of the rural economy.
- Have principal accountability for the annual revenue and capital funding for the services within the portfolio, and the delivery of planned savings.
- Lead on Planning matters on behalf of Surrey County Council and have responsibility to ensure an effective Planning Service operates within the Council.
- Lead in matters relating to train operating companies, bus companies, motoring and cycling organisations and airports.
- Principal lead for the Council in respect of matters relating to gypsy and traveller sites.
- Oversee local transport strategies and the development of the Cycling Strategy.
- Set direction of Transportation Development Planning that benefits Surrey (within legislation).
- Lead on public transport access to airports and policy on airport operation issues in liaison with the Deputy Leader.
- Lead in development of policies including Minerals and Waste Planning, the Rural Policy and the Carbon Energy Policy.
- Create policy for the administration of the concessionary fares scheme for buses, and oversee the activities of the Transport Co-ordination Centre.
- Lead on air quality issues in liaison with the Districts and Boroughs that have a statutory role in air quality management.
- Lead and foster effective relationships with the Borough and District Councils, the Surrey Wildlife Trust, the Environment Agency, and the Department for the Environment, Food and Rural Affairs.
- Oversee the maintenance of biodiversity in Surrey and act as lead Cabinet Member for the Surrey Nature Partnership.
- Lead for the Council in respect of countryside, including Rights of Way, matters relating to the Green Belt, Areas of Outstanding Natural Beauty and Areas of Great Landscape Value unless otherwise delegated, and the countryside management contract with the Surrey Wildlife Trust.

CABINET PORTFOLIOS 2016/17

- Lead on policy development in relation to sustainability and climate change on behalf of Surrey County Council.
- Work with Partners to develop cost effective improvements to the Basingstoke Canal.
- Attend Economic Prosperity, Environment & Highways Board at request of the Chairman.
- Ensure that the equality, fairness and respect implications of changes to services covered by the portfolio are fully considered during policy development, resource allocation and decision-making.

CABINET PORTFOLIOS 2016/17

SCHOOLS, SKILLS AND EDUCATIONAL ACHIEVEMENT – Linda Kemeny

6

'Promote and support brilliance in every Surrey child and young person'

Revenue expenditure budget 2016/17 &:	£628m
Capital budget 2016/17 **::	£77m
Required revenue saving 2016/17:	£7m
Staff (full time equivalents):	1,235

* Includes Delegated Schools Budget

** Includes School Basic Need Programme expenditure of £75m

- Act as the Statutory lead member for Children's Services under the Children's Act 2004 (effective from 19 May 2015 Council AGM) and in accordance with the April 2013 statutory guidance for lead members.
- Be the lead Cabinet Member representative on the Surrey Safeguarding Children Board, working closely with local partners to improve outcomes for children and young people.
- Ensure the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers, are addressed.
- Define the vision and priorities for children's services across the County, and ensure that safety, the educational, social and emotional needs of children and young people are central.
- Oversee and coordinate the activities of the Portfolio holder for Children and Families Wellbeing and Cabinet Associate for Children, Schools and Families Wellbeing in the discharge of their responsibilities.
- Be the lead for Corporate parenting, providing oversight and direction to the Cabinet Associate for Children, Schools and Families (who will provide support in delivering this role and Chair the Corporate Parenting Board).
- Oversee youth democracy, representation and participation in the development and delivery of local services.
- Represent the Council on the Special Education Needs and Disability Governance Board shaping the provision of SEND services for the future.
- Lead on all matters relating to Education, training and skills (Early Years through to Further & Higher Education) in Surrey including work with the Further Education colleges in the provision of apprenticeships.
- Lead on all matters relating to Adult Education.
- Have joint accountability with the Portfolio Holder for Children and Families Wellbeing for the annual revenue and capital funding of the Children, Schools and Families budget and the delivery of planned savings.
- Work with the Cabinet Associate Member for Built Environment to ensure a long term Schools Capital investment programme that delivers required school, education and care places, in line with approved budget.

CABINET PORTFOLIOS 2016/17

- Lead on school provision, planning and admissions with a particular focus on ensuring places for all children.
- Set direction and policy that aims to improve school standards and achievement for all children and young people and work with school improvement partners.
- Lead on building good relationships with all schools and educational settings in Surrey.
- Provide direction to those who deliver services (between the ages of 0 to 25) for children and young people with Special Educational Needs and Disabilities (SEND) to develop their life opportunities.
- Develop relations with children and young people organisations in the voluntary, community and faith sector
- Improve education attainment and achievement of Surrey's children in care, improving their self esteem and increasing positive life opportunities and support educational achievement by the promotion of a high quality and accessible Virtual School.
- Raise the quality of Early Years Education and ensure the best start to every Surrey child's education.
- Promote improved participation of young people in education, employment or training and reduce NEETs.
- Provide direction to develop strategies that support a seamless transition of post school age young people to a "positive destination" e.g. further education, training or employment.
- Be the lead Member for the Council on the South East Region Group of Lead Members and Strategic Directors for Children's services.
- Attend Social Care Services Board and the Education and Skills Board at the request of the Chairman.
- Ensure that the equality, fairness and respect implications of changes to services covered by the portfolio are fully considered during policy development, resource allocation and decision-making.

CABINET PORTFOLIOS 2016/17

CHILDREN AND FAMILIES WELLBEING - Clare Curran

'Protect children and their families, to develop their potential and improve their quality of life'

Revenue expenditure budget 2016/17:	£194m
Capital budget 2016/17:	£1m
Required revenue saving 2016/17:	£4m
Staff (full time equivalents):	1,721

- Work with the Cabinet Member for Schools, Skills and Educational Achievement in the delivery of their statutory role and jointly represent the Council on the Surrey Safeguarding Children Board.
- Work with the Statutory Lead Member for Children's Services in all matters relating to children and families in Surrey, undertaking the Cabinet role in accordance with the statutory guidance for members.
- Ensure the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers, are addressed.
- Have joint accountability with the Portfolio Holder for Schools, Skills and Educational Achievement for the annual revenue and capital funding of the Children, Schools and Families budget and the delivery of planned savings.
- Support and promote the safeguarding of Children and young people, ensuring early help arrangements, preventative services and children's social services are in place.
- Be the champion and advocate for all Surrey young people, representing the voice of young people and all youth issues, lead on Safeguarding vulnerable teenagers and CAMHS/ 'Youth Advisors, rights and participation'.
- Work with the Cabinet Member for Adult Social Care, Wellbeing and Independence and Cabinet Member for Wellbeing and Health to ensure smooth transition of young people into Adulthood.
- Be the Cabinet Member Representative on the Health and Wellbeing Board, working in conjunction with Public Health for the improved outcomes for children and young people.
- Provide direction to those who deliver services (between the ages of 0 to 25) for children and young people with Special Educational Needs and Disabilities (SEND) to develop their life opportunities.
- Support the Local Children's Trust arrangements or its successor body.
- Be the Member of the Early Help Governance Board and lead member for Surrey Young Carers.
- Work with the Statutory Lead Member on Surrey County Council's Supporting Families programme bringing together Surrey public agencies to deliver a multi agency service offer to families with complex needs and chaotic personal histories, and the achievement of the Surrey Troubled Families Agenda as set out by the Department for Communities and Local Government

CABINET PORTFOLIOS 2016/17

- Oversee support for vulnerable young people and those young people not in employment, education or training (NEET).
- Oversee provision of services through Surrey residential homes and out of county placements for looked after children and support the delivery of services for adoption, fostering and care leavers.
- Develop relations with children and young people organisations in the voluntary, community and faith sector.
- Promote local youth services, including centre based youth work, local prevention, youth engagement and oversight of local commissioning through the local committee youth task groups.
- Oversee youth democracy, representation and participation in the development and delivery of local services.
- Liaise with lead Members and officers in the Surrey Districts and Boroughs on joint work and chair the County Council and District and Borough lead Member and officer partnership meetings.
- Support achievement of looked after children through promotion of a high quality and accessible Virtual School.
- Support youth crime reduction and restorative approaches and attend Youth Justice Board, and support victims of (youth) crime.
- Liaise with the Cabinet Associate for the Built Environment over all property needs for delivering of services to children and young people.
- Attend Social Care Services Board at the request of the Chairman.
- Ensure that the equality, fairness and respect implications of changes to services covered by the portfolio are fully considered during policy development, resource allocation and decision-making.
- Work with the Cabinet Associate for Children, Schools and Families Wellbeing.

CABINET ASSOCIATE FOR CHILDREN, SCHOOLS AND FAMILIES WELLBEING – Mary Lewis

- * Support the Cabinet Member for Schools, Skills and Educational Achievement and the Cabinet Member for Children and Families Wellbeing in their respective roles, ensuring that the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers, are addressed.
- * Support the Lead Cabinet Member in delivering the Authority's corporate parenting role to achieve better outcomes for the Children in its care and Chair the Corporate Parenting Board.
- * Support the cabinet members to safeguard children and young people.
- * Support development and implementation of the pledge to Surrey's looked after children.
- * Work with the Cabinet Member for Wellbeing and Health and partners to improve the health outcomes of looked after children in Surrey, and advocate for the CAHMS Youth Advisors.
- * Focus on improving "The child's journey" and experience of council services.
- * Attend Social Care Services Board at the request of the Chairman.
- * Support the Cabinet Member to oversee the delivery of services through Surrey residential homes and out of county placements for looked after children.
- * Develop relations with children and young people organisations in the voluntary, community, faith sector and the Care Council.
- * Support achievement of looked after children through promotion of a high quality and accessible Virtual School and working with apprentices in children's services.
- * Support the delivery of services for adoption, fostering and care leavers.
- * Attend relevant meetings at the request of the Cabinet Member for Children and Families Wellbeing and the Cabinet Member for Schools, Skills and Educational Achievement.
- * The Cabinet Associate for Children, Schools and Families Wellbeing will lead on policy development in these defined areas and advise the Cabinet Member/s where appropriate on decisions to be made.

CABINET PORTFOLIOS 2016/17

ADULT SOCIAL CARE, WELLBEING AND INDEPENDENCE – Mel Few

6

'Maximise the wellbeing, safety and independence of adults resident in their local communities – particularly the elderly and vulnerable'

Revenue expenditure budget 2016/17:	£430m
Capital budget 2016/17:	£2m
Required revenue saving 2016/17:	£55m
Staff (full time equivalents):	1,860

- Ensure the statutory requirements for safeguarding adults and provision of effective social services to adults are delivered in accordance with the legislative framework.
- Be the lead Cabinet Member for Surrey Safeguarding Adults.
- Have principal accountability for the annual revenue and capital funding for the services within the portfolio, and the delivery of planned savings.
- Provide strategic and policy overview of the commissioning and provision of adult social care services including those for older people, people with learning disabilities, people with physical disabilities, people with mental health problems, carers and people who misuse drugs and alcohol.
- Promote engagement with local communities to ensure that services for adults are effective in meeting the needs of adults with social care needs, their families and carers.
- Take the lead for the Council in developing partnerships which support carers.
- Be the Cabinet Member lead for development and implementation of the Older People's Strategy and service delivery including the provision and development of accommodation e.g. care homes and the Dementia Strategy in conjunction with NHS Surrey and Clinical Commissioning Groups.
- Support the improvement of preventative Services and delivery of early intervention programmes to residents who need them.
- Support the County Council culture change to a community based approach to meeting residents' needs alongside giving people greater choice and control over services.
- Provide strategic oversight and support in the development of new models of delivery e.g. Surrey Choices.
- Be the Cabinet Lead Member with oversight for the implementation of the Care Act 2014 in Surrey.
- Support improved access to services and reduce inequalities in service delivery.
- Oversee delivery of mental health services to meet statutory requirements, improve wellbeing and support independence.
- Work with the Cabinet Lead for Wellbeing and Health to ensure that the adult health and social care needs identified through the Joint Strategic Needs Assessment are met with a suitable response in service delivery.

CABINET PORTFOLIOS 2016/17

6

- Work with the Cabinet Member for Children & Families Wellbeing to ensure smooth transition of young people into adulthood.
- Liaise with the Cabinet Associate Member for the Built Environment over all property needs for delivering services including those to support the older People's Strategy through a range of appropriate accommodation.
- Attend the Health and Wellbeing Board.
- Attend Social Care Services Board at the request of the relevant Chairman.
- Ensure that the equality, fairness and respect implications of changes to services covered by the portfolio are fully considered during policy development, resource allocation and decision-making.
- Oversee the Cabinet Associate for Adult Social Care, Wellbeing and Independence, (who will represent the Council on the Surrey Safeguarding Adults Board).

CABINET PORTFOLIOS 2016/17

CABINET ASSOCIATE FOR ADULT SOCIAL CARE, WELLBEING AND INDEPENDENCE - Tim Evans

6

- * Provide general support to the Cabinet Member for Adult Social Care, Wellbeing and Independence in his role and deputise as necessary.
- * Participate as a member of the Surrey Safeguarding Adults Board working with partners to safeguard adults.
- * Support the delivery of mental health services to meet the statutory requirements, improve wellbeing, and support independence working in partnership with Surrey and Borders Partnership NHS Trust.
- * Support the Cabinet Member in the implementation of the Care Act 2014 in Surrey.
- * Support the Cabinet Member in the delivery of the financial aspects of their role.
- * Support policy development in the following areas:
 - * Safeguarding Adults;
 - * Supporting Carers;
 - * Mental Health, with a particular focus on Dementia.
 - * Care Act 2014
- * Attend Social Care Services Board and appropriate representative bodies as required.
- * The Cabinet Member has agreed that the Cabinet Associate for Adult Social Care, Wellbeing and Independence will lead on policy development in these defined areas and advise the Cabinet Member where appropriate on decisions to be made.

CABINET PORTFOLIOS 2016/17

6

WELLBEING AND HEALTH – Helyn Clack

‘Promote wellbeing and integration in health, social, community and volunteering roles and duties within Surrey’

Revenue expenditure budget 2016/17:	£39m
Capital budget 2016/17:	£0m
Required revenue saving 2016/17:	£2m
Staff (full time equivalents):	48

- Oversee the development of the Wellbeing vision, strategy and overarching policy for Surrey with partners.
- Co-chair the Surrey Health & Wellbeing Board with the Surrey CCG Lead.
- Have principal accountability for the annual revenue and capital funding for the services within the portfolio, and the delivery of planned savings.
- Work with lead officers and partners to ensure delivery of the statutory requirements associated with the Health and Wellbeing Board such as:
 - the development and publication of a Joint Health and Wellbeing Strategy for Surrey; and
 - the development and publication of a Joint Strategic Needs Assessment for Surrey.
- Promote the integration and joint commissioning of health and social care where it will deliver improved outcomes for residents and a more financially sustainable health and social care system (including the Better Care Fund).
- As the policy lead, champion Public Health and the wellbeing of Surrey residents working with Cabinet Members, districts, boroughs, and partners.
- Support a broad programme of cultural and community events and look at new opportunities for volunteering across Surrey.
- Support and promote the strategic shift to a preventative approach to wellbeing and health, working with partners to secure better outcomes for Surrey residents and communities.
- Work with lead officers to develop strong relationships across the health and social care system in Surrey and with key health and social care commissioners and providers.
- Support and promote the delivery of Mental Health Services in conjunction with the Cabinet Member for Adult Social Care, Wellbeing and Independence, and Associate, including those for children and adolescences with mental health difficulties.
- Liaise with the Cabinet Members for Children and Families Wellbeing and Adult Social Care, Wellbeing and Independence to ensure a joined up approach to delivering the Wellbeing Strategy and delivery of services across the County.
- Promote the role of volunteering as a contributing factor to the wellbeing of Surrey residents.
- Attend scrutiny boards at the request of the Chairman on all matters relating to wellbeing, health and Public Health matters affecting residents of Surrey.
- Oversee the annual revenue and capital funding of Surrey’s Public Health service.

CABINET PORTFOLIOS 2016/17

- Oversee the delivery of a major programme of cultural and community events to mark the 800th anniversary of the Magna Carta in 2015.
- Act as principal spokesman for all European matters, identifying funding opportunities for the benefit of Surrey.
- Ensure that the equality, fairness and respect implications of changes to services covered by the portfolio are fully considered during policy development, resource allocation and decision-making.

CABINET PORTFOLIOS 2016/17

6

LOCALITIES AND COMMUNITY WELLBEING - Richard Walsh

'Promote local services that strengthen community wellbeing in Surrey and improve resident experience'

Revenue expenditure budget 2016/17:	£83m
Capital budget 2016/17:	£2m
Required revenue saving 2016/17:	£3m
Staff (full time equivalents):	1,402

- Have principal accountability for the annual revenue and capital funding for the services within the portfolio, and the delivery of planned savings.
- Be the policy lead in relation to Voluntary, Community and Faith Organisations, and the Department for Culture, Media and Sport.
- Work in partnership to deliver a refreshed strategy for volunteering in Surrey.
- Promote a modern library service which provides a range of services which are at the heart of the community including supporting and developing Community Partnership Libraries.
- Work with the Cabinet Member for Schools, Skills and Educational Achievement in the promotion of adult and community learning to improve the wellbeing and range of opportunities for resident experience.
- Support on all matters relating to culture, arts and sport for the Council.
- Oversee the maintenance of Surrey's heritage and promote a well developed heritage programme for Surrey including the role of volunteers.
- Monitor the effectiveness and efficiency of Citizenship and Registration Services.
- Maximise opportunities for innovation in order to generate income to support frontline service delivery.
- Establish Customer Services policy and direction (including the Contact Centre, customer relations) and the promotion of the Customer Promise across all services in conjunction with all Cabinet Members.
- Support a broad programme of cultural and community events and look at new opportunities for volunteering across Surrey.
- Promote community engagement and support Surrey Local Committees to ensure the activities of the Council and the performance and delivery of its services are fully considered at a local level, attending Local Committee meetings.
- Liaise with the Coroner's Office to support delivery of Coroner's services.
- Oversee of the Trading Standards service in line with legislative requirements, working in partnership with Buckinghamshire County Council.
- Represent the Council on the Joint Trading Standards Committee with Buckinghamshire County Council.

CABINET PORTFOLIOS 2016/17

- Support effective contingency planning (including: emergency planning and business continuity) throughout Surrey and ensuring appropriate liaison with partners in Health, District & Boroughs and Surrey Police Services.
- Retain overall responsibility for policy direction of Surrey Fire and Rescue Services and community safety.
- Attend Resident Experience Board at the request of the relevant Chairman.
- Ensure that the equality, fairness and respect implications of changes to services covered by the portfolio are fully considered during policy development, resource allocation and decision-making.
- Oversee the Cabinet Associate responsible for Community Safety Services.

CABINET ASSOCIATE RESPONSIBLE FOR COMMUNITY SAFETY SERVICES – Kay Hammond

- * Act as Surrey County Council lead for the Surrey Fire and Rescue Service and work with Surrey Police, Sussex Police, East Sussex Fire and Rescue Service and West Sussex Fire and Rescue Service and South East Coast Ambulance Service
- * Promote and support road safety for the Council including the partnership Safe Drive Stay Alive programme.
- * Represent the Council on the Drive SMART Board targeting anti-social driving in order to make Surrey's roads safer.
- * To represent the council on the Governance steering board for the Emergency Services Collaboration Partnership.
- * Promote community safety prevention and public protection for the Council in conjunction with partners.
- * Coordinate and implement Cabinet policy development in relation to community safety matters with partners including the police, probation, criminal justice organisations, prisons, drugs and alcohol action team, domestic abuse organisations, Districts and Boroughs and the Home Office on community safety matters.
- * Represent the Council in the Community Safety Partnerships and the Community Safety Board.
- * Working in partnership, oversee the development and implementation of effective policy and strategy to reduce domestic violence and mitigate its effects.
- * Set direction for the Safer and Smarter Travel in Surrey Strategy.
- * Attend Resident Experience Board and the Economic Prosperity, Environment and Highways Board and other Boards or Committees at the request of the relevant Chairman.
- * The Cabinet Member has agreed that the Cabinet Associate for Community Safety Services will lead on policy development in these defined areas and advise the Cabinet Member where appropriate on decisions to be made.

CABINET PORTFOLIOS 2016/17

BUSINESS SERVICES AND RESIDENT EXPERIENCE - Denise Le Gal

6

'Developing strong models of delivery and governance, helping to improve the resident experience'

Revenue expenditure budget 2016/17:	£172m
Capital budget 2016/17:	£52m
Required revenue saving 2016/17:	£7m
Staff (full time equivalents):	1,111

- Take the Cabinet lead for the strategic goal set out in the Corporate Strategy in relation to the Resident Experience and support the development of new models of delivery.
- Support a digital approach to delivering high quality information management and technology (IMT) to meet current demands and provide a solid platform in which to transform these services to meet the needs of the future.
- Promote strong and effective corporate governance including the rules of procedure such as Financial Regulations and Procurement Standing Orders.
- Have principal accountability for the annual revenue and capital funding for the services within the portfolio, and the delivery of planned savings.
- Provide strong Cabinet Member leadership to promote good quality assurance which is embedded throughout Surrey County Council.
- Be the lead Member for all strategic human resource matters including recruitment, retention, succession planning, organisational development, staff training and health and wellbeing development programmes for staff.
- Support a culture change programme to ensure Council staff are able and equipped to deliver services in a changing environment.
- Oversee Business Services to the Council including delivery of Legal and Democratic Services to support and promote effective and efficient service delivery.
- Oversee the development of the Procurement role in all areas that represent improved efficiencies and outcomes for residents of Surrey.
- Be the lead Cabinet Member for Freedom of Information and Data Protection issues.
- Support and promote productivity, efficiency and performance monitoring of all directorates.
- Be the lead Cabinet Member for joint governance arrangements, working with other authorities.
- Act as the lead Member on the Orbis Joint Committee.
- Oversee the business strategy and plan of SE Business Services Ltd and be a member of the Shareholder Board.
- Oversee the Member Development Strategy, Chairing the Member Development Steering Group, maintaining the Charter Status and seeking to achieve Charter Plus status before May 2017.

CABINET PORTFOLIOS 2016/17

6

- Promote strong Audit and Risk Assurance that is embedded throughout the Council, including measures to counter fraud.
- Support the County Council's innovation agenda using the assets, resources and financial strengths to fullest effect.
- Attend Council Overview Board and Audit & Governance Committee at the request of the relevant Chairman.
- Be the lead member for the Council's Fairness and Respect Strategy and to ensure that the equality, fairness and respect implications of changes to services covered by the portfolio are fully considered during policy development, resource allocation and decision-making.
- Oversee the Cabinet Associate for the Built Environment.

CABINET PORTFOLIOS 2016/17

CABINET ASSOCIATE FOR THE BUILT ENVIRONMENT - Tony Samuels

6

- * Lead policy direction in the development of regeneration and commercial opportunities for the long term benefit of Surrey.
 - * Oversee policy direction for all Estates and Asset Management plans to ensure value for money and long-term asset growth.
 - * Support energy conservation improvements in Surrey County Council buildings.
 - * Work with the Deputy Leader on developing opportunities in the business and tourism areas.
 - * Promote cost effective Capital investment programmes in Schools in conjunction with Cabinet Member for Schools, Skills and Educational Achievement.
 - * Oversee provision of effective and efficient facilities management and maintenance for Council buildings.
 - * Liaise with Cabinet Members to ascertain property needs for the effective delivery of services.
 - * Attend Council Overview Board and other committees and boards in respect of Property development matters at the request of the relevant Chairman.
- * The Cabinet Member has agreed that the Cabinet Associate will lead on policy development in these defined areas and advise the Cabinet Member where appropriate on decisions to be made.

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Projected earmarked reserves and balances

	Opening balance at 1 Apr 2015 £m	Actual balance at 31 Dec 2015 £m	Forecast balance at 31 Mar 2016 £m	Approved use to support 2015/16 budget £m	Forecast balance at 1 Apr 2016 £m
Revolving Infrastructure & Investment Fund	20.6	20.6	20.6	-10.0	10.6
Budget Equalisation Reserve	16.6	5.0	7.8	-2.3	5.5
Eco Park Sinking Fund	16.0	16.0	11.8	-5.9	5.9
Insurance Reserve	10.6	10.9	10.9	-5.4	5.5
Investment Renewals Reserve	10.0	9.5	8.6		8.6
General Capital Reserve	7.9	7.9	4.6		4.6
Street lighting PFI Reserve	5.8	5.1	5.1		5.1
Vehicle Replacement Reserve	5.6	6.5	2.8		2.8
Economic Downturn Reserve	4.2	9.2	9.2		9.2
Public Health Reserve	2.5	3.3	2.1		2.1
Economic Prosperity Reserve	2.5	2.5	2.5		2.5
Equipment Replacement Reserve	1.9	3.1	1.5		1.5
Child Protection Reserve	1.9	1.1	1.1		1.1
Business Rate Appeals Reserve	1.3	1.3	1.3		1.3
Pension Stabilisation Reserve	1.1	1.1	1.1	-1.1	0.0
Interest Rate Reserve	1.0	1.0	1.0		1.0
Earmarked Reserves	109.5	104.1	92.0	-24.7	67.3
General Fund Balance	21.3	21.3	21.3	0.0	21.3

Purpose of earmarked reserves

Revolving Infrastructure & Investment Fund is to provide the revenue costs of funding infrastructure and investment initiatives that will deliver savings and enhance income in the longer term. Currently, the council transfers net income generated by the portfolio to the reserve.

Budget Equalisation Reserve supports future years' revenue budgets from unapplied income and budget carry forwards.

Eco Park Sinking Fund is to fund the future of the council's waste disposal strategy from surpluses in initial years.

Insurance Reserve holds the balance resulting from a temporary surplus or deficit on the council's self insurance fund and is assessed by an actuary for the possible liabilities the council may face. It specifically holds £3.5m to cover potential losses from the financial failure of Municipal Mutual Insurance (MMI) in 1992 and also possible claims against the council. The company had limited funds to meet its liabilities, consequently, future claims

against policy years covered by MMI may not be fully paid, so would be funded from this reserve. The balance on this reserve represents the latest assessed possible liability

Investment Renewals Reserve enables investments in service developments. to invest to make savings in the future. The reserve makes loans to services or invest to save projects, which may be repayable. The recovery of the loan is tailored to the requirements of each business case, which is subject to robust challenge before approval as part of the council's governance arrangements.

General Capital Reserve holds capital resources, other than capital receipts, available to fund future capital expenditure.

Street Light Private Finance Initiative (PFI) Reserve holds the balance of the street lighting PFI grant income over and above that used to finance the PFI to date. The balance will be used when future expenditure in year exceeds the grant income due in that same year.

Vehicle Replacement Reserve enables the future cost of vehicle replacement to be spread over the life of existing assets through annual revenue contributions.

Economic Downturn Reserve is to allay the risks of erosion in the council's tax base due to the impact of the localisation of council tax benefit and a down turn in the economy.

Child Protection Reserve provides funding for additional staffing costs as a result of the increase number of children subject to a child protection order. This reserve is to fund the costs until 2015/16, when the base budget will be increased to cover these costs.

Public Health Reserve holds the carry forward of the unspent Public Health Grant from 2014/15 being used to fund activities in future years.

Economic Prosperity Reserve provides to fund projects that will increase economic development in the county.

Equipment Replacement Reserve enables services to set aside revenue budgets to meet future replacement costs of large items of equipment. Services make annual revenue contributions to the reserve and make withdrawals to fund purchases.

Business Rate Appeals Reserve mitigates against volatility in business rates income (driven by the volume and value of successful valuation appeals). The council bears 10% of any appeals losses (districts and boroughs 40% and central government 50%) and has set aside £1.25m against potential business rates valuation appeals in 2016/17.

Pensions Stabilisation Reserve enables the council to smooth its revenue contributions to the pension fund between years.

Interest Rate Reserve enables the council to fund its capital programme from borrowing in the event of an expected change in interest rates or other borrowing conditions.

Service:

Overall

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made		Financials Income yield for 2016/17 £000s	Page	
Page 153	Adult Social Care		47,196	3	
	Commissioning and prevention		3,051	6	
	Cultural Services		8,696	8	
	Customer Services		138	17	
	Environment and Planning		1,981	18	
	Fire and Rescue Service		39	26	
	Highways		3,680	27	
	Schools and SEND		24,068	31	
	Trading Standards		290	32	
	Renewal Total		89,138		

Service:

Adult Social Care

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
1	<u>Residential care for people with learning disabilities - Weekly charges:</u> Arundel Badger's Wood Coveham Hillside Mallow Crescent Langdown Rodney House	£1,024 £1,106 £1,536 £907 £1,294 £1,244 £1,362	£1,024 £1,106 £1,536 £907 £1,294 £1,244 £1,362	0% 0% 0% 0% 0% 0% 0%			Locally Locally Locally Locally Locally Locally Locally
	<u>Residential care for people with learning disabilities - Respite, charge per night:</u> Arundel Badger's Wood Coveham Hillside Mallow Crescent Langdown Rodney House	£146 £158 £219 £130 £185 £178 £195	£146 £158 £219 £130 £185 £178 £195	0% 0% 0% 0% 0% 0% 0%			Locally Locally Locally Locally Locally Locally Locally
	Sub Total				-		
	<u>Comments/ special considerations</u>						
1	Rates used in residential assessment - income generated from this rate will be included under Charging for Residential Accomodation Guide (CRAG) charging yield .						
2	Rates used in residential assessment - income generated from this rate will be included under Charging for Residential Accomodation Guide (CRAG) charging yield .						
3	Rate to be used in Fairer Charging assessment - income generated from this rate will be included under Fairer charging yield .						

Service:

Adult Social Care

Note	Fees and charges Goods / service for which charge is made	2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	Older People:						
	Residential weekly charge	£643	£643	0%			Locally
	Residential nightly charge	£92	£92	0%			Locally
	Brook Unit at Park Hall (specifically, older LD clients)	£1,163	£1,163	0%			Locally
	Day Service (excl. meals) - per weekday hour	£6	£6	0%			Locally
	Day Service (excl. meals) - per weekend hour	£8	£8	0%			Locally
	Day Service (excl. meals) - per public holiday hour	£10	£10	0%			Locally
	Night Service (excl. bedroom and meals) - per weekday hour	£10	£10	0%			Locally
	Night Service (excl. bedroom and meals) - per weekend hour	£13	£13	0%			Locally
	Night Service (excl. bedroom and meals) - per public holiday hour	£16	£16	0%			Locally
	Service Delivery: Home Care, per hour	£17	£17	0%			Locally
	Service Delivery: Supported Living, per hour of staff provision (charge as package)	£17	£17	0%			Locally
	Accessing premises only - per hour, all buildings	£2	£2	0%			Locally
	In-house Home Based Care (after Reablement) and Extra Care - per hour	Under review	£16.10				
	Residential - Care Act	Subject to financial assessment	Subject to financial assessment				National Charging Policy
	Community Care Services - Care Act	Subject to financial assessment	Subject to financial assessment				National Charging Policy with local discretion
	Charge for putting in place arrangements to meet care and support needs for an individual who has capital above upper capital limit	Year 1: £265 Following years: £75	Year 1: £295 Following years: £75	11%			Locally
	Sub Total				-		
	<u>Comments/ special considerations</u>						
3	Care Act and Care and Support (Charging and Assessment of Resources) Regulations 2014						
4	Care Act and Care and Support (Charging and Assessment of Resources) Regulations 2014						

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3

Service:

Adult Social Care

Note	Fees and charges Goods / service for which charge is made	2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	<p><u>Deferred Payment agreement policy charges</u></p> <p>1. Legal setup fees</p> <p>2. Administration charges</p> <p>3. Legal redemption fee (for removal of deferred charge)</p> <p>4. Variable fees for:</p> <ul style="list-style-type: none"> - Land Registry charges and search fees - Valuation fees - Debt recovery costs <p>5 Minimum charge for client assessments</p> <p>6 Standard minimum disability related expenditure disregard</p> <p>7 Capital limit - community care services</p> <p>8 Capital limit - residential care services</p> <p>Respite care allowance</p> <p>Deputyship fees are charged in line with the Lord Chancellor's rates for Local Authority Deputies</p>	<p>£250</p> <p>Year 1: £215</p> <p>Following Years: £75</p> <p>£125</p> <p>Variable, on market rates</p> <p>£2</p> <p>£20</p> <p>£24,500</p> <p>£23,250</p> <p>£20</p> <p>Various</p>	<p>£250</p> <p>Year 1: £215</p> <p>Following Years: £75</p> <p>£125</p> <p>Variable, on market rates</p> <p>£2</p> <p>£20</p> <p>£24,500</p> <p>£23,250</p> <p>£20 (under review)</p> <p>Various</p>			<p>Locally</p> <p>Locally</p> <p>Locally</p> <p>Locally</p> <p>Locally</p> <p>Locally</p> <p>Locally</p> <p>Locally</p> <p>Locally</p> <p>Locally</p> <p>Locally</p>	
	Sub Total				47,196		
	<p><u>Comments/ special considerations</u></p> <p>5 If assessed to pay less than £2 then no charge is made.</p> <p>6 Rates used as disregards within Financial Assessments</p>						

Service:

Commissioning and Prevention

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	Early Help - Youth Support Service						
	Surrey Outdoor Learning						
	Surrey Outdoor Learning Session rate (3 hours) for Groups of Young People	£140	£143	2%	1,092	01/04/2016	Locally
	Food per 24 hours per person (3 meals)	£19	£19	0%	360		Locally
	Adult Development sessions (3 hours)	£285	£285	0%	144	01/04/2016	Local
	Accommodation				200		
	Log Cabin per night	£270	£270	0%	}	01/04/2016	Local
	Teepee per person per night	£6	£6	0%		01/04/2016	Local
	Yurt per person per night	£9	£9	0%		01/04/2016	Local
	Camping per person per night	£6	£6	0%		01/04/2016	Local
	Cleaning Charges					27	
	Cabin Cleaning charge	£70	£70	0%	}	01/04/2016	Local
	Yurt per person	£3	£3	0%		01/04/2016	Local
	Holiday Course per day per person	£40	£40	0%	170	01/04/2016	Local
	Professional training for Adults per person per day	£79	£79	0%	67	01/04/2016	Local
	Duke of Edinburgh						
	Provision of Duke of Edinburgh Award Scheme Books - Bronze & Silver	£34	£36	6%	}	01/04/2016	Locally
	Provision of Duke of Edinburgh Award Scheme Books - Gold	£40	£42	5%		149	01/04/2016

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Service:

Commissioning and Prevention

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
Active Surrey	Club and Coach Conference	£40	£40	0%	} 66	01/04/2016	Locally
	GYC workshops - standard	£35	£35	0%			Locally
	GYC workshops - discount	£20	£20	0%			Locally
	GYC workshops - out of county	£43	£43	0%			Locally
	GYC 1st Aid - standard	£70	£70	0%			Locally
	GYC 1st Aid - discount	£35	£35	0%			Locally
	GYC 1st Aid - out of county	£80	£80	0%			Locally
	GYC workshop bespoke	£560	£560	0%			Locally
	GYC 1st Aid bespoke	£750	£750	0%			Locally
	Elite renewal discount	£18	£18	3%			Locally
	Elite renewal standard	£20	£20	0%			Locally
	Wristband	£1	£1	0%			Locally
	Sports Bottles	£3	£3	0%			Locally
	Beanie	£4	£4	0%			Locally
	Baeball Caps	£5	£5	0%			Locally
Hoodie	£21	£0	-100%	Locally			
	Early Help - Early Years				} 176		
	Childcare sector - training and development courses - full day	£25	£25	0%			Locally
	Childcare sector - training and development courses - half day	£15	£15	0%			
	Early Help - Children's Centres						
	Childcare at school managed children's centres			- set locally by each Children's Centre 0%	500		Locally
	School managed children's centres - locally generated income from fees and charges			- set locally by each Children's Centre 0%	100		Locally
	Sub Total				3,051		
Comments/ special considerations							



Service:

Cultural Services

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials Income yield for 2016/17 £000s	Notes	
		2015/16 charge £	2016/17 charge £	% change		Effective date of new rate	Charge set nationally/ locally?
	Libraries						
	Overdue books, adult books per open day	0.22	0.22	0%		01/04/2016	Locally
	Overdue adult books, maximum charge	6.60	6.60	0%		01/04/2016	Locally
	Overdue books, young adult/children's books on an adult ticket, per open day	0.07	0.07	0%		01/04/2016	Locally
	Overdue young adult/children's books, maximum charge	2.10	2.10	0%		01/04/2016	Locally
	Overdue books, administrative charge for reminder @ 6 weeks	2.50	2.50	0%		01/04/2016	Locally
	Exempt overdue charges for adult books for over 70's	0.05	0.05	0%		01/04/2016	Locally
	Replacement library card	2.00	2.00	0%		01/04/2016	Locally

	Entertainment DVD lowest popularity/length per week	2.00	2.00	0%		01/04/2016	Locally
	Entertainment DVD low popularity/length, per week	2.50	2.50	0%		01/04/2016	Locally
	Overdue charge low/lowest cost entertainment DVD, per open day	0.50	0.50	0%		01/04/2016	Locally
	Maximum overdue charge for low/lowest cost entertainment DVD, 40 days	15.00	15.00	0%		01/04/2016	Locally
	Entertainment DVD high popularity/length per week	3.00	3.00	0%		01/04/2016	Locally
	Entertainment DVD multiple disc set/length per week	6.00	6.00	0%		01/04/2016	Locally
	Overdue charge high/highest cost entertainment DVD, per open day	0.60	0.60	0%		01/04/2016	Locally
	Maximum overdue charge for high/highest cost entertainment DVD, 40 days	18.00	18.00	0%		01/04/2016	Locally
	Information DVD, overdue charge per open day	0.22	0.22	0%		01/04/2016	Locally
	Information DVD, maximum overdue charge	6.60	6.60	0%		01/04/2016	Locally

	Music CD single disc, per week	1.00	1.00	0%		01/04/2016	Locally
	Music CD, two or more in set, per week	1.50	1.50	0%		01/04/2016	Locally
	Music CD overdue charge per open day	0.22	0.22	0%		01/04/2016	Locally
	Music CD, maximum overdue charge	6.60	6.60	0%		01/04/2016	Locally
	Spoken word CD, single or set of two, 3 week loan	1.00	1.00	0%		01/04/2016	Locally
	Spoken word CD, set of 3/4/5, 3 week loan	2.00	2.00	0%		01/04/2016	Locally
	Spoken word CD, set of six or more, 3 week loan	2.50	2.50	0%		01/04/2016	Locally
	Spoken word CD overdue charge per open day	0.22	0.22	0%		01/04/2016	Locally
	Spoken word CD, maximum overdue charge	6.60	6.60	0%		01/04/2016	Locally
	Spoken word cassettes, adult titles, single	0.40	0.40	0%		01/04/2016	Locally
	Spoken word cassettes, adult titles, 2/3 cassettes	0.50	0.50	0%		01/04/2016	Locally
	Spoken word cassettes, adult titles, 4 or more	1.50	1.50	0%		01/04/2016	Locally

Service:

Cultural Services

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials Income yield for 2016/17 £000s	Notes	
		2015/16 charge £	2016/17 charge £	% change		Effective date of new rate	Charge set nationally/ locally?
	Libraries (Cont)						
	Spoken word Cassette overdue charge per open day	0.22	0.22	0%		01/04/2016	Locally
	Spoken word Cassette, maximum overdue charge	6.60	6.60	0%		01/04/2016	Locally
	Children spoken word CD/cassette overdue charge per day on an adult card	0.07	0.07	0%		01/04/2016	Locally
	Children's spoken word CD/Cassette, on an adult card, maximum overdue charge	2.10	2.10	0%		01/04/2016	Locally
	Language courses overdue charge per open day	0.22	0.22	0%		01/04/2016	Locally
	Language courses, maximum overdue charge	6.60	6.60	0%		01/04/2016	Locally
	Request for adult book in Surrey library stock	1.30	1.30	0%		01/04/2016	Locally
	On line request for adult book in Surrey library stock	0.65	0.65	0%	1,261	01/04/2016	Locally
	Reservation fee for reading groups per title	2.80	2.80	0%		01/04/2016	Locally
	Request for periodical article	6.50	6.50	0%		01/04/2016	Locally
	Copy of periodical article, per A4 sheet	0.25	0.25	0%		01/04/2016	Locally
	Request for adult book not in Surrey library stock obtained <u>within</u> the UK	7.00	7.00	0%		01/04/2016	Locally
	Request for adult book not in Surrey library stock obtained <u>outside</u> the UK	12.00	12.00	0%		01/04/2016	Locally
	Renewal of inter library loan (first renewal)	2.00	2.00	0%		01/04/2016	Locally
	Renewal of inter library loan (second renewal)	2.00	2.00	0%		01/04/2016	Locally
	On line request for audio book/music CD/Video or DVD	0.65	0.65	0%		01/04/2016	Locally
	Request for audio book/music CD/Video or DVD	1.30	1.30	0%		01/04/2016	Locally
	Replacement of a lost/damaged item still in print (refunded if lost item found within 12 months)	Full replacement price	Full replacement price			01/04/2016	Locally
	Replacement of a lost/damaged item out of print	Suppliers average price	Suppliers average price			01/04/2016	Locally
	Use of a computer - a further two hours	5.00	5.00	0%		01/04/2016	Locally
	Use of a computer, non-member guest log-in, two hours	5.00	5.00	0%		01/04/2016	Locally
	Room hire	Various	Various		123	01/04/2016	Locally

Service:

Cultural Services

Note	<u>Renewal of existing:</u> Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
Page 102	Libraries (Cont)						
	Performing Arts, reservation fee (per title) for sets ordered in advance	4.00	4.00	0%		01/04/2016	Locally
	Performing Arts, inter-library loan fee per application to other library authorities	10.00	10.00	0%		01/04/2016	Locally
	Performing Arts, annual subscription	from £26 to £33	from £26 to £33	0%		01/04/2016	Locally
	Performing Arts, loan of vocal scores, per month	from £5 to £8	from £5 to £9	0%		01/04/2016	Locally
	Performing Arts, loan of packaged vocal sets, per month	from £4 to £6	from £4 to £7	0%		01/04/2016	Locally
	Performing Arts, loan of orchestral sets, per month	from £9 to £11	from £9 to £12	0%		01/04/2016	Locally
	Performing Arts, loan of play sets, per month	from £4 to £5	from £4 to £6	0%		01/04/2016	Locally
	Printing , Photocopying and Fax services	from £0.10 to £4.50	from £0.10 to £4.50	0%		01/04/2016	Locally
	Author talks	Various	Various	0%		01/04/2016	Locally
Loan of headphones	0.50	0.50	0%		01/04/2016	Locally	

Service:

Cultural Services

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials Income yield for 2016/17 £000s	Notes	
		2015/16 charge £	2016/17 charge £	% change		Effective date of new rate	Charge set nationally/ locally?
	Heritage						
	Baptism certificates	23.33	28.00	20%		01/04/2016	National
	Marriage certificates	8.33	10.00	20%		01/04/2016	Locally
	Certified copies of other documents	12.50	15.00	20%		01/04/2016	Locally
	Postage of certificates, if required	1.50	1.50	0%		01/04/2016	Locally
	Photocopy, A4 & A3 per sheet	0.58	0.70	20%		01/04/2016	Locally
	Postage of up to five copies	5.00	5.00	0%		01/04/2016	Locally
	Postage, each additional copy	0.70	0.70	0%		01/04/2016	Locally
	A0 copies of 25" OS maps out of copyright	10.00	12.00	20%		01/04/2016	Locally
	Postage of copied maps, if required	3.50	3.50	0%		01/04/2016	Locally
	Removal of staples, pins etc from archive materials for photocopying	15.00	18.00	20%		01/04/2016	Locally
	Prints from microfilm/microfiche, A3 or A4	0.58	0.70	20%		01/04/2016	Locally
	Postage of up to five copies	5.00	5.00	0%		01/04/2016	Locally
	Postage of each additional copy	1.00	1.00	0%		01/04/2016	Locally
	Copies of microfiche, up to 4	20.00	24.00	20%		01/04/2016	Locally
	Copy of each additional microfiche	5.00	6.00	20%		01/04/2016	Locally
	Postage of microfiche, per order	3.50	3.50	0%		01/04/2016	Locally
	Copies of microfilm	67.92	81.50	20%		01/04/2016	Locally
	Postage of microfilm, per order	3.50	3.50	0%		01/04/2016	Locally
	Postage, per order	3.50	3.50	0%		01/04/2016	Locally
	Printouts from internet/CD ROMs on site at SHC, per sheet	0.13	0.15	20%		01/04/2016	Locally
	Colour print outs from Sites and Monument Record, per sheet	1.00	1.20	20%		01/04/2016	Locally
	Photography permit, one day	8.33	10.00	20%	01/04/2016	Locally	
	Photography permit, five days	25.00	30.00	20%	01/04/2016	Locally	
	Removal of staples, pins etc from archive materials for photography	15.00	18.00	20%	01/04/2016	Locally	
	Talk by a member of staff to groups within Surrey	54.17	65.00	20%	01/04/2016	Locally	
	Tour of SHC, group of up to 15 people	41.67	50.00	20%	01/04/2016	Locally	
	Digital image, A4 basic paper	7.50	9.00	20%	01/04/2016	Locally	
	Digital image, A4 photo quality paper	10.00	12.00	20%	01/04/2016	Locally	
	Digital image, A3 basic paper	11.25	13.50	20%	01/04/2016	Locally	
	Digital image, A3 photo quality paper	20.83	25.00	20%	01/04/2016	Locally	



Service:

Cultural Services

Note	<u>Renewal of existing:</u> Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	Heritage (Cont)						
	Digital image on CD, first image	10.00	12.00	20%	373	01/04/2016	Locally
	Digital image on CD, subsequent images	6.25	7.50	20%		01/04/2016	Locally
	Digital images supplied by email or via Egress Switch	6.25	7.50	20%		01/04/2016	Locally
	Postage, per digital image order UK	3.50	3.50	0%		01/04/2016	Locally
	Postage, per digital image order overseas	5.00	5.00	0%		01/04/2016	Locally
	Reproduction historic map, John Speed 1610	10.00	12.00	20%		01/04/2016	Locally
	Reproduction historic map, John Blaeu 1645	10.00	12.00	20%		01/04/2016	Locally
	Reproduction historic map, Emanuel Bowen c. 1753-1760	8.33	10.00	20%		01/04/2016	Locally
	Postage of maps, UK	3.50	3.50	0%		01/04/2016	Locally
	Postage of maps, overseas	5.00	5.00	0%		01/04/2016	Locally
	Postage of books from shop	3.50	3.50	0%		01/04/2016	Locally
	Paid research service, per half hour	15.00	18.00	20%		01/04/2016	Locally
	One to one surgeries, per hour	30.00	36.00	20%		01/04/2016	Locally
	Filming fee, per day	166.67	200.00	20%		01/04/2016	Locally
	Publication fee: scholarly, non-profit making, with print runs < 1,000copies, per image	10.00	10.00	0%		01/04/2016	Locally
	Publication fee: books with print runs > 1,000 copies, per image	40.00	40.00	0%		01/04/2016	Locally
	Publication fee, book and magazine covers, per image	60.00	60.00	0%		01/04/2016	Locally
	Publication fee, TV, film, video stills or moving image, per image	50.00	60.00	20%		01/04/2016	Locally
	Publication fee, digital publication intranet only, per image	8.33	10.00	20%		01/04/2016	Locally
	Publication fee, digital publication commercial use, per image	33.33	40.00	20%		01/04/2016	Locally
	Publication fee, digital publication non profit CD ROM, per image	8.33	10.00	20%	01/04/2016	Locally	
	Publication fee, commercial interior design and decoration, per image	50.00	60.00	20%	01/04/2016	Locally	
	Publication fee, postcards, greeting cards, calendars, giftware, mugs, posters etc, per image	50.00	60.00	20%	01/04/2016	Locally	
	Historic Environment Record planning consultation	83.33	100.00	20%	01/04/2016	Locally	
	Talk at SHC or other venue, per ticket	4.17	5.00	20%	01/04/2016	Locally	
	Colour copies from tithe maps A4	1.00	1.20	20%	01/04/2016	Locally	
	Colour copies from tithe maps A3	1.42	1.70	20%	01/04/2016	Locally	
	Archive sources packs for schools already made up	30.00	36.00	20%	01/04/2016	Locally	
	Archive sources packs for schools requiring new research	46.67	56.00	20%	01/04/2016	Locally	

Service:

Cultural Services

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials Income yield for 2016/17 £000s	Notes	
		2015/16 charge £	2016/17 charge £	% change		Effective date of new rate	Charge set nationally/ locally?
1	Adult & Community Learning Course fees, per hour Course fees for learners with learning difficulties	6.00 - 8.80 2.60	6.10 - 9.00 3.00	15%	1,847	01/04/2016 01/04/2016	Locally Locally



Service:

Cultural Services

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials Income yield for 2016/17 £000s	Notes	
		2015/16 charge £	2016/17 charge £	% change		Effective date of new rate	Charge set nationally/ locally?
	Registration & Nationality Service						
	Full certificate of birth/death/marriage, on day of registration	4.00	4.00	0%		01/04/2016	National
	Full certificate of birth/death/marriage, from a current register standard service	7.00	7.00	0%		01/04/2016	National
	Full certificate of birth/death/marriage, from a completed register standard service	10.00	10.00	0%		01/04/2016	National
	Short birth certificate from a current register, standard service	7.00	7.00	0%		01/04/2016	National
	Short birth certificate from a completed register, standard service	10.00	10.00	0%		01/04/2016	National
	Civil partnership certificates, on day of registration	4.00	4.00	0%		01/04/2016	National
	Civil partnership certificates, after day of registration standard service	10.00	10.00	0%		01/04/2016	National
	Notice of marriage or civil partnership	35.00	35.00	0%		01/04/2016	National
	Certificates, additional fee for While you Wait service (in addition to statutory fees above)	15.00	15.00	0%		01/04/2016	Local
	Certificates, additional fee for Priority service (in addition to statutory fees above)	6.00	6.00	0%		01/04/2016	Local
	Amendment fee	30.00	30.00	0%		01/04/2016	Local
	Commemorative certificate	5.00	5.00	0%		01/04/2016	Local
	Non refundable booking fee for ceremonies (included in fees below)	100.00	100.00	0%		01/04/2016	Local
	Marriage/civil partnership at Register Office, Monday - Thursday	110.00	110.00	0%		01/04/2016	Local
	Marriage/civil partnership at register office, Friday	195.00	195.00	0%		01/04/2016	Local
	Marriage/civil partnership at register office, Saturday	255.00	255.00	0%		01/04/2016	Local
	Statutory register office ceremony	45.00	45.00	0%		01/04/2016	National
	Civil Partnership Conversion to Marriage Statutory Fee	45.00	45.00	0%		01/04/2016	National
	Attend venue for civil marriage/civil partnership, Monday - Thursday	395.00	395.00	0%	2,500	01/04/2016	Local
	Attend venue for civil marriage/civil partnership, Friday	455.00	455.00	0%		01/04/2016	Local
	Attend venue for civil marriage/civil partnership Saturday	455.00	455.00	0%		01/04/2016	Local
	Attend venue for civil marriage/civil partnership, Sunday and bank holidays	500.00	500.00	0%		01/04/2016	Local
	Marriage/civil partnership, small room at Artington House or Tylney Room at The Mansion	60.00	60.00	0%		01/04/2016	Local
	Renewal of vows and naming ceremonies at register offices, Monday -Thursday	110.00	132.00	20%		01/04/2016	Local
	Renewal of vows and naming ceremonies at register offices, Friday	195.00	234.00	20%		01/04/2016	Local
	Renewal of vows and naming ceremonies at register offices, Saturday	255.00	306.00	20%		01/04/2016	Local
	Renewal of vows/naming ceremony at another venue, Monday-Thursday	210.00	252.00	20%		01/04/2016	Local
	Renewal of vows/naming ceremony at another venue, Friday	275.00	330.00	20%		01/04/2016	Local

Service:

Cultural Services

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials Income yield for 2016/17 £000s	Notes	
		2015/16 charge £	2016/17 charge £	% change		Effective date of new rate	Charge set nationally/ locally?
	Registration & Nationality Service (Cont)				}		
	Renewal of vows/naming ceremony at another venue, Saturday	275.00	330.00	20%		01/04/2016	Local
	Renewal of vows/naming ceremony at another venue, Sunday	330.00	396.00	20%		01/04/2016	Local
	Licensing premises for civil ceremonies, one room	2,000.00	2,000.00	0%		01/04/2016	Local
	Licensing premises for civil ceremonies, each additional room	205.00	205.00	0%		01/04/2016	Local
	Licensing premises for civil ceremonies, appeal/review following rejection/revocation (non refundable)	350.00	350.00	0%		01/04/2016	Local
	Nationality application checking service, single application, adult or child	65.00	78.00	20%		01/04/2016	Local
	Nationality application checking service, child as part of a family	65.00	78.00	20%		01/04/2016	Local
	Nationality application checking service, additional appointment	25.00	30.00	20%		01/04/2016	Local
	Citizen ceremony fee, Individual. Additional fee for private ceremony	85.00	85.00	0%		01/04/2016	Local
	Citizen ceremony fee family. Additional fee for private ceremony	130.00	130.00	0%	01/04/2016	Local	
	Citizenship ceremony fee received from the Home Office for each new citizen	80.00	80.00	0%	01/04/2016	National	

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Service:

Cultural Services

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials Income yield for 2016/17 £000s	Notes		
		2015/16 charge £	2016/17 charge £	% change		Effective date of new rate	Charge set nationally/ locally?	
	Surrey Arts				2,592			
	Children's music lessons (10per term), varies depending on number of participants and length of lesson	42.00 - 364.00	42.00 - 364.00				01/04/2016	Local
	Adult music lessons (10 week term), varies depending on number of participants and length of lesson	66.00 - 388.00	66.00 - 388.00				01/04/2016	Local
	Tuning up programme (10 sessions per term)	49.00	49.00	0%			01/04/2016	Local
	Primary festivals concerts ticket	7.00	7.00	0%			01/04/2016	Local
	Ensemble membership	49.00 - 66.00	49.00 - 66.00				01/04/2016	Local
	Instrument hire, per term	42.50	51.00	20%			01/04/2016	Local
	Assisted purchase admin fee	5%, max £50	5%, max £50				01/04/2016	Local
	Examination administration fee, per entry	7.50	7.50	0%			01/04/2016	Local
	School recitals	105.00 - 210.00	105.00 - 210.00				01/04/2016	Local
	Gatton residential course	110.00 - 286.00	110.00 - 286.00				01/04/2016	Local

	Artists open studios	33.33 - 230.83	40.00 - 277.00				01/04/2016	Local
	Wardrobe hire, per item first seven days	0.92 - 27.50	1.10 - 33.00				01/04/2016	Local
	Wardrobe hire, per item further 7days	5% of first week fee	5% of first week fee			01/04/2016	Local	
	Wardrobe membership	41.67 - 58.33	50.00 - 70.00			01/04/2016	Local	
	Wardrobe friends membership	12.50	15.00	20%		01/04/2016	Local	
	Concert ticket sales	3.33 - 20.83	4.00 - 25.00			01/04/2016	Local	
	Arts Events (boys dance, junior art school)	Various	Various			01/04/2016	Local	
	Total				8,696			
	Comments/ special considerations							
1	Adult & Community Learning income yield includes room hire							
2								
3								

Service:

Customer Services

Note	<u>Renewal of existing:</u> Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	Blue Badge Parking	£10	£10	0%	138	01/04/2016	Nationally
	Sub Total				138		
	<u>Comments/ special considerations</u>						

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Service: Environment & Planning

Note	<u>Renewal of existing:</u>	Rates (incl VAT)			Financials	Notes	
	Fees and charges and policies Cabinet to note Goods/ service for which charge is made	2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	<u>Countryside</u>						
	Utilities temporary closure of Rights of Way (RoW) by Notice (5 day)	408	432	6%	4	01/04/2016	locally
1	Utilities temporary closure of Rights of Way (RoW) by Order (6 month)	705	748	6%	13	01/04/2016	locally
	Diversion of ROW at request of landowner (rate per hour)	47	48	2%	15	01/04/2016	locally
2	Landowner Statutory Highway Declaration and Statement	453	480	6%	5	01/04/2016	locally
	Renewal Total				37		
	<u>Comments/ special considerations</u> Yield column is an estimate particularly for first 2 fees; no control over closures 1 Variable (+£96 on charge for extra paths and advertising) 2 Variable (+£50 on charge for additional parcels)						

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Service: Environment & Planning

Note	<u>Renewal of existing:</u>	Rates (incl VAT)			Financials	Notes	
	Fees and charges and policies Cabinet to note Goods/ service for which charge is made	2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	<u>Countryside</u>						
	Utilities temporary closure of Rights of Way (RoW) by Notice (5 day)	408	432	6%	4	01/04/2016	locally
1	Utilities temporary closure of Rights of Way (RoW) by Order (6 month)	705	748	6%	13	01/04/2016	locally
	Diversion of ROW at request of landowner (rate per hour)	47	48	2%	15	01/04/2016	locally
2	Landowner Statutory Highway Declaration and Statement	453	480	6%	5	01/04/2016	locally
	Renewal Total				37		
	<u>Comments/ special considerations</u> Yield column is an estimate particularly for first 2 fees; no control over closures 1 Variable (+£96 on charge for extra paths and advertising) 2 Variable (+£50 on charge for additional parcels)						

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Service: Environment & Planning

Note	<u>Renewal of existing:</u> Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials Income yield for 2016/17 £000s	Notes	
		2015/16 charge £	2016/17 charge £	% change		Effective date of new rate	Charge set nationally/ locally?
	<u>Place & Sustainability</u>						
	Bikeability, cycle training, level 1, per trainee (group)	11	11	0%	323	01/09/2016	locally
	Bikeability, cycle training, level 2, per trainee (small groups)	23	23	0%		01/09/2016	locally
1	Bikeability, cycle training level 1 per trainee (FSM)	5.50	5.50	0%		01/09/2016	locally
1	Bikeability, cycle training, level 2, per trainee (FSM)	11.50	11.50	0%		01/09/2016	locally
	Pedals	3	3	0%		01/09/2016	locally
	Customised training	20.00 for 3 hours	tbc	N/A		01/09/2016	locally
	Renewal Total				323		
	<u>Comments/ special considerations</u>						
1	Reviewed in year in line with school academic year (September)						

Service: Environment & Planning

Note	<u>Renewal of existing:</u>	Rates (incl VAT)			Financial	Notes	
	Fees and charges and policies Cabinet to note Goods/ service for which charge is made	2015/16 charge £	2016/1 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
1 & 3 1 & 3 3 2 & 3 2 & 3 4 4 5 6 6 7 7 7	<u>Travel & Transport</u>						
	Charges for spare seats on SCC run school coaches for non entitled scholars, per term children under 16 years	167	167	0%	565	01/09/2015	locally
	Charges for spare seats on SCC run school coaches for non entitled scholars, per term children aged 16 - 19	232	232	0%		01/09/2015	locally
	Post 16 (subsidised) travel pass - student fare card (bus)	25	25	0%		01/09/2015	locally
	SEN concessionary fare seats per term children under 16 years	167	167	0%	56	01/09/2015	locally
	SEN concessionary fare seats per term children aged 16 - 19	232	232	0%			
	Replacement coach or bus pass (child) £5 for 1st & 2nd replacement £10 for 3rd or subsequent in an academic year	5	5	0%	2	01/04/2015	locally
	Replacement rail pass (child)	10	10	0%			
	DBS checks for transport contractors (drivers and escorts)	70	70	0%			
	DBS replacement card fee (when drivers/esc change company)	5	5	0%	-	01/04/2016	locally
	Replacement of Concessionary bus pass (people aged 60+ and disabled people)	5	5	0%			
	Bus Stop suspension charge to utilities / developers for 1 day	120	120	0%	61	01/04/2015	locally
	Bus Stop suspension charge to utilities / developers for 2 days or more	240	240	0%			
Personal Injury Collision (PIC) New site data (supply of data to consultants)	126	144	14%	10	01/04/2016	locally	
Personal Injury Collision (PIC) Repeat site data (supply of data to consultants)	78	84	8%				
Personal Injury Collision (PIC) No PIC data at site	36	42	17%				
				694			
	<u>Comments/ special considerations</u>						
1	Fees are increased in line with inflation - CPI or RPI, whichever is the lower (September)						
2	Fees increased in 2015-16 in line with fee rates for mainstream concessionary travel. In future fees will be increased in line with inflation - CPI or RPI, whichever is the lower						
3	Charge in 15/16 set at September 15 by Education. Will be reviewed/revised September 16 by Education - expected increase by RPIX						
4	Replacement costs not anticipated to change in 16/17 - but to be reviewed by Education.						
5	DBS - additional charge introduced for replacement card production.						
6	Bus Stop Suspension rates are in line with TfL charges. Will be reviewed in 16/17						
7	Road safety collision data; rates reviewed in line with 12 other councils in year 15/16 and standardised on PIC fee average						



Service: Environment & Planning

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials Income yield for 2016/17 £000s	Notes	
		2015/16 charge £	2016/17 charge £	% change		Effective date of new rate	Charge set nationally/ locally?
1	<u>Transport Development Planning</u> Vetting of developers construction, improvement or alterations to the highway prior to adoption as part of the highway (s278/s38 agreements)	12% of estimated construction cost	12% of estimated construction cost	N/A	742	01/04/2016	locally
	PRE-PLANNING ADVICE Residential development written response or meeting						
	a) 1-4 Dwellings	180	186	3%		01/04/2016	locally
	b) 5 - 9 Dwellings	420	432	3%		01/04/2016	locally
	c) 10 - 24 Dwellings	720	738	3%		01/04/2016	locally
	d) 25 - 49 Dwellings	1,200	1,230	3%		01/04/2016	locally
	e) 50 - 80 Dwellings	1,800	1,848	3%		01/04/2016	locally
	f) 81 - 250 Dwellings	2,520	2,592	3%		01/04/2016	locally
	g) 250 - 500 Dwellings	4,800	4,920	3%		01/04/2016	locally
h) 500 or more	7,200	7,380	3%		01/04/2016	locally	

Service: Environment & Planning

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	Commercial and retail development written response or meeting				55		
	Gross floor area						
	a) up to 100m2	180	186	3%	}	01/04/2016	locally
	b) 101 - 500m2	720	744	3%		01/04/2016	locally
	c) 501 - 1,000m2	1,200	1,236	3%		01/04/2016	locally
	d) 1,001 - 2,000m2	1,920	1,968	3%		01/04/2016	locally
	e) 2,001 - 5,000m2	2,160	2,220	3%		01/04/2016	locally
	f) 5,001 - 7,500m2	2,520	2,592	3%		01/04/2016	locally
	g) 7,501 - 10,000m2	4,800	4,920	3%		01/04/2016	locally
	h) 10,001m2 or more	7,200	7,380	3%		01/04/2016	locally
	Historic Environment Record search fees						
	Standard Search	72	90	25%	}	01/04/2016	locally
	Priority Search	120	150	25%		20	01/04/2016
2	Farm Environment Plans						
	Small site search	90	90	0%	}	01/04/2015	nationally
	Large site search	180	180	0%			
	Renewal Total				818		
	<u>Comments/ special considerations</u>						
	1 The percentage remains the same, although it is anticipated that we will generate a higher yield due to increased activity.						
	2 New rates are provisional tbc by expert consultation						



Service: Environment & Planning

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	<u>Planning & Development</u>						
	Request for pre-application discussions						
	<i>Level 2 (Initial discussions with the planning authority to progress a development proposal)</i>						
	Major Applications:						
	Site Visit Meeting	1,602	1,602	0%	}	01/04/2016	locally
	Office Meeting	1,278	1,278	0%		01/04/2016	locally
	Written Advice	810	810	0%		01/04/2016	locally
	Minor Applications						
	Site Visit Meeting	792	792	0%		01/04/2016	locally
	Office Meeting	468	468	0%		01/04/2016	locally
	Written Advice	540	540	0%		01/04/2016	locally
	<i>Level 3 (Where an initial meeting has taken place, to further scope the proposal and to provide relevant detailed advice on the content of a planning application)</i>						
	Further meetings (deposit of £250 required and then invoiced at hourly rate per hour for planning officers)	240	240	0%		01/04/2016	locally
	Further meetings including specialists (deposit of £500 per topic area required)						
	- Attendance by specialists	cost + VAT	cost + VAT	0%	01/04/2016	locally	
	- Planning Officer attendance hourly rate	240	240	0%	01/04/2016	locally	
	Written Advice	810	810	0%	01/04/2016	locally	
	County applications, new buildings, new floor space less than 40m ²	195	195	0%	01/04/2016	nationally	
	County applications, new buildings, new floor space 40-75 m ²	385	385	0%	01/04/2016	nationally	
	County applications, new buildings, new floor space greater than 75 m ² (but less than 3,750 m ²), for each 75m ² or part thereof	385	385	0%	01/04/2016	nationally	

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Service: Environment & Planning

Note	<u>Renewal of existing:</u> Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	County applications, new buildings, new floor space greater than 3,750 m ² ,	£19,049 + £115 for each 75m ² in excess of 3750m ² , max £250,000	£19,049 + £115 for each 75m ² in excess of 3750m ² , max £250,000	0%	109	01/04/2016	nationally
	County application for change of use	385	385	0%		01/04/2016	nationally
	County application for construction of car parks or service roads	195	195	0%		01/04/2016	nationally
	County application for construction of all weather pitch, for each 0.1 hectare or part thereof	195	195	0%		01/04/2016	nationally
	County application for other equipment (light columns/play equipment) if permission required	195	195	0%		01/04/2016	nationally
	Waste related applications, site area not more than 15 hectares, per 0.1 hectare or part thereof	195	195	0%		01/04/2016	nationally
	Waste related applications, site area greater than 15 hectares, per 0.1 hectare or part thereof	£29,112 +£1115 for each 0.1 hectare above 15 hectares, max £65,000	£29,112 +£1115 for each 0.1 hectare above 15 hectares, max £65,000	0%		01/04/2016	nationally
	Minerals related applications, site area not more than 15 hectares, per 0.1 hectare or part thereof	195	195	0%		01/04/2016	nationally
	Planning monitoring visits to closed sites	110	110	0%		01/04/2016	nationally
	Planning compliance visits to mineral extraction and waste sites (a maximum six chargeable visits p.a. per site)	331	331	0%		01/04/2016	nationally
	Renewal Total				109		
	<u>Comments/ special considerations</u> No increase in fees 2016/17 anticipated as at February 2016						

Service:

Surrey Fire and Rescue Service

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	Cost recovery for "special services", per hour	£382	£385	1.0%	} 39	01/04/2016	Local
	Vehicle with Driver, per hour	£184	£186	1.0%			Local
	Hose per length, per day (including standpipe key, bar and testing on return). Collected.	£33	£33	1.0%			Local
	Hose per length, per day (including standpipe key, bar and testing on return). Delivered.	£65	£66	1.0%			Local
	Hose per length, per subsequent consecutive day	£6	£6	1.0%			Local
	Heavy duty salvage sheet, each	£24	£24	1.0%			Local
	Extracts from Fire Reports, per report	£87	£88	1.0%			Local
	Copy of Fire Investigation Report, each	£270	£273	1.0%			Local
	Photocopies of maps and plans, each - over size A3	£18	£18	1.0%			Local
	Officer interviews (per officer) - Group Manager and above, per hour	£192	£194	1.0%			Local
	Officer interviews (per officer) - all other officers, per hour	£137	£139	1.0%	Local		
	Files search, each	£65	£66	1.0%	Local		
	Sub Total				39		
1	<u>Comments/ special considerations</u>						

Service:

Highways

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials Income yield for 2016/17 £000s	Notes	
		2015/16 charge £	2016/17 charge £	% change		Effective date of new rate	Charge set nationally/ locally?
Page 179	1 Recovery of laboratory testing services	variable	variable		211	01/04/2016	Locally
	Core investigation failure	£122.75	£122.75	0%			15
	Core investigation inspection fee (D1)	£47.50	£47.50	0%	15		
	Highways information team, standing charge	£22.00	£22.00	0%			824
	Enquiry fee, up to 50m2	£10.00	£10.00	0%	824		
	Enquiry fee, additional 50 meters (up to 500m)	£10.00	£10.00	0%			824
	Enquiry fee, additional 10 meters (over 500m)	£1.00	£1.00	0%	824		
	Copy of agreement, including plans	£60.00	£60.00	0%			824
	Electronic copy of agreements and plans	£32.00	£32.00	0%	824		
	Highway land search - Con29R	£32.00	£32.00	0%			824
	Highway land search - Con29O	£14.00	£14.00	0%	824		
	2 Application to create vehicle crossover/dropped kerb	£200.00	£208.00	4%			453
	Initial assessment of suitability for crossover	£75.00	£75.00	0%	453		
	3 Crossover Company registration fee	£95.00	£95.00	0%			453
Temporary traffic order, section 14 (1)	£734.00	£734.00	0%	453	Locally		
Temporary notice (Emergency) section 14 (2)	£740.00	£740.00	0%		453	Locally	
Licence to open road (s50)	£145.00	£145.00	0%	453		Locally	
Inspection of road works (3 inspections required)	£162.00	£162.00	0%		453	Locally	
4 Licence to open road (s184)	£457.00	£457.00	0%			Locally	
Comments/ special considerations							
1 Variable subject to product and location							
2 Non Refundable							
3 Activity stopped temporarily							
4 S184 Licence not being issued at present but may be re-instated. All road openings are currently being conducted under S50							

Service:

Highways

Note	<u>Renewal of existing:</u> Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
Page 180	Reclaim Property from Highways	£70.00	£70.00	0%	205	01/04/2016	Locally
	Banner application	£26.00	£26.00	0%			Locally
	5 Licence to place building materials on the highway	£82.00	£84.00	2%			Locally
	5 Licence to place scaffolding/ hoardings on the highway	£104.00	£104.00	0%			Locally
	5 Skips placed on the highway, 28 days	£82.00	£84.00	2%			Locally
	Skip Company Registration	£97.00	£97.00	0%			Locally
	Licence to place crane on highway	£161.00	£163.00	1%			Locally
	Construction over the highway	£240.00	£240.00	0%			Locally
	Cultivation of the highway	£78.00	£78.00	0%			Locally
	6 Pavement café annual fee	Flat fee of £104 for areas 3 to 10 m2, then £52 per additional square-metre applied	Flat fee of £104 for areas 3 to 10 m2, then £52 per additional square-metre applied	0%			
7 Temporary road sign	£145.00	£145.00	0%			Locally	
7 Tourist road sign	£145.00	£145.00	0%			Locally	
<u>Comments/ special considerations</u>							
5	Renewals / extensions at same rate						
6	No fee charged if seating and table arrangements are under 3 square-metres.						
7	Fee covers cost of initial assesment. Signs and installation recovered at cost.						

Service:

Highways

Note	<u>Renewal of existing:</u> Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes		
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?	
10/12	Sample inspection fees on utility works	£50.00	£50.00	0%	} 422		Nationally	
	Third Party Report inspection fees	£68.00	£68.00	0%			Nationally	
	Joint site meeting defect fee (D1)	£47.50	£47.50	0%	} 43		Nationally	
	Defect inspection whilst remedial is in progress fee (D2)	£47.50	£47.50	0%			Nationally	
	Defect inspection fee on remedial completion (D3)	£47.50	£47.50	0%			Nationally	
10/12	Daily charges for Utilities overstaying notified time limits on Traffic Sensitive or Protected street not in road categories 2, 3, or 4	£5,000.00	£5,000.00	0%	} 71		Nationally	
	Daily charges for Utilities overstaying notified time limits on non Traffic Sensitive or non Protected street not in road categories 2, 3, or 4	£2,500.00	£2,500.00	0%			Nationally	
12	Daily charges for Utilities overstaying notified time limits on Traffic-Sensitive or Protected street in road categories 2	£3,000.00	£3,000.00	0%			Nationally	
12	Daily charges for Utilities overstaying notified time limits on non Traffic-Sensitive or non Protected streets in road category 2	£2,000.00	£2,000.00	0%			Nationally	
12	Daily charges for Utilities overstaying notified time limits on Traffic-Sensitive or Protected street in road categories 3 or 4	£750.00	£750.00	0%			Nationally	
12	Daily charges for Utilities overstaying notified time limits on non Traffic-Sensitive or non Protected streets in road categories 3 or 4	£250.00	£250.00	0%			Nationally	
12	Daily charges for Utilities overstaying notified time limits on works other than on the carriageway not in street category 2, 3 or 4	£2,500.00	£2,500.00	0%			Nationally	
12	Daily charges for Utilities overstaying notified time limits on works other than on the carriageway in street category 2	£2,000.00	£2,000.00	0%			Nationally	
12	Daily charges for Utilities overstaying notified time limits on works other than on the carriageway in street category 3 or 4	£250.00	£250.00	0%			Nationally	
13	Civil Parking Enforcement Surplus	Various	Various			200		Locally
	Traffic Data - First Site	£109.20	£111.60	2%		} 3	01/04/2016	Locally
	Traffic Data - Each Additional Site	£38.40	£39.60	3%				01/04/2016
Comments/ special considerations								
10	Rising to £10,000 per day after first three days							
11	Rising to £8,000 per day after first three days							
12	Represent maximum charge levels							
13	Surrey's Share of CPE Surplus							

Service:

Highways

Note	<u>Renewal of existing:</u> Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
Page 182	SUDS Pre - Application Fees				} 95		
	14 Minor application - Written advice (£450 + VAT)		£540.00				Locally
	14 Minor application - Officer meeting (£530 +VAT)		£636.00				Locally
	14 Minor application - Site visit meeting (£660 +VAT)		£792.00				Locally
	15 Major Application - Written advice (£780 +VAT)		£936.00				Locally
	15 Major Application - Officer meeting (£975 +VAT)		£1,170.00				Locally
	15 Major Application - Site visit meeting (£1,110 +VAT)		£1,332.00				Locally
	16 Large Major application - Written advice (£1,425 +VAT)		£1,710.00				Locally
	16 Large Major application - Officer meeting (£1,665 +VAT)		£1,998.00				Locally
	16 Large Major application - Site visit meeting (£1,825 +VAT)		£2,190.00				Locally
	Stand alone site Flood Risk Report (FRR)		£120.00			Locally	
	Detailed Report FRR and site SuDS (drainage) suitability summary: Up to Minor		£180.00			Locally	
	Detailed Report FRR and site SuDS (drainage) suitability summary: Major		£240.00			Locally	
	Detailed Report FRR and site SuDS (drainage) suitability summary: Large-major		£300.00			Locally	
	Total			3,680			
<u>Comments/ special considerations</u>							
	14 Minor threshold is below Major threshold - There is no charge to individual householders for flood risk information						
	15 Major threshold is for 10 or more dwellings/ site over 0.5 hectares where number of dwellings not known OR a building greater than 1000sq.m/ site over 1 hectare						
	16 Large major threshold is 200 or more dwellings OR a site over 4ha						

Service:

Schools and SEND

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	Commercial Services Education Catering	£2.15	£2.20	2%	24,068		Locally
	Sub Total				24,068		
page 183	<u>Comments/ special considerations</u>						



Service:

Trading Standards

Note	Renewal of existing:		Rates (incl VAT)			Financials	Notes	
	Fees and charges and policies Cabinet to note		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	Goods/ service for which charge is made							
Page 184	Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed	1 year	178.00	178.00	0.00%		1/4/016	Nationally
		2 year	234.00	234.00	0.00%		1/4/016	Nationally
		3 year	292.00	292.00	0.00%		1/4/016	Nationally
		4 year	360.00	360.00	0.00%		1/4/016	Nationally
		5 year	407.00	407.00	0.00%		1/4/016	Nationally
	Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	1 year	83.00	83.00	0.00%		1/4/016	Nationally
		2 year	141.00	141.00	0.00%		1/4/016	Nationally
		3 year	198.00	198.00	0.00%		1/4/016	Nationally
		4 year	256.00	256.00	0.00%		1/4/016	Nationally
		5 year	313.00	313.00	0.00%		1/4/016	Nationally
	Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	1 year	105.00	105.00	0.00%		1/4/016	Nationally
		2 year	136.00	136.00	0.00%		1/4/016	Nationally
		3 year	166.00	166.00	0.00%		1/4/016	Nationally
		4 year	198.00	198.00	0.00%		1/4/016	Nationally
		5 year	229.00	229.00	0.00%		1/4/016	Nationally
	Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	1 year	52.00	52.00	0.00%		1/4/016	Nationally
		2 year	83.00	83.00	0.00%		1/4/016	Nationally
		3 year	115.00	115.00	0.00%		1/4/016	Nationally
		4 year	146.00	146.00	0.00%		1/4/016	Nationally
		5 year	178.00	178.00	0.00%		1/4/016	Nationally
	Varying the name of licensee or address of site		35.00	35.00	0.00%	1/4/016	Nationally	
	Any kind of variation		35.00	35.00	0.00%	1/4/016	Nationally	

Service:

Trading Standards

Note	<u>Renewal of existing:</u>	Rates (incl VAT)			Financials	Notes		
	Fees and charges and policies Cabinet to note Goods/ service for which charge is made	2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?	
Page 185	Transfer Licence	35.00	35.00	0.00%		1/4/016	Nationally	
	Replacemant of licence if lost	35.00	35.00	0.00%		1/4/016	Nationally	
	1 year	125.00	125.00	0.00%		1/4/016	Nationally	
	Explosives certificate for acquiring and keeping explosives, not including an application for an explosives certificate referred to in entries (c), (g) or (i), at a site in relation to which a person holds a licence to store explosives , no minimum separation distance is prescribed or a 0 metres minimum separation distance is prescribed	2 year	156.00	156.00	0.00%		1/4/016	Nationally
	3 year	188.00	188.00	0.00%		1/4/016	Nationally	
	4 year	219.00	219.00	0.00%		1/4/016	Nationally	
	5 year	251.00	251.00	0.00%		1/4/016	Nationally	
	1 year	110.00	110.00	0.00%		1/4/016	Nationally	
	2 year	130.00	130.00	0.00%		1/4/016	Nationally	
	Renewal of above	3 year	151.00	151.00	0.00%		1/4/016	Nationally
	4 year	173.00	173.00	0.00%		1/4/016	Nationally	
	5 year	193.00	193.00	0.00%		1/4/016	Nationally	
	1 year	136.00	136.00	0.00%		1/4/016	Nationally	
	Explosives certificate for acquiring and keeping explosives, not including an application for an explosives certificate referred to in entries (a), (g) or (i), at a site in relation to which a person holds a licence for the storage of no more than 2000 kilograms of explosives	2 year	166.00	166.00	0.00%		1/4/016	Nationally
	3 year	198.00	198.00	0.00%		1/4/016	Nationally	
	4 year	229.00	229.00	0.00%		1/4/016	Nationally	
	5 year	261.00	261.00	0.00%		1/4/016	Nationally	



Service:

Trading Standards

Note	Renewal of existing:		Rates (incl VAT)			Financials		Notes			
	Fees and charges and policies Cabinet to note	Goods/ service for which charge is made	2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s		Effective date of new rate	Charge set nationally/ locally?		
Page 186	Renewal of above	1 year	130.00	130.00	0.00%			1/4/016	Nationally		
		2 year	156.00	156.00	0.00%			1/4/016	Nationally		
		3 year	183.00	183.00	0.00%			1/4/016	Nationally		
		4 year	209.00	209.00	0.00%			1/4/016	Nationally		
		5 year	234.00	234.00	0.00%			1/4/016	Nationally		
	Explosives certificate for acquiring and keeping explosives, not including an application for an explosives certificate referred to in entries (g) or (i), at a site in relation to which a person holds a licence for the storage of more than 2000 kilograms of explosives	1 year	183.00	183.00	0.00%			1/4/016	Nationally		
		2 year	219.00	219.00	0.00%			1/4/016	Nationally		
		3 year	256.00	256.00	0.00%			1/4/016	Nationally		
		4 year	292.00	292.00	0.00%			1/4/016	Nationally		
		5 year	329.00	329.00	0.00%			1/4/016	Nationally		
	Renewal of above	1 year	161.00	161.00	0.00%			1/4/016	Nationally		
		2 year	193.00	193.00	0.00%			1/4/016	Nationally		
		3 year	224.00	224.00	0.00%			1/4/016	Nationally		
		4 year	256.00	256.00	0.00%			1/4/016	Nationally		
		5 year	287.00	287.00	0.00%			1/4/016	Nationally		
	Explosives certificate for acquiring more than 15 kg of shooters' powder only, where the applicant also makes a relevant application under the Firearms Act 1968 link to external website to the chief officer of police determining the explosives certificate application which is to be determined at the same time		24.00	24.00	0.00%					1/4/016	Nationally

Service:

Trading Standards

Note	Renewal of existing:	Rates (incl VAT)			Financials		Notes	
	Fees and charges and policies Cabinet to note Goods/ service for which charge is made	2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s		Effective date of new rate	Charge set nationally/ locally?
	Renewal of the above explosives certificate where the applicant also makes a relevant application under the Firearms Act 1968 link to external website to the chief officer of police determining the renewal application which is to be determined at the same time	15.00	15.00	0.00%			1/4/016	Nationally
	Explosives certificate for acquiring and keeping only shooters' powder at a site in relation to which the applicant holds a licence, where the applicant also makes a relevant application under the Firearms Act 1968 link to external website	44.00	44.00	0.00%			1/4/016	Nationally
	Explosives certificate for acquiring and keeping only shooters' powder at a site in relation to which the applicant holds a licence, where the applicant also makes a relevant application under the Firearms Act 1968 link to external website	18.00	18.00	0.00%			1/4/016	Nationally
	Explosives certificate for acquiring more than 15 kilograms of explosives, not including an application for an explosives certificate referred to in entries (m) or (o)							
		1 year	125.00	125.00	0.00%		1/4/016	Nationally
		2 year	156.00	156.00	0.00%		1/4/016	Nationally
		3 year	188.00	188.00	0.00%		1/4/016	Nationally
		4 year	219.00	219.00	0.00%		1/4/016	Nationally
		5 year	251.00	251.00	0.00%		1/4/016	Nationally



Service: Trading Standards

Note	Renewal of existing:	Rates (incl VAT)			Financials		Notes	
	Fees and charges and policies Cabinet to note Goods/ service for which charge is made	2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s		Effective date of new rate	Charge set nationally/ locally?
	1 year	110.00	110.00	0.00%			1/4/016	Nationally
	2 year	130.00	130.00	0.00%			1/4/016	Nationally
	3 year	151.00	151.00	0.00%			1/4/016	Nationally
	4 year	173.00	173.00	0.00%			1/4/016	Nationally
	5 year	193.00	193.00	0.00%			1/4/016	Nationally
	Explosives certificate for acquiring more than 15 kg of shooters' powder only, where the applicant also makes a relevant application under the Firearms Act 1968 link to external website to the chief officer of police determining the explosives certificate application which is to be determined at the same time	24.00	24.00	0.00%			1/4/016	Nationally
	Renewal of the above explosives certificate where the applicant also makes a relevant application under the Firearms Act 1968 link to external website to the chief officer of police determining the renewal application which is to be determined at the same time	15.00	15.00	0.00%			1/4/016	Nationally
	Explosives certificate for acquiring more than 15 kg of shooters' powder only, where the applicant holds a relevant certificate and no relevant application under the Firearms Act 1968 link to external website by the applicant is to be determined at the same time.	44.00	44.00	0.00%			1/4/016	Nationally

Service:

Trading Standards

Note	Renewal of existing: Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials Income yield for 2016/17 £000s	Notes	
		2015/16 charge £	2016/17 charge £	% change		Effective date of new rate	Charge set nationally/ locally?
	Renewal of the above explosives certificate where no relevant application under the Firearms Act 1968 link to external website by the applicant is to be determined at the same time	18.00	18.00	0.00%		1/4/016	Nationally
	Replacement of any explosive certificate referred to in entries (a) to (f) and (k) and (l) if lost	35.00	35.00	0.00%		1/4/016	Nationally
	Replacement of any explosive certificate referred to in entries (g) to (j) and (m) to (p) if lost	10.00	10.00	0.00%		1/4/016	Nationally
	Poisons licence, initial registration, per premise	0.00	N/A			1/4/016	Nationally
	Poisons licence, registration renewal, per premise	0.00	N/A			1/4/016	Nationally
	Variation of an existing poisons registration	0.00	N/A			1/4/016	Nationally
	Performing animals licence	35.00	36.50	4.29%		1/4/016	Nationally
	Performing animals - inspect and copy register	17.50	18.25	4.29%		1/4/016	Nationally
	Performing animals - replacement certificate	17.50	18.25	4.29%		1/4/016	Nationally
	Metrology testing and verification fees	Actual Cost	Actual Cost			1/4/016	Nationally
	Set-up of Primary Authority partnerships (incorporating Environmental Health or Surrey Fire and Rescue) charge per additional regulator - Renewal	108.00	120.00	11.11%		1/4/016	Nationally
	Renewal of Primary Authority partnerships (incorporating Environmental health or Surrey fire and rescue) charge per additional regulator - Renewal	54.00	60.00	11.11%		1/4/016	Nationally
	Primary Authority Principle agreements	Various	Various			1/4/016	Nationally
	Recovery of officer time	84.00	87.60	4.29%		1/4/016	Nationally

Service: Trading Standards

Note	<u>Renewal of existing:</u> Fees and charges and policies Cabinet to note Goods/ service for which charge is made	Rates (incl VAT)			Financials	Notes	
		2015/16 charge £	2016/17 charge £	% change	Income yield for 2016/17 £000s	Effective date of new rate	Charge set nationally/ locally?
	Site searches of premises where petroleum has been stored whether or not information found or plans available to be supplied	0.00	87.60			1/4/016	Nationally
	Intelligence checks for partner trader approval schemes	45.00	45.00	0.00%		1/4/016	Nationally
	Sub Total					290	
<u>Comments/ special considerations</u>							

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Equalities Impact Analysis for 2016/17 budget savings

This annex provides equalities analysis for the savings proposals included in Surrey County Council's Medium Term Financial Plan (MTFP) 2016-21. Equalities analysis has been completed for planned savings for 2016/17.

For each directorate or service grouping there is:

- a summary equality analysis; and
- analysis of each savings proposal.

Full Equality Impact Assessments have been completed for new savings proposals which have potential equality implications. These are available on the equalities pages of the Surrey County Council website.

<http://www.surreycc.gov.uk/your-council/equality-and-diversity/ensuring-our-decisions-are-fair>

For ongoing savings programmes where Equality Impact Assessments have previously been completed, these can be viewed on the Council's website.

The directorates or service groupings are as follows:

1. Adult Social Care
2. Children, Schools and Families
3. Public Health
4. Business Services
5. Environment and Infrastructure
6. Trading Standards, Community Partnerships, Libraries & Cultural Services
7. Surrey Fire and Rescue Service
8. Other Services.

1. Adult Social Care

As part of the development of the Council's Medium Term Financial Plan (MTFP) 2016-21, Adult Social Care has undertaken an equalities analysis of the savings planned for 2016/17. The Directorate has identified 27 planned savings for 2016/17, a significant number of which are a continuation of those in the 2015/16 MTFP. The savings have been grouped into three themes and an Equality Impact Assessment has been undertaken for each. Each assessment includes a description of the individual savings and a clear indication of which of the positive and negative impacts relates to which saving. The three themes are:

- **Whole systems demand management** - promoting independence and resilience, signposting people towards informal community based services and offering preventative interventions.
- **Market management and pricing strategies** – implementing long term and sustainable strategies together with our partners.
- **Workforce development** - developing a workforce with the right skills, values and behaviours to work across new models of care that span traditional professional boundaries, to better empower people and to shift resources to more preventative approaches.

Adult Social Care has delivered £190 million of savings over the last six years (assuming the 2015/16 target is achieved), which is £32 million on average per year. A large proportion of this saving has been delivered by managing 'supply' with a neutral or positive impact on people who use services and their carers, as a result of the mitigating actions identified throughout the business planning process.

The 2016/17 savings target of £55 million would be the highest amount of savings delivered so far by the directorate against a background of reducing scope to make these savings. A point has been reached where, to continue to support people with safe, high quality care and support long term, the Council needs a significant shift in our focus towards managing demand as well as supply.

Equality Impact Assessment has shown that **the majority of the savings proposals will have a neutral or positive impact** on people who use services and their carers and that negative impacts can be mitigated. However, the level of savings required in 2016/17 means it is becoming increasingly difficult for the Directorate to mitigate negative impacts associated with the 'Whole Systems Demand Management' savings and there are risks that:

- We will need to reduce our investment in preventive services to ensure we continue in our duty to meet eligible assessed needs. To mitigate this risk we will review all grants and contracts with providers to ensure any changes are evaluated for potential impact upon people with protected characteristics and are targeted to minimise the impact upon local services provided for people, their carers and families.
- There will be increased pressure on the NHS and informal carers. To mitigate this risk we will continue to collaborate with health partners to deliver local integrated community based health and social care.
- Providers will be facing financial difficulty. To mitigate this risk we will continue to work with providers to implement long term and sustainable market management and pricing strategies.

Some of the positive impacts associated with the 2016/17 efficiency savings include:

- The growth of local community-based health and social care services will enable people to remain independent in their own homes for longer; benefit from more joined up services; and the growth of preventative services will enable people to stay fit and well for longer.
- Expanding the provision of accommodation with care and support across Surrey to enable people to live independently for as long as possible in appropriate housing with access to flexible services that are responsive to their needs
- Empowering people to shape their own lives using their family, friends and community support network, so they can continue to play an active part in their community, sustain their social networks and access services which reflect protected characteristics.
- Personal budgets for young people in transition, together with earlier identification, joint assessment and personalisation will give young people more choice and control, enable them to maximise their independence and to potentially live closer to family and friends.
- People with learning disabilities currently in residential care, for whom supported living is considered a viable option, will have the opportunity to live more independently, with support from family, friends and their community network.
- Working with providers to secure better value for money, to encourage a more creative response to meeting assessed need and to stimulate a more diverse range of community based services to cater for the needs of Surrey residents.

- Exploring new models for delivering service to improve quality of service which is more targeted at need.

A number of the savings may potentially have a negative impact on people who use services and their carers across one or more of the nine protected characteristics. A range of mitigating actions has therefore been developed and includes:

- Where care and support options involving family, friends and the local community do not prove possible, the local authority has a continuing duty to meet eligible assessed needs and will continue to do so.
- Ensuring practice continues to focus on the outcomes for the individual and that monitoring of outcomes, quality and equity continues to ensure this is happening.
- Continuing to promote carers assessments to ensure carers have adequate support.
- Ensuring friendship groups are considered as part of the re-assessment process and that individual's views are at the heart of any decisions around the viability of supported living.
- Working with the Voluntary, Community and Faith Sector providers so any reductions in grants and contracts are evaluated across the system, targeted and undertaken in adherence to the principle of the Surrey Compact, so as to minimise the impact upon services provided for people and their carers.
- Continuing to work with Voluntary, Community and Faith Sector providers and Surrey Care Association (SCA) to explore creative ways to optimise the rates paid whilst maintaining quality and choice of service.
- Ensuring individuals, their family and carers are engaged and consulted throughout the process of change.
- Continuing to work as part of Local Joint Commissioning Groups to plan for the seamless implementation of local integrated community-based health and social care services.
- Continuing to take a person centred approach to quality assurance e.g. regular visits and following up on any issues.
- Designing the new Liquid Logic IT system to allow residents to undertake self-serve needs assessments and support planning.
- Targeting recruitment, by implementing an attraction strategy, maximising the pace and flexibility of recruitment, adopting a range of options to fill vacancies, exploring ways to attract back experienced staff.
- Surrey County Council is consulting on a new Pay & Reward Strategy that will implement a fair and modern offer for staff.
- Continuing to look for new and creative models of delivery, including for example a trusted assessor model.

Contents

The table below summarised the equality assessment associated with each saving proposal.

Whole Systems Demand Management		2016/17 £000	Impact	Rationale
1.	Family, Friends and Communities	7,500	+/- impact	A development of the Council's on-going commitment to personalisation which gives people choice and control over their lives. This is an on-going efficiency.
2.	Family, Friends and Communities "Stretch Target"	2,500	+/- impact	An additional ambitious 'stretch' target to encourage people to build networks to maximise their wellbeing and independence in their local community.
3.	Transport care packages review	500	+/- impact	Re-negotiating rates and ensuring people use mobility and other allowances to fund their transport costs.
4.	Families, Friends and Communities direct Payment reclaims	7,500	+/- impact	This efficiency saving is associated with the administration of the direct payment scheme.
5.	Reduce Adult Social Care demand pressures through an integrated approach to Whole Systems Demand Management	4,303	+/- impact	Collaborating with health, voluntary sector and other partners to promote wellbeing across local health and social care systems to prevent individuals developing long term substantial and critical care needs. This is an on-going efficiency
6.	Optimisation of transition pathways	1,000	+/- impact	Optimising the way services are planned and delivered for young people will mean services can be delivered more efficiently. This is an on-going efficiency
7.	Shift in Older People care pathway	1,579	+/- impact	Working with all partners across the health and social care system to promote wellbeing amongst older people so individuals are able to stay in community services for longer thus leading to a shift in the care pathway
8.	Section 256 client group savings (Funding from health to support people moving to the community from long stay hospitals)	2,000	No impact	Decreasing care costs associated with a reducing Section 256 client cohort. This is an on-going efficiency
9.	Targeted strategic shift from residential to community based provision for people with disabilities	652	+/- impact	Identifying individuals who would benefit from moving from residential services to supported living, in line with the focus on friends, family and community, to maximise independence and wellbeing
10.	Expansion of extra care services	0	+/- impact	Expanding the provision of supported housing across Surrey which aims to enable people to live independently for as long as possible in appropriate housing with access to flexible services that are responsive to their needs
11.	Strategic review of Older People In-	1,803	+/- impact	Implementing the Older People in-house residential homes closure programme.

	house services			
12.	Ensure correct application of National Continuing Health Care Framework	3,000	+/- impact	Continue to pursue Continuing Healthcare (CHC) funding for historic cases and implement agreed CHC processes based on the national framework. This is an on-going efficiency
13.	Maximise value of contracts and grants	5,800	+/- impact	Targeted reduction in the Council's expenditure on contracts and grants
14.	Over projection due to breaks / one-off reductions in care services	2,500	No impact	An accounting adjustment and thus will have no impacts for people who use services, carers or staff
15.	Under usage of call offs	500	No impact	An accounting adjustment and thus will have no impacts for people who use services, carers or staff
16.	Additional savings to be identified	0	+/- impact	Plans are still being defined but are likely to include - enhancing preventative services; improving signposting towards informal community based services; exploring opportunities to bring people back to Surrey into specialist provision.
Market Management and Pricing Strategies				
17.	Optimisation of spot care rates (one off commissioned care rates)	4,074	+/- impact	Negotiate effectively with suppliers to minimise price increases
18.	Optimisation of main block contracts	421	+/- impact	Negotiate with providers to achieve maximum value from main block contracts. This is an on-going efficiency
19.	Optimisation of other block contract rates	317	+/- impact	Negotiate with other block contract suppliers and grant beneficiaries to agree optimised inflationary contract terms. This is an on-going efficiency
20.	Commissioning for Older People with Learning Disabilities	421	+/- impact	Needs based reassessments of individual care packages for older people with disabilities
21.	Improved sourcing for Learning Disabilities residential care	100	+/- impact	Review the sourcing approach to commissioning new residential care packages.
22.	Strategic supplier review rebates	1,000	+/- impact	Procurement led supplier negotiations aimed at volume based rebates - predominantly related to learning disabilities.
23.	Recommission short breaks service	514	+/- impact	Negotiating with short term break providers to achieve maximum value from contracts. Short term breaks enable people who receive community care services, or who are carers, to have a break to recharge their batteries
24.	General In-house efficiencies	400	+/- impact	Savings arising from expected service delivery staff vacancy levels.
25.	Staff turnover	6,000	+/- impact	A combination of staff turnover and

				difficulty in recruiting for certain grades of staff will result in expenditure at a lower level than budgeted. This has been the case in previous years, so the proposal merely formalises this position within the budget as an expectation.
26.	Optimise staff travel	110	+/- impact	Reduce travel claims and parking costs by 10% for non front-line staff, recognising that social workers need to travel to do assessments.
27.	Workforce synergies	861	+/- impact	Savings rising from synergies between the Adult Social Care workforce and that in other directorates and partner organisations
	Total Saving	55,356		

2. Children, Schools and Families

Included services: Schools and Learning; Children's Services; and Commissioning and Prevention.

The Children, Schools and Families Directorate has agreed the following savings as part of its business planning and the Medium Term Financial Plan for 2016-21.

- Manage market inflation (£3.3m) – this is an ongoing savings proposal for containing inflationary pressure in services and the previous Equality Impact Assessments found no impact. This has been updated for 2016-21 and the latest Equality Impact Assessment has found no impact.
- Mainstream Transport (£0.6m) - this saving has accrued within mainstream transport from a previous Cabinet decision to reduce denominational transport provision. An Equality Impact Assessment was completed for the Cabinet report and there has been no material change so the Equality Impact Assessment still applies.
- Reduction of services due to the academisation of schools (£0.4m) – this is an ongoing savings proposal and the previous Equality Impact Assessment found no impact. There has been no material change so the Equality Impact Assessment still applies.
- Additional income target for commercial services (£0.5m) - a business plan is being developed to deliver this. No Equality Impact Assessment is required.
- Further savings and efficiencies in 2016/17 have had to be planned, following the late notification of funding reductions in the local government financial settlement. These savings are, for example, around Early Help (£2m); marginal gains (£1.6m); SEN transport (£0.5m) and increasing traded income targets (£0.7m). These remaining savings are being developed and the Equality Impact Assessments will be carried out in April/May 2016.

Full assessments of new savings proposals and further analysis of proposals where there is a significant change from those presented previously, together with a summary of cumulative impacts upon groups with protected characteristics, will be submitted to Cabinet in September 2016 before final decisions are made on savings.

3. Public Health

Public Health funding pressures in 2016/17 come from increases in MTFP savings, to be delivered through "shadow funding" - existing spend in other directorates - (£4.4m), and from the in-year national budget reductions to the Public Health grant in 2016/17 (£2.2 million - 6.2%). In addition the Public Health grant is subject to a further year on year reduction which amounts to 9.6% in cash terms over the next five years. This will mean an additional reduction of £800,000 (2.4%) in 2016/17 bringing the total reduction to current public health spending in 2016/17 to £7.5m. This is currently planned to be achieved through:

- cancelling investments planned in 2015/16 (£0.79 million will have an ongoing effect in 2016/17);
- a one off amount of £2.1million carried forward from 2015/16 (PH reserve);
- efficiencies within the team budget (£0.35 million);
- pausing any non-contractual spend (£0.5 million);
- a move to a standard tariff based on activity from a block contract payment for sexual health services (£0.7million). This approach has also been adopted by other local areas and including a number of London boroughs;
- targeting and reducing the number of NHS health checks provided (£0.8 million); and
- renegotiation and reduction of contracted front line services (£2.3 million).

The most significant reduction to current spend is within the existing contracted public health services (£3.1million from health checks and contract renegotiation). This includes 0-19 health visiting and school nursing services, sexual health services, substance misuse services, smoking cessation, NHS health checks and mental health promotion services. The exact form that the savings will take is dependent on which contracts can be varied/cancelled without a prohibitively large fee, but the attainment of these reductions is considered to be achievable, albeit with significant impact on Surrey residents' wellbeing and on future demand due to the preventative nature of these services.

As the Public Health grant was only confirmed on 11 February and discussions are ongoing with regards to variations to existing contracts, the detail on the extent or specific impact of the reductions on each service is not yet fully identified. The equality impact analysis below will be taken into consideration as part of the negotiation process with existing service providers. This will be the basis of a full Equality Impact Assessment which will be completed before final decisions are made at the end of March 2016. Where possible, provision for at risk groups will be prioritised which in turn will mitigate potential impacts on protected characteristic groups. Existing contracts cover:

	Contract being renegotiated	Potential equality impact
1.	0-19 Public Health services	<p>A universal service provided for children and young people. It has targeted elements in areas of deprivation and children not in school (including home schooled) as health inequalities are known to be greater in these areas.</p> <p>Changes in this service impact on the early identification of physical, emotional and social problems and early intervention and family support. The 0-19 teams play a pivotal role in the safeguarding of children. It is anticipated that 0-19 teams are key to the development of the Surrey Multi-Agency Safeguarding Hub and the Early Help network. Reductions to funding pose</p>

		<p>significant risks to the ability of the services to fulfill this role.</p> <p>Such changes would have the potential to impact upon the following protected characteristics:</p> <ul style="list-style-type: none"> • Age • Pregnancy and maternity • Sexual orientation • Disability <p>While provision would be prioritised to mitigate the impact on protected characteristic groups wherever possible it is not possible at this stage to guarantee no negative impact.</p>
2.	Sexual Health	<p>A universal service with targeted activity to increase access for at risk groups such as men who have sex with men, young people, sex workers and black africans.</p> <p>Potential reductions in this service could impact on the following protected characteristics:</p> <ul style="list-style-type: none"> • Sexual orientation • Race • Age <p>While provision would be prioritised to mitigate the impact on these protected characteristic groups wherever possible it is not possible at this stage to guarantee no negative impact.</p>
3.	Substance Misuse	<p>A universal service with targeted activity to increase access for at risk groups.including women suffering domestic abuse, those with co-existing mental health and substance use problems, Lesbian, Gay, Bisexual and Transgender (LGBT) people and offenders and ex-offenders. An additional service is also provided for children and young people.</p> <p>Potential reductions in this service could impact on following protected characteristics:</p> <ul style="list-style-type: none"> • Sex • Sexual orientation • Age <p>While provision would be prioritised to mitigate the impact on protected characteristic groups wherever possible it is not possible at this stage to guarantee no negative impact.</p>
4.	Smoking	<p>This is a universal service with targeted activity for priority groups that are known to have a higher percentage of smokers. This includes those living in areas of deprivation, those working routine and manual jobs and those from a Black and Minority Ethnic population.</p> <p>Potential reductions in this service could impact on the following protected characteristics:</p> <ul style="list-style-type: none"> • Race

		<ul style="list-style-type: none"> • Pregnancy and maternity <p>With the recent award of a new contract the current provision is expected to continue to be provided in 2016/17 with a greater focus on the above target populations. No further reductions are currently planned.</p>
5.	NHS Health Checks	<p>This is a county wide service to all 40-74 year olds accessed through GPs, pharmacy and community providers. Priority groups include individuals with no known cardiovascular issues who are likely to experience poorer health outcomes. These include those from areas of deprivation, certain ethnic groups, those with unhealthy lifestyles, and those with a family history of cardiovascular disease. There is therefore a risk that older people and certain ethnic groups could be disproportionately impacted by the reduction to the service.</p> <p>However, while the current level of provision is likely to be reduced, the service is looking at how those most at risk of developing cardiovascular disease can continue to access a health check as a priority within the county. The Council hopes to develop plans to mitigate any impacts on protected characteristic groups.</p>
6.	Healthy Weight & Physical Activity	<p>This is currently targeted in geographical areas of the county with known higher levels of obesity and inactivity. Currently the majority of provision is targeted at children and young people /families.</p> <p>Current provision of services for children and young people within Public Health are anticipated to continue in 2016/17 with a remit to continue to target protected characteristic groups.</p>
7.	Public Mental Health	<p>First steps service is a universal mental health promotion service available to adults across the county with a targeted approach to promote access in areas/groups with known levels of higher mental health need.</p> <p>Groups known to be particularly at risk include:</p> <ul style="list-style-type: none"> • Physical Illness/Long Term conditions • Victims of Violence/Abuse • LGBT • BME • Carers • Veterans • Refugees <p>Potential reductions in this service could impact on the following protected characteristics:</p> <ul style="list-style-type: none"> • Race • Sexual orientation • Age • Disability <p>While provision would be prioritised to mitigate the impact on</p>

		these protected characteristic groups wherever possible it is not possible at this stage to guarantee no negative impact.
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4. Business Services

Included Services: Human Resources and Organisational Development; Finance; Property; Shared Services; Procurement; Information Management Technology; Customer Services; and New Models of Delivery.

For the Business Services Directorate, major savings will be made through the amalgamation of both Business Service Directorates in Surrey and East Sussex County Councils through establishing the Orbis shared services partnership. Equality Impact Assessments will be conducted at key points throughout the development of the partnership and transition. These will identify potential positive and negative impacts for each protected characteristic and ensure any mitigating actions required are put in place.

This includes savings that property will be making. The savings identified are a high level target from Orbis, the Services are still looking at the savings targets and as they are not yet clear on how they will be achieved, any Equality Impact Assessments will be undertaken once they and any impact are known.

Savings will also be made to the Council's Information Management and Technology budget scaling back the modern worker programme.

In addition there are savings to the Council's training budget. This is currently assessed as having no negative impact. However a full Equality Impact Assessment will be completed when to inform the final decisions on which training should be cut. To meet recognised needs and enable all staff to fully participate and benefit from accessible training offer, the Council is currently:

1. Setting access standards and compiling supporting guidance on access to ensure best practice in:
 - course content
 - formats
 - trainer competence and skills in delivering inclusive training
 - all support and commissioning teams developing the skills to provide accessible training and proactively ensure they identify and meet specific needs
 - accessible venues, using an assessment template
 - requesting and making adjustments for attendees
 - working more closely with IMT and facility managers
2. Compiling a list of pre-identified rooms, against the assessment template, which are the most accessible and booked as a priority.
3. Using the current published guidance on accessible venues to source alternative venues.
4. Supporting the need to deliver one to one training.
5. Ensuring e-learning sits on an accessible portal

6. Continue to deliver a comprehensive suite of Equality, Diversity and Wellbeing learning and development, with a ring fenced budget, including:

- Equality and Inclusion Matters - classroom
- Flexible Working and Reasonable Adjustments - classroom
- Ending Harassment and Bullying - classroom
- Supporting Emotional And Mental Wellbeing Masterclass - workshop
- Supporting Physical Wellbeing - classroom
- Mediation - classroom
- Restorative Facilitators - classroom
- Local Workplace Fairness Champions -classroom
- Wellbeing, Inclusion and Resilience Suite - 10 e-learning modules and tool kits

7. Tailored, specialist training, responding to critical challenges e.g. Cultural Identity Workshops, responding to Ofsted.

8. The 2016/17 budget, although reduced, is ring fenced and will continue to fund this programme of Equality, Diversity and Wellbeing learning. It also includes memberships to national best practice bodies, including:

- Employers Network On Equality and Inclusion
- Business Disability Forum
- A Good Day At Work (Wellbeing Forum)
- Time To Change Peer Network (non payable membership)

The best practice promoted and sourced from these organisations is used to develop the most impactful and effective learning interventions, assessments and toolkits.

9. High Performance Development Programme and Leadership Training will be using the best practice design and delivery principles above and will be available to all relevant staff.

The savings proposals for Business Services Directorate, which fall outside the Orbis programme remit are 'managed on behalf of' Surrey County Council and comprise:

	Savings Line 2016/17	Saving	Decision	Impact
1	Property: Office Moves	£250,000	No likely Impact	An Equality Impact Assessment will be completed once specific proposals are identified. Office moves will be considered according to Council policy - accessibility requirements are part of this.
2	IMT: Modern Worker Project	£666,000	No likely Impact	An Equality Impact Assessment will be completed once specific proposals are identified. However this is currently assessed as no likely impact. Savings will reduce the scope of a number of the projects within modern worker programme for example - roll out Wi-Fi to fewer sites, reduction in

				<p>prototyping and development, less funding for self service initiatives, less investment in document management and dash board projects. This will not impact any existing service provision but will impact projects that the Council has in plan and IMT are currently working through the impact of the reductions on these projects.</p> <p>Officers will work to safeguard IT interventions to flexible working conditions or to adaptations for people with disabilities.</p>
3	HR: Training Budget Savings	£463,000	No likely Impact	<p>An Equality Impact Assessment will be completed once specific proposals are identified.</p> <p>However, this is currently assessed as no likely impact. The budget will be saved across areas of non statutory training. Recruitment of diverse groups will still be focussed on. The Council will ensure that frontline staff continue to have all necessary training to account for the needs of protected characteristic groups. Core training and Equality and Diversity courses will also still be in scope.</p>

5. Environment and Infrastructure

Included Services: Highways; Environment and Emergency Planning.

As part of the development of the Council's budget an equalities analysis of savings proposals has been undertaken.

This document sets out the equality analysis for savings proposals from the following services:

- Environment and Planning
- Highways and Transport

and comprises:

- A summary analysis of the overarching equalities implications of the savings proposals from those services.
- Detailed equalities analysis for each savings proposal.

Analysis for each savings proposal is presented as follows:

- For savings proposals linked to existing service improvement or transformation programmes, pre-existing Equality Impact Assessments have been reviewed and updated.
- For new savings proposals, or where there has been material change to the proposal, a new Equalities Impact Assessment has been undertaken. These are available on the Council website.

Out of the seven confirmed savings for Environment and Planning in 2016/17, **three Savings proposals** have been deemed as requiring an Equality Impact Assessment.

Out of the seven confirmed savings for Highways and Transport services in 2016/17, **two Savings proposals** have been deemed as requiring an Equality Impact Assessment.

Marginal gains savings measures for both services (Environment and Planning, Highways and Transport) in Environment & Infrastructure Directorate are yet to be finalised. Some residents may experience some potential negative impacts due to reduced services. We do not know whether this will impact a particular group disproportionately until proposals have been developed. Equality Impact Assessments will be developed as part of each savings measure /scheme that is finalised.

Waste Group

'Waste savings programme - Additional contract savings'

Original savings estimates were based on implementing a charging scheme for rubble, gas bottles and tyres and realising cost savings for half of 2015/16. However, on the advice of the Council's Legal Service it was decided that a public consultation exercise was required prior to implementation. Following approval by Cabinet in November 2015 it is likely that proposals will be implemented in 2016/17. Some other savings have been achieved but were already assumed in the budget. Saving assumes closure of five Community Recycling Centres, reduced opening hours, and establishment of re-use shops at all remaining sites. An Equality Impact Assessment is currently being developed. The additional contract savings (£0.113 million) is focussed around contract renegotiation and refinancing. No equality impact is anticipated as no change in service is proposed as part of this measure.

Travel & Transport Group

'Local Transport Review'

The preferred approach for recognising savings in the Local Transport Review has been through 'back office' improvements and through contract negotiations with bus operators of subsidised routes, but without changing the level of service offered. However to ensure all the required savings are delivered there has needed to be some service compromises on subsidised routes in terms of their frequency, days of operation, route travelled and in a few cases withdrawals. An Equality Impact Assessment was completed in year one of the review using the feedback that the Council received from groups and individuals with protected characteristics in the public consultation. This assessment was part of the report taken to Cabinet on 23 June 2015 to approve the year one changes to local bus services.

The comprehensive Equality Impact Assessment completed for year one of the Local Transport Review will be updated using the year two public consultation feedback, to form part of the report to be considered by Cabinet on 24 May 2016.

Cross-cutting

'One Team organisation review' Remainder of savings achieved in earlier restructurings'

The directorate's restructure in 2015/16 has ongoing savings. The equalities implications of this were assessed in an Equality Impact Assessment in 2015/16.

Network and Asset Management Group

Winter maintenance

A saving concerning Highway Winter Maintenance will have an Equality Impact Assessment completed following the annual review of the Winter Service Plan, which will involve consultation with Members. The Equality Impact Assessment will be included in a report to Cabinet in September 2016 where a final decision will be taken.

Local Highways Services Group Environmental maintenance

This saving comes from a budget allocation that is granted to Local Members/Committees, which is used at the Committee's discretion to carry out non-essential works. The Council's levels of service for environmental maintenance are being maintained in partnership with Surrey's Boroughs and Districts, hence there is no need for an Equality Impact Assessment by Surrey County Council. Each scheme that goes through the Committee will have its own Equality Impact Assessment.

For Emergency planning it is anticipated that proposals for an additional marginal efficiency saving of 1.5% per annum will be achievable through further increasing income projections and without damaging service delivery. There are therefore no equalities implications for the proposed change.

Savings for 2016/17 for Environment and Infrastructure Directorate (Service: Environment)			
Description of Savings / Efficiency	Saving	Impact	Rationale
Waste savings programme – Community Recycling Centres Projects include: <ul style="list-style-type: none"> • Greater enforcement/exclusion of trade waste • Changes to opening hours/days • Charging for certain materials 	-1,000	No likely impact	An initial assessment would indicate that there should be no equalities impact on residents or staff, particularly people sharing protected characteristics; however this will be tested further. Equality Impact Assessment to be developed as part of plans to roll out changes at Community Recycling Centres. Previous changes to Community Recycling Centres were considered by Cabinet in November 2015 and an Equality Impact Assessment was completed. http://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=120&MId=3702&Ver=4
Waste savings programme – Contract materials savings Materials include: <ul style="list-style-type: none"> • Residual waste • Sweepings • Food waste 		No likely impact	This activity is about getting better prices for waste materials through a change in recycling/disposal outlet. No equality impact anticipated as no change in service is proposed as part of this measure.
Waste savings programme – Arrangements with districts and boroughs Projects include: <ul style="list-style-type: none"> • Non domestic waste • Surrey Waste Partnership Future 		No likely impact	Projects are aimed at revising a payment transfer mechanisms and joint working arrangements between Surrey County Council and Surrey's Districts and Boroughs. No equality impact is anticipated in 2016/17 as a result of this. This will be revisited if projects start to lead to service changes.

Savings for 2016/17 for Environment and Infrastructure Directorate (Service: Environment)

Description of Savings / Efficiency	Saving	Impact	Rationale
<p>Waste savings programme – Kerbside improvements Projects include:</p> <ul style="list-style-type: none"> • Food waste intervention • Joint campaigns • Doorstep engagement • Volunteer scheme • Schools programme • Policy alignment 		<p>Negative Impact</p>	<p>There could potentially be a negative impact on disabled people, older people or certain ethnic groups due to differing communication needs. They may not have the same access to information on recycling or to notify residents of changes to their service.</p> <p>Residents who wish to volunteer with the Surrey Green Network may be limited in the volunteering they would be able to carry out due to disability or parenthood.</p> <p>These will be mitigated using accessible communications methods as much as possible to reach residents as well as making reasonable adjustments to volunteering schemes.</p>
<p>Waste Group – Additional contract savings Projects include:</p> <ul style="list-style-type: none"> • Refinancing • Other contract opportunities 	<p>113</p>	<p>No likely impact</p>	<p>This work is focussed around contract renegotiation and refinancing. No equality impact anticipated as no change in service is proposed as part of this measure.</p>
<p>Travel & Transport - concessionary fares</p>	<p>-500</p>	<p>No likely impact</p>	<p>An Equality Impact Assessment is not required for the £500,000 savings requirement against concessionary fares for 2016/17. The funding that the Council receives from Government for the administration of the English National Concessionary Travel Scheme (ENCTS) is greater than the amount the Council reimburses service operators for fare revenue forgone for allowing ENCTS pass holders to travel for free. Therefore the budget for concessionary fares can be set at a lower amount. Calculations confirm that it's reasonable to set this £500,000 lower. This change in budget will have no impact on passengers with an ENCTS pass, as they will still be able to make their journeys by bus for free.</p>
<p>Travel & Transport - Local transport review Includes:</p> <ul style="list-style-type: none"> • Local bus services : measures to increase patronage/commercial viability, procurement 	<p>-515</p>	<p>Negative Impact</p>	<p>The preferred approach for recognising savings in the Local Transport Review has been through 'back office' improvements and through contract negotiations with bus operators of subsidised routes, but without changing the level of service offered. However to ensure all the required savings</p>

Savings for 2016/17 for Environment and Infrastructure Directorate (Service: Environment)

6

Description of Savings / Efficiency	Saving	Impact	Rationale
<p>improvements, amendment/withdrawal of bus services,</p> <ul style="list-style-type: none"> • Concessionary fares : review of reimbursements to bus companies, review of enhancements above the statutory minimum, ticketing arrangements • Community transport: actions to make this sector less reliant on SCC funding including procurement workshops, increasing number of volunteers, common standards. 			<p>are delivered there has needed to be some service compromises on subsidised routes in terms of their frequency, days of operation, route travelled and in a few cases withdrawals. An Equality Impact Assessment was completed in year one of the review using the feedback that we received from groups and individuals with protected characteristics in the public consultation. This assessment was part of the report taken to Cabinet on 23 June 2015 to approve the year one changes to local bus services.</p> <p>The comprehensive Equality Impact Assessment completed for year one of the Local Transport Review will be updated using the year two public consultation feedback, to form part of the report to be considered by Cabinet on 24 May 2016.</p>
<p>Countryside – Surrey County Council/Surrey Waste Partnership agreement: Reduction in contribution to Surrey Wildlife Trust</p>	-100	Some potential impact	<p>Surrey Waste Partnership will be working to a five year business plan agreed with Surrey County Council. The Council is supporting Surrey Waste Partnership to get income generating projects in place and to implement cost efficiencies. The likely impacts will be from the income generating projects. Equality Impact Assessment will be carried out on those separate projects as precise impact is difficult to identify at the moment.</p>
<p>Countryside - Efficiency saving across the Countryside Group</p>	-100	No likely impact	<p>The savings are not expected to have an adverse impact on any particular group. There is likely to be a reduction in what can be achieved on the ground but this is unlikely to impact on any particular group of people more than any other.</p>
<p>E&I Cross Cutting Savings - One Team saving</p>	-118	No likely impact	<p>Residents and service users with protected characteristics will not be disproportionately affected by Environment & Infrastructure’s consultation proposals or required MTFP and Business Services Review savings.</p> <p>The consultation proposals and recruitment processes, and required MTFP and Business Services Review savings will not disproportionately affect any individual or</p>

Savings for 2016/17 for Environment and Infrastructure Directorate (Service: Environment)

Description of Savings / Efficiency	Saving	Impact	Rationale
			groups of staff with any protected characteristic.
E&I Environment, Planning and Cross-Cutting Savings - Marginal gains	-1,323	Negative Impact	Savings proposals are yet to be finalised. Some residents may experience some potential negative impacts due to reduced services. Equality Impact Assessments will be developed as part of each savings measure / scheme that is finalised and will have its own Equality Impact Assessment.
	£3,543		

6

Savings for 2016/17 for Environment and Infrastructure Directorate (Service: Highways)

Description of Savings / Efficiency	Saving	Impact	Rationale
Highway Information Team income Following a review of the market expected search fee income is anticipated to be in excess of current levels.	-40	No likely impact	Equality Impact Assessments not required as no change in service level is proposed as part of this measure.
Winter maintenance	-340	Negative Impact	A saving concerning Highways Winter Maintenance will have an Equality Impact Assessment completed following the annual review of the Winter Service Plan, which will involve consultation with Members. The Equality Impact Assessment will be included in a report to Cabinet in September 2016 where a final decision will be taken.
Environmental maintenance This saving comes from a budget allocation that is granted to Local Members/Committees, which is used at the Committee's discretion to carry out non-essential works.	-400	Negative Impact	The Council's levels of service for environmental maintenance are being maintained in partnership with Surrey's Boroughs and Districts, hence there is no need for an Equality Impact Assessment by Surrey County Council. However, there are possible negative impacts on resident experience. This saving comes from a budget allocation that is granted to Local Members/Committees, which is used at the Committee's discretion to carry out non-essential works. Each scheme that goes through the Committee will have its own Equality Impact Assessment.

Savings for 2016/17 for Environment and Infrastructure Directorate (Service: Highways)

6

Description of Savings / Efficiency	Saving	Impact	Rationale
<p>Street lighting – Part Night Switch Off Switch off street lights in some residential areas during the middle of the night.</p>	-210	No likely impact	A set of criteria will be developed to identify possible locations where switching lights off might be suitable. Traffic routes will be excluded and so this will be limited to residential areas where both vehicle and pedestrian traffic will be minimal if any during the proposed hours of switch off (midnight to 0500). Where roads meet the “general” switch off criteria they will then be assessed against the more detailed criteria to evaluate levels of crime, road safety, presence of any night time economy/hospital/other 24 hour operation . Only roads achieving the specific avoidance criteria will be included for switch off. As this will be across the county, it is not expected to positively or adversely any specific group.
<p>Improved alignment of capital/revenue condition works</p>	-250	No likely impact	This project will look at revising a capital investment mechanism. No equality impact is anticipated as a result of this.
<p>Reduction in business improvement spend The budget in previous years has been used to, Support contract extension negotiations, Localised depot improvements, Develop Asset management strategy</p>	-250	No likely impact	Support contract extension negotiations, localised depot improvements, develop asset management strategy are now largely completed. Equality Impact Assessment not required as the modest scale and indirect nature of the saving means individual groups will not be affected.
<p>Environment & Infrastructure Highways - Marginal gains</p>	-778	Negative Impact	Savings proposals are yet to be finalised. Some residents may experience some potential negative impacts due to reduced services. Equality Impact Assessments will be developed as part of each savings measure / scheme that is finalised and will have its own Equality Impact Assessment.
	2268		

6. Trading Standards, Community Partnerships, Libraries & Cultural Services

Included services: Trading Standards; Libraries; Cultural Services; Community Partnerships; and Safety.

As part of the development of the Council’s budget an equalities analysis of savings proposals has been undertaken.

This document sets out the equality analysis for savings proposals from the following:

Communities

- Community Partnership Team
- Trading Standards
- Directorate Support

Cultural Services

- Library Service

This comprises:

- A summary analysis of the overarching equalities implications of the savings proposals from those services.
- Detailed equalities analysis for each savings proposal.

Analysis for each savings proposal is presented as follows:

- For savings proposals linked to existing service improvement or transformation programmes pre-existing Equality Impact Assessments have been reviewed and updated.
- For new savings proposals, or where there has been material change to the proposal, a new Equalities Impact Assessment has been undertaken.

Communities

Community Partnership Team

For the Community Partnership Team, Members Allocations and the Community Improvement Fund will be protected. There will be a £22,000 marginal efficiency saving from the Community Partnerships Team budget. Savings proposals are yet to be developed. When proposals are established, Equality Impact Assessments will be completed. Reduced service provision as a result of any staffing changes would be considered.

Description of Efficiency	Saving	Impact	Rationale
Community Partnerships team budget – marginal gains	£22,000	No likely impacts	Equality impact assessment will be completed once proposals have been developed.

Trading Standards

The Trading Standards Joint Service with Buckinghamshire was established in April 2015. It delivers a range of service enhancements, budget savings and increased income generation over each of the first four years of operation. It is on track to successfully achieve its financial and performance targets. The business case for the shared service was supported by a detailed EIA which remains valid.

It is anticipated that proposals for an additional marginal efficiency saving of 1.5% per annum will be achievable through further increasing income projections for the joint service and without damaging service delivery. There are no new EIA issues arising from that change.

Description of Efficiency	Saving	Impact	Rationale
Creation of a Joint Trading Standards Service	<p>This is a cumulative four year total before the addition of the 1.5% per annum.</p> <p>There will be a total saving of £396,000 per annum - £231,000 savings and £165,000 extra income plus the new 1.5% efficiency saving</p>	<p>The shared service enables the savings to be made without damaging impact on the front line service delivery. This assumes that income targets are achieved – currently on track</p>	<p>Joint Service business case attached</p> <p>An Equality Impact Assessment published on the website.</p>

Directorate Support

Directorate Support is required to make budget savings in 2016/17 of 1.5% of the overall budget of £987,000 along with a further £40,000 making a total of £54,800. Areas of the Directorate being considered to make these savings are not filling vacant positions and focussing on productivity and looking at new ways to deliver services.

The Directorate Support Equality Impact Assessment has been updated for 2016/17 and there are no potential positive or negative impacts created by the required savings.

Description of Efficiency	Saving	Impact	Rationale
1.5% saving from overall budget and further £40,000	<p>Saving £14,800</p> <p>Further savings £40,000</p>	No likely impacts	Equality Impact Assessment published on the website.

Cultural Services

The only service, as at February 2016, requiring a budget savings Equality Impact Assessment in Cultural Services is the Library Service. The other services – Adult Community Learning, Surrey Arts, Surrey Heritage and Registration will have generic 1.5% budget savings reductions that are not expected to have any positive or negative equality impacts.

The Library Service

The Library Service is required to make budget savings of £750,000 from 2015/16 – 2016/17. In 2015/16 £250,000 savings were achieved leaving a total of £500,000 outstanding. The areas of service currently being considered to make these savings are reductions in library opening hours, reducing the library stock fund and managing staff vacancies.

There are potential negative impacts on staff and service users that are dependent on the final recommendations made. Reductions in opening hours will be agreed by each of the area committees for the libraries in each of their areas. An EIA will be prepared and published as part of the report for each area committee. Other decisions will be made considering a full Equality Impact Assessment. A draft Equality Impact Assessment is available online. Mitigating actions will be developed and undertaken once specific proposals have been determined.

Description of Efficiency	Saving	Impact	Rationale
To be confirmed, considering resource budget, opening hours and managing staff vacancies.	£500,000	Potential negative impacts	A draft Equality Impact Assessment has been published on the website. The final Equality Impact Assessment will be published on the website in due course.

7. Surrey Fire and Rescue

For Surrey Fire and Rescue savings will be made through a one year suspension of contributions into the Vehicle and Equipment replacement reserve, which gives a saving of £970,000 for 16/17 only. This was following a review of planned vehicle and equipment purchases and projected reserve balances, which showed the reserve could be reduced. In recognition of the new contract for fuel purchases, £5,000 of the Blue Light collaboration saving was brought forward from 2017/18 to 2016/17. Current assessment shows that there are no negative equality impacts associated with these proposals for the Surrey Fire and Rescue Service 2016-17 MTFP.

The service has also been asked to make marginal gain savings of £321,000. Proposals are currently being developed for this saving and will be subject to Equality Impact Assessment. Surrey Fire and Rescue Service will complete a thorough equalities analysis in October 2016 for the 2017-18 MTFP for the service's refreshed Public Safety Plan taking into account the current position on station reconfigurations, any organisational changes and marginal gains savings. This will be considered by Cabinet.

The service's comprehensive Equalities Impact Assessment process will identify and mitigate impacts on protected characteristic groups. This process will ensure there is no appreciable negative impact on the protected characteristic groups as a result of savings.

8. Other services

Included services: Strategy and Performance; Communications; and Legal and Democratic Services. Each of these services has submitted proposals for reaching the additional saving proposals for 2016/17.

Strategy and Performance will make 1.5% marginal gains saving in 2016/17. This will be achieved through reducing costs of the Healthwatch budget. This is a planned saving of 5% per year built into the latest contract. This will be achieved as start up costs decrease and the organisation becomes more efficient; there is no expected impact on service provision. Other savings will be made to staffing costs through the ending of a fixed term contract and management of vacancies in the Internal Audit team which will be part of the Council's shared services programme, Orbis. Saving will be made by merging teams and reducing duplication and there is no expected impact on service provision. An Equality Impact Assessment will be completed as part of process agreed by the Orbis programme management team.

The Communications service will make a £54,000 saving in 2016/17. There will be a £30,000 reduction to the publicity budget and £24,000 of savings which are yet to be determined. The £24,000 could be saved from the publicity budget, staffing budget, Surrey Matters magazine or a combination of all three. The service currently has an under spend on staffing and has seen an increase in income generation; these are likely to contribute to the savings.

In making savings to the publicity budget, the service will prioritise key campaigns that impact on protected characteristic groups. Major campaigns such as Domestic Abuse, Child Sexual Exploitation and Recycling will be safeguarded. The service will also consider making greater use of social media where appropriate; this is cheaper than traditional media. When designing any new campaign, the team will consider the most appropriate channels and messages to reach the target audience and consider protected characteristic groups as part of that process.

Legal and Democratic Services will make savings through the Orbis shared services partnership. The Cabinet has approved the formation of Orbis Public Law with East Sussex, West Sussex and Brighton and Hove. Savings will be made through a reduction in staffing. Vacancies will be managed as they arise and no restructure is planned.

Strategy and Performance	Saving	Impact	Rationale
5% planned year on year reduction to the Healthwatch budget (As set up costs reduce from this new organisation)	£20,000	No likely impact	Higher administrative costs at the start. No impact on service delivery.
Managed staffing (Strategy and Performance)	£26,000	No likely impact	Ending of fixed term post, managing vacancies.
Legal and Democratic Services			
Managed staffing reduction	£128,000	No likely impact	To be achieved through natural turnover of staff rather than restructure.
Communications			
Saving to the corporate publicity budget	£30,000	No likely impact	Will safeguard campaigns targeted at protected characteristic groups.
Staffing budget or Surrey Matters	£24,000	No likely impact	Vacancies would be carefully managed. Key campaigns would be safeguarded.
	£228,000		

SURREY COUNTY COUNCIL**CABINET****DATE: 22 MARCH 2016****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE****SUBJECT: FINANCE AND BUDGET MONITORING REPORT FOR FEBRUARY 2016****SUMMARY OF ISSUE:**

The council takes a multiyear approach to its budget planning and monitoring, recognising the two are inextricably linked. This report presents the council's financial position as at 29 February 2016 (month eleven).

The annex to this report gives details of the council's financial position.

RECOMMENDATIONS:

Recommendations to follow.

REASON FOR RECOMMENDATIONS:

This report is presented to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval and action as necessary.

DETAILS:**Revenue budget overview**

1. Surrey County Council set its gross expenditure budget for the 2015/16 financial year at £1,671m. A key objective of MTFP 2015-20 is to increase the council's overall financial resilience. As part of this, the Council plans to make efficiencies totalling £67.4m.
2. The Council aims to smooth resource fluctuations over its five year medium term planning period. To support the 2015/16 budget, Cabinet approved use of £3.7m from the Budget Equalisation Reserve and carry forward of £8.0m to fund continuing planned service commitments. The Council currently has £21.3m in general balances.
3. The financial strategy has the following long term drivers to ensure sound governance, management of the council's finances and compliance with best practice.
 - Keep any additional call on the council taxpayer to a minimum, consistent with delivery of key services through continuously driving the efficiency agenda.

- Develop a funding strategy to reduce the council's reliance on council tax and government grant income.
- Balance the council's 2015/16 budget by maintaining a prudent level of general balances and applying reserves as appropriate.
- Continue to maximise our investment in Surrey.

Capital budget overview

4. Creating public value by improving outcomes for Surrey's residents is a key element of the council's corporate vision and is at the heart of MTFP 2015-20's £696m capital programme, which includes £176m spending planned for 2015/16.

Budget monitoring overview

5. The council's 2015/16 financial year began on 1 April 2015. This budget monitoring report covering the financial position at the end of the eleventh month of 2015/16 (29 February 2016). The report focuses on material and significant issues, especially monitoring MTFP efficiencies. The report emphasises proposed actions to resolve any issues.
6. The council has implemented a risk based approach to budget monitoring across all services. The approach ensures we focus effort on monitoring those higher risk budgets due to their value, volatility or reputational impact.
7. A set of criteria categorise all budgets into high, medium and low risk. The criteria cover:
 - the size of a particular budget within the overall council's budget hierarchy (the range is under £2m to over £10m);
 - budget complexity, which relates to the type of activities and data monitored (this includes the proportion of the budget spent on staffing or fixed contracts - the greater the proportion, the lower the complexity);
 - volatility, which is the relative rate that either actual spend or projected spend moves up and down (volatility risk is considered high if either the current year's projected variance exceeds the previous year's outturn variance, or the projected variance has been greater than 10% on four or more occasions during the current year); and
 - political sensitivity, which is about understanding how politically important the budget is and whether it has an impact on the council's reputation locally or nationally (the greater the sensitivity the higher the risk).
8. Managers with high risk budgets monitor their budgets monthly, whereas managers with low risk budgets monitor their budgets quarterly, or more frequently on an exception basis (if the year to date budget and actual spend vary by more than 10%, or £50,000, whichever is lower).
9. Annex 1 to this report sets out the Council's revenue budget forecast year end outturn as at 29 February 2016. The forecast is based upon current year to date income and expenditure as well as projections using information available to the end of the month.
10. The report provides explanations for significant variations from the revenue budget, with a focus on efficiency targets. As a guide, a forecast year end variance of greater than £1m is material and requires a commentary. For some

services £1m may be too large or not reflect the service's political significance, so variances over 2.5% may also be material.

11. Annex 1 to this report also updates Cabinet on the council's capital budget. Appendix 1 provides details of the MTFP efficiencies, revenue and capital budget movements.

CONSULTATION:

12. All Cabinet Members will have consulted their relevant director or head of service on the financial positions of their portfolios.

RISK MANAGEMENT AND IMPLICATIONS:

13. Risk implications are stated throughout the report and each relevant director or head of service has updated their strategic and or service risk registers accordingly. In addition, the leadership risk register continues to reflect the increasing uncertainty of future funding likely to be allocated to the council.

Financial and Value for Money Implications

14. The report considers financial and value for money implications throughout and future budget monitoring reports will continue this focus. The Council continues to maintain a strong focus on its key objective of providing excellent value for money.

Section 151 Officer Commentary

15. The Section 151 Officer confirms that the financial information presented in this report is consistent with the council's general accounting ledger and that forecasts have been based on reasonable assumptions, taking into account all material, financial and business issues and risks.

Legal Implications – Monitoring Officer

16. There are no legal issues and risks.

Equalities and Diversity

17. Any impacts of the budget monitoring actions will be evaluated by the individual services as they implement the management actions necessary.

WHAT HAPPENS NEXT:

18. The relevant adjustments from the recommendations will be made to the council's accounts.

Contact Officer:

Sheila Little, Director of Finance
020 8541 7012

Consulted:

Cabinet, Strategic Directors, Heads of Service.

Annexes:

- Annex 1 – Revenue budget, staffing costs, efficiencies, capital programme.
- Appendix 1 – Service financial information (revenue and efficiencies), revenue and capital budget movements.

Sources/background papers:

- None
-

SURREY COUNTY COUNCIL**CABINET****DATE: 22 MARCH 2016****REPORT OF: MR MEL FEW, CABINET MEMBER FOR ADULT SOCIAL CARE,
WELLBEING AND INDEPENDENCE****MRS HELYN CLACK, CABINET MEMBER FOR WELLBEING
AND HEALTH****LEAD OFFICER: HELEN ATKINSON, STRATEGIC DIRECTOR ADULT SOCIAL
CARE AND PUBLIC HEALTH****SUBJECT: HEALTH AND SOCIAL CARE INTEGRATION****SUMMARY OF ISSUE:**

Having grown and developed over time, the move towards integrated services has become a fundamental part of the way the Council and its partners develop and deliver services for adults and children across Surrey. This has been accelerated in health and social care by the introduction of the Better Care Fund, the publication of the NHS Five Year Forward View and is a key strategy for Surrey's Adult Social Care service to manage increasing demand.

Following the report provided to the Cabinet on 24 November 2015 related to the integration, this report provides an update on health and social care integration planning across Surrey and specifically seeks delegated authority from the Cabinet to finalise and approve the 2016/17 Surrey Better Care Fund plan on behalf of the Council.

RECOMMENDATIONS:

It is recommended that the Cabinet:

1. notes the update on health and social care integration planning in Surrey and the emerging Sustainability and Transformation Plans.
2. delegates authority to the Strategic Director for Adults Social Care and Public Health, in consultation with the Cabinet Member for Adult Social Care, Wellbeing and Independence and the Cabinet Member for Wellbeing and Health, to finalise and approve the 2016/17 Surrey Better Care Fund plan from the Council's point of view in line with the Council's Medium Term Financial Plan.
3. agrees that the finalised 2016/17 Better Care Fund Plan should be presented to the Surrey Health and Wellbeing Board for final approval on 7 April 2016.

REASON FOR RECOMMENDATIONS:

Integration of health and social care will support the provision of better outcomes to Surrey residents and enable the council to better influence and control the source of demand for social care services.

Pursuing opportunities for further integration will help to ensure the County Council meets its statutory duties, set out in both the Care Act 2014 and the Health and Social Care Act 2012, for encouraging and promoting the integration of health and social care.

A specific requirement of the Better Care Fund Planning process is to secure approval of plans from the Council, the relevant CCGs and the Health and Wellbeing Board.

The deadlines and tight timescales for submission necessitate the recommendation included in this report to delegate authority to the Strategic Director for Adults Social Care and Public Health (in consultation with the Cabinet Member for Adult Social Care, Wellbeing and Independence and the Cabinet Member for Wellbeing and Health) to finalise and approve the 2016/17 Surrey Better Care Fund plan on behalf of the Council before it is presented to the Health and Wellbeing Board on 7 April 2016.

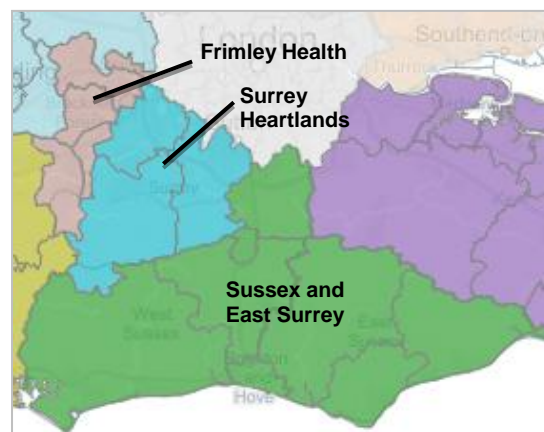
DETAILS:

Background

1. The Better Care Fund (BCF) is a national programme announced by the Government in the June 2013 spending round. The aim of the programme is to incentivise the NHS and local government to work more closely together around people, placing their wellbeing as the focus of health and care services. It is important to note that the funding comes from existing funding streams, the majority of which comes from health budgets.
2. The BCF is one element of the wider NHS strategic planning arrangements set out to deliver the NHS Five Year Forward View, a shared vision for the future of the NHS based around the new models of care and description of how the health service needs to change over the next five years if it is to close the widening gaps in the health of the population, quality of care and the funding of services.
3. The NHS planning guidance introduces Sustainability and Transformation Plans as the overarching strategic plan for local health and care systems.

Sustainability and Transformation Plans

4. Sustainability and Transformation Plans (STPs) will be the overarching strategic plan for local health and care systems covering the period October 2016 to March 2021. STPs represent a significant shift in NHS planning towards place-based planning (as opposed to solely asking individual NHS organisations to produce their own plans). In addition to covering all areas of CCG and NHS England commissioned activity, STPs will also include plans around integration with local authorities.
5. The geographic 'footprint' for STPs is determined locally and should be based upon natural communities, existing working relationships and patient flows – there will be three STPs covering Surrey:
 - Surrey Heartlands - covering the geographic areas of Guildford and Waverley CCG, North West Surrey CCG and Surrey Downs CCG
 - Frimley Health - covering the geographic areas of Surrey Heath and North East Hampshire and Farnham CCG (also covering areas outside of the county)
 - Sussex and East Surrey - covering the geographic area of East Surrey (also covering areas outside of the county)



6. The national guidance for STPs sets out a two staged approach to their development with the aim of having completed plans by July 2016:
 - Stage one (before Easter) - developing local leadership and collaboration (agreeing and implementing governance arrangements, clarifying the scale of the challenge and agreeing key priorities)
 - Stage two (after Easter) – developing the detail of the STP focussed on an overall local vision and setting out how the area will reduce ‘the three gaps’ (the health and wellbeing gap, the care and quality gap, and the finance and efficiency gap) and meet the requirements set out in the NHS mandate.
7. Whilst the STPs are principally NHS plans, the Council’s involvement in their development and implementation will be crucial to ensure the achievement of the shared aims of the Council and health partners around improving health outcomes and greater integration of health and care services. STPs will also be the single application and approval process for being accepted onto programmes with NHS transformation funding for 2017/18 onwards.
8. The development of Better Care Fund plans for 2016/17 will need to be in the context of the emerging five year STPs.

The Better Care Fund

9. The current financial year (2015/16) is the first year of the Better Care Fund which in Surrey has meant the pooling of £71.4m (£65.5m revenue funding, £5.9m capital funding).
10. The legal framework for the Better Care Fund requires that in each area the Fund is transferred into one or more pooled budgets (established under Section 75 of the NHS Act 2006) and that plans are approved by NHS England in consultation with the Department of Health and the Department for Communities and Local Government.
11. NHS England have set out conditions to the payment of the Better Care Fund - the framework remains broadly stable in 2016-17 with eight conditions local areas will need to meet through the planning process in order to access the funding. These are:
 - i. That the Better Care Fund Plan, covering a minimum of the pooled Fund specified in the Spending Review, should be signed off by the Health and Wellbeing Board itself, and by the constituent Councils and Clinical Commissioning Groups;
 - ii. A demonstration of how the area will meet the national condition to maintain provision of social care services in 2016-17;
 - iii. Confirmation of agreement on how plans will support progress on meeting the 2020 standards for seven-day services, to prevent unnecessary non-elective admissions and support timely discharge;
 - iv. Better data sharing between health and social care, based on the NHS number;
 - v. A joint approach to assessments and care planning and ensure that, where funding is used for integrated packages of care, there will be an accountable professional;
 - vi. Agreement on the consequential impact of the changes on the providers that are predicted to be substantially affected by the plans;

- vii. That a proportion of the area's allocation is invested in NHS commissioned out-of-hospital services, or retained pending release as part of a local risk sharing agreement; and
 - viii. Agreement on a local action plan to reduce delayed transfers of care.
12. The Better Care Fund guidance and templates for 2016/17 were published w/c 22 February 2016. An initial deadline of 2 March 2016 was set for the submission of a first draft of the 'BCF Planning Return template' (detailing the technical elements of the planning requirements including funding contributions, a scheme level spending plan, national metric plans, and any local risk sharing agreement). A revised version will be submitted to NHS England in late March alongside a first draft of a narrative BCF plan.
 13. Following approval by the Council (under the delegated authority requested in the recommendations of this report) and by the Clinical Commissioning Groups, the finalised plan will then be presented to the Health and Wellbeing Board for approval on 7 April 2016 before the final NHS England deadline of 25 April 2016.
 14. The national expectation is for 2016/17 plans to build on the Better Care Fund plans approved for 2015/16 – the detail of the plan is still being discussed and developed with partners but it is anticipated that the three strategic aims agreed as part of the 2015/16 Better Care Fund plan will continue to guide the approach in Surrey:
 - **Enabling people to stay well** - Maximising independence and wellbeing through prevention and early intervention for people at risk of being unable to manage their physical health, mental health and social care needs;
 - **Enabling people to stay at home** - Integrated care delivered seven days a week through enhanced primary and community services which are safe and effective and increase public confidence to remain out of hospital or residential/nursing care; and
 - **Enabling people to return home sooner from hospital** - Excellent hospital care and post-hospital support for people with acute, specialist or complex needs supported by a proactive discharge system which enables a prompt return home.
 15. Annex 1 summarises the information provided in the draft submission made to NHS England on 2 March. Based upon the minimum mandated contributions to the fund, the 2016/17 Better Care Fund in Surrey will total £73.1m (£66.2m revenue, £6.9m capital).
 16. Expenditure plans are still being agreed between the Council and each of the CCGs. The guidance for the Better Care Fund places certain requirements on the use of the fund – for example:
 - £18.8m of the Surrey Better Care Fund is ring-fenced for funding NHS commissioned 'out-of-hospital' services;
 - A proportion of the funds (amount still to be confirmed) will be allocated to 'maintain social care services'; and
 - The Better Care Fund also includes 'Care Act' monies (with plans needing to show how informal family carers will be supported) and carer-specific funding.

17. Once the Surrey Better Care Fund plan has been agreed for 2016/17, 'section 75' partnership agreements will be developed and agreed with CCGs to enable the establishment of pooled funds (this refers to an agreement under section 75 of the NHS Act 2006 which allows local authorities and NHS bodies to pool funds).

CONSULTATION:

18. The Wellbeing and Health Scrutiny Board and the Social Care Services Board have received updates on plans for health and social care integration, the overall development of the Surrey BCF plan in 2015/16 and updates have also been presented on some of the specific local schemes. An integration / Better Care Fund update is scheduled at the Social Care Services Board on 12 May 2016.
19. The Surrey Health and Wellbeing Board has received regular updates on progress of the Surrey Better Care Fund in 2015/16 and is required to sign off the 2016/17 plan – this is scheduled for 7 April 2016.
20. Consultation on the development of local plans has been on-going through the Better Care Fund process. As local plans are developed consultation on specific changes have and will continue to be undertaken in each local area.

RISK MANAGEMENT AND IMPLICATIONS:

21. There are a number of risks that are associated with the integration of health and social care services – these include financial risks associated with managing activity and demand, workforce and staffing risks and the risks to the continuity and quality of services during a period of change.
22. The scale and complexity of the changes being developed in Surrey and the pace at which they have to be implemented increases the risk that the full benefits of integration will not be achieved either in total quantum and or within the required timeframe. Robust governance arrangements are in place to help to mitigate the risks including the use of partnership groups.
23. The section 75 agreements are an essential part of the governance arrangements for the BCF and will set out the range of mechanisms that will be in place to manage the BCF pooled fund and the associated risks. The BCF plan itself will include information relating to risk sharing and contingency arrangements.

Financial and Value for Money Implications

24. The Surrey BCF in 2016/17 will total £73.1m - £66.2m revenue funding, £6.9m capital funding. Whilst discussions between the Council and the CCGs are ongoing in relation to agreeing the expenditure plans for 2016/17, the Council's Medium Term Financial Plan assumes levels of funding ring-fenced specifically for social care ('protection' of social care services £25m, Care Act £2.6m, Carers £2.5m) will not be reduced from 2015/16.
25. As with the BCF funding in 2015/16, the 2016/17 Better Care Fund is made up of a number of existing elements of funding. It is important to emphasise that this is a confirmation of existing funding continuing, not new funding streams.
26. Successful implementation of the Surrey BCF plan is vital to support the financial sustainability of the health and social care system in Surrey.

Section 151 Officer Commentary

27. The financial implications of the Better Care Fund plan for 2016/17 will be considered as part of agreeing the final plan locally with Clinical Commissioning Groups. In doing so, the impact on the Council's MTFP will be fully considered and the BCF plans will only be agreed on the basis that they are financially sustainable for the Council.

Legal Implications – Monitoring Officer

28. The main body of the report highlights the relevant legislation in relation to the requirement to establish pooled budgets for the BCF.
29. Legislation and associated national policy places a duty on local authorities to promote and encourage the integration health and social care integration – for example:
- The Health and Social Care Act 2012 places a duty on the Council's Health and Wellbeing Board to encourage integrated working; and
 - The Care Act 2014 places a duty upon local authorities to “promote integration between care and support provision, health and health related services, with the aim of joining up services”.

Equalities and Diversity

30. Equality Impact Assessments (EIAs) will form an important part of any planning for changes to services across health and social care to assess the impact upon residents, people who use services, carers and staff with protected characteristics. Individual schemes and programmes that are part of the BCF will have EIAs completed and included as part of the local plans.

Safeguarding responsibilities for vulnerable children and adults implications

31. The further integration of health and social care services will support the safeguarding of vulnerable Surrey residents. More joined up service delivery by organisations will aid the identification and support of people vulnerable to abuse and enhance consistency of approach and training to safeguarding issues.

Public Health implications

32. Integration across health and social care will support and promote the health of the Surrey population, more closely aligning outcomes and resources.

WHAT HAPPENS NEXT:

The next steps include:

- Finalising the draft BCF spreadsheet and narrative plans for submission to NHS England on 21 March 2016
- Seeking approval for the Surrey BCF plan from the Surrey Health and Wellbeing Board on 7 April 2016
- Making the final Surrey BCF plan submission on 25 April 2016
- Begin implementation of the Surrey BCF plan from April 2016
- Agree 'section 75' partnership agreements to enable the pooling of funds (upon approval of the Surrey BCF plan)

Contact Officer:

Justin Newman, Health and Wellbeing Lead, Tel: 020 8541 8750

Consulted:

Representatives from:

Adult Social Care and Public Health

Legal Services

Finance

Surrey Clinical Commissioning Groups

Annexes:

Annex 1 – Summary of the draft Surrey Better Care Fund submission

Sources/background papers:

Cabinet report – 24 November 2015: Progressing the integration of health and social care in Surrey

2016/17 Better Care Fund Policy Framework (Department of Health / Department for Communities and Local Government publication)

Delivering the Forward View: NHS planning guidance 2016/17-2020/21

Better Care Fund Planning Requirements for 2016/17 – technical guidance (Annex 4 to the NHS planning guidance)

Summary of the draft Surrey Better Care Fund submission

In line with the national guidance, Surrey submitted a first draft of the 'BCF Planning Return Template' on 2 March 2016. Work will continue with partners on all aspects of the return to finalise and agree the financial and performance aspects of the Surrey Better Care Fund plan. Set out below are the key components included with the 2 March submission:

1. Funding contributions to the Surrey Better Care Fund 2016/17

Based upon the minimum mandated contributions to the fund, the 2016/17 Better Care Fund in Surrey will total £73.1m (£66.2m revenue, £6.9m capital).

Further information and a breakdown of the minimum contributions can be found on the NHS England website (<https://www.england.nhs.uk/ourwork/part-rel/transformation-fund/bcf-plan/>).

2. Surrey Better Care Fund metrics

The metrics (shown below) proposed for 2016/17 are the same six metrics used for the 2015/16 Surrey Better Care Fund Plan. Targets for these metrics are still to be reviewed and approved by NHS England.

Metric
Nationally set metrics (mandated)
<u>Non-elective admissions</u> – i.e. not arranged in advance - an emergency admission, maternity admission or admission or a transfer from a Hospital Bed in another Health Care Provider.
<u>Admissions to residential and care homes</u>
<u>Effectiveness of reablement</u> – proportion of people still at home 91 days after discharge from hospital into reablement/rehabilitation services
<u>Delayed transfers of care</u>
Locally determined metrics
<u>Estimated diagnosis rate for people with dementia</u>
<u>Patient experience – the friends and family test</u>

3. National conditions for the Better Care Fund

The return requires an indication on how progressed local areas are in meeting the national conditions – the responses included in Surrey's first draft response are set out below:

National condition	Response	Comment (if the response isn't yes)
1) Plans to be jointly agreed	Yes – will be agreed by 31/3/16	
2) Maintain provision of social care services (not spending)	Yes – will be agreed by 31/3/16	
3) Agreement for the delivery of 7-day services across health and social care to prevent unnecessary non-elective admissions to acute settings and to facilitate transfer to alternative care settings when clinically appropriate	No - in development (will be in place during 2016/17)	7 day working is well established for adult social care services and reablement is a 7 day service. Plans are progressing to establish 7 day working across health and social care services across Surrey. Not all care homes provide assessments at weekends, which means patients cannot be given care packages. Development of

		STPs in 2016/17 will support achievement of this condition.
4) Better data sharing between health and social care, based on the NHS number	Yes	
5) Ensure a joint approach to assessments and care planning and ensure that, where funding is used for integrated packages of care, there will be an accountable professional	No - in development (will be in place during 2016/17)	Differential progress is being made across Surrey - work will continue in localities in 2016/17 to progress.
6) Agreement on the consequential impact of the changes on the providers that are predicted to be substantially affected by the plans	Yes – will be agreed by 31/3/16	
7) Agreement to invest in NHS commissioned out-of-hospital services	Yes – will be agreed by 31/3/16	
8) Agreement on a local target for Delayed Transfers of Care (DTOC) and develop a joint local action plan	No - in development (will be in place during 2016/17)	Local plans and arrangements are in place - Surrey has the lowest rates of DTOC in the south east. We will continue partnership working around each of the acute provider trusts in Surrey with further joint planning in 2016/17 as part of the development of STPs.

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SURREY COUNTY COUNCIL**CABINET****DATE: 22 MARCH 2016****REPORT OF: MR MEL FEW, CABINET MEMBER FOR ADULT SOCIAL CARE,
WELLBEING AND INDEPENDENCE****LEAD OFFICER: HELEN ATKINSON, STRATEGIC DIRECTOR ADULT SOCIAL
CARE AND PUBLIC HEALTH****SUBJECT: CONSULTATION ON A REVISED CHARGING POLICY FOR
ADULT SOCIAL CARE****SUMMARY OF ISSUE:**

The Care Act 2014 supported by regulations and statutory guidance, provides a framework for charging for Adult Social Care services. The Council has some discretion on how to apply the framework to enable people who can afford to contribute towards their care and support to do so, whilst ensuring that those people who are unable to make a contribution, continue to receive the necessary care and support to help maintain their independence and wellbeing.

Income from charging is an important contribution to Adult Social Care's budget. The Council is facing a significant reduction of core central Government funding in 2016/17, alongside an increasing demographic demand for services, particularly in Adult Social Care. This report provides details of proposed changes to the charging policy to increase income to help bridge the funding gap for Adult Social Care services. The report also makes recommendations for a full consultation on the proposals with people who receive chargeable services.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Consult on the following proposals as part of a revised charging policy for Adult Social Care services:
 - The Council will charge an administration fee in any case where the person is able to pay the full cost of their care and support at home but nevertheless asks the council to commission care on their behalf;
 - The Council will increase the amount of available income contributed in charges for non-residential services from 90% to 100%;
 - The Council will include the full rate of Higher Rate Attendance Allowance/ Disability Living Allowance/Personal Independence Payment (excluding mobility elements) in the calculation of income;
 - The Council will no longer give a discretionary allowance of £20 per week when calculating the available income for respite services.

2. That subject to consultation, any changes will take effect from 2 October 2016.
3. That Cabinet receives a further report at its meeting on 14 July 2016, detailing the response to the consultation and the proposed Charging Policy.

REASON FOR RECOMMENDATIONS:

The Council has previously consulted on the policy of charging for care and support. The recommendations made in this report do not change charging for those people in residential and nursing care but may impact on people currently receiving care and support in their own homes and it is right that we consult people who may be adversely affected by the revised proposals. People who can afford to contribute towards their care and support should do so in a fair and equitable way.

DETAILS:

Introduction

1. At the Cabinet meeting on 24 February 2015, it was agreed that the Council would charge for all residential and nursing care and non-residential services using the powers under the Care Act 2014 to help maintain front-line services. The increasing demand for services to support people to live at home together with the reduction in central Government funding means that we have to look again at our charging policy.
2. This report sets out proposals to revise the charging policy for people receiving support in their own homes. The report explains the rationale behind the proposals and the arrangements for a full consultation with the people currently receiving chargeable services who may be impacted by the proposals.

The council will charge an administration fee to full cost payers

3. If, after undertaking a financial assessment, the council identifies that a person's resources are above the upper capital limit, (that is, the amount of savings and investments a person has exceeds, £24,500) the person may request that the council meets their needs. This means that the Council will contract with a provider on behalf of the person in accordance with the council's usual terms and conditions. The Council will ask the person to pay the full cost of their care and support package. In these circumstances, in addition to recovering the full cost of the placement, the council may also levy an administrative charge to cover the cost of putting the arrangements in place.
4. Since the implementation of the Care Act, there has been an increase in the number of people who could arrange and pay for their own support at home, requesting that the Council commission care on their behalf. It is proposed that the Council charges an administrative fee to offset the cost of putting arrangements in place in these circumstances. An initial set-up cost of £295 will be charged at the outset and thereafter a weekly fee of £5 will be charged for each week that the Council commissions support.

5. If this proposal is agreed, and assuming that people continue to ask the council to commission care on their behalf, this would generate an additional £43k per annum. This change will be included in the consultation.

Increase in the percentage of available income taken in charges

6. For people in receipt of non-residential care and support, the financial assessment calculates the service user's total weekly income, less certain disregarded income, statutory allowances, certain housing costs and any disability related expenditure to determine the amount of net disposable income left over to contribute towards the cost of care and support. The Department of Health recommends that local authorities should consider whether it is appropriate to set a maximum percentage of net disposable income which may be taken into account in charges. Many neighbouring local authorities ask people to contribute 100% of net disposable income. A table to show the comparison with other Local Authorities is attached at Annex 1. The current contribution in Surrey is 90% of net disposable income. Increasing the percentage of net disposable income from 90% to 100% would generate an additional £400k per annum income.
7. There are approximately 1,700 people supported by Adult Social Care who would be directly impacted by this proposal; i.e. those people assessed to pay a contribution. People assessed to pay the full cost or receiving free services are not affected by this proposal. The average weekly increase will be £4.85 per week; the range of increases will be £0.21 to £66.47 per week. This change will be included in the consultation.

The full rate of Attendance Allowance/ Disability Living Allowance/Personal Independence Payment (excluding mobility elements) should be included in the calculation of income

8. Attendance Allowance [AA], Disability Living Allowance [DLA] and Personal Independence Payments [PIP] are disability benefits for people who need help with personal care and support. The benefits are intended to help with the extra costs of illness or disability. The Department of Health charging framework permits local authorities to take the benefits into account in full with the exception of mobility elements which must be disregarded when calculating available income.
9. Under the current charging policy, the Council disregards £27.20 per week, equivalent to the 'night-time' support element of both higher rate AA and the higher rate DLA Care Component when calculating available income for care and support at home. This disregard has also been applied to the 'enhanced' rate of PIP daily living component.
10. It is proposed that the Council takes the full rate of AA, DLA and PIP into account. The Council allows for all reasonable disability related expenditure, that is the extra costs of illness or disability when calculating the amount of net disposable income available for charging and therefore the inclusion of these benefits in full is appropriate.
11. There are approximately 700 people currently supported by Adult Social Care who would be directly impacted by this proposal. If this proposal is agreed, this could generate an additional £1.1m per annum in a full year. This change will be included in the consultation.

Removal of the £20 per week disregard when charging for respite care.

12. When assessing a person's ability to contribute towards respite care, in addition to allowing for reasonable household expenditure, the Council disregards £20 per week. This disregard has been in place for many years. It is proposed that the Council removes this disregard from the respite charging policy. It is estimated that around 400 people would be affected by this proposal, which could generate an additional £59,000 per annum in income. This change will be included in the consultation.

Summary of the impact of the proposals

13. The table below summarises the impact of the proposals on people supported by Adult Social Care.

Proposal	Numbers affected	Impact
1. Introduction of an administration fee for full cost payers	Estimated 80 people per annum	New people, full cost payers only. Not impacted by other proposals.
2. Increase in contribution of net available income to 100%	1,700	People currently assessed to pay a contribution will be impacted by this proposal
3. Include full rate of AA/DLA/PIP in the calculation of income	700	Of the 1,700 people currently assessed to pay a contribution 700 may also be impacted by this proposal
4. Removal of £20 per week disregard under the Respite charging policy	400	Not impacted by other proposals. Charges for respite care and support at home are not levied for the same period.

CONSULTATION:

14. Consultation on the proposals agreed by Cabinet will take place from 7 April 2016 to 16 June 2016 for a period of 10 weeks. We will write to people currently in receipt of a chargeable service and to relevant representative groups describing the proposed changes and asking people for their views. People will be invited to respond in writing or via email. The responses will be collated and the outcome of that consultation will be referred back to Cabinet for further discussion and a decision on the final charging policy. The responses will also be used to update the EIA.

RISK MANAGEMENT AND IMPLICATIONS:

15. There is a reputational risk if the Council implements policy changes but fails to consult on matters where the public expect to be consulted. The recommendations in this report will address the risk.

Financial and Value for Money Implications

16. In light of the very significant financial pressures the Council faces, it is important to review the charging policy to ensure that care and support can be

maintained at current levels and services are not subsidised unnecessarily. As such, it is appropriate that, subject to consultation, an administration charge is levied when commissioning care for individuals who have the means to pay for their own care. It is also appropriate to take into account the full rate of AA, DLA and PIP, when allowing for disability related expenditure in the assessment of income.

17. The proposal to increase the percentage of disposal income taken into account when calculating assessed charges for non residential care to 100%, the proposed changes to the how AA, DLA and PIP are factored into calculating an individual's assessed charge and the removal of the £20 per week disregard when charging for respite care are estimated to generate £1.6m of additional income per year towards the forward budget.

Section 151 Officer Commentary

18. The income received from charging for social care is an important aspect of the Council's overall funding. The Section 151 Officer supports the policy changes outlined in this report, which will increase income received from charging to support the delivery of Adult Social Care services.

Legal Implications – Monitoring Officer

17. Whilst there is no statutory duty to consult on proposals to change the way in which a Local Authority carries out its duties, there is an expectation enshrined in case law that any local authority making decisions affecting the public will do so fairly and in a way that cannot be said to be an abuse of power. The accepted method by which a Local Authority can demonstrate its adherence to the fairness principle is by consulting on any changes which would have the effect of withdrawing existing benefits or advantages available to its residents. Such consultation will need to involve those directly affected by such changes together with the relevant representative groups. The responses to the consultation will need to be conscientiously taken into account when the Cabinet makes any future decision.

Equalities and Diversity

18. The equalities impact assessment can be found in Annex 2. This is an initial assessment that will be updated during the consultation.

WHAT HAPPENS NEXT:

20. Consultation on the council's charging policy will take place from 7 April 2016 to 16 June 2016 for a period of 10 weeks.
21. Subject to Cabinet approval of these recommendations, a report on the outcome of the consultation will be brought back to Cabinet on 14 July 2016 with the results of the consultation and a further recommendation to the proposed Charging Policy.

Contact Officer: Toni Carney, Head of Resources, 01483 519473

Consulted:

Helen Atkinson – Strategic Director Adult Social Care and Public Health
William House – Senior Principal Accountant
Deborah Chantler – Principal Lawyer

**Annexes: Annex 1 Comparison of other local authorities
Annex 2 Equalities Impact Assessment****Sources/background papers:**

- Care Act 2014
 - Care and Support Statutory Guidance
 - The Care and Support (Charging and Assessment of Resources) Regulations 2014
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Annex 1

Comparison of other Local Authorities

Local Authority	Current % of available income taken in charges
Surrey	90%
Buckinghamshire	100%
Oxfordshire	100%
Hertfordshire	100%
Hampshire	95%
West Sussex	100%
Cambridgeshire	100%
Gloucestershire	100%
Kent	100%
Leicestershire	100%
Essex	90%
Warwickshire	100%
Dorset	100%
Worcestershire	100%
East Sussex	100%
Devon	100%

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1. Topic of assessment

EIA title:	Charging Policy for Adult Social Care Services
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EIA author:	Toni Carney, Head of Resources
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2. Approval

	Name	Date approved
Approved by	Helen Atkinson	02.02.2016

3. Quality control

Version number	1	EIA completed	
Date saved	29.02.16	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Pam Hassett	Senior Manager	Surrey County Council	Project Team
Dina Bouwmeester	Policy Development Manager	Surrey County Council	Project Team

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>In April 2015 Surrey County Council adopted the current Charging Policy to adhere to the Care Act 2014 and supporting regulations and statutory guidance. The charging policy sets out in clear terms what services the Council will and will not charge residents.</p> <p>The policy affects all residents of Surrey who are assessed as needing chargeable care and support services. Any adult needing care and support is assessed to see if they need to contribute towards their care costs. The resident is informed of their assessed charge and how it was arrived at so they can plan their care.</p>
<p>What proposals are you assessing?</p>	<p>The specific proposals are outlined in a Cabinet report titled: 'Consultation on a revised Charging Policy for Adult Social Care' (22 March 2016).</p> <p>The proposed changes to the charging policy are as follows:</p> <ol style="list-style-type: none"> 1. The council will charge an administration fee in any case where the person is able to pay the full cost of their care and support at home but nevertheless the person asks the council to make the arrangements for the placement under the council's usual terms and conditions. 2. The council will increase the percentage of available income contributed in charges for non-residential services from 90% to 100% 3. The council will include the full rate of higher rate Attendance Allowance/Disability Living Allowance Care Component/Personal Independence Payment (excluding mobility components) in the calculation of income. 4. The council will no longer disregard £20 per week when calculating the available income for charging for respite care. <p>Income from charging is an important contribution to Adult Social Care's budget to help maintain front-line services and the council exercises the power to charge for all residential and nursing care and non-residential services unless it is prohibited from charging under the regulations or otherwise outside of our current policy</p> <p>Charging an administration fee for putting arrangements in place</p> <p>From 1 April 2015, when a person has capital above the upper capital limit (£24,500 for people living at home), and would be required to fund their own care, the person can still request that the council makes arrangements for their care and support needs to be met. The council may charge an arrangement fee to cover the cost of managing the contract with the provider and any administration costs. It is proposed that an administrative charge will be made. An initial set-up cost of £295 will be charged at the outset and thereafter a weekly fee of £5 will be charged for each week that the council</p>

commissions support.

Percentage of available income taken in charges

For people in receipt of non-residential care and support, the financial assessment calculates the service user's total weekly income, less certain disregarded income, statutory allowances, certain housing costs and any disability related expenditure to determine the amount of net disposable income left over for charging. The Department of Health recommends that local authorities should consider whether it is appropriate to set a maximum percentage of disposable income which may be taken into account in charges. Many neighbouring local authorities take between 90% and 100% of available income. The current contribution in Surrey is 90% of net available income.

The full rate of Attendance Allowance/ Disability Living Allowance/Personal Independence Payment (excluding mobility elements) should be included in the calculation of income

Under the current charging policy, the council disregards £27.20 per week, equivalent to the 'night-time' support element of both higher rate Attendance Allowance [AA] and the higher rate Disability Living Allowance [DLA] Care Component when calculating available income for care and support at home. This disregard has also been applied to the 'enhanced' rate of Personal Independence Payments [PIP] daily living component. The charging framework permits local authorities to take the benefits into account in full.

It is proposed that the council takes the full rate of AA, DLA and PIP (excluding mobility components) into account when calculating income. The council allows for all reasonable disability related expenditure when calculating the amount of net disposable income available for charging and therefore the inclusion of these benefits in full is appropriate.

Removal of the £20 per week disregard when charging for respite care.

When assessing a person's ability to contribute towards respite care, in addition to allowing for reasonable household expenditure, the council disregards £20 per week. This disregard has been in place for many years. It is proposed that the council removes this disregard from the respite charging policy.

Who is affected by the proposals outlined above?

The proposals will affect those residents of Surrey who have eligible needs and are supported to remain in their own homes. The proposals will affect those who are currently receiving services who have already been financially assessed as well as those who are assessed as having needs in the future.

Surrey County Council staff will not be directly affected by the changes; however they will need to understand the new policy and any new procedures which come out of the proposals. Staff in frontline teams will also need to understand the policy so they can provide appropriate advice and guidance during assessments.

External organisations will not be directly affected; however they will need to have an awareness of the changes to the charging policy so that they are able to provide correct advice and guidance to their customers.

6. Sources of information

Engagement carried out
<p>Consultation on the proposed changes to the council's charging policy will take place from 7th April 2016 to 16th June 2016 for a period of 10 weeks.</p>
Data used
<p>The following data has been used to inform changes to the charging policy.</p> <ul style="list-style-type: none">• Surrey County Council in house data from the Adults Information System (AIS) database on client characteristics• Joint Strategic Needs Assessment (JSNA) data on the profile of Surrey's population broken down by the protected characteristics.

7. Impact of the new/amended policy, service or function

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 240</p> <p style="text-align: center;">Age</p>	<p><i>1) Charging an administration fee to offset the costs of commissioning care for full cost payers at home</i></p> <p>People who ask the council to make arrangements for them may benefit from decreased rates of payment as the council negotiates reduced rates in some circumstances compared to those which private buyers are able to achieve. Even if an administration fee is charged this may be cost effective for some people.</p> <p><i>2) Increasing available income contributed in charges from 90% to 100%</i></p> <p>Increasing the contribution in available income will mean that there will be a larger contribution paid towards the overall Adult Social Care budget which may help in the longer term to ensure that council services are sustainable for vulnerable groups with the protected characteristics.</p>	<p><i>1) Charging an administration fee to offset the costs of commissioning care for full cost payers at home</i></p> <p>This may preclude self funding clients from accessing our professional services to arrange care and support as they do not want to pay an administration charge.</p> <p><i>2) Increasing available income contributed in charges from 90% to 100%</i></p> <p>This could have a negative impact in that it will reduce the disposable income of people who are charged for services. We do not know on an individual basis what people spend their disposable income on and consequently cannot analyse the impact of decreasing that amount.</p>	<p>Adult Social Care records show that around 80 people have asked the council to commission their care and report at home since April 2015.</p> <p>Joint Strategic Needs Assessment Data shows that Surrey has a higher proportion of people over eighty five years old and estimates that this population is set to double by 2033. This will lead to a greater demand on council services and a higher number of people who are able to fund their own care seeking advice and support.</p> <p>Approximately 1700 people will be affected</p> <p>The average weekly increase will be £4.85 per week; the range of increases will be £0.21 to £66.47 per week</p>

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p>Page 241</p>	<p>3) <i>The council will include the full rate of Higher Rate Attendance Allowance/Disability Living Allowance/Personal Independence Payment in the calculation of income.</i></p> <p>Increasing the income from charging will mean that there will be a larger contribution paid towards the overall Adult Social Care budget which may help in the longer term to ensure that council services are sustainable or increased for vulnerable groups with the protected characteristics.</p> <p>4) <i>Removal of the £20 per week disregard when charging for respite care.</i></p> <p>As above</p>	<p>3) <i>The council will include the full rate of Higher Rate Attendance Allowance/Disability Living Allowance/Personal Independence Payment in the calculation of income.</i></p> <p>This could have a negative impact in that it will reduce the disposable income of people who are charged for services. We do not know on an individual basis what people spend their disposable income on and consequently cannot analyse the impact of decreasing that amount. All reasonable disability related expenditure is taken into account when assessing the amount of income available for charging.</p> <p>4) <i>Removal of the £20 per week disregard when charging for respite care.</i></p> <p>As above</p>	<p>There are approximately 700 people in Surrey who would be directly impacted by this proposal</p> <p>It is estimated that around 400 people would be affected by this proposal</p> <p>The impact of the proposals will be analysed when the responses to the consultation are received.</p>

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Disability	Same as above	Same as above	Same as above
Gender reassignment	No impact	No impact	No impact
Pregnancy and maternity	No impact	No impact	No impact
Race	No impact	No impact	No impact
Religion and belief	No impact	No impact	No impact
Sex	No impact	No impact	No impact
Sexual orientation	No impact	No impact	No impact
Marriage and civil partnerships	No impact	No impact	No impact
Carers	No impact	No impact	No impact

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7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
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Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	These proposals do not impact on staff, unless they are in receipt of services in which case see above.	These proposals do not impact on staff, unless they are in receipt of services in which case see above.	These proposals do not impact on staff, unless they are in receipt of services in which case see above.
Disability	As above	As above	As above
Gender reassignment	As above	As above	As above
Pregnancy and maternity	As above	As above	As above
Race	As above	As above	As above
Religion and belief	As above	As above	As above
Sex	As above	As above	As above
Sexual orientation	As above	As above	As above
Marriage and civil partnerships	As above	As above	As above
Carers	As above	As above	As above

8. Amendments to the proposals

Change	Reason for change
N/A	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
1) <i>Charging an administration fee to offset the costs of commissioning care for full cost payers at home</i>	This is subject to consultation and there will be a further impact assessment carried out on completion of the consultation	July 2016	Toni Carney
2) <i>Increasing available income contributed in charges from 90% to 100%</i>	As above	As above	As above
3) <i>The council will include the full rate of Higher Rate Attendance Allowance/Disability Living Allowance/Personal Independence Payment in the calculation of income.</i>	As above	As above	As above
4) <i>Removal of the £20 per week disregard when charging for respite care.</i>	As above	As above	As above

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
As above	Age, disability,

11. Summary of key impacts and actions

Information and engagement	The initial assessment has been undertaken. This will be
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underpinning equalities analysis	reviewed and revised following the consultation process.
Key impacts (positive and/or negative) on people with protected characteristics	<p><i>1) Charging an administration fee where a person is able to pay the full cost of their care and support</i></p> <ul style="list-style-type: none"> • This may have a positive impact on Surrey residents needing care and support who would normally have to make their own arrangements. This group will be able to access services at a lower rate which will offset any administration fee charged. • A potential negative impact is that people who fund their own care may be put off using Surrey services due having to pay an administration fee. <p><i>2) Increasing the amount of available income contributed in charges from 90% to 100%</i></p> <ul style="list-style-type: none"> • Increasing the amount taken to 100% will bring greater income to Adult Social Care which may benefit people using services which could be sustained or increased in light of the increase to income. • A negative impact of this policy would be that the disposable income of residents would be lowered if the council takes more in way of contributions to care. <p><i>3) The council will include the full rate of Higher Rate Attendance Allowance/Disability Living Allowance/Personal Independence Payment in the calculation of income.</i></p> <p style="text-align: center;">As in 2 above</p> <p><i>4) Removal of the £20 per week disregard when charging for respite care.</i></p> <p style="text-align: center;">As in 2 above</p>
Changes you have made to the proposal as a result of the EIA	None
Key mitigating actions planned to address any outstanding negative impacts	<p><i>1) Power to make a charge of an administration fee where a person is able to pay the full cost of their care and support</i></p> <ul style="list-style-type: none"> • Cost of charge may be offset by the reduced cost to people who fund their own care of paying for services when these are organised by the council. • In all other respects ensure frontline social care staff support people who fund their own care on an

	<p>equivalent basis to those in receipt of local authority funding, including the offer of free assessments of their needs, universal information and advice, and signposting to appropriate sources of support, including family, friends and community support. To achieve this through staff training and ongoing development.</p> <p><i>2) Increasing the amount of available income contributed in charges from 90% to 100%</i></p> <ul style="list-style-type: none"> • Write to affected residents offering a reassessment of their financial situation if they feel the change is not financially sustainable. • Continue to support frontline social care staff to advise and signpost all residents requiring support, irrespective of their level of funding, on how they can access family, friends and community support, some of which may be free of charge at the point of access. <p><i>3) The council will include the full rate of Higher Rate Attendance Allowance/Disability Living Allowance/Personal Independence Payment in the calculation of income.</i></p> <p>As in 2 above</p> <p><i>4) Removal of the £20 per week disregard when charging for respite care.</i></p> <p>As in 2 above</p>
Potential negative impacts that cannot be mitigated	<ul style="list-style-type: none"> • The disposable income of residents would be lowered if the council takes more in way of contributions to care.

SURREY COUNTY COUNCIL**CABINET****DATE: 22 MARCH 2016****REPORT OF: MR MIKE GOODMAN, CABINET MEMBER FOR ENVIRONMENT AND PLANNING****MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES AND RESIDENT EXPERIENCE****LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR, ENVIRONMENT & INFRASTRUCTURE****SUBJECT: THE AGREEMENT WITH SURREY WILDLIFE TRUST FOR THE MANAGEMENT OF THE COUNTY COUNCIL'S COUNTRYSIDE ESTATE****SUMMARY OF ISSUE:**

In June 2015 Cabinet approved changes to the operation of the long term Agreement between Surrey County Council (SCC) and Surrey Wildlife Trust (SWT) to manage SCC's Countryside Estate.

These changes have the objective of reducing SCC's financial contribution to nil by 2020/21 (a further saving of over £0.8m per annum), through the development and implementation of a robust business plan, asset management plan and strengthened governance processes.

Detailed discussions with SWT have taken place since June 2015 and this report describes the progress made and seeks Cabinet approval of the necessary next steps that will deliver the above objective. The SWT Council approved the changes on 8 February 2016.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Notes and endorses the Surrey Wildlife Trust decision and recommendation.
2. Requires the Strategic Director for Environment and Infrastructure, in consultation with the Cabinet Member for Environment and Planning and the Director of Legal, Democratic and Cultural Services, to work with Surrey Wildlife Trust to ensure the business plan is delivered.

REASON FOR RECOMMENDATIONS:

Approval of the recommendations will put in place a mechanism to make the management of the Countryside Estate more efficient whilst improving and maintaining the countryside, delivering improvements for visitors, reducing the Council's financial contribution to nil by December 2021, and agreeing the distribution of any surplus income thereafter.

1. This report describes the methods by which Surrey County Council (SCC) and Surrey Wildlife Trust (SWT) will implement changes to the operation of the long term Agreement, which include objectives of:
 - Reducing SCC's financial contribution to nil by 2020/21.
 - Managing built properties to maintain acceptable condition and achieve a satisfactory rate of return.
 - Applying robust and effective performance management and governance.
2. The new arrangements will also ensure that the Agreement contributes to the wider objectives of the SCC Corporate Strategy by improving residents' experience, improving health and wellbeing by providing more accessible countryside sites for the public to visit and supporting the economic prosperity of rural businesses.
3. SWT has demonstrated its commitment to the change process by accepting reduced payments from SCC in 2014/15 and 2015/16, in anticipation of agreeing methods to achieve further savings. These changes will provide savings to the Surrey tax payer of approximately £0.8m per year by 2020/21. The SWT Chairman has written to SCC accepting the principles of the proposals. SWT has also strengthened its financial and commercial capability in anticipation of the changes. The SWT Council meeting on 8 February 2016 approved the changes.
4. The Assistant Director - Environment, the Chief Property Officer and the Director of Legal, Democratic and Cultural Services endorse the methods described in paragraphs 6, 7 and 21 below as the most effective method of achieving SCC's objectives and delivering value for money in the management of the Council's Countryside Estate. This endorsement follows detailed consideration of other options available to SCC and the most effective method of clarifying the changes in the terms and operation of the Agreement.
5. The proposed changes to the operation of the Agreement have been discussed with the Economic Prosperity, Environment and Highways (EPEH) Board.
6. **Memorandum of Understanding (MoU)** - A MoU will formalise the commitment of SCC and SWT to work together to make the Countryside Estate financially self sufficient by 31 December 2021 and to agree the basis on which any future surpluses are shared. This will be achieved by adopting the following processes:
 - 6.1 **Five Year Rolling Business Plan** - The Business Plan for the period 2016/17 to 2020/21 has been produced by SWT. It describes the methods by which the financial targets will be achieved by reducing costs, demonstrating efficiencies and generating additional income. The Council will continue to scrutinise the implementation of the overall plan and associated detailed business cases. There is a risk of failure to achieve the financial objectives if business cases do not achieve their planned cost reduction or income targets. This risk is reduced by the development of a wide range of income generation proposals as additional or alternative methods of achieving or exceeding financial objectives.

6.2. **Property Asset Management Plan (PAMP)** - SCC Property Services has carried out a due diligence process on the Stock Condition Survey of built properties and on the overall management of property on the Countryside Estate. This has involved an internal assessment of the stock condition and an overview of the Estate's potential to generate a better return. The assessment confirms that the PAMP is sound and, with the governance now in place, can be effectively monitored by SCC. Knight Frank were commissioned by SCC Property Services to assess a range of factors relating to SWT's management of the Estate including the PAMP for the built properties, woodland and the governance currently in place. The report concluded that there were some limited areas where SWT could improve, which have now been incorporated in their plans for the built environment, woodland and the 5 year business plan. This provides an effective base for future management of the Estate.

6.3. **Governance Arrangements** -The revised Governance arrangements will be based on:

- Closer joint working between SCC and SWT, recognising the wider objectives and priorities of each body.
- Robust oversight and accountability for strategy, performance and resource management.
- Continuous improvement using revised key performance indicators (KPIs) and metrics.
- Improved delivery mechanisms to drive change.
- Annual reports to SCC Cabinet.
- Annual review by the Economic Prosperity Environment and Highways (EPEH) Board.

7 Strong governance will be supported by robust scrutiny of specific proposals including a Woodland Management Strategy and development of facilities at Newlands Corner.

CONSULTATION:

- 8 Internal consultation has taken place with Finance, Legal Services, Property Services and Procurement. The Cabinet Member for Environment & Planning has been involved throughout the negotiations.
- 9 The EPEH Board and the EPEH Board Member Reference Group have been involved in the development of these proposals.

RISK MANAGEMENT AND IMPLICATIONS:

- 10 The main financial risk is around the success of the business cases put forward each year. This will be a joint process between SCC and SWT, with SCC approving those cases and agreeing that they will provide acceptable savings or income for the following year. Monitoring during the year will quickly highlight any issues and allow the two parties to seek a remedy. A Board will be established to assess the business cases; this will comprise representatives from SCC and SWT.
- 11 The County Council will have access to information that will allow it to assess the effectiveness of the Business Plan, along with monitoring through the governance changes and KPIs. The Business Plan provides the potential for returns to increase through further initiatives, reducing the risk of failure to achieve financial objectives.

- 12 SCC retains its contractual rights under the Agreement allowing it to seek redress and ultimately to terminate the Agreement between SCC and SWT of 2002.
- 13 There is a reputational risk if the partnership fails. This review has shown that the Agreement can be made to work for both parties providing there is collaborative working, robust governance, and clear plans for investment and returns for each party.
- 14 Investment in the properties is essential to keep the assets maintained and to maximise income over the 36 years remaining on the lease; it is a full repairing lease and the terms of the Agreement require that the properties are maintained to a minimum standard comparable to the condition at the inception of the lease. A further condition survey was completed on all of the built properties in 2015 and confirmed that they are in a fair to good condition. This will now form the baseline for all further monitoring. The Property Asset Management Plan has been developed from that survey and will be monitored through the Service Delivery Specification and KPIs to ensure that the land and buildings are properly maintained.

Financial and Value for Money Implications

- 15 The Council's Medium Term Financial Plan (MTFP) includes Countryside savings of £0.2m in 2016/17, including reduced support to SWT of £0.1m. The SWT Business Plan shows further savings equating to £675,000 over the next 5 years. Future MTFPs will be adjusted to reflect additional savings and income as proposals are developed. Any investment needed for these plans will be agreed between the parties for each business case. Any investment from SCC would be subject to a robust business case showing how that investment would be repaid, including an assessment of risks, and approval through the Council's normal process, including its Investment Panel. Any decision required by Members would be the subject of future reports.
- 16 SWT has demonstrated that it is committed to making this plan work by delivering savings of £0.2m (£0.1m per annum) in 2014/15 and 2015/16 and by presenting a Business Plan that aims to achieve financial self sufficiency by 2021. The plan is subject to the business opportunities delivering the income projected, and a number of proposals are at an early stage of development and require further work. However, this risk is reduced by the development of a wide range of income generating proposals as alternatives, should the original proposals be delayed or fail to be realised.
- 17 The Property Asset Management Plan will ensure that plans are developed to maximise the benefits from property and ensure adequate financial provision is made for future property repairs and maintenance.

Section 151 Officer Commentary

- 18 SWT have set out in their Business Plan how a financially sustainable position could be reached by 2021, i.e. with no financial contribution from SCC towards the managing of the SCC Countryside Estate. This will require a number of proposals and business cases to be developed and these will be assessed and commented on as they arise. Aside from improving visitor facilities at Newlands Corner, the proposals in the Business Plan have yet to be assessed. A number of proposals are likely to require investment, which could come from a range of sources. Where investment is sought from SCC, this would be subject to the Council's existing approval processes, including detailed assessment by its Investment Panel and further Cabinet or Cabinet Member reports as required. The plan is subject to a number of risks and uncertainties and will require careful monitoring.

Legal Implications – Monitoring Officer

- 19 As set out in paragraph 12, above, the terms of the original Agreement, including the Council's rights to redress and termination, will remain in force. Sitting alongside the Agreement, the MoU will provide clarity in relation to the production of the 5 year business plan and the way in which SWT and SCC will work together to make the SCC Countryside Estate financially self sufficient by 2020/21.
- 20 The changes to the Property Asset Management Plan and the Governance arrangements, previously approved by Cabinet, will be dealt with by way of side letter which will be incorporated into the original Agreement.

Equalities and Diversity

- 21 The Agreement makes appropriate provision for equality and diversity issues in terms of recruitment and public engagement. There are no discernible impacts arising from the changes to the operation of the Agreement at this stage. Equality Impact Assessments will be carried out as improvements arising from the application of new processes are proposed.

Other Implications:

- 22 The potential implications for the following Council's priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	No significant implications arising from this report.
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report.
Public Health	The improvements to visitor facilities will make the Countryside Estate more accessible and attractive to a wider demographic and should, therefore, bring benefits to the public health by encouraging more people to venture onto the Countryside Estate and enhancing resident wellbeing.
Climate change	No significant implications arising from this report.
Carbon emissions	The woodland plans will contribute to the better management of our woodlands and development of woodfuel as a heating fuel.

Public Health implications

- 23 It is the aim of both SCC and SWT that, by improving the visitor facilities and making sites more attractive to users, the number of people who take part in regular physical activities will increase.

Regular physical activity reduces the risk of a person developing over 20 medical conditions, including mental health conditions. There is a large body of evidence also highlighting the benefits to a person's mental well-being from accessing green space. The proposed improvements to the visitor's facilities will also make the site more accessible to people living with a disability. Better management of woodlands will impact upon the quality of air and noise in Surrey.

A statement from the Faculty of Public Health in association with Natural England summarises the mounting evidence demonstrating the contribution green spaces can make to mental and physical health and well-being, as well as various social and environmental indicators.

- Contact with green spaces and natural environments can reduce symptoms of poor mental health and stress and can improve mental well-being across all age groups.
- Access to green spaces can increase levels of physical activity for all ages.
- Having green spaces in an area can contribute to reduced health inequalities (both morbidity and mortality).
- Safe, green spaces can increase levels of communal activity across different social groups as well as increase residents' satisfaction with their local area.
- Green spaces can help our response to climate change through their potential to reduce the impacts of heat waves and reduce flooding and reducing CO₂ emissions.
- Green spaces and natural environments can improve air and noise quality and support sustainability through increasing biodiversity, encouraging active transport and community participation.

Climate change/carbon emissions implications

- 24 There are no implications for climate change or carbon emissions from the review itself. Some of the commercial projects that come out of the review may have implications and these will be assessed as part of the project plans. Improved woodland management and sale of local wood through the Norbury Park Wood Products, will lead to reduced transport of fuel and wood as well as encourage better woodland management.

WHAT HAPPENS NEXT:

Next Steps:

- The Strategic Director for Environment and Infrastructure, in consultation with the Cabinet Member for Environment and Planning and the Director of Legal and Democratic Services, enter into a Memorandum of Understanding with SWT under delegated approval from Cabinet and appoint a Board to work with SWT and assess the cost saving and income generating opportunities, and develop them into business cases.

- SWT's Council is required to implement the changes to the operation of the Agreement as described in paragraphs 6 and 7, and the recommendations to this report.

Contact Officer:

Lisa Creaye-Griffin
 Countryside Group Manager
 Tel: 020 8541 9404

Consulted:

- Surrey Wildlife Trust Trustees
- Surrey Countryside Partnership Committee (The Committee established to steer the Agreement)
- Surrey County Council Cabinet Member for Business Services and Resident Experience – Denise Le Gal
- Economic Prosperity Environment and Highways (EPEH) Board
- Economic Prosperity Environment and Highways (EPEH) Board Member Reference Group

Sources/background papers:

- Cabinet Report 23 June 2015 : The Agreement with Surrey Wildlife Trust for the Management of Surrey County Council's Countryside Estate
- Cabinet Report 20 March 2010 Countryside Contract Review
- Cabinet Report 16 December 2014: The Agreement with Surrey Wildlife Trust for the Management of the County Council's Countryside Estate
- Environment and Transport Select Committee 23 April 2015: The Agreement with Surrey Wildlife Trust for the Management of the County Council's Countryside Estate
- National Institute for Health and Clinical Excellence (NICE) 2013: Physical activity: brief advice for adults in primary care. Public Health Programme Guidance
- Faculty of Public Health in association with Natural England 2010: Great Outdoors: How Our Natural Health Service Uses Green Space to Improve Well-being. Briefing Statement

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SURREY COUNTY COUNCIL

CABINET

DATE: 22 MARCH 2016



**REPORT OF: MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS,
SKILLS AND EDUCATIONAL ACHIEVEMENT**
**MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS
SERVICES AND RESIDENT EXPERIENCE**

**LEAD OFFICERS: JOHN STEBBINGS, CHIEF PROPERTY OFFICER
JULIE STOCKDALE, ASSISTANT DIRECTOR FOR SCHOOLS
AND LEARNING (INTERIM)**

SUBJECT: GUILDFORD COUNTY SCHOOL

SUMMARY OF ISSUE:

To approve the business case for the expansion of Guildford County School. The school will expand from a 160 place per year 5 Form of Entry secondary (800 places) to a 180 place per year 6 Form of Entry secondary (900 places) to meet the demand for 100 additional secondary places in Guildford from September 2017.

RECOMMENDATIONS:

It is recommended that, subject to the agreement of the detailed financial information for the expansion set out in Part 2 of this agenda, the business case is approved for the expansion of Guildford County School, providing an additional 20 places per year (100 places in total).

REASON FOR RECOMMENDATIONS:

The proposal supports the Authority's statutory obligation to provide sufficient school places relative to demand.

DETAILS:

Background

1. There is significant demand for new school places within Surrey resulting from increases in the birth rate and inward migration into the County. Demand for secondary places has increased in Guildford Town, with additional school places required from 2017 onwards. A number of primary expansions in Guildford Town have taken place in recent years, which impact on Guildford County, including Queen Eleanor's Church of England Junior School, Worplesdon Primary School (from 2016) and bulge classes at Queen Eleanor's and Northmead Junior School. Plans now need to be put in place to ensure secondary places are provided for the increased pupil cohorts transitioning into the secondary phase.

2. Over 86% of pupils at Queen Eleanor's Cof E Junior School typically transition to secondary education at Guildford County School. The table below summarises the recent expansion and bulge classes at Queen Eleanor's and when those will impact on the secondary sector:

Year of change in year 3 at Queen Eleanor's	Change implemented	Year due to transition to secondary education	Number of additional primary pupils requiring secondary places
Sept 2013	Bulge class	Sept 2017	30
Sept 2014	1FE expansion	Sept 2018	30
Sept 2015	Bulge class (in addition to expansion in previous year)	Sept 2019	60
Sept 2016 onwards	Expanded numbers continue	Sept 2020 onwards	30

3. This proposal would provide an additional 20 secondary places per year, a total of 100 additional places within Guildford that will help to meet the increasing need for school places. Due to the size of the school site, it is recognised that Guildford County School is unable to expand further than that proposed, and therefore there will be overspill of some of these additional pupils into other secondary schools in Guildford.
4. Guildford County School is a secondary academy situated in Guildford town centre. The school currently provides 160 places per year from Year 7, through to Year 11. In addition the sixth form comprises up to 210 places in Year 12, and 180 in Year 13. Increasing the PAN to 180 will enable the school to run more effectively with six forms of entry in each year group and 30 pupils in each class.
5. At the schools last OFSTED inspection in 2013, Guildford County School received a Good (Grade 2) judgement. Officers are confident in the school's ability to manage the increase in pupil numbers.
6. The project will create a 3 storey extension providing 5 general teaching rooms, new science laboratory and associated spaces. Conversion of an attic space to provide a new staff areas. Refurbishment of existing staff spaces to create 2 general teaching rooms and expansion of the dining facilities. Sports provision and outdoor social/recreation space are already well below the recommended area for a school of this size. Lack of sports facilities on site means that students have to be bussed to other facilities. Limited recreation space is further constrained during the winter months when the school field is too muddy to be used at break times. To mitigate these issues being further exacerbated by the proposed expansion, the project includes provision of a multi use games area (MUGA) to provide some all year round sports and recreation space. Some additional onsite parking spaces are also proposed to mitigate the impact of additional vehicles on local roads.

CONSULTATION:

7. The Headteacher and governing body of the academy have worked closely with officers to undertake consultation on the expansion proposals.

8. A public consultation was run over a five week period from 19 October to 20 November 2015. Members of the public were able to contribute via a paper copy of the response form (dropped in at the school), email and via the "Surrey Says" website. The consultation was circulated to all staff and parents at Guildford County School, parents at local primary schools, head teachers of all Surrey schools, residents of nearby roads, and other stakeholders. A public meeting was held at Guildford County School on 11 November 2015, and two information sessions were held for staff members at the school.
9. 103 responses to the consultation were received. 95 agreed with the proposal to expand the school, 5 disagreed and 3 stated they 'did not know'.
10. Of the 5 negative responses, comments were given regarding lack of space and lack of all weather outdoor space. Positive responses to the proposal commented that it is a positive step to expand a good school, appreciating the additional places will help meet the rise in primary pupils. There were also comments that the additional investments and facilities would benefit the school community. The consultation evidenced that there is strong support to provide additional school places at Guildford County School.
11. As an academy the Governing Body of Guildford County School reviewed the consultation responses, and on 7 December 2015 agreed unanimously with the following motion: following extensive consultation with all stakeholders, the governing body agrees a PAN increase from 160 to 180 in 2017, subject to approval of the business case for expansion.

RISK MANAGEMENT AND IMPLICATIONS:

12. There are risks associated with the project and a project risk register has been compiled and is regularly updated. A contingency allowance appropriate to the scheme has been included within the project budget to mitigate for potential identified risks.

Financial and Value for Money Implications

13. The project will be subject to robust cost challenge and scrutiny to drive optimum value as it progresses. Further financial details are set out in the report circulated as in Part 2 of the agenda. These details have been circulated separately to ensure commercial sensitivity, in the interest of securing best value.

Section 151 Officer Commentary

14. This scheme at Guildford County School is included in the 2016-21 Medium Term Financial Plan.

Legal Implications – Monitoring Officer

15. Section 13 of the Education Act 1996 places a duty on a Local Authority (with responsibility for education) to ensure sufficient primary and secondary education provision is available to meet the needs of the population in its area.

Equalities and Diversity

16. The expansion of the school will not create any issues that would require the production of an Equality Impact Assessment.
17. The new school building will comply with Disability Discrimination Act (DDA) regulations.
18. There is no proposal to amend the admissions criteria, which are fully compliant with the School Admissions Code.

Corporate Parenting/Looked After Children implications

19. This proposal would provide increased provision for secondary places in the area, which would be of benefit to the community served by the school. This means it would therefore also be of benefit to any Looked After Children who have the opportunity of attending the school.

Climate change/carbon emissions implications

20. The design philosophy is to create buildings that will support low energy consumption, reduce solar gain and promote natural ventilation. The school will be built to the local planning authority's adopted core planning strategy.

WHAT HAPPENS NEXT:

21. The next steps are:
 - If the business case for the associated capital works is approved by Surrey County Council's Cabinet, the project will move to implementation with the aim of the additional accommodation being in place by September 2017 to provide for the additional pupils.
 - Proceed to complete tenders and subsequent contract award through delegated decision.

Contact Officer:

Keith Brown, Schools and Programme Manager – tel: 020 8541 8651
 Melanie Harding, School Commissioning Officer – tel: 020 8541 7376

Consulted:

Tony Samuels, Cabinet Associate for the Built Environment
 David Goodwin, Local Member: Guildford South West - Guildford
 Julie Fisher, Deputy Chief Executive and Strategic Director for Children, Schools and Families
 Paula Chowdhury, Strategic Finance Manager – Business Services

Annexes:

None - Part 2 report with financial details attached to agenda as item 15

Sources/background papers:

- The Education Act 1996; the Education Act 2002; the Education Act 2005; the Education and Inspections Act 2006.
 - Consultation document regarding the proposal to expand Guildford County School by 20 places per year.
 - Report to Cabinet: Schools Capital Budget Allocations Service update based on latest or most appropriate report year and version.
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SURREY COUNTY COUNCIL

CABINET

DATE: 22 MARCH 2016



**REPORT OF: MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS,
SKILLS AND EDUCATIONAL ACHIEVEMENT**

**MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS
SERVICES AND RESIDENT EXPERIENCE**

**LEAD OFFICER: JOHN STEBBINGS, CHIEF PROPERTY OFFICER
JULIE STOCKDALE, ASSISTANT DIRECTOR FOR SCHOOLS
AND LEARNING (INTERIM)**

SUBJECT: DANETREE JUNIOR SCHOOL, EWELL

SUMMARY OF ISSUE:

To approve the Business Case for the expansion of Danetree Junior School from a 4 Form of Entry junior (480 places) to a 4 Form of Entry primary (840 places) creating an additional 360 primary places together with the provision of a maintained 52 place nursery for children aged 2 to 4 years on the Danetree school site. This forms part of an area re-organisation of primary schools within Ewell that seeks to deliver 630 additional primary places across three schools. This will help meet the basic need requirements in the Ewell and NW Epsom primary planning areas from September 2017 and will assist the Local Authority to meet its statutory responsibility to provide sufficient school places to meet the local demand.

RECOMMENDATIONS:

It is recommended that, subject to the agreement of the detailed financial information for the expansion set out in Part 2 of this agenda, the business case for the provision of an additional 360 primary places plus 52 nursery places in Ewell be approved.

REASON FOR RECOMMENDATIONS:

The proposal supports the Authority's statutory obligation to provide sufficient school places relative to demand.

DETAILS:

Background

1. Epsom and Ewell Borough has experienced an increase in the demand for primary school places over the past decade, reflecting a rise in birth rate, increased house building and pupil migration into the area. Births in the Borough in 2014 were 22.8 % higher than births in 2002. This resulted in there being a projected variable shortfall between the demand for primary places and the supply of these from 2009 onwards. This has been addressed across the borough through a number of permanent and temporary expansions of primary

schools and the net capacity is now such that the future projected demand should be able to be met in all areas except Ewell and NW Epsom. In these areas there is still a need to create 630 places to meet the continuing projected demand. This will enable the Local Authority to meet its statutory duty to provide sufficient school places.

2. The provision of additional capacity at a re-organised Danetree Primary School is the preferred solution for a number of reasons, as detailed in the subsequent paragraphs.
3. The expansion fits into an overall strategy to create all through primary schools in Ewell, rather than single phase infant and junior schools. This is the preferred option of parents, teachers and school governors who see educational advantages in children not having to change schools at age seven.
4. The quality of education provision at Danetree, and the two other re-organised schools, is the key reason underpinning the proposal to expand. At its last OFSTED inspection (June 2014) Danetree was judged to be 'good'. Therefore by expanding this school, Surrey County Council would be increasing the provision of high-quality school places to the local community in line with government policy.
5. The project will require new nursery and infant accommodation to support the permanent expansion. This will be in the form of a new two storey building that will provide a new nursery and six new infant classrooms and associated spaces. There will also be increased onsite parking and some external works. There will also be some internal refurbishment in the main school building to facilitate Danetree admitting bulge classes into Year 3 in 2014, 2015 and 2016.
6. A planning application was submitted in November 2015. A decision is expected at the Planning and Regulatory Committee in March 2016.

CONSULTATION:

7. The Headteacher and school governors have been fully consulted on the expansion proposals.
8. As an academy, that is its own Admission Authority, the increase in the published admission number has been the subject of a school-led consultation process, which was held for a 4 week period from 15 June to 10 July 2015. This process engaged a range of stakeholders, including parents, the school community, local residents and local admissions authorities. The outcome of this consultation was subject to a statutory approval process. The Governing Body subsequently decided to approve the principle of expansion and this decision has been ratified by the Secretary of State via the Regional Schools' Commissioner.
9. As part of the pre-planning application process, an open public presentation event will be held at the school, the date to be arranged by the school and the project delivery team within SCC. The team consists of design professionals, SCC officers and school staff and governors; all of whom will be present to respond to any questions or concerns.

RISK MANAGEMENT AND IMPLICATIONS:

10. There are risks associated with the project and a project risk register will be compiled by the Project Manager and regularly updated by the project management team. A contingency allowance appropriate to the scheme has been included within the project budget to mitigate for potential identified risks.

Financial and Value for Money Implications

11. The project will be subject to robust cost challenge and scrutiny by Surrey County Council officers to drive optimum value as it progresses. Further financial details are set out in the report circulated in Part 2 of the agenda. These details have been circulated separately to ensure commercial sensitivity, in the interest of securing best value.

Section 151 Officer Commentary

12. This scheme at Danetree is included in the 2016-21 Medium Term Financial Plan.

Legal Implications – Monitoring Officer

13. Section 13 of the Education Act 1996 places a duty on a Local Authority (with responsibility for education) to ensure sufficient primary and secondary education provision is available to meet the needs of the population in its area.

Equalities and Diversity

14. The expansion of the school will not create any issues that would require the production of an Equality Impact Assessment.
15. The new school building will comply with Disability Discrimination Act (DDA) regulations.
16. The Academy sets its own Admissions arrangements. Its published criteria for 2016 give the highest priority to Looked After Children (LAC) and those in exceptional circumstances. The third priority is siblings and the fourth is based on home to school distance. The fifth priority includes any other children making an application. The admissions criteria are fully compliant with the School Admissions Code.
17. The school already contributes positively towards community cohesion and provides the normal range of before- and after-schools clubs typical to Surrey County Council schools. If the expansion is approved it intends to provide the service to the additional pupils in line with its ethos and values.

Corporate Parenting/Looked After Children implications

18. This proposal would provide increased provision for primary places in the area, which would be of benefit to the community served by the school. This means it would therefore also be of benefit to any Looked After Children who have the opportunity of attending the school.

Climate change/carbon emissions implications

19. The design philosophy is to create buildings that will support low energy consumption, reduce solar gain and promote natural ventilation. The school will be built to the local planning authority's adopted core planning strategy.

WHAT HAPPENS NEXT:

If approved, to proceed to complete tenders and subsequent contract award through delegated decision.

Contact Officer:

Keith Brown, Schools and Programme Manager – tel: 020 8541 8651
Melanie Harris, School Commissioning Officer – tel: 020 8541 9556

Consulted:

Tony Samuels, Cabinet Associate for the Built Environment
Jan Mason, Local Member: West Ewell - Epsom and Ewell
Julie Fisher, Deputy Chief Executive and Strategic Director for Business Services
Paula Chowdhury, Strategic Finance Manager – Business Services

Annexes:

None - Part 2 report with financial details attached to agenda as item 16

Sources/background papers:

- The Education Act 1996
- The School Standards Framework Act 1998
- The Education Act 2002
- The Education and Inspections Act 2006
- Report to Cabinet: Schools Capital Budget Allocations Service update based on latest or most appropriate report year and version

SURREY COUNTY COUNCIL**CABINET****DATE: 22 MARCH 2016****REPORT OF: N/A****LEAD OFFICER: ANN CHARLTON, DIRECTOR OF LEGAL, DEMOCRATIC AND CULTURAL SERVICES****SUBJECT: LEADER/DEPUTY LEADER/CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING****SUMMARY OF ISSUE:**

To note the delegated decisions taken by Cabinet Members since the last meeting of the Cabinet.

RECOMMENDATIONS:

It is recommended that the Cabinet note the decisions taken by Cabinet Members since the last meeting as set out in Annex 1.

REASON FOR RECOMMENDATIONS:

To inform the Cabinet of decisions taken by Cabinet Members under delegated authority.

DETAILS:

1. The Leader has delegated responsibility for certain executive functions to the Deputy Leader and individual Cabinet Members, and reserved some functions to himself. These are set out in Table 2 in the Council's Scheme of Delegation.
2. Delegated decisions are scheduled to be taken on a monthly basis and will be reported to the next available Cabinet meeting for information.
3. **Annex 1** lists the details of decisions taken by Cabinet Members since the last Cabinet meeting.

Contact Officer:

Andrew Baird, Regulatory Committee Manager, Tel: 020 8541 7609

Annexes:

Annex 1 – List of Cabinet Member Decisions

Sources/background papers:

- Agenda and decision sheets from the Cabinet Member meetings (available on the Council's website)

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CABINET MEMBER DECISIONS

March 2016

(I) AMALGAMATION THE WILLOWS AND WEY VALLEY COLLEGE

Details of decision

That the Statutory Notice stating the Local Authority's intention to amalgamate the two Pupil Referral Units (PRUs) is determined, such that there will be one PRU in the south west area from 1 April 2016. The single establishment will be based across two sites: the primary provision at the Pewley Hill site and the secondary provision at the Southway site.

Reasons for decision

This will lead to streamlined PRU provision in the south west area of Surrey which replicates that in the south east area. All pupils at risk of permanent exclusion in the area will be supported under the same leadership

(Decision taken by the Cabinet Member for Schools, Skills and Educational Achievement - 3 March 2016).

(II) PROPOSED EXPANSION OF FURZEFIELD PRIMARY SCHOOL

Details of decision

That the Cabinet Member determines the Statutory Notice, thereby bringing into effect the formal expansion of Furzefield Primary School by 1 Form of Entry (1 FE) for September 2016.

Reasons for decision

There is an increasing demand for primary school places in Merstham as well as the wider Reigate and Redhill area, which reflects a rise in the primary-age population over recent years. In order to meet this demand, there is a need to expand school capacity in the area. The proposal to expand the capacity of Furzefield Primary School by 1 FE is a core element of Surrey County Council's (SCC) strategy in this respect. In line with this, SCC has undertaken the requisite statutory consultation to inform the decision making process and a single formal objection was received as part of this. For these reasons, it is recommended that the Cabinet Member determines the Statutory Notice (appended to this report as Annex 1), so as to bring the expansion of the school formally into effect.

(Decision taken by the Cabinet Member for Schools, Skills and Educational Achievement – 3 March 2016)

(III) PETITION CONCERNING PROPER PLANNING ANALYSIS

Details of decision

That the response attached as Appendix 1 be agreed

Reasons for decision

To respond to the petitions.

(Decision taken by the Cabinet Member for Environment and Planning – 8 March 2016)

(IV) PETITION CONCERNING COMMUNITY RECYCLING CENTRES

Details of decision

That the response attached as Appendix 2 be agreed.

Reasons for decision

To respond to the petition.

(Decision taken by the Cabinet Member for Environment and Planning – 8 March 2016)

(V) PETITION CONCERNING EXCETERA BUSES

Details of decision

That the response attached as Appendix 3 be agreed.

Reasons for decision

To respond to the petition.

(Decision taken by the Cabinet Member for Highways, Transport and Flooding – 9 March 2016)

(VI) PETITION CONCERNING TRAFFIC MODELLING STATISTICS

Details of decision

That the response attached as Appendix 4 be agreed.

Reasons for decision

To respond to the petition.

(Decision taken by the Cabinet Member for Highways, Transport and Flooding – 9 March 2016)

(VII) REVIEW OF A322 SPEED LIMIT DECISION TAKEN BY SURREY HEATH LOCAL COMMITTEE

Details of decision

That the Cabinet Member does not endorse the decision taken by Surrey Heath Local Committee to reduce the speed limit to 30mph and that the speed limit remains at 40mph.

Reasons for decision

The decision taken by the Surrey Heath Local Committee is contrary to existing County Council policy and the professional views of both Surrey Highways officers and Surrey Police.

Based on comparative is likely to result in an increase in vehicle speeds and an increased risk to pedestrians and other highway user groups.

Without physical traffic calming measures, which are largely not appropriate for this class of road, this would also lead to high levels of non-compliance, and ongoing enforcement issues for Surrey Police.

(Decision taken by the Cabinet Member for Highways, Transport and Flooding – 9 March 2016)

(VIII) EMERGENCY SERVICES COLLABORATION – INTEGRATED FUEL MANAGEMENT

Details of decision

That the Cabinet Member for Localities and Communities Wellbeing approve the implementation of the integrated fuel management solution through:

- Rationalising bunkered fuel sites across the Emergency Services Collaboration Programme (ESCP) partners, replacing those required;
- enabling access between the ESCP partners to each others' sites for refuelling;
- The joint procurement of bulk fuel with the ESCP partners through an existing Crown Commercial Services' Framework; and
- The joint procurement with the ESCP partners of fuel controller units for the bulk fuel tanks and a fuel management system.

Reasons for decision

This work forms part of and is aligned to the wider public services reform agenda and it is important to note that whilst the proposal can be delivered independently, it supports and enables a wider inter-linked series of activities. Aligning these processes and procedures offers the opportunity to facilitate a future Integrated Transport Function between partners.

(Decision taken by the Cabinet Member for Localities and Communities Wellbeing – 9 March 2016)

Appendix 1

RESPONSE TO PETITION CONCERNING PROPER PLANNING ANALYSIS

The Petition

We the undersigned request that Surrey County Council officers who are consulted by Borough Council Planning Officers regarding current planning applications, conduct a proper analysis of the circumstances relating to that planning application, in order to give a full and informed response. A review of the information supplied by developers or their agents should not be the sole means of assessing the issues prior to making comments or advising that the officer has no objections. The investigations should include a site visit at the most sensible times (e.g. during peak travel periods for traffic related issues), and Officers should request further time to conduct surveys or source further information where required. Due regard should also be given to relevant issues raised in representations from local members of the public.

Submitted by Dianne Doney

Signatures: 202 signatures

Response

Surrey County Council are a Statutory Consultee of each of the 12 local planning authorities within Surrey. The Transport Development Planning Team have the responsibility to respond on those applications which are "likely to result in a material increase in the volume or a material change in the character of traffic entering or leaving a classified road of proposed highway, and development involving the formation, laying out or alteration of any means of access to a highway.....and development which consists of or includes the laying out or construction of a new street." This criteria on which a consultation is based is reasonably tight, and often the team comment on a considerably wider scope of development to better meet with the expectations of the wider public and local residents who expect a greater involvement. The comments which are finally made to the local planning authority are the result of often extensive analysis of a combination of information. The starting point has to be the application as submitted, which has to be assessed, and this has to be accepted. Having said that, we do use a wealth of information to inform the analysis. That information is derived from the County's own data bases of traffic flows and accidents. We also make use of the nationally accepted TRICS database, which is the UK and Ireland's national system of trip generation analysis, containing over 7,150 directional transport surveys at over 110 types of development. It enables us to challenge and validate assumptions about the transport impacts of new developments, and where such assessments are undertaken, this is frequently done.

Where the sites are not previously known, site visits are always undertaken. For practical reasons, they cannot always be carried out at peak times, but officers are very much aware of the different conditions that occur at Peak times. The important point to understand is that the analysis is always undertaken at peak times. If further information is required, then this is requested of the applicant. Likewise, relevant representations made by the public are considered by the team. Frequently, the contents of these representations reflect the starting point of the County's concerns.

The final response is made in the light of the fact that objections can only be raised where the residual cumulative impacts of development are severe. It needs to be understood, that though a local network might be congested, even heavily congested at peak times, unless the net impact of a development is deemed to be severe, the proposal cannot be refused on those grounds. It is therefore better to expend resources in securing a damage limitation solution through appropriate mitigation.

Mr Mike Goodman

Cabinet Member for Environment and Planning

8 March 2016

RESPONSE TO PETITION CONCERNING COMMUNITY RECYCLING CENTRES**The Petition**

We call upon Surrey County Council and its District Councils to reconsider the proposals to charge for DIY 'non-household waste' from private individuals homes and/or reduce opening hours at Surrey Community Recycling Centres (CRCs). We ask that neither of these proposals is implemented. We ask that CRC opening hours remain the same and the current policy of no charges for 'non-household waste' remain in place. We do not believe the current consultation on these matters is adequate since it only offers these 2 unacceptable options and is therefore not a genuine consultation. The consultation will provide no valid conclusion and is set up only to give the answer desired. We believe that implementing a charge

Submitted by Clayton Wellman

Signatures: 1580 signatures

Response

Increased demand for essential services, coupled with reduced government funding, means Surrey County Council needs to reduce its spending on community recycling centres. The proposed changes are intended to help Surrey County Council make critical savings while still maintaining a comprehensive service for residents. The changes were agreed by the councils Cabinet in November 2015 after carefully considering the results of the public consultation. A 'do nothing' option was not included in the consultation as this would not achieve any savings.

Many of our neighbouring authorities have either implemented or are considering similar changes to the operation of their recycling centres. We do not believe that the changes will result in any increase in fly tipping but we will monitor this closely. We are already working with district and borough councils, the police and the Environment Agency to develop a county-wide fly tipping prevention strategy which will improve our response to this anti-social crime.

Mr Mike Goodman

Cabinet Member for Environment and Planning

8 March 2016

RESPONSE TO PETITION CONCERNING EXCETERA BUSES

Excetera buses are the contractors for the school buses to St Andrews school in Ashtead - the service and communication has been mostly appalling from the start of the school year. We have seen the fares double in price and yet still the bus drivers are not trained to an acceptable and safe standard with drivers not knowing the routes and missing out sections of bus stops until the children point this out to them. The service is often late because of the above and therefore unreliable resulting in the children being left at bus stops for long periods of time with no idea when a bus may arrive and missing the start of school on a very regular basis. The communication with the company is poor - emails are never responded to and calls to the office often go unanswered when trying to complain. We believe this service is unacceptable for our children and too expensive to continue to pay for unless some drastic improvements are made.

Submitted by Anna Smith

Signatures: 139 signatures

Response

The local bus services to St Andrews School, Ashtead provided by Buses Excetera are operated on a wholly commercial basis. Surrey County Council does not contract or fund these bus services and therefore it has no direct control over their operation or delivery. However, the County Council does understand the concerns expressed by parents and has entitled pupils allocated to these services so also wishes to improve the delivery of these important local bus services. A meeting is therefore proposed, facilitated by the Council, between Buses Excetera, parent representatives together with St Andrew's School to discuss the concerns highlighted in the petition and to agree how collectively improvements can be made and the services grown to benefit pupils and St Andrew's School in the future.

Looking specifically at the issue of fares, during the summer of 2015 Buses Excetera reviewed all their local bus services. The company maintained that in order to keep these services operating commercially they needed to increase their revenue. As a result the company decided that they had been charging below the average fare charged by most other operators in the County and implemented a fares review. Although the County Council has no jurisdiction over commercial bus operations, the Council suggested to the company that two smaller fares increases be implemented, however they choose to implement one large fares increase. The initial increase was therefore implemented in September 2015.

The current weekly pass for school children is £15 (£3 per day) and is also valid for travel at weekends on Buses Excetera services.

The 'annual Excetera plus pass' is £510 per year (£2.68 per day). Termly and half termly passes are available at £180 or £90 respectively, which is equivalent to £2.84 per day. These passes also offer the following benefits:

- Season ticket that will save you money
- Stop having to find cash for your children each day
- Valid during half term to travel on Buses Excetera regular bus services
- Valid weekends to travel on Buses Excetera regular bus services
- Photographic Excetera School Plus ID.
- Free Travel for pass holder & ONE friend on any of Buses Excetera's regular bus services at weekends.

Mr John Furey
Cabinet Member for Highways, Transport and Planning
9 March 2016

RESPONSE TO PETITION CONCERNING TRAFFIC MODELLING STATISTICS**The Petition**

We the undersigned call upon Surrey County Council to agree to undertake traffic monitoring around all new development sites: 1 month after release of each phase for large, phased developments, or completion for smaller sites and again 3 months after full occupation, to validate the data provided by the developer at the time of the application and to assess whether the input data was accurate or flawed, or whether the modelling software used by developers requires to be adapted. This information should include a manual count travel direction survey for larger sites of 50+ new homes, and large retail, school, offices or similar buildings. The results are to be compiled into a report, to include accident statistics in the vicinity of the new development, and the incremental traffic increases since the last traffic surveys in the vicinity. The report is to be published on Surrey County Council's website within two calendar months of each survey and provided to all SCC Highways Officers responsible for assessing the suitability of planning applications, and all Borough Councils' planning departments, for informing their decisions regarding new planning applications.

Submitted by Diane Doney

Signatures: 128

Response

This is a pertinent issue and something that comes up from time to time. It is not a practical suggestion, even taking the view that it might be a good idea. It would involve SCC in a great deal of expense at a time when SCC needs to make savings.

It would be impossible, impractical, and too expensive for Surrey to initiate such a data collecting exercise after every development over a certain size was fully opened. However, on those large scale developments with travel plans, we do ask for post opening surveys, that do provide some information that could be used as an after study to compare the forecast with the predicted. However, where these are carried out, there is never any analysis undertaken to compare the original Transport Assessment, with what actually happens on site. To do this would require an unenforceable condition, so we could never require it of a developer.

Surrey are co-owners of TRICS, which is the world's largest database of exactly the sort of information that the petition is seeking. The database is a very comprehensive collection of counts of all sorts of development related traffic and people movements, but does not specifically look back at original Transport Assessments that justified the development in the first instance. TRICS information is used as a matter of course in every planning application of any scale to assess exactly what the likely traffic impacts might be. However it is unlikely that outcomes derived from a post opening survey would exactly coincide with the modelled flows from the planning application, as flows are never going to be replicated in their entirety for a whole variety of reasons. It is always understood that the TRICS output data will provide a starting point for any assessments, and a before and after comparison could generate disputes that were beyond the control of the planning system. We don't therefore ask for after TRICS surveys unless they're required as part of the travel planning monitoring process, or to trigger a piece of mitigation or financial contribution.

Having said that, TRICS is looking to potentially research whether post studies could usefully draw any comparison with Transport Assessments undertaken in support of an application, and if there is an opportunity to require such work to be done as follow up to an application then this will be considered.

Mr John Furey
Cabinet Member for Highways, Transport and Planning
9 March 2016

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of the Local Government Act 1972.

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