



- **MEDIUM TERM FINANCIAL PLAN 2014-19**

- **Item 6 Cabinet 25 March 2014**

- **Annex 2: Detailed budget**

Table of Contents

Overall Council budget	3
Adult Social Care	13
Children, Schools & Families	37
Customers & Communities	57
Environment & Infrastructure	75
Business Services	89
Chief Executive Office including Public Health	107
Central Income & Expenditure	125
Financial Regulations (Updated Feb 2014)	131

OVERALL

CHIEF EXECUTIVE OFFICER: DAVID MCNULTY
CHIEF FINANCE OFFICER: SHEILA LITTLE

DETAILED REVENUE & CAPITAL BUDGET 2014 - 2019

GENERAL INFORMATION

- 1.1. The following pages present the council's detailed revenue and capital budget by service. This is preceded by a summary of the overall, total budget for the council. This includes a summary of revenue income and expenditure, including government grants; a summary of savings and efficiencies and the capital budget.
- 1.2. Reductions in net expenditure may be achieved through increased income, as well as savings. To reflect this, changes to income through management action have been risk assessed on the same basis as savings and efficiencies - that is as red, amber or green. This is shown for 2014/15 only as there may be some changes to the assessment in future years, where achievability is less known and uncertain
- 1.3. The capital expenditure in the overall summary is presented by the directorate that benefits from the investment. The detailed directorate pages show the capital expenditure for both the directorate that benefits and the directorate that manages the schemes. For example, the School Basic Need scheme to provide more school places is managed by Business Services but Children, Schools and Families will use the new school places.
- 1.4. Due to rounding issues there may be occasions that some tables do not cast.

OVERALL

CHIEF EXECUTIVE OFFICER: DAVID MCNULTY

INCOME & EXPENDITURE REVENUE BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Council Tax (incl collection fund)	(550,420)	(571,343)	(578,083)	(592,517)	(607,297)	(622,469)
Business Rates income	(43,863)	(44,464)	(47,223)	(48,917)	(50,834)	(52,871)
UK Government grants	(922,339)	(858,334)	(851,585)	(856,012)	(856,334)	(859,733)
Other bodies grants	(17,923)	(21,727)	(21,751)	(21,776)	(21,800)	(21,826)
Fees & charges	(83,932)	(90,422)	(92,869)	(95,888)	(99,351)	(102,952)
Property income	(6,364)	(6,554)	(6,697)	(6,919)	(7,070)	(7,224)
Income from investments	(578)	(522)	(450)	(344)	(5,235)	(5,193)
Joint working income	(21,026)	(19,371)	(19,484)	(19,126)	(19,380)	(189,285)
Reimbursement & recovery of costs	(17,256)	(13,124)	(13,633)	(14,348)	(14,659)	(14,809)
Other income	(147,079)	(151,720)	(154,884)	(158,706)	(167,494)	(171,289)
Total income	(1,663,702)	(1,625,861)	(1,631,775)	(1,656,150)	(1,681,959)	(1,706,362)
Expenditure:						
Employment	312,732	311,747	308,891	309,880	312,337	315,112
Running Costs	176,872	181,788	166,781	174,763	178,258	181,411
Contracts & Care Packages	638,226	652,461	653,154	665,741	685,228	703,684
Capital financing costs	36,981	37,537	41,863	44,680	45,051	45,069
Non pay	852,079	871,785	861,798	885,184	908,537	930,164
School expenditure	521,855	468,246	461,086	461,086	461,086	461,086
Total expenditure	1,686,667	1,651,778	1,631,775	1,656,150	1,681,959	1,706,362
Net budget supported by reserves	22,965	25,917	0	0	0	0

	2013/14	2014/15
FTE's	8,015	8,081

UK GOVERNMENT GRANT ANALYSIS

Income Analysis	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s
<u>Core funding</u>					
Business Rates Retention System	-191,275	-168,382	-160,998	-154,066	-154,066
S 31 - Business rate retention grants	-1,605	-773			
Business Rate Cap Grant	-1,088	-1,088	-1,088	-1,088	-1,088
Core funding	-193,968	-170,243	-162,086	-155,154	-155,154
<u>Dedicated school grant</u>					
Dedicated School Grant - Schools	-434,198	-428,580	-428,580	-428,580	-428,580
Dedicated School Grant - CSF	-108,825	-110,825	-112,825	-114,825	-114,825
Dedicated School Grant - CIE	-3,517	-3,517	-3,517	-3,517	-3,517
Dedicated school grant	-546,540	-542,922	-544,922	-546,922	-546,922
<u>Other grants</u>					
ACL, Skills Funding Agency	-2,446	-2,446	-2,446	-2,446	-2,446
Adoption reform grant	-983				
Area of ONB	-200	-200	-200	-200	-200
Asylum Seekers	-2,000	-2,000	-2,000	-2,000	-2,000
Better care fund		-25,000	-25,000	-25,000	-25,000
Bikeability	-240	-240	-240	-240	-240
Bus Service Operators Grant	-1,125	-1,125	-1,125	-1,125	-1,125
Community right to challenge	-9				
Education Funding Agency (YPLA)	-15,063	-15,063	-15,063	-15,063	-15,063
Education Support Grant	-14,387	-11,510	-11,510	-11,510	-11,510
Extended rights to travel - CSF	-216	-216	-216	-216	-216
Extended rights to travel - E&I	-102	-102	-102	-102	-102
Fire pensions	-7,532	-9,867	-10,080	-8,949	-11,992
Fire revenue grant	-395	-404	-404	-404	-404
Flood water management	-375	-250	-250	-250	-250
GUM services	-3,300	-3,300	-3,300	-3,300	-3,300
Local Reform & Community Voices (ASC)	-222	-222	-222	-222	-222
Local Reform & Community Voices (CEO)	-500	-500	-500	-500	-500
Local Sustainable Transp. Fund (large bid)	-2,009				
Local Sustainable Transp. Fund (Travel smart)	-630				
LSTF Encouraging Town Centres & High Streets	-75	-230			
Music Grant	-1,064	-1,064	-1,064	-1,064	-1,064
New Homes Bonus	-3,897	-4941	-6825	-8117	-8117
New Homes Bonus - top slice	-350	-891	-891	-891	-891
PE and sport release	-2,523	-981	-981	-981	-981
PFI	-11,044	-11,044	-16,949	-18,949	-15,903
Police & Crime Panel	-66	-66	-66	-66	-66
Public health	-25,561	-28,117	-30,929	-34,022	-37,424
Pupil Premium - CSF	-1,117	-1,117	-1,117	-1,117	-1,117
Pupil Premium - Schools	-16,462	-16,462	-16,462	-16,462	-16,462
Registration Deaths	-18	-18	-18	-18	-18
Remand grant	-104	-104	-104	-104	-104
Restorative justice development	-18	-18	-18	-18	-18
SEN Reform grant (CSF)	-150				
SEN Reform grant	-1,224				
SEPL Tourism Project	-49	-49	-49	-49	-49
Social fund (incl. Administration)	-1,145				
South East Protected Landscape grant	-33	-33	-33	-33	-33
Troubled Families	-352				
Youth Justice Board	-839	-839	-839	-839	-839
Total other grants	-117,825	-138,419	-149,003	-154,257	-157,656
Total UK Government grants	-858,334	-851,585	-856,012	-856,334	-859,733

UK GOVERNMENT GRANTS BY DIRECTORATES

	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Grants by directorate:					
Adult Social Care	-222	-222	-222	-222	-222
Children, Schools & Families	-581,867	-576,205	-578,205	-580,205	-580,205
Customer & Communities	-11,455	-13,799	-14,012	-12,881	-15,924
Environment & Infrastructure	-4,839	-2,230	-2,000	-2,000	-2,000
Business Services	-1,145	0	0	0	0
Chief Executive Office	-29,427	-31,983	-34,795	-37,888	-41,290
Central Income & Expenditure	-229,379	-227,146	-226,778	-223,138	-220,092
	-858,334	-851,585	-856,012	-856,334	-859,733
Adult Social Care					
Local Reform & Community Voices revenue grant	(222)	(222)	(222)	(222)	(222)
Adult Social Care	(222)	(222)	(222)	(222)	(222)
Children, Schools & Families					
Dedicated School Grant - CSF	(108,825)	(110,825)	(112,825)	(114,825)	(114,825)
Asylum Seekers	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Pupil Premium - CSF	(1,117)	(1,117)	(1,117)	(1,117)	(1,117)
Extended rights to travel - CSF	(216)	(216)	(216)	(216)	(216)
Remand grant	(104)	(104)	(104)	(104)	(104)
SEN Reform grant (CSF)	(150)	0	0	0	0
Restorative justice development	(18)	(18)	(18)	(18)	(18)
Troubled Families	(352)	0	0	0	0
Youth Justice Board	(839)	(839)	(839)	(839)	(839)
Schools					
Dedicated School Grant - Schools	(434,198)	(428,580)	(428,580)	(428,580)	(428,580)
Education Funding Agency (YPLA)	(15,063)	(15,063)	(15,063)	(15,063)	(15,063)
PE and sport release	(2,523)	(981)	(981)	(981)	(981)
Pupil Premium - Schools	(16,462)	(16,462)	(16,462)	(16,462)	(16,462)
Children, Schools & Families	(581,867)	(576,205)	(578,205)	(580,205)	(580,205)
Customer & Communities					
ACL, Skills Funding Agency	(2,446)	(2,446)	(2,446)	(2,446)	(2,446)
Fire pensions	(7,532)	(9,867)	(10,080)	(8,949)	(11,992)
Fire revenue grant	(395)	(404)	(404)	(404)	(404)
Music Grant	(1,064)	(1,064)	(1,064)	(1,064)	(1,064)
Registration Deaths	(18)	(18)	(18)	(18)	(18)
Customer & Communities	(11,455)	(13,799)	(14,012)	(12,881)	(15,924)

UK GOVERNMENT GRANTS BY DIRECTORATES (CONTINUED)

	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s
Environment & Infrastructure					
Area of ONB	(200)	(200)	(200)	(200)	(200)
Bikeability	(240)	(240)	(240)	(240)	(240)
Bus Service Operators Grant	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)
Extended rights to travel - E&I	(102)	(102)	(102)	(102)	(102)
Flood water management	(375)	(250)	(250)	(250)	(250)
Local Sustainable Transp. Fund (large bid)	(2,009)	0	0	0	0
Local Sustainable Transp. Fund (Travel smart)	(630)	0	0	0	0
LSTF Encouraging Town Centres and High Streets	(75)	(230)	0	0	0
South East Protected Landscape grant	(33)	(33)	(33)	(33)	(33)
SEPL Tourism Project	(49)	(49)	(49)	(49)	(49)
Environment & Infrastructure	(4,839)	(2,230)	(2,000)	(2,000)	(2,000)
Chief Executive Office (incl Public Health)					
GUM services	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)
Local Reform & Community Voices revenue grant	(500)	(500)	(500)	(500)	(500)
Police & Crime Panel	(66)	(66)	(66)	(66)	(66)
Public Health	(25,561)	(28,117)	(30,929)	(34,022)	(37,424)
Chief Executive Office (incl Public Health)	(29,427)	(31,983)	(34,795)	(37,888)	(41,290)
Business Services					
Social fund (incl. Administration)	(1,145)	0	0	0	0
Business Services	(1,145)	0	0	0	0
Central Income & Expenditure					
Business Rates Retention System	(193,968)	(170,243)	(162,086)	(155,154)	(155,154)
Better Care fund	0	(25,000)	(25,000)	(25,000)	(25,000)
SEN Reform grant	(983)	0	0	0	0
Adoption reform grant	(1,224)	0	0	0	0
Dedicated School Grant - CIE	(3,517)	(3,517)	(3,517)	(3,517)	(3,517)
Community right to challenge	(9)	0	0	0	0
Education Support Grant	(14,387)	(11,510)	(11,510)	(11,510)	(11,510)
New Homes Bonus	(3,897)	(4,941)	(6,825)	(8,117)	(8,117)
New Homes Bonus - top slice	(350)	(891)	(891)	(891)	(891)
PFI	(11,044)	(11,044)	(16,949)	(18,949)	(15,903)
Central Income & Expenditure	(229,379)	(227,146)	(226,778)	(223,138)	(220,092)

REVENUE EXPENDITURE BY SERVICE SUMMARY

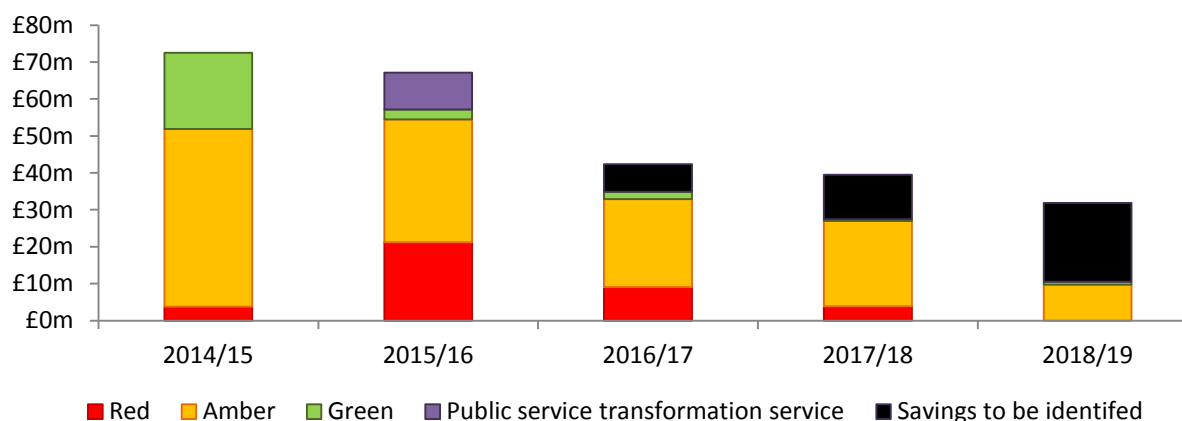
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Personal Care & Support	298,684	306,151	313,966	328,361	347,686	378,539
Service Delivery	22,831	23,659	19,049	19,273	19,535	19,774
Transformation	3,509	2,975	3,003	3,021	3,039	3,056
Commissioning	80,038	79,531	79,552	79,566	79,588	79,619
Strategic Support	412	(30)	(29)	(28)	(27)	(26)
Adults Social Care	405,474	412,286	415,541	430,192	449,821	480,962
Schools Delegated Budgets	521,855	468,246	461,086	461,086	461,086	461,086
Children's Services	86,408	89,757	92,072	92,331	94,227	94,227
Schools & Learning	214,040	213,979	217,413	220,749	226,470	226,470
Services for Young People	21,094	27,443	27,018	27,169	27,545	27,545
Strategic Services	3,207	2,881	2,556	2,577	2,600	2,600
Children, Schools & Families	846,604	802,306	800,145	803,912	811,928	811,928
Surrey Fire & Rescue	45,752	46,724	46,944	45,809	45,090	48,565
Cultural Services	23,917	23,213	23,709	24,218	24,741	25,274
Customer Services	4,010	3,906	3,964	4,045	4,125	4,208
Trading Standards	2,480	2,571	2,567	2,615	2,664	2,712
Community Partnership & Safety	3,476	2,992	3,039	3,087	3,136	3,186
County Coroner	1,075	1,243	1,266	1,289	1,313	1,337
Directorate Support	2,167	1,648	1,686	1,725	1,765	1,806
Customer & Communities	82,877	82,297	83,175	82,788	82,834	87,088
Environment	87,344	90,630	86,529	87,165	89,661	93,042
Highways	52,689	53,450	54,337	55,843	56,422	58,041
Directorate Costs	2,771	2,844	2,593	2,524	2,572	2,446
Environment & Infrastructure	142,804	146,924	143,459	145,532	148,654	153,530
Property Services	39,889	38,714	37,431	38,818	40,420	42,174
Information Management & Technology	23,359	25,587	24,970	25,124	25,636	26,158
Finance	10,563	10,549	11,189	11,613	12,152	12,394
HR & Organisational Development	11,447	11,380	11,038	11,174	11,393	11,617
Shared Services	8,116	8,303	7,738	7,805	7,949	8,095
Procurement	3,444	3,488	3,552	3,516	3,582	3,649
Business Services	96,818	98,021	95,918	98,050	101,132	104,087
Public Health	26,994	28,861	31,417	34,229	37,322	40,724
Strategic Leadership	472	444	445	447	447	449
Magna Carta	0	300	0	0	0	0
Emergency Management	499	531	541	549	560	570
Communications	1,892	1,820	1,851	1,883	1,917	1,950
Legal & Democratic	9,899	8,542	8,512	8,676	10,352	9,020
Policy & Performance	3,292	3,932	3,988	4,045	4,102	4,161
Chief Executive Office	43,048	44,430	46,754	49,829	54,700	56,874
Public Sector Transformation Network			-10,000	-10,000	-10,000	-10,000
Additional savings				-7,469	-19,455	-40,718
Central Income & Expenditure	69,041	65,514	56,783	63,316	62,345	62,611
Expenditure budget	1,686,667	1,651,778	1,631,775	1,656,150	1,681,959	1,706,362

BUDGET MOVEMENT SUMMARY

	2014/15	2015/16	2016/17	2017/18	2018/19	2014 – 19
	£000s	£000s	£000s	£000s	£000s	£000s
Prior year budget	22,965	25,917	0	0	0	22,965
Funding and income changes	37,840	-5,913	-24,377	-25,809	-24,402	-42,660
Expenditure changes:						
Pressures & changes	30,887	45,193	64,131	57,872	52,964	251,047
Savings & reductions	-65,775	-65,197	-32,285	-20,077	-7,299	-190,633
Savings to be identified	0	0	-7,469	-11,986	-21,263	-40,718
Expenditure changes	-34,888	-20,004	24,377	25,809	24,402	19,695
Revised net budget	25,917	0	0	0	0	0

EFFICIENCY RISK ASSESSMENT

	2014/15	2015/16	2016/17	2017/18	2018/19	2014 – 19
	£000s	£000s	£000s	£000s	£000s	£000s
This consists of:						
Funding changes	6,766	1,925	2,569	7,401	3,240	21,901
Savings & reductions	65,775	65,197	32,285	20,077	7,299	190,633
Total efficiencies	72,541	67,122	34,854	27,478	10,539	212,534
Red	3,773	21,201	9,069	3,856	0	37,899
Amber	48,092	33,319	23,805	23,122	9,789	138,127
Green	20,676	2,602	1,980	500	750	26,508
	72,541	57,122	34,854	27,478	10,539	202,534
Public transformation network		10,000				10,000
Additional savings			7,469	11,986	21,263	40,718
Total efficiencies	72,541	67,122	42,323	39,464	31,802	253,252



CAPITAL BUDGET

CAPITAL FUNDING

	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£000	£000	£000	£000	£000	£000
Grants						
Schools basic need	11,987	29,427	30,899	30,000	30,000	132,313
Targeted Basic need	16,313					16,313
Schools devolved formula capital	2,231	2,231	2,231	2,231	2,231	11,155
Carbon reduction - schools	3,332	3,332	3,332	3,332	3,332	16,660
Schools capital maintenance	10,328	10,328	10,328	10,328	10,328	51,640
Schools Kitchens	983	982				1,965
Walton bridge ring-fenced grant	444					444
Local sustainable transport fund grant	50					50
Local sustainable transport fund grant (large bid)	3,335					3,335
Integrated transport block	9,411	9,411	9,411	9,411	9,411	47,055
Highways maintenance	15,266	15,266	15,266	15,266	15,266	76,330
Fire capital grant	1,112	760	760	760	760	4,152
Department of Health capital grant	2,148	2,148	2,148	2,148	2,148	10,740
IMT Adults infrastructure grant	608					608
Superfast Broadband	1,300					1,300
Unspecified Government grants	3,661	16,013	17,013	3,538	790	41,015
Total Grants	82,509	89,898	91,388	77,014	74,266	415,075
Reserves						
Fire Vehicle & Equipment Reserve	1,583	2,938	344	648	1,060	6,573
IT Equipment Reserve	2,258	1,430	430	1,730	1,654	7,502
General Capital Reserve	850					850
Total Reserves	4,691	4,368	774	2,378	2,714	14,925
Third Party Funded						
CIL funded schemes-to fund new transport schemes	378	2,002	4,576	5,354	5,479	17,789
CIL funded schemes-to support existing capital programme	162	858	1,961	2,295	2,348	7,624
s106 funded schemes	2,500	1,700	1,700	1,700	1,700	9,300
Total Third Party Funded	3,040	4,560	8,237	9,349	9,527	34,713
Borrowing	126,532	65,630	49,211	33,086	20,340	294,799
Total Capital Funding	216,772	164,456	149,610	121,827	106,847	759,511

CAPITAL EXPENDITURE BUDGET

By expenditure type	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	TOTAL £000s
Overall Summary						
Schools basic need	105,011	69,012	71,963	49,106	32,187	327,279
Total recurring programmes	73,520	63,431	59,967	61,732	67,231	325,881
Total projects	38,241	32,013	17,680	10,989	7,429	106,351
Total Capital Schemes	216,772	164,456	149,610	121,827	106,847	759,511

By directorate	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	TOTAL £000s
Adult Social Care	1,863	1,150	1,150	1,050	1,050	6,263
Children, Schools & Families	136,664	96,541	96,684	66,083	49,174	445,145
Customer & Communities	5,092	10,233	3,389	5,293	2,205	26,212
Environment & Infrastructure	49,088	34,343	36,917	37,195	42,320	199,863
Business Services	13,423	22,039	11,320	12,056	11,948	70,786
Chief Executive Office	10,642	150	150	150	150	11,242
Total Service capital	216,772	164,456	149,610	121,827	106,847	759,511

ADULT SOCIAL CARE

INTERIM STRATEGIC DIRECTOR: DAVE SARGEANT
STRATEGIC FINANCE MANAGER: PAUL CAREY-KENT

DETAILED REVENUE & CAPITAL BUDGET 2014 - 2019

Adult Social Care 2014-19



Cabinet Members



Mel Few,
Cabinet Member,
Adult
Social Care



Steve Cosser,
Cabinet Associate,
Adult
Social Care

Interim Strategic Director



Dave Sargeant

Our vision – Work collaboratively with our partners to ensure people have choice and control, so they can maximise their wellbeing and independence in their local community and remain safe

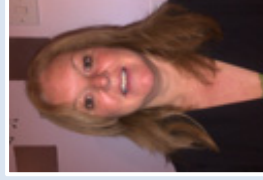
What we will focus on

- **Residents** – individuals, families and communities will have more influence, control and responsibility
- **Quality** – we will ensure the highest quality and encourage innovation
- **Value** – we will create public value by improving outcomes for residents
- **People** – we will develop and equip our officers and Members to provide excellent service
- **Partnerships** – we will work with our partners in the interests of Surrey
- **Stewardship** – we will look after the county's resources responsibly

Leadership team



Sally Curtis,
Interim Assistant Director -
East
Surrey



Shelley Head,
Interim Assistant Director -
North West
Surrey



Sonya Seller,
Personal Care and Support
Mid Surrey



Liz Uliasz,
Assistant Director,
South West
Surrey



Anne Butler,
Assistant Director,
Commissioning

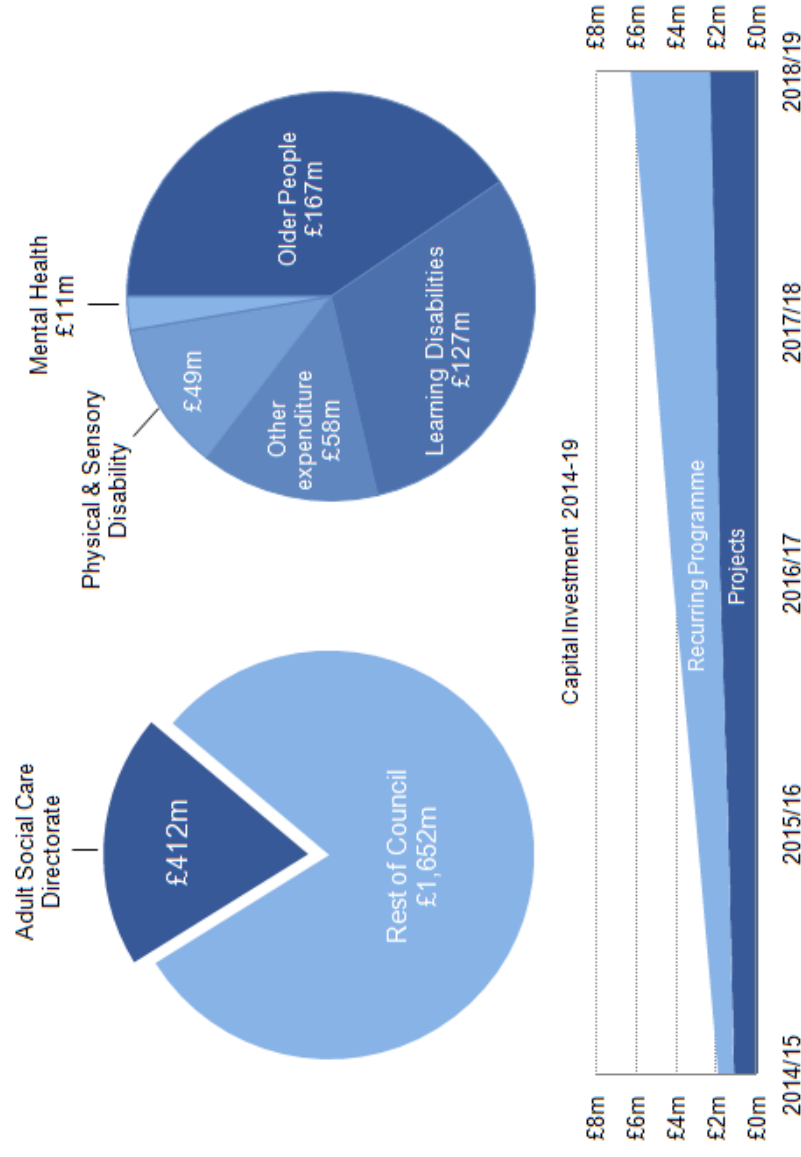


John Woods,
Assistant Director,
Policy and Strategy

Our priorities for 2014/15

- 1. Connect individuals with family, friends and community support networks so they can live independently and prevent or postpone the need for funded care and support services**
 - o Reduce the average monthly cost of individual care packages by maximising local support networks to enable people to live independent and safe lives
- 2. Collaborative working with health and other partners to deliver integrated community health and primary care services to improve the health and social care for people**
 - o Work with health and other partners to co-design and plan local models of integrated health and social care using the Better Care Fund
- 3. Provide leadership in the joint commissioning of health and social care services**
 - o Work with health partners to jointly commission a more integrated home based care service for Surrey residents based around local Health and Social Care economies
- 4. Offer universal advice and information services to all local people to promote their independence and wellbeing**
 - o Ensure all Surrey residents have access to local information and advice, so they understand the options available
- 5. Continue our commitment to personalisation, with all systems, processes, staff and services giving people choice and control over their lives**
 - o Prepare for the implementation of the new Care Bill cap on care costs which becomes effective from April 2016

Our budget



FINANCIAL COMMENTARY

- 2.1. The 2014/15 budget is £340m, an increase (after virements) of £2.1m (0.62%). This includes total pressures and funding changes of £44m (£58m excluding the contribution from reserves), and a savings target of £42m (12% of the budget).
- 2.2. 2014/15 poses exceptional financial challenges to Adult Social Care. The 2014/15 base revenue expenditure budget shows little change from that in 2013/14, a year in which savings of £46m were needed and in which an overspend of £6m is projected despite the use of considerable one-off support. That's because savings of £15m were not achieved in 2013/14 due to the slow implementation of the Friends, Family and Community programme (FFC), with the shortfall being largely offset by the use of one off provisions.
- 2.3. In recognition of the difficulties posed by that scale of challenge, the ASC budget will benefit on a one-off basis from £14m use of reserves in 2014/15.
- 2.4. Taking the £14m use of reserves into account, the Adults Service targeted savings for 2014/15 is now £42m of which £2.6m has yet to be identified. £14m of savings from the service has therefore been deferred to the 2015/16 financial year. This re-profiling of the timing of spending within the Council's overall budget recognises that Adult Social Care expects benefit of £25m to sustain social care services as a result of the Better Care Fund.
- 2.5. It is noted that the savings for 2014/15 are in excess of the savings levels of £30m typically achieved by the service over the period 2010-2014. 2.6 Key actions to achieve the savings of £42m in 2014/15 are:
- Achieve savings from FFC programme of £10m.
 - Identify programmes that will achieve £2.6m as yet unidentified.
 - Achieve savings of £29.4m which are mostly of an established nature, e.g. procurement, placement reviews and direct payment reclaims, but several do depend critically on tendering results or obtaining partnership agreements, the outcomes from which cannot be guaranteed at this stage.
 - To initiate longer-term actions which will set in train further new savings from 2015/16, especially given the one-off nature of additional support in 2014/15, which defers £14m of savings to the following year. That will include reviewing the balance between internal and external provision across a wide range of the Council's provision. In that context, the setting up of the Local Authority Trading Company (LATC) from 1 August 2014 is important, as it could provide a potential means of delivering differently.

- 2.6. Future years of the MTFP are also challenging with ambitious savings targets for the Family, Friends and Community programme of a further £25m in 2015-18, bringing the overall total to £35m. The financial risks associated with Care Bill implementation further underpin the need to move in advance to generate longer term areas of further savings, and emphasise the importance of working successfully with the Clinical Commissioning Groups (CCGs) in order to make best use of the Better Care Funding from 2015/16.
- 2.7. Partnership working is critical to the delivery of the ASC agenda. The private and voluntary sectors, the NHS, other local authorities, and other County Council directorates all underpin current means of delivery, and also form part of the wider health and social care system within which collaborative working is the best way to minimise total costs. As such, they are also vital as major contributors to the total resources to call on in making the Friends, Family and Community programme a deliverable reality.
- 2.8. Moreover, the specific partnership working with Clinical Commissioning Groups through the Better Care Fund (£71m in 2015/16) offers the best chance to put the system on a sustainable footing in the longer term by dealing with the demographic challenges faced. Consequently, the budget proposed sets out to protect the current prices and levels of support bound up in partnership arrangements on the grounds that reducing them would be not only problematic, but also counter-productive. An illustration of the costs of services that can be justifiably classified under the government's term "Protection of Social Care" – one of the intended uses of the Better Care Fund – is shown on page 24 of the MTFP.

INCOME & EXPENDITURE REVENUE BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
UK Government grants	(2,030)	(222)	(222)	(222)	(222)	(222)
Other bodies grants	(14,297)	(18,309)	(18,309)	(18,309)	(18,309)	(18,309)
Fees & charges	(38,173)	(41,957)	(43,281)	(45,211)	(47,464)	(50,705)
Joint working income	(11,971)	(10,003)	(9,753)	(9,503)	(9,253)	(9,003)
Reimbursement & recovery of costs	(1,071)	(1,771)	(1,771)	(1,771)	(1,771)	(1,771)
Other funding	(65,512)	(72,040)	(73,114)	(74,794)	(76,797)	(79,788)
Total funding	(67,542)	(72,262)	(73,336)	(75,016)	(77,019)	(80,010)
Expenditure:						
Employment	73,253	71,381	67,397	67,908	68,431	68,907
Running costs	6,051	5,727	5,847	5,971	6,097	6,225
Contracts & care packages	326,170	335,178	342,295	356,313	375,293	405,830
Total expenditure	405,474	412,286	415,541	430,192	449,821	480,962
Net budget supported by Council Tax, general government grants and reserves	337,932	340,024	342,205	355,176	372,802	400,952

	2013/14	2014/15
FTE's	2,187	2,145

The above FTEs excludes posts fully funded through external funding sources and temporary invest to save posts

POLICY BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government Grants	(2,030)	(222)	(222)	(222)	(222)	(222)
Other Bodies Grants	(14,297)	(18,309)	(18,309)	(18,309)	(18,309)	(18,309)
Fees & Charges	(38,173)	(41,958)	(43,282)	(45,212)	(47,465)	(50,706)
Joint Working Income	(9,491)	(8,159)	(8,159)	(8,159)	(8,159)	(8,159)
Joint Funded Care Package Income	(2,480)	(1,843)	(1,593)	(1,343)	(1,093)	(843)
Reimbursements & recovery of costs	(1,071)	(1,771)	(1,771)	(1,771)	(1,771)	(1,771)
Total funding	(67,542)	(72,262)	(73,336)	(75,016)	(77,019)	(80,010)

Expenditure:

Older People

Nursing General	19,306	20,385	22,851	26,131	29,312	33,146
Nursing Dementia	11,754	12,807	12,156	12,167	12,153	13,609
Residential General - External	36,796	38,548	38,202	39,089	40,019	42,048
Residential Dementia - External	13,164	12,578	12,360	12,455	12,539	13,307
Residential In-House Provision	7,209	7,528	4,816	4,883	4,955	5,015
Home Care - External	37,835	38,593	36,970	37,244	38,917	43,704
Reablement In-House Provision	8,096	7,374	7,516	7,570	7,617	7,656
Extra Care In-House Provision	1,186	1,393	1,403	1,406	1,407	1,409
Direct Payments	10,864	10,183	8,902	9,158	9,850	11,512
Day Care - External	2,649	2,846	2,790	2,807	2,872	3,043
Day Care In-House Provision	198	192	195	197	200	202
Respite Care	1,508	2,280	2,253	2,282	2,349	2,498
Transport Services	549	673	658	664	683	732
Other Care	7,561	11,221	10,664	10,155	9,679	9,275
Total Older People	158,675	166,602	161,735	166,208	172,551	187,157

Physical & Sensory Disabilities

Nursing General	3,543	3,067	3,341	3,631	3,908	4,160
Nursing Dementia	68	22	23	23	24	25
Residential General - External	4,848	5,499	5,658	5,788	5,956	6,168
Residential Dementia - External	105	152	156	161	165	170
Supported Living / Home Care	6,411	7,664	7,996	8,343	8,939	9,766
Direct Payments	16,870	17,481	18,585	18,906	19,736	21,037
Day Care - External	934	878	855	837	837	856
Day Care In-House Provision	539	549	558	564	572	580
Respite Care	221	278	265	255	254	262
Transport Services	302	249	242	236	239	250
Other Care - External	13,446	13,537	13,519	13,506	13,509	13,528
Total Physical & Sensory Disabilities	47,286	49,377	51,197	52,250	54,140	56,802

POLICY BUDGET (CONTINUED)

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
People with Learning Disabilities						
Nursing General	750	1,166	1,342	1,518	1,686	1,842
Nursing Dementia	201	278	286	297	307	316
Residential General - External	68,025	64,003	67,792	72,203	76,782	81,558
Residential Dementia - External	79	77	83	85	88	90
Residential In-House Provision	4,968	5,193	3,109	3,151	3,205	3,256
Supported Living / Home Care - External	19,333	23,097	23,702	24,445	26,159	29,142
Supported Living / Home Care In-House Provision	658	613	624	630	640	649
Direct Payments	12,704	14,111	15,815	17,646	20,113	23,191
Day Care - External	3,886	4,246	4,342	4,475	4,743	5,140
Day Care In-House Provision	6,175	6,267	6,369	6,431	6,506	6,578
Respite Care	2,410	2,228	2,400	2,594	2,876	3,237
Transport Services	1,490	1,886	2,103	2,341	2,656	3,040
Other Care - External	2,841	2,399	2,664	2,952	3,328	3,781
Other Care In-House Provision	1,401	1,496	1,521	1,537	1,551	1,565
Total People with Learning Disabilities	124,921	127,059	132,154	140,305	150,641	163,385
Mental Health & Substance Misuse						
Nursing General	415	592	792	988	1,174	1,344
Nursing Dementia	83	90	86	82	79	81
Residential General	2,152	2,050	2,100	2,166	2,229	2,285
Residential Dementia	0	22	20	21	22	22
Supported Living / Home Care	2,387	3,029	3,351	3,674	4,079	4,555
Direct Payments	332	669	685	704	745	809
Day Care	110	42	40	38	38	39
Respite Care	68	3	3	3	3	3
Transport Services	82	10	9	9	9	9
Other Care	4,429	4,582	4,575	4,570	4,569	4,574
Total Mental Health & Substance Misuse	10,059	11,089	11,662	12,254	12,946	13,720
Other Expenditure						
Assessment & Care Management	30,888	29,728	30,166	30,434	30,690	30,936
Management & Support	18,196	15,878	16,070	16,183	16,293	16,400
Housing Related Support	15,449	12,554	12,555	12,558	12,559	12,560
Total Other Expenditure	64,533	58,159	58,791	59,175	59,543	59,896
Total expenditure	405,474	412,286	415,541	430,192	449,821	480,962
Net budget	337,932	340,024	342,205	355,176	372,802	400,952

REVENUE SERVICE SUMMARY

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Funding and income by service:</u>						
Personal Care & Support	(44,121)	(46,819)	(47,893)	(49,573)	(51,576)	(54,567)
Service Delivery	(575)	(540)	(540)	(540)	(540)	(540)
Policy & Strategy	(2,214)	0	0	0	0	0
Commissioning	(20,633)	(24,903)	(24,903)	(24,903)	(24,903)	(24,903)
ASC Strategic Director	0	0	0	0	0	0
Total Funding	(67,542)	(72,262)	(73,336)	(75,016)	(77,019)	(80,010)
<u>Expenditure by service:</u>						
Personal Care & Support	298,684	306,151	313,966	328,361	347,686	378,539
Service Delivery	22,831	23,659	19,049	19,273	19,535	19,774
Policy & Strategy	3,509	2,975	3,003	3,021	3,039	3,056
Commissioning	80,038	79,531	79,552	79,566	79,588	79,619
ASC Strategic Director	412	(30)	(29)	(28)	(27)	(26)
Total Expenditure	405,474	412,286	415,541	430,192	449,821	480,962
Adult Social Care	337,932	340,024	342,205	355,176	372,802	400,952

BUDGET MOVEMENT SUMMARY

	2014/15	2015/16	2016/17	2017/18	2018/19	2014-19
	£000s	£000s	£000s	£000s	£000s	£000s
Prior year budget	337,932	340,024	342,205	355,176	372,802	337,932
Funding changes	-4,720	-1,074	-1,680	-2,003	-2,990	-12,467
Expenditure changes:						
Pressures & changes	48,764	42,036	33,358	32,608	38,439	195,204
Savings & reductions	-41,952	-38,781	-18,707	-12,978	-7,299	-119,717
Net expenditure change	6,812	3,255	14,652	19,629	31,140	75,487
Total budget movement	2,092	2,181	12,972	17,626	28,150	63,020
Revised budget	340,024	342,205	355,176	372,802	400,952	400,952

DETAILED BUDGET MOVEMENT

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Funding changes							
<u>Grant and specific income movements</u>							
Virements	(147)					(147)	
Additional Whole Systems funding	(4,011)					(4,011)	
End of Right to Control grant	165					165	
Reversal of draw down of unspent Social Care Reform Grant	1,865					1,865	
Loss of joint funded care package income	637	250	250	250	250	1,637	
Policy & Strategy project income changes	184					184	
Ongoing funding for individuals with primary health needs	(768)					(768)	
Changes to Service Delivery income streams	(40)					(40)	
Funding changes for Mental Health staff	215					215	
Changes to Commissioning Block Contracts & Grants income	1,065					1,065	
Changes to other income streams	(29)					(29)	
Total Grant and specific income movements	(865)	250	250	250	250	135	
<u>Optimising income</u>							
Changes to Fees & Charges income	(3,855)	(1,324)	(1,930)	(2,253)	(3,240)	(12,603)	A
Total funding changes	(4,720)	(1,074)	(1,680)	(2,003)	(2,990)	(12,467)	

DETAILED BUDGET MOVEMENT (CONTINUED)

	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	Total £000s	RAG
Pressures and changes							
<u>Legislative, Policy & Functional changes</u>							
Virements	(841)					(841)	
Additional Whole Systems expenditure	4,011					4,011	
Reduced Right to Control expenditure	(165)					(165)	
Reversal of one-off corporate contribution for speeding personalisation	(1,000)					(1,000)	
Removal of transitional LATC set up budget	(250)					(250)	
Policy & Strategy projects expenditure changes	(131)					(131)	
Changes to Commissioning Block Contracts & Grants expenditure	(1,065)					(1,065)	
Transfers of Commissioning budgets to Personal Care & Support and Policy & Strategy	(238)					(238)	
Changes to Section 256 Mental Health costs	2					2	
Total changes	323	0	0	0	0	323	
<u>Service Pressures</u>							
Inflation	8,716	8,933	8,437	8,729	9,212	44,027	
Full year effect of existing care packages - Non-Transition	5,346	3,500	3,500	3,500	3,500	19,346	
Future year demand pressures - Non-Transition	7,477	6,977	6,477	5,977	5,477	32,386	
Full year effect of existing care packages - Transition	3,367	3,500	3,500	3,500	3,500	17,367	
Future year Transition cases	4,802	5,125	5,295	5,559	5,837	26,619	
Failure to achieve MTFP savings on an ongoing basis	27,717					27,717	
Replacement of one-off use of Whole Systems funding	2,850					2,850	
Replacement of one-off staffing savings	1,637					1,637	
Additional services from LATC	503					503	
ASC staffing changes	(201)					(201)	
Changes to Service Delivery in-house budgets	226					226	
One-off contribution	(14,000)	14,000				0	
Dilnot Commission	0		5,000	5,000	10,000	20,000	
Contingency for savings not achieved / additional pressures	0		1,150	342	912	2,404	
Total pressures	48,441	42,035	33,358	32,608	38,439	194,882	
Total pressures and changes	48,764	42,035	33,358	32,608	38,439	195,205	

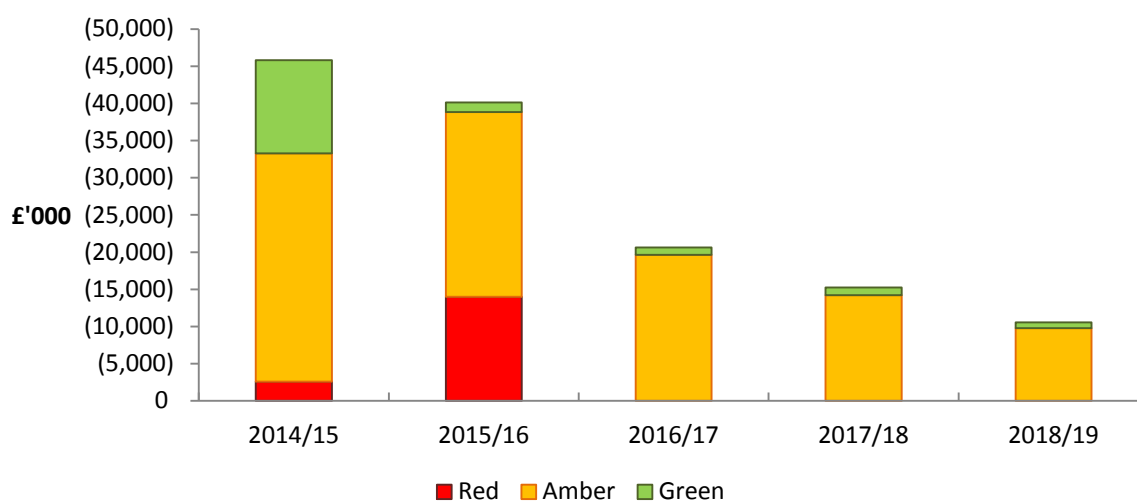
DETAILED BUDGET MOVEMENT (CONTINUED)

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Savings							
<u>Continuing Savings</u>							
Family, Friends and Community support	(10,000)	(10,000)	(10,000)	(5,000)		(35,000)	A
Section 256 client group savings	(1,500)	(1,250)	(1,000)	(1,000)	(750)	(5,500)	G
Optimisation of Transition pathways	(250)	(750)	(1,000)	(1,000)	(1,000)	(4,000)	A
Preventative savings through Whole Life Systems interventions & Telecare	(250)	(500)	(902)	(708)	(426)	(2,786)	A
Strategic shift from residential to community based provision	(118)	(237)	(237)	(237)	(236)	(1,066)	A
Optimisation of spot care rates	(4,005)	(2,062)	(589)	(307)	(2,315)	(9,278)	A
Learning Disabilities Public Value Review	(1,000)	(750)	(750)	(500)		(3,000)	A
Other commissioning strategies	(730)	(500)	(500)	(500)	(500)	(2,730)	A
Optimisation of main block contract rates	(433)	(417)	(425)	(433)	(441)	(2,149)	A
Optimisation of other block contract rates	(396)	(415)	(404)	(393)	(382)	(1,990)	A
Strategic supplier review ongoing savings	(750)	(250)	(250)	(250)		(1,500)	A
Strategic renegotiation of main block contracts	(1,400)					(1,400)	A
Recommission Supporting People contracts	(1,000)					(1,000)	G
"Protection" of Social Care through Whole Systems funding	(4,000)					(4,000)	A
Maximising income through partnership arrangements	(2,500)	(1,250)	(1,250)	(1,250)	(1,250)	(7,500)	A
Public Sector Transformation Network / Health Collaboration	(600)	(1,400)	(1,400)	(1,400)		(4,800)	A
Strategic review of In-house services	0	(5,000)				(5,000)	A
Savings through LATC	(700)					(700)	G
Management efficiency savings through restructuring	(300)					(300)	G
Management of team supplies, services and travel	(270)					(270)	G
Savings yet to be identified	(2,600)	(14,000)				(16,600)	R
Total Continuing Savings	(32,802)	(38,781)	(18,707)	(12,978)	(7,299)	(110,567)	
<u>One-off Savings</u>							
Direct payment reclaims	(3,000)					(3,000)	G
Overprojection due to breaks / one-off reductions in care services	(1,000)					(1,000)	G
Underusage of call offs	(500)					(500)	G
Strategic supplier review rebates	(750)					(750)	G
General In-house efficiencies	(400)					(400)	A
Manage costs below budget, e.g. vacancies	(3,500)					(3,500)	G
Total One-off Savings	(9,150)	0	0	0	0	(9,150)	
Total savings	(41,952)	(38,781)	(18,707)	(12,978)	(7,299)	(119,717)	

Residents – Value – Partnership

Quality – People - Stewardship

EFFICIENCIES RISK ANALYSIS



	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	Total £000s
Red	(2,600)	(14,000)	0	0	0	(16,600)
Amber	(30,687)	(24,855)	(19,637)	(14,231)	(9,790)	(99,200)
Green	(12,520)	(1,250)	(1,000)	(1,000)	(750)	(16,520)
	(45,807)	(40,105)	(20,637)	(15,231)	(10,540)	(132,320)

BETTER CARE FUNDING – ANALYSIS

	2014/15 £000s	2015/16 £000s
Universal advice and information to keep people independent	1,240	1,240
Preventative services		
Carers	6,544	6,544
Support via Districts and Boroughs	1,000	1,000
Voluntary sector grants	6,059	6,059
Housing Related Support	12,554	12,556
	26,157	26,159
Demographic pressures without changing eligibility 2014/15	20,992	20,992
Demographic pressures without changing eligibility 2015/16		19,105
Total	48,389	67,496

ANNUAL ACTIVITY VOLUMES

Budgeted MTFP Volumes	01-Apr-14	31-Mar-15	Surrey County Council Open Cases - Note 1
Older People			
Nursing Dementia	570	615	
Nursing General	725	778	
Residential Dementia	657	639	
Residential General	1,086	1,058	
Home Care/Reablement	4,078	4,121	
Direct Payments	1,117	1,140	
Other Community Care	895	895	
Total Older People	9,128	9,246	15,365
Physical & Sensory Disabilities			
Nursing Dementia	1	1	
Nursing General	58	62	
Residential Dementia	6	6	
Residential General	93	94	
Supported Living/Home Care	580	636	
Direct Payments	988	1,046	
Other Community Care	389	390	
Total PSD	2,115	2,235	3,240
People with Learning Disabilities			
Nursing Dementia	5	6	
Nursing General	10	10	
Residential Dementia	1	1	
Residential General	997	1,023	
Supported Living/Home Care	859	932	
Direct Payments	853	1,001	
Other Community Care	1,485	1,538	
Total PLD	4,210	4,511	3,692
Mental Health & Substance Misuse			
Nursing Dementia	1	2	
Nursing General	9	13	
Residential Dementia	1	1	
Residential General	43	43	
Supported Living/Home Care	127	149	
Direct Payments	140	151	
Other Community Care	54	54	
Total MH	375	413	Note 2
ASC Total Service Volumes	15,828	16,404	
Total Open Cases excluding Mental Health			22,297

Notes:

1: Open cases are as at beginning of February 2014. The difference between open cases and planned service volumes are equipment services, professional and local support services and assessed cases where no service is being received.

2: Surrey jointly manages the Mental Health service with Surrey & Borders partnership Foundation Trust - volume data for open cases is currently not available from the joint service.

CAPITAL BUDGET

Commissioning Budget Scheme	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	Capital Profiling
						Total £000s
Recurring programmes						
Major adaptations	800	800	800	800	800	4,000
Total recurring programmes	800	800	800	800	800	4,000
Projects						
Wellbeing centres	105					105
In-house capital improvement scheme	250	250	250	250	250	1,250
User led organisation hubs	100	100	100			300
Total projects	455	350	350	250	250	1,655
Total Capital Schemes	1,255	1,150	1,150	1,050	1,050	5,655

Utilising the asset budget

Commissioning budget	1,255	1,150	1,150	1,050	1,050	5,655
<u>Projects (held within Business Services)</u>						
Adults Social Care Infrastructure Grant	608					608
	608	0	0	0	0	608
Utilising budget	1,863	1,150	1,150	1,050	1,050	6,263

PERSONAL CARE & SUPPORT - INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: DAVID SARGEANT

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
UK Government grants	0	(67)	(67)	(67)	(67)	(67)
Other bodies grants	(1,169)	0	0	0	0	0
Fees & charges	(37,976)	(41,824)	(43,148)	(45,078)	(47,331)	(50,572)
Joint working income	(4,973)	(4,157)	(3,907)	(3,657)	(3,407)	(3,157)
Reimbursement & recovery of costs	(3)	(771)	(771)	(771)	(771)	(771)
Other income	(44,121)	(46,752)	(47,826)	(49,506)	(51,509)	(54,500)
Total funding	(44,121)	(46,819)	(47,893)	(49,573)	(51,576)	(54,567)
Expenditure						
Employment	43,132	39,831	40,470	40,797	41,100	41,383
Running costs	2,095	1,815	1,855	1,896	1,937	1,980
Contracts & care packages	253,457	264,505	271,641	285,668	304,649	335,176
Total expenditure	298,684	306,151	313,966	328,361	347,686	378,539
Net budget	254,563	259,332	266,073	278,788	296,109	323,972

PERSONAL CARE & SUPPORT - POLICY BUDGET

HEAD OF SERVICE: DAVID SARGEANT

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government Grants	0	(67)	(67)	(67)	(67)	(67)
Other Bodies Grants	(1,169)	0	0	0	0	0
Fees & Charges	(37,975)	(41,824)	(43,148)	(45,078)	(47,331)	(50,572)
Joint Working Income	(2,493)	(2,313)	(2,313)	(2,313)	(2,313)	(2,313)
Joint Funded Care Package Income	(2,480)	(1,843)	(1,593)	(1,343)	(1,093)	(843)
Reimbursements & recovery of costs	(3)	(771)	(771)	(771)	(771)	(771)
Total funding	(44,121)	(46,819)	(47,893)	(49,573)	(51,576)	(54,567)
Expenditure:						
Older People						
Nursing General	18,339	19,102	21,542	24,796	27,950	31,758
Nursing Dementia	11,754	12,807	12,156	12,167	12,153	13,609
Residential General - External	20,261	23,284	22,662	23,269	23,915	25,654
Residential Dementia - External	6,215	5,788	5,434	5,390	5,333	5,957
Home Care - External	36,158	37,125	35,502	35,777	37,450	42,236
Reablement In-House Provision	8,096	7,374	7,516	7,570	7,617	7,656
Extra Care In-House Provision	1,186	1,393	1,403	1,406	1,407	1,409
Direct Payments	10,864	10,183	8,902	9,158	9,850	11,512
Day Care - External	1,159	1,340	1,267	1,266	1,313	1,467
Respite Care	167	1,059	1,010	1,017	1,061	1,187
Transport Services	235	386	369	371	387	433
Other Care	533	920	862	853	876	972
Total Older People	114,967	120,761	118,624	123,041	129,312	143,850
Physical & Sensory Disabilities						
Nursing General	3,543	3,067	3,341	3,631	3,908	4,160
Nursing Dementia	68	22	23	23	24	25
Residential General - External	4,848	5,499	5,658	5,788	5,956	6,168
Residential Dementia - External	105	152	156	161	165	170
Supported Living / Home Care	6,411	7,664	7,996	8,343	8,939	9,766
Direct Payments	14,589	15,321	16,425	16,746	17,575	18,877
Day Care - External	623	560	537	518	519	537
Respite Care	221	278	265	255	254	262
Transport Services	292	239	232	226	229	240
Other Care - External	668	494	477	463	466	486
Total Physical & Sensory Disabilities	31,368	33,297	35,108	36,155	38,036	40,691

PERSONAL CARE & SUPPORT - POLICY BUDGET (CONTINUED)

HEAD OF SERVICE: DAVID SARGEANT

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
People with Learning Disabilities						
Nursing General	750	1,166	1,342	1,518	1,686	1,842
Nursing Dementia	201	278	286	297	307	316
Residential General - External	67,423	63,400	67,190	71,600	76,180	80,956
Residential Dementia - External	79	77	83	85	88	90
Supported Living / Home Care - External	19,333	23,097	23,702	24,445	26,159	29,142
Direct Payments	12,704	14,111	15,815	17,646	20,113	23,191
Day Care - External	3,886	4,246	4,342	4,475	4,743	5,140
Respite Care	2,410	2,228	2,400	2,594	2,876	3,237
Transport Services	1,490	1,886	2,103	2,341	2,656	3,040
Other Care - External	2,588	2,240	2,504	2,793	3,169	3,621
Total People with Learning Disabilities	110,864	112,728	119,768	127,794	137,976	150,575
Mental Health & Substance Misuse						
Nursing General	415	592	792	988	1,174	1,344
Nursing Dementia	83	90	86	82	79	81
Residential General	2,152	2,050	2,100	2,166	2,229	2,285
Residential Dementia	0	22	20	21	22	22
Supported Living / Home Care	2,387	3,029	3,351	3,674	4,079	4,555
Direct Payments	332	669	685	704	745	809
Day Care	110	42	40	38	38	39
Respite Care	68	3	3	3	3	3
Transport Services	82	10	9	9	9	9
Other Care	119	158	151	145	145	150
Total Mental Health & Substance Misuse	5,749	6,665	7,237	7,829	8,521	9,296
Other Expenditure						
Assessment & Care Management	26,477	24,293	24,709	24,958	25,194	25,421
Management & Support	9,259	8,407	8,520	8,584	8,646	8,706
Total Other Expenditure	35,736	32,700	33,229	33,542	33,840	34,127
Total expenditure	298,684	306,151	313,966	328,361	347,686	378,539
Net budget	254,563	259,332	266,073	278,788	296,109	323,972

SERVICE DELIVERY – INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: GRAHAM WILKIN

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
Fees & charges	(197)	(134)	(134)	(134)	(134)	(134)
Reimbursement & recovery of costs	(378)	(406)	(406)	(406)	(406)	(406)
Other income	(575)	(540)	(540)	(540)	(540)	(540)
Total funding	(575)	(540)	(540)	(540)	(540)	(540)
Expenditure						
Employment	19,845	20,782	16,099	16,249	16,435	16,597
Running costs	3,199	3,156	3,226	3,296	3,369	3,443
Contracts & care packages	(213)	(279)	(276)	(272)	(269)	(266)
Total expenditure	22,831	23,659	19,049	19,273	19,535	19,774
Net budget supported by Council Tax, general government grants and reserves	22,256	23,119	18,509	18,732	18,995	19,234

SERVICE DELIVERY – POLICY BUDGET

HEAD OF SERVICE: GRAHAM WILKIN

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Fees & Charges	(197)	(134)	(134)	(134)	(134)	(134)
Reimbursements & recovery of costs	(378)	(406)	(406)	(406)	(406)	(406)
Total funding	(575)	(540)	(540)	(540)	(540)	(540)
Expenditure:						
Older People						
Residential In-House Provision	7,209	7,528	4,817	4,883	4,955	5,015
Day Care In-House Provision	198	192	195	197	200	202
Total Older People	7,407	7,720	5,012	5,080	5,155	5,217
Physical & Sensory Disabilities						
Day Care In-House Provision	539	549	558	564	572	580
Total Physical & Sensory Disabilities	539	549	558	564	572	580
People with Learning Disabilities						
Residential General - External	603	603	603	603	603	603
Residential In-House Provision	4,968	5,193	3,109	3,151	3,205	3,256
Supported Living / Home Care In-House Provision	658	613	624	630	640	649
Day Care In-House Provision	6,175	6,267	6,369	6,431	6,506	6,578
Other Care In-House Provision	1,401	1,496	1,521	1,537	1,551	1,565
Total People with Learning Disabilities	13,804	14,171	12,227	12,352	12,506	12,651
Other Expenditure						
Assessment & Care Management	0	451	470	487	503	519
Management & Support	1,080	768	782	790	799	807
Total Other Expenditure	1,080	1,219	1,252	1,277	1,302	1,326
Total expenditure	22,831	23,659	19,049	19,273	19,535	19,774
Net budget	22,256	23,119	18,509	18,732	18,995	19,234

POLICY & STRATEGY – INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: JOHN WOODS

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
UK Government grants	(2,030)	0	0	0	0	0
Joint working income	(184)	0	0	0	0	0
Other income	(184)	0	0	0	0	0
Total funding	(2,214)	0	0	0	0	0
Expenditure						
Employment	2,395	2,235	2,260	2,274	2,289	2,303
Running costs	198	143	146	150	153	156
Contracts & care packages	916	597	597	597	597	597
Total expenditure	3,509	2,975	3,003	3,021	3,039	3,056
Net budget	1,295	2,975	3,003	3,021	3,039	3,056

POLICY & STRATEGY – POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Income:						
UK Government Grants	(2,030)	0	0	0	0	0
Joint Working Income	(184)	0	0	0	0	0
Total funding	(2,214)	0	0	0	0	0
Expenditure:						
Older People						
Other Care	0	597	597	597	597	597
Total Older People	0	597	597	597	597	597
Physical & Sensory Disabilities						
Other Care - External	(100)	0	0	0	0	0
Total Physical & Sensory Disabilities	(100)	0	0	0	0	0
Other Expenditure						
Assessment & Care Management	197	0	0	0	0	0
Management & Support	3,412	2,378	2,406	2,424	2,442	2,459
Total Other Expenditure	3,609	2,378	2,406	2,424	2,442	2,459
Total expenditure	3,509	2,975	3,003	3,021	3,039	3,056
Net budget	1,295	2,975	3,003	3,021	3,039	3,056

Residents – Value – Partnership

Quality – People - Stewardship

COMMISSIONING – INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: ANNE BUTLER

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
Local taxation						
UK Government grants	0	(154)	(154)	(154)	(154)	(154)
Other bodies grants	(13,128)	(18,309)	(18,309)	(18,309)	(18,309)	(18,309)
Joint working income	(6,814)	(5,846)	(5,846)	(5,846)	(5,846)	(5,846)
Reimbursement & recovery of costs	(691)	(594)	(594)	(594)	(594)	(594)
Other income	(20,633)	(24,749)	(24,749)	(24,749)	(24,749)	(24,749)
Total funding	(20,633)	(24,903)	(24,903)	(24,903)	(24,903)	(24,903)
Expenditure						
Employment	7,474	8,580	8,615	8,634	8,652	8,668
Running costs	554	597	604	612	620	628
Contracts & care packages	72,010	70,354	70,333	70,320	70,317	70,323
Total expenditure	80,038	79,531	79,552	79,566	79,589	79,619
Net budget	59,405	54,628	54,649	54,663	54,686	54,717

COMMISSIONING – POLICY BUDGET

HEAD OF SERVICE: ANNE BUTLER

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government Grants	0	(154)	(154)	(154)	(154)	(154)
Other Bodies Grants	(13,128)	(18,309)	(18,309)	(18,309)	(18,309)	(18,309)
Joint Working Income	(6,814)	(5,846)	(5,846)	(5,846)	(5,846)	(5,846)
Reimbursements & recovery of costs	(691)	(594)	(594)	(594)	(594)	(594)
Total funding	(20,633)	(24,903)	(24,903)	(24,903)	(24,903)	(24,903)
Expenditure:						
Older People						
Nursing General	967	1,283	1,308	1,335	1,361	1,389
Residential General - External	16,535	15,265	15,539	15,819	16,104	16,394
Residential Dementia - External	6,950	6,790	6,926	7,065	7,206	7,350
Home Care - External	1,677	1,467	1,467	1,467	1,467	1,467
Day Care - External	1,489	1,507	1,524	1,541	1,558	1,576
Respite Care	1,340	1,221	1,243	1,265	1,288	1,311
Transport Services	314	287	290	293	296	299
Other Care	7,028	9,704	9,204	8,705	8,205	7,705
Total Older People	36,301	37,524	37,502	37,490	37,486	37,493
Physical & Sensory Disabilities						
Direct Payments	2,280	2,160	2,160	2,160	2,160	2,160
Day Care - External	310	318	318	318	318	318
Transport Services	10	10	10	10	10	10
Other Care - External	12,879	13,043	13,043	13,043	13,043	13,043
Total Physical & Sensory Disabilities	15,479	15,531	15,531	15,531	15,531	15,531
People with Learning Disabilities						
Other Care - External	253	160	160	160	160	160
Total People with Learning Disabilities	253	160	160	160	160	160
Mental Health & Substance Misuse						
Other Care	4,310	4,424	4,424	4,424	4,424	4,424
Mental Health & Substance Misuse	4,310	4,424	4,424	4,424	4,424	4,424
Other Expenditure						
Assessment & Care Management	4,214	4,983	4,987	4,990	4,993	4,996
Management & Support	4,032	4,355	4,391	4,413	4,434	4,454
Housing Related Support	15,449	12,554	12,556	12,557	12,560	12,561
Total Other Expenditure	23,695	21,892	21,934	21,960	21,987	22,011
Total expenditure	80,038	79,531	79,552	79,566	79,588	79,619
Net budget	59,405	54,628	54,649	54,663	54,686	54,717

ASC STRATEGIC DIRECTOR - INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: DAVE SARGEANT

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
Total funding	0	0	0	0	0	0
Expenditure						
Employment	408	(47)	(46)	(45)	(45)	(44)
Running costs	4	17	17	17	18	18
Total expenditure	412	(30)	(29)	(28)	(27)	(26)
Net budget	412	(30)	(29)	(28)	(27)	(26)

ASC STRATEGIC DIRECTOR - POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Expenditure:						
Other Expenditure						
Management & Support	412	(30)	(29)	(28)	(27)	(26)
Total Other Expenditure	412	(30)	(29)	(28)	(27)	(26)
Total expenditure	412	(30)	(29)	(28)	(27)	(26)
Net budget	412	(30)	(29)	(28)	(27)	(26)

DETAILED REVENUE & CAPITAL BUDGET 2014 - 2019

Children, Schools and Families 2014-19



Cabinet Members



Mary Angell,
Deputy Director
Children and
Families



Linda Kemney,
Director
Schools and
Learning



Clare Curran,
Cabinet Associate,
Children and
Families

Strategic Director



Nick Wilson

Our vision – Every child and young person will be safe, healthy, creative, and have the personal confidence, skills and opportunities to contribute and achieve more than thought possible.

What we will focus on

- **Residents** – individuals, families and communities will have more influence, control and responsibility
- **Value** – we will create public value by improving outcomes for residents
- **Partnerships** – we will work with our partners in the interests of Surrey
- **Quality** – we will ensure the highest quality and encourage innovation
- **People** – we will develop and equip our officers and Members to provide excellent service
- **Stewardship** – we will look after the county's resources responsibly

Leadership team



Caroline Budden,
Deputy Director
Children Schools
and Families



Garath Symonds,
Assistant Director
for Young People



Peter-John
Wilkinson,
Assistant Director
for Schools



Mark Bisson,
Directorate Head
of Resources



Sean Rafferty,
Head of Family
Services

Our priorities for 2014/15

1. Potential

- Meet the need to provide additional school places across the county
- Support all schools to raise educational attainment
- Support high quality early years services

2. Prevention

- Increase the use of multi-agency early help assessments
- Expand the Surrey Family Support Programme, supporting families with multiple and complex needs, as part of Surrey's participation in the national Transforming Public Services Network
- Improve families' experience of special educational needs and disabilities arrangements

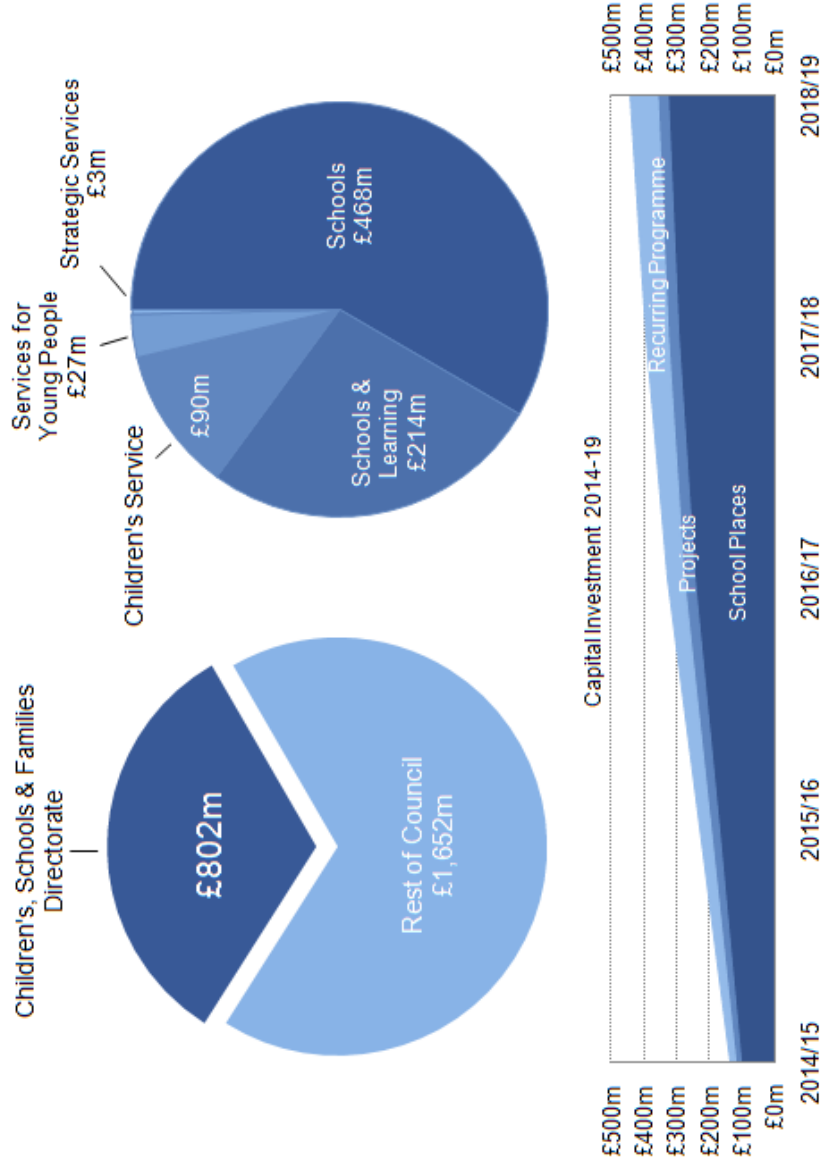
3. Participation

- Help all young people to participate in education, training and employment
- Support young people to access apprenticeships

4. Protection

- Improve outcomes for children in the care of the council in health, education, placements and participation
- Reduce the time it takes for children's futures to be decided through court proceedings
- Improve the quality of multi-agency safeguarding practice

Our budget



CHILDREN, SCHOOLS & FAMILIES

STRATEGIC DIRECTOR: NICK WILSON
STRATEGIC FINANCE MANAGER: PAULA CHOWDHURY

BUDGET 2014/15

- 3.1. The base revenue expenditure budget for the Children, Schools and Families Directorate in 2013/14 is £325m and in 2014/15 the proposed budget is £334m, giving an overall net increase of £9m.
- 3.2. This overall budget for 2014/15 includes increased funding of £15.5m for service pressures:
 - £6.6m for specific demand led service pressures around child protection and Special Education Needs
 - £8.9m for general inflation, pay inflation and general demographic growth.
- 3.3. The Directorate also has included in their budget planned savings for 2014/15 to the value of £9.1m. This has been allocated to each of the individual services – Schools and Learning £4.3m; Children’s Services £3m and Services for Young People £1.8m.
- 3.4. The schools delegated base revenue budget in 2013/14 is £522m and in 2014/15 is proposed at £468m. The year on year reduction is as a result of the Dedicated Schools Grant reducing by -£63.1m, the post 16 funding reducing by -£4.3 and the pupil premium funding reducing by -£2.5m, for schools converting to academies. These reductions are then off-set by some small increases and transfers of responsibilities from centrally managed services to schools totaling £15.7m.
- 3.5. The total Children, Schools and Families budget, including schools, for 2014/15 is £802m, compared to £847m in 2013/14.

MEDIUM TERM FINANCIAL PLAN 2014/19

- 3.6. Over the five year period of the MTFP, the Directorate is anticipating budget pressures as a result of funding reductions, demand led budgets and general demographic increases. The pressure on the schools funding will increase as more schools convert to become academy taking significant funding with them and reduced growth funding and the potential ring-fencing of Early Years. The Special Education Need high needs block continues to have significant demand growth pressures as the school population increases, but the funding has not included growth to meet the demand.
- 3.7. School improvement continues to be a major priority for the County Council, with key performance targets being set around the funding allocation of £1.9m.

- 3.8. The Directorate has made savings of over £56m over the last five years whilst facing the further challenge of £24m savings over the next five years. It is expected that this target will increase over the period, due to further funding and policy changes from central government. The Directorate has recognised these challenges and has established a Public Value Programme to research and identify efficiency savings and reductions across the Directorate. The focus of this work is around reviewing - Early Help strategies and strengthening the preventative services; disability services and support for families with complex needs. Part of this work will be about strengthening partnership working with Health, Boroughs and Districts, the Police and the voluntary sector, maximising local resources through joint commissioning, joint working practices and community budgets.
- 3.9. The County Council has been successful in its bid to be part of the governments Public Services Transformation Network (PSTN). The Directorate is building on the national work around Troubled Families and one of the PSTN projects is to expand this work further and develop an integrated Family Support Programme with partner agencies sharing the costs and the fiscal and non-fiscal benefits.

INCOME & EXPENDITURE REVENUE BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
Central Dedicated Schools Grant	(109,211)	(108,825)	(110,825)	(112,825)	(114,825)	(114,825)
School related grants	(521,855)	(468,246)	(461,086)	(461,086)	(461,086)	(461,086)
UK Government grants	(4,676)	(4,796)	(4,294)	(4,294)	(4,294)	(4,294)
Other bodies grants	(1,084)	(958)	(958)	(958)	(958)	(958)
Fees & charges	(25,974)	(29,370)	(30,097)	(30,838)	(31,693)	(31,693)
Property income	(27)	(35)	(35)	(35)	(35)	(35)
Joint working income	(2,774)	(2,839)	(2,886)	(2,935)	(2,984)	(2,984)
Reimbursement & recovery of costs	(6,511)	(4,706)	(4,723)	(4,738)	(4,756)	(4,756)
Other funding	(36,370)	(37,908)	(38,699)	(39,505)	(40,426)	(40,426)
Total funding	(672,112)	(619,775)	(614,904)	(617,710)	(620,631)	(620,631)
Expenditure:						
Employment	106,975	108,493	110,479	110,908	111,692	111,692
Other non employment costs	52,758	61,347	62,809	64,603	66,406	66,406
Contracts & care packages	165,016	164,220	165,771	167,315	172,744	172,744
Other expenditure	217,774	225,567	228,580	231,918	239,150	239,150
CSF managed expenditure	324,749	334,060	339,059	342,826	350,842	350,842
School expenditure	521,855	468,246	461,086	461,086	461,086	461,086
Total expenditure	846,604	802,306	800,145	803,912	811,928	811,928
Net budget supported by Council Tax, general government grants and reserves	174,492	182,531	185,241	186,202	191,297	191,297

	2013/14	2014/15
FTEs	2,693	2,828

SERVICE REVENUE SUMMARY

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding by service:</u>						
Children's Services	(6,100)	(6,675)	(6,740)	(6,806)	(6,874)	(6,874)
Schools & Learning	(137,439)	(133,595)	(136,123)	(138,815)	(141,611)	(141,611)
Services for Young People	(5,496)	(10,431)	(10,478)	(10,526)	(10,583)	(10,583)
Strategic Services	(1,222)	(828)	(476)	(476)	(476)	(476)
Funding	(150,257)	(151,529)	(153,818)	(156,624)	(159,545)	(159,545)
Schools income	(521,855)	(468,246)	(461,086)	(461,086)	(461,086)	(461,086)
Total funding	(672,112)	(619,775)	(614,904)	(617,710)	(620,631)	(620,631)
<u>Expenditure by service:</u>						
Children's Services	86,408	89,757	92,072	92,331	94,227	94,227
Schools & Learning	214,040	213,979	217,413	220,749	226,470	226,470
Services for Young People	21,094	27,443	27,018	27,169	27,545	27,545
Strategic Services	3,207	2,881	2,556	2,577	2,600	2,600
Expenditure	324,749	334,060	339,059	342,826	350,842	350,842
Schools expenditure	521,855	468,246	461,086	461,086	461,086	461,086
Total expenditure	846,604	802,306	800,145	803,912	811,928	811,928
Children, Schools & Families	174,492	182,531	185,241	186,202	191,297	191,297

BUDGET MOVEMENT SUMMARY

	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	2014/19 £000s
Prior year budget	174,492	182,531	185,241	186,202	191,297	174,492
Funding changes	52,337	4,871	-2,806	-2,921	0	51,481
Expenditure changes:						
Pressures & changes	-35,173	2,339	11,067	11,216	0	-10,551
Savings & reductions	-9,125	-4,500	-7,300	-3,200		-24,125
	-44,298	-2,161	3,767	8,016	0	-34,676
Revised budget	182,531	185,241	186,202	191,297	191,297	191,297

DETAILED BUDGET MOVEMENT

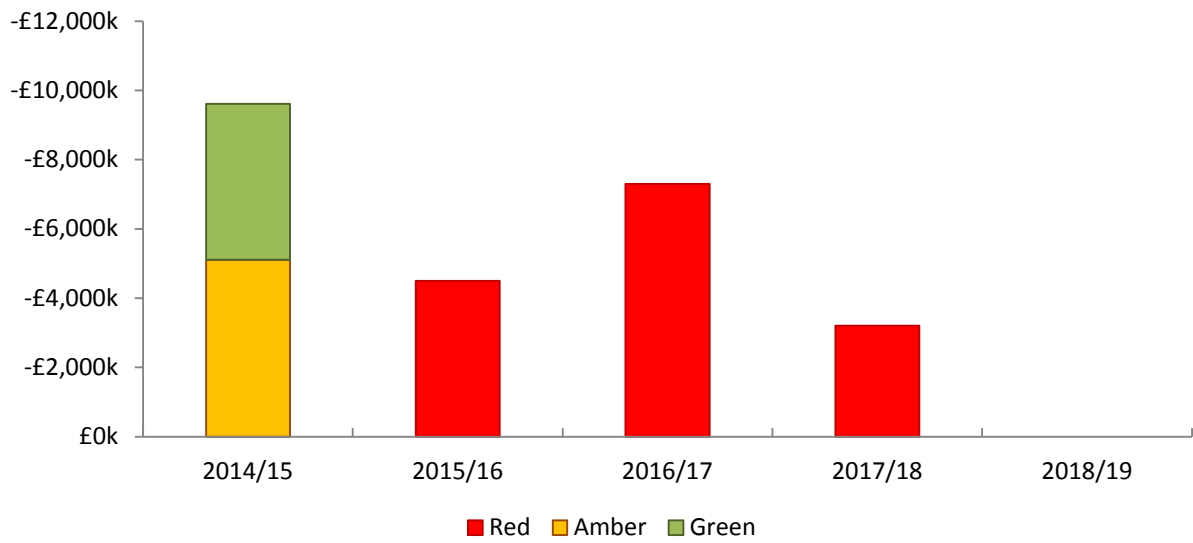
Total movement by year

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev-ability
Funding changes							
Grant and specific income movements							
Inflation increase on charges	-749	-790	-806	-921		-3,266	
Specific grant changes	-120	502				382	
Income Virements	4,040					4,040	
Changes to partnership Income	106					106	
Volume changes in income	-2,713					-2,713	
One -off funding	-35					-35	
Changes to DSG:	-1,314	-2,000	-2,000	-2,000		-7,314	
School changes:							
Changes in external grants	-10,506	1,542				-8,964	
Academy conversions	69,124	0				69,124	
change in use of carry forward	209	5,618				5,827	
New delegation requirements	-6,800	0				-6,800	
Virements	1,582	0				1,582	
Grant and specific income movements	52,824	4,872	-2,806	-2,921	0	51,969	
Optimising income							
Increased in fees & charges	-260					-260	A
Income Review	-219					-219	A
Property income	-8					-8	G
Optimising income	-487	0	0	0	0	-487	
Total funding changes	52,337	4,872	-2,806	-2,921	0	51,482	

DETAILED BUDGET MOVEMENT (CONTINUED)

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev-ability
Directorate legislative & policy changes and service pressures							
Legislative & policy changes:							
Changes to DSG & Government Grants	1,434	198	2,000	2,000		5,632	
Virements	-2,445					-2,445	
Apprenticeship initiative	750	-750				0	
Service level changes as funding increased	3,222					3,222	
School Changes:							
New delegation	6,800					6,800	
Academy conversions	-69,124					-69,124	
Other DSG changes		-5,618				-5,618	
Virements	-1,582					-1,582	
Demographic changes	5,332					5,332	
New/expanded grant funded programmes	4,965	-1,542				3,423	
Sub total legislative & policy changes	-50,648	-7,712	2,000	2,000	0	-54,360	
Service pressures:							
General inflation	4,871	5,212	5,328	5,521		20,932	
Pay inflation	2,035	1,895	1,795	1,695		7,420	
Demographics	1,944	1,944	1,944	2,000		7,832	
Child protection - Services	3,125					3,125	
Child Protection - Staffing		1,000				1,000	
SEN Demand	1,000					1,000	
One off grant funding for 2013/14							
Service Pressures	2,500					2,500	
						0	
Sub total service pressures	15,475	10,051	9,067	9,216	0	43,809	
	-35,173	2,339	11,067	11,216	0	-10,551	
Savings							
Continuing savings							
Funding transfer for DSG services	-4,500	-1,000	-1,000	-1,000		-7,500	G
Contain child protection demand	-3,125					-3,125	A
Market Management	-1,500					-1,500	A
Commission effectively		-2,500	-4,800	-1,200		-8,500	R
Service Realignment		-1,000	-1,500	-1,000		-3,500	R
Continuing savings	-9,125	-4,500	-7,300	-3,200	0	-24,125	
Total savings	-9,125	-4,500	-7,300	-3,200	0	-24,125	

EFFICIENCY RISK ASSESSMENT

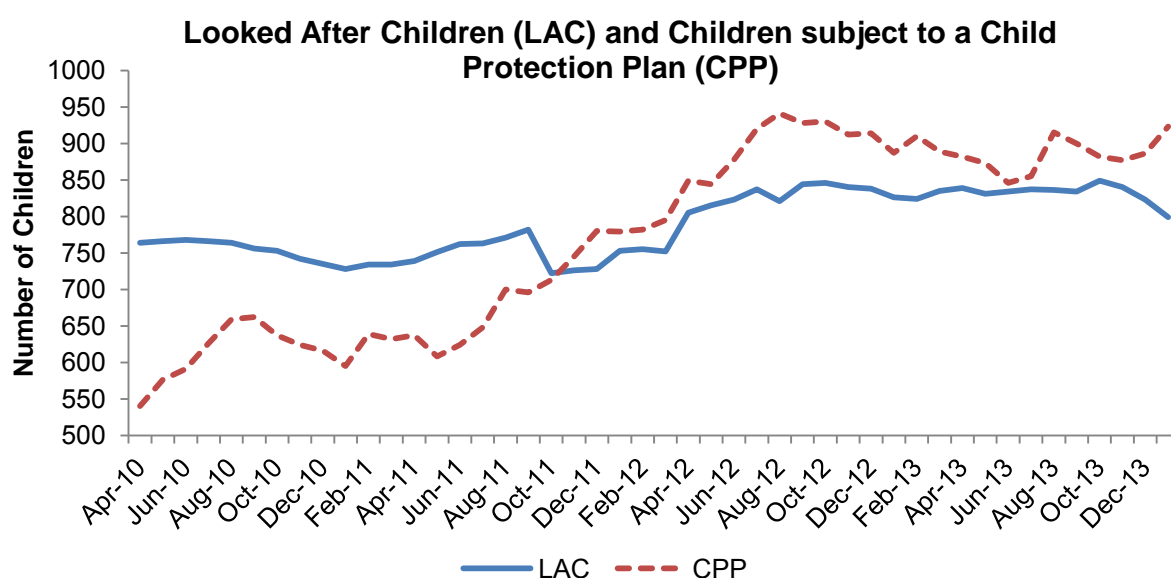


	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Red	0	-4,500	-7,300	-3,200	0	-15,000
Amber	-5,104	0	0	0	0	-5,104
Green	-4,508	0	0	0	0	-4,508

ACTIVITY INFORMATION

Children's Services

Activity levels in Children's Social Care	January 2013	January 2014
Total number of Looked After Children	826	799
Number of children subject to a Child Protection Plan	887	923
Residential placements	104	115
Fostering placements	617	606
Other placements	58	46
Adoption placements	47	32
Special Guardianship Orders granted	37	56
Adoption Orders granted	29	51
Number of Asylum Seeking Children in Care (U18)	62	75



Schools & Learning

	January 2013	January 2014
Number of schools		
- maintained	350	325
- PRU's	10	10
- academies	29	55
	<hr/> 389	<hr/> 390
Number of pupils		
- maintained	115,375	105,734
- PRU's	56	56
- academies	30,211	40,979
	<hr/> 145,642	<hr/> 146,769

ACTIVITY INFORMATION (CONTINUED)

Schools & Learning (continued)

Pupil attainment	2012	2013
GCSE: % pupils gaining 5 A* - C grades	82.8%	83.9%
GCSE: % pupils gaining 5 A* - C grades (incl. English & Maths)	64.2%	67.5%
Key Stage 2: % pupils achieving Level 4 in Maths	86.0%	86.0%
Key Stage 2: % pupils achieving Level 4 in English Writing Teacher Assessment ³		89.0%
Key Stage 2: % pupils achieving Level 4 in English Reading Test ³		89.0%
Key Stage 2: % pupils achieving Level 4 in English Reading Test, Writing Assessment and Maths Test	77.0%	78.0%
Other School Related		
Education Welfare Service penalty notices served	414	962
Education Welfare Service court prosecutions	201	151
Elective Home Education numbers on roll	558	700
Early Years Service		
Training workshops offered (Jan - Dec)	352	512
Childcare practitioners monitored and supported	11,181	11,522
Enquiries received through the Family Information Service (Jan - Dec)	340,189	643,549
Number of two-year old children to benefit from Free Entitlement	610	1,671
Children registered at Surrey Children's Centres	34,288	40,503
Total number of childcare places (pre-school and out of school) - offered through 3,839 settings		54,648
Home to School Transport		
Taxi (under 16 and post 16)	1,016	991
Contract coach (under 16 and post 16)	4,538	4,200
Under 16 rail travel	309	267
Under 16 bus travel	1,800	1,623
School's own coach	289	216
Reimbursement (under 16 and post 16)	212	228
SEN Transport		
Pupils transported (SEN)	2,654	2,601
Number of Routes (SEN)	1,059	1,018
Wheelchairs	194	187
Escorts (inc. behavioural and medically trained)	495	454

³ New Department for Education Indicators from 2013

ACTIVITY INFORMATION (CONTINUED)

Schools & Learning (Continued)

SEN Agency Placements as at Jan 2014	Number	Av'ge Cost
- Non Maintained & Independent (NMI)	673	£49,996
- Other Local Authorities (OLEA) and other placements	96	£17,452
- Total	<u>769</u>	

Average number of children as active referrals per month	2012	2013
Physical & Sensory Support Service	2,994	2,778
Race Equality & Minority Achievement (REMA)	3,766	4,486

Commercial Services

Education Catering - planned activity for 2014/15 56,700 meals in 339 schools and 34 academies
Civic Catering in four buildings

Building Cleaning - 95 administrative and operational buildings and 69 schools and 16 academies, cleaning circa 202,380 sq metres per day.

Equipment maintenance for 370 schools and 46 academies

Services for Young People

	2012	2013
Young people in years 12 to 14 who are not in education, employment or training (NEET)	3.70%	1.70%
Young people identified as at risk of becoming NEET when in Year 11 supported into participating in education, training or employment (PETE) in Year 12 ⁴		89.80%
Number of young people accessing quality careers and education information, advice and guidance through the Youth Engagement Contract ⁵	55,265	84,954
Number of young people who have been involved in Services for Young People early help activity ⁶	9,047	7,737
Number of Individual Prevention Grants made to young people who are NEET or at risk of becoming NEET		926
Young people who have completed Skills Centre programmes and made a successful transition into education, employment or training		49%
Number of young people who are NEET involved in Surrey Outdoor Learning (SOLD) local offer		195
Number of homeless referrals to Youth Support Service (YSS) ⁵	32	258
Number of court orders	278	231
Number of NEET referrals to the YSS	1,613	1,216
Number of Child in Need (CIN) referrals to YSS ⁷	30	166
Number of Youth Restorative Interventions (YRIs)	359	583

Notes:

⁴ At January 2013

⁵ 2012 figures April 12 to March 13; 2013 figures April 13 to Jan 14

⁶ The Homelessness Prevention service was set up in Nov 2012 so 2012 figures are for the months of Nov and Dec 2012 only

⁷ The service started taking CIN cases from Nov 2012 so 2012 figures are for the months of Nov and Dec 2012 only

CAPITAL EXPENDITURE BUDGET

Commissioning Budget Scheme	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	Capital Profiling
						Total £000s
Recurring programmes						
Adaptations for children with disabilities	299	299	299	299	299	1,495
Foster carer grants	300	300	300	300	300	1,500
Schools devolved formula capital (ring-fenced grant)	2,231	2,231	2,231	2,231	2,231	11,155
Sub total	2,830	2,830	2,830	2,830	2,830	14,150
Total capital expenditure	2,830	2,830	2,830	2,830	2,830	14,150
Utilising the asset budget						
Commissioning budget	2,830	2,830	2,830	2,830	2,830	14,150
Schools basic need	105,011	69,012	71,963	49,106	32,187	327,279
Recurring programmes						
Carbon reduction - Schools ⁸	3,332	3,332	3,332	3,332	3,332	16,660
Schools - Disability Discrimination Act	456	466	477	487	497	2,383
Schools capital maintenance, inc. childrens centres ⁸	10,328	10,328	10,328	10,328	10,328	51,640
	14,116	14,126	14,137	14,147	14,157	70,683
Projects						
Portesbury SEN School	10,589	2,756	210			13,555
SEN strategy	750	2,250	7,044			10,044
Short Stay Schools		2,000				2,000
Youth Transformation	200					200
School Kitchens	983	982				1,964
Merstham Youth		1,100				1,100
Reigate Priory School	500	500	500			1,500
Replace aged demountables	1,685	985				2,670
	14,707	10,573	7,754	0	0	33,033
Utilising budget	136,664	96,541	96,684	66,083	49,174	445,145

Note 8. Spend will be linked to relevant capital grants which have not yet been announced

CHILDREN SERVICES - INCOME & EXPENDITURE REVENUE BUDGET

ASSISTANT DIRECTOR: CAROLINE BUDDEN

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
Local taxation						
Dedicated Schools Grant	(1,663)	(1,757)	(1,757)	(1,757)	(1,757)	(1,757)
UK Government grants	(1,640)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Other bodies grants	0	0	0	0	0	0
Fees & charges	(72)	(72)	(74)	(75)	(77)	(77)
Property income	0	0	0	0	0	0
Income from investments	0	0	0	0	0	0
Joint working income	(2,071)	(2,136)	(2,183)	(2,232)	(2,281)	(2,281)
Reimbursement & recovery of costs	(654)	(710)	(726)	(742)	(759)	(759)
Other funding	(2,797)	(2,918)	(2,983)	(3,049)	(3,117)	(3,117)
Total funding	(6,100)	(6,675)	(6,740)	(6,806)	(6,874)	(6,874)
Expenditure:						
Employment	41,295	43,633	45,373	45,783	46,323	46,323
Other non employment costs	3,733	3,664	3,664	3,664	3,664	3,664
Contracts & care packages	41,380	42,460	43,035	42,884	44,240	44,240
Total expenditure	86,408	89,757	92,072	92,331	94,227	94,227
Net budget	80,308	83,082	85,332	85,525	87,353	87,353

CHILDREN SERVICES - POLICY BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Looked After Children and Children in Need						
Staffing	15,899	17,732	18,572	18,724	18,925	18,925
Care Packages	4,517	4,517	4,520	4,446	4,531	4,531
Children with Disabilities						
Staffing	2,046	2,179	2,212	2,230	2,254	2,254
Care Packages	2,524	3,433	3,435	3,378	3,443	3,443
Specialist Care Delivery	3,475	3,359	3,361	3,306	3,370	3,370
In-House Respite	1,501	1,838	1,867	1,882	1,902	1,902
Agency Placements	2,164	2,164	2,165	2,130	2,171	2,171
Care Services						
In-House Fostering and Adoption - Staffing	4,259	4,627	4,825	4,865	4,917	4,917
In-House Fostering and Adoption - Allowances	11,647	12,200	12,762	13,104	13,927	13,927
In-House Residential Homes	4,131	4,137	4,200	4,235	4,280	4,280
Agency Placements	12,941	12,941	12,943	12,721	12,943	12,943
Leaving Care	1,212	1,317	1,337	1,348	1,363	1,363
Asylum Seekers Expenditure	2,611	2,971	2,973	2,924	2,980	2,980
Asylum Seekers Income	(1,680)	(2,040)	(2,040)	(2,040)	(2,040)	(2,040)
Child and Adolescent Mental Health and Hope						
CAMHS and Hope Expenditure	4,766	4,964	5,040	5,082	5,136	5,136
CAMHS and Hope Income	(1,879)	(1,906)	(1,947)	(1,988)	(2,025)	(2,025)
Centrally Managed DSG	(639)	(733)	(733)	(733)	(733)	(733)
Partnership and Preventative Services	1,567	1,625	1,650	1,664	1,682	1,682
Safeguarding	2,343	2,427	2,630	2,651	2,680	2,680
Central Budgets	3,284	1,556	1,580	1,593	1,610	1,610
Social Care and Wellbeing Commissioning	611	619	628	633	640	640
Business Support	4,911	5,151	5,371	5,415	5,473	5,473
Other Income	(878)	(972)	(995)	(1,021)	(1,052)	(1,052)
Centrally Managed DSG	(1,024)	(1,024)	(1,024)	(1,024)	(1,024)	(1,024)
Net budget	80,308	83,082	85,332	85,525	87,353	87,353

SCHOOLS & LEARNING - INCOME & EXPENDITURE REVENUE BUDGET

ASSISTANT DIRECTOR: PETER-JOHN WILKINSON

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
Dedicated Schools Grant	(105,336)	(100,558)	(102,558)	(104,558)	(106,558)	(106,558)
UK Government grants	(1,261)	(1,483)	(1,333)	(1,333)	(1,333)	(1,333)
Fees & charges	(24,536)	(27,534)	(28,212)	(28,904)	(29,700)	(29,700)
Joint working income	(703)	(703)	(703)	(703)	(703)	(703)
Reimbursement & recovery of costs	(5,603)	(3,317)	(3,317)	(3,317)	(3,317)	(3,317)
Other funding	(30,842)	(31,554)	(32,232)	(32,924)	(33,720)	(33,720)
Total funding	(137,439)	(133,595)	(136,123)	(138,815)	(141,611)	(141,611)
Expenditure:						
Employment	50,125	48,287	48,198	47,890	47,801	47,801
Other non employment costs	47,240	55,669	57,304	59,094	60,897	60,897
Contracts & care packages	116,675	110,023	111,911	113,765	117,772	117,772
Total expenditure	214,040	213,979	217,413	220,749	226,470	226,470
Net budget	76,601	80,384	81,290	81,934	84,859	84,859

DEDICATED SCHOOLS GRANT - CENTRALLY MANAGED

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
School Agency Placements	32,528	33,120	33,779	34,438	35,097	35,097
Three & Four Year Olds Provision	32,952	32,952	33,607	34,262	34,917	34,917
Individual Statemented Pupil Support Budgets	13,907	11,605	11,836	12,067	12,298	12,298
Additional SEN	6,617	6,984	7,123	7,262	7,401	7,401
Two Year Olds Provision	5,500	6,815	6,951	7,087	7,223	7,223
Area based SEN Services PRUs & Alternative Learning	5,384	5,240	5,344	5,448	5,552	5,552
Network Provision	4,563	0	0	0	0	0
School Planning and Leadership	2,557	2,525	2,575	2,625	2,675	2,675
Other Early Years	862	861	878	895	912	912
Business Support	466	456	465	474	483	483
	105,336	100,558	102,558	104,558	106,558	106,558

SCHOOLS & LEARNING – POLICY BUDGET

Policy Budget	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
School Planning and Leadership	19,271	21,786	20,969	21,257	21,794	21,794
SEN Services						
School Agency Placements	37,899	38,491	39,346	39,888	40,898	40,898
Individual Statemented Pupil Support Budgets	14,984	12,682	12,964	13,143	13,476	13,476
Area based SEN Services	12,555	11,917	12,183	12,351	12,664	12,664
Additional SEN PRUs & Alternative Learning Network Provision	8,986	9,272	9,328	9,456	9,695	9,695
	4,563	0	0	0	0	0
Early Years Services						
Three & Four Year Olds Provision	32,952	32,952	33,685	34,149	35,013	35,013
Two Year Olds Provision	5,500	6,815	6,967	7,063	7,242	7,242
Children's Centres	13,727	11,918	12,183	12,351	12,664	12,664
Other Early Years	8,712	8,396	8,583	8,701	8,921	8,921
Home to School Transport						
SEN	20,104	22,102	22,593	22,904	23,484	23,484
Mainstream	9,656	9,512	9,723	9,857	10,106	10,106
Pupil Referral Units (PRU's)	453	848	867	879	901	901
Commercial Services Expenditure (inc. Civic Catering subsidy)	22,799	24,759	24,759	24,759	24,759	24,759
Commercial Services Income	(22,919)	(25,439)	(25,439)	(25,439)	(25,439)	(25,439)
Virtual School for Looked After Children	1,066	1,672	1,709	1,733	1,777	1,777
Business Support	813	857	876	888	910	910
Income						
DSG - Centrally Managed (as below)	(105,336)	(100,558)	(102,558)	(104,558)	(106,558)	(106,558)
Children's Centres Income	(2,890)	(800)	(800)	(800)	(800)	(800)
Other Income	(6,294)	(6,798)	(6,648)	(6,648)	(6,648)	(6,648)
Net budget	76,601	80,384	81,290	81,934	84,859	84,859

SERVICES FOR YOUNG PEOPLE - INCOME & EXPENDITURE REVENUE BUDGET

ASSISTANT DIRECTOR: GARATH SYMMONDS

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
Dedicated Schools Grant	(1,880)	(6,178)	(6,178)	(6,178)	(6,178)	(6,178)
UK Government grants	(896)	(961)	(961)	(961)	(961)	(961)
Other bodies grants	(1,084)	(958)	(958)	(958)	(958)	(958)
Fees & charges	(1,355)	(1,710)	(1,757)	(1,805)	(1,862)	(1,862)
Property income	(27)	(35)	(35)	(35)	(35)	(35)
Reimbursement & recovery of costs	(254)	(589)	(589)	(589)	(589)	(589)
Other funding	(2,720)	(3,292)	(3,339)	(3,387)	(3,444)	(3,444)
Total funding	(5,496)	(10,431)	(10,478)	(10,526)	(10,583)	(10,583)
Expenditure:						
Employment	13,158	14,154	14,464	14,774	15,084	15,084
Other non employment costs	1,686	1,754	1,754	1,754	1,754	1,754
Contracts & care packages	6,250	11,535	10,800	10,641	10,707	10,707
Total expenditure	21,094	27,443	27,018	27,169	27,545	27,545
Net budget	15,598	17,012	16,540	16,643	16,962	16,962

SERVICES FOR YOUNG PEOPLE - POLICY BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Centrally Managed Services	194	194	197	200	203	203
Commissioning and Development						
Centre Based Youth Work	2,432	2,621	2,671	2,713	2,762	2,762
SYP Commissions	2,388	2,478	2,489	2,450	2,458	2,458
SEND contracts and assessment team	3,702	6,755	6,797	6,723	6,757	6,757
Surrey Outdoor Learning & Development	1,412	1,589	1,584	1,633	1,693	1,693
Active Surrey	915	979	979	979	979	979
Other Commissioning and Development	1,613	1,936	1,215	1,230	1,259	1,259
Youth Support Services						
Management, Practice and Support	2,144	4,344	4,396	4,406	4,456	4,456
Local Area Teams	5,713	6,133	6,267	6,402	6,537	6,537
Alternative Learning and Gypsy Skills	581	414	423	433	441	441
Centrally Managed DSG	(1,880)	(6,178)	(6,178)	(6,178)	(6,178)	(6,178)
Other Income	(3,616)	(4,253)	(4,300)	(4,348)	(4,405)	(4,405)
Net budget	15,598	17,012	16,540	16,643	16,962	16,962

STRATEGIC SERVICES - INCOME & EXPENDITURE REVENUE BUDGET

STRATEGIC DIRECTOR: NICK WILSON

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
Dedicated Schools Grant	(332)	(332)	(332)	(332)	(332)	(332)
UK Government Grants	(879)	(352)				
Fees & charges	(11)	(54)	(54)	(54)	(54)	(54)
Reimbursement & recovery of costs		(90)	(90)	(90)	(90)	(90)
Other funding	(890)	(496)	(144)	(144)	(144)	(144)
Total funding	(1,222)	(828)	(476)	(476)	(476)	(476)
Expenditure:						
Employment	2,397	2,420	2,444	2,461	2,484	2,484
Other non employment costs	99	259	87	91	91	91
Contracts & care packages	711	202	25	25	25	25
Total expenditure	3,207	2,881	2,556	2,577	2,600	2,600
Net budget	1,985	2,053	2,080	2,101	2,124	2,124

STRATEGIC SERVICES - POLICY BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Family Support Expenditure	879	352				
Family Support Income	(879)	(352)				
CSF Resources	2,328	2,529	2,556	2,577	2,600	2,600
UK Government grants	(332)	(332)	(332)	(332)	(332)	(332)
Fees & charges	(11)	(54)	(54)	(54)	(54)	(54)
Reimbursement & recovery of costs		(90)	(90)	(90)	(90)	(90)
Net budget	1,985	2,053	2,080	2,101	2,124	2,124

SCHOOLS (DELEGATED CONTROL) - INCOME & EXPENDITURE REVENUE BUDGET

ASSISTANT DIRECTOR: PETER-JOHN WILKINSON

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income:</u>						
Dedicated Schools Grant	(488,004)	(434,198)	(428,580)	(428,580)	(428,580)	(428,580)
UK Government Grants	(33,851)	(34,048)	(32,506)	(32,506)	(32,506)	(32,506)
Total funding	(521,855)	(468,246)	(461,086)	(461,086)	(461,086)	(461,086)
<u>Expenditure:</u>						
School expenditure	521,855	468,246	461,086	461,086	461,086	461,086
Total expenditure	521,855	468,246	461,086	461,086	461,086	461,086
Net budget	0	0	0	0	0	0

CUSTOMERS AND COMMUNITIES.

STRATEGIC DIRECTOR: YVONNE REES
STRATEGIC FINANCE MANAGER: SUSAN SMYTH

DETAILED REVENUE & CAPITAL BUDGET 2014 - 2019

Customers and Communities 2014-19



Cabinet Members



Helyn Clack,
Community
Services



Peter Martin,
Deputy Leader
Community
Services



Kay Hammond,
Cabinet Associate,
Fire and Police
Services

Strategic Director



Yvonne Rees

Leadership team



Steve Ruddy,
Community
Protection
Manager



Mark Irons,
Head of Customer
Services and
Directorate Support



Jane Last,
Lead Manager for
Community Safety
and Partnerships



Peter Milton,
Head of Cultural
Services



Russell Pearson,
Chief Fire Officer

Our vision – To enhance quality of life through supporting healthier, safer and more vibrant communities

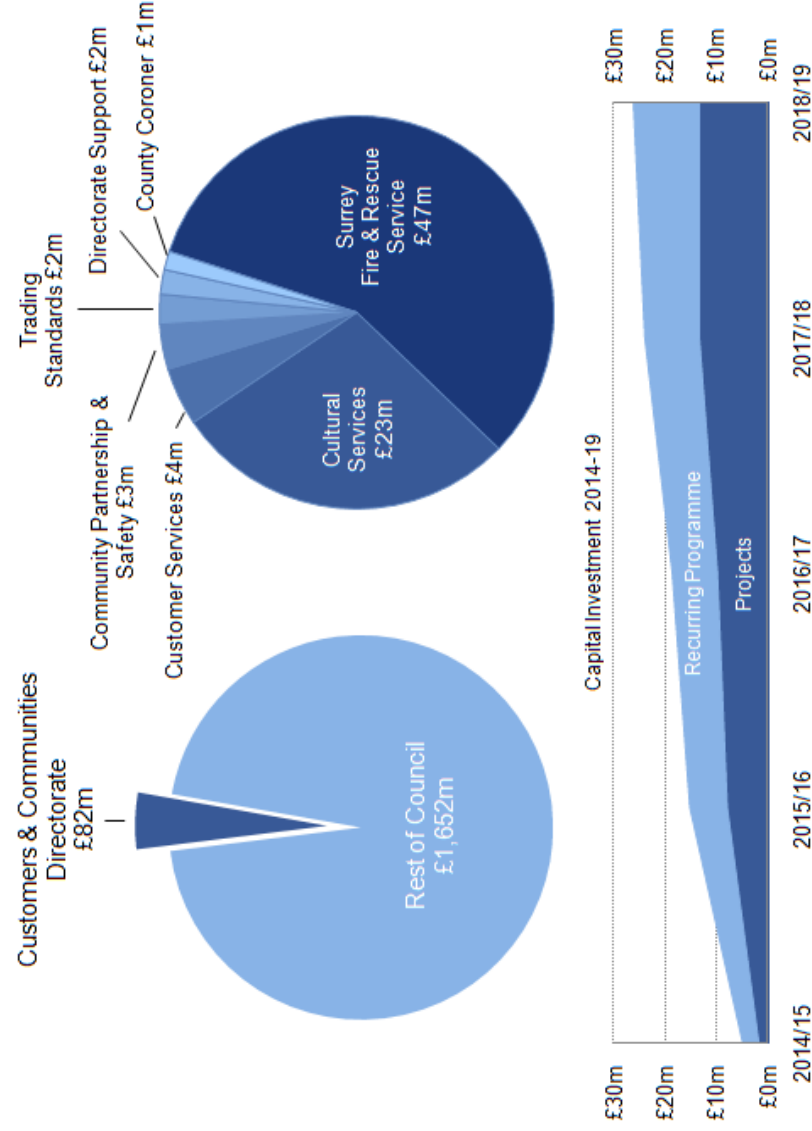
What we will focus on

- **Residents** – individuals, families and communities will have more influence, control and responsibility
- **Value** – we will create public value by improving outcomes for residents
- **Partnerships** – we will work with our partners in the interests of Surrey
- **Residents** – individuals, families and communities will have more influence, control and responsibility
- **Quality** – we will ensure the highest quality and encourage innovation
- **People** – we will develop and equip our officers and Members to provide excellent service
- **Stewardship** – we will look after the county's resources responsibly

Our priorities for 2014/15

1. **Protect people and communities from harm**
 - o Increase the number of businesses assisted by Trading Standards
 - o Maintain levels of residents feeling safer following an intervention by Trading Standards, as measured by survey
 - o Timely achievement of targets in project plan for new Trading Standards Service from April 2015
 - o Implementation of the multi-agency Anti-Social Behaviour and Domestic Abuse strategies
2. **Drive customer service excellence, and reduce the cost of customer contact**
 - o Manage Customer Contact more efficiently by delivering key milestones in the project to introduce new technology (Customer Relationship Management, multi-channel management and unified agent desktop)
 - o Ensure online services are easy to use, intuitive and focused on customer need by meeting key milestones for the delivery of the new website and by increasing online uptake on top 20 transactions
 - o Improve the capture and use of customer feedback and insight by meeting key project milestones
 - o Improve customer service across Surrey by working with services to achieve key milestones in the Customer Service Excellence programme
3. **Support councillors and increase engagement with residents, businesses and partners**
 - o Increase in number of contacts with the public as measured through local committees, web hits and Twitter
 - o Achieve targets for processing member allocations and other local funds
 - o Improve customer service in line with nationally recognised standards
4. **Save lives, relieve suffering; protect property and the environment through a modern, innovative efficient Fire Service**
 - o One fire engine at critical incidents within 10 minutes, and a second one (where required) within 15 minutes on 80% of occasions
 - o For all other emergencies, one fire engine on scene within 16 minutes on 95% of occasions
 - o Monitor progress against the service's top priority projects for example station relocations, emergency services collaboration and the development of a new public safety plan
5. **Review and innovate service provision and delivery so that Surrey Residents continue to have opportunities and services that enrich and make a positive contribution to their lives**
 - o Adult Learning: increase the total number of learners compared with previous year
 - o Progress against actions arising from major change programmes - including increased availability of on-line access to services and outcomes of the Shift programme
 - o Increase the number of initiatives and services available at libraries
 - o Registration: achievement of income targets and service standards
 - o Develop the Surrey music hub and strategic partnerships with schools and community partners to improve the quality of music and arts curriculum in Surrey, measured by achievement of key milestones
 - o Heritage achievement of key milestones for showcase events and outreach activities, including World War I commemorations
 - o Magna Carta achievement of key milestones for 2015 on anniversary event programme
6. **Keeping libraries at the heart of the community**
 - o Open three Community Partnered Libraries to complete the programme of ten
 - o Maintain user satisfaction survey results
 - o Maintain volunteer numbers/hours
 - o Maintain visits measured by physical and virtual contacts

Our budget



FINANCIAL COMMENTARY

- 4.1. The Directorate faces pressures of £6.0m over the five year planning period, predominately due to expected inflation of £5.8m. In addition there are expected increases in grant funded Fire pension expenditure of £5.2m. Savings of £6.1m and generation of £2.5m additional income are planned over the five year period. These actions, together with £0.7m of budget virements to other directorates, result in a net reduction to the Directorate budget of £3.3m over the 5 year period. There are no significant volume changes expected.
- 4.2. The Fire service is continuing to implement the Public Safety Plan on a phased basis and the budget is based upon an improved understanding of service pressures and changes to the timing at which savings are assessed as achievable. The Fire Service has planned savings and income generation of £6.3m over the 5 year period. This includes £2.2m of efficiency improvements from property reconfigurations linked to capital investment, and a further £3.3m through planned operational efficiencies and the implementation of staff agency arrangements. £0.9m of the savings from the reconfigurations is being used to fund the relocation of an appliance to a new station at Salfords. The innovative contingency crewing pilot has been extended, with a review during 2014/15.
- 4.3. The reduced value of contributions to the Fire Vehicle and Equipment Replacement Reserve, as a result of expenditure being funded by government grant, continues for three years saving £1.5m and helping to fund overall pressures. Current plans reinstate the full contribution in 2017/18. This will be kept under review in light of changing vehicle needs and future grant settlements.
- 4.4. Across the rest of Customers and Communities there are planned savings and increased income of £2.3m. These include reductions to Members' Allocation Funding and the Community Improvements Fund totalling £0.5m, together with reductions as a result of staffing efficiencies across a number of services.

INCOME & EXPENDITURE REVENUE BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
UK Government grants	(10,658)	(11,455)	(13,799)	(14,012)	(12,881)	(15,924)
Other bodies grants	(2,542)	(2,460)	(2,483)	(2,509)	(2,533)	(2,559)
Fees & charges	(9,209)	(8,705)	(8,808)	(8,915)	(9,022)	(9,131)
Property income	0	(145)	(148)	(150)	(154)	(157)
Joint working income	(280)	(299)	(302)	(305)	(308)	(311)
Reimbursement & recovery of costs	(838)	(1,774)	(2,129)	(2,723)	(2,907)	(2,943)
Other funding	(12,869)	(13,383)	(13,870)	(14,602)	(14,924)	(15,101)
Total funding	(23,527)	(24,838)	(27,669)	(28,614)	(27,805)	(31,025)
Expenditure:						
Employment	57,323	56,234	54,643	53,819	54,304	55,184
Non employment	25,554	26,063	28,532	28,969	28,530	31,904
Total expenditure	82,877	82,297	83,175	82,788	82,834	87,088
Net budget supported by Council Tax, general government grants and reserves	59,350	57,459	55,506	54,174	55,029	56,063
FTE's	2013/14 1,507	2014/15 1,454				

SERVICE SUMMARY

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Funding and income by Service</u>						
Fire Service	(10,181)	(11,338)	(14,046)	(14,662)	(13,721)	(16,808)
Cultural Services	(12,808)	(12,566)	(12,679)	(12,794)	(12,911)	(13,030)
Customer Services	(74)	(135)	(136)	(138)	(139)	(140)
Trading Standards	(464)	(506)	(511)	(718)	(727)	(735)
Community Partnership & Safety	0	(162)	(163)	(165)	(166)	(168)
County Coroner	0	0	0	0	0	0
Directorate Support	0	(131)	(134)	(137)	(141)	(144)
Funding	(23,527)	(24,838)	(27,669)	(28,614)	(27,805)	(31,025)
<u>Expenditure by Service</u>						
Fire Service	45,752	46,724	46,944	45,809	45,090	48,565
Cultural Services	23,917	23,213	23,709	24,218	24,741	25,274
Customer Services	4,010	3,906	3,964	4,045	4,125	4,208
Trading Standards	2,480	2,571	2,567	2,615	2,664	2,712
Community Partnership & Safety	3,476	2,992	3,039	3,087	3,136	3,186
County Coroner	1,075	1,243	1,266	1,289	1,313	1,337
Directorate Support	2,167	1,648	1,686	1,725	1,765	1,806
Expenditure	82,877	82,297	83,175	82,788	82,834	87,088
Customer & Communities	59,350	57,459	55,506	54,174	55,029	56,063

BUDGET MOVEMENT SUMMARY

	2014/15	2015/16	2016/17	2017/18	2018/19	2014/19
	£000s	£000s	£000s	£000s	£000s	£000s
Prior year budget	59,350	57,459	55,506	54,174	55,029	59,350
Funding changes	(1,311)	(2,831)	(945)	809	(3,220)	(7,498)
Expenditure changes:						
Pressures & changes	1,096	3,523	1,393	54	4,254	10,320
Savings & reductions	(1,676)	(2,645)	(1,780)	(8)	0	(6,109)
Expenditure changes	(580)	878	(387)	46	4,254	4,211
Revised budget	57,459	55,506	54,174	55,029	56,063	56,063

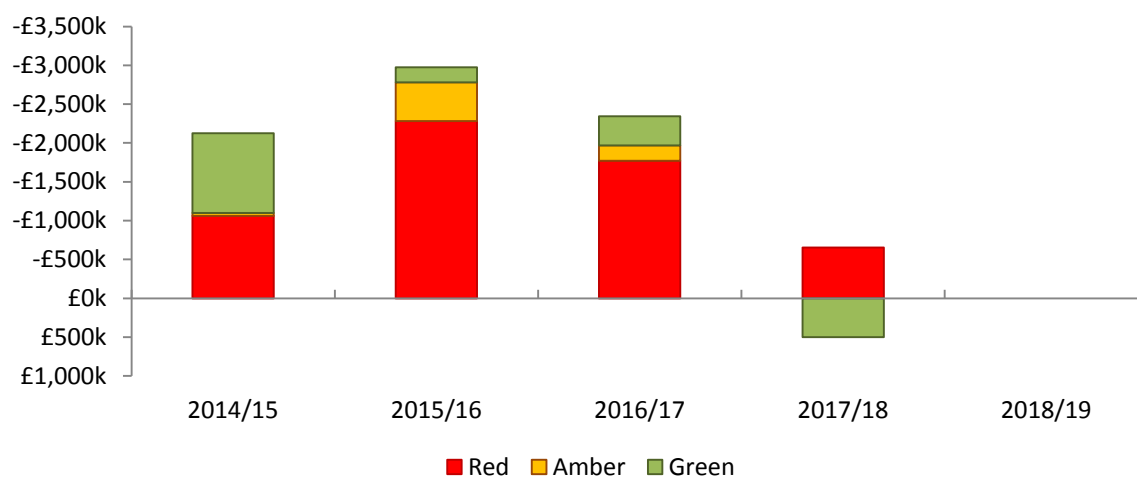
DETAILED BUDGET MOVEMENT

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Funding changes							
Grant and specific income movements							
Income virements	281	-5	-12	-10	-8	246	
Income inflation	-165	-151	-156	-164	-169	-805	
Government grant movements	-798	-2,344	-213	1,131	-3,043	-5,267	
Recovery of secondment Costs	-131					-131	
Cultural Services increased income	-50					-50	
Grant and specific income movements	-863	-2,500	-381	957	-3,220	-6,007	
Optimising income							
Fire Service income generation	-413	-331	-364	-148		-1,256	R
Trading Standards increased income	-35		-200			-235	A
Optimising income	-448	-331	-564	-148	0	-1,491	
Total funding changes	-1,311	-2,831	-945	809	-3,220	-7,498	
Directorate legislative & policy changes and service pressures							
Legislative & policy changes:							
Virements	-974	8	8	11	9	-938	
Grant funded fire pension expenditure	763	2,335	213	-1,131	3,043	5,223	
Sub total legislative & policy changes	-211	2,343	221	-1,120	3,052	4,285	
Service pressures:							
General inflation	858	859	856	853	864	4,290	
Pay inflation	214	312	316	321	338	1,501	
Reflect grant funded expenditure changes	35	9				44	
Fire Service pressures	300					300	
Coroner legislative changes	150					150	
Community Improvement Fund (CIF) - remove additional allocation	-250					-250	
Sub total service pressures	1,307	1,180	1,172	1,174	1,202	6,035	
Total pressures and changes	1,096	3,523	1,393	54	4,254	10,320	

DETAILED BUDGET MOVEMENT (CONTINUED)

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Savings							
Continuing savings							
Fire							
- Reconfigure fire stations	-650	-1,130	-605	192		-2,193	R
- Contractual value for money		-650				-650	R
- Staffing agency arrangements		-500				-500	A
- Management review reductions		-125	-375			-500	G
- Operational efficiencies		-1,000	-1,000	-500		-2,500	R
- Staff saving reprofile		830	200	-200		830	R
- Reverse reduced contribution to vehicle and equipment replacement reserve				500		500	G
Directorate Support reductions	-157					-157	G
Cultural Services	-250					-250	G
Customer Services	-105	-20				-125	G
Trading Standards	-55	-50				-105	G
CIF & Members allocations	-459					-459	G
Total savings	-1,676	-2,645	-1,780	-8	0	-6,109	

EFFICIENCY RISK ASSESSMENT



	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Red	-1,063	-2,281	-1,769	-656	0	-5,769
Amber	-35	-500	-200	0	0	-735
Green	-1,026	-195	-375	500	0	-1,096

ACTIVITY INFORMATION

Surrey Fire and Rescue

- 25 Fire stations (16 whole time, 7 retained and 2 variable)
- Attend over 10,000 incidents
- 1,884 false alarms due to automatic detection devices
- Attend 169 calls to malicious false alarms
- 557 accidental dwelling fires
- 505 deliberate fires (excluding vehicles)
- 111 deliberate fires in vehicles
- 209 fires in non-domestic properties
- Over 3500 targeted Home Fire Safety Visits completed

Customer Services

- 573,000 calls to the Contact Centre
- 6.9 million visits to the Surrey County Council website

Trading Standards

- 450 members of the Buy with Confidence approved trader scheme
- 160 members of the Eat Out Eat Well scheme
- 200 targeted test purchases made for under-age alcohol and age-restricted products
- Visits to all 89 food premises deemed to be high-risk and hundreds of other premises, with over 270 food samples taken
- 150,000 Supasticker packs distributed

County Coroner

- 4,300 new case referrals
- 350 inquests concluded

Cultural Services

Libraries

- Network consists of 53 public libraries, including 7 Community Partnered Libraries, with a further 3 planned
- 192,000 active borrowers
- 3.7 million physical visits
- 4.2 million virtual visits
- 5.7 million book issues

Surrey Arts

- 9,000 registered users for instrument/vocal music tuition and membership of groups/ensembles
- 10,000 Key Stage 1 and 2 pupils receiving tuition

Adult and Community Learning

- 7 Learning Centres in North and South West Surrey
- Over 19,000 enrolments, including 1,300 Family learning enrolments

Heritage

- 16,000 visits to the History Centre
- 28,000 items ordered from strong room
- 75 archaeological projects
- Advise on 800 planning applications

Registration and Nationality Service

- Register 24,000 births and deaths
- Register 8,600 notices of marriage and civil partnership
- Confer 2,500 citizens
- Conduct 3,700 marriages and civil partnerships
- Produce 127,000 copies of birth, death, marriage and civil partnership certificates

POLICY BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Surrey Fire & Rescue						
Fire Fighting & Rescue Operations	27,186	28,815	26,771	25,404	25,837	26,164
Pension Fund	4,014	4,054	3,911	3,864	3,776	3,814
Support Functions	2,968	1,146	831	479	340	348
Community Fire Safety	1,155	1,161	1,173	1,186	1,199	1,212
Fire Service Emergency Planning	248	210	212	214	217	219
Total Surrey Fire & Rescue	35,571	35,386	32,898	31,147	31,369	31,757
Cultural Services						
Libraries	10,013	10,202	10,505	10,816	11,136	11,464
Surrey Arts	484	485	519	555	592	629
Heritage	1,380	1,241	1,260	1,280	1,301	1,321
Adult & Community Learning	(846)	(878)	(870)	(862)	(854)	(846)
Registration & Nationality Service	(510)	(557)	(540)	(522)	(504)	(485)
Legacy	400	0	0	0	0	0
Supporting Cultural Services	188	154	156	157	159	161
Total Cultural Services	11,109	10,647	11,030	11,424	11,830	12,244
Customer Services	3,936	3,771	3,828	3,907	3,986	4,068
Trading Standards	2,016	2,065	2,056	1,897	1,937	1,977
Community Partnership & Safety						
Community Partnerships	1,006	1,061	1,079	1,098	1,117	1,137
Member Allocations	1,043	834	853	871	891	910
Community Improvement Fund	1,000	500	500	500	500	500
Community Safety	427	435	444	453	462	471
Total Community Partnerships	3,476	2,830	2,876	2,922	2,970	3,018
County Coroner	1,075	1,243	1,266	1,289	1,313	1,337
Directorate Support	2,167	1,517	1,552	1,588	1,624	1,662
Total net budget	59,350	57,459	55,506	54,174	55,029	56,063

CAPITAL EXPENDITURE BUDGET

Commissioning Budget Scheme	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Capital Profiling	
					2018/19 £000s	Total £000s
Recurring programmes						
Fire vehicles & equipment	2,695	3,698	1,104	1,408	1,820	10,725
Local committee allocations	385	385	385	385	385	1,925
Sub total	3,080	4,083	1,489	1,793	2,205	12,650
Total capital expenditure	3,080	4,083	1,489	1,793	2,205	12,650

Utilising the asset budget

Commissioning budget	3,080	4,083	1,489	1,793	2,205	12,650
----------------------	-------	-------	-------	-------	-------	--------

Projects (held within Business Services)

Fire Station reconfiguration	600	4,500	900	3,500		9,500
Fire Stations minor works	200	200				400
Guildford Fire Station	560					560
Fire training tower replacement	500					500
Cultural Services		1,250				1,250
Merstham Library		200	1,000			1,200
Expansion of Coroners Court	152					152
	2,012	6,150	1,900	3,500	0	13,562

Utilising budget	5,092	10,233	3,389	5,293	2,205	26,212
-------------------------	--------------	---------------	--------------	--------------	--------------	---------------

FIRE SERVICE - INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: RUSSELL PEARSON

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
UK Government grants	(7,148)	(7,927)	(10,270)	(10,484)	(9,353)	(12,396)
Other bodies grants	(2,276)	(2,298)	(2,321)	(2,344)	(2,367)	(2,391)
Fees & charges	(108)	(71)	(72)	(73)	(73)	(74)
Property income	0	(22)	(22)	(22)	(23)	(23)
Joint working income	(280)	(299)	(302)	(305)	(308)	(311)
Reimbursement & recovery of costs	(369)	(721)	(1,059)	(1,434)	(1,597)	(1,613)
Other income	(3,033)	(3,411)	(3,776)	(4,178)	(4,368)	(4,412)
Total funding	(10,181)	(11,338)	(14,046)	(14,662)	(13,721)	(16,808)
Expenditure						
Employment	28,565	28,488	26,398	24,985	24,870	25,137
Non employment	17,187	18,236	20,546	20,824	20,220	23,428
Total expenditure	45,752	46,724	46,944	45,809	45,090	48,565
Net budget	35,571	35,386	32,898	31,147	31,369	31,757

FIRE SERVICE - POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Fire Fighting & Rescue Operations	27,186	28,815	26,771	25,404	25,837	26,164
Pension Fund	4,014	4,054	3,911	3,864	3,776	3,814
Support Functions	2,968	1,146	831	479	340	348
Community Fire Safety	1,155	1,161	1,173	1,186	1,199	1,212
Fire Service Emergency Planning	248	210	212	214	217	219
Net budget	35,571	35,386	32,898	31,147	31,369	31,757

CULTURAL SERVICES - INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: PETER MILTON

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income:</u>						
Local taxation						
UK Government grants	(3,510)	(3,528)	(3,528)	(3,528)	(3,528)	(3,528)
Other bodies grants	(99)	0	0	0	0	0
Fees & charges	(8,815)	(8,307)	(8,407)	(8,509)	(8,613)	(8,718)
Property income		(123)	(126)	(128)	(131)	(134)
Reimbursement & recovery of costs	(384)	(608)	(618)	(629)	(639)	(650)
Other income	(9,298)	(9,038)	(9,151)	(9,266)	(9,383)	(9,502)
Total funding	(12,808)	(12,566)	(12,679)	(12,794)	(12,911)	(13,030)
<u>Expenditure</u>						
Employment	19,180	18,544	18,940	19,349	19,769	20,197
Non employment	4,737	4,669	4,769	4,869	4,972	5,077
Total expenditure	23,917	23,213	23,709	24,218	24,741	25,274
Net budget	11,109	10,647	11,030	11,424	11,830	12,244

CULTURAL SERVICES - POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Libraries	10,013	10,202	10,505	10,816	11,136	11,464
Surrey Arts	484	485	519	555	592	629
Heritage	1,380	1,241	1,260	1,280	1,301	1,321
Adult & Community Learning	(846)	(878)	(870)	(862)	(854)	(846)
Registration & Nationality Service	(510)	(557)	(540)	(522)	(504)	(485)
Legacy	400	0	0	0	0	0
Supporting Cultural Services	188	154	156	157	159	161
Net budget	11,109	10,647	11,030	11,424	11,830	12,244

CUSTOMER SERVICES - INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: MARK IRONS

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income:</u>						
Fees & charges	(74)	(135)	(136)	(138)	(139)	(140)
Total funding	(74)	(135)	(136)	(138)	(139)	(140)
<u>Expenditure</u>						
Employment	3,941	3,784	3,840	3,917	3,995	4,076
Non employment	69	122	124	128	130	132
Total expenditure	4,010	3,906	3,964	4,045	4,125	4,208
Net budget	3,936	3,771	3,828	3,907	3,986	4,068

CUSTOMER SERVICES - POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Customer Services	3,936	3,771	3,828	3,907	3,986	4,068
Net budget	3,936	3,771	3,828	3,907	3,986	4,068

TRADING STANDARDS - INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: STEVE RUDDY

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
Other bodies grants	(167)	0	0	0	0	0
Fees & charges	(212)	(192)	(193)	(195)	(197)	(199)
Reimbursement & recovery of costs	(85)	(314)	(318)	(523)	(530)	(536)
Other income	(464)	(506)	(511)	(718)	(727)	(735)
Total funding	(464)	(506)	(511)	(718)	(727)	(735)
Expenditure						
Employment	2,178	2,263	2,253	2,294	2,336	2,376
Non employment	302	308	314	321	328	336
Total expenditure	2,480	2,571	2,567	2,615	2,664	2,712
Net budget	2,016	2,065	2,056	1,897	1,937	1,977

TRADING STANDARDS - POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Trading Standards	2,016	2,065	2,056	1,897	1,937	1,977
Net budget	2,016	2,065	2,056	1,897	1,937	1,977

COMMUNITY PARTNERSHIP & SAFETY TEAM - INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: JANE LAST

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income:</u>						
Other bodies grants	0	(162)	(163)	(165)	(166)	(168)
Total funding	0	(162)	(163)	(165)	(166)	(168)
<u>Expenditure</u>						
Employment	1,130	1,186	1,203	1,223	1,241	1,261
Non employment	2,346	1,806	1,836	1,864	1,895	1,925
Total expenditure	3,476	2,992	3,039	3,087	3,136	3,186
Net budget	3,476	2,830	2,876	2,922	2,970	3,018

COMMUNITY PARTNERSHIP & SAFETY TEAM - POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Community Partnerships	1,006	1,061	1,079	1,098	1,117	1,137
Member Allocations	1,043	834	853	871	891	910
Community Improvement Fund	1,000	500	500	500	500	500
Community Safety	427	435	444	453	462	471
Net budget	3,476	2,830	2,876	2,922	2,970	3,018

COUNTY CONORER - INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: RICHARD TRAVERS

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income:</u>						
Total funding	0	0	0	0	0	0
<u>Expenditure</u>						
Employment	230	383	386	390	394	398
Non employment	845	860	880	899	919	939
Total expenditure	1,075	1,243	1,266	1,289	1,313	1,337
Net budget	1,075	1,243	1,266	1,289	1,313	1,337

COUNTY CONORER - POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
County Coroner	1,075	1,243	1,266	1,289	1,313	1,337
Net budget	1,075	1,243	1,266	1,289	1,313	1,337

DIRECTORATE SUPPORT - INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: MARK IRONS

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income:</u>						
Reimbursement & recovery of costs	0	(131)	(134)	(137)	(141)	(144)
Total funding	0	(131)	(134)	(137)	(141)	(144)
<u>Expenditure</u>						
Employment	2,099	1,586	1,623	1,661	1,699	1,739
Non employment	68	62	63	64	66	67
Total expenditure	2,167	1,648	1,686	1,725	1,765	1,806
Net budget	2,167	1,517	1,552	1,588	1,624	1,662

DIRECTORATE SUPPORT - POLICY BUDGET

Policy Budget	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Directorate Support	2,167	1,517	1,552	1,588	1,624	1,662
Net budget	2,167	1,517	1,552	1,588	1,624	1,662

DETAILED REVENUE & CAPITAL BUDGET 2014 - 2019

Environment and Infrastructure 2014-19



Cabinet Members



John Furey,
Transport,
Highways and
Environment



Peter Martin,
Deputy Leader



Mike Goodman,
Cabinet Associate,
Environmental
Services

Strategic Director



Trevor Pugh

Our vision – A leading economy and an attractive environment, with better roads and transport networks

What we will focus on

- **Residents** – individuals, families and communities will have more influence, control and responsibility
- **Quality** – we will ensure the highest quality and encourage innovation
- **Value** – we will create public value by improving outcomes for residents
- **People** – we will develop and equip our officers and Members to provide excellent service
- **Partnerships** – we will work with our partners in the interests of Surrey
- **Stewardship** – we will look after the county's resources responsibly

Leadership team



Ian Boast,
Assistant Director,
Environment &
Infrastructure



Jason Russell,
Assistant Director,
Environment &
Infrastructure

Our priorities for 2014/15

1. Maintain and improve highway and transport infrastructure to support economic growth

- o Repair road defects within appropriate timescales
- o Deliver the county council priority to renew 100 km of the county's roads
- o Work with the Local Enterprise Partnerships (LEPs) to secure funding to enhance highways and transport infrastructure
- o Support the county council priority to invest up to £10m to support the response to flooding

2. Optimise the use of highway and transport infrastructure to support health, wellbeing and economic development

- o Deliver the Travel SMART programme
- o Deliver the Surrey cycling strategy with Local Committees
- o Complete the passenger transport review
- o Develop business cases for major transport schemes to secure required funding

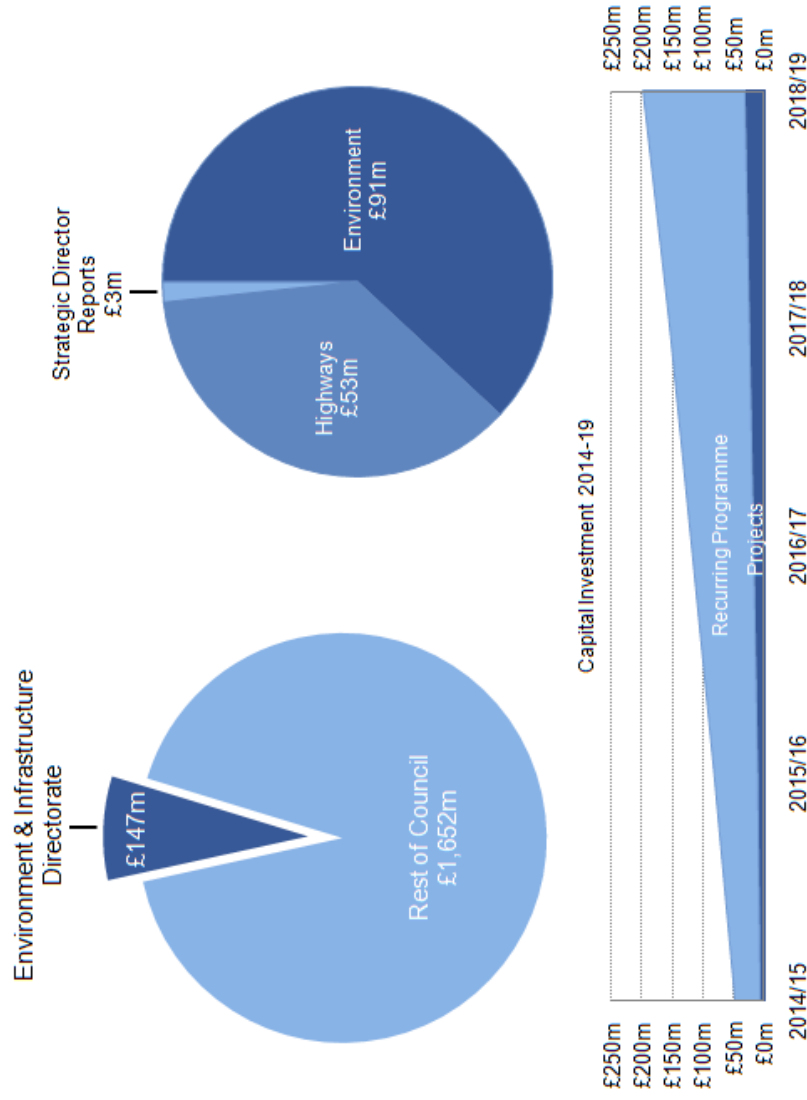
3. Maintain and improve the county's attractive environment

- o Work in partnership to deliver the Countryside Management Transformation Programme
- o Ensure at least 90% of municipal waste is diverted from landfill through recycling, reuse and recovery
- o Work with partners to secure maximum value from waste
- o Ensure the Eco Park will be constructed by 2016
- o Work in partnership to reduce energy costs and carbon impact for the council and schools and to deliver affordable warmth to vulnerable residents

4. Enable and facilitate the sustainable development of key 'places' in Surrey

- o Work with Districts and Boroughs to support investment in key places in Surrey
- o Support the county council priority to deliver the necessary additional school places through a robust and timely planning process

Our budget



FINANCIAL COMMENTARY

- 5.1. Environment & Infrastructure faces pressures and growth of £18.7m (including funding changes) over the five year planning period. This primarily relates to inflation of £22.9m across all budgets including waste disposal, highways and local bus contracts. Two additional pressures are anticipated. Local bus contract savings planned for 2013/14 have not been delivered in anticipation of a wider review of transport provision (see below). Together with increased costs of bus services this results in a pressure of £0.5m. Secondly, changes to the highway repairs regime and associated lump sum payments are expected to result in an additional cost of £0.4m. Other changes include the reversal of prior year one-off savings, and annual changes to expected waste disposal spend resulting from volume and costs. Further uncertainties remain, including implications of the transfer of Bus Service Operators Grant and the possible transfer of maintenance responsibility for Highway Agency assets to local authorities.
- 5.2. Pressures and growth are offset by planned savings of £6.6m over the five year planning period. These include highway maintenance efficiencies and reductions (£2.1m) including reducing costs through collaboration and reduced overheads, expected savings through a review of transport provision (£2m), savings from the ongoing “one team” organisational review (£0.8m) and from ongoing reviews of support and other services (£0.9m, including directorate support services, planning & development, network management, sustainability and road safety), countryside (£0.4m) and waste disposal (£0.3m).
- 5.3. In the longer term waste management efficiencies are planned in collaboration with partners across the Surrey Waste Partnership and SE7, by adopting a more consistent and efficient approach to disposal and recycling and taking advantage of new technologies and business models. Highway maintenance efficiencies from a more effective investment strategy and improved supply chain are also being investigated.

INCOME & EXPENDITURE REVENUE BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
UK Government grants	(3,528)	(4,839)	(2,230)	(2,000)	(2,000)	(2,000)
Fees & charges	(7,096)	(6,497)	(6,694)	(6,846)	(7,002)	(7,162)
Joint working income	(4,037)	(4,123)	(4,214)	(4,307)	(4,402)	(4,500)
Reimbursement & recovery of costs	(2,748)	(2,415)	(2,490)	(2,546)	(2,603)	(2,662)
Other funding	(13,881)	(13,035)	(13,398)	(13,699)	(14,008)	(14,324)
Total funding	(17,409)	(17,874)	(15,627)	(15,699)	(16,007)	(16,324)
Expenditure:						
Employment	21,667	21,430	21,418	21,661	21,276	21,634
Non-employment	121,137	125,494	122,041	123,872	127,378	131,896
Total expenditure	142,804	146,924	143,459	145,533	148,654	153,530
Net budget supported by Council Tax, general government grants and reserves	125,395	129,050	127,832	129,834	132,647	137,206

	2013/14	2014/15
FTE's	511	501

POLICY BUDGET ⁹

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Environment						
Waste Management and Reduction	56,530	57,400	55,157	55,982	58,238	60,576
Countryside	2,585	2,336	2,385	2,235	2,282	2,329
Sustainability	850	888	905	923	941	959
Travel and Transport	18,565	19,753	20,175	20,207	20,237	21,066
Environment - Management and Other Costs	1,381	1,309	1,332	1,354	1,378	1,401
Environment Subtotal	79,911	81,686	79,954	80,702	83,076	86,332
Highways						
Roads	4,818	4,507	3,897	4,017	3,992	4,116
Traffic Signals	826	769	786	803	821	839
Environmental Maintenance	2,782	2,868	2,957	3,048	3,143	3,240
Signs and Lines	1,306	1,237	1,276	1,315	1,356	1,398
Bridges and Structures	1,036	1,068	1,101	1,135	1,151	1,186
Drainage	2,008	2,942	3,033	3,127	3,184	3,283
Winter Service and Safety Barriers	2,694	2,899	2,989	3,082	3,137	3,235
Street Lighting and Furniture	14,859	16,119	16,905	17,435	18,013	18,625
Local Schemes	3,263	3,248	3,348	3,452	3,559	3,669
Parking	(2,424)	184	193	202	211	221
Strategy	3,278	2,409	2,456	2,503	2,551	2,600
Highways - Staffing and Other Costs	8,715	7,091	7,254	7,416	6,832	6,987
Highways Subtotal	43,161	45,342	46,195	47,537	47,950	49,399
Directorate Costs						
E&I Directorate Costs ¹⁰	(123)	(164)	(538)	(663)	(672)	(855)
Planning and Development	2,446	2,186	2,221	2,257	2,293	2,330
Directorate Subtotal	2,323	2,022	1,684	1,594	1,622	1,475
Net Budget	125,395	129,050	127,832	129,834	132,647	137,206

Note 9- Policy Lines reflect the interim structure currently in place.

Note 10- includes savings to be applied to other budgets.

SERVICE SUMMARY¹¹

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income by service:						
Environment	(7,452)	(8,944)	(6,575)	(6,464)	(6,585)	(6,710)
Highways	(9,240)	(8,108)	(8,143)	(8,306)	(8,472)	(8,642)
Directorate-wide services (including savings to be allocated)	(717)	(822)	(910)	(930)	(950)	(971)
Total Funding	(17,409)	(17,874)	(15,627)	(15,699)	(16,007)	(16,324)
Expenditure by service:						
Environment	87,344	90,630	86,529	87,165	89,661	93,042
Highways	52,689	53,450	54,337	55,843	56,422	58,041
Directorate-wide services (including savings to be allocated)	2,771	2,844	2,593	2,524	2,572	2,446
Total Expenditure	142,804	146,924	143,459	145,532	148,654	153,530
Environment & Infrastructure	125,395	129,050	127,832	129,834	132,647	137,206

Note 11- Services reflect interim structure currently in place.

BUDGET MOVEMENT SUMMARY

Budget movement summary	2014/15	2015/16	2016/17	2017/18	2018/19	2014/19
	£000s	£000s	£000s	£000s	£000s	£000s
Prior year budget	125,395	129,050	127,832	129,834	132,647	125,395
Funding changes	-464	2,247	-71	-309	-316	1,087
Expenditure changes:						
Pressures & changes	6,892	-2,262	3,191	4,922	4,875	17,618
Savings & reductions	-2,773	-1,203	-1,118	-1,800	0	-6,894
	4,119	-3,465	2,073	3,122	4,875	10,724
Revised budget	129,050	127,832	129,834	132,647	137,206	137,206

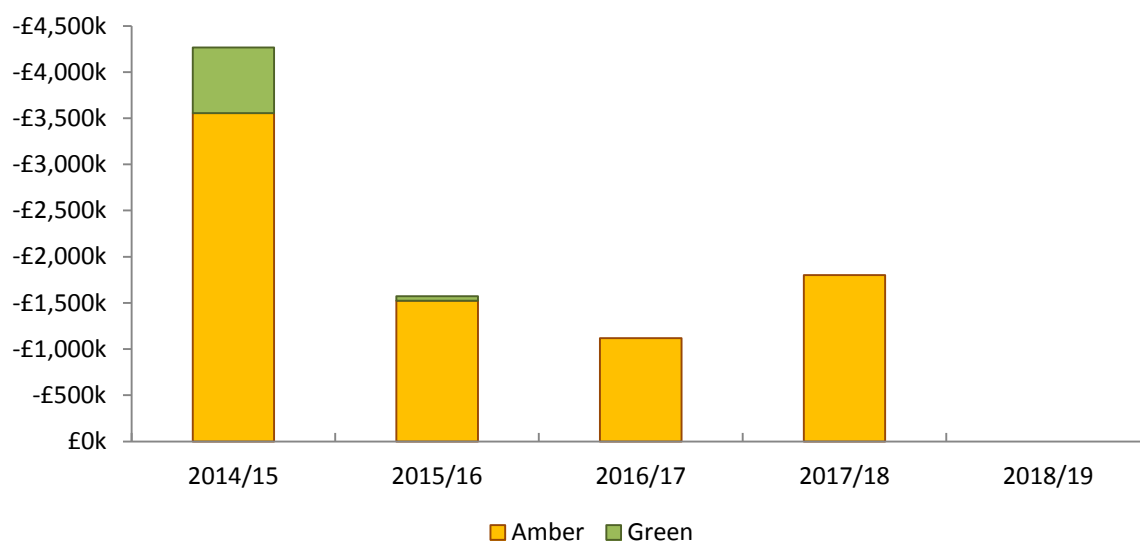
DETAILED BUDGETS MOVEMENT

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev- ability
Funding and income changes							
Grant and specific income movements							
Inflation increase on charges	-247	-292	-301	-309	-316	-1,465	
Specific grant changes	-1,310	2,609	230			1,529	
Removal of one -off parking income	2,600					2,600	
Income virements	-16					-16	
Grant and specific income movements	1,027	2,317	-71	-309	-316	2,648	
Optimising income							
S106/CIL staff recharges	-20					-20	A
Countryside Services	-70					-70	A
Support and other services	-70	-70				-140	A
Road Safety	-15					-15	A
Highways Income	-841					-841	A
Increased in fees & charges	-476					-980	A
Optimising income	-1,492	-70	0	0	0	-1,562	
Total funding changes	-464	2,247	-71	-309	-316	1,087	
Directorate legislative & policy changes and service pressures							
Service pressures:							
General inflation	4,513	4,520	4,477	4,557	4,517	22,584	
Pay inflation	376	361	361	365	358	1,821	
Waste management changes	-749	-4,808	-1,402			-6,959	
Grant expenditure	1,251	-2,609	-230			-1,588	
Removal of one-off apprenticeships	-750					-750	
Highways Safety Defects contract	400					400	
Bus support	500					500	
Other-(Permit scheme)	476					735	
Street lighting draw down from sinking fund	800	274	-15			800	
Removal of one-off Community Transport reduction		300				300	
Virements	75					75	
Sub total service pressures	6,892	-1,962	3,191	4,922	4,875	17,918	

DETAILED BUDGETS MOVEMENT (CONTINUED)

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev-ability
Savings							
One off savings							
Removal of one-off Community Transport reduction	100					100	G
Removal of one-off Surrey Growth Fund reduction	120					120	G
Contract reviews (inc removal of prior year one off savings)	-100					-100	G
One off savings	120	0	0	0	0	120	
Continuing savings							
"One Team" organisational review	-496	-229	-118			-843	A
S106/CIL staff recharges	-80					-80	A
LSTF grant-staff recharges		-144				-144	A
Reduced reliance on specialist advisors for waste disposal	-360	-50				-410	G
Materials value approach to recycling	-100					-100	G
Highways efficiency	-312	-750		-1,000		-2,062	A
Countryside Services	-130		-200			-330	A
Economic Development	-100					-100	G
Support and other service reviews	-645	70				-575	A
Street lighting energy	-140					-140	G
Other highways maintenance savings to offset defects pressure	-400					-400	A
Transport review		-400	-800	-800		-2,000	A
Road safety	-130					-130	G
Continuing savings	-2,893	-1,503	-1,118	-1,800	0	-7,314	
Total savings	-2,773	-1,203	-1,118	-1,800	0	-6,894	

EFFICIENCY RISK ASSESSMENT



	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Red	0	0	0	0	0	0
Amber	-3,555	-1,523	-1,118	-1,800	0	-7,996
Green	710	-50	0	0	0	-760

ACTIVITY INFORMATION

	Estimate 2013/14	Estimate 2014/15
Environment		
Tonnes of household waste disposed per year	518,700	522,600
Tonnes of household waste recycled, reused or composted	319,400	291,900
Tonnes of household waste sent to landfill	84,300	52,300
Tonnes of household waste sent to recovery	115,000	178,500
Number of Community Recycling Centres	15	15
Tonnes of household waste collected at Community Recycling Centres	132,400	140,200
Number of Refuse Transfer Stations	4	4
Number of students trained to cycle safely	11,600	11,000
Length of rights of way legally protected and maintained (km)	3,300	3,300
Annual cost of managing the countryside estate per hectare	£241.80	£207.99
Area of countryside estate managed by the Surrey Wildlife Trust (hectares)	4,000	4,000
Number of bus passenger journeys	29,200,000	29,200,000
Number of bus passenger journeys subsidised	16,200,000	16,200,000
Number of bus passenger journeys made with concessionary fares passes	7,600,000	7,700,000
Cost per bus journey subsidised	£0.51	£0.54
Cost per bus journey made with a concessionary fares pass	£1.00	£1.02
Number of children transported to mainstream schools	8,500	8,500
Number of children transported with special needs	2,500	2,700
Highways		
Number of traffic signal junctions maintained	265	252
Number of signalled pedestrian crossings maintained	348	353
Number of variable travel message signs	106	66
Number of vehicle activated signs	552	519
Annual cost of highway maintenance per km of road	£3,259	£4,938
Length of principal roads (km)	660	660
Length of non-principal roads (km)	1,000	1,000
Length of unclassified roads (km)	3,200	3,200
Length of footway (km)	5,000	5,000
Length of safety barriers (km)	100	94
Area of grass verges (sq km)	21	21
Length of cycle routes (km)	800	800
Number of highway trees	2,000,000	2,000,000
Number of highway gullies	170,700	170,700
Number of highway defects fixed in 2011/12	85,000	85,000
Number of street lights	86,300	87,762
Number of illuminated signs and bollards	23,000	17,483
Number of non-illuminated signs	100,000	106,800
Number of structures (incl. bridges, footbridges, culverts, etc.)	1,700	1,890
Other		
Number of planning applications reviewed by Transport Development Planning	15,300	15,900
Number of the above involving detailed assessment	1,400	1,600
Number of mineral and waste planning applications processed	90	104
Number of SCC planning applications processed (own development)	75	95

CAPITAL EXPENDITURE BUDGET

Scheme	2014/15	2015/16	2016/17	2017/18	2018/19	Capital Profiling
	£000s	£000s	£000s	£000s	£000s	Total £000s
Recurring programmes						
Highway maintenance	31,592	21,018	21,018	21,018	26,018	120,664
Bridge strengthening	1,956	1,956	1,956	1,956	1,956	9,780
Flooding & drainage	776	776	776	776	776	3,880
Local transport schemes	4,000	4,000	4,000	4,000	4,000	20,000
Maintenance at closed landfill sites	416	100	100	100	100	816
Rights of Way and byways	85	85	85	85	85	425
Road safety schemes	200	200	200	200	200	1,000
Safety barriers	256	256	256	256	256	1,280
Traffic signal replacement	550	550	550	550	550	2,750
Economic regeneration projects	1,000	1,000	1,000	1,000	1,000	5,000
Highways Vehicle Replacement	200	200	200	200	200	1,000
Total recurring programmes	41,031	30,141	30,141	30,141	35,141	166,595
Projects						
Walton Bridge-ring fenced grant	444					444
Basingstoke Canal Improvements	500	500	500			1,500
Local sustainable transport fund grant	50					50
Local sustainable transport fund grant (large bid)	3,335					3,335
CIL funded schemes ¹²	378	2,002	4,576	5,354	5,479	17,789
S.106 funded schemes ¹²	2,500	1,700	1,700	1,700	1,700	9,300
Total projects	7,207	4,202	6,776	7,054	7,179	32,418
Total Capital Schemes	48,238	34,343	36,917	37,195	42,320	199,013

Projects (held within Business Services)

Land Acquisition for Waste	850					850
Total projects	850	0	0	0	0	850

Note 12: values are estimated amount that reflect recent indicative funding levels for these schemes

HIGHWAYS - INCOME & EXPENDITURE BUDGET

ASSISSTANT DIRECTOR: JASON RUSSELL

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
UK Government grants	(375)	(375)	(250)	(250)	(250)	(250)
Fees & charges	(4,477)	(3,672)	(3,744)	(3,817)	(3,892)	(3,969)
Joint working income	(3,367)	(3,438)	(3,514)	(3,591)	(3,670)	(3,751)
Reimbursement & recovery of costs	(1,020)	(623)	(635)	(647)	(660)	(673)
Total funding	(9,239)	(8,108)	(8,143)	(8,306)	(8,472)	(8,642)
Expenditure						
Employment	12,320	12,393	12,601	12,813	12,278	12,484
Non-employment	40,080	41,057	41,737	43,030	44,144	45,557
Total expenditure	52,400	53,450	54,338	55,843	56,422	58,041
Net budget	43,161	45,342	46,195	47,537	47,950	49,399

HIGHWAYS - POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Roads	4,818	4,507	3,897	4,017	3,992	4,116
Traffic Signals	826	769	786	803	821	839
Environmental Maintenance	2,782	2,868	2,957	3,048	3,143	3,240
Signs and Lines	1,306	1,237	1,276	1,315	1,356	1,398
Bridges and Structures	1,036	1,068	1,101	1,135	1,151	1,186
Drainage	2,008	2,942	3,033	3,127	3,184	3,283
Winter Service and Safety Barriers	2,694	2,899	2,989	3,082	3,137	3,235
Street Lighting and Furniture	14,859	16,119	16,905	17,435	18,013	18,625
Local Schemes	3,263	3,248	3,348	3,452	3,559	3,669
Parking ¹³	(2,424)	184	193	202	211	221
Highways - Staffing and Other Costs	8,715	7,091	7,254	7,416	6,832	6,987
Strategy Team	3,278	2,409	2,456	2,503	2,551	2,600
Net budget	43,161	45,342	46,195	47,537	47,950	49,399

Note 13- Includes one off parking income in 2013/14

ENVIRONMENT - INCOME & EXPENDITURE BUDGET

ASSISSTANT DIRECTOR:IAN BOAST

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Funding and income:</u>						
UK Government grants	(3,153)	(4,464)	(1,980)	(1,750)	(1,750)	(1,750)
Fees & charges	(1,933)	(2,060)	(2,118)	(2,178)	(2,241)	(2,305)
Joint working income	(670)	(685)	(700)	(716)	(732)	(749)
Reimbursement & recovery of costs	(1,696)	(1,736)	(1,777)	(1,819)	(1,863)	(1,907)
Total funding	(7,452)	(8,944)	(6,575)	(6,464)	(6,585)	(6,710)
<u>Expenditure</u>						
Employment	7,129	7,083	7,203	7,325	7,449	7,575
Non-employment	80,234	83,547	79,326	79,841	82,212	85,467
Total expenditure	87,363	90,630	86,529	87,166	89,661	93,042
Net budget	79,911	81,686	79,954	80,702	83,076	86,332

ENVIRONMENT – POLICY BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Waste Management and Reduction	56,530	57,400	55,157	55,982	58,238	60,576
Countryside	2,585	2,336	2,385	2,235	2,282	2,329
Sustainability	850	888	905	923	941	959
Travel and Transport	18,565	19,753	20,175	20,207	20,237	21,066
Environment - Management and Other Costs	1,381	1,309	1,332	1,354	1,378	1,401
Net budget	79,911	81,686	79,954	80,702	83,076	86,332

DIRECTORATE SUPPORT - INCOME & EXPENDITURE BUDGET

STRATEGIC DIRECTOR: TREVOR PUGH

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income:</u>						
Fees & charges	(686)	(765)	(832)	(850)	(869)	(888)
Reimbursement & recovery of costs	(31)	(56)	(78)	(79)	(81)	(83)
Total funding	(717)	(822)	(910)	(930)	(950)	(971)
<u>Expenditure</u>						
Employment	2,219	1,955	1,614	1,524	1,549	1,575
Non-employment	821	889	980	1,000	1,023	871
Total expenditure	3,040	2,844	2,594	2,524	2,572	2,446
Net budget	2,323	2,022	1,684	1,594	1,622	1,475

DIRECTORATE SUPPORT - POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
E&I Directorate Costs ¹⁴	(123)	(164)	(538)	(663)	(672)	(855)
Planning and Development	2,446	2,186	2,221	2,257	2,293	2,330
Net budget	2,323	2,022	1,684	1,594	1,622	1,475

Note 14- includes savings to be applied to other budgets.

DETAILED REVENUE & CAPITAL BUDGET 2014 - 2019

Business Services 2014-19



Cabinet Members



Denise Le Gal, Business Services



Tony Samuels, Assets and Regeneration Programmes

Strategic Director



Julie Fisher

Our vision – To be a leading provider of business services

What we will focus on

- **Residents** – individuals, families and communities will have more influence, control and responsibility
- **Quality** – we will ensure the highest quality and encourage innovation
- **Value** – we will create public value by improving outcomes for residents
- **People** – we will develop and equip our officers and Members to provide excellent service
- **Partnerships** – we will work with our partners in the interests of Surrey
- **Stewardship** – we will look after the county's resources responsibly

Leadership team



Carmel Millar, HR and Organisational Development



Paul Brocklehurst, Information Management and Technology



Sheila Little, Finance



John Stebbings, Property



Simon Pollock, Shared Services



Laura Langstaff, Procurement and Commissioning



Al Braithwaite, Transformation Programme

Our priorities for 2014/15

1. Strengthen the organisation through investment in our people

- o Deliver a new Pay and Reward Strategy
- o Deliver the High Performance Development Programme

2. Support economic growth

- o Support young people through the delivery of a range of opportunities including apprenticeships
- o Drive 60% of spend through local suppliers
- o Identify and develop opportunities to maximise the use of assets to support public sector transformation, regeneration and the economic growth agenda in partnership with external organisations for the benefit of Surrey residents
- o Deliver 3,086 school places in 2014/15 in line with published expansion plans
- o Maintain a financial strategy underpinned by a sustainable five year rolling plan, which maintains balances at a level appropriate to the current difficult funding climate

3. Lead and support the organisation, and our partners, to improve service delivery for the benefits of our residents

- o Embed continuous improvement skills and behaviour across Business Services
- o “Join Up” Technology Programme (partnership programme to join up systems and networks across partners)
- o “Open Up” Technology Programme (innovative use of data hubs and shared delivery models)
- o “Smarten Up” Technology Programme (delivery of modern work project and implementation of innovative solutions)
- o Deliver £24.5m of procurement savings in 2014/15

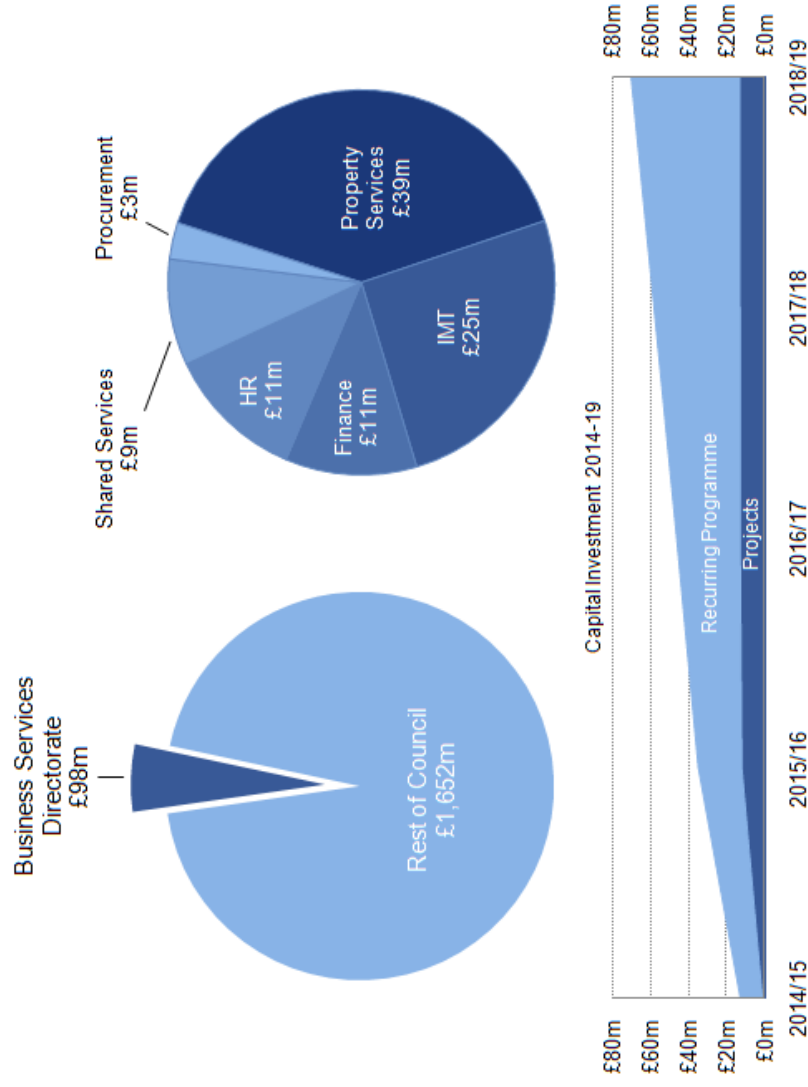
4. Ensure Business Services continues to adopt an operational model that puts the customer at the heart of what we do

- o Support the delivery of a modern Business Services which puts the customer at the heart of what we do
- o Delivery of the Customer Service Excellence standard across Business Services

5. Generate new sources of funding through investment and commercialisation across the organisation

- o Support the organisation in reviewing and implementing effective delivery models
- o Ensure the development and implementation of a strategy to improve funding, by means of partnership working, lobbying, investment and trading

Our budget



FINANCIAL COMMENTARY

- 6.1. Savings of £6.3m will be delivered over the five years through continued efficiency improvements, increased income and enhanced partnership working across Business Services. Self service capability will be significantly improved for services creating efficiency improvements in Business Services and improved quality of delivery for customers. Working in partnership will drive benefits from economies of scale, and the directorate will continue to strengthen and enhance partnership arrangements that we have across our IT infrastructure, procurement and transactional services exemplified by our partnership with East Sussex. Securing improved commercial arrangements with suppliers for the council and for partners will deliver savings across the council as a whole. The Directorate will continue to develop its business support offer and deliver income from the provision of transactional and professional consultancy services to partners and other external organisations.
- 6.2. The directorate budget includes additional strategic investment in IMT of £2m in 2014/15 and £1m per annum thereafter. This investment will deliver enhanced functionality to drive efficiency and productivity improvements across the council, particularly in relation to the modern worker programme which equips staff and members with appropriate technology to carry out their roles. The directorate budget includes inflationary costs of £11.8m over the planning period, which include updated assumptions regarding energy inflation however there remain uncertainties regarding this in the medium to longer term. The budget has been adjusted for recent announcements regarding the grant funding for the Local Assistance scheme which will discontinue after 2014 / 15. Assuming that support to vulnerable people will continue to be provided by the council at the current levels of expenditure creates a cost pressure of £0.5m.

BUSINESS SERVICES

STRATEGIC DIRECTOR: JULIE FISHER

INCOME & EXPENDITURE REVENUE BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Funding and income:</u>						
UK Government grants	(1,162)	(1,145)				
Fees & charges	(3,470)	(3,878)	(3,975)	(4,062)	(4,152)	(4,243)
Property income	(6,337)	(6,374)	(6,514)	(6,733)	(6,881)	(7,032)
Joint working income	(1,943)	(2,086)	(2,307)	(2,358)	(2,410)	(2,463)
Reimbursement & recovery of costs	(1,734)	(1,852)	(1,902)	(1,940)	(1,981)	(2,023)
Other funding	(13,484)	(14,190)	(14,698)	(15,093)	(15,424)	(15,761)
Total funding and income	(14,646)	(15,335)	(14,698)	(15,093)	(15,424)	(15,761)
<u>Expenditure:</u>						
Employment	40,154	40,607	41,052	41,481	42,292	43,119
Non Employment	56,664	57,414	54,866	56,569	58,840	60,967
Total expenditure	96,818	98,021	95,918	98,050	101,132	104,086
Net budget supported by						
Council Tax, general						
government grants and reserves	82,172	82,686	81,220	82,957	85,708	88,325

	2013/14	2014/15
FTE's	892	900

POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Property						
Building Running Costs	17,914	16,942	16,201	16,746	17,514	18,360
Repairs & Maintenance	8,436	8,147	7,267	7,582	7,929	8,312
Property Projects	2,654	2,628	2,731	2,849	2,979	3,123
Support & Management	4,388	3,978	4,059	4,235	4,429	4,643
Information Management & Technology						
Support & Delivery	6,814	9,375	9,247	9,306	9,492	9,681
Network Contracts	4,312	3,999	4,087	3,946	4,032	4,121
Design & Build	6,884	5,455	5,564	5,675	5,789	5,904
Project Office	3,848	5,763	4,883	4,984	5,086	5,191
Management & Business Change	1,193	552	562	572	582	592
Human Resources & Organisational Development						
Training	4,442	4,334	4,224	4,311	4,400	4,490
Recruitment Fees	681	745	711	677	642	606
Staffing, occupational health & other costs	4,608	4,615	4,380	4,425	4,551	4,682
Finance & Strategic Support						
Finance	5,565	5,467	5,739	5,769	5,875	5,980
Insurance	3,015	3,340	3,645	3,999	4,392	4,487
Shared Services						
Income Management	793	771	710	648	660	672
Procure to Pay	972	958	999	1,028	1,057	1,086
HR & Payroll	1,228	1,316	1,335	1,354	1,373	1,392
Customer & Improvement ¹⁵	1,151	990	1,502	1,513	1,525	1,538
Procurement	3,274	3,311	3,374	3,338	3,401	3,465
Total net budget	82,172	82,686	81,220	82,957	85,708	88,325

¹⁵ Includes Local Assistance scheme. Grant funding ends after 2014/15.

SERVICE REVENUE SUMMARY

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding & Income by service:						
Property Services	(6,497)	(7,019)	(7,173)	(7,406)	(7,569)	(7,736)
Information Management & Technology	(308)	(443)	(627)	(641)	(655)	(669)
HR & Organisational Development	(1,716)	(1,686)	(1,723)	(1,761)	(1,800)	(1,839)
Finance & Strategic Support	(1,983)	(1,742)	(1,805)	(1,845)	(1,885)	(1,927)
Shared Services	(3,972)	(4,268)	(3,192)	(3,262)	(3,334)	(3,407)
Procurement	(170)	(177)	(178)	(178)	(181)	(184)
Funding	(14,646)	(15,335)	(14,698)	(15,093)	(15,424)	(15,762)
Expenditure by service:						
Property Services	39,889	38,714	37,431	38,818	40,420	42,174
Information Management & Technology	23,359	25,587	24,970	25,124	25,636	26,158
HR & Organisational Development	11,447	11,380	11,038	11,174	11,393	11,617
Finance & Strategic Support	10,563	10,549	11,189	11,613	12,152	12,394
Shared Services	8,116	8,303	7,738	7,805	7,949	8,095
Procurement	3,444	3,488	3,552	3,516	3,582	3,649
Expenditure	96,818	98,021	95,918	98,050	101,132	104,087
Business Services	82,172	82,686	81,220	82,957	85,708	88,325

BUDGET MOVEMENT SUMMARY

Budget movement summary	2014/15	2015/16	2016/17	2017/18	2018/19	2014/19
	£000s	£000s	£000s	£000s	£000s	£000s
Prior year budget	82,172	82,686	81,220	82,957	85,708	82,172
Funding & income changes	-689	637	-395	-331	-338	-1,116
Expenditure changes:						
Pressures & changes	2,913	1,064	2,817	3,082	2,955	12,831
Savings & reductions	-1,710	-3,167	-685	0	0	-5,562
Expenditure changes	1,203	-2,103	2,132	3,082	2,955	7,269
Revised budget	82,686	81,220	82,957	85,708	88,325	88,325

DETAILED BUDGET MOVEMENT

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Funding and income changes							
Income virements	-39	5	9	8	8	-9	
Income inflation	-187	-314	-329	-338	-346	-1,514	
Government grant movements	17	1,145				1,162	
Increased income	-480	-200	-75			-755	A
Total funding changes	-689	636	-395	-330	-338	-1,116	
Pressures and changes:							
<u>Expenditure changes:</u>							
Virements	-1,251	-6	-9	-8	-8	-1,282	
Transfer for Managed Print Service	421					421	
Local Welfare Provision (Social Fund Grant)	-17	-1,145				-1,162	
Total expenditure changes	-847	-1,151	-9	-8	-8	-2,023	
<u>Pressures:</u>							
Inflation	2,255	2,588	2,632	2,783	2,963	13,221	
Insurance self-fund	223	246	275	307	0	1,051	
Local Welfare Provision (Social Fund Grant)		500				500	
Carbon Reduction Commitment ¹⁶	-339					-339	
Office Rationalisation - project costs	-556	-379	-81			-1,016	
Woking Coroners Court	77					77	
Digital development		260				260	
High Performance Development Programme	100					100	
IT user growth	2,000	-1,000				1,000	
Total service pressures	3,760	2,215	2,826	3,090	2,963	14,854	
Total pressures and changes	2,913	1,064	2,817	3,082	2,955	12,831	
Savings							
Property Maintenance	-800	-1,200				-2,000	A
Enhanced Self Service Efficiencies	-90	-440	-80			-610	A
IMT applications & networks		-100	-230			-330	G
Reduction of Lease costs	-300					-300	G
Office Rationalisation - ongoing savings ¹⁷	415	-532				-117	G
Managed Print Service	-110	-420				-530	R
Organisational Review	-825	-475	-375			-1,675	G
Total savings	-1,710	-3,167	-685	0	0	-5,562	

¹⁶ Negative figures - where cost added in previous years but spend reduces over time or one-off spend item being removed

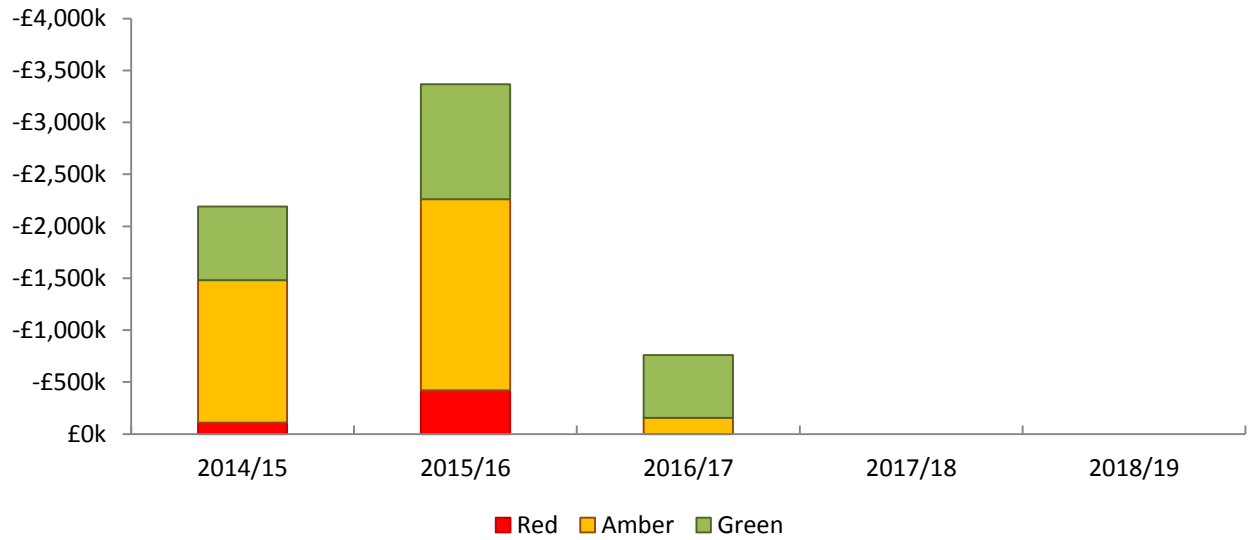
¹⁷ Positive figure where previous year savings have ended, eg 2014/15 Quadrant Court rent free period ended in 2013

Residents – Value – Partnership

Quality – People - Stewardship

EFFICIENCY RISK ASSESSMENT

	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Red	-110	-420	0	0	0	-530
Amber	-1,370	-1,840	-155	0	0	-3,365
Green	-710	-1,107	-605	0	0	-2,422
	-2,190	-3,367	-760	0	0	-6,317



ACTIVITY INFORMATION

Property

Property Services has responsibility for an extensive portfolio of operational premises (for example, offices, care homes, libraries and fire stations) and non-operational premises (for example, business centres, smallholdings and gipsy sites). Service delivery includes the design of new buildings, the management, maintenance, refurbishment and adaptation of existing buildings, the purchase, sale and development of land and property, and management of leases and other agreements.

Operational Sites	650	Non-operational buildings	3,000
Non-operational sites	400	Pieces of land less than 0.5 hectares	2,000

Information Management & Technology

IMT provides information and technology services using a combination of in-house teams and outsourced contracts.

IT users supported (previous year IT users supported 8,900)	10,200	Devices Supported	
		Laptops	5,100
		Desktop PCs	1,100
		Mobile Devices	500
		Thin client devices	3,000
		Blackberries	3,300

Human Resources & Organisational Development

The service provides focused HR and Organisational Development support to the organisation.

Training courses available	500	Training Episodes per year	28,000
E-learning courses available	150	Appointments supported	2,552

Finance & Strategic Support

Finance provides professional financial advice, support, analysis and information to stakeholders, it produces external financial reporting, manages the council's cash flow, treasury management, insurance and Pension Fund. Finance is responsible for setting the financial, risk and governance frameworks for the council, covering regulations, instructions and guidance. The service leads and co-ordinates the council's annual budget setting and in year monitoring arrangements.

Properties insured	1,150	Claims handled	
Vehicles insured	750	Public liability	2,600
		Motor vehicle	110
		Property damage	100

Shared Services

Shared Services is Surrey County Council's integrated business support and transaction centre. Services are delivered in partnership with East Sussex County Council & the service also provides transactional support to East Sussex Fire Service.

Payment invoices processed	460,000	Queries received by the helpdesk	115,000
Support to East Sussex CC & FRS		Local Assistance Scheme payments	3,500
Staff supported by payroll	17,000	Payroll payments processed	700,000
Pension scheme members	62,000	P60s produced	60,000
Payment invoices processed	100,000	Criminal Record Bureau renewals	7,800
Cash receipting transactions processed	81,000	Income invoices raised	107,000

Procurement

Procurement provides commercial insight, expertise and advice on commissioning strategies, contract renegotiation, tender processes and supports service redesign.

CAPITAL EXPENDITURE BUDGET

Commissioning Budget Scheme						Capital Profiling	
	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	Total £000s	
Schools basic need							
Schools basic need	105,011	69,012	71,963	49,106	32,187	327,279	
Recurring programmes							
Carbon reduction - Schools ¹⁸	3,332	3,332	3,332	3,332	3,332	16,660	
Schools - Disability Discrimination Act	456	466	477	487	497	2,383	
Schools capital maintenance, inc.childrens centres ¹⁸	10,328	10,328	10,328	10,328	10,328	51,640	
Carbon reduction - Corporate	1,186	1,212	1,239	1,264	1,289	6,190	
Fire risk assessments	365	373	382	390	398	1,908	
Minor works/disability access	178	182	186	190	194	930	
Non schools structural maintenance	5,526	5,604	5,683	5,797	5,913	28,523	
IMT Equipment	2,000	2,500	2,500	2,500	2,500	12,000	
IT Equipment Replacement Reserve	2,258	1,430	430	1,730	1,654	7,502	
Total recurring programmes	25,629	25,427	24,557	26,018	26,105	127,736	
Projects							
Portesbury SEN School	10,589	2,756	210			13,555	
Cultural Services		1,250				1,250	
Fire Station reconfiguration	600	4,500	900	3,500		9,500	
Fire Stations minor works	200	200				400	
Guildford Fire Station	560					560	
Merstham Library & Youth		1,300	1,000			1,200	
Fire training tower replacement	500					500	
SEN strategy	750	2,250	7,044			10,044	
Short Stay Schools		2,000				2,000	
Youth Transformation	200					200	
Projects to enhance income	250	1,455				1,705	
Projects to reprovion and deliver capital receipts	1,510	1,540				3,050	
Telephones Unicorn Network (BT)	150	150	140	185		625	
School Kitchens	983	982				1,964	
Trumps Farm Solar Panels		3,800				3,800	
Land Acquisition for Waste	850					850	
Expansion of Coroners Court	152					152	
Gypsy Sites		2,653				2,653	
Reigate Priory School	500	500	500			1,500	
Replace aged demountables	1,685	985				2,670	
Joint Public Sector Property Projects		1,140	760			1,900	
Adults Social Care Infrastructure Grant (IT)	608					608	
Total projects	20,087	27,461	10,554	3,685	0	61,786	
Total Capital Schemes	150,727	121,900	107,074	78,809	58,292	516,801	

Note 18: Spend will be linked to relevant capital grants which have not yet been announced

CAPITAL EXPENDITURE BUDGET

Related schemes held on behalf of Business Services for other directorates

Scheme						Capital Profiling	
	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	Total £000s	
Commissioning budget	150,727	121,900	107,074	78,809	58,292	516,801	
<u>Projects (held within Business Services)</u>							
Children, Schools & Families	-133,834	-93,711	-93,854	-63,253	-46,344	-430,995	
Environment & Infrastructure	-850	0	0	0	0	-850	
Customer & Communities	-2,012	-6,150	-1,900	-3,500	0	-13,562	
Adult Social Care	-608	0	0	0	0	-608	
						0	
	(137,304)	(99,861)	(95,754)	(66,753)	(46,344)	(446,015)	
Utilising budget	13,423	22,039	11,320	12,056	11,948	70,786	

PROPERTY SERVICES - INCOME & EXPENDITURE REVENUE BUDGET

HEAD OF SERVICE: JOHN STEBBINGS

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income						
Fees & charges	(160)	(645)	(659)	(673)	(688)	(703)
Property income	(6,337)	(6,374)	(6,514)	(6,733)	(6,881)	(7,032)
Total funding and income	(6,497)	(7,019)	(7,173)	(7,406)	(7,569)	(7,736)
Expenditure						
Employment	7,537	7,642	7,705	7,843	7,984	8,128
Non Employment	32,352	31,072	29,727	30,975	32,436	34,046
Total expenditure	39,889	38,714	37,431	38,818	40,420	42,174
Net budget	33,392	31,695	30,258	31,412	32,851	34,438

PROPERTY SERVICES - POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Building Running Costs	17,914	16,942	16,201	16,746	17,514	18,360
Repairs and Maintenance	8,436	8,147	7,267	7,582	7,929	8,312
Property Projects	2,654	2,628	2,731	2,849	2,979	3,123
Support and Management	4,388	3,978	4,059	4,235	4,429	4,643
Total	33,392	31,695	30,258	31,412	32,851	34,438

INFORMATION MANAGEMENT AND TECHNOLOGY - INCOME & EXPENDITURE
REVENUE BUDGET

HEAD OF SERVICE: PAUL BROCKLEHURST

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income</u>						
Joint working income	(308)	(345)	(527)	(539)	(551)	(563)
Reimbursement & recovery of costs		(98)	(100)	(102)	(104)	(106)
Other income	(308)	(443)	(627)	(641)	(655)	(669)
Total funding	(308)	(443)	(627)	(641)	(655)	(669)
<u>Expenditure</u>						
Employment	9,902	10,231	10,291	10,353	10,541	10,732
Non Employment	13,457	15,356	14,679	14,771	15,095	15,426
Total expenditure	23,359	25,587	24,970	25,124	25,636	26,158
Net budget	23,051	25,144	24,343	24,483	24,981	25,489

INFORMATION MANAGEMENT AND TECHNOLOGY - POLICY BUDGET

Policy Budget	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Network Contracts	4,312	3,999	4,087	3,946	4,032	4,121
Support and Delivery	6,814	9,375	9,247	9,306	9,492	9,681
Design and Build	6,884	5,455	5,564	5,675	5,789	5,904
Project Office	3,848	5,763	4,883	4,984	5,086	5,191
Management and Business Change	1,193	552	562	572	582	592
Net budget	23,051	25,144	24,343	24,483	24,981	25,489

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

- INCOME & EXPENDITURE REVENUE BUDGET

HEAD OF SERVICE: CARMEL MILLAR

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income</u>						
Fees & charges	(394)	(364)	(372)	(380)	(389)	(397)
Reimbursement & recovery of costs	(1,322)	(1,322)	(1,351)	(1,381)	(1,411)	(1,442)
Total funding	(1,716)	(1,686)	(1,723)	(1,761)	(1,800)	(1,839)
<u>Expenditure</u>						
Employment	6,928	6,773	6,945	7,121	7,300	7,484
Non Employment	4,519	4,607	4,094	4,054	4,093	4,133
Total expenditure	11,447	11,380	11,038	11,174	11,393	11,617
Net budget	9,731	9,694	9,315	9,413	9,593	9,778

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT – POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Staff, Occupational Health & Other	4,608	4,615	4,380	4,425	4,551	4,682
Recruitment	681	745	711	677	642	606
Training	4,442	4,334	4,224	4,311	4,400	4,490
Net budget	9,731	9,694	9,315	9,413	9,593	9,778

FINANCE AND STRATEGIC SUPPORT - INCOME & EXPENDITURE REVENUE BUDGET

CHIEF FINANCE OFFICER:SHEILA LITTLE

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income						
Fees & charges	(1,741)	(1,487)	(1,532)	(1,566)	(1,600)	(1,636)
Reimbursement & recovery of costs	(242)	(255)	(273)	(279)	(285)	(291)
Total funding	(1,983)	(1,742)	(1,805)	(1,845)	(1,885)	(1,927)
Expenditure						
Employment	5,663	5,721	5,858	5,890	5,996	6,103
Non Employment	4,900	4,828	5,331	5,723	6,156	6,291
Total expenditure	10,563	10,549	11,189	11,613	12,152	12,394
Net budget	8,580	8,807	9,384	9,768	10,267	10,467

FINANCE AND STRATEGIC SUPPORT - POLICY BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Finance	5,565	5,467	5,739	5,769	5,875	5,980
Insurance	3,015	3,340	3,645	3,999	4,392	4,487
Net budget	8,580	8,807	9,384	9,768	10,267	10,467

SHARED SERVICES - INCOME & EXPENDITURE REVENUE BUDGET

HEAD OF SERVICE: SIMON POLLOCK

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Funding and income</u>						
UK Government grants	(1,162)	(1,145)				
Fees & charges	(1,175)	(1,382)	(1,412)	(1,443)	(1,475)	(1,507)
Joint working income	(1,635)	(1,741)	(1,780)	(1,819)	(1,859)	(1,900)
Total funding	(3,972)	(4,268)	(3,192)	(3,262)	(3,334)	(3,407)
<u>Expenditure</u>						
Employment	6,882	6,952	6,906	6,966	7,102	7,241
Non Employment	1,234	1,351	832	839	847	854
Total expenditure	8,116	8,303	7,738	7,805	7,949	8,095
Net budget	4,144	4,035	4,546	4,543	4,615	4,688

SHARED SERVICES - POLICY BUDGET

Policy Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Customer and Improvement ¹⁹	1,151	990	1,502	1,513	1,525	1,538
Procure to Pay	972	958	999	1,028	1,057	1,086
Income Management	793	771	710	648	660	672
HR and Payroll	1,228	1,316	1,335	1,354	1,373	1,392
Net budget	4,144	4,035	4,546	4,543	4,615	4,688

¹⁹Includes Local Assistance scheme. Grant funding ends after 2014/15.

PROCUREMENT - INCOME & EXPENDITURE REVENUE BUDGET

HEAD OF SERVICE: LAURA LANGSTAFF

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Funding and income</u>						
Reimbursement & recovery of costs	(170)	(177)	(178)	(178)	(181)	(184)
Total funding	(170)	(177)	(178)	(178)	(181)	(184)
<u>Expenditure</u>						
Employment	3,242	3,288	3,348	3,308	3,369	3,431
Non Employment	202	200	204	208	213	218
Total expenditure	3,444	3,488	3,552	3,516	3,582	3,649
Net budget	3,274	3,311	3,374	3,338	3,401	3,465

PROCUREMENT - POLICY BUDGET

Policy Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Procurement	3,274	3,311	3,374	3,338	3,401	3,465
Net budget	3,274	3,311	3,374	3,338	3,401	3,465

Kept blank for printing purposes

DETAILED REVENUE & CAPITAL BUDGET 2014 - 2019

Chief Executive's Office 2014-19



Cabinet Members



David Hodge,
Leader



Peter Martin,
Deputy Leader



Michael Gosling,
Public Health
and Health and
Wellbeing Board



Helyn Clack,
Community
Services



Denise Le Gal,
Business
Services

Assistant Chief Executive



Susie Kemp

Our vision – To have supported the Council to continue delivering great value to Surrey residents

What we will focus on

- **Residents** – individuals, families and communities will have more influence, control and responsibility
- **Quality** – we will ensure the highest quality and encourage innovation
- **Value** – we will create public value by improving outcomes for residents
- **People** – we will develop and equip our officers and Members to provide excellent service
- **Partnerships** – we will work with our partners in the interests of Surrey
- **Stewardship** – we will look after the county's resources responsibly

Leadership team



Ann Charlton,
Head of Legal
and Democratic
Services



Louise Footner,
Head of
Communications



Liz Lawrence,
Head of Policy
and
Performance

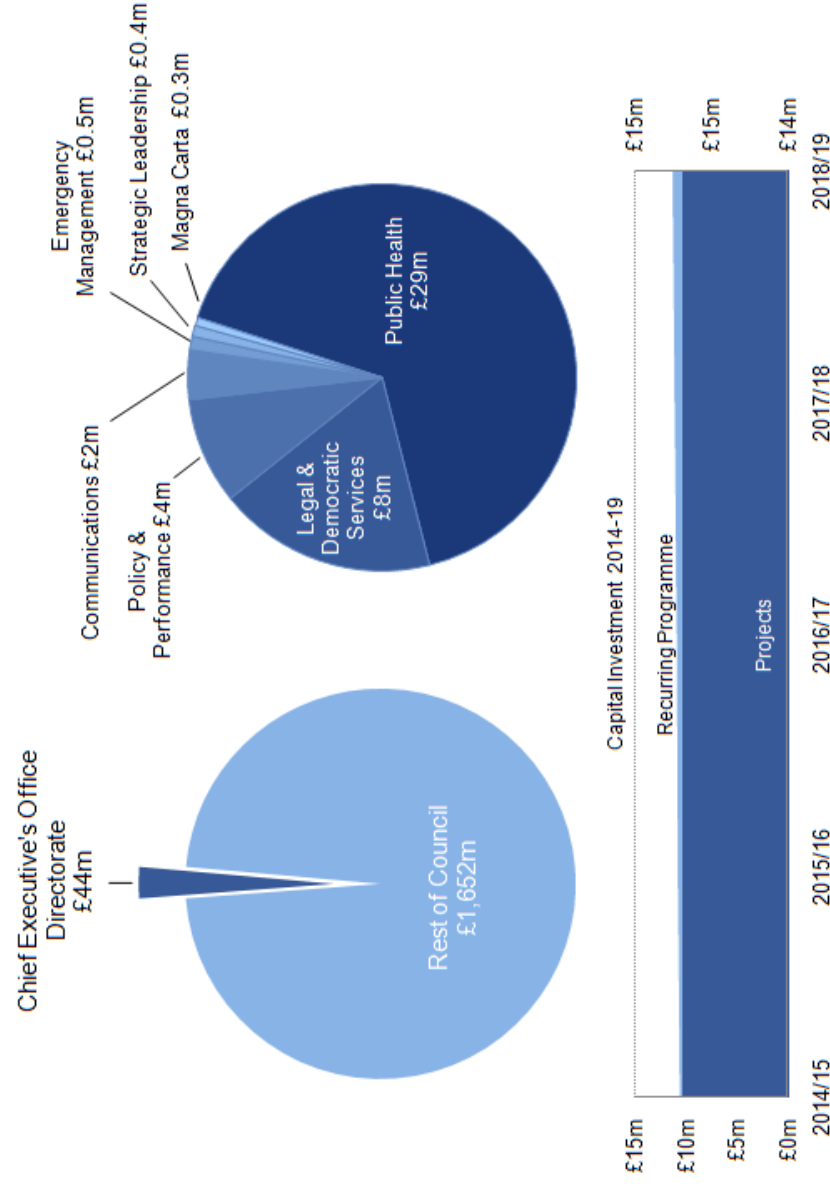


Helen Atkinson,
Acting Director
of Public Health

Our priorities for 2014/15

- 1. Use professional expertise to support Services and partners to deliver great value for Surrey residents**
 - o Manage the Surrey Public Service Transformation Programme to improve outcomes and ensure value for money
 - o Strengthen economic growth by securing investment in Surrey and addressing the county's skills needs
 - o Co-design new models of service delivery
 - o Work towards meeting the Government's 26 week timetable for child protection care proceedings cases
- 2. Work with Services and partners to improve the health and wellbeing of Surrey residents**
 - o Lead delivery of Surrey's Joint Health and Wellbeing Strategy
 - o Address local priorities such as smoking and alcohol misuse through the delivery of public health programmes and advice
 - o Support the incorporation of public health responsibilities within wider Council services and policies
- 3. Promote the Council's strategic priorities and strengthen democratic accountability for their delivery**
 - o Communicate and engage residents, partners and staff with the Council's priorities and progress to deliver them
 - o Ensure Select Committees contribute to the delivery of value for money and the achievement of better outcomes for residents through scrutiny and policy development
- 4. Provide an assurance role by safeguarding the Council's resources and protecting residents in an emergency**
 - o Deliver the annual Internal Audit Plan
 - o Prevent and reduce fraud
 - o Ensure the Council can respond quickly and efficiently in emergencies such as flooding
- 5. Strengthen the Council's relationship with the voluntary community and faith sector (VCFS), and work with them to deliver agreed outcomes and value for money**
 - o Lead the development of the Council's relationship with the VCFS based on shared goals and objectives
 - o Improve Surrey's VCFS infrastructure arrangements through co-design with partners
- 6. Widen access to digital services by connecting communities to high speed broadband**
 - o Complete the delivery of high speed broadband to over 84,000 homes and businesses

Our budget



FINANCIAL COMMENTARY

- 7.1. The Chief Executive's Office faces ongoing pressures of £1.5m over the 5 year planning period. This is predominately due to expected inflation of £1.3m, but also as a result of increased costs due to both the number and complexity of child protection cases within Legal Services. The budget includes the £1.5m cost of holding 4-yearly County Council elections in 2017/18.
- 7.2. Savings of £1.1m are planned over the 5 year period. Of this £0.3m was achieved early during 2013/14. The remaining £0.8m is planned through the creation of an in-house advocacy team (£0.4m) within Legal and through disbanding the Legacy team (£0.4m) that transferred into the directorate during 2013/14.
- 7.3. There is a one-off £1m budget to mark the 800th celebration of the Magna Carta allocated to revenue (£0.3m) and capital (£0.7m).
- 7.4. Health and wellbeing activities with a gross budget of £0.7m transferred into the Chief Executive's Office from Adult Social Care during 2013/14 along with associated government grant funding of £0.5m.
- 7.5. The roll out of superfast broadband continues across the county with a capital budget of £9.8m within 2014/15 to finish installing within those areas not covered by a commercial installation.
- 7.6. The Assistant Chief Executive, Susie Kemp, took on responsibility for Public Health during 2013/14 and this is now being reported as part of the Chief Executive's Office.

- 7.7. The Health and Social Care Act 2012 transferred substantial public health duties to local authorities from 2013/14, funded by a ring-fenced specific grant based on estimates of historic spending from NHS Surrey. The budget is drafted in accordance with the 2014/ 15 £25.6m grant allocation. This is designed to cover all the services that transferred from the PCT, however there remains £3.3m of funding relating to Genito-Urinary Medicine (GUM) Services that were incorrectly excluded from the grant and we are therefore looking to recover this separately. Discussions will proceed on this basis, and a balanced budget position will be finalised within the resources available.
- 7.8. The budget plan assumes that savings will be made to the benefit of the council as a whole, by funding services which meet the Public Health Outcomes Framework in other directorates.
- 7.9. A further national risk also needs to be noted. It has emerged during the first year of public health responsibility that there is some ambiguity over whether local authorities have been appropriately funded for their responsibilities to pay prescription charges relating to public health services. This risk is estimated to be around £2m. The budget has been prepared assuming appropriate funding will be granted by the government, should charges for this be made to the council.
- 7.10. In the medium term the expected 10% growth in funding each year should enable us to deal with volume and price issues, whilst recognising that there is a growing demand for public health services and that there has been historic underfunding of public health services in Surrey which needs to be rectified.
- 7.11. For 2014/15 the budget will fund the council's in undertaking the five mandatory requirements from the Health and Social Care Act 2012:
1. Commissioning appropriate access to sexual health services
 2. Commissioning the NHS Health Check programme
 3. Commissioning the national child measurement programme
 4. Ensuring that plans are in place to protect the population's health
 5. Ensuring NHS commissioners receive the public health advice they need

In addition 15 non-mandatory services continue to be commissioned guided by local needs such as stop smoking, drug and alcohol misuse services, obesity initiatives and accidental injury prevention as outlined in the Health and Social Care Act 2012.

- 7.12. In 2015 responsibility for some health services for children under the age of 5 will transfer to Local Authorities including health visiting, the healthy child programme and family nurse partnership. The expectation is that the NHS budget currently allocated to these services will come to Local Authorities. A newly formed transition group is progressing this transfer.

INCOME & EXPENDITURE REVENUE BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Funding and income:</u>						
Local taxation						
UK Government grants	(23,237)	(29,427)	(31,983)	(34,795)	(37,888)	(41,290)
Fees & charges	(10)	(15)	(15)	(16)	(16)	(16)
Joint working income	(21)	(22)	(22)	(23)	(23)	(24)
Reimbursement & recovery of costs	(4,354)	(606)	(619)	(630)	(642)	(655)
Other funding	(4,385)	(643)	(656)	(669)	(681)	(695)
Total funding	(27,622)	(30,070)	(32,639)	(35,464)	(38,569)	(41,985)
<u>Expenditure:</u>						
Employment	12,934	13,155	13,578	13,805	14,044	14,278
Non employment	30,114	31,275	33,176	36,024	40,656	42,596
Total expenditure	43,048	44,430	46,754	49,829	54,700	56,874
Net budget supported by Council Tax, general government grants and reserves						
	15,426	14,360	14,115	14,365	16,131	14,889
	2013/14	2014/15				
FTE's²⁰	225	253				

²⁰ 2013/14 FTE restated to include Public Health. 2014/15 includes 9 FTE added for Superfast Broadband team funded from Capital budget

POLICY BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Leadership	472	444	445	447	447	449
Magna Carta	0	300	0	0	0	0
Emergency Management	478	509	519	526	537	546
Communications						
Communications Team	1,135	1,146	1,162	1,179	1,198	1,215
Central Communications	520	432	442	451	461	471
Surrey Matters	227	227	232	237	242	248
Communications	1,882	1,805	1,836	1,867	1,901	1,934
Legal & Democratic Services						
Legal Services	4,200	4,258	4,139	4,213	4,296	4,371
Democratic Services Team	1,982	1,981	2,021	2,061	2,102	2,143
Members Allowances & Expenses	1,873	1,877	1,918	1,960	2,003	2,047
Voluntary & Community Sector Support	575	542	554	566	578	591
Local Elections	1,520	31	31	32	1,533	34
Legal & Democratic Services	10,150	8,689	8,663	8,832	10,512	9,186
Policy & Performance						
Corporate Policy & Performance	1,545	1,723	1,747	1,773	1,799	1,824
Corporate Subscriptions	222	227	232	237	242	247
Projects	0	0	0	0	0	0
Audit	677	663	673	683	693	703
Policy & Performance	2,444	2,613	2,652	2,693	2,734	2,774
Public Health						
Public Health - income	(26,994)	(28,861)	(31,417)	(34,229)	(37,322)	(40,724)
Public Health - expenditure	26,994	28,861	31,417	34,229	37,322	40,724
Public Health	0	0	0	0	0	0
Total net budget	15,426	14,360	14,115	14,365	16,131	14,889

SERVICE REVENUE SUMMARY

Service summary	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income by Service						
Strategic Leadership	0	0	0	0	0	0
Emergency Management	(21)	(22)	(22)	(23)	(23)	(24)
Communications	(10)	(15)	(15)	(16)	(16)	(16)
Legal & Democratic Services	(324)	(395)	(403)	(410)	(418)	(425)
Policy & Performance	(273)	(777)	(782)	(786)	(790)	(796)
Magna Carta	0	0	0	0	0	0
Public Health	(26,994)	(28,861)	(31,417)	(34,229)	(37,322)	(40,724)
Funding	(27,622)	(30,070)	(32,639)	(35,464)	(38,569)	(41,985)
Expenditure by Service						
Strategic Leadership	472	444	445	447	447	449
Emergency Management	499	531	541	549	560	570
Communications	1,892	1,820	1,851	1,883	1,917	1,950
Legal & Democratic Services	10,474	9,084	9,066	9,242	10,930	9,611
Policy & Performance	2,717	3,390	3,434	3,479	3,524	3,570
Magna Carta	0	300	0	0	0	0
Public Health	26,994	28,861	31,417	34,229	37,322	40,724
Expenditure	43,048	44,430	46,754	49,829	54,700	56,874
Chief Executive Office & Public Health	15,426	14,360	14,115	14,365	16,131	14,889

BUDGET MOVEMENT SUMMARY

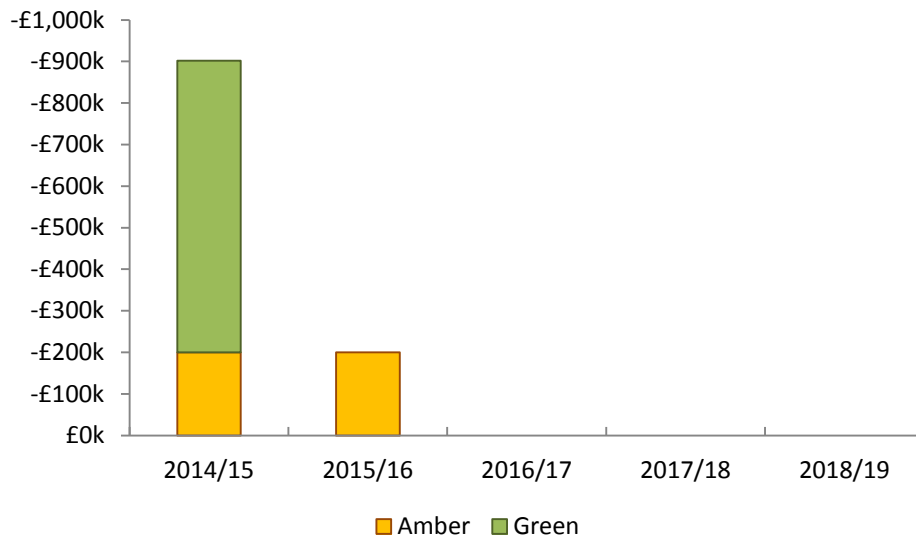
Budget movement summary	2014/15	2015/16	2016/17	2017/18	2018/19	2014/19
	£000s	£000s	£000s	£000s	£000s	£000s
Prior year budget	15,426	14,360	14,115	14,365	16,131	15,426
Funding changes	(2,448)	(2,569)	(2,825)	(3,105)	(3,416)	(14,363)
Expenditure changes:						
Pressures & changes	2,280	2,524	3,075	4,871	2,174	14,924
Savings & reductions	(898)	(200)	0	0	0	(1,098)
	1,382	2,324	3,075	4,871	2,174	13,826
Revised budget	14,360	14,115	14,365	16,131	14,889	14,889

DETAILED BUDGET MOVEMENT

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev-ability
Funding changes							
Grant and specific income movements							
Income virements	-478	0	0	0	0	-478	
Income inflation	-11	-13	-13	-12	-14	-63	
Government grant movements	-1,955	-2,556	-2,812	-3,093	-3,402	-13,818	
Grant and specific income movements	-2,444	-2,569	-2,825	-3,105	-3,416	-14,359	
Optimising income							
Increased income through fees & charges	-4	0	0	0	0	-4	G
Optimising income	-4	0	0	0	0	-4	
Total funding changes	-2,448	-2,569	-2,825	-3,105	-3,416	-14,363	
Directorate legislative & policy changes and service pressures							
Legislative & policy changes:							
Virements	1,068	0	0	0	0	1,068	
Government grant movements	1,090	1,848	2,041	2,252	2,484	9,715	
Magna Carta	300	-300	0	0	0	0	
Sub total legislative & policy changes	2,458	1,548	2,041	2,252	2,484	10,783	
Service pressures:							
Inflation	1,114	976	1,034	1,119	1,190	5,433	
Legal Services Child Protection Cases	198	0	0	0	0	198	
County Council Elections	-1,490	0	0	1,500	-1,500	-1,490	
Sub total service pressures	-178	976	1,034	2,619	-310	4,141	
Total pressures and changes	2,280	2,524	3,075	4,871	2,174	14,924	
Savings							
Continuing savings							
Disband Legacy Team	-400					-400	G
Legal Advocacy	-200	-200				-400	A
Publicity Budget Reduction ²¹	-100					-100	G
Staffing efficiencies	-105					-105	G
Other savings	-93					-93	G
Total savings	-898	-200	0	0	0	-1,098	

²¹ in addition to planned £1m cross directorate communications savings

EFFICIENCY RISK ASSESSMENT



	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Red	0	0	0	0	0	0
Amber	-200	-200	0	0	0	-400
Green	-702	0	0	0	0	-702

ACTIVITY INFORMATION

POLICY AND PERFORMANCE

- During 2013, Surrey-i attracted 52,500 hits, from 31,869 visitors, which have resulted in 401,198 Surrey-i pages being viewed. New visitors account for over 58 per cent of unique visits to Surrey-i.
- The Policy and Partnerships Team provides approximately £450,000 in grants to support a sustainable Voluntary, Community and Faith Sector (VCFS) in Surrey. One example of how this funding is used is to support an annual joint event with the Surrey Compact, which facilitates closer and improved partnership working between VCFS groups and statutory partners.
- The 'Shift' Team have been supporting Services across the Council to develop innovative approaches to improve services in line with user needs. In 2013/14, 34 'Discovery' workshops were held covering topics such as the process for children leaving care and customer services. Other key projects have been the development of 'Patchwork', a multi-agency tool used by public services across Surrey for the Family Support Programme, and 'Lantern', a prototype online adult social care self-assessment tool.
- The Internal Audit team have been making strong progress in the delivery of the annual Internal Audit Plan. 44 audit reports have been issued to date for 2013/14 and 16 further audit reports are due to be issued before the financial year end.

SUPERFAST BROADBAND

- The Superfast Broadband Project will help 84,112 premises that aren't affected by private sector infrastructure upgrades get high-speed broadband coverage. It is expected that 64% of these (equivalent to 54,274 premises) will be connected to high speed broadband by the end of 2013/14.

COMMUNICATIONS

- Between April 2013 and February 2014, Surrey County Council featured in more than 10,611 media items. Paid-for advertising equivalent (positive coverage): £4.2m.
- Digital press office visits to date: 194,716
- Followers of Surrey News Twitter feed: 14,413
- Since April, the media team has produced 31 Youtube videos that have been viewed a total of 15,816 times
- Membership of Surrey Matters social media accounts: Twitter – 11,868 followers, Facebook – 1,764, E-newsletter – 3,427

LEGAL SERVICES

Legal casework record 01 April 2013 to 31 December 2013:

- Cases opened: 1,371
- Cases closed: 845
- Cases currently open: 3,525

Social Care Debt recovery 01 April 2013 to 31 December 2013:

- Property charges redeemed: £2.56m

Child Protection activity 01 April 2013 to 31 December 2013:

- Legal Planning Meetings: 173

Income raised through means such as cost recovery and the schools buyback scheme 01 April to 31 December 2013:

- £224,000

Schools and Pupil Referral Units signed up to the buyback scheme:

- 336

Academies signed up to buyback scheme:

- 22

Chargeable hours:

- 52,517 hours had been recorded 01 April to 31 December 2013, which is 6,049 over the Legal Services year-to-date target

DEMOCRATIC SERVICES

In 2013, Democratic Services provided support and management over various democratic functions of the Council including:

- 6 Council meetings
- 45 Cabinet and Cabinet Member meetings
- 46 Select Committees
- 29 Regulatory Committees
- 23 Royal visits
- 310 engagements attended by the Chairman
- 1,020 school appeals lodged and 3 permanent exclusion appeals/reviews lodged
- 4 Home to School Transport hearings arranged and a total of 25 appeals were heard
- 1,831 FOI requests received

EMERGENCY MANAGEMENT TEAM

- in 2013/2014 the Emergency Management Team worked to support residents and partners to a wide range of emergency incidents including the Christmas and New year floods.
- the team also worked to deliver the Prudential Ride London-Surrey 100 and Classic cycle and the delivery of a number of other sporting and cultural events across the County.

PUBLIC HEALTH

Public Health are responsible for service contracts totalling £22.41m. This is broken down into 268 suppliers delivering 289 contracts. The following summarises the team's activity against the main local priority outcomes:

- 745 Health Checks delivered to carers and workplace staff with 50 pharmacies and 50 GPs trained to deliver health checks countywide in 2014;
- Public Health agreements for Chlamydia testing now in place with all pharmacies to support increased diagnosis;
- 98% of people accessing our sexual and reproductive health services are offered an appointment within 48 hours;
- Free access to Emergency Hormonal contraception is available in all pharmacies in the county for under 21s;
- All of Surrey's sexual and reproductive health services are accredited with to the "You're Welcome" quality standard;
- Key event held with over 50 local stakeholders in our priority boroughs for teenage pregnancy to support continued work to maintain a lower rate of teenage conceptions which currently stands at 17.2 per 1000 aged 15-17;
- 3, 463 people have set a quit date to stop smoking through our stop smoking services with 2,096 remaining quit at 4 weeks; and
- 4, 000 people are currently undergoing treatment within our drug and alcohol services with 12%, 42% and 31% successfully completing treatment for individuals who use opiates, non-opiate based drugs and alcohol respectively. The treatment system in Surrey has the greatest level of successful outcomes for those using opiates when compared to similar areas and is continuing to improve outcomes for those using other drugs and/or alcohol.

The team has also:

- responded to over 60 requests for professional public health support from colleagues in Surrey's five Clinical Commissioning Groups;
- worked with the Emergency Management Team to ensure appropriate Public Health response to the Christmas/ January floods; and
- supported and challenged the Local NHS Area Team and Clinical Commissioning Groups to establish Emergency Planning, Preparedness and Response systems.

CAPITAL EXPENDITURE BUDGET

Commissioning Budget Scheme	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Capital Profiling	
					2018/19 £000s	Total £000s
Recurring programmes						
Community building grant scheme	150	150	150	150	150	750
Total recurring programmes	150	150	150	150	150	750
Projects						
Magna Carta	700					700
Economic Development-Superfast Broadband	9,792					9,792
Total projects	10,492	0	0	0	0	10,492
Total Capital Schemes	10,642	150	150	150	150	11,242

STRATEGIC LEADERSHIP - INCOME & EXPENDITURE REVENUE BUDGET

ASST CHIEF EXECUTIVE OFFICER: SUSIE KEMP

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income:</u>						
Total funding	0	0	0	0	0	0
<u>Expenditure</u>						
Employment	414	414	415	416	416	417
Non employment	58	30	30	31	31	32
Total expenditure	472	444	445	447	447	449
Net budget	472	444	445	447	447	449

MAGNA CARTA - INCOME & EXPENDITURE REVENUE BUDGET

HEAD OF SERVICE : PETER MILTON

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income :</u>						
Total funding	0	0	0	0	0	0
<u>Expenditure</u>						
Non employment	0	300	0	0	0	0
Total expenditure	0	300	0	0	0	0
Net budget	0	300	0	0	0	0

EMERGENCY MANAGEMENT TEAM - INCOME & EXPENDITURE REVENUE BUDGET

HEAD OF SERVICE : IAN GOOD

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income:</u>						
Joint working income	(21)	(22)	(22)	(23)	(23)	(24)
Total funding	(21)	(22)	(22)	(23)	(23)	(24)
<u>Expenditure</u>						
Employment	441	474	482	490	499	507
Non employment	58	57	59	59	61	63
Total expenditure	499	531	541	549	560	570
Net budget	478	509	519	526	537	546

COMMUNICATIONS - INCOME & EXPENDITURE REVENUE BUDGET

HEAD OF SERVICE : LOUISE FOOTNER

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income:</u>						
Fees & charges	(10)	(15)	(15)	(16)	(16)	(16)
Total funding	(10)	(15)	(15)	(16)	(16)	(16)
<u>Expenditure</u>						
Employment	1,091	1,106	1,122	1,138	1,155	1,172
Non employment	801	714	729	745	762	778
Total expenditure	1,892	1,820	1,851	1,883	1,917	1,950
Net budget	1,882	1,805	1,836	1,867	1,901	1,934

COMMUNICATIONS - POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Communications Team	1,135	1,146	1,162	1,179	1,198	1,215
Central Communications	520	432	442	451	461	471
Surrey Matters	227	227	232	237	242	248
Net budget	1,882	1,805	1,836	1,867	1,901	1,934

LEGAL & DEMOCRATIC SERVICES – INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: ANN CHARLTON

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Funding and income:</u>						
UK Government grants	0	(66)	(66)	(66)	(66)	(66)
Reimbursement & recovery of costs	(324)	(329)	(337)	(344)	(352)	(359)
Total funding	(324)	(395)	(403)	(410)	(418)	(425)
<u>Expenditure</u>						
Employment	4,921	5,248	5,545	5,644	5,753	5,854
Non employment	5,553	3,386	3,521	3,598	5,177	3,757
Total expenditure	10,474	9,084	9,066	9,242	10,930	9,611
Net budget	10,150	8,689	8,663	8,832	10,512	9,186

LEGAL & DEMOCRATIC SERVICES – POLICY BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Legal Services	4,200	4,258	4,139	4,213	4,296	4,371
Democratic Services	1,982	1,981	2,021	2,061	2,102	2,143
Members Allowances & Expenses	1,873	1,877	1,918	1,960	2,003	2,047
Voluntary & Community Sector Support	575	542	554	566	578	591
Local Elections	1,520	31	31	32	1,533	34
Net budget	10,150	8,689	8,663	8,832	10,512	9,186

POLICY AND PERFORMANCE – INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE : LIZ LAWRENCE

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
<u>Funding and income:</u>						
UK Government grants	0	(500)	(500)	(500)	(500)	(500)
Reimbursement & recovery of costs	(273)	(277)	(282)	(286)	(290)	(296)
Other income	(273)	(277)	(282)	(286)	(290)	(296)
Total funding	(273)	(777)	(782)	(786)	(790)	(796)
<u>Expenditure</u>						
Employment	2,317	2,609	2,644	2,680	2,715	2,752
Non employment	400	781	790	799	809	818
Total expenditure	2,717	3,390	3,434	3,479	3,524	3,570
Net budget	2,444	2,613	2,652	2,693	2,734	2,774

POLICY AND PERFORMANCE – POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Corporate Policy & Performance	1,545	1,723	1,747	1,773	1,799	1,824
Corporate Subscriptions	222	227	232	237	242	247
Projects	0	0	0	0	0	0
Audit	677	663	673	683	693	703
Net budget	2,444	2,613	2,652	2,693	2,734	2,774

PUBLIC HEALTH - INCOME & EXPENDITURE REVENUE BUDGET

DIRECTOR OF PUBLIC HEALTH: HELEN ATKINSON

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
UK Government grants	(23,237)	(28,861)	(31,417)	(34,229)	(37,322)	(40,724)
Reimbursement & recovery of costs	(3,757)					
Total funding	(26,994)	(28,861)	(31,417)	(34,229)	(37,322)	(40,724)
Expenditure						
Employment	3,750	3,304	3,370	3,437	3,506	3,576
Running Costs	368	1,159	1,182	1,206	1,230	1,255
Contracts	22,876	24,398	26,865	29,586	32,586	35,893
Total expenditure	26,994	28,861	31,417	34,229	37,322	40,724
Net budget	0	0	0	0	0	0

PUBLIC HEALTH - POLICY BUDGET

Policy Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Public Health - income	(26,994)	(28,861)	(31,417)	(34,229)	(37,322)	(40,724)
Public Health - expenditure	26,994	28,861	31,417	34,229	37,322	40,724
Net budget	0	0	0	0	0	0

CENTRAL INCOME & EXPENDITURE

STRATEGIC DIRECTOR: JULIE FISHER
DEPUTY CHIEF FINANCE OFFICER: KEVIN KILBURN

DETAILED REVENUE & CAPITAL BUDGET 2014 - 2019

FINANCIAL COMMENTARY

- 8.1. The Central Income and Expenditure budget provides for items of income and expenditure that are not directly related to service provision, or are as a result of past decisions. This budget supports the council's corporate priorities by providing the resources to ensure the provision of the council's capital programme and a sound financial standing both now and in the future.
- 8.2. The gross expenditure under this budget has reduced by a net amount of £3.5m to £65.5m for the 2014/15 financial year. A significant part of this reduction, £8m, is in relation to the risk contingency budget. Over recent years the council has held a risk contingency budget to cover for savings and reductions not being made in full. The risk contingency budget has not had to be used despite the council achieving nearly £200m of savings since 2010. As a result of a review of the appropriate level of contingency, this budget has been reduced in 2014/15 to £5m and has been removed thereafter completely. Any failure to make savings in future years will have to be met by reductions elsewhere.
- 8.3. In 2013/14 the council made provision for the cost of auto-enrolment of employees to the Pension Fund. The costs materialising from this have been less than originally estimated and so £1m has been removed from the 2014/15 budget. The service revenue budgets now reflect the cost to the council of employees participating in the pension fund.
- 8.4. These reductions are partially offset by increases in relation to two pressures. The first is the revenue financing of the council's capital programme, and the second is the impact of the triennial actuarial review of the pension fund. The pension review was completed during 2013/14 and will increase the employer contributions by £2.5m per year from 2014/15.
- 8.5. In future years the cost of funding and financing the council's capital programme, especially for the provision of new school places, will continue to be a pressure on the budget. From April 2016 the government has announced the introduction single tier state pension. This will end the employee and employer national insurance reduction in respect of contributions to pension schemes. The estimated cost of this change for the council is £6m per year, or the equivalent to a 1% council tax rise.

CENTRAL INCOME & EXPENDITURE

STRATEGIC DIRECTOR: JULIE FISHER

INCOME & EXPENDITURE REVENUE BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
Local taxation	(594,283)	(615,807)	(625,306)	(641,434)	(658,131)	(675,340)
UK Government grants	(245,982)	(229,379)	(227,146)	(226,778)	(223,138)	(220,092)
Income from investments	(578)	(522)	(450)	(344)	(5,235)	(5,193)
Total funding and income	(840,843)	(845,708)	(852,902)	(868,556)	(886,504)	(900,625)
Expenditure:						
Employment	426	447	324	298	298	298
Non employment costs	68,615	65,067	56,459	63,018	62,047	62,313
Total expenditure	69,041	65,514	56,783	63,316	62,345	62,611

**Net budget supported
by Council Tax,
general government
grants and reserves**

	(771,802)	(780,194)	(796,119)	(805,240)	(824,159)	(838,014)
--	------------------	------------------	------------------	------------------	------------------	------------------

BUDGET MOVEMENT SUMMARY

	2014/15	2015/16	2016/17	2017/18	2018/19	2014/19
	£000s	£000s	£000s	£000s	£000s	£000s
Prior year budget	-771,802	-780,194	-796,119	-805,240	-824,159	-771,802
Funding changes	-4,865	-7,194	-15,654	-17,948	-14,121	-59,782
Expenditure changes:						
Pressures & changes	4,114	-987	10,049	1,120	266	14,562
Savings & reductions	-7,641	-7,744	-3,516	-2,091	0	-20,992
	-8,392	-15,925	-9,121	-18,919	-13,855	-6,430
Revised budget	-780,194	-796,119	-805,240	-824,159	-838,014	-838,014

POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Income:						
Government Grants	(245,982)	(229,379)	(227,146)	(226,778)	(223,138)	(220,092)
Council Tax & Business Rates	(594,283)	(615,807)	(625,306)	(641,434)	(658,131)	(675,340)
Interest Receivable	(578)	(522)	(450)	(344)	(5,235)	(5,193)
Total funding	(840,843)	(845,708)	(852,902)	(868,556)	(886,504)	(900,625)
Expenditure:						
Protected Salaries & Relocation	426	447	324	298	298	298
Pensions back funding	8,606	11,139	11,332	11,529	11,731	11,938
Redundancy & Compensation	4360	5,749	3,919	3,739	2,738	2,731
Impact of NI Changes				6,000	6,000	6,000
Other Initiatives		1,207	(1,500)	(3,000)	(4,000)	(4,000)
Risk Contingencies	13,000	5,000				
Auto enrolment	1,000					
Land Drainage Precept	1,071	1,097	1,124	1,153	1,183	1,212
Contribution to/from reserves	3,597	3,338	(279)	(1,083)	(656)	(637)
Interest Payable	15,942	15,210	16,864	18,486	18,533	18,451
Minimum Revenue Provision	21,039	22,327	24,999	26,194	26,518	26,618
Total expenditure	69,041	65,514	56,783	63,316	62,345	62,611
Net budget	(771,802)	(780,194)	(796,119)	(805,240)	(824,159)	(838,014)

DETAILED BUDGET MOVEMENT

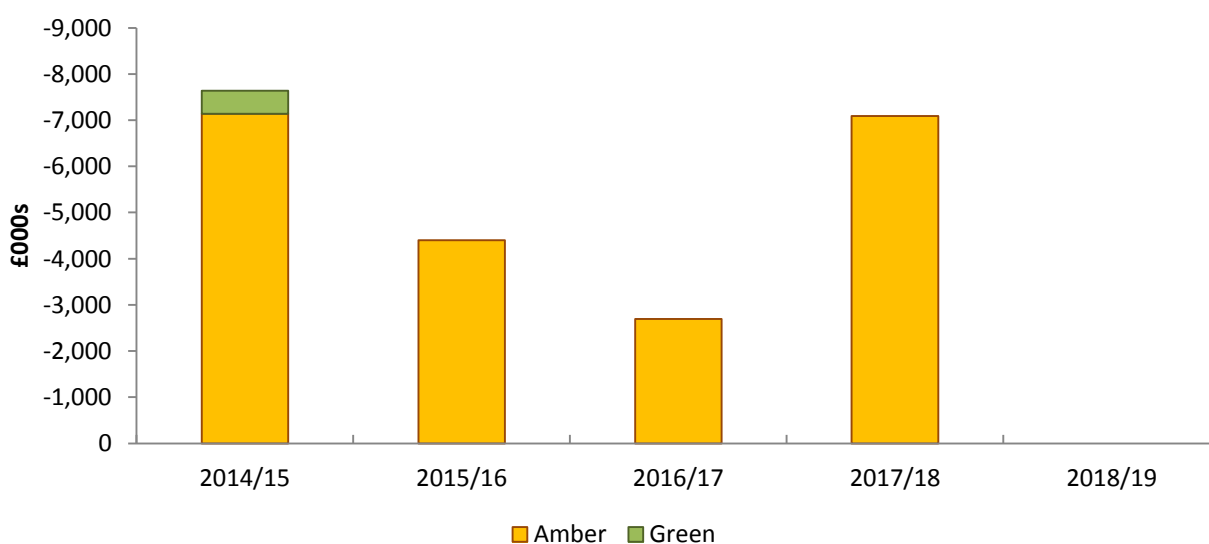
	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev- ability
Funding and income changes							
Grant and specific income movements							
Specific grant changes	16,603	2,233	368	3,640	3,046	25,890	
Movements in Council Tax Income	-20,924	-6,739	-14,434	-14,780	-15,167	-72,044	
Changes to Interest Receivable	56	72	106	109	42	385	
Changes in Business Rate Income	-600	-2,760	-1,694	-1,917	-2,042	-9,013	
Grant and specific income movements	-4,865	-7,194	-15,654	-12,948	-14,121	-54,784	
Optimising income							
Investment Income from Long- Term Capital Strategy				-5,000		-5,000	A
Optimising income				-5,000		-5,000	
Total funding changes	-4,865	-7,194	-15,654	-17,948	-14,121	-59,782	
Directorate legislative & policy changes and service pressures							
Legislative & policy changes:							
Impact of NI Changes			6,000			6,000	
Virements	1,326					1,326	
Legislative & policy changes	1,326	0	6,000	0		7,326	
Service pressures:							
General inflation	209	221	226	232	230	1,118	
Risk Contingency	-8,000	-5,000				-13,000	
Contributions to/from reserves	-259	3,617	804			4,201	
Actuarial Review of Pension Fund	2,352					2,352	
Auto Enrolment	-1,000					-1,000	
Cost of capital programme	4,870	6,273	2,807	428	17	14,395	
Redundancy	1,409					1,409	
Investment Funded from New Homes Bonus	1,000		1,000			2,000	
Other Initiatives	2,207	-2,207				0	
Sub total service pressures	2,788	-4,330	3,229	1,120	266	3,073	

DETAILED BUDGET MOVEMENT (CONTINUED)

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achievability
Savings							
One off savings							
Redundancy		-1,951	-206	-999		-3,156	A
One off savings	0	-1,951	-206	-999	0	-3,156	
Continuing savings							
Communications Review	-500		-500			-1,000	G
Continuation of internal borrowing strategy	-6,641	-1,950	-990	-92		-9,673	A
Public Health Contribution to other service expenditure	-500	-500	-1,000	-1,000		-3,000	A
Continuing savings	-7,641	-2,450	-2,490	-1,092	0	-13,673	
Total savings	-7,641	-4,401	-2,696	-2,091	0	-16,829	

EFFICIENCIES RISK ANALYSIS

	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Red	0	0	0	0	0	0
Amber	-7,141	-4,401	-2,696	-7,091	0	-21,329
Green	-500	0	0	0	0	-500



CHIEF EXECUTIVE OFFICER: DAVID MCNULTY
CHIEF FINANCE OFFICER: SHEILA LITTLE

FINANCIAL REGULATIONS 1: ROLES & RESPONSIBILITIES,

FINANCIAL REGULATIONS 2: REVENUE FINANCIAL MANAGEMENT AND PLANNING

FINANCIAL REGULATIONS 3: CAPITAL MANAGEMENT AND PLANNING

Chief Finance Officer

FR1.1. The Chief Finance Officer's responsibilities to administer and steward the financial affairs of the council are decreed by statute:

- Section 151 of the Local Government Act 1972
- Section 114 of the Local Government Finance Act 1988
- Local Government and Housing Act 1989
- Local Government Act 2003
- Accounts and Audit Regulations 2011.

FR1.2. The Chief Finance Officer's key responsibilities are to:

- a) provide strategic financial planning and advice to the Council Leadership Team, the Cabinet, other committees and member task groups
- b) ensure proper administration arrangements are in place for the council's financial affairs
- c) report to members on the overall budget performance and recommend corrective action
- d) ensure that the council or any officer of the council does not make any unlawful financial transaction or action
- e) comply with the relevant accounting and financial procedures and standards in accordance with best accounting practices, and that all transactions are conducted in the spirit of the council's values (listen, responsible, trust and respect)
- f) agree and ensure those locally managed schools and other local financial management arrangements are aligned to these regulations
- g) nominate an appropriate council officer to perform these responsibilities in the absence of the Chief Finance Officer.

FR1.3. The Chief Finance Officer must be given access to any necessary information to comply with these statutory duties.

Strategic Directors

FR1.4. Strategic Directors shall (jointly with the Chief Finance Officer) propose a revenue and capital budget to Cabinet for each service, within their budget guidelines set by the Cabinet.

FR1.5. Each Strategic Director must produce a monitoring report every month on the progress and projected spend of their approved revenue and capital budgets within agreed timescales.

FR1.6. Each Strategic Director is responsible for ensuring that there is a nominated budget holder responsible for controlling each part of their total budget. Strategic Directors will align budgetary accountability with managerial responsibility when nominating budget holders for the use of resources as closely as possible.

FR1.7. Each Strategic Director is responsible for the effective operation of the relevant financial systems to the extent that they are operated or controlled within their directorate, taking into account the advice of the Chief Finance Officer.

Heads of service / budget holders

FR1.8. Heads of service may delegate local/ detailed budgetary responsibility to nominated budget holders. Heads of service will align budgetary accountability with managerial responsibility when nominating budget holders for the use of resources as closely as possible.

FR1.9. The budget holder should make all relevant staff aware of these regulations (and associated documents). The budget holder should highlight the relevance of these regulations to their team members' roles and how they must comply with them. Finance officers can assist budget holders in this.

FR1.10. Budget holders shall make arrangements to ensure that the actual revenue expenditure does not exceed the approved budget in accordance with paragraph FR2.21 below.

FR1.11. Risk criteria (size, complexity, volatility and political sensitivity) are applied to each budget as part of the budget setting process, which then determines how a budget will be monitored during the financial year (the risk based approach).

- a) High risk – the budget is monitored monthly and a budget narrative reported to Cabinet every month.
- b) Medium risk – the budget is monitored monthly and a budget narrative reported to Cabinet every quarter.
- c) Low risk – the budget is reviewed every quarter and reported by exception.

Any variances more than £50,000 and over 10% of the actual spend to date and budget spend to date position; and the full year forecasted spend and the full year budget must be monitored monthly until the variance is stable

FR1.12. The budget holder is responsible for providing the budget narrative to be reported as part of monthly reports on budget monitoring to Cabinet. Combining more than one budget holder report into a service report is the responsibility of the Head of Service. Combining more than one service report into a directorate report is the responsibility of the Strategic Director. The Finance Service can support heads of service and Strategic Directors in producing budget narratives.

FR1.13. The Chief Finance Officer and relevant Strategic Director should approve all arrangements, guidelines and procedures for the proper administration of the service's financial affairs.

Revenue budget and medium term financial plan preparation

- FR2.1. In late January or early February, the Leader and Cabinet propose the level of council tax precept for the coming financial year for Council to set. In proposing the council tax precept, the Leader and Cabinet propose the following year's overall revenue budget, capital programme (see Regulation 3) and five year medium term financial plan (MTFP) for Council's approval. In setting council tax and approving the budget and MTFP, Council is responsible for ensuring alignment with the corporate strategy.
- FR2.2. The Section 151 Officer submits a report to the Cabinet and Council on the robustness of the budget proposals submitted for Council approval in compliance with the requirements of Section 25 of the Local Government Act 2003.
- FR2.3. In developing the council's overall high level revenue budget, Cabinet, Corporate Leadership Team and the Chief Finance Officer agree budget guidelines for each year of the MTFP. Budget holders must propose revenue budgets for the MTFP period that are sustainable for their directorate and the council. Relevant officers from Finance collate the proposed budgets and present them to Directorate Leadership Teams. Strategic Directors and the Chief Finance Officer are responsible for producing a budget and MTFP that are within the agreed guidelines.
- FR2.4. Directorates must present their budgets for the MTFP period to Council Leadership Team. These must include the key budgetary assumptions and risks. The Leader presents the budgets for the five year MTFP to Cabinet in January or February and to Council in February.
- FR2.5. Any revenue budget changes must follow virement regulations (see paragraph FR2.5.1. Error! Reference source not found.).

Fees and charges

- FR2.6. Every year, Cabinet must review and agree a schedule of fees and charges when it approves the MTFP in March. The Chief Finance Officer may provide guidance to Cabinet on the schedule.
- FR2.7. All income properly due to the council must be collected promptly and recorded to the council's benefit, unless specific authority to waive, discount or write-off such income is approved through Cabinet, Cabinet Members or under delegated powers to officers. Heads of service have authority to waive fees and charges for reasons outlined in Financial Management toolkit, up to a cumulative value of £100,000 in any one case. Any value greater than this requires Cabinet approval. Waivers granted in year must be reported in year end financial outturn reports to Cabinet.
- FR2.8. Cabinet must agree proposals to start charging for or trading in goods or services not previously subject to charging or trading with third parties.

FR2.9. Heads of service must comply with any grant conditions where they budget to meet expenditure from grant income to ensure the service receives the maximum relevant grant income.

Mid-year changes

FR2.10. Cabinet has discretion to use and allocate resources within the budget approved by Council. Any decision of Cabinet, a committee, individual Cabinet Members, officers, local committees or a joint body discharging executive functions which would incur expenditure beyond the approved budget requires Council's agreement.

FR2.11. Occasionally, new projects will arise in year that were not included in the MTFP and require specific funding. Cabinet may approve such new projects, provided their funding is within the overall limits of the budget.

FR2.12. Revenue Invest to Save scheme proposals must follow the Investment Panel process set out in paragraph FRFR3.4. Budget holders must not commit or incur expenditure on projects arising in year until Cabinet has granted approval. This includes projects services develop to access external funding.

FR2.13. Budget holders may request to carry forward a budget to the next financial year. Cabinet can approve carry forwards in the context of the total outturn position, or forecast outturn position, taking the Chief Finance Officer's advice into account.

FR2.14. At the beginning of the financial year, it can be difficult for services to estimate revenue government grants accurately and grant adjustments will be required. These grant changes will amend the revenue expenditure levels for the relevant directorates. Budget holders must seek approval through the virement process outlined in paragraph FR2.16 for such amendments. Cabinet notes all grant virements reported within the Leader's budget monitoring reports .

FR2.15. Approval of all previous year carry forwards, grant changes and other budget virements amend the MTFP budget, which becomes the updated budget.

FR2.16. The approval requirements depend on the virement.

Virement type	Approval required
Technical e.g. incorrect coding, capital transfers, redistributing funding	Relevant finance manager
Administrative i.e. already approved by Cabinet	Within a service - head of service
	Within a directorate – strategic director
	Across directorates – Chief Finance Officer

Virement type	Approval required
Without existing Cabinet approval	Under £250,000 (full year effect) - Chief Finance Officer
	Over £250,000 (full year effect) and within a directorates
	relevant Cabinet Member
	Over £250,000 (full year effect) and across directorates
	the Leader in conjunction with the relevant Cabinet Member

Monitoring

FR2.17. Budget holders are required to monitor and report on their revenue and projects budgets in accordance with risk ratings determined using the criteria in paragraph FRFR1.11.

FR2.18. Budget holders must forecast the income and expenditure position for their budget throughout the year. Using the council's forecasting tool, budget holders submit year-end forecasts to their line manager, Strategic Director and Finance according to the budget monitoring timetable. Budget holders also submit a commentary on the year to date and forecast year end position within the budget monitoring timetable deadlines. The budget commentary should include:

- a) the extent of any under or overspend
- b) the reasons for any under or overspend, such as information on activity or volume levels, contract or price variations; and
- c) what the service is doing to address any under or overspend .

FR2.19. Line managers, strategic directors and Finance reviews and validates completed budget monitoring forecasts and commentaries.

FR2.20. Budget holders can only commit to spend against budgets within their delegated responsibility. Changes to delegated responsibility require a virement to effect the change to the budget (paragraph **FR**Error! Reference source not found.).

FR2.21. If a budget holder forecasts to over-spend or under-recover (for income) then in consultation with the relevant Cabinet Member they can:

- d) reduce expenditure or take action to increase income with Cabinet approval
- e) re-direct resources by making a virement between budgets (paragraph **FR**Error! Reference source not found.)
- f) in very exceptional circumstances, request Cabinet to approve a supplementary budget allocation.

FR2.22. The budget holder must include comments about such actions taken in their budget monitoring commentary.

Reporting

FR2.23. The Chief Finance Officer uses strategic directors' budget monitoring commentaries to prepare the overall budget monitoring report to Continual Improvement Board and Cabinet each month.

FR2.24. At the financial year end, the Chief Finance Officer reports to Cabinet on the outturn of expenditure and income and the performance of each directorate compared with the updated budget.

Revenue budget – schools budget

FR2.25. If an individual school overspends, it carries that overspend forward and it becomes the first call on the school's budget in the following year. In highly exceptional circumstances, the Council may approve additional funding for a school in financial difficulties. If schools as a whole overspend collectively, their overspends would still be carried forward and they would each be required to recover the funds from their following year's budgets. Again, in highly exceptional circumstances, the Council may approve additional funding for a school in financial difficulties.

FR2.26. The Department for Education restricts use of Dedicated Schools Grant to spending on schools and centrally held schools expenditure only. Statute limits the proportion of centrally held schools expenditure, so only the Schools Forum or Secretary of State can increase the proportion of centrally held expenditure. If the centrally held budgets overspend and the council chooses to carry forward the overspend, the carry forward will count as part of the statutory limit. If this means that the statutory limit is exceeded, the Schools Forum or Secretary of State may need to approve the carry forward.

Debt write offs

FR2.27. The Chief Finance Officer, in consultation with the Head of Legal and Democratic Services, has authority to write off individual debts of up to £100,000 they consider to be irrecoverable, where:

- a) the debtor has gone into liquidation;
- b) the debtor is deceased and there are no funds and the debt has been registered as a liability to the executor;
- c) the evidence against a debtor is inconclusive, and the Head of Legal and Democratic Services recommends write-off;
- d) the debtor has absconded and all enquiries have failed; or
- e) the debtor is in prison and has no means to pay.

FR2.28. The Chief Finance Officer can approve the write off of irrecoverable debts under £10,000 not covered by the criteria above. For debts between £10,000 to £100,000 not covered by the criteria above, the relevant Cabinet Member in consultation with the Leader can approve the write off of irrecoverable debts in their portfolio, having taken into consideration the advice of the Chief Finance Officer and the Head of Legal and Democratic Services. All other write offs require Cabinet approval.

FR2.29. The year end financial outturn reports to Cabinet set out debt write offs granted in the year.

Stock write offs

FR2.30. The relevant strategic director and head of service and the Chief Finance Officer's nominee can agree to write off individual categories of stock items to a maximum value £10,000. All other write offs require Cabinet approval. The year end financial outturn reports to Cabinet set out stock write offs granted in the year.

Consultancy services

FR2.31. Procurement Standing Orders (PSOs) set out the thresholds for appointing consultants and contractors.

FR2.32. The Leader and the Chief Executive must approve consultant or contractor appointments where the fee exceeds £50,000 a year (or in proportion where the engagement is for less than one year) before the contract starts.

FR2.33. Procurement must subject all consultant or contractor engagements with an aggregate value of £100,000 or over to competitive tender and review by the Procurement Review Group before approval by the Leader and Chief Executive. Under no circumstances will the Leader and Chief Executive approve such engagements retrospectively.

Regulation 3: Capital planning and management

Budget setting

FR3.1. In late January or early February, the Leader and Cabinet propose the overall five year capital programme for Council's approval. The Chief Finance Officer supports this with: aggregate and detailed capital budgets, capital programme financing and assurances about the council's compliance with the Prudential Code's requirements.

FR3.2. Strategic directors and heads of service must ensure any planned capital spend included within the MTFP does not exceed the capital resources allocated to that programme or scheme. In particular, they must ensure:

- a) capital programme proposals are consistent with the council's corporate strategy, capital strategy, asset management plan and directorate strategies;
- b) each capital scheme or project is assessed for both financial and service risk;
- c) the proposed timetable for the programme is realistic;
- d) the available revenue resources (or planned revenue resources likely to be made available) can contain all consequential revenue costs in current and future years; and
- e) Investment Panel has reviewed the business case for each scheme or project for robustness.

FR3.3. The approved capital programme gives 'in principle' approval for expenditure on land acquisitions, building works, professional fees, furniture and equipment (including IT equipment) on any project it includes for:

- a) new starts, in the year for which the project first appears in the capital programme and in any subsequent years;
- b) minor works allocations or other block sums, in the year for which the allocation is approved and specific carry forwards approved by Cabinet;
- c) any government allocation that depends on expenditure being incurred within a specified year, only for that year.

Investment Panel

FR3.4. Each year Council approves a list of capital schemes, plus allocations for recurring programmes such as minor works and maintenance. For all schemes not previously included in the approved capital programme, budget holders must present a business rationale to Capital Working Group (CWG). CWG conducts the initial review of proposals to determine whether they should be presented to Cabinet for decision to identify schemes in the MTFP capital programme.

FR3.5. Investment Panel considers the robustness of business cases identified as part of the council's main capital programme approved by Cabinet. Sufficiently robust business cases proceed for approval to procure and start work to:

- a) Cabinet for schemes valued at greater than £1m;
- b) Cabinet Member in conjunction with the Leader for schemes valued between £100,000 and £1m; and
- c) Chief Finance Officer for schemes valued at less than £100,000.

FR3.6. Investment Panel applies the following policy to exempt schemes from business case review:

- a) capital schemes where the council carries out work funded by, and on behalf of a third party e.g. extending a Diocese run school;
- b) capital schemes determined by local committees;
- c) grant funded schemes awarded on a bid basis where CWG had considered the business rationale and Finance had agreed the council's business case included in its funding bid; and
- d) highways and property maintenance programmes where prioritisation criteria exist within the services to manage the budgets for this work.

FR3.7. To allow exemption from business case review based on prioritisation criteria, CWG considers and approves the prioritisation criteria for the service before the start of each financial year and agrees a schedule for the service to report to Investment Panel on how it has applied the criteria for that year. This gives Investment Panel oversight of the programmes and enables it to monitor progress.

FR3.8. The rules on virements (paragraph FR FR3.18) apply for approval of additional allocations, advances or deferrals of approved scheme. The same approval process applies to projects receiving additional government capital grant funding in year.

Procurement Review Group

FR3.9. Prior to seeking tenders for approved capital projects, heads of service must present a strategic procurement plan proposing the preferred route to market for the project to Procurement Review Group (PRG). PRG reviews the proposal for: overall effectiveness of the proposed route to market, legality, affordability and value for money. Following PRG review, heads of service present proposals to the appropriate Cabinet Member, in conjunction with the Leader for proposals estimated to cost between £100,000 and £1m, or Cabinet for proposals estimated to cost over £1m.

FR3.10. Following return of tenders, heads of service must submit proposals for contract award to PRG. PRG reviews the proposal for: overall effectiveness, legality, affordability and value for money. Following PRG review, heads of service present the proposals for contract award to the appropriate Cabinet Member, in conjunction with the Leader for proposals estimated to cost between £100,000 and £1m, or Cabinet for proposals estimated to cost over £1m.

FR3.11. If the final tendered cost exceeds the last estimate reported formally to either Cabinet or Cabinet Member by 5% or £200,000, whichever is the lower, the head of service, after consultation with the strategic director and appropriate Cabinet Member, determines whether to meet the additional cost from savings already identified on other projects within the existing capital programme or whether to make further savings on other approved capital projects to offset the increased costs. If the head of service cannot absorb the increased costs they submit a report to the Cabinet Member in conjunction with the Leader or Cabinet proposing other action to take.

Mid-year changes

- FR3.12. Deletion of a scheme that has been individually approved as part of the capital programme must be approved by the Cabinet Member, in consultation with the Leader if its value is below £1m and Cabinet if its value is over £1m.
- FR3.13. Where it is likely the total cost of a project already in progress will exceed its latest approved budget allocation, the relevant head of service must report this with advice on how the head of service proposes to fund the overspend:
- a) to the appropriate strategic director and Cabinet Member; and
 - b) in the budget monitoring report to Cabinet.
- FR3.14. The head of service must explain the reasons for any overspend in each scheme's post implementation review.
- FR3.15. Heads of service must refer all proposals to enter into leasing arrangements, including those by schools, to the Chief Finance Officer for agreement prior to finalisation.
- FR3.16. Heads of service must conduct a post-completion review for capital projects, in line with detailed requirements specified in the Financial Management toolkit. The head of service must advise Council Overview and Scrutiny Committee, Investment Panel, appropriate select committee and the relevant strategic director and Cabinet Member on a timely basis of all such reviews conducted.
- FR3.17. In respect of additional capital grant funding awarded in-year, spending proposals should follow the Investment Panel process.
- FR3.18. Virements are permissible subject to the following limitations:
- a) service heads can approve virements between budgets within the same team (thresholds do not apply);
 - b) strategic directors can approve virements between team budgets within the same service (thresholds do not apply);
 - c) the Chief Finance Officer can approve virements below £250,000 between portfolios or services;
 - d) the Cabinet Member can approve virements above £250,000, between services within the same portfolio area;
 - e) the Leader (with agreement from both relevant Cabinet Members) can approve virements above £250,000, between portfolios or services;
 - f) strategic directors and service heads can approve virements to resolve scheme overspendings of up to 10% (to a maximum of £200,000) of the approved budget for the scheme, any overspend above this level will be permissible only with the approval of the Cabinet Member and Leader; and
 - g) in urgent cases a virement decision as set out in (d) to (f) above may be taken by the Cabinet Member or Leader in accordance with Article 6.05(f) of the Constitution.
- FR3.19. The only type of capital virement exempt from the above rules is one between the Members' Allocation budget to another capital budget, as local committees have already approved them.

FR3.20. Cabinet approval is required to reprofile a capital scheme's budget across years, or to carry forward capital budgets at the end of the financial year.

FR3.21. The relevant head of service can approve virements from revenue to capital below £100,000 and the Cabinet Member can approve if the amount is above £100,000. Virements are not permissible from capital to revenue budgets.

Reporting and monitoring

FR3.22. The Chief Finance Officer collates the overall capital budget monitoring report and presents it to Continual Improvement Board and Cabinet each month.

FR3.23. At the end of the financial year, the Chief Finance Officer reports to Cabinet on the income and expenditure outturn and the performance of each directorate, as set out in the MTFP, compared with the updated budget.

Acquisition and disposal of assets

FR3.24. The acquisition of land or buildings for an approved scheme or for a specifically authorised acquisition, with value of more than £1m in any one case requires Cabinet approval. This value relates to freehold and leasehold interests. Acquisitions authorised under the Scheme of Delegation must use a relevant professional valuation in line with the purchase price. These should be agreed in consultation with the Chief Finance Officer.

FR3.25. The sale of land or buildings declared surplus to the council's requirements and valued at £1m or more in any one case requires Cabinet approval. This value relates to freehold and leasehold interests and includes setting a reserve figure for auction sales.

FR3.26. Acquisitions or disposals below £1m require approval of Cabinet Member in conjunction with the Leader.

Key decisions – other than above

FR3.27. The Constitution determines that the financial threshold for key decisions is £500,000. This is for any items that are not already highlighted in the above paragraphs.

FR3.28. Delegated authority to take decisions in respect of matters outlined in this document must not contradict the general provisions on key decisions in the Constitution.