

# **Annex 1**

## **Service Strategies and 2015 -20 Detailed Budgets**

## Contents

### Overall Budget

#### Revenue Budget

Including Income and Expenditure, List of Services by expenditure and Government grants and Revenue movements

#### Capital

Including: Programme Summary, Funding and Schemes in service order

### Service strategies and detail revenue and capital budgets

#### Adult Social Care

#### Central Income & Expenditure

#### Children, Schools & Families

Including: Children's Services, Schools & Learning, Delegated Schools budgets , Services for Young people and Strategic services

#### Communications

#### Community Partnership and Safety

#### Coroner

#### Cultural Services

#### Customer Services

#### Emergency Management

#### Environment & Infrastructure

Including Environment & Planning and Highways and Transport

#### Finance

#### Human Resources and Organisational Development

#### Information Management and Technology

#### Legal and Democratic Services

#### Policy & Performance

#### Procurement and Commissioning

#### Property Services

#### Public Health

#### Shared Services

#### Strategic Leadership

#### Surrey Fire and Rescue Services

#### Trading Standards

# **Overall Detailed Budget**

# Overall Council

6

## Income & Expenditure category summary

	MTFP					
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Funding</b>						
Local taxation - Council Tax	-571,344	-598,000	-627,200	-662,800	-699,000	-735,400
Local taxation - Business rates surplus	-44,463	-44,100	-46,300	-48,300	-50,600	-52,600
UK Government grants	-855,024	-884,738	-871,890	-865,710	-865,882	-864,272
Other bodies grants	-21,565	-3,388	-3,411	-3,435	-3,458	-3,482
Fees & charges	-90,396	-91,731	-94,793	-98,178	-102,311	-106,503
Property income	-6,431	-7,808	-7,948	-8,106	-8,267	-8,432
Income from investment	-577	-403	-324	-4,984	-4,825	-5,131
Joint working income	-19,609	-21,594	-21,718	-21,849	-21,980	-22,115
Reimbursements and recovery of costs	-16,411	-15,866	-16,201	-16,324	-16,450	-16,585
<b>Total funding</b>	<b>-1,625,820</b>	<b>-1,667,628</b>	<b>-1,689,785</b>	<b>-1,729,686</b>	<b>-1,772,773</b>	<b>-1,814,520</b>
<b>Expenditure</b>						
Service staffing	311,359	300,628	301,979	304,517	308,383	312,391
Service non-staffing	872,082	901,664	919,514	956,877	996,098	1,033,837
Schools - net expenditure	468,246	469,036	468,292	468,292	468,292	468,292
<b>Total expenditure</b>	<b>1,651,687</b>	<b>1,671,328</b>	<b>1,689,785</b>	<b>1,729,686</b>	<b>1,772,773</b>	<b>1,814,520</b>
<b>Funded by reserves</b>	<b>25,867</b>	<b>3,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FTEs	8,056	7,935
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## Gross expenditure revenue budget 2015/20

The below table is in 2015/16 monetary order

Revenue Summary	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Delegated Schools	468,246	469,036	468,292	468,292	468,292	468,292
Schools and Learning	213,979	217,340	219,031	223,514	229,862	236,210
Children's services	89,577	96,014	96,207	98,169	101,070	103,971
Services for Young People	27,443	25,948	26,138	26,084	26,716	27,327
Strategic Services	2,881	3,560	3,547	3,574	3,615	3,656
Children, Schools & Families	802,126	811,898	813,214	819,633	829,555	839,456
Adults Social Care	412,379	428,592	432,833	447,929	475,866	506,362
Environment	93,474	88,176	87,527	90,263	93,666	96,963
Highways and Transport	53,450	51,874	52,317	52,715	54,147	55,634
Environment & Infrastructure	146,924	140,050	139,844	142,978	147,814	152,595
Central Income & Expenditure	65,510	60,998	65,444	77,605	73,372	67,481
Surrey Fire and Rescue Service	46,724	47,945	47,825	46,086	48,754	47,656
Property	38,714	37,169	38,987	40,440	41,882	43,608
Public Health	28,861	35,829	42,356	42,356	42,356	42,356
Information Management and Technology	25,587	25,220	25,319	25,833	26,297	26,800
Cultural Services	23,213	22,905	22,554	22,776	23,103	23,355
Finance	10,549	10,171	10,555	11,063	11,268	11,478
Human Resources and Organisational Development	11,380	9,255	9,422	9,598	9,777	9,959
Legal & Democratic Services	9,084	8,908	9,051	10,537	9,361	9,524
Shared Service Centre	8,303	8,781	8,864	9,028	9,194	9,364
Customer Services & Directorate Support	5,554	4,627	4,702	4,777	4,854	4,933
Policy & Performance	3,390	4,618	4,281	4,313	4,358	4,395
Procurement	3,488	3,438	3,500	3,563	3,626	3,692
Community Partnership & Safety	2,992	2,968	2,996	3,024	3,053	3,082
Trading Standards	2,571	3,657	3,669	3,702	3,763	3,824
Communications	1,820	2,021	2,054	2,092	2,129	2,166
Coroner	1,243	1,258	1,278	1,299	1,321	1,344
Emergency Management	531	575	584	594	603	613
Strategic Leadership	444	446	453	460	467	475
Magna Carta	300	0	0	0	0	0
<b>Total expenditure</b>	<b>1,651,687</b>	<b>1,671,328</b>	<b>1,689,785</b>	<b>1,729,686</b>	<b>1,772,772</b>	<b>1,814,520</b>

Please note that some tables do not cast due to roundings

\* Magna Carta service was for one year only

## Government Grants

6

		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
		£'000	£'000	£'000	£'000	£'000	£'000
0-5 programme grant (New)	PH	0	-6,528	-13,055	-13,055	-13,055	-13,055
Adult Community Learning	Lib	-2,446	-2,407	-2,287	-2,207	-2,196	-2,130
Adoption reform grant (Ceased)	CIE	-1,224	0	0	0	0	0
Area of Outstanding Natural Beauty - Surrey	EV	-156	-103	-103	-103	-103	-103
Asylum Seekers	CSF	-2,000	-2,300	-2,300	-2,300	-2,300	-2,300
Better care fund (New)	CIE	0	-25,000	-25,000	-25,000	-25,000	-25,000
Bikeability	EV	-240	-232	-221	-213	-212	-206
Bus service operator grant	EV	-1,125	-1,125	-1,069	-1,031	-1,026	-995
Business Rate cap grant	CIE	-1,088	-1,523	-1,523	-1,523	-1,523	-1,523
Business Rate Retention Grant	CIE	-1,605	0	0	0	0	0
Business Rate retention Scheme	CIE	-191,275	-168,715	-152,372	-145,989	-147,257	-147,729
Care Act Implementation Funding (New)	CIE	0	-9,800	-9,800	-9,800	-9,800	-9,800
Counter Fraud (New)	PP	0	-360	0	0	0	0
Dedicated School Grant - CSF	CSF	-543,023	-541,171	-541,427	-542,427	-542,427	-542,427
Dedicated School Grant - Corporate Allocation	CIE	-3,517	-3,517	-3,517	-3,517	-3,517	-3,517
Education Funding Agency	CSF	-15,063	-14,700	-14,700	-14,700	-14,700	-14,700
Education Services Grant	CIE	-14,387	-11,110	-4,210	-3,210	-2,210	-2,210
Extended rights to travel - CSF	CSF	-216	-135	-128	-123	-119	-115
Fire pensions	SFRS	-7,532	-8,305	-9,396	-8,151	-11,456	-10,603
Fire revenue grant	SFRS	-395	-403	-382	-369	-367	-356
Fire Transformation (Emergency) (New)	SFRS	0	-756	0	0	0	0
Fire Transformation (joint) (New)	SFRS	0	-262	0	0	0	0
Flood water management	HT	-375	-250	0	0	0	0
Health & Wellbeing	PP	-500	-458	-435	-419	-417	-405
Independant Living Fund	CIE	0	-1,345	-1,791	-1,791	-1,791	-1,791
Independent Support Grant (SEND)	CSF	0	-34	0	0	0	0
Local Sustainable Transp. Fund (std)	EV	-630	0	0	0	0	0
Local Sustainable Transp. Fund (town centre)	EV	-2,084	-1,914	0	0	0	0
Mental Health Deprivation of Liberty	ASC	-222	-80	-80	-80	-80	-80
Mental Health Transformation Challenge Award (New)	ASC	0	-1,017	-508	0	0	0
Music Grant, Surrey Arts	Lib	-1,064	-1,073	-1,007	-961	-945	-903
New Homes Bonus	CIE	-3,897	-4,855	-5,938	-6,130	-5,818	-4,786
New Homes Bonus returned funding	CIE	-350	-339	-500	-500	-500	-500
PE & Sport	CSF	-2,523	-2,396	-2,396	-2,396	-2,396	-2,396
Private Financing Initiative	CIE	-11,044	-11,044	-16,949	-18,949	-15,903	-15,903
Police & Crime Panel	LDS	-66	-64	-61	-59	-58	-57
Public health	PH	-25,561	-28,977	-28,977	-28,977	-28,977	-28,977
Pupil Premium	CSF	-17,579	-18,382	-18,382	-18,382	-18,382	-18,382
Registration deaths	Lib	-18	-18	-17	-17	-16	-16
Remand grant	CSF	-104	-32	-32	-32	-32	-32
Restorative justice development (ceased)	CSF	-18	0	0	0	0	0
SEND Implementation (New)	CSF	0	-638	0	0	0	0
SEN Pathfinder	CSF	-150	0	0	0	0	0
SEN Reform Grant (ceased)	CIE	-983	0	0	0	0	0
Social fund (incl. Administration)(ceased)	SSC	-1,145	0	0	0	0	0
South East Protected Landscape grants (ceased)	EV	-82	-36	-36	-36	-36	-36
Sustainable Development Fund	EV	-37	-30	-30	-30	-30	-30
Sustainable Travel Grant	EV	-102	-64	-61	-58	-58	-56
Troubled Families	CSF	-352	-899	-899	-899	-899	-899
Universal Infant school Meals	CSF	0	-11,560	-11,560	-11,560	-11,560	-11,560
Woodland Officer	EV	-7	-5	-5	-5	-5	-5
Youth Justice Board	CSF	-839	-776	-736	-710	-710	-688
<b>Total Government Grants</b>		<b>-855,024</b>	<b>-884,738</b>	<b>-871,890</b>	<b>-865,710</b>	<b>-865,882</b>	<b>-864,272</b>

**Government Grants (cont)**

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000	£'000

**By services:**

Children, Schools & Families	CSF	-581,867	-593,023	-592,560	-593,529	-593,525	-593,499
Adults Social Care	ASC	-222	-1,097	-589	-80	-80	-80
Environment	EV	-4,464	-3,510	-1,525	-1,477	-1,471	-1,432
Highways and Transport	HT	-375	-250	0	0	0	0
Central Income & Expenditure	CIE	-229,370	-237,248	-221,600	-216,409	-213,319	-212,759
Surrey Fire and Rescue Service	SFRS	-7,927	-9,726	-9,778	-8,520	-11,823	-10,959
Public Health	PH	-25,561	-35,505	-42,032	-42,032	-42,032	-42,032
Cultural Services	LIB	-3,528	-3,498	-3,311	-3,185	-3,157	-3,049
Legal & Democratic Services	LDS	-66	-64	-61	-59	-58	-57
Shared Service Centre	SSC	-1,145	0	0	0	0	0
Policy & Performance	PP	-500	-818	-435	-419	-417	-405
<b>Total Government Grants</b>		<b>-855,024</b>	<b>-884,738</b>	<b>-871,890</b>	<b>-865,710</b>	<b>-865,882</b>	<b>-864,272</b>

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000	£'000

**By Responsibility changes:****New responsibilities grants**

0-5 programme grant (New)	0	-6,528	-13,055	-13,055	-13,055	-13,055
Better care fund (New)	0	-25,000	-25,000	-25,000	-25,000	-25,000
Care Act Implementation Funding (New)	0	-9,800	-9,800	-9,800	-9,800	-9,800
Counter Fraud (New)	0	-360	0	0	0	0
Fire Transformation (Emergency) (New)	0	-756	0	0	0	0
Fire Transformation (joint) (New)	0	-262	0	0	0	0
Mental Health Transformation Challenge Award (New)	0	-1,017	-508	0	0	0
SEND Implementation (New)	0	-638	0	0	0	0
<b>New Responsibilities</b>	<b>0</b>	<b>-44,360</b>	<b>-48,363</b>	<b>-47,855</b>	<b>-47,855</b>	<b>-47,855</b>

**Existing Responsibilities**

	<b>-851,572</b>	<b>-840,342</b>	<b>-823,491</b>	<b>-817,819</b>	<b>-817,991</b>	<b>-816,380</b>
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**Ceased responsibilities**

Adoption reform grant (Ceased)	-1,224	0	0	0	0	0
Restorative justice development (ceased)	-18	0	0	0	0	0
SEN Reform Grant (ceased)	-983	0	0	0	0	0
Social fund (incl. Administration)(ceased)	-1,145	0	0	0	0	0
South East Protected Landscape grants (ceased)	-82	-36	-36	-36	-36	-36
<b>Ceased responsibilities</b>	<b>-3,452</b>	<b>-36</b>	<b>-36</b>	<b>-36</b>	<b>-36</b>	<b>-36</b>

**Total Government Grants**

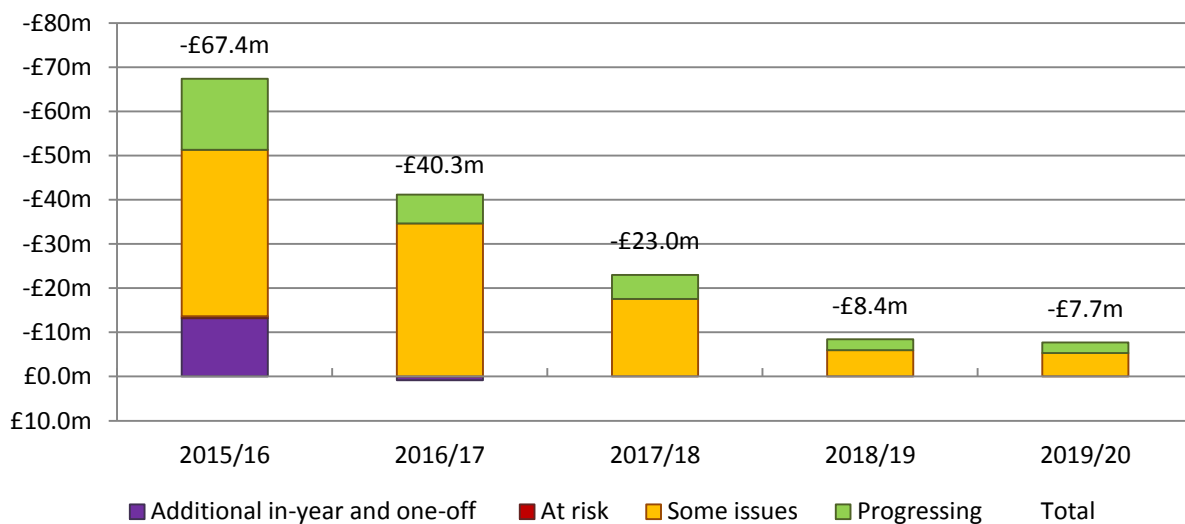
	<b>-855,024</b>	<b>-884,738</b>	<b>-871,890</b>	<b>-865,710</b>	<b>-865,882</b>	<b>-864,272</b>
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## Revenue budget movements

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	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2015/20 £'000
<b>Summary budget movement</b>						
Prior year budget	25,867	3,700	0	0	0	25,867
Total Grant and specific income movements	-32,354	-78,980	-37,716	-41,812	-40,451	-231,313
Total Pressures and changes	77,577	115,597	60,678	50,227	48,133	352,212
Total Optimising income movements	-478	-219	1	-25	0	-721
Total Continuing Savings	-53,692	-40,918	-22,963	-8,390	-7,682	-133,645
Total additional in year and one-off savings	-13,220	820	0	0	0	-12,400
	-22,167	-3,700	0	0	0	-25,867
<b>Revised budget</b>	<b>3,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Savings:	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2015/20 £'000
Additional in-year and one-off	-13,220	820				-12,400
At risk	-420	0	0	0	0	-420
Some issues	-37,654	-34,660	-17,545	-5,993	-5,328	-101,180
Progressing	-16,096	-6,477	-5,417	-2,422	-2,354	-32,766
<b>Total</b>	<b>-67,390</b>	<b>-40,317</b>	<b>-22,962</b>	<b>-8,415</b>	<b>-7,682</b>	<b>-146,766</b>





# Capital

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
<b>Summary capital funding</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Grants	88,313	113,997	85,067	70,056	53,870	411,303
Reserves	7,567	3,444	6,802	2,420	2,596	22,829
Third party contributions	3,702	6,276	7,054	7,179	7,179	31,390
Borrowing	76,590	58,764	40,166	31,451	23,494	230,465
<b>Total</b>	<b>176,172</b>	<b>182,481</b>	<b>139,089</b>	<b>111,106</b>	<b>87,139</b>	<b>695,987</b>

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
<b>Summary capital programme</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Schools Basic Need	75,241	95,270	58,710	40,880	19,750	289,851
Property Services	47,743	38,621	31,408	23,838	21,794	163,404
Highways and Transport	31,956	32,649	32,166	30,339	29,256	156,366
Environment	2,887	5,461	5,739	5,864	5,764	25,715
Information Management and Technology	4,874	4,133	4,284	3,248	4,253	20,792
Surrey Fire and Rescue Service	7,977	1,836	1,986	2,141	1,526	15,466
Schools Devolved Capital	2,612	2,612	2,612	2,612	2,612	13,060
Adults Social Care	1,150	1,150	1,050	1,050	1,050	5,450
Children Services	599	599	599	599	599	2,995
Community Partnership & Safety	0	0	385	385	385	1,155
Legal & Democratic Services	150	150	150	150	150	750
Schools & Learning	983	0	0	0	0	983
<b>Total</b>	<b>176,172</b>	<b>182,481</b>	<b>139,089</b>	<b>111,106</b>	<b>87,139</b>	<b>695,987</b>

# Capital

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	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Summary capital funding</b>						
Schools Basic Need	29,427	30,000	33,085	30,000	15,699	138,211
Schools Basic Need Top-Up Grant	13,193	28,122	0	0	0	41,315
Schools devolved formula capital	2,612	2,612	2,612	2,612	2,612	13,060
Schools capital maintenance	13,102	13,102	13,102	13,102	13,102	65,510
Schools Kitchens	982	0	0	0	0	982
Integrated transport block	4,784	4,784	4,784	4,784	4,784	23,920
Highways maintenance - base allocation	16,714	15,323	14,859	13,449	13,449	73,794
Highways maintenance - challenge fund	0	1,000	1,000	1,000	1,000	4,000
Highways maintenance - incentive	0	1,000	1,000	1,000	1,000	4,000
Fire Transformation and Emergency Care response Grant	5,275	0	0	0	0	5,275
Department of Health Capital Grant	2,224	2,224	2,224	2,224	2,224	11,120
Unspecified Government grants	0	15,830	12,401	1,885	0	30,116
<b>Total Grants</b>	<b>88,313</b>	<b>113,997</b>	<b>85,067</b>	<b>70,056</b>	<b>53,870</b>	<b>411,303</b>
<b>Reserves</b>						
Fire Vehicle & Equipment Reserve	2,702	1,836	1,986	2,141	1,526	10,191
IT Equipment Reserve	1,865	1,608	1,694	279	1,070	6,516
General Capital Reserve	3,000	0	3,122	0	0	6,122
<b>Total Reserves</b>	<b>7,567</b>	<b>3,444</b>	<b>6,802</b>	<b>2,420</b>	<b>2,596</b>	<b>22,829</b>
<b>Third Party Funded</b>						
CIL funded schemes-to fund new transport schemes	2,002	4,576	5,354	5,479	5,479	22,890
s106 funded schemes	1,700	1,700	1,700	1,700	1,700	8,500
<b>Total Third Party Funded</b>	<b>3,702</b>	<b>6,276</b>	<b>7,054</b>	<b>7,179</b>	<b>7,179</b>	<b>31,390</b>
<b>Borrowing</b>	<b>76,590</b>	<b>58,764</b>	<b>40,166</b>	<b>31,451</b>	<b>23,494</b>	<b>230,465</b>
<b>Total Capital Funding</b>	<b>176,172</b>	<b>182,481</b>	<b>139,089</b>	<b>111,106</b>	<b>87,139</b>	<b>695,987</b>

# Capital

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Summary capital programme	£'000	£'000	£'000	£'000	£'000	£'000
Major Adaptations	800	800	800	800	800	4,000
In-house capital improvement schemes	250	250	250	250	250	1,250
User led organisational hubs	100	100	0	0	0	200
<b>Adult Social care</b>	<b>1,150</b>	<b>1,150</b>	<b>1,050</b>	<b>1,050</b>	<b>1,050</b>	<b>5,450</b>
Schools devolved formula capital	2,612	2,612	2,612	2,612	2,612	13,060
Foster carer grants	300	300	300	300	300	1,500
Adaptations for children with disabilities	299	299	299	299	299	1,495
<b>Children Services</b>	<b>599</b>	<b>599</b>	<b>599</b>	<b>599</b>	<b>599</b>	<b>2,995</b>
Schools & Learning: School Kitchens	983	0	0	0	0	983
<b>Children, Schools &amp; Families</b>	<b>4,194</b>	<b>3,211</b>	<b>3,211</b>	<b>3,211</b>	<b>3,211</b>	<b>17,038</b>
<b>Community Partnership &amp; Safety: Local Committee</b>						
<b>Allocations</b>	<b>0</b>	<b>0</b>	<b>385</b>	<b>385</b>	<b>385</b>	<b>1,155</b>
Fire-Vehicle & Equipment Replacement	2,702	1,836	1,986	2,141	1,526	10,191
Fire Emergency Care Response	75	0	0	0	0	75
Fire Joint Transport Project	5,200	0	0	0	0	5,200
<b>Surrey Fire &amp; Rescue Service</b>	<b>7,977</b>	<b>1,836</b>	<b>1,986</b>	<b>2,141</b>	<b>1,526</b>	<b>15,466</b>
Highway maintenance	21,518	21,018	21,518	21,018	21,018	106,090
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	3,500	3,000	2,500	2,000	15,000
Safety barriers	256	256	256	256	256	1,280
Traffic signal replacement	550	550	550	550	550	2,750
Highways Vehicle Replacement	200	200	200	200	0	800
Local Growth Deal (tranches 1-3)	0	1,693	1,210	383	0	3,286
Flood resilience schemes	500	500	500	500	500	2,500
River Thames scheme	500	500	500	500	500	2,500
Cross Directorate CIL schemes	1,700	1,700	1,700	1,700	1,700	8,500
<b>Highways &amp; Transport</b>	<b>31,956</b>	<b>32,649</b>	<b>32,166</b>	<b>30,339</b>	<b>29,256</b>	<b>156,366</b>
Maintenance at closed landfill sites	100	100	100	100	0	400
Rights of way and byways	85	85	85	85	85	425
Road safety schemes	200	200	200	200	200	1,000
Basingstoke Canal Remedial Works	500	500	0	0	0	1,000
Cross Directorate CIL schemes	2,002	4,576	5,354	5,479	5,479	22,890
<b>Environment &amp; Planning</b>	<b>2,887</b>	<b>5,461</b>	<b>5,739</b>	<b>5,864</b>	<b>5,764</b>	<b>25,715</b>

# Capital

6

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Summary capital programme</b>						
<u>Recurring programmes:</u>						
Schools - Disability Discrimination Act	466	477	487	497	497	2,424
Schools capital maintenance, inc.childrens centres	13,102	13,102	13,102	13,102	13,102	65,510
Carbon reduction - Corporate	1,000	1,393	1,300	1,300	1,300	6,293
Fire risk assessments/minor works/DDA	0	0	0	0	0	0
Non schools structural maintenance	5,400	6,900	7,000	6,987	6,895	33,182
<b>Recurring programmes</b>	<b>19,968</b>	<b>21,872</b>	<b>21,889</b>	<b>21,886</b>	<b>21,794</b>	<b>107,409</b>
<u>Projects:</u>						
Portesbury SEN School	7,693	150	0	0	0	7,843
Gypsy Sites	2,353	0	0	0	0	2,353
Fire Station reconfiguration	4,183	631	1,567	1,952	0	8,333
Woking Fire Station	0	1,000	0	0	0	1,000
Guildford Fire Station	100	0	0	0	0	100
Fire training tower replacement	285	200	0	0	0	485
Replace aged demountables	750	450	750	0	0	1,950
SEN strategy	1,400	4,114	4,080	0	0	9,594
Joint Public Sector Property Projects	760	1,140	0	0	0	1,900
Land acquisition for waste	3,000	0	3,122	0	0	6,122
Projects to enhance income	876	600	0	0	0	1,476
Regeneration projects	4,050	2,470	0	0	0	6,520
Projects to reprovision and deliver capital receipts	425	625	0	0	0	1,050
Reigate Priory School	500	500	0	0	0	1,000
Trumps Farm Solar Panels	0	3,800	0	0	0	3,800
Short Stay Schools	1,400	1,068	0	0	0	2,468
<b>Projects</b>	<b>27,775</b>	<b>16,748</b>	<b>9,519</b>	<b>1,952</b>	<b>0</b>	<b>55,994</b>
<b>Property Services</b>	<b>47,743</b>	<b>38,620</b>	<b>31,408</b>	<b>23,838</b>	<b>21,794</b>	<b>163,403</b>
<b>Schools Basic Need</b>	<b>75,241</b>	<b>95,270</b>	<b>58,710</b>	<b>40,880</b>	<b>19,750</b>	<b>289,851</b>
IT Project Investment	1,865	1,608	1,694	279	1,070	6,516
IT Equipment Replacement Reserve	2,500	2,500	2,500	2,500	2,500	12,500
<b>Recurring programmes</b>	<b>4,365</b>	<b>4,108</b>	<b>4,194</b>	<b>2,779</b>	<b>3,570</b>	<b>19,016</b>
Adults Social Care Infrastructure Grants (IT)	304	0	0	0	0	304
Other IMT projects	205	25	90	469	683	1,472
<b>Projects</b>	<b>509</b>	<b>25</b>	<b>90</b>	<b>469</b>	<b>683</b>	<b>1,776</b>
<b>Information Management &amp; Technology</b>	<b>4,874</b>	<b>4,133</b>	<b>4,284</b>	<b>3,248</b>	<b>4,253</b>	<b>20,792</b>
<b>Legal &amp; Democratic services: Community Buildings Grant scheme</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>750</b>
<b>Total Capital Programme</b>	<b>176,172</b>	<b>182,481</b>	<b>139,089</b>	<b>111,106</b>	<b>87,139</b>	<b>695,987</b>

# **Services**

## **Detailed Budget**



# Adult Social Care 2015/16



Dave Sargeant  
Strategic Director, Adult  
Social Care

## Our purpose

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

Our vision is to work collaboratively with partners ensuring people have choice and control, in order to maximise their wellbeing, retain their independence, continue to live in their local community and remain safe.

Delivering this vision will mean people in Surrey:

- know about and can access information, care and support in their local community
- live independently with choice and control over their lives
- are able to prevent and postpone the need for care and support
- are satisfied with the quality of their care and support
- remain safe.

For more information on what we do, contact [david.sargeant@surreycc.gov.uk](mailto:david.sargeant@surreycc.gov.uk)

## Our challenges and opportunities

We face challenges of an unprecedented financial environment in which we need to deliver significant efficiency savings and generate income; radical changes in national policy contained within the Care Act will have far-reaching impacts for the Surrey where a very high proportion of people fund their own care; and the demographic pressures of an ageing population, with a high incidence of dementia.

All of this will necessitate a radical strategic shift in the way in we deliver services, a refocus of available resources and collaboration with our health partners to deliver local integrated community-based health and social care services.

## Our key actions

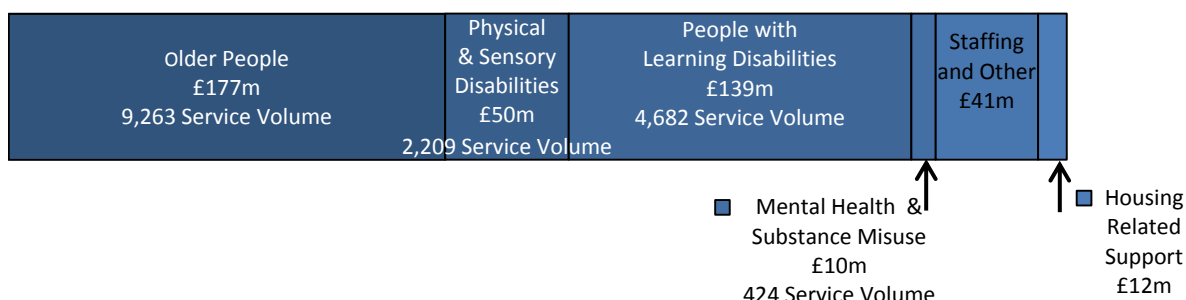
We will prioritise five actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*:

1. Protect people from harm and ensure care and support services are high quality and safe.
2. 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.
3. Work with health and other partners to deliver local integrated community-based health and social care services.
4. Implement the Care Act and prepare for funding reform in April 2016.
5. Deliver efficiency savings of £37m.

## Our budget

The council has an overall operating revenue budget of £1.7 billion. A capital programme worth just over £694 million is also planned over the next five years. The chart below shows how Adult Social Care spending has been allocated for 2015/16.

**Gross Revenue Expenditure: £428.6m**



n.b. There is a small capital budget of £1.2m for 2015/16 on major adaptations and in-house improvements

Our Directorate is structured to align with Surrey's Clinical Commissioning Groups to support the integration health and social care services in Surrey. We will ensure the overall actions for Adult Social Care are delivered and will prioritise the following actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.



Jean Boddy  
Area Director  
Surrey Heath and  
Farnham

1. Deliver adult social care services in Surrey Heath and Farnham ensuring we protect people from harm; connect individuals with their family, friends and community support networks; deliver local integrated community based health and social care services, implement the Care Act and delivery efficiency savings
2. Provide strategic leadership through the joint commissioning of services to respond to our 'ageing population' and to realign the health and social care system towards enabling and preventative services for older people
3. Provide strategic leadership through the joint commissioning of services which focus on dementia and the mental wellbeing of older people, increase early diagnosis and support, address social stigma, enhance support for relatives/carers and develop dementia friendly communities
4. Collaborate with partners, including probation, borough and district councils and health, to reduce reliance on residential care and shift towards housing related support services enabling vulnerable people to remain as independent as possible in the community.



Shelley Head  
Area Director  
North West Surrey

1. Deliver adult social care services in North West Surrey ensuring we protect people from harm; connect individuals with their family, friends and community support networks; deliver local integrated community based health and social care services, implement the Care Act and delivery efficiency savings
2. Provide strategic leadership for the family, friends and communities programme, which will continue to deliver extensive cultural and practice change, build on the Care Act to deliver an holistic and enabling approach to social care and grow the range of local services which deliver better outcomes at less cost
3. Ensure operational safeguarding is embedded into practice across Adult Social Care to protect people from harm and ensure care and support services are high quality and safe.



Jo Poynter  
Area Director  
East Surrey

1. Deliver adult social care services in East Surrey ensuring we protect people from harm; connect individuals with their family, friends and community support networks; deliver local integrated community based health and social care services, implement the Care Act and delivery efficiency savings
2. Provide strategic leadership for the provision of services for people with learning disabilities, with the development of new learning disability and autism strategies and revised learning disability lead commissioning arrangements
3. Provide strategic leadership for the provision of services for people with mental health needs, including substance misuse, across the Directorate
4. Collaborate with health and prison partners to ensure people in Surrey's prison receive appropriate support and care services to meet their social care needs, under the duties of the Care Act 2014.





Sonya Sellar  
Area Director  
Mid Surrey

1. Deliver adult social care services in Mid Surrey ensuring we protect people from harm; connect individuals with their family, friends and community support networks; deliver local integrated community based health and social care services, implement the Care Act and delivery efficiency savings
2. Provide strategic leadership for the provision of services for carers across Surrey, ensuring carers are supported in their caring role and have a life outside caring
3. Collaborate with health, borough and district and other partners to ensure the Adult Social Care workforce is fit for the future, supports health and social care integration and whole system improvements
4. Provide strategic leadership for the implementation of new duties under the Care Act 2014, particularly for eligibility and assessment, and ensure the Directorate is prepared for funding reform in April 2016.



Liz Uliasz  
Area Director  
Guildford and Waverley

1. Deliver adult social care services in Guildford and Waverley ensuring we protect people from harm; connect individuals with their family, friends and community support networks; deliver local integrated community based health and social care services, implement the Care Act and delivery efficiency savings
2. Provide strategic leadership for the provision of services for people with physical and sensory disabilities, HIV and for young people in transition across the Directorate
3. Provide operational leadership for occupational therapy services ensuring we support people to maintain their independence and promote effective collaboration across Surrey's health and social care system
4. Collaborate with health, borough and district council partners to ensure disabled facilities grant are used to support health and social care integration and to implement whole system improvements
5. Ensure robust emergency planning and business continuity arrangements are in place across Adult Social Care on an on-going basis and for events such as Armed Forces Day and Prudential Ride London.



Andy Butler  
Principal Social  
Worker/Senior Practice  
Development Manager

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



Philippa Alisiroglu  
Interim Assistant  
Director, Service  
Delivery

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



Toni Carney  
Head of Resources and  
Caldicott Guardian

1. Ensure there is a robust policy framework in place to respond to the radical changes in national policy in the Care Act, to other strategic changes and new models of delivery
2. Provide strategic leadership as Caldicott Guardian, for information governance across the Directorate and for putting data and information sharing arrangements in place with partners to support an integrated model of community based health and social care
3. Deliver effective commissioning and business support services across the Directorate and ensure robust information quality across the IT systems which support the adult social care operation
4. Work with IMT partners to give staff IT solutions which are fit for purpose, meet the needs of the Care Act and support the shift towards an integrated model of community based health and social care
5. Provide professional leadership for the deputyship function and for financial assessments and benefits across Adult Social Care, ensuring the end-to-end processes are efficient, effective and meet the needs of the Care Act



Vernon Nosal  
Interim Head of Quality  
Assurance and Strategic  
Safeguarding

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



Kathryn Pyper  
Senior Programme  
Manager

1. Provide robust business intelligence to meet external statutory and corporate reporting requirements; local management information to support front line teams; intelligence to inform the Directorate's change projects and the commissioning, grants and contracts function; and participate in external and internal best practice groups
2. Support delivery of strategic change projects across the Directorate - including Family, Friends and Communities, implementation of the Care Act and the Better Care Fund which is driving health and social care integration – to realise the ambitions set in the Directorate strategy
3. Deliver effective information and advice about local care and support to all Surrey residents under the duties of the Care Act; ensure robust stakeholder engagement; meet internal and external communications needs; and ensure the Directorate addresses its equality duties.

# Adult Social Care

Strategic Director: Dave Sargeant

## Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Older People	166,570	176,919	175,091	179,004	192,396	206,882
Physical & Sensory Disabilities	49,378	50,060	50,387	51,387	53,147	55,201
People with Learning Disabilities	127,177	138,767	143,125	153,045	164,957	178,261
Mental Health & Substance Misuse	11,160	9,787	9,334	8,975	9,238	9,551
Assessment & Care Management	29,640	23,598	23,861	24,115	24,361	24,590
Management & Support	16,025	17,870	19,442	19,809	20,172	20,281
Housing Related Support	12,429	11,591	11,593	11,594	11,595	11,596
Income	-72,355	-56,792	-58,225	-59,922	-62,797	-65,711
<b>Net budget <sup>1</sup></b>	<b>340,024</b>	<b>371,801</b>	<b>374,609</b>	<b>388,007</b>	<b>413,069</b>	<b>440,651</b>
<b>Total funding</b>	<b>-72,355</b>	<b>-56,792</b>	<b>-58,225</b>	<b>-59,922</b>	<b>-62,797</b>	<b>-65,711</b>
<b>Total expenditure</b>	<b>412,379</b>	<b>428,592</b>	<b>432,833</b>	<b>447,929</b>	<b>475,866</b>	<b>506,362</b>
<b>Net budget <sup>1</sup></b>	<b>340,024</b>	<b>371,801</b>	<b>374,609</b>	<b>388,007</b>	<b>413,069</b>	<b>440,651</b>

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>Summary budget movement</b>					
<b>Prior year budget</b>	<b>340,024</b>	<b>371,800</b>	<b>374,608</b>	<b>388,007</b>	<b>413,069</b>
Total Grant and specific income movements	15,563	-1,433	-1,698	-2,875	-2,914
Total Pressures and changes	53,553	32,160	30,262	34,594	37,297
Total Continuing Savings	-24,940	-27,919	-15,165	-6,657	-6,801
Total Additional in-year savings	-12,400	0	0	0	0
Movements	31,776	2,808	13,399	25,062	27,582
<b>Revised budget</b>	<b>371,800</b>	<b>374,608</b>	<b>388,007</b>	<b>413,069</b>	<b>440,651</b>

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2015/20 £000
<b>Capital Programme</b>						
<u>Project schemes</u>						
Major Adaptations	800	800	800	800	800	4,000
In-house capital improvement schemes	250	250	250	250	250	1,250
User led organisational hubs	100	100				200
Project schemes	1,150	1,150	1,050	1,050	1,050	5,450
<b>Capital programme</b>	<b>1,150</b>	<b>1,150</b>	<b>1,050</b>	<b>1,050</b>	<b>1,050</b>	<b>5,450</b>

Note:

1: Net budget supported by Council Tax general government grants and reserves

## Adult Social Care

### Income & Expenditure revenue budget (by type)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
<b>Funding:</b>						
UK Government grants	-222	-1,097	-589	-80	-80	-80
Other bodies grants	-18,309	0	0	0	0	0
Fees & charges	-41,808	-43,829	-45,771	-47,976	-50,851	-53,765
Joint working income	-10,245	-10,056	-10,055	-10,056	-10,056	-10,056
Reimbursements and recovery of costs	-1,771	-1,810	-1,810	-1,810	-1,810	-1,810
<b>Total funding</b>	<b>-72,355</b>	<b>-56,792</b>	<b>-58,225</b>	<b>-59,922</b>	<b>-62,797</b>	<b>-65,711</b>
<b>Expenditure:</b>						
Employment	71,442	58,766	55,291	56,002	56,687	57,083
Non employment	340,602	3,983	4,054	4,135	4,218	4,302
Contracts & Care packages	335	365,843	373,488	387,792	414,961	444,977
<b>Total expenditure</b>	<b>412,379</b>	<b>428,592</b>	<b>432,833</b>	<b>447,929</b>	<b>475,866</b>	<b>506,362</b>
<b>Net budget <sup>1</sup></b>	<b>340,024</b>	<b>371,800</b>	<b>374,608</b>	<b>388,007</b>	<b>413,069</b>	<b>440,651</b>

	2014/15	2015/16
FTEs	2,145	1,925 <sup>2</sup>

**Note:**

1: Net budget supported by Council Tax general government grants and reserves

2: Decrease in FTEs due to transfer to subsidiary Surrey Choices

## Adult Social Care

### Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>Older People</b>						
Nursing General	19,742	23,182	24,699	26,239	28,795	31,536
Nursing Dementia	13,087	15,836	15,545	15,436	17,078	18,856
Residential General - External	38,549	43,228	45,239	46,887	48,933	51,180
Residential Dementia - External	12,579	13,214	13,632	13,916	14,667	15,476
Residential In-House Provision	7,527	7,562	5,096	5,170	5,240	5,307
Home Care - External	37,125	45,035	43,874	44,950	50,283	56,017
Reablement In-House Provision	7,374	7,362	7,218	7,267	7,310	7,342
Extra Care In-House Provision	2,860	2,562	2,564	2,566	2,567	2,568
Direct Payments	10,220	9,126	7,712	7,309	8,291	9,369
Day Care - External	2,846	2,840	2,850	2,909	3,077	3,259
Day Care In-House Provision	192	177	179	181	183	185
Respite Care	2,280	1,688	1,715	1,752	1,810	1,871
Transport Services	666	455	449	451	475	502
Other Care	11,523	4,652	4,319	3,971	3,687	3,414
<b>Total Older People</b>	<b>166,570</b>	<b>176,919</b>	<b>175,091</b>	<b>179,004</b>	<b>192,396</b>	<b>206,882</b>
<b>Physical &amp; Sensory Disabilities</b>						
Nursing General	3,067	2,789	2,763	2,763	2,764	2,784
Nursing Dementia	22	48	49	50	51	53
Residential General - External	5,499	6,012	6,411	6,783	7,134	7,537
Residential Dementia - External	152	232	239	246	253	261
Supported Living / Home Care	7,664	7,749	7,825	8,071	8,548	9,094
Direct Payments	17,406	17,859	17,614	17,848	18,581	19,449
Day Care - External	1,036	1,008	987	985	1,002	1,022
Day Care In-House Provision	549	0	0	0	0	0
Respite Care	278	148	142	142	146	152
Transport Services	249	225	217	216	223	231
Other Care - External	13,456	13,990	14,140	14,283	14,445	14,618
<b>Total Physical &amp; Sensory Disabilities</b>	<b>49,378</b>	<b>50,060</b>	<b>50,387</b>	<b>51,387</b>	<b>53,147</b>	<b>55,201</b>

## Policy Budget (by activity) - continued

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>People with Learning Disabilities</b>						
Nursing General	1,166	1,179	1,353	1,486	1,606	1,736
Nursing Dementia	278	260	269	278	286	296
Residential General - External	63,253	62,516	62,550	66,320	70,173	74,661
Residential Dementia - External	77	139	137	142	146	151
Residential In-House Provision	5,193	4,657	2,742	2,786	2,828	2,867
Supported Living / Home Care - External	23,847	32,136	35,199	37,747	41,315	45,251
Supported Living / Home Care In-House Provision	684	564	569	573	577	581
Direct Payments	14,158	16,724	18,765	20,915	23,640	26,604
Day Care - External	4,246	12,844	13,009	13,324	13,785	14,295
Day Care In-House Provision	6,266	0	0	0	0	0
Respite Care	2,228	2,050	2,250	2,515	2,841	3,195
Transport Services	1,886	1,527	1,662	1,861	2,120	2,404
Other Care - External	2,399	4,171	4,620	5,098	5,640	6,220
Other Care In-House Provision	1,496	0	0	0	0	0
<b>Total People with Learning Disabilities</b>	<b>127,177</b>	<b>138,767</b>	<b>143,125</b>	<b>153,045</b>	<b>164,957</b>	<b>178,261</b>
<b>Mental Health &amp; Substance Misuse</b>						
Nursing General	396	219	147	98	56	14
Nursing Dementia	90	61	63	64	66	68
Residential General	2,266	2,658	2,801	2,923	3,034	3,162
Residential Dementia	22	78	80	83	85	88
Supported Living / Home Care	2,699	2,898	2,893	2,952	3,095	3,262
Direct Payments	930	746	745	763	806	855
Day Care	42	37	36	36	37	38
Respite Care	3	3	3	3	3	3
Transport Services	10	7	7	7	7	7
Other Care	4,702	3,080	2,559	2,046	2,049	2,054
<b>Total Mental Health &amp; Substance Misuse</b>	<b>11,160</b>	<b>9,787</b>	<b>9,334</b>	<b>8,975</b>	<b>9,238</b>	<b>9,551</b>
<b>Other Expenditure</b>						
Assessment & Care Management	29,640	23,598	23,861	24,115	24,361	24,590
Management & Support	16,025	17,870	19,442	19,809	20,172	20,281
Housing Related Support	12,429	11,591	11,593	11,594	11,595	11,596
<b>Total Other Expenditure</b>	<b>58,095</b>	<b>53,059</b>	<b>54,896</b>	<b>55,519</b>	<b>56,128</b>	<b>56,467</b>
<b>Gross Expenditure</b>	<b>412,379</b>	<b>428,592</b>	<b>432,833</b>	<b>447,929</b>	<b>475,866</b>	<b>506,362</b>
<b>Income</b>						
UK Government Grants	-222	-1,097	-589	-80	-80	-80
Other Bodies Grants	-18,309	0	0	0	0	0
Fees & Charges	-41,808	-43,829	-45,770	-47,976	-50,851	-53,765
Joint Working Income	-8,305	-8,407	-8,407	-8,407	-8,407	-8,407
Joint Funded Care Package Income	-1,843	-1,649	-1,649	-1,649	-1,649	-1,649
Reimbursements & recovery of costs	-1,868	-1,810	-1,810	-1,810	-1,810	-1,810
<b>Total Income</b>	<b>-72,355</b>	<b>-56,792</b>	<b>-58,225</b>	<b>-59,922</b>	<b>-62,797</b>	<b>-65,711</b>
<b>Net Expenditure</b>	<b>340,024</b>	<b>371,800</b>	<b>374,608</b>	<b>388,007</b>	<b>413,069</b>	<b>440,651</b>

## Adult Social Care

<b>Summary budget movement</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
<b>Prior year budget</b>	<b>340,024</b>	<b>371,800</b>	<b>374,608</b>	<b>388,007</b>	<b>413,069</b>
Total Grant and specific income movements	15,563	-1,433	-1,698	-2,875	-2,914
Total Pressures and changes	53,553	32,160	30,262	34,594	37,297
Total Continuing Savings	-24,940	-27,919	-15,165	-6,657	-6,801
Total Additional in-year savings	-12,400	0	0	0	0
	31,776	2,808	13,399	25,062	27,582
<b>Revised budget</b>	<b>371,800</b>	<b>374,608</b>	<b>388,007</b>	<b>413,069</b>	<b>440,651</b>

<b>Savings</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
Additional in year savings	-12,400	0	0	0	0
At Risk	R 0	0	0	0	0
Some Issues	A -21,593	-25,339	-12,558	-4,310	-4,464
Progressing	G -3,347	-2,580	-2,607	-2,347	-2,337
<b>Total</b>	<b>-37,340</b>	<b>-27,919</b>	<b>-15,165</b>	<b>-6,657</b>	<b>-6,801</b>



# Adult Social Care

## Detailed budget movement by year

	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
<b>Funding changes</b>						
<u>Grant and specific income movements</u>						
Virements	99					
Integration of Whole Systems Partnership income into Better Care Fund	18,309					
Changes to Joint Funded care package income	195					
Mental Health Transformaiton Challenge Award Funding	-1,017	508	508			
Other Income Changes	-11					
Changes to Fees & Charges income	-2,012	-1,941	-2,206	-2,875	-2,914	
<b>Total Grant and specific income movements</b>	<b>15,563</b>	<b>-1,433</b>	<b>-1,698</b>	<b>-2,875</b>	<b>-2,914</b>	
<b>Total funding changes</b>	<b>15,563</b>	<b>-1,433</b>	<b>-1,698</b>	<b>-2,875</b>	<b>-2,914</b>	
<b>Pressures and changes</b>						
<u>Legislative, Policy &amp; Functional changes</u>						
Virements	860					
Integration of Whole Systems Partnership expenditure into Better Care Fund	-18,344					
Supreme Court Judgement: Deprivation of Liberty	1,075	720				
Mental Health Transformaiton Challenge Award Expenditure	1,017	-508	-508			
Transfer of Independent Living Fund to Local Authorities	1,338	445				
Care Act Implementation	9,808					
<b>Total changes</b>	<b>-4,246.3</b>	<b>657</b>	<b>-508</b>	<b>0</b>	<b>0</b>	
<u>Service Pressures</u>						
Inflation	6,219	7,180	7,935	8,283	8,837	
Full year effect of existing care packages - Non-Transition	5,391	3,500	3,500	3,500	3,500	
Future year demand pressures - Non-Transition	4,782	4,782	4,304	1,913	1,913	
Full year effect of existing care packages - Transition	1,639	3,500	3,500	3,500	3,500	
Future year Transition cases	5,387	5,656	5,939	6,236	6,547	
Failure to achieve MTFP savings on an ongoing basis	10,656					
Replacement of additional in year savings	9,472					
Replacement of Sourcing Review Invest to Save funding	250	250	250	250		
Repayment of Continuing Health Care Invest to Save funding	485	485				
Other Changes	-481					
Replacement of one-off contribution from corporate reserves	14,000					
Care Act funding risk		5,000	5,000	10,000	10,000	
Contingency for savings not achieved / additional pressures		1,150	342	912	3,000	
<b>Total pressures</b>	<b>57,800</b>	<b>31,503</b>	<b>30,770</b>	<b>34,594</b>	<b>37,297</b>	
<b>Total Pressures and changes</b>	<b>53,553</b>	<b>32,160</b>	<b>30,262</b>	<b>34,594</b>	<b>37,297</b>	

## Detailed budget movement by year

	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
<b>Savings</b>						
<u>Continuing Savings</u>						
Family, Friends and Community support	-10,000	-10,000	-5,000			A
Section 256 client group savings	-2,000	-1,750	-1,750	-1,500	-1,500	G
Optimisation of Transition pathways	-750	-1,000	-1,000	-1,000	-1,000	A
Targeted strategic shift from residential to community based provision	-1,500	-1,300				A
Optimisation of spot care rates	-927			-1,618	-1,764	A
Learning Disabilities Public Value Review	-2,000					A
Other commissioning strategies	-900	-500	-500	-500	-500	G
Optimisation of main block contract rates	-418	-426	-434	-442	-450	A
Optimisation of other block contract & grant rates	-247	-330	-357	-347	-337	G
Ensure correct application of National Continuing Health Care fr	-1,735	-1,250	-1,250	-1,250	-1,250	A
Public Sector Transformation Network / Health Collaboration	-1,000	-1,400	-1,400			A
Strategic review of Service Delivery	-500	-4,500				A
Maximising potential of Local Authority Trading Company	-300					A
ASC Realignment	-200					G
Whole Systems Demand Management - New Demand	-797	-1,594	-2,152			A
Whole Systems Demand Management - Shift in Older People care pathway	-441	-2,644	-1,322			A
Commissioning for Older people with Disabilities	-150	-150				A
Improved sourcing of residential care	-250	-250				A
Better Value Care	-500	-500				A
Commissioning approach to Fee exception avoidance	-125	-125				A
Reablement service improvements	-200	-200				A
<b>Total Continuing Savings</b>	<b>-24,940</b>	<b>-27,919</b>	<b>-15,165</b>	<b>-6,657</b>	<b>-6,801</b>	
<u>Additional in-year savings</u>						
Family Friends and Community Direct payment reclaims	-4,000					G
Overprojection due to breaks / one-off reductions in care services	-2,000					G
Underusage of call offs	-1,000					G
Strategic supplier review rebates	-1,000					G
General Service Delivery efficiencies	-400					A
Staff turnover	-4,000					G
<b>Total Additional in-year savings</b>	<b>-12,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total savings</b>	<b>-37,340</b>	<b>-27,919</b>	<b>-15,165</b>	<b>-6,657</b>	<b>-6,801</b>	

# **Central Income & Expenditure Detailed Budget**

# Central Income & Expenditure

Director of Finance: Sheila Little

## Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Protected Salaries & Relocation	447					
Pensions back funding	11,139	11,332	11,529	11,731	11,938	12,149
Redundancy & Compensation	5,749	6,225	5,039	4,038	4,031	3,677
Impact of NI Changes			6,000	6,000	6,000	6,000
Other Initiatives	1,207	-1,500	-3,000	-4,000	-4,000	-4,000
Risk Contingencies	5,000					
Land Drainage Precept	1,098	1,125	1,153	1,182	1,212	1,242
Contribution to/from reserves	3,338	4,465	824	13,596	8,805	-666
Interest Payable	15,325	14,100	16,799	16,789	16,795	18,835
Minimum Revenue Provision	22,207	25,251	27,100	28,269	28,591	30,244
Government Grants	-229,370	-237,248	-221,600	-216,409	-213,319	-212,759
Council Tax & Business Rates	-615,807	-642,100	-673,500	-711,100	-749,600	-788,000
Interest Receivable	-577	-403	-324	-4,984	-4,825	-5,131
<b>Net budget <sup>1</sup></b>	<b>-780,244</b>	<b>-818,753</b>	<b>-829,980</b>	<b>-854,888</b>	<b>-894,372</b>	<b>-938,409</b>

### Funding:

Council Tax incl collection fund	-571,344	-598,000	-627,200	-662,800	-699,000	-735,400
Business Rates income	-44,463	-44,100	-46,300	-48,300	-50,600	-52,600
UK Government grants	-229,370	-237,248	-221,600	-216,409	-213,319	-212,759
Income from investments	-577	-403	-324	-4,984	-4,825	-5,131
<b>Total funding</b>	<b>-845,754</b>	<b>-879,751</b>	<b>-895,424</b>	<b>-932,493</b>	<b>-967,744</b>	<b>-1,005,890</b>

### Expenditure:

Employment	447	0	6,000	6,000	6,000	6,000
Non employment	27,531	21,647	15,545	26,548	21,986	12,402
Capital financing costs	37,532	39,351	43,899	45,057	45,386	49,079
<b>Total expenditure</b>	<b>65,510</b>	<b>60,998</b>	<b>65,444</b>	<b>77,605</b>	<b>73,372</b>	<b>67,481</b>
<b>Net budget <sup>1</sup></b>	<b>-780,244</b>	<b>-818,753</b>	<b>-829,980</b>	<b>-854,888</b>	<b>-894,372</b>	<b>-938,409</b>

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
<b>Summary budget movement</b>					
<b>Prior year budget</b>	<b>-780,244</b>	<b>-818,753</b>	<b>-829,980</b>	<b>-854,888</b>	<b>-894,372</b>
Total Grant and specific income movements	-33,997	-15,673	-37,069	-35,251	-38,146
Total Pressures and changes	-3,565	5,946	13,161	-4,233	-5,891
Total Continuing Savings	-947	-1,500	-1,000	0	0
Movements	-38,509	-11,227	-24,908	-39,484	-44,037
<b>Revised budget</b>	<b>-818,753</b>	<b>-829,980</b>	<b>-854,888</b>	<b>-894,372</b>	<b>-938,409</b>

### Notes:

1: Net Budget supported by general government grants and reserves

# Central Income & Expenditure

## Detailed budget movement by year

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
<b>Funding changes</b>						
<u>Grant and specific income movements</u>						
Grant Changes	-7,878	15,648	5,191	3,090	560	
Council Tax & Business Rates	-26,293	-31,400	-37,600	-38,500	-38,400	
Income from Investments	174	79	-4,660	159	-306	
Total Grant and specific income movements	-33,997	-15,673	-37,069	-35,251	-38,146	
<b>Total funding changes</b>	<b>-33,997</b>	<b>-15,673</b>	<b>-37,069</b>	<b>-35,251</b>	<b>-38,146</b>	
<b>Pressures and changes</b>						
<u>Legislative, Policy &amp; Functional changes</u>						
<u>Virements</u>						
Impact of changes to National Insurance		6,000				
Removal of Risk contingency	-5,000					
Contributions to/from earmarked reserves	1,127	-3,641	12,772	-4,791	-9,471	
Reduction of grant related expenditure	-2,207					
Total changes	-6,080	2,359	12,772	-4,791	-9,471	
<u>Service Pressures</u>						
Inflation	220	225	231	236	241	
Reorganisation costs	476	-1,186	-1,000	-7	-354	
Financing of capital programme	1,819	4,548	1,159	328	3,693	
Total pressures	2,515	3,587	389	558	3,580	
<b>Total Pressures and changes</b>	<b>-3,565</b>	<b>5,946</b>	<b>13,161</b>	<b>-4,233</b>	<b>-5,891</b>	
<b>Savings</b>						
<u>Continuing Savings</u>						
Protected Salaries	-447					G
Cross Cutting Communications Savings		-500				A
Synergies from incorporation of Public Health	-500	-1,000	-1,000	0		A
Total Continuing Savings	-947	-1,500	-1,000	0	0	
<b>Total savings</b>	<b>-947</b>	<b>-1,500</b>	<b>-1,000</b>	<b>0</b>	<b>0</b>	



# **Children, Schools & Families Detailed Budget**

## Children, Schools & Families

Strategic Director: Nick Wilson

### Income & Expenditure revenue budget (by type)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
<b>Funding:</b>						
Centrally Managed Dedicated Schools Grant	-108,825	-117,812	-118,812	-119,812	-119,812	-119,812
School related grants	-468,246	-469,036	-468,292	-468,292	-468,292	-468,292
Other UK Government Grants	-4,796	-6,175	-5,456	-5,425	-5,421	-5,395
Other Bodies grants	-958	-1,067	-1,067	-1,067	-1,067	-1,067
Fees & charges	-29,370	-28,024	-28,842	-29,695	-30,622	-31,549
Property income	-35	-41	-41	-41	-41	-41
Joint working income	-2,834	-5,060	-5,060	-5,060	-5,060	-5,060
Reimbursements and recovery of costs	-4,531	-6,271	-6,271	-6,271	-6,271	-6,271
<b>Total funding</b>	<b>-619,595</b>	<b>-633,486</b>	<b>-633,841</b>	<b>-635,664</b>	<b>-636,586</b>	<b>-637,487</b>
<b>Expenditure:</b>						
Employment	108,448	111,394	109,113	110,411	112,410	114,396
Non employment	61,346	57,379	57,484	57,497	57,513	57,528
Contracts & Care packages	164,086	174,089	178,325	183,433	191,340	199,240
<b>Total CSF expenditure</b>	<b>333,880</b>	<b>342,862</b>	<b>344,922</b>	<b>351,341</b>	<b>361,263</b>	<b>371,164</b>
School expenditure	468,246	469,036	468,292	468,292	468,292	468,292
<b>Total expenditure</b>	<b>802,126</b>	<b>811,898</b>	<b>813,214</b>	<b>819,633</b>	<b>829,555</b>	<b>839,456</b>
<b>Net budget <sup>1</sup></b>	<b>182,531</b>	<b>178,412</b>	<b>179,373</b>	<b>183,969</b>	<b>192,969</b>	<b>201,969</b>
<b>FTE</b>	<b>2,796</b>	<b>2,887</b>				

#### Note:

1: Net Budget supported by general government grants and reserves





**Caroline Budden**  
Assistant Director –  
Children's Services and  
Safeguarding

## Our purpose

Our purpose is to ensure that every child and young person will be safe, happy and healthy and have the personal confidence, skills and opportunities to contribute.

Our responsibilities include the following areas:

- **Safeguarding:** To protect Surrey's children and young people to keep them safe from harm and neglect.
- **Early Help:** To work together with partners to identify need and provide the right level of support at the right time.
- **Children in need of help and protection:** To identify the needs of vulnerable children and young people who require help and protection.
- **Children Looked After;** To ensure the children we look after have the same opportunities as their peers and realise their potential.
- **Recording and reporting capacity and demand** so that the right children access the right services at the right time.

For more information on what we do, contact [caroline.budden@surreycc.gov.uk](mailto:caroline.budden@surreycc.gov.uk)

## Our challenges and opportunities

We work with partners to promote integrated Early Help to families, including universal services to identify and support vulnerable children and their families. In 2015/16, we will enhance provision for children and young people requiring long term support to promote lasting and positive outcomes. Resources will be prioritised and reviewed to meet a range of volatile demands with high costs, in particular an increasing number of children who are at risk of significant harm (1,042), which includes those at risk of child sexual exploitation and Children Looked After requiring placements to address multiple and complex needs. We will ensure that Children Looked After have the right support and stability through appropriate placements and education provision in Surrey.

## Our key actions

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

1. With partners, protect Surrey's children and young people to keep them safe from harm and neglect so that they can grow up in an environment that allows them to achieve their best.
2. Review arrangements to minimise risk and provide effective support for children at risk of child sexual exploitation.
3. Support the Early Help approach with our partners by building confidence to work with families to prevent the escalation of need.
4. Focus on the quality of assessment processes to ensure that decisions are timely and achieve the best outcomes for children.
5. Work to extend the number of foster placements available in Surrey to minimise placement of children out of county and at a distance.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Childrens Services' spending has been allocated for 2015/16.

**Gross Revenue  
Expenditure:  
£96.0m**

Referral, Assessment and Care Management, £22.5m	Looked After Children, £42.9m	Other Children with Disabilities, £11.6m	Front Line Services, £9.7m	Central and Support Functions, £9.4m
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# Children's Services

Assistant Director: Caroline Budden

## Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Referral, Assessment and Care Management	21,699	22,490	22,415	22,838	23,386	23,934
Looked After Children	40,251	42,750	43,070	44,002	45,535	47,067
Children with Disabilities	10,634	11,593	11,660	11,904	12,296	12,688
Other Front Line Services	9,332	9,684	9,623	9,806	10,024	10,239
Central and Support Functions	7,661	9,497	9,439	9,619	9,829	10,043
Income	-6,495	-7,016	-7,016	-7,016	-7,016	-7,016
<b>Net budget <sup>1</sup></b>	<b>83,082</b>	<b>88,998</b>	<b>89,191</b>	<b>91,153</b>	<b>94,054</b>	<b>96,955</b>
<b>Funding:</b>						
Centrally Managed Dedicated Schools Grant	-1,757	-1,957	-1,957	-1,957	-1,957	-1,957
Other UK Government Grants	-2,000	-2,300	-2,300	-2,300	-2,300	-2,300
Fees & charges	-72	-72	-72	-72	-72	-72
Joint working income	-2,131	-2,152	-2,152	-2,152	-2,152	-2,152
Reimbursements and recovery of costs	-535	-535	-535	-535	-535	-535
<b>Total funding</b>	<b>-6,495</b>	<b>-7,016</b>	<b>-7,016</b>	<b>-7,016</b>	<b>-7,016</b>	<b>-7,016</b>
<b>Expenditure:</b>						
Employment	43,587	46,339	46,009	47,009	48,189	49,369
Non employment	3,664	3,591	3,591	3,591	3,591	3,591
Contracts & Care packages	42,326	46,084	46,607	47,569	49,290	51,011
<b>Total expenditure</b>	<b>89,577</b>	<b>96,014</b>	<b>96,207</b>	<b>98,169</b>	<b>101,070</b>	<b>103,971</b>
<b>Net budget <sup>1</sup></b>	<b>83,082</b>	<b>88,998</b>	<b>89,191</b>	<b>91,153</b>	<b>94,054</b>	<b>96,955</b>

## 2014/15 2015/16

FTE	2014/15	2015/16
	1,053	1,108

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>Summary budget movement</b>					
<b>Prior year budget</b>	<b>83,082</b>	<b>88,998</b>	<b>89,191</b>	<b>91,153</b>	<b>94,054</b>
Total Grant and specific income movements	-500	0	0	0	0
Total Pressures and changes	6,744	2,641	2,629	2,901	2,901
Total Continuing Savings	-328	-2,448	-667	0	0
<b>Revised budget</b>	<b>88,998</b>	<b>89,191</b>	<b>91,153</b>	<b>94,054</b>	<b>96,955</b>

Capital programme	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2015-20 £m
Children with Disabilities Adaptations	299	299	299	299	299	1,495
Foster Carer Grants and Loans	300	300	300	300	300	1,500
<b>Total capital programme</b>	<b>599</b>	<b>599</b>	<b>599</b>	<b>599</b>	<b>599</b>	<b>2,995</b>

### Note:

1: Net Budget supported by general government grants and reserves

## Children's Services

### Income & Expenditure revenue budget (by type)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
<b>Funding:</b>						
Centrally Managed Dedicated Schools Grant	-1,757	-1,957	-1,957	-1,957	-1,957	-1,957
Other UK Government Grants	-2,000	-2,300	-2,300	-2,300	-2,300	-2,300
Fees & charges	-72	-72	-72	-72	-72	-72
Joint working income	-2,131	-2,152	-2,152	-2,152	-2,152	-2,152
Reimbursements and recovery of costs	-535	-535	-535	-535	-535	-535
<b>Total funding</b>	<b>-6,495</b>	<b>-7,016</b>	<b>-7,016</b>	<b>-7,016</b>	<b>-7,016</b>	<b>-7,016</b>
<b>Expenditure:</b>						
Employment	43,587	46,339	46,009	47,009	48,189	49,369
Non employment	3,664	3,591	3,591	3,591	3,591	3,591
Contracts & Care packages	42,326	46,084	46,607	47,569	49,290	51,011
<b>Total expenditure</b>	<b>89,577</b>	<b>96,014</b>	<b>96,207</b>	<b>98,169</b>	<b>101,070</b>	<b>103,971</b>
<b>Net budget <sup>1</sup></b>	<b>83,082</b>	<b>88,998</b>	<b>89,191</b>	<b>91,153</b>	<b>94,054</b>	<b>96,955</b>
	<b>2014/15</b>	<b>2015/16</b>				
<b>FTE</b>	<b>1,053</b>	<b>1,108</b>				

#### Note:

1: Net Budget supported by general government grants and reserves

## Children's Services

<b>Summary budget movement</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
<b>Prior year budget</b>	<b>83,082</b>	<b>88,998</b>	<b>89,191</b>	<b>91,153</b>	<b>94,054</b>
Total Grant and specific income movements	-500	0	0	0	0
Total Pressures and changes	6,744	2,641	2,629	2,901	2,901
Total Continuing Savings	-328	-2,448	-667	0	0
<b>Revised budget</b>	<b>88,998</b>	<b>89,191</b>	<b>91,153</b>	<b>94,054</b>	<b>96,955</b>

<b>Savings</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
At Risk	0	0	0	0	0
Some Issues	0	-2,120	-322	0	0
Progressing	-328	-328	-345	0	0
<b>Total</b>	<b>-328</b>	<b>-2,448</b>	<b>-667</b>	<b>0</b>	<b>0</b>

# Children's Services

## Detailed budget movement by year

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
<b>Funding changes</b>						
<u>Grant and specific income movements</u>						
Centrally Managed DSG	-200	0	0	0	0	
Changes to Government Grants	-300	0	0	0	0	
<b>Total Grant and specific income movements</b>	<b>-500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total funding changes</b>	<b>-500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Pressures and changes</b>						
<u>Legislative, Policy &amp; Functional changes</u>						
Virements	2,525	0	0	0	0	
Changes to DSG and Government Grants	500	0	0	0	0	
<b>Total changes</b>	<b>3,025</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<u>Service Pressures</u>						
General inflation	966	988	1,059	1,151	1,151	
Pay inflation	1,200	1,100	1,000	1,180	1,180	
Demographic changes	553	553	570	570	570	
Child Protection Staffing	1,000	0	0	0	0	
<b>Total pressures</b>	<b>3,719</b>	<b>2,641</b>	<b>2,629</b>	<b>2,901</b>	<b>2,901</b>	
<b>Total Pressures and changes</b>	<b>6,744</b>	<b>2,641</b>	<b>2,629</b>	<b>2,901</b>	<b>2,901</b>	
<b>Savings</b>						
<u>Continuing Savings</u>						
Market Management	-328	-328	-345	0	0	G
Service Realignment	0	-1,430	0	0	0	A
Comissioning Effectively	0	-690	-322	0	0	A
<b>Total Continuing Savings</b>	<b>-328</b>	<b>-2,448</b>	<b>-667</b>	<b>0</b>	<b>0</b>	
<b>Total savings</b>	<b>-328</b>	<b>-2,448</b>	<b>-667</b>	<b>0</b>	<b>0</b>	





Peter-John Wilkinson  
Assistant Director for  
Schools and Learning

## Our purpose

Our purpose is to ensure that children and young people in Surrey receive a high-quality education suitable to their needs that prepares them for a successful and independent adult life. Within this, we aim to:

- ensure that there is sufficient high quality early education, childcare and support for young children and their families in Surrey. Ensure that there are sufficient good quality local school places to meet the rising local demand
- support Surrey's existing 302 primary, 54 secondary and 23 special schools to deliver good and outstanding education
- ensure that children with special educational needs and disabilities can access high quality provision that meets their needs
- improve educational outcomes for all young people, with a special focus on those who are vulnerable.

For more information on what we do, contact [peter-john.wilkinson@surreycc.gov.uk](mailto:peter-john.wilkinson@surreycc.gov.uk)

## Our challenges and opportunities

This year we need to continue to expand educational provision for two-year-olds and ensure children's centres offer countywide coverage with the best access where needs are highest. We must deliver a huge school expansion programme to meet rising demand with limited grant-funding. Surrey has a high proportion of good or outstanding secondary and special schools and our primary schools are rapidly following this trend. We need to continue to focus improvement work on schools that fall below good or outstanding and further raise results, especially for children from disadvantaged backgrounds. 2014 legislation requires us to deliver systems change for children with special educational needs and disabilities (SEND), including transferring statements of special educational needs to integrated education, health and care plans and achieving better outcomes for young people into adulthood. We must plan SEND provision that is affordable, aligned to needs and makes the most of state-funded mainstream and special schools. A further challenge in this financial environment is to ensure we continue to support prevention and early intervention work where it most improves children and young people's health, wellbeing and capacity to learn.

## Our key actions

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

1. Identify an early years offer that delivers £2.7m savings and is targeted to meet needs.
2. Continue to work with property and planning to deliver an additional 2,800 school places for September 2015 and plan for future years.
3. Improve educational outcomes for Surrey children as assessed at age 11 and 16 and reflected in school Ofsted judgements.
4. Implement a special educational needs and disabilities (SEND) strategy and action plan, which reduces costs and spend in services by at least £4m by the end of 2015/16 and improves the satisfaction of families.
5. Improve educational outcomes for vulnerable groups including looked after children, those in need and those attracting pupil premium.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The chart below shows how Schools and Learning's spending has been allocated for 2015/16.



\* Commercial Services is self financing and make a contribution to overheads of £0.9m

\*\* other functions include Virtual Schools and Business Support

# Schools and Learning

Assistant Director: P-J Wilkinson

## Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
School Planning and Leadership	21,786	16,818	19,154	23,642	29,994	36,346
SEN Services	72,362	75,612	74,974	74,974	74,974	74,974
Early Years Services	60,081	61,625	61,625	61,625	61,625	61,625
Home to School Transport	32,462	32,744	32,737	32,732	32,728	32,724
Commercial Services	-680	-926	-926	-926	-926	-926
Virtual School for Looked After Childre	1,672	1,969	1,969	1,969	1,969	1,969
Business Support	857	877	877	877	877	877
<b>Income</b>						
DSG - Centrally Managed	-100,558	-109,070	-110,070	-111,070	-111,070	-111,070
Other Income	-7,598	-7,640	-7,687	-8,478	-9,339	-10,200
<b>Net budget <sup>1</sup></b>	<b>80,384</b>	<b>72,009</b>	<b>72,653</b>	<b>75,345</b>	<b>80,832</b>	<b>86,319</b>

### Funding:

UK Government grants	-1,483	-2,134	-1,489	-1,484	-1,480	-1,476
Dedicated Schools Grant - DSG	-100,558	-109,070	-110,070	-111,070	-111,070	-111,070
Fees & charges	-27,534	-26,015	-26,707	-27,503	-28,368	-29,233
Joint working income	-703	-2,908	-2,908	-2,908	-2,908	-2,908
Reimbursements and recovery of costs	-3,317	-5,204	-5,204	-5,204	-5,204	-5,204
<b>Total funding</b>	<b>-133,595</b>	<b>-145,331</b>	<b>-146,378</b>	<b>-148,169</b>	<b>-149,030</b>	<b>-149,891</b>

### Expenditure:

Employment	48,287	48,572	46,645	46,688	47,101	47,514
Non employment	55,669	52,075	52,068	52,063	52,059	52,055
Contracts & Care packages	110,023	116,693	120,318	124,763	130,702	136,641
<b>Total expenditure</b>	<b>213,979</b>	<b>217,340</b>	<b>219,031</b>	<b>223,514</b>	<b>229,862</b>	<b>236,210</b>
<b>Net budget <sup>1</sup></b>	<b>80,384</b>	<b>72,009</b>	<b>72,653</b>	<b>75,345</b>	<b>80,832</b>	<b>86,319</b>

	2014/15	2015/16
<b>FTE</b>	<b>1,263</b>	<b>1,332</b>

## Summary budget movement

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>Prior year budget</b>	<b>80,384</b>	<b>72,009</b>	<b>72,653</b>	<b>75,345</b>	<b>80,832</b>
Total Grant and specific income movements	-6,214	645	0	0	0
Total Pressures and changes	7,681	4,439	5,124	5,487	5,487
Total Continuing Savings	-9,842	-4,440	-2,432	0	0
Movements	-8,375	644	2,692	5,487	5,487
<b>Revised budget</b>	<b>72,009</b>	<b>72,653</b>	<b>75,345</b>	<b>80,832</b>	<b>86,319</b>

## Capital Programme

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2015/20 £000
School Kitchens - Universal Infant						
Free School Meal Implementation	983	0	0	0	0	983

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



## Schools and Learning

Policy Budget (by activity)	2014/15 '£000	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000
<b>School Planning and Leadership</b>	21,786	16,818	19,154	23,642	29,994	36,346
<b>SEN Services</b>						
School Agency Placements	38,491	38,991	38,991	38,991	38,991	38,991
Individual Statemented Pupil Support	12,682	13,814	13,814	13,814	13,814	13,814
Area Based SEN Services	11,917	12,899	12,261	12,261	12,261	12,261
Additional SEN	9,272	9,908	9,908	9,908	9,908	9,908
<b>Early Years Services</b>						
Three & Four Year Olds Provision	32,952	36,903	36,903	36,903	36,903	36,903
Two Year Olds Provision	6,815	7,193	7,193	7,193	7,193	7,193
Children's Centres	11,918	10,614	10,614	10,614	10,614	10,614
Other Early Years	8,396	6,915	6,915	6,915	6,915	6,915
<b>Home to School Transport</b>						
SEN	22,102	22,465	22,465	22,465	22,465	22,465
Mainstream	9,512	9,431	9,424	9,419	9,415	9,411
Pupil Referral Units (PRUs)	493	493	493	493	493	493
Alternative Provision	355	355	355	355	355	355
<b>Commercial Services</b>						
Commercial Services Expenditure	24,759	27,695	27,695	27,695	27,695	27,695
Commercial Services Income	-25,439	-28,621	-28,621	-28,621	-28,621	-28,621
<b>Virtual School for Looked After Children</b>						
	1,672	1,969	1,969	1,969	1,969	1,969
<b>Business Support</b>						
	857	877	877	877	877	877
<b>Income</b>						
DSG - Centrally Managed	-100,558	-109,070	-110,070	-111,070	-111,070	-111,070
Childrens Centre Income	-800	-770	-770	-770	-770	-770
Other Income	-6,798	-6,870	-6,917	-7,708	-8,569	-9,430
<b>Net budget <sup>1</sup></b>	<b>80,384</b>	<b>72,009</b>	<b>72,653</b>	<b>75,345</b>	<b>80,832</b>	<b>86,319</b>

## Schools and Learning

Dedicated Schools Grant - Centrally Managed	2014/15 '£000	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000
Schools Agency Placements	33,120	33,620	33,620	33,620	33,620	33,620
Three & Four Year Olds Provision	32,952	36,903	36,903	36,903	36,903	36,903
Individual Statemented Pupil Support Budget	12,171	13,171	13,171	13,171	13,171	13,171
Additional SEN	6,984	7,562	7,562	7,562	7,562	7,562
Two Year Olds Provision	6,815	7,193	7,193	7,193	7,193	7,193
Area based SEN Services	5,240	5,820	5,820	5,820	5,820	5,820
School Planning & Leadership	1,959	3,475	4,475	5,475	5,475	5,475
Other Early Years	861	861	861	861	861	861
Business Support	456	465	465	465	465	465
<b>Total DSG - Centrally Managed</b>	<b>100,558</b>	<b>109,070</b>	<b>110,070</b>	<b>111,070</b>	<b>111,070</b>	<b>111,070</b>

### Note:

1: Net Budget supported by general government grants and reserves

## Schools and Learning

<b>Summary budget movement</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Prior year budget</b>	<b>80,384</b>	<b>72,009</b>	<b>72,653</b>	<b>75,345</b>	<b>80,832</b>
Total Grant and specific income movements	-6,214	645	0	0	0
Total Pressures and changes	7,681	4,439	5,124	5,487	5,487
Total Continuing Savings	-9,842	-4,440	-2,432	0	0
	-8,375	644	2,692	5,487	5,487
<b>Revised budget</b>	<b>72,009</b>	<b>72,653</b>	<b>75,345</b>	<b>80,832</b>	<b>86,319</b>
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Savings</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
At Risk	R 0	0	0	0	0
Some Issues	A -5,200	-2,297	-307	0	0
Progressing	G -4,642	-2,143	-2,125	0	0
<b>Total</b>	<b>-9,842</b>	<b>-4,440</b>	<b>-2,432</b>	<b>0</b>	<b>0</b>

# Schools and Learning

## Detailed budget movement by year

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
<b>Funding changes</b>						
<u>Grant and specific income movements</u>						
Centrally Managed DSG	-5,563					
Changes to Government Grants	-651	645				
	-6,214	645	0	0	0	
Total Grant and specific income movements						
<b>Total funding changes</b>	<b>-6,214</b>	<b>645</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Pressures and changes</b>						
<u>Legislative, Policy &amp; Functional changes</u>						
Virements	-3,542					
Changes to DSG and Government Grants	6,214	-645				
Total changes	2,672	-645	0	0	0	
<u>Service Pressures</u>						
General inflation	3,367	3,442	3,449	3,749	3,749	
Pay inflation	350	350	350	413	413	
Demographic changes	1,292	1,292	1,325	1,325	1,325	
Total pressures	5,009	5,084	5,124	5,487	5,487	
<b>Total Pressures and changes</b>	<b>7,681</b>	<b>4,439</b>	<b>5,124</b>	<b>5,487</b>	<b>5,487</b>	
<b>Savings</b>						
<u>Continuing Savings</u>						
Early Years	-2,700					A
Service realignment	-2,500	-2,297	-307			A
Education Support Grant savings	-2,000					G
Market Management	-1,142	-1,143	-1,125			G
DSG funding of inflation	-1,000	-1,000	-1,000			G
Commercial Services additional income	-500					G
Total Continuing Savings	-9,842	-4,440	-2,432	0	0	
<b>Total savings</b>	<b>-9,842</b>	<b>-4,440</b>	<b>-2,432</b>	<b>0</b>	<b>0</b>	

## Schools delegated budgets

Assistant Director: PJ Wilkinson

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
<u>Funding:</u>						
UK Government grants	-468,246	-469,036	-468,292	-468,292	-468,292	-468,292
<b>Total funding</b>	<b>-468,246</b>	<b>-469,036</b>	<b>-468,292</b>	<b>-468,292</b>	<b>-468,292</b>	<b>-468,292</b>
<u>Expenditure:</u>						
School expenditure	468,246	469,036	468,292	468,292	468,292	468,292
<b>Total expenditure</b>	<b>468,246</b>	<b>469,036</b>	<b>468,292</b>	<b>468,292</b>	<b>468,292</b>	<b>468,292</b>
<b>Net budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget movement</b>	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
<b>Prior year budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Government Grant movement:</u>					
Reduction due to academy transfers	31,033	700			
changes to 2014/15 pupil premium allocations	-2,229				
Additional funding for schools under DFE "Fairer funding"	-18,650				
increased pupil numbers and related	-4,711				
Reduction in grant b/f	4,874				
Universal infant free meals grant	-11,560				
Others	66				
Virements	387				
<u>Spent on:</u>					
Cost of universal infant free meals	11,560				
Impact of academy transfers	-31,033				
Additional funding for mainstream schs	19,545	-700			
Extra places in special schs and units	718				
	0	0	0	0	0
<b>Revised budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Garath Symonds  
Assistant Director for  
Young People

## Our purpose

Our purpose is for all Surrey young people to be participating in education, employment or training. This includes developing and enhancing their skills, abilities, and personal attributes to improve their lives economically and socially. We will:

- ensure sufficient quality education / training for all young people aged 16-19, and up to age 25 for those with special educational needs and disabilities (SEND)
- support Surrey's 100,000 young people aged 13-19 to participate as well as around 2,500 young people aged 20-24 with SEND
- prevent and reduce youth crime and protect the public
- safeguard and promote the welfare of children in need aged 14-17
- ensure access to sufficient positive activities, including youth work, for the improvement of young people's well-being, personal and social development.

For more information, please contact [garath.symonds@surreycc.gov.uk](mailto:garath.symonds@surreycc.gov.uk).

## Our challenges and opportunities

Services for Young People was reformed in 2012. Our commissioning model saved taxpayers £4.6 million per year, whilst also ensuring some of the best outcomes for young people in England. Over the next five years population growth forecast at 5% will drive an increase in demand for post 16 education, prevention services and support for the most vulnerable young people in Surrey. Finding further savings in this context is tough. We will respond by refocusing our services where they are needed most, implementing our new commissioning model for 2015 to 2020 and our business development strategy to secure the long term sustainability of the service.

## Our key actions

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

1. Create opportunities for all 16 and 17 year olds in Surrey to participate in education, training or employment with training and maintain at least 90% in full participation.
2. Manage the transition to education health and care plans for young people with SEND aged 16-25.
3. Work with young people who offend to keep first time entrants to the youth justice system below 200 and work with 300 children in need aged 14-17 years old to keep them safe and help them progress.
4. Commission early help to prevent 7,500 13 to 19 year olds from experiencing negative outcomes such as youth offending, unemployment and homelessness.
5. Save £2.6 million from the service budget, as a result of reduced income of £700k and agreed MTFP savings of £1.9 million, and implement a business development strategy to secure future sustainability for the service.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The chart below shows how Services for Young People's spending has been allocated for 2015/16.

Gross Revenue  
Expenditure:  
**£25.9m**



0.1095

## Services for Young People

Assistant Director: Garath Symonds

### Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Centrally Managed Services	194	110	189	192	196	199
<u>Commissioning and Development</u>						
Community Engagement	484	500	503	513	528	542
Early Help	7,479	6,483	6,509	6,587	0	6,803
Employment Pathways	8,167	7,898	7,945	7,605	7,802	7,999
Other Commissioning and Development	228	232	234	239	245	252
<u>Youth Support Services</u>						
Management, Practice and Support	4,344	4,390	4,409	4,491	4,611	4,725
Local Area Teams	6,133	5,957	5,971	6,079	6,261	6,429
Alternative Learning and Gypsy Skills	414	378	378	378	378	378
Centrally Managed DSG	-6,178	-6,453	-6,453	-6,453	-6,453	-6,453
Other Income	-4,253	-4,176	-4,263	-4,294	-4,356	-4,396
<b>Net budget <sup>1</sup></b>	<b>17,012</b>	<b>15,319</b>	<b>15,422</b>	<b>15,337</b>	<b>9,212</b>	<b>16,478</b>
<u>Funding:</u>						
Dedicated Schools Grant	-6,178	-6,453	-6,453	-6,453	-6,453	-6,453
UK Government grants	-961	-808	-768	-742	-742	-720
Other bodies grants	-958	-1,067	-1,067	-1,067	-1,067	-1,067
Fees & charges	-1,710	-1,883	-2,010	-2,067	-2,129	-2,191
Property income	-35	-41	-41	-41	-41	-41
Reimbursements and recovery of costs	-589	-377	-377			
<b>Total funding</b>	<b>-10,431</b>	<b>-10,629</b>	<b>-10,716</b>	<b>-10,747</b>		
<u>Expenditure:</u>						
Employment	14,154	13,745	13,794	14,022	14,387	14,739
Non employment	1,754	1,465	1,560	1,578	1,598	1,617
Contracts & Care packages	11,535	10,738	10,784	10,484	10,731	10,971
<b>Total expenditure</b>	<b>27,443</b>	<b>25,948</b>	<b>26,138</b>	<b>26,084</b>	<b>26,716</b>	<b>27,327</b>
<b>Net budget <sup>1</sup></b>	<b>17,012</b>	<b>15,319</b>	<b>15,422</b>	<b>15,337</b>	<b>9,212</b>	<b>16,478</b>

	2014/15	2015/16					
<b>FTE</b>	<b>428</b>	<b>395</b>					
			2015/16	2016/17	2017/18	2018/19	2019/20
<b>Summary budget movement</b>			<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Prior year budget			17,012	15,319	15,422	15,337	15,907
Total Grant and specific income movements			228	40	26	0	22
Total Pressures and changes			9	457	-19	570	549
Total Continuing Savings			-1,930	-394	-92	0	0
			-1,693	103	-85	570	571
<b>Revised budget</b>			<b>15,319</b>	<b>15,422</b>	<b>15,337</b>	<b>15,907</b>	<b>16,478</b>

#### Note:

1: Net Budget supported by general government grants and reserves

## Services for Young People

### Detailed budget movement by year

	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
<b>Funding changes</b>						
<u>Grant and specific income movements</u>						
Centrally Managed DSG	75					
Changes to Government Grant	153	40	26	0	22	
	228	40	26	0	22	
Total Grant and specific income movements						
<b>Total funding changes</b>	<b>228</b>	<b>40</b>	<b>26</b>	<b>0</b>	<b>22</b>	
<b>Pressures and changes</b>						
<u>Legislative, Policy &amp; Functional changes</u>						
Virements	-8					
Changes to DSG and Government Grants	-228	-40	-26	0	-22	
Apprenticeship initiative	-250		-500			
Total changes	-486	-40	-526	0	-22	
<u>Service Pressures</u>						
General inflation	86	88	92	100	100	
Pay inflation	310	310	310	365	366	
Demographic changes	99	99	105	105	105	
Total pressures	495	497	507	570	571	
<b>Total Pressures and changes</b>	<b>9</b>	<b>457</b>	<b>-19</b>	<b>570</b>	<b>549</b>	
<b>Savings</b>						
<u>Continuing Savings</u>						
Service Realignment	-1,900	-231				A
Market Management	-30	-29	-30			G
Commissioning Effectively	0	-134	-62			A
Total Continuing Savings	-1,930	-394	-92	0	0	
<b>Total savings</b>	<b>-1,930</b>	<b>-394</b>	<b>-92</b>	<b>0</b>	<b>0</b>	







Sean Rafferty  
Head of Family Services

## Our purpose

Our purpose is to lead and co-ordinate a multi-agency effort to identify and help families with multiple and complex needs to achieve better outcomes and greater independence. We are responsible for:

- managing the Surrey Family Support Programme to improve the lives of 3,660 families with multiple and complex needs by 2020;
- identifying families with interrelated problems including unemployment, involvement in crime and or anti-social behaviour, domestic violence and abuse, poor health, children missing school, and children who need help;
- bringing together local public agencies and coordinate the joint effort to help these families; and
- deliver on Surrey's contribution to the national Troubled Families Programme.

For more information on what we do contact: [sean.rafferty@surreycc.gov.uk](mailto:sean.rafferty@surreycc.gov.uk)

## Our challenges and opportunities

Our challenge is to intervene and bring about change in families who are struggling and where children are at risk of leading similarly difficult lives as their parents. These families need a lot of help from Surrey public services and it can be very expensive when these families end up receiving high cost acute services. Surrey public agencies agreed a joined up response to working with families in 2012 that has helped over 1,000 families. We are now expanding the programme to help another 3,660 families. This joined up and preventative approach to working with complex families also saves money.

## Our key actions

We will focus on three actions for 2015/16 to support the council's corporate strategy priorities around *wellbeing*, *economic prosperity* and *resident experience*.

1. Expand the Surrey Family Support Programme to help 3,660 families by 2020, working with 750 families in 2015/16.
2. Bring into the Surrey Family Support Programme those families who are most likely to benefit from an integrated whole-family approach.
3. Give priority to families who cost the most to support.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The chart below shows how Family Services' spending has been allocated for 2015/16:

Gross Revenue  
Expenditure:  
**£0.9m**

Family Services, £0.9m

# Strategic Services for Children, Schools and Families

Strategic Director: Nick Wilson

## Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Family Support Expenditure	352	899	899	899	899	899
Family Support Income	-352	-899	-899	-899	-899	-899
CSF Resources	2,529	2,627	2,648	2,675	2,716	2,757
DSG	-332	-332	-332	-332	-332	-332
Other Income	-144	-209	-209	-209	-209	-209
<b>Net budget<sup>1</sup></b>	<b>2,053</b>	<b>2,086</b>	<b>2,107</b>	<b>2,134</b>	<b>2,175</b>	<b>2,216</b>
<b>Funding:</b>						
DSG	-332	-332	-332	-332	-332	-332
UK Government grants	-352	-933	-899	-899	-899	-899
Fees & charges	-54	-54	-54	-54	-54	-54
Reimbursements and recovery of costs	-90	-155	-155	-155	-155	-155
<b>Total funding</b>	<b>-828</b>	<b>-1,474</b>	<b>-1,440</b>	<b>-1,440</b>	<b>-1,440</b>	<b>-1,440</b>
<b>Expenditure:</b>						
Employment	2,420	2,738	2,665	2,692	2,733	2,774
Non employment	259	248	265	265	265	265
Contracts & care packages	202	574	617	617	617	617
<b>Total expenditure</b>	<b>2,881</b>	<b>3,560</b>	<b>3,547</b>	<b>3,574</b>	<b>3,615</b>	<b>3,656</b>
<b>Net budget<sup>1</sup></b>	<b>2,053</b>	<b>2,086</b>	<b>2,107</b>	<b>2,134</b>	<b>2,175</b>	<b>2,216</b>

<b>Summary budget movement</b>	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>Prior year budget</b>	<b>2,053</b>	<b>2,086</b>	<b>2,107</b>	<b>2,134</b>	<b>2,175</b>
Changes to Government Grants	-581	34	0	0	0
Virements	-5	0	0	0	0
Changes to DSG and Government Grants	581	-34	0	0	0
General inflation	3	4	0	0	0
Pay inflation	35	35	35	41	41
Commissioning effectively	0	-18	-8	0	0
<b>Revised budget</b>	<b>2,086</b>	<b>2,107</b>	<b>2,134</b>	<b>2,175</b>	<b>2,216</b>

	2014/15	2015/16
<b>FTEs</b>	<b>52</b>	<b>52</b>

### Note:

1: Net Budget supported by general government grants and reserves



Louise Footner  
Head of  
Communications

## Our purpose

Our purpose is to:

- Devise, plan and implement communications and engagement programmes to support and promote the priorities around economic prosperity, wellbeing and resident experience.
- Anticipate, research and respond to residents' changing lifestyles so that we can engage with them in ways that are most appropriate.
- Provide residents with opportunities to be more involved in issues affecting them, their families and communities.
- Deliver communications programmes to support behaviour change to benefit residents' and staff wellbeing and the local economy.
- Promote partnership working through a network approach with communication colleagues across the council and other public, private and voluntary sector bodies.

For more information, contact [louise.footner@surreycc.gov.uk](mailto:louise.footner@surreycc.gov.uk)

## Our challenges and opportunities

Our challenge is to maintain an effective dialogue with residents around the scale of savings required, which is happening at a time of increasing demand for public services and triggering new models of delivery. This requires a re-alignment of resources to exploit digital benefits and communicate the necessary service and behaviour changes.

## Our key actions

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

1. Deliver communications programmes that raise awareness of council priorities outlined in the corporate strategy.
2. Support the drive to secure fairer funding for Surrey public services.
3. Promote a "One Team" network approach with directorate colleagues through joint budgeting, forward planning, resource allocation, peer challenge and the development of common standards.
4. Maintain a "digital first" approach to reduce costs and target communications.
5. Provide opportunities for resident engagement and involvement.

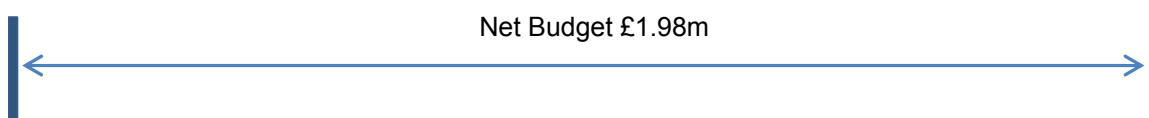
## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Communications' spending has been allocated for 2015/16.

Gross Revenue  
Expenditure:  
**£2.0m**



Gross Revenue  
Income:  
**£0.01m\***



\*Actual income figure £15,000 – Surrey Matters advertising revenue

# Communications

Head of Service: Louise Footner

## Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Communications Team	1,146	1,164	1,183	1,202	1,221	1,240
Central Communications	432	613	624	636	649	662
Surrey Matters	227	229	232	238	243	248
<b>Net budget <sup>1</sup></b>	<b>1,805</b>	<b>2,006</b>	<b>2,039</b>	<b>2,076</b>	<b>2,113</b>	<b>2,150</b>

### Funding:

Fees & charges	-15	-15	-15	-16	-16	-16
<b>Total funding</b>	<b>-15</b>	<b>-15</b>	<b>-15</b>	<b>-16</b>	<b>-16</b>	<b>-16</b>

### Expenditure:

Employment	1,106	1,123	1,141	1,161	1,179	1,198
Non employment	714	898	913	931	950	968
<b>Total expenditure</b>	<b>1,820</b>	<b>2,021</b>	<b>2,054</b>	<b>2,092</b>	<b>2,129</b>	<b>2,166</b>

<b>Net budget <sup>1</sup></b>	<b>1,805</b>	<b>2,006</b>	<b>2,039</b>	<b>2,076</b>	<b>2,113</b>	<b>2,150</b>
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## 2014/15 2015/16

<b>FTE</b>	22	23
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Budget movements	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
<b>Prior Year Budget</b>	<b>1,805</b>	<b>2,006</b>	<b>2,039</b>	<b>2,076</b>	<b>2,113</b>	
Virements	276	0	0	0	0	
Inflation	30	33	37	37	37	
Reduction to Central Comms spend	-105	0	0	0	0	G
Movements	201	33	37	37	37	
<b>Revised Budget</b>	<b>2,006</b>	<b>2,039</b>	<b>2,076</b>	<b>2,113</b>	<b>2,150</b>	

### Notes:

1: Net Budget supported by general government grants and reserves



Jane Last  
Head of Community Partnership and Safety

## Our purpose

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

- ensuring that residents are involved in local decision making
- increasing engagement of residents through the use of digital technologies
- supporting opportunities for people to be more involved in their communities
- supporting strong partnership working to help transform services for residents
- developing cross-county approaches for community safety that tackle issues that make residents feel less safe.

For more information on what we do, contact [janel@surreycc.gov.uk](mailto:janel@surreycc.gov.uk)

## Our challenges and opportunities

To respond to our challenge to increase the participation of residents in decision making and in their local communities we will increase our conversations with residents, using new and emerging technologies to engage with wider groups of residents. We will also utilise new legislation in collaboration with our partners, to tackle local issues, focussing on preventing problems from occurring and strengthening communities to respond when they do.

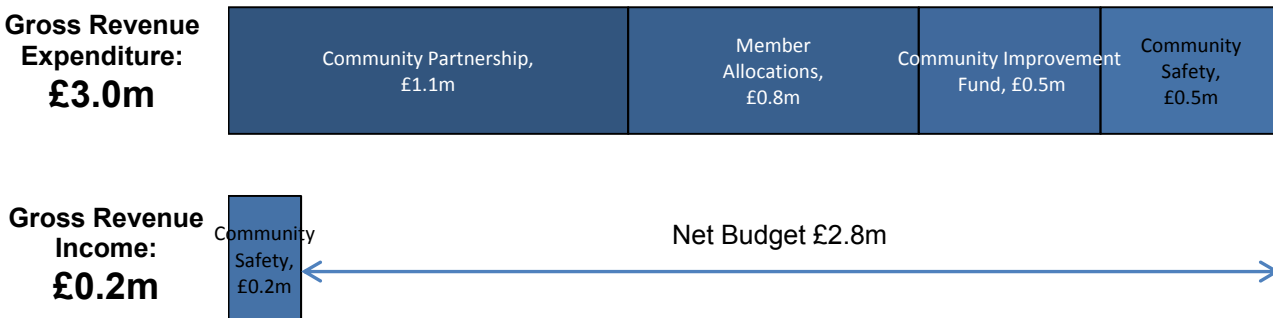
## Our key actions

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

1. Improve the way we engage on local issues by increasing the number of people we reach through new channels.
2. Support communities to respond to local flooding through the setup of flood forums in the affected areas.
3. Work with partners to embed new legislation on anti social behaviour, domestic abuse and counter terrorism to increase peoples' safety.
4. Lead the delivery of the domestic abuse response for the Surrey Family Support Programme to improve the lives of those affected.
5. Improve community wellbeing by promoting funding sources for community projects and supporting our military communities.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Community Partnerships and Safety's spending has been allocated for 2015/16:



## Community Partnership & Safety

Head of Service: Jane Last

### Policy Budget (by activity)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Community Partnerships	1,061	1,086	1,104	1,122	1,140	1,159
Member Allocations	834	834	834	834	834	834
Community Improvement Fund	500	500	500	500	500	500
Community Safety	435	388	396	405	414	423
<b>Net budget <sup>1</sup></b>	<b>2,830</b>	<b>2,808</b>	<b>2,834</b>	<b>2,861</b>	<b>2,888</b>	<b>2,916</b>

#### Funding:

Reimbursement & recovery of costs	-162	-160	-162	-163	-165	-166
<b>Total funding</b>	<b>-162</b>	<b>-160</b>	<b>-162</b>	<b>-163</b>	<b>-165</b>	<b>-166</b>

#### Expenditure:

Employment	1,186	1,178	1,197	1,215	1,236	1,255
Non employment	1,806	1,790	1,799	1,809	1,817	1,827
<b>Total expenditure</b>	<b>2,992</b>	<b>2,968</b>	<b>2,996</b>	<b>3,024</b>	<b>3,053</b>	<b>3,082</b>
<b>Net budget <sup>1</sup></b>	<b>2,830</b>	<b>2,808</b>	<b>2,834</b>	<b>2,861</b>	<b>2,888</b>	<b>2,916</b>

	2014/15	2015/16
FTE	25	24

Budget movement	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
Prior year budget	2,830	2,808	2,834	2,861	2,888	
Inflation	26	28	28	29	29	
Total Funding changes	2	-2	-1	-2	-1	
Restructure Community Safety	-50	0	0	0	0	G
<b>Revised budget</b>	<b>2,808</b>	<b>2,834</b>	<b>2,861</b>	<b>2,888</b>	<b>2,916</b>	

Capital Programme	2015/16	2016/17	2017/18	2018/19	2019/20	2015/20
	£000	£000	£000	£000	£000	£000
Local Committee Allocations			385	385	385	1,155
<b>Capital programme</b>	<b>0</b>	<b>0</b>	<b>385</b>	<b>385</b>	<b>385</b>	<b>1,155</b>

#### Note:

1: Net Budget supported by general government grants and reserves

# **Coroner Detailed Budget**

## Coroner

Coroner: Tracey Fottrell

### Policy Budget (by activity)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
County Coroner	1,243	1,258	1,278	1,299	1,321	1,344
<b>Net budget <sup>1</sup></b>	<b>1,243</b>	<b>1,258</b>	<b>1,278</b>	<b>1,299</b>	<b>1,321</b>	<b>1,344</b>

#### Funding:

<b>Total funding</b>	0	0	0	0	0	0
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#### Expenditure:

Employment	383	387	390	394	399	403
Non employment	860	871	888	905	922	941
<b>Total expenditure</b>	<b>1,243</b>	<b>1,258</b>	<b>1,278</b>	<b>1,299</b>	<b>1,321</b>	<b>1,344</b>
<b>Net budget <sup>1</sup></b>	<b>1,243</b>	<b>1,258</b>	<b>1,278</b>	<b>1,299</b>	<b>1,321</b>	<b>1,344</b>

	2014/15	2015/16
FTE	1	1

<b>Budget movement</b>	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Prior year budget	1,243	1,258	1,278	1,299	1,321
Inflation	15	20	21	22	23
Revised Budget	1,258	1,278	1,299	1,321	1,344

#### Note:

1: Net Budget supported by general government grants and reserves





Peter Milton  
Head of Cultural  
Services

## Our purpose

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

- Library Services used by nearly one third of Surrey residents, including 52 libraries – nine of which are successfully operated by volunteers.
- Exploring, protecting and improving access to Surrey’s heritage and the county’s archives and records.
- Ensuring that local residents have access to new skills, leisure interests and new knowledge, by providing 2,100 adult learning courses at seven adult learning centres and approximately 40 external venues. Provision includes courses for Family Learning and for 833 learners who declared Learning Difficulty and/or Disability.
- Ensuring that as many people as possible benefit from learning with Surrey Arts through schools music lessons and working with local groups and communities.
- Smooth and efficient registration of approximately 10,000 deaths, 20,000 births, conducting approximately 2,000 citizenship ceremonies, 3,800 marriages / civil partnerships and issuing approximately 141,000 copies of birth, death, marriage and civil partnership certificates.

For more information on what we do, contact [peter.milton@surreycc.gov.uk](mailto:peter.milton@surreycc.gov.uk).

## Our challenges and opportunities

There are a number of challenges we face in the coming year, the main one being to maintain the quality and breadth of services with diminishing resources. We must balance the wants and needs of existing service users at the same time as adapting our services to meet the needs of demographic and social change. Creative, resourceful approaches to service delivery will provide opportunities to work closely with partners, making the most of facilities and resources. Advances in technology will make it easier to communicate with the public and deliver services that meet their aspirations. We are also heavily involved with the wider Magna Carta anniversary programme, the official 15 June 2015 event, and the long-term Magna Carta Country legacy project.

## Our key actions

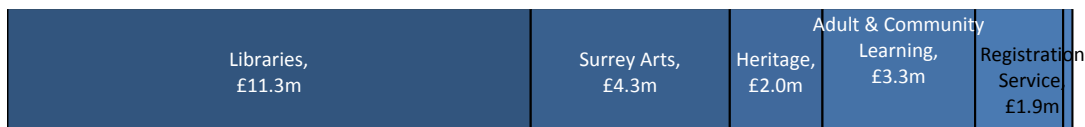
We will prioritise five actions for 2015/16 to support achievement of the council’s three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Report in January 2016 on options to deliver a wider range of services from our libraries.
2. Grow and protect income to fund services by maintaining existing grants, finding new sources of income and maximising new commercial income streams.
3. Continue to implement business efficiencies and investigate the best arrangements for the delivery of cultural services in Surrey.
4. Increase volunteering by 5%, and involve local people in shaping and developing services.
5. Continue to develop digital technology for the efficient delivery of our services and improved customer contact, and introduce a minimum of three processes that improve user experience.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Cultural Service’s spending has been allocated for 2015/16.

Gross Revenue  
Expenditure:  
**£23.0m**



Gross Revenue  
Income:  
**£13.0m**



\* Supporting Cultural Services £0.2m

## Cultural Services

Head of Service: Peter Milton

### Policy Budget (by activity)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Libraries	10,202	9,637	9,317	9,510	9,707	9,906
Surrey Arts	485	461	469	478	487	496
Heritage	1,241	1,200	1,221	1,242	1,263	1,285
Adult & Community Learning	-878	-856	-830	-806	-782	-758
Registration & Nationality Service	-557	-600	-609	-618	-627	-636
Supporting Cultural Services	154	155	158	160	163	166
<b>Net budget <sup>1</sup></b>	<b>10,647</b>	<b>9,997</b>	<b>9,726</b>	<b>9,966</b>	<b>10,211</b>	<b>10,459</b>

#### Funding:

UK Government grants	-3,528	-3,498	-3,311	-3,185	-3,157	-3,049
Fees & charges	-8,430	-8,629	-8,728	-8,828	-8,930	-9,034
Reimbursements and recovery of costs	-608	-781	-789	-797	-805	-813
<b>Total funding</b>	<b>-12,566</b>	<b>-12,908</b>	<b>-12,828</b>	<b>-12,810</b>	<b>-12,892</b>	<b>-12,896</b>

#### Expenditure:

Employment	18,544	18,954	19,240	19,530	19,827	20,128
Non employment	4,669	3,951	3,314	3,246	3,276	3,227
<b>Total expenditure</b>	<b>23,213</b>	<b>22,905</b>	<b>22,554</b>	<b>22,776</b>	<b>23,103</b>	<b>23,355</b>
<b>Net budget <sup>1</sup></b>	<b>10,647</b>	<b>9,997</b>	<b>9,726</b>	<b>9,966</b>	<b>10,211</b>	<b>10,459</b>

	2014/15	2015/16
FTE	532	520

	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
<b>Summary budget movement</b>					
<b>Prior year budget</b>	<b>10,647</b>	<b>9,997</b>	<b>9,726</b>	<b>9,966</b>	<b>10,211</b>
Total Grant and specific income movements	-315	80	18	-82	-4
Total Pressures and changes	237	149	222	327	252
Total Optimising income movements	-27	0	0	0	0
Total Continuing Savings	-545	-500	0	0	0
	-650	-271	240	245	248
<b>Revised budget</b>	<b>9,997</b>	<b>9,726</b>	<b>9,966</b>	<b>10,211</b>	<b>10,459</b>

#### Note:

1: Net budget supported by Council Tax general government grants and reserves

# Cultural Services

## Detailed budget movement by year

	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
<b>Funding changes</b>						
<u>Grant and specific income movements</u>						
Surrey Arts grant	-9	66	46	16	42	
Adult Community Learning grant	39	120	80	11	66	
Registration grant	0	1	0	1	0	
Reflect income earned funding expenditure	-197					
Inflation	-148	-107	-108	-110	-112	
<b>Total Grant and specific income movements</b>	<b>-315</b>	<b>80</b>	<b>18</b>	<b>-82</b>	<b>-4</b>	
<b>Total funding changes</b>	<b>-315</b>	<b>80</b>	<b>18</b>	<b>-82</b>	<b>-4</b>	
<b>Pressures and changes</b>						
<u>Legislative, Policy &amp; Functional changes</u>						
Virements	-374					
Reflect grant funded expenditure changes	-30	-187	-126	-28	-108	
<b>Total changes</b>	<b>-404</b>	<b>-187</b>	<b>-126</b>	<b>-28</b>	<b>-108</b>	
<u>Service Pressures</u>						
Inflation	444	336	348	355	360	
Reflect expenditure funded by income	197					
<b>Total pressures</b>	<b>641</b>	<b>336</b>	<b>348</b>	<b>355</b>	<b>360</b>	
<b>Total Pressures and changes</b>	<b>237</b>	<b>149</b>	<b>222</b>	<b>327</b>	<b>252</b>	
<b>Savings</b>						
<u>Optimising income</u>						
Increased income for Registration	-27					G
<b>Total Optimising income movements</b>	<b>-27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<u>Continuing Savings</u>						
Libraries - Redesign service delivery	-250	-500				A
Libraries - Staffing restructure	-210					G
Heritage savings	-61					G
Surrey Arts savings	-24					G
Savings yet to be identified						
<b>Total Continuing Savings</b>	<b>-545</b>	<b>-500</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total savings</b>	<b>-572</b>	<b>-500</b>	<b>0</b>	<b>0</b>	<b>0</b>	



# Customer Services 2015/16



Mark Irons  
Head of Customer  
Services

## Our purpose

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

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

For more information on what we do, contact [mark.iron@surreycc.gov.uk](mailto:mark.iron@surreycc.gov.uk)

## Our challenges and opportunities

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

## Our key actions

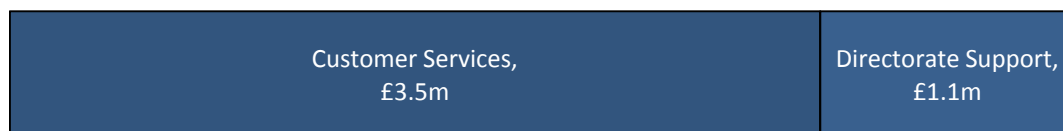
We will prioritise the following four actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

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

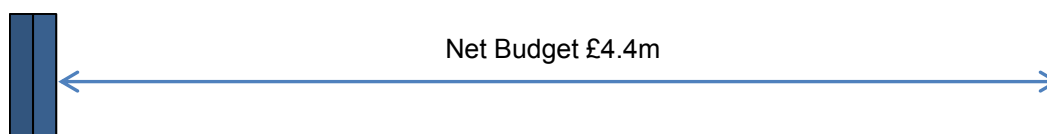
## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Customer Service's spending has been allocated for 2015/16.

Gross Revenue  
Expenditure:  
**£4.6m**



Gross Revenue  
Income:  
**£0.2m**



## Customer Services

Head of Service: Mark Irons

### Policy Budget (by activity)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Customer Services	3,771	3,371	3,426	3,482	3,539	3,597
Directorate Support	1,517	987	1,004	1,021	1,038	1,056
<b>Net budget<sup>1</sup></b>	<b>5,288</b>	<b>4,358</b>	<b>4,430</b>	<b>4,503</b>	<b>4,577</b>	<b>4,653</b>

#### Funding:

Fees & charges	-135	-136	-138	-139	-140	-142
Reimbursement & recovery of costs	-131	-133	-134	-135	-137	-138
<b>Total funding</b>	<b>-266</b>	<b>-269</b>	<b>-272</b>	<b>-274</b>	<b>-277</b>	<b>-280</b>

#### Expenditure:

Employment	5,370	4,442	4,513	4,585	4,659	4,733
Non employment	184	185	189	192	195	200
<b>Total expenditure</b>	<b>5,554</b>	<b>4,627</b>	<b>4,702</b>	<b>4,777</b>	<b>4,854</b>	<b>4,933</b>
<b>Net budget<sup>1</sup></b>	<b>5,288</b>	<b>4,358</b>	<b>4,430</b>	<b>4,503</b>	<b>4,577</b>	<b>4,653</b>

	2014/15	2015/16
<b>FTE</b>	<b>155</b>	<b>137</b>

<b>Budget movement</b>	2015/16	2016/17	2017/18	2018/19	2019/20	<b>RAG</b>
	£000	£000	£000	£000	£000	
Prior year budget	5,288	4,358	4,430	4,503	4,577	
Virements	-801					
Inflation	91	72	73	74	76	
Customer Services	-20					G
Directorate Support	-200					G
	4,358	4,430	4,503	4,577	4,653	

#### Note:

1: Net Budget supported by general government grants and reserves



Ian Good  
Head of Emergency  
Management

## Our purpose

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

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

For more information on what we do, contact [ian.good@surreycc.gov.uk](mailto:ian.good@surreycc.gov.uk)

## Our challenges and opportunities

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

## Our key actions

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

1. Ensure that the council's response to emergencies meets the needs of businesses and residents with a higher regard to the vulnerable in our communities.
2. Work with communities to establish community based emergency plans for incidents such as flooding
3. Supporting our suppliers in increasing the resilience of their services provided to residents as part of our Business Continuity planning.
4. With our partners, promote Surrey as a place to do business through the safe and effective delivery of major events in the county.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Emergency Management's spending has been allocated for 2015/16.

Gross Revenue  
Expenditure:  
**£0.6m**



Gross Revenue  
Income:  
**£0.02m\***



\*partnership grant income £22,000

## Emergency Management Team

Head of Service: Ian Good

### Policy Budget (by activity)

	2014/15 '£000	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000
Emergency Management	509	553	562	571	580	589
<b>Net budget <sup>1</sup></b>	<b>509</b>	<b>553</b>	<b>562</b>	<b>571</b>	<b>580</b>	<b>589</b>

#### Funding:

Joint working income	-22	-22	-22	-23	-23	-24
<b>Total funding</b>	<b>-22</b>	<b>-22</b>	<b>-22</b>	<b>-23</b>	<b>-23</b>	<b>-24</b>

#### Expenditure:

Employment	462	519	527	537	544	553
Non employment	69	56	57	57	59	60
<b>Total expenditure</b>	<b>531</b>	<b>575</b>	<b>584</b>	<b>594</b>	<b>603</b>	<b>613</b>

<b>Net budget <sup>1</sup></b>	<b>509</b>	<b>553</b>	<b>562</b>	<b>571</b>	<b>580</b>	<b>589</b>
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	2014/15	2015/16
<b>FTE</b>	12	12

### Budget movements

	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000
<b>Prior Year Budget</b>	<b>509</b>	<b>553</b>	<b>562</b>	<b>571</b>	<b>580</b>
Inflation	8	9	9	9	9
Movements	36				
<b>Revised Budget</b>	<b>553</b>	<b>562</b>	<b>571</b>	<b>580</b>	<b>589</b>

#### Notes:

1: Net Budget supported by general government grants and reserves



# **Environment & Infrastructure Detailed Budget**

## Environment & Infrastructure

Strategic Director: Trevor Pugh

### Income & Expenditure revenue budget (by type)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
<b>Funding:</b>						
UK Government grants	-4,839	-3,760	-1,525	-1,477	-1,471	-1,432
Fees & charges	-6,497	-6,491	-6,662	-6,845	-7,034	-7,186
Joint working income	-4,123	-3,992	-4,064	-4,146	-4,230	-4,315
Reimbursement & recovery of costs	-2,415	-1,760	-1,793	-1,829	-1,866	-1,904
<b>Total funding</b>	<b>-17,874</b>	<b>-16,003</b>	<b>-14,044</b>	<b>-14,298</b>	<b>-14,601</b>	<b>-14,837</b>
<b>Expenditure:</b>						
Employment	21,430	20,696	20,929	20,536	20,886	21,241
Non employment	125,494	119,354	118,915	122,442	126,928	131,354
<b>Total expenditure</b>	<b>146,924</b>	<b>140,050</b>	<b>139,844</b>	<b>142,978</b>	<b>147,814</b>	<b>152,595</b>
<b>Net budget <sup>1</sup></b>	<b>129,050</b>	<b>124,047</b>	<b>125,800</b>	<b>128,680</b>	<b>133,213</b>	<b>137,758</b>

	2014/15	2015/16
<b>FTEs</b>	<b>511</b>	<b>529</b>

\*All numbers are rounded therefore tables may not cross cast



Ian Boast, Assistant Director, Environment

Trevor Pugh, Strategic Director, Environment & Infrastructure (accountable for Planning)

## Our purpose

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

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

For more information on what we do, contact [trevor.pugh@surreycc.gov.uk](mailto:trevor.pugh@surreycc.gov.uk) or [ian.boast@surreycc.gov.uk](mailto:ian.boast@surreycc.gov.uk)

## Our challenges and opportunities

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

## Our key actions

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

1. Reduce the cost of managing household waste by working with partners to sell materials together, develop waste processing facilities, and commence construction of the Eco Park.
2. Work with partners to reduce waste and improve efficiency and recycling performance at the kerbside and at CRCs.
3. Provide an effective planning applications process to enable the delivery of 2,800 school places.
4. Implement the local transport review to deliver savings and efficiencies.
5. Enhance the rights of way network of volunteers to improve efficiency of our countryside management.
6. Work with Surrey Police to promote road safety and reduce the number of people killed or seriously injured on our roads.
7. Achieve financial savings of £6.4m principally from waste, local transport and countryside activities.

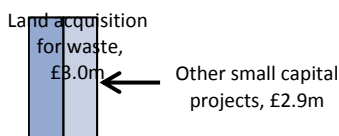
## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Environment and Planning's spending has been allocated for 2015/16.

**Gross Revenue Expenditure: £88.2m**



**Capital Expenditure: £5.9m**



\* other functions include Sustainability and other costs

## Environment and Planning

Head of Service: Ian Boast

### Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Waste Management and Reduction	57,400	54,862	55,673	57,916	60,243	62,652
Countryside	2,336	2,187	2,129	2,170	2,212	2,255
Sustainability	888	807	823	840	856	873
Travel and Transport	19,753	18,230	18,504	18,567	19,329	20,139
Environment - Management and Other Costs	1,309	1,287	1,309	1,331	1,353	1,376
Directorate wide costs (1)	-164	260	387	632	717	590
Planning and Development (1)	2,186	2,031	2,064	2,096	2,129	2,162
<b>Net budget</b>	<b>83,708</b>	<b>79,664</b>	<b>80,889</b>	<b>83,552</b>	<b>86,839</b>	<b>90,047</b>
<b>Total funding</b>	<b>-9,766</b>	<b>-8,512</b>	<b>-6,638</b>	<b>-6,711</b>	<b>-6,828</b>	<b>-6,916</b>
<b>Total expenditure</b>	<b>93,474</b>	<b>88,176</b>	<b>87,527</b>	<b>90,263</b>	<b>93,667</b>	<b>96,963</b>
<b>Net budget</b>	<b>83,708</b>	<b>79,664</b>	<b>80,889</b>	<b>83,552</b>	<b>86,839</b>	<b>90,047</b>

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>Summary budget movement</b>					
<b>Prior year budget</b>	<b>83,708</b>	<b>79,664</b>	<b>80,889</b>	<b>83,552</b>	<b>86,839</b>
Total grant and specific income movements	1,379	1,874	-73	-117	-88
Total Pressures and changes	947	1,122	4,365	3,867	3,487
Total Continuing Savings	-6,370	-1,771	-1,629	-463	-191
Movements	-4,044	1,225	2,663	3,287	3,208
<b>Revised budget</b>	<b>79,664</b>	<b>80,889</b>	<b>83,552</b>	<b>86,839</b>	<b>90,047</b>

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2015-20 £000
<b>Capital programme</b>						
Rights of Way and byways	85	85	85	85	85	425
Road safety schemes	200	200	200	200	200	1,000
Total recurring programme	285	285	285	285	285	1,425
Capital projects (2)	2,602	5,176	5,454	5,579	5,479	24,290
<b>Total capital programme</b>	<b>2,887</b>	<b>5,461</b>	<b>5,739</b>	<b>5,864</b>	<b>5,764</b>	<b>25,715</b>
<u>Projects held within Business Services</u>						
Land acquisition for waste	3,000	0	3,100	0	0	6,100

#### Notes

(1) Planning and Directorate-wide costs are included here for presentational purposes only. Directorate-wide includes costs and savings to be allocated to other teams across the Directorate

(2) Includes developer funding, Basingstoke canal and maintenance at closed landfill sites

\*All numbers are rounded therefore tables may not cross cast

## Environment and Planning

### Income & Expenditure revenue budget (by type)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
<u>Funding:</u>						
UK Government grants	-4,464	-3,510	-1,525	-1,477	-1,471	-1,432
Fees & charges	-2,825	-2,998	-3,070	-3,149	-3,229	-3,312
Joint working income	-685	-508	-519	-530	-541	-553
Reimbursements and recovery of costs	-1,792	-1,496	-1,524	-1,555	-1,587	-1,619
<b>Total funding</b>	<b>-9,766</b>	<b>-8,512</b>	<b>-6,638</b>	<b>-6,711</b>	<b>-6,828</b>	<b>-6,916</b>
<u>Expenditure:</u>						
Employment	9,037	8,892	8,926	9,082	9,240	9,400
Non employment	84,437	79,284	78,601	81,181	84,426	87,563
<b>Total expenditure</b>	<b>93,474</b>	<b>88,176</b>	<b>87,527</b>	<b>90,263</b>	<b>93,666</b>	<b>96,963</b>
<b>Net budget</b>	<b>83,708</b>	<b>79,664</b>	<b>80,889</b>	<b>83,552</b>	<b>86,838</b>	<b>90,047</b>

	2014/15	2015/16
<b>FTEs</b>	<b>218</b>	<b>216</b>

\*All numbers are rounded therefore tables may not cross cast

## Environment and Planning

	2015/16	2016/17	2017/18	2018/19	2019/20
<b>Summary budget movement</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Prior year budget</b>	<b>83,708</b>	<b>79,664</b>	<b>80,889</b>	<b>83,552</b>	<b>86,839</b>
Total grant and specific income movements	1,379	1,874	-73	-117	-88
Total Pressures and changes	947	1,122	4,365	3,867	3,487
Total Continuing Savings	-6,370	-1,771	-1,629	-463	-191
	-4,044	1,225	2,663	3,287	3,208
<b>Revised budget</b>	<b>79,664</b>	<b>80,889</b>	<b>83,552</b>	<b>86,839</b>	<b>90,047</b>

		2015/16	2016/17	2017/18	2018/19	2019/20
<b>Savings</b>		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
At Risk	R	0	0	0	0	0
Some Issues	A	-5,273	-1,138	-894	-463	-191
Progressing	G	-1,097	-633	-735	0	0
<b>Total</b>		<b>-6,370</b>	<b>-1,771</b>	<b>-1,629</b>	<b>-463</b>	<b>-191</b>

## Environment and Planning

### Detailed budget movement by year

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
<b>Funding changes</b>						
<u>Grant and specific income movements</u>						
Inflation increase on income	-97	-111	-121	-123	-127	
Specific grant changes	846	1,985	48	6	39	
Virements	630	0	0	0	0	
Total grant and specific income movements	1,379	1,874	-73	-117	-88	
<b>Total funding changes</b>	<b>1,379</b>	<b>1,874</b>	<b>-73</b>	<b>-117</b>	<b>-88</b>	
<b>Pressures and changes</b>						
<u>Service Pressures</u>						
Inflation	3,318	3,415	3,481	3,405	3,304	
Waste management- fall out of prior year pressure	-4,808	-1,402	0	0	0	
Waste management - anticipated funding gap (1)	-3,241	8,428	5,114	-124	43	
Transfers to/from Waste Sinking Fund (1)	6,613	-7,390	-4,220	587	148	
LSTF Grant	-2,484	-230	0	0	0	
Grant Changes	1,638	-1,699	-10	-1	-8	
Reversal of prior year saving	134	0	0	0	0	
Virements	-223	0	0	0	0	
<b>Total Pressures and changes</b>	<b>947</b>	<b>1,122</b>	<b>4,365</b>	<b>3,867</b>	<b>3,487</b>	
<b>Savings</b>						
<u>Continuing Savings</u>						
One Team staffing review	-229	-118	0	0	0	G
LSTF staff recharge	-144	0	0	0	0	A
Reduced reliance on specialist advisors for Waste	-50	0	0	0	0	A
Waste- collaborate with partners (1)	-803	-570	-358	-346	35	A
Waste- new models of delivery (1)	0	0	-447	-117	-226	A
Waste-optimize existing operations (1)	-2,569	-468	-89	0	0	A
Local Transport Review	-750	-515	-735	0	0	G
Other bus services	-1,200	0	0	0	0	A
Countryside review	-200	-100	0	0	0	A
Support Services review	-118	0	0	0	0	G
Planning and Development	-200	0	0	0	0	A
Sustainability	-107	0	0	0	0	A
Total Continuing Savings	-6,370	-1,771	-1,629	-463	-191	
<b>Total savings</b>	<b>-6,370</b>	<b>-1,771</b>	<b>-1,629</b>	<b>-463</b>	<b>-191</b>	

#### Notes

(1) Waste management funding gap is offset by additional savings and transfers to/from the waste sinking fund.

\*All numbers are rounded therefore tables may not cross cast

## Environment and Planning

	2015/16	2016/17	2017/18	2018/19	2019/20	2015/20
	£000	£000	£000	£000	£000	£000
<b>Capital programme</b>						
<u>Recurring programme</u>						
Rights of Way and byways	85	85	85	85	85	425
Road safety schemes	200	200	200	200	200	1,000
Recurrent programme	285	285	285	285	285	1,425
<u>Projects</u>						
Cross Directorate CIL schemes	2,002	4,576	5,354	5,479	5,479	22,890
Basingstoke Canal Improvements	500	500	0	0	0	1,000
Maintenance at closed landfill sites	100	100	100	100	0	400
Projects	2,602	5,176	5,454	5,579	5,479	24,290
<b>Capital programme</b>	<b>2,887</b>	<b>5,461</b>	<b>5,739</b>	<b>5,864</b>	<b>5,764</b>	<b>25,715</b>
<u>Projects held within Business Services</u>						
Land acquisition for waste	3,000	0	3,100	0	0	6,100

\*All numbers are rounded therefore tables may not cross cast





Jason Russell  
Assistant Director,  
Highways and Transport

## Our purpose

Our purpose is to enable safe, reliable journeys and the growth of prosperous places, now and in the future. We are responsible for:

- Managing the condition of Surrey's 4,800km highway network and maintaining the value of Surrey's assets.
- Keeping Surrey moving, keeping people safe and helping achieve broader economic and social outcomes for Surrey.
- Developing and delivering transport improvement schemes, such as the Travel SMART programme, that meet the individual and collective needs of Surrey's places.
- Working with partners, such as the Kier Group, to find innovative, sustainable and efficient ways of delivering services for the benefit of Surrey

For more information on what we do, contact [jason.russell@surreycc.gov.uk](mailto:jason.russell@surreycc.gov.uk)

## Our challenges and opportunities

Our challenges include the damaging effect of a succession of severe winters on the highway network; high levels of dissatisfaction with network condition; funding and delivering flood alleviation and new transport infrastructure. The greater demand on suppliers of the Government's increased investment in the Strategic Road Network could also lead to increases in our costs. We are responding to these challenges by working with county councillors to develop a new 15-year asset management strategy that will provide maximum whole life value, and by reviewing our levels of service to ensure they reflect residents' priorities. We will develop a five-year business plan that will set out how we will work with our partners to deliver services from 2016-21, and which will enable us to design an appropriate organisational structure and determine our contract strategy.

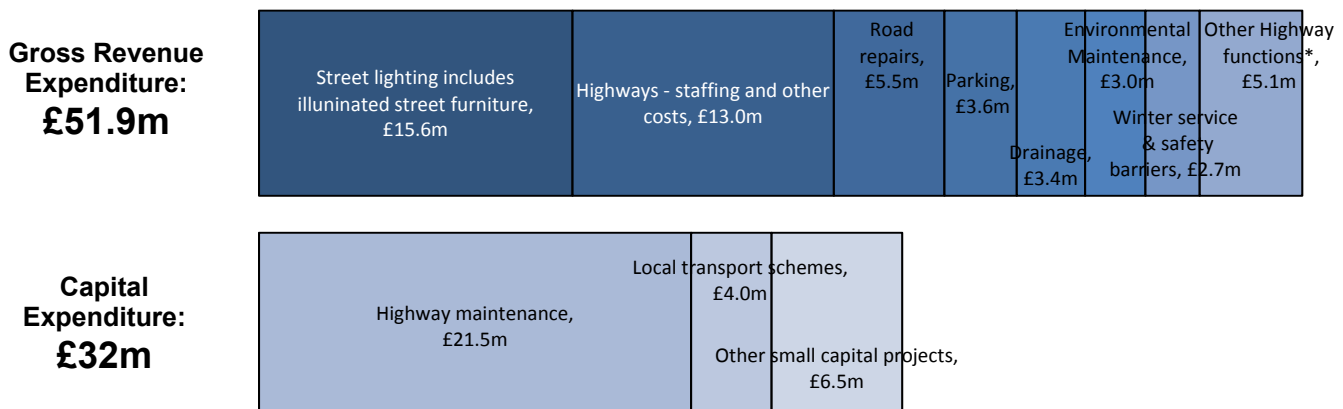
## Our key actions

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

1. Keep our roads safe by repairing defects within agreed timescales.
2. Improve the condition of our road network by renewing 70km of the county's roads.
3. Support economic prosperity by delivering flood alleviation schemes and Local Growth Deal transport schemes
4. Work with councillors, partners and communities to deliver customer focussed services, and enable community resilience.
5. Work with councillors and partners to develop a five-year business plan, implement a new organisational structure, and determine whether to extend the Kier contract to 2021.
6. Achieve financial savings of £1.7m.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Highways and Transport's spending has been allocated for 2015/16.



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

## Highways and Transport

Head of Service: Jason Russell

**Policy Budget (by activity)**

	2014/15 '£000	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000
Roads	4,507	5,459	5,128	5,137	5,297	5,461
Traffic Signals	769	786	808	830	853	877
Environmental Maintenance	2,868	2,977	3,069	3,164	3,263	3,364
Signs and Lines	1,237	900	928	957	986	1,017
Bridges and Structures	1,068	1,258	1,297	1,317	1,358	1,400
Drainage	2,942	3,360	3,428	3,457	3,528	3,601
Winter Service and Safety Barriers	2,899	2,699	2,783	2,829	2,917	3,007
Street Lighting and Furniture	16,119	15,619	16,014	16,448	16,904	17,387
Local Schemes	3,248	2,150	2,217	2,285	2,356	2,429
Parking	184	100	106	113	119	126
Highways - Staffing and Other Costs	7,091	9,076	9,133	8,591	8,793	9,043
Strategy (1)	2,409	0	0	0	0	0
<b>Net budget</b>	<b>45,342</b>	<b>44,384</b>	<b>44,911</b>	<b>45,128</b>	<b>46,374</b>	<b>47,712</b>
<b>Total funding</b>	<b>-8,108</b>	<b>-7,491</b>	<b>-7,405</b>	<b>-7,587</b>	<b>-7,773</b>	<b>-7,922</b>
<b>Total expenditure</b>	<b>53,450</b>	<b>51,875</b>	<b>52,316</b>	<b>52,715</b>	<b>54,147</b>	<b>55,634</b>
<b>Net budget</b>	<b>45,342</b>	<b>44,384</b>	<b>44,911</b>	<b>45,128</b>	<b>46,374</b>	<b>47,712</b>

<b>Capital programme</b>	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000	2015-20 '£000
Highway maintenance	21,518	21,018	21,518	21,018	21,018	106,090
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	3,500	3,000	2,500	2,000	15,000
Safety barriers	256	256	256	256	256	1,280
Traffic signal replacement	550	550	550	550	550	2,750
Local Growth Deal contributions	0	1,693	1,210	383	0	3,286
Flood resilience schemes	500	500	500	500	500	2,500
River Thames scheme	500	500	500	500	500	2,500
Total recurring programme	30,056	30,749	30,266	28,439	27,556	147,066
Capital projects (2)	1,900	1,900	1,900	1,900	1,700	9,300
Total capital programme	31,956	32,649	32,166	30,339	29,256	156,366

<b>Summary budget movement</b>	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>Prior year budget</b>	<b>45,342</b>	<b>44,384</b>	<b>44,911</b>	<b>45,128</b>	<b>46,374</b>
Total grant and specific income movements	528	125	-142	-146	-149
Total Pressures and changes	254	942	1,399	1,432	1,487
Total Optimising income movements	-90	-40	-40	-40	0
Total Continuing Savings	-1,650	-500	-1,000	0	0
	-958	527	217	1,246	1,338
<b>Revised budget</b>	<b>44,384</b>	<b>44,911</b>	<b>45,128</b>	<b>46,374</b>	<b>47,712</b>

## Notes

(1) Strategy budget transferred to other teams and Directorates from 15-16

(2) Capital projects includes developer funding and replacement vehicles

\*All numbers are rounded therefore tables may not cross cast

## Highways and Transport

### Income & Expenditure revenue budget (by type)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
<b>Funding:</b>						
UK Government grants	-375	-250	0	0	0	0
Fees & charges	-3,672	-3,494	-3,591	-3,697	-3,804	-3,874
Joint working income	-3,438	-3,483	-3,545	-3,616	-3,689	-3,763
Reimbursements and recovery of costs	-623	-264	-269	-274	-280	-285
<b>Total funding</b>	<b>-8,108</b>	<b>-7,491</b>	<b>-7,405</b>	<b>-7,587</b>	<b>-7,773</b>	<b>-7,922</b>
<b>Expenditure:</b>						
Employment	12,393	11,804	12,003	11,454	11,647	11,842
Non employment	41,057	40,070	40,314	41,261	42,500	43,792
<b>Total expenditure</b>	<b>53,450</b>	<b>51,874</b>	<b>52,317</b>	<b>52,715</b>	<b>54,147</b>	<b>55,634</b>
<b>Net budget</b>	<b>45,342</b>	<b>44,384</b>	<b>44,911</b>	<b>45,128</b>	<b>46,374</b>	<b>47,712</b>

	2014/15	2015/16
<b>FTEs</b>	<b>293</b>	<b>313</b>

\*All numbers are rounded therefore tables may not cross cast

## Highways and Transport

	2015/16	2016/17	2017/18	2018/19	2019/20
<b>Summary budget movement</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Prior year budget</b>	<b>45,342</b>	<b>44,384</b>	<b>44,911</b>	<b>45,128</b>	<b>46,374</b>
Total grant and specific income movements	528	125	-142	-146	-149
Total Pressures and changes	254	942	1,399	1,432	1,487
Total Optimising income movements	-90	-40	-40	-40	0
Total Continuing Savings	-1,650	-500	-1,000	0	0
	-958	527	217	1,246	1,338
<b>Revised budget</b>	<b>44,384</b>	<b>44,911</b>	<b>45,128</b>	<b>46,374</b>	<b>47,712</b>

		2015/16	2016/17	2017/18	2018/19	2019/20
Savings		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
At Risk	R	0	0	0	0	0
Some Issues	A	0	-500	-1,000	0	0
Progressing	G	-1,740	-40	-40	-40	0
<b>Total</b>		<b>-1,740</b>	<b>-540</b>	<b>-1,040</b>	<b>-40</b>	<b>0</b>

# Highways and Transport

## Detailed budget movement by year

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
<b>Funding changes</b>						
<u>Grant and specific income movements</u>						
Inflation increase on income	-78	-125	-142	-146	-149	
Specific grant changes	125	250	0	0	0	
Virements	481	0	0	0	0	
Total grant and specific income movements	528	125	-142	-146	-149	
<b>Total funding changes</b>	<b>528</b>	<b>125</b>	<b>-142</b>	<b>-146</b>	<b>-149</b>	
<b>Pressures and changes</b>						
<u>Service Pressures</u>						
Inflation	1,348	1,357	1,399	1,432	1,487	
Additional flooding duties	200	0	0	0	0	
Insurance claims	400	-400	0	0	0	
Virements	-1,694	-15	0	0	0	
<b>Total Pressures and changes</b>	<b>254</b>	<b>942</b>	<b>1,399</b>	<b>1,432</b>	<b>1,487</b>	
<b>Savings</b>						
<u>Optimising income</u>						
Search fee income	-90	-40	-40	-40	0	G
Total Optimising income movements	-90	-40	-40	-40	0	
<u>Continuing Savings</u>						
Highway materials	-250	0	0	0	0	G
Highways recycling	0	-500	0	0	0	A
Local schemes	-1,000	0	0	0	0	G
Signs, lines and winter	-400	0	0	0	0	G
Shared resources	0	0	-1,000	0	0	A
Total Continuing Savings	-1,650	-500	-1,000	0	0	
<b>Total savings</b>	<b>-1,740</b>	<b>-540</b>	<b>-1,040</b>	<b>-40</b>	<b>0</b>	

\*All numbers are rounded therefore tables may not cross cast

## Highways and Transport

<b>Capital Programme</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2015/20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<u>Recurring programme</u>						
Highway maintenance	21,518	21,018	21,518	21,018	21,018	106,090
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	3,500	3,000	2,500	2,000	15,000
Safety barriers	256	256	256	256	256	1,280
Traffic signal replacement	550	550	550	550	550	2,750
Local Growth Deal contribution	0	1,693	1,210	383	0	3,286
Flood resilience schemes	500	500	500	500	500	2,500
River Thames scheme	500	500	500	500	500	2,500
<b>Recurrent programme</b>	<b>30,056</b>	<b>30,749</b>	<b>30,266</b>	<b>28,439</b>	<b>27,556</b>	<b>147,066</b>
<u>Projects</u>						
Cross Directorate S106 schemes	1,700	1,700	1,700	1,700	1,700	8,500
Highways vehicle replacement	200	200	200	200	0	800
<b>Projects</b>	<b>1,900</b>	<b>1,900</b>	<b>1,900</b>	<b>1,900</b>	<b>1,700</b>	<b>9,300</b>
<b>Capital programme</b>	<b>31,956</b>	<b>32,649</b>	<b>32,166</b>	<b>30,339</b>	<b>29,256</b>	<b>156,366</b>

\*All numbers are rounded therefore tables may not cross cast



Sheila Little  
Director of Finance

## Our purpose

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

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

For more information on what we do, contact [sheila.little@surreycc.gov.uk](mailto:sheila.little@surreycc.gov.uk)

## Our challenges and opportunities

Our greatest challenge is sustaining the council's strong financial resilience in the climate of on-going reductions in funding, demographic demand increases in core services and, at a time of potential policy change as a result of the General Election. Further, the lack of a Comprehensive Spending Review beyond 2015/16 and increased partnership working means it is important for us to strengthen our skills, capacity and capability to provide quality finance services.

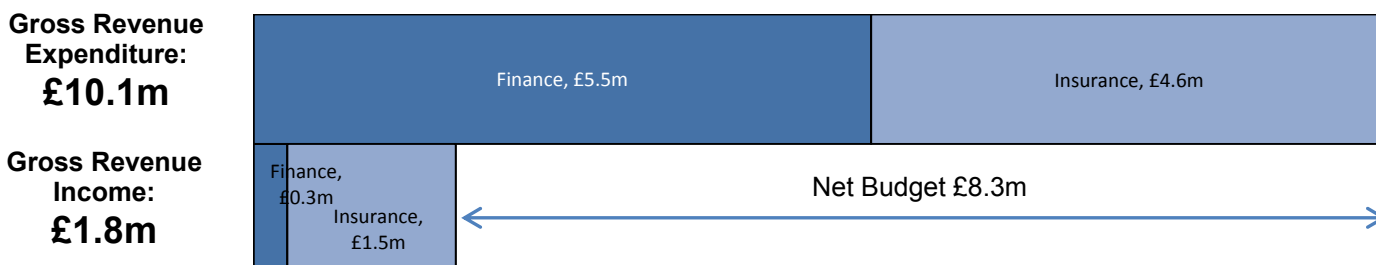
## Our key actions

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

1. Ensure that the council is prepared, following the General Election, to respond to the financial implications of national policy changes and to proactively seek devolved powers and fairer funding.
2. Present financial information in a user-friendly format for residents, customers and partners and equip all staff and Members with the knowledge to enable them to meet their financial responsibilities.
3. Support services to deliver the councils current Medium Term Financial Plan and ensure timely up-dating.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how the Finance Service spending has been allocated for 2015/16:



# Finance

Director of Finance: Sheila Little

## Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Finance	5,468	5,162	5,181	5,300	5,392	5,484
Insurance	3,339	3,166	3,548	3,975	4,103	4,185
<b>Net budget <sup>1</sup></b>	<b>8,807</b>	<b>8,328</b>	<b>8,729</b>	<b>9,275</b>	<b>9,495</b>	<b>9,669</b>
<b>Funding:</b>						
Fees & charges	-1,487	-1,472	-1,448	-1,427	-1,405	-1,434
Reimbursements and recovery of costs	-255	-371	-378	-361	-368	-375
<b>Total funding</b>	<b>-1,742</b>	<b>-1,843</b>	<b>-1,826</b>	<b>-1,788</b>	<b>-1,773</b>	<b>-1,809</b>
<b>Expenditure:</b>						
Employment	5,721	5,540	5,565	5,665	5,766	5,871
Non employment	4,828	4,631	4,990	5,398	5,502	5,607
<b>Total expenditure</b>	<b>10,549</b>	<b>10,171</b>	<b>10,555</b>	<b>11,063</b>	<b>11,268</b>	<b>11,478</b>
<b>Net budget <sup>1</sup></b>	<b>8,807</b>	<b>8,328</b>	<b>8,729</b>	<b>9,275</b>	<b>9,495</b>	<b>9,669</b>

	2014/15	2015/16
FTE	101	101

<b>Summary budget movement</b>	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	
<b>Prior year budget</b>	<b>8,807</b>	<b>8,328</b>	<b>8,729</b>	<b>9,275</b>	<b>9,495</b>	
<b>Pressures and changes</b>						
Virement	-229	0	0	0	0	
Inflation	144	151	164	170	174	
Insurance Self Fund	246	275	307	0	0	
Insurance income	50	50	50	50	0	
<b>Total Pressures and changes</b>	<b>211</b>	<b>476</b>	<b>521</b>	<b>220</b>	<b>174</b>	
Total Optimising income movements	-50		25			A
Insurance Self Fund	-500					G
Organisational review	-140	-75				G
<b>Total Continuing Savings</b>	<b>-690</b>	<b>-75</b>	<b>25</b>	<b>0</b>	<b>0</b>	
<b>Movements</b>	<b>-479</b>	<b>401</b>	<b>546</b>	<b>220</b>	<b>174</b>	
<b>Revised budget</b>	<b>8,328</b>	<b>8,729</b>	<b>9,275</b>	<b>9,495</b>	<b>9,669</b>	

### Note:

1: Net Budget supported by general government grants and reserves





**Carmel Millar**  
Director of People and Development

## Our purpose

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

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

For more information on what we do, please contact [carmel.millar@surreycc.gov.uk](mailto:carmel.millar@surreycc.gov.uk)

## Our challenges and opportunities

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

## Our key actions

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

1. Ensure residents receive quality service from skilled & talented staff, we will create a new pay and reward strategy to enable us to recruit and retain the best people.
2. Support the delivery of excellent customer service, enhance performance and support the organisation through challenging times, we will invest £3.3m in training & development of our staff, leaders and members.
3. Ensure our staff are fully engaged, we will train our managers in engagement skills so their people & teams can take advantage of the support available to help them do the best job they can.
4. Deliver a modern, responsive, quality and cost-effective HR service to customers; we will continue to transform the HR and OD service.

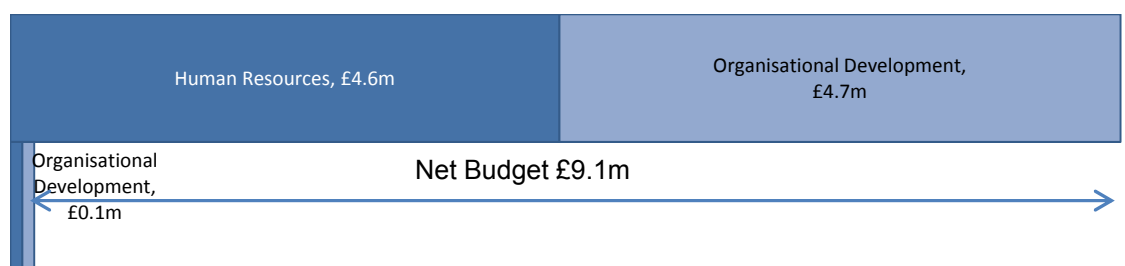
## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how HR and Organisational Development's spending has been allocated for 2015/16:

**Gross Revenue Expenditure:**  
**£9.3m**

**Gross Revenue Income:**  
**£0.2m**

Human Resources, £0.1m



## Human Resources and Organisational Development

Director of People and Development: Carmel Millar

### Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Human Resources	5,101	4,465	4,546	4,629	4,713	4,798
Organisational Development	4,593	4,636	4,719	4,809	4,901	4,995
<b>Net budget</b>	<b>9,694</b>	<b>9,101</b>	<b>9,265</b>	<b>9,438</b>	<b>9,614</b>	<b>9,793</b>
<u>Funding:</u>						
Fees & charges	-364	-154	-157	-160	-163	-166
Reimbursements and recovery of costs	-1,322	0	0	0	0	0
<b>Total funding</b>	<b>-1,686</b>	<b>-154</b>	<b>-157</b>	<b>-160</b>	<b>-163</b>	<b>-166</b>
<u>Expenditure:</u>						
Employment	6,773	5,390	5,568	5,718	5,871	6,026
Non employment	4,607	3,865	3,854	3,880	3,906	3,933
<b>Total expenditure</b>	<b>11,380</b>	<b>9,255</b>	<b>9,422</b>	<b>9,598</b>	<b>9,777</b>	<b>9,959</b>
<b>Net budget <sup>1</sup></b>	<b>9,694</b>	<b>9,101</b>	<b>9,265</b>	<b>9,438</b>	<b>9,614</b>	<b>9,793</b>

	2014/15	2015/16
FTE	159	104 <sup>2</sup>

<b>Summary budget movement</b>	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>Prior year budget</b>	<b>9,694</b>	<b>9,101</b>	<b>9,265</b>	<b>9,438</b>	<b>9,614</b>
Virement	13	0	0	0	0
Inflation	159	164	173	176	179
Organisational Review	-765	0	0	0	0
Movements	-593	164	173	176	179
<b>Revised budget</b>	<b>9,101</b>	<b>9,265</b>	<b>9,438</b>	<b>9,614</b>	<b>9,793</b>

### Notes:

1: Net Budget supported by general government grants and reserves

2: The reduction in FTE is the result of the transfer of Pensions Administration to Shared Services



Paul Brocklehurst  
Chief Information Officer

## Our purpose

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

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

For more information on what we do, contact [paul.brocklehurst@surreycc.gov.uk](mailto:paul.brocklehurst@surreycc.gov.uk)

## Our challenges and opportunities

Technology is changing quickly - residents rightly expect easy online access to public service information and services which match the best products they can get elsewhere on their phones and computers. Similarly the workforce needs modern IMT tools to be productive. Our services are therefore critical to delivering public services better and saving money. This has understandably increased demand for IMT services – our user base continues to grow, having increased by more than 40% over the last two years. We currently have in excess of 100 projects in progress at any one time. We see this as a great opportunity to support the council and its partners to both run the day-to-day business of service delivery and identify innovate new models of delivery. And we are committed to modernising our skills and approaches so we can provide the very best service.

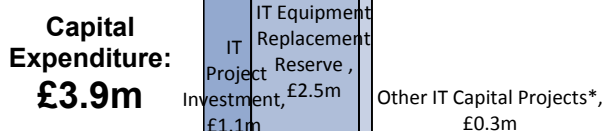
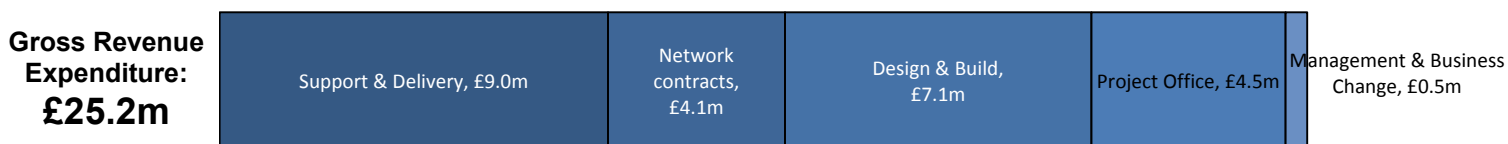
## Our key actions

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

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

## Our budget

The council has an overall operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how IMT's spending has been allocated for 2015/16.



## Information Management and Technology

Head of Service: Paul Brocklehurst

<b>Policy Budget (by activity)</b>	<b>2014/15 £'000</b>	<b>2015/16 £'000</b>	<b>2016/17 £'000</b>	<b>2017/18 £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>
Support & Delivery	7,616	8,565	8,594	8,785	8,920	9,088
Network Contracts	3,999	3,894	3,734	3,809	3,884	3,961
Design & Build	7,214	7,125	7,254	7,392	7,533	7,676
Project Office	5,763	4,505	4,586	4,674	4,765	4,857
Management & Business Change	552	445	453	461	470	479
<b>Net budget <sup>1</sup></b>	<b>25,144</b>	<b>24,534</b>	<b>24,621</b>	<b>25,121</b>	<b>25,572</b>	<b>26,061</b>

### Funding:

Joint working income	-345	-615	-626	-639	-651	-664
Reimbursements and recovery of costs	-98	-71	-72	-73	-74	-75
<b>Total funding</b>	<b>-443</b>	<b>-686</b>	<b>-698</b>	<b>-712</b>	<b>-725</b>	<b>-739</b>

### Expenditure:

Employment	10,231	10,951	11,058	11,256	11,459	11,665
Non employment	15,356	14,269	14,261	14,577	14,838	15,135
<b>Total expenditure</b>	<b>25,587</b>	<b>25,220</b>	<b>25,319</b>	<b>25,833</b>	<b>26,297</b>	<b>26,800</b>
<b>Net budget <sup>1</sup></b>	<b>25,144</b>	<b>24,534</b>	<b>24,621</b>	<b>25,121</b>	<b>25,572</b>	<b>26,061</b>

	<b>2014/15</b>	<b>2015/16</b>
<b>FTE</b>	198	221 <sup>2</sup>

### **Summary budget movement**

	<b>2015/16 £'000</b>	<b>2016/17 £'000</b>	<b>2017/18 £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>
<b>Prior year budget</b>	<b>25,144</b>	<b>24,534</b>	<b>24,621</b>	<b>25,121</b>	<b>25,572</b>
Total Pressures and changes	-57	442	470	481	489
Total Optimising income movements	-175				
Total Continuing Savings	-378	-355	30	-30	
Movements	-610	87	500	451	489
<b>Revised budget</b>	<b>24,534</b>	<b>24,621</b>	<b>25,121</b>	<b>25,572</b>	<b>26,061</b>

<b>Capital programme</b>	<b>2015/16 £'000</b>	<b>2016/17 £'000</b>	<b>2017/18 £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2015-20 £'000</b>
<u>Recurring programme</u>						
IT Project Investment	2,500	2,500	2,500	2,500	2,500	12,500
IT Equipment Replacement Reserve	1,865	1,608	1,694	279	1,070	6,516
Recurrent programme	4,365	4,108	4,194	2,779	3,570	19,016
<u>Project schemes</u>						
Adults Social Care infrastructure grants	304	0	0	0	0	304
Other projects	205	25	90	469	683	1,472
Capital Projects	509	25	90	469	683	1,776
<b>Total capital programme</b>	<b>4,874</b>	<b>4,133</b>	<b>4,284</b>	<b>3,248</b>	<b>4,253</b>	<b>20,792</b>

### Notes:

1: Net Budget supported by general government grants and reserves

2: The increase in staff is the result of recruiting permanent posts to reduce reliance on more expensive contractors. The increase also includes staff transfers and support for the digital strategy

## Information Management and Technology

<b>Budget movement</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>RAG</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Prior year budget</b>	<b>25,144</b>	<b>24,534</b>	<b>24,621</b>	<b>25,121</b>	<b>25,572</b>	
<b>Pressures and changes</b>						
Virement	287					
Inflation	396	442	470	481	489	
IMT investment	-1,000					
Digital Development	260					
<b>Savings &amp; Increased Income</b>						
Unicorn Network	-200	-230				G
Increased income	-175					A
Organisational Review	-125	-125				G
Other savings	-53	0	30	-30		G
	-553	-355	30	-30	0	
<b>Revised budget</b>	<b>24,534</b>	<b>24,621</b>	<b>25,121</b>	<b>25,572</b>	<b>26,061</b>	

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Savings</b>					
At Risk	0	0	0	0	0
Some Issues	-175	0	0	0	0
Progressing	-378	-355	30	-30	0
<b>Total</b>	<b>-553</b>	<b>-355</b>	<b>30</b>	<b>-30</b>	<b>0</b>





**Ann Charlton**  
Director of Legal and Democratic Services

## Our purpose

We are responsible for:

- providing legal advice to enable the council and its partners to carry out their functions legally and effectively
- ensuring the decision making processes, governance and scrutiny functions of the council are efficient and effective, enabling the business of the council to be carried out in a transparent and accountable manner
- supporting and contributing to the delivery of the council's strategic goals
- driving and support service transformation and organisational change
- ensuring excellent joint working with other services.

For more information on what we do, contact [ann.charlton@surreycc.gov.uk](mailto:ann.charlton@surreycc.gov.uk)

## Our challenges and opportunities

The demand for legal and democratic services continues to increase in an environment which is more complex and where resources available to undertake the necessary activities are reducing. The pursuit of new models of service delivery, coupled with a growing partnership and collaborative agenda support the need for activities which cross organisational boundaries more frequently. Services, in managing their budgets, are looking at new and different ways to provide their services. These arrangements require legal advice to enable consideration of relevant options and to ensure that any changes are implemented lawfully.

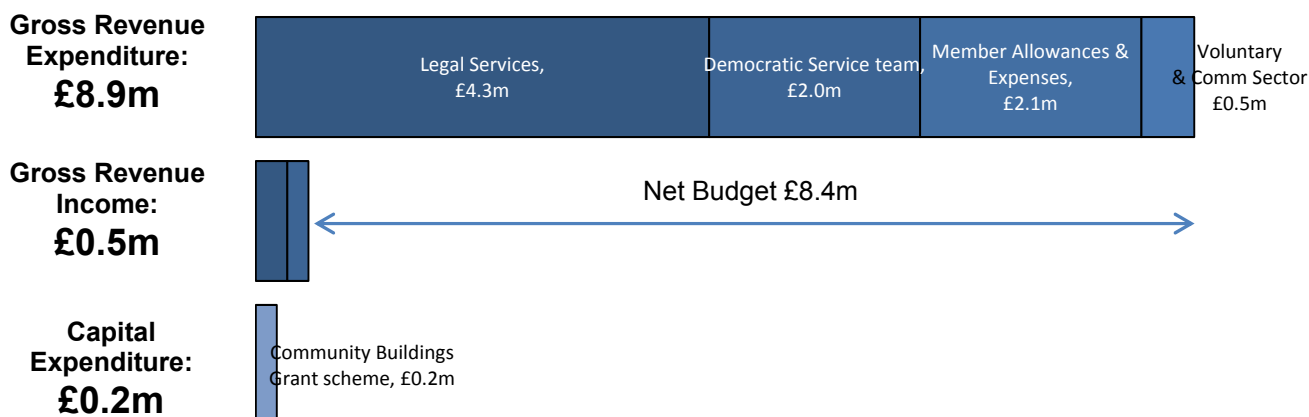
## Our key actions

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

1. Launch a new shared legal service across Surrey and East Sussex.
2. Improve customer and resident experience through a Customer Service Strategy.
3. Ensure our scrutiny function supports delivery of the corporate strategy goals.
4. Increase and improve collaborative working with other services and local authorities to support delivery the Council's key priorities and ensure the Council is meeting its statutory duties.
5. Enable robust and effective safeguarding of Surrey's residents.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Legal and Democratic Service's spending has been allocated for 2015/16.



## Legal & Democratic Services

Director of Legal and Democratic Services: Ann Charlton

### Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Legal Services	4,258	4,025	4,089	4,156	4,224	4,295
Democratic Services Team	1,981	1,728	1,755	1,782	1,810	1,839
Members Allowances & Expenses	1,877	2,116	2,153	2,194	2,236	2,279
Voluntary & Community Sector Support	542	480	489	498	508	519
Local Elections	31	16	16	1,350	17	17
<b>Net budget <sup>1</sup></b>	<b>8,689</b>	<b>8,365</b>	<b>8,502</b>	<b>9,980</b>	<b>8,795</b>	<b>8,949</b>

#### Funding:

UK Government grants	-66	-64	-61	-59	-58	-57
Fees & charges	0	-4	-4	-4	-4	-4
Reimbursement & recovery of costs	-329	-475	-484	-494	-504	-514
<b>Total funding</b>	<b>-395</b>	<b>-543</b>	<b>-549</b>	<b>-557</b>	<b>-566</b>	<b>-575</b>

#### Expenditure:

Employment	5,248	5,291	5,372	5,454	5,539	5,629
Non employment	3,836	3,617	3,679	5,083	3,822	3,895
<b>Total expenditure</b>	<b>9,084</b>	<b>8,908</b>	<b>9,051</b>	<b>10,537</b>	<b>9,361</b>	<b>9,524</b>

<b>Net budget <sup>1</sup></b>	<b>8,689</b>	<b>8,365</b>	<b>8,502</b>	<b>9,980</b>	<b>8,795</b>	<b>8,949</b>
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#### 2014/15 2015/16

<b>FTE</b>	120	130 <sup>2</sup>
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<b>Budget movements</b>	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	<b>RAG</b>
<b>Prior Year Budget</b>	<b>8,689</b>	<b>8,365</b>	<b>8,502</b>	<b>9,980</b>	<b>8,795</b>	
Virements	126	3	2	1	1	
Inflation	78	134	143	147	153	
Elections	0	0	1,333	-1,333	0	
Recovery of costs	-78					G
Increasing in-house advocacy	-398					G
Other efficiencies	-52					G
Movements	-324	137	1,478	-1,185	154	
<b>Revised Budget</b>	<b>8,365</b>	<b>8,502</b>	<b>9,980</b>	<b>8,795</b>	<b>8,949</b>	

<b>Capital programme</b>	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Community Building Grant Scheme	150	150	150	150	150
<b>Total capital programme</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>

#### Notes:

1: Net Budget supported by general government grants and reserves





Liz Lawrence  
Head of Policy and Performance

## Our purpose

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

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

For more information on what we do, contact [liz.lawrence@surreycc.gov.uk](mailto:liz.lawrence@surreycc.gov.uk)

## Our challenges and opportunities

The coming year will be a time of political uncertainty, given the General Election and subsequent potential changes in policy direction, while funding and demand challenges will continue to grow. Building on current work in key areas as set out above, we will play a critical role in advising the council's leadership to ensure the best outcomes for Surrey.

## Our key actions

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

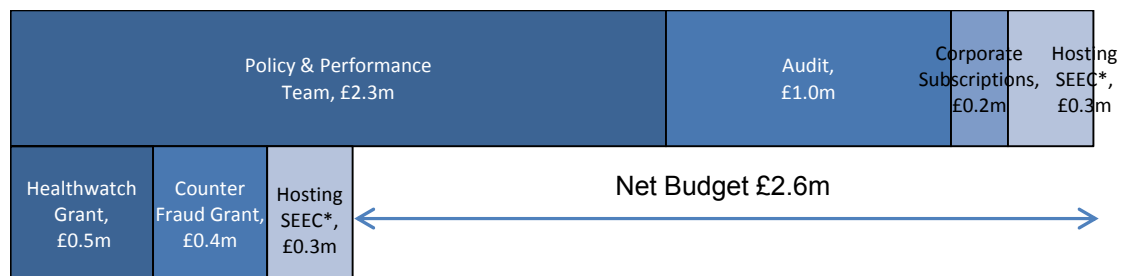
1. Ensure that Surrey is prepared, following the General Election, to influence national policy, seeking devolved powers and flexibilities and fairer funding for Surrey.
2. Support the transformation of services for Surrey residents responding more effectively to needs, improving outcomes and reducing costs.
3. Secure as good a deal as possible for Surrey in terms of external investment in the county and support business growth, skills development and infrastructure enhancements to benefit the Surrey economy.
4. Support implementation of Surrey's Better Care Fund plan, helping to maximise the benefits of integrated health and social care for residents.
5. Fight fraud and error to deliver financial benefits and ensure correct use of public money.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Policy and Performance's spending has been allocated for 2015/16.

**Gross Revenue Expenditure:**  
**£3.7m**

**Gross Revenue Income:**  
**£1.1m**



\*South East England Councils

# Policy & Performance

Head of Service: Liz Lawrence

## Policy Budget (by activity)

	2014/15 '£000	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000
<b>Policy &amp; Performance</b>						
Corporate Policy & Performance	1,723	1,793	1,819	1,845	1,871	1,898
Corporate Subscriptions	227	189	193	197	201	205
Economic Growth	0	896	898	901	903	906
Hosted SEEC <sup>2</sup>	0	0	0	0	0	0
Audit	663	640	650	660	671	681
<b>Net budget<sup>1</sup></b>	<b>2,613</b>	<b>3,518</b>	<b>3,560</b>	<b>3,603</b>	<b>3,646</b>	<b>3,690</b>

### Funding:

UK Government grants	-500	-818	-435	-419	-417	-405
Reimbursement & recovery of costs	-277	-282	-286	-291	-295	-300
<b>Total funding</b>	<b>-777</b>	<b>-1,100</b>	<b>-721</b>	<b>-710</b>	<b>-712</b>	<b>-705</b>

### Expenditure:

Employment	2,609	2,430	2,469	2,508	2,547	2,590
Non employment	781	2,188	1,812	1,805	1,811	1,805
<b>Total expenditure</b>	<b>3,390</b>	<b>4,618</b>	<b>4,281</b>	<b>4,313</b>	<b>4,358</b>	<b>4,395</b>

<b>Net budget<sup>1</sup></b>	<b>2,613</b>	<b>3,518</b>	<b>3,560</b>	<b>3,603</b>	<b>3,646</b>	<b>3,690</b>
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### 2014/15 2015/16

<b>FTE</b>	45	42
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## Budget movements

	2015/16 '£000	2016/17 '£000	2017/18 '£000	2018/19 '£000	2019/20 '£000	RAG
<b>Prior Year Budget</b>	<b>2,613</b>	<b>3,518</b>	<b>3,560</b>	<b>3,603</b>	<b>3,646</b>	
LA Counter Fraud Grant	-360	0	0	0	0	
Virements	1,364	0	0	0	0	
Inflation	37	42	43	43	44	
Staffing & expenditure reductions	-136	0	0	0	0	G
Movements	905	42	43	43	44	
<b>Revised Budget</b>	<b>3,518</b>	<b>3,560</b>	<b>3,603</b>	<b>3,646</b>	<b>3,690</b>	

### Notes:

1: Net Budget supported by general government grants and reserves

2: South East England Councils

# Procurement and Commissioning 2015/16



Laura Langstaff  
Joint Head of  
Procurement and  
Commissioning

## Our purpose

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

We are responsible for:

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

For more information on what we do, contact [laura.langstaff@surreycc.gov.uk](mailto:laura.langstaff@surreycc.gov.uk)

## Our challenges and opportunities

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

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

## Our key actions

We will prioritise three actions for 2015/16 to support achievement of the corporate strategy goals our key customers; both for Surrey County Council (*Well-Being, Economic Prosperity and Resident Experience*) and East Sussex County Council (*Driving Economic Growth, Keeping Vulnerable People Safe, Making Best Use of Our Resources and Helping People Help Themselves*):

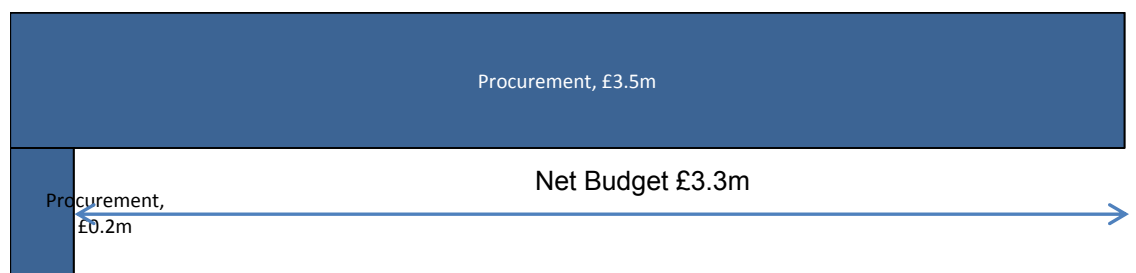
1. Deliver £19m of savings through better management of our suppliers, exploring innovative contracting and commercial models and collaborating with others.
2. Support our local economy by helping to drive spend through our local suppliers and developing markets that meet the needs of those that use our services.
3. Use our procurement spend to deliver improved apprenticeship and skills opportunity in our supply chain.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Procurement and Commissioning's spending has been allocated for 2015/16:

Gross Revenue  
Expenditure:  
**£3.5m**

Gross Revenue  
Income:  
**£0.2m**



## Procurement

Head of Service: Laura Langstaff

### Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Procurement	3,311	3,258	3,317	3,376	3,436	3,498
<b>Net budget <sup>1</sup></b>	<b>3,311</b>	<b>3,258</b>	<b>3,317</b>	<b>3,376</b>	<b>3,436</b>	<b>3,498</b>

#### Funding:

Reimbursements and recovery of costs	-177	-180	-183	-187	-190	-194
<b>Total funding</b>	<b>-177</b>	<b>-180</b>	<b>-183</b>	<b>-187</b>	<b>-190</b>	<b>-194</b>

#### Expenditure:

Employment	3,288	3,241	3,300	3,359	3,419	3,481
Non employment	200	197	200	204	207	211
<b>Total expenditure</b>	<b>3,488</b>	<b>3,438</b>	<b>3,500</b>	<b>3,563</b>	<b>3,626</b>	<b>3,692</b>

<b>Net budget <sup>1</sup></b>	<b>3,311</b>	<b>3,258</b>	<b>3,317</b>	<b>3,376</b>	<b>3,436</b>	<b>3,498</b>
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	2014/15	2015/16
FTE	59	57

Summary budget movement	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	3,311	3,258	3,317	3,376	3,436	
Virement	-6	0	0	0	0	
Inflation	63	59	59	60	62	
Organisational Review	-110	0	0	0	0	A
Movements	-53	59	59	60	62	
<b>Revised budget</b>	<b>3,258</b>	<b>3,317</b>	<b>3,376</b>	<b>3,436</b>	<b>3,498</b>	

#### Note:

1: Net Budget supported by general government grants and reserves



John Stebbings  
Chief Property Officer

## What we do

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

We are responsible for:

- providing and maintaining the Surrey estate including schools with a management and maintenance service ensuring fit-for-purpose assets
- working with partners to meet the changing demands and strategy of the communities we serve whilst simultaneously looking at the opportunities and delivery of efficiency savings
- delivery of the school basic need programme in both primary and secondary school places to meet the September 2015 intake
- delivering income opportunities through both our existing estate and through new acquired opportunities to provide revenue income to Surrey to support services.

For more information on what we do, contact [john.stebbing@surreycc.gov.uk](mailto:john.stebbing@surreycc.gov.uk)

## Our challenges and opportunities

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

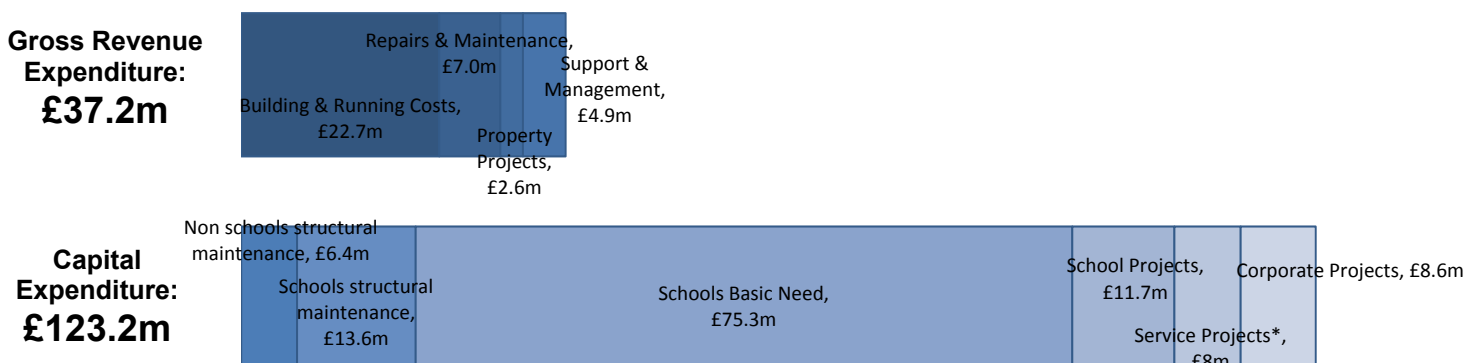
## Our key actions

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

1. Develop our offering through our partnership with East Sussex County Council to drive joint efficiency benefits.
2. Deliver school places for the September 2015 intake and plan for extended programme and years.
3. Maintain investment in key estate assets.
4. Deliver a residential strategy to support economic growth and investment objectives.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Property Service's spending has been allocated for 2015/16:



\* other capital projects including regeneration and reprovision

## Property

Chief Property Officer: John Stebbings

<b>Policy Budget (by activity)</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Building Running Costs	16,942	14,654	15,388	16,223	17,053	18,093
Repairs & Maintenance	8,147	7,048	7,823	7,995	8,171	8,351
Property Projects	2,628	2,555	2,631	2,702	2,701	2,753
Support & Management	3,978	3,969	4,041	4,234	4,485	4,750
<b>Net budget <sup>1</sup></b>	<b>31,695</b>	<b>28,226</b>	<b>29,883</b>	<b>31,154</b>	<b>32,410</b>	<b>33,947</b>
<b>Funding:</b>						
Fees & charges	-645	-1,028	-1,046	-1,067	-1,089	-1,110
Property income	-6,374	-7,755	-7,895	-8,053	-8,214	-8,378
Reimbursements and recovery of costs	0	-160	-163	-166	-169	-173
<b>Total funding</b>	<b>-7,019</b>	<b>-8,943</b>	<b>-9,104</b>	<b>-9,286</b>	<b>-9,472</b>	<b>-9,661</b>
<b>Expenditure:</b>						
Employment	7,642	8,084	8,260	8,430	8,530	8,683
Non employment	31,072	29,085	30,727	32,010	33,352	34,925
<b>Total expenditure</b>	<b>38,714</b>	<b>37,169</b>	<b>38,987</b>	<b>40,440</b>	<b>41,882</b>	<b>43,608</b>
<b>Net budget <sup>1</sup></b>	<b>31,695</b>	<b>28,226</b>	<b>29,883</b>	<b>31,154</b>	<b>32,410</b>	<b>33,947</b>

	<b>2014/15</b>	<b>2015/16</b>
<b>FTE</b>	<b>175</b>	<b>177</b>

<b>Summary budget movement</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Prior year budget</b>	<b>31,695</b>	<b>28,226</b>	<b>29,883</b>	<b>31,154</b>	<b>32,410</b>
Total Pressures and changes	-85	1,052	1,271	1,396	1,537
Total Optimising income movements	-140	-15	0	0	0
Total Continuing Savings	-2,624	0	0	-140	0
Total One-off Savings	-620	620	0	0	0
Movements	-3,469	1,657	1,271	1,256	1,537
<b>Revised budget</b>	<b>28,226</b>	<b>29,883</b>	<b>31,154</b>	<b>32,410</b>	<b>33,947</b>

<b>Capital programme</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2015-20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Recurring programmes - schools	13,568	13,579	13,589	13,599	13,599	67,934
Recurring programmes - non schools	6,400	8,293	8,300	8,287	8,195	39,475
<b>Total recurring programme</b>	<b>19,968</b>	<b>21,872</b>	<b>21,889</b>	<b>21,886</b>	<b>21,794</b>	<b>107,409</b>
Schools Basic Need	75,241	95,270	58,710	40,880	19,750	289,851
Other School Projects	11,743	6,282	4,830	0	0	22,855
Fire Projects	4,568	1,831	1,567	1,952	0	9,918
Land Acquisition for Waste	3,000	0	3,122	0	0	6,122
Corporate Projects	8,464	8,635	0	0	0	17,099
Capital projects	103,016	112,018	68,229	42,832	19,750	345,845
<b>Total capital programme</b>	<b>122,984</b>	<b>133,890</b>	<b>90,118</b>	<b>64,718</b>	<b>41,544</b>	<b>453,254</b>

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

## Property

<b>Budget movement</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>RAG</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Prior year budget</b>	<b>31,695</b>	<b>28,226</b>	<b>29,883</b>	<b>31,154</b>	<b>32,410</b>	
<b>Pressures and changes</b>						
Virement	-1,124					
Inflation	1,178	1,133	1,271	1,396	1,537	
Office Rationalisation - project costs	-379	-81				
Street lighting Carbon Reduction Credits	240					
	-85	1,052	1,271	1,396	1,537	
<b>Savings &amp; Optimising Income</b>						
Utilities	-800					A
Office Rationalisation - ongoing savings	-609					G
One-off Property Savings	-620	620				G
Property Maintenance	-480					G
Managed Print Service	-420					R
Optimising income	-140	-15				A
Other savings	-315			-140		A
<b>Total savings</b>	<b>-3,384</b>	<b>605</b>	<b>0</b>	<b>-140</b>	<b>0</b>	
<b>Revised budget</b>	<b>28,226</b>	<b>29,883</b>	<b>31,154</b>	<b>32,410</b>	<b>33,947</b>	

		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Savings</b>						
At Risk	R	-420	0	0	0	0
Some Issues	A	-1,255	-15	0	-140	0
Progressing	G	-1,709	620	0	0	0
<b>Total</b>		<b>-3,384</b>	<b>605</b>	<b>0</b>	<b>-140</b>	<b>0</b>

## Property

### Capital

	2015/16	2016/17	2017/18	2018/19	2019/20	2015/20
	£000	£000	£000	£000	£000	£000
<u>School Basic Need</u>	<b>75,241</b>	<b>95,270</b>	<b>58,710</b>	<b>40,880</b>	<b>19,750</b>	<b>289,851</b>
<u>Recurring programme</u>						
Schools condition maintenance	13,102	13,102	13,102	13,102	13,102	65,510
Schools Disability Discrimination Act	466	477	487	497	497	2,424
Carbon reduction - corporate	1,000	1,393	1,300	1,300	1,300	6,293
Non schools structural maintenance	5,400	6,900	7,000	6,987	6,895	33,182
<b>Recurring programme</b>	<b>19,968</b>	<b>21,872</b>	<b>21,889</b>	<b>21,886</b>	<b>21,794</b>	<b>107,409</b>
<u>Project schemes</u>						
Portesbury SEN School	7,693	150				7,843
Gypsy Sites	2,353					2,353
Fire Station reconfiguration	4,183	631	1,567	1,952		8,333
Guildford Fire Station	100					100
Woking Fire Station		1,000				1,000
Replace aged demountables	750	450	750			1,950
SEN strategy	1,400	4,114	4,080			9,594
Joint Public Sector Property Projects	760	1,140				1,900
Land acquisition for waste	3,000		3,122			6,122
Regeneration projects	4,050	2,470				6,520
Projects to enhance income	876	600				1,476
Projects to reprovion and deliver capital receipts	425	625				1,050
Reigate Priory School	500	500				1,000
Trumps Farm solar panels		3,800				3,800
Short Stay Schools	1,400	1,068				2,468
Fire Training Facilities	285	200				485
<b>Project schemes</b>	<b>27,775</b>	<b>16,748</b>	<b>9,519</b>	<b>1,952</b>	<b>0</b>	<b>55,994</b>
<b>Capital programme</b>	<b>122,984</b>	<b>133,890</b>	<b>90,118</b>	<b>64,718</b>	<b>41,544</b>	<b>453,254</b>





Helen Atkinson  
Director of Public Health

## Our purpose

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

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

For more information on what we do, contact [helen.atkinson@surreycc.gov.uk](mailto:helen.atkinson@surreycc.gov.uk)

## Our challenges and opportunities

In contributing to the leadership of the 'Wellbeing' corporate priority, we will continue to build the internal and external relationships necessary to both address the wider determinants of health (including education, employment, housing) and ensure a focus locally on the communities experiencing the poorest health outcomes. This will involve further developing our strong collaborative approach which seeks to actively engage and involve other council teams, the eleven district and boroughs, the six Clinical Commissioning Groups and the Voluntary, Community and Faith Sector.

## Our key actions

We will prioritise five actions for 2015/16 to support achievement of the Council's corporate strategy goals of Wellbeing, Economic prosperity and Resident experience

1. Ensure delivery of health visiting service is maintained by successfully transferring the Health Visiting contracts from NHS England to Public Health to support commissioning an integrated 0-19 Children and Young People Public Health Service.
2. Expand the services available to Surrey residents that support and encourage healthier lifestyle options, through the procurement of the specialist stop smoking service and alcohol interventions in primary care.
3. Enable the use of robust and appropriate data analysis, assessment of need and evidence in strategic decision making locally through the development of an annual process to engage key local partners in the agreement and delivery of priority chapters within the joint strategic needs assessment.
4. Support planning and delivery of the NHS five year plan, Better Care Fund, and corporate *wellbeing* priority with partners through leading the delivery of the health and wellbeing strategy prevention priority.
5. Ensure plans are in place to protect the health of Surrey residents by leading the Surrey Local Health and Resilience Partnership and Health Protection Forum work plans.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Public Health's spending has been allocated for 2015/16:

<b>Gross Revenue Expenditure:</b> <b>£35.8m</b>	Public Health, £29.3m	0-5 programme, £6.5m
	Public Health, £29.0m	0-5 programme, £6.5m
<b>Gross Revenue Income:</b> <b>£35.5m</b>		

## Public Health

Director of Public Health: Helen Atkinson

### Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Public Health Income	-28,861	-35,505	-42,032	-42,032	-42,032	-42,032
Public Health Expenditure	28,861	35,829	42,356	42,356	42,356	42,356
<b>Net budget<sup>1</sup></b>	<b>0</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>

#### Funding:

UK Government grants	-25,561	-35,505	-42,032	-42,032	-42,032	-42,032
Reimbursement & recovery of costs	-3,300	0	0	0	0	0
<b>Total funding</b>	<b>-28,861</b>	<b>-35,505</b>	<b>-42,032</b>	<b>-42,032</b>	<b>-42,032</b>	<b>-42,032</b>

#### Expenditure:

Employment	2,912	2,811	2,856	2,902	2,948	2,995
Non employment	942	1,036	1,054	1,075	1,097	1,119
Contracts & Care packages	25,007	31,982	38,446	38,379	38,311	38,242
<b>Total expenditure</b>	<b>28,861</b>	<b>35,829</b>	<b>42,356</b>	<b>42,356</b>	<b>42,356</b>	<b>42,356</b>
<b>Net budget<sup>1</sup></b>	<b>0</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>

	2014/15	2015/16
FTE	52	51

### Detailed budget movement

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	0	324	324	324	324
<b>Funding changes</b>					
Direct Genito-urinary Medicine Health funding from NHS trusts	3,300				
Genito-urinary Medicine funded through Dept of health grant	-3,300				
PH Government Grant	-6,644	-6,528			
<b>Total funding changes</b>	<b>-6,644</b>	<b>-6,528</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures and changes</b>					
Virement	324				
0-5 Programme	6,644	6,528			
Inflation	492	492	492	492	492
Service changes	-492	-492	-492	-492	-492
<b>Total Pressures and changes</b>	<b>6,968</b>	<b>6,528</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revised Budget</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>

#### Note:

1: Net Budget supported by general government grants and reserves



**Simon Pollock**  
Head of South East  
Shared Services

## Our purpose

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

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

For more information on what we do, contact [simon.pollock@surreycc.gov.uk](mailto:simon.pollock@surreycc.gov.uk)

## Our challenges and opportunities

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

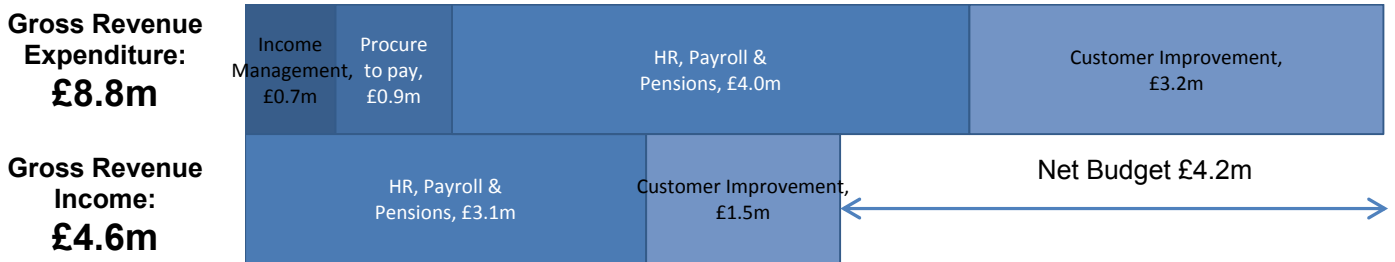
## Our key actions

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

1. Create a transactional back office service centre in East Sussex to compliment our existing facility in Surrey to provide greater economies of scale, resilience and opportunity for growth.
2. Reduce the unit costs of operating our back office services by 5%.
3. Maintain high levels of customer and staff satisfaction.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Shared Service’s spending has been allocated for 2015/16:



## Shared Service Centre

Head of Service: Simon Pollock

### Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Income Management	771	675	687	699	712	725
Procure to Pay	958	916	888	904	920	936
HR, Payroll & Pensions	1,316	895	881	893	906	919
Customer Improvement	990	1,682	1,712	1,741	1,770	1,800
<b>Net budget <sup>1</sup></b>	<b>4,035</b>	<b>4,168</b>	<b>4,168</b>	<b>4,237</b>	<b>4,308</b>	<b>4,380</b>

#### Funding:

UK Government grants	-1,145					
Fees & charges	-1,382	-1,717	-1,748	-1,783	-1,818	-1,855
Joint working income	-1,741	-1,540	-1,568	-1,600	-1,632	-1,664
Reimbursements and recovery of costs		-1,356	-1,380	-1,408	-1,436	-1,465
<b>Total funding</b>	<b>-4,268</b>	<b>-4,613</b>	<b>-4,696</b>	<b>-4,791</b>	<b>-4,886</b>	<b>-4,984</b>

#### Expenditure:

Employment	6,952	8,163	8,235	8,386	8,540	8,696
Non employment	1,351	618	629	642	654	668
<b>Total expenditure</b>	<b>8,303</b>	<b>8,781</b>	<b>8,864</b>	<b>9,028</b>	<b>9,194</b>	<b>9,364</b>

<b>Net budget <sup>1</sup></b>	<b>4,035</b>	<b>4,168</b>	<b>4,168</b>	<b>4,237</b>	<b>4,308</b>	<b>4,380</b>
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### Summary budget movement

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>Prior year budget</b>	<b>4,035</b>	<b>4,168</b>	<b>4,168</b>	<b>4,237</b>	<b>4,308</b>
Government Grant movement (Welfare)	1,145				
Virement	-334				
Inflation	112	75	69	71	72
Local Welfare Provision	-645				
Increased income	-70				
Organisational Review	-75	-75			
Movements	133	0	69	71	72
<b>Revised budget</b>	<b>4,168</b>	<b>4,168</b>	<b>4,237</b>	<b>4,308</b>	<b>4,380</b>

A

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	2014/15	2015/16
<b>FTE</b>	<b>208</b>	<b>242 <sup>2</sup></b>

#### Notes:

1: Net Budget supported by general government grants and reserves

2: The increase in headcount follows the transfer of the Pensions Administration team from Human Resources and Organisational Development.

# **Strategic Leadership Detailed Budget**

## Strategic Leadership

Assistant Chief Executive: Susie Kemp

### Policy Budget (by activity)

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>Strategic Leadership</b>	444	446	453	460	467	475
<b>Net budget <sup>1</sup></b>	<b>444</b>	<b>446</b>	<b>453</b>	<b>460</b>	<b>467</b>	<b>475</b>
<b>Funding:</b>						
<b>Total funding</b>	0	0	0	0	0	0
<b>Expenditure:</b>						
Employment	414	421	427	434	440	448
Non employment	30	25	26	26	27	27
<b>Total expenditure</b>	<b>444</b>	<b>446</b>	<b>453</b>	<b>460</b>	<b>467</b>	<b>475</b>
<b>Net budget <sup>1</sup></b>	<b>444</b>	<b>446</b>	<b>453</b>	<b>460</b>	<b>467</b>	<b>475</b>

	2014/15	2015/16
FTE	2	2

<b>Budget movements</b>	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>Prior Year Budget</b>	<b>444</b>	<b>446</b>	<b>453</b>	<b>460</b>	<b>467</b>
Inflation	2	7	7	7	8
<b>Revised Budget</b>	<b>446</b>	<b>453</b>	<b>460</b>	<b>467</b>	<b>475</b>

#### Note:

1: Net Budget supported by general government grants and reserves



Russell Pearson  
Chief Fire Officer

## Our purpose

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

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

For more information on what we do, contact [russell.pearson@surreycc.gov.uk](mailto:russell.pearson@surreycc.gov.uk)

## Our challenges and opportunities

Fire and rescue services across the country are facing a change in demand and the demand for traditional services is falling. The increasing financial pressures faced by public services emphasise the need to consider alternative models of delivery and operation to support the broadening range of activities delivered by fire and rescue services. This is in keeping with the emphasis on partnership and public service transformation. We will explore the opportunities available to us through our refresh Public Safety Plan. By working together with our communities and other fire and rescue services and blue light partners, along with other service partners we ensure we deliver modern, efficient and effective services that reduce risks to our communities.

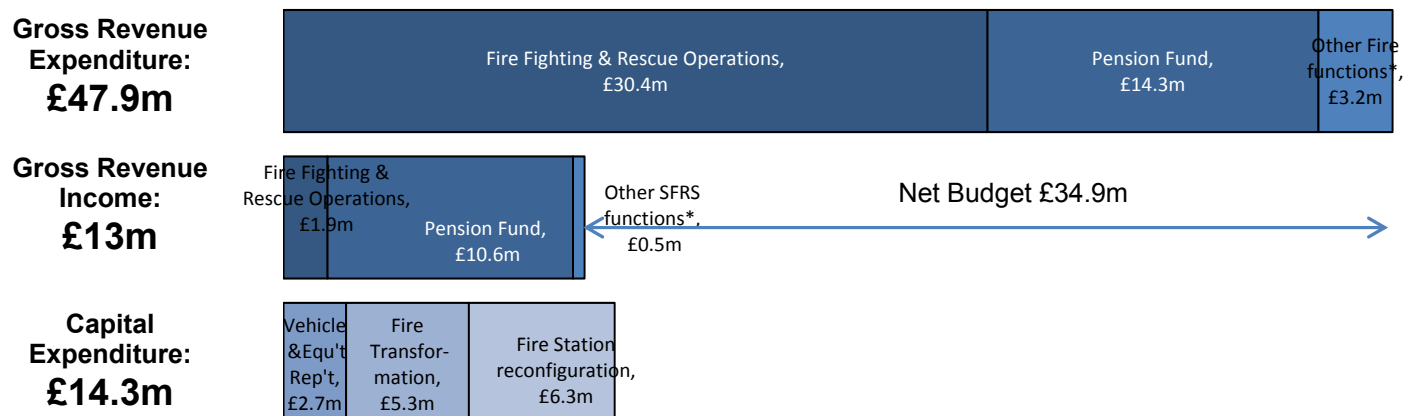
## Our key actions

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

1. Develop new activities to meet changing community needs and provide added value to the public.
2. Work with our partners for the joint benefit of the public and our staff.
3. Reshape our workforce and maintain staff commitment whilst undergoing vast changes to the way we deliver our services.
4. Explore commercial opportunities that can support or enhance public safety.
5. Refresh our Public Safety Plan setting out our strategy to reduce risks to our communities.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how the Surrey Fire and Rescue Service's spending has been allocated for 2015/16.



\* other functions include Community Safety and Emergency Planning

# Surrey Fire and Rescue Service

Chief Fire Officer: Russell Pearson

## Policy Budget (by activity)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Fire Fighting & Rescue Operations	28,815	28,715	28,587	28,201	27,671	27,497
Pension Fund	4,054	3,616	3,498	3,338	3,166	3,038
Support Functions	1,146	1,065	917	947	977	993
Community Fire Safety	1,161	1,183	1,195	1,208	1,221	1,235
Fire Service Emergency Planning	210	304	307	310	313	316
<b>Net budget <sup>1</sup></b>	<b>35,386</b>	<b>34,883</b>	<b>34,504</b>	<b>34,004</b>	<b>33,348</b>	<b>33,079</b>
<b>Total funding</b>	<b>-11,338</b>	<b>-13,062</b>	<b>-13,321</b>	<b>-12,082</b>	<b>-15,406</b>	<b>-14,577</b>
<b>Total expenditure</b>	<b>46,724</b>	<b>47,945</b>	<b>47,825</b>	<b>46,086</b>	<b>48,754</b>	<b>47,656</b>
<b>Net budget <sup>1</sup></b>	<b>35,386</b>	<b>34,883</b>	<b>34,504</b>	<b>34,004</b>	<b>33,348</b>	<b>33,079</b>

## Summary budget movement

	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
<b>Prior year budget</b>	<b>35,386</b>	<b>34,883</b>	<b>34,504</b>	<b>34,004</b>	<b>33,348</b>
Total Grant and specific income movements	-1,798	-95	1,223	-3,339	829
Total Pressures and changes	2,894	490	-812	3,748	-425
Total Optimising income movements	74	-164	16	15	0
Total Continuing Savings	-1,473	-810	-927	-1,080	-673
Total One-off Savings	-200	200	0	0	0
Movements	-503	-379	-500	-656	-269
<b>Revised budget</b>	<b>34,883</b>	<b>34,504</b>	<b>34,004</b>	<b>33,348</b>	<b>33,079</b>

<b>Capital programme</b>	2015/16	2016/17	2017/18	2018/19	2019/20	2015-20
	'£000	'£000	'£000	'£000	'£000	'£000
Fire vehicles & equipment reserve	2,702	1,836	1,986	2,141	1,526	10,191
Total recurring programme	2,702	1,836	1,986	2,141	1,526	10,191
Capital projects	5,275					5,275
<b>Total capital programme</b>	<b>7,977</b>	<b>1,836</b>	<b>1,986</b>	<b>2,141</b>	<b>1,526</b>	<b>15,466</b>

### Note:

1: Net budget supported by Council Tax general government grants and reserves



**Income & Expenditure revenue budget (by type)**

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
<u>Funding:</u>						
UK Government grants	-7,927	-9,726	-9,778	-8,520	-11,823	-10,959
Fire Pension Employee Contributions	-2,298	-2,321	-2,344	-2,368	-2,391	-2,415
Fees & charges	-71	-38	-39	-39	-39	-40
Property income	-22	-12	-12	-12	-12	-13
Joint working income	-299	-310	-322	-325	-329	-332
Reimbursements and recovery of costs	-721	-655	-826	-818	-812	-818
<b>Total funding</b>	<b>-11,338</b>	<b>-13,062</b>	<b>-13,321</b>	<b>-12,082</b>	<b>-15,406</b>	<b>-14,577</b>
<u>Expenditure</u>						
Employment	28,488	27,639	27,278	26,736	26,145	25,912
Non employment	4,352	6,065	5,309	5,494	5,595	5,689
Pension payments	13,884	14,241	15,238	13,856	17,014	16,055
<b>Total expenditure</b>	<b>46,724</b>	<b>47,945</b>	<b>47,825</b>	<b>46,086</b>	<b>48,754</b>	<b>47,656</b>
<b>Net budget <sup>1</sup></b>	<b>35,386</b>	<b>34,883</b>	<b>34,504</b>	<b>34,004</b>	<b>33,348</b>	<b>33,079</b>
	<b>2014/15</b>	<b>2015/16</b>				
FTE	690	675				

## Surrey Fire and Rescue Service

### Summary budget movement

	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
<b>Prior year budget</b>	<b>35,386</b>	<b>34,883</b>	<b>34,504</b>	<b>34,004</b>	<b>33,348</b>
Total Grant and specific income movements	-1,798	-95	1,223	-3,339	829
Total Pressures and changes	2,894	490	-812	3,748	-425
Total Optimising income movements	74	-164	16	15	0
Total Continuing Savings	-1,473	-810	-927	-1,080	-673
Total One-off Savings	-200	200	0	0	0
Movements	-503	-379	-500	-656	-269
<b>Revised budget</b>	<b>34,883</b>	<b>34,504</b>	<b>34,004</b>	<b>33,348</b>	<b>33,079</b>

	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
<b>Savings</b>					
Additional in year savings	-200	200	0	0	0
At Risk	0	0	0	0	0
Some Issues	-1,273	-810	-1,427	-1,080	-673
Progressing	-126	-164	516	15	0
<b>Total</b>	<b>-1,599</b>	<b>-774</b>	<b>-911</b>	<b>-1,065</b>	<b>-673</b>

# Surrey Fire and Rescue Service

## Detailed budget movement by year

	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
<b>Funding changes</b>						
<u>Grant and specific income movements</u>						
Fire Pension	-773	-1,091	1,245	-3,305	853	
Fire Revenue	-7	21	13	2	11	
Fire Joint Transport	-756	756	0	0	0	
Fire Emergency Care Response	-262	262	0	0	0	
Inflation		-43	-35	-36	-35	
Total Grant and specific income movements	-1,798	-95	1,223	-3,339	829	
<b>Total funding changes</b>	<b>-1,798</b>	<b>-95</b>	<b>1,223</b>	<b>-3,339</b>	<b>829</b>	
<b>Pressures and changes</b>						
<u>Legislative, Policy &amp; Functional changes</u>						
Virements	-8					
Total changes	-8	0	0	0	0	
<u>Service Pressures</u>						
Inflation	404	438	446	445	439	
Grant funded fire pension expenditure	773	1,091	-1,245	3,305	-853	
Reflect grant funded expenditure changes	1,025	-1,039	-13	-2	-11	
Fire - Vehicle & equipment reserve funding pressure	700					
Total pressures	2,902	490	-812	3,748	-425	
<b>Total Pressures and changes</b>	<b>2,894</b>	<b>490</b>	<b>-812</b>	<b>3,748</b>	<b>-425</b>	
<b>Savings</b>						
<u>Optimising income</u>						
Income generation for Fire Service	74	-164	16	15	0	G
Total Optimising income movements	74	-164	16	15	0	
<u>Continuing Savings</u>						
Reconfigure fire stations	192	-1,130	-605			A
Fire - Workforce Reform	-1,465	-1,355	-500			A
Fire - Staff Saving Reprofile		1,675	78	-1,080	-673	A
Continuing Uniform Staff Savings	-1,273	-810	-1,027	-1,080	-673	
Fire - Blue Light Collaboration			-400			A
Fire - reverse reduced contribution to vehicle and equipment replacement reserve			500			G
Fire - Support staff	-200					G
Continuing Other Savings	-200	0	100	0	0	
<u>One-off Savings</u>						
Fire - Reduce vehicle & equipment reserve contribution	-200	200				G
Total One-off Savings	-200	200	0	0	0	
<b>Total savings</b>	<b>-1,599</b>	<b>-774</b>	<b>-911</b>	<b>-1,065</b>	<b>-673</b>	





Steve Ruddy  
Head of Trading  
Standards

## Our purpose

The Trading Standards service exists to:

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

For more information on what we do, contact [steve.ruddy@surreycc.gov.uk](mailto:steve.ruddy@surreycc.gov.uk)

## Our challenges and opportunities

The central challenge for the year ahead will be to enhance the services provided for residents and businesses, maximising the benefits from the creation of a new joint Trading Standards service. This will bring together the skills, experience and innovation of the existing services in Surrey and Buckinghamshire to create a stronger more effective service, whilst reducing the cost to residents. A growing challenge is to work with others to tackle the organised cross border consumer crime, rogue traders, scams, and the growth of internet crime. In doing so we need to ensure we protect the most vulnerable in our communities who are often deliberately targeted and exploited.

## Our key actions

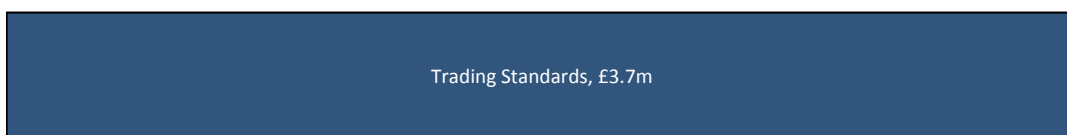
We will prioritise four actions for 2015/16 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Protecting individuals, communities and businesses: To enhance the impact of our interventions, increasing the financial savings for residents, and to stop rogue traders operating in Buckinghamshire and Surrey.
2. Helping businesses to thrive and supporting growth: We will help businesses comply with their legal responsibilities and hence enhance public protection by expanding our chargeable business support services. We will increase the number of our business Partnerships and increase the number of businesses "approved" as meeting minimum standards.
3. Resident Experience: To enhance public protection by expanding use and reach of social media, TS alert, volunteers, and other preventative initiatives to raise awareness of scams, rogue traders and unsafe products.
4. Improving outcomes, reducing costs: Create a successful new joint service combining the existing teams in Buckinghamshire and Surrey.

## Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £694 million is also planned over the next five years. The charts below show how Trading Standard's spending has been allocated for 2015/16.

Gross Revenue  
Expenditure:  
**£3.7m\***



Gross Revenue  
Income:  
**£1.6m**



\*Charts reflect increased expenditure and sharing of costs from merger with Buckinghamshire Trading Standards

## Trading Standards

Trading Standards Officer: Steve Ruddy

### Policy Budget (by activity)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Trading Standards	2,065	2,063	2,004	1,984	2,017	2,054
<b>Net budget <sup>1</sup></b>	<b>2,065</b>	<b>2,063</b>	<b>2,004</b>	<b>1,984</b>	<b>2,017</b>	<b>2,054</b>
<u>Funding:</u>						
Fees & charges	-192	-193	-195	-197	-199	-201
Reimbursement & recovery of costs	-314	-1,401	-1,470	-1,521	-1,547	-1,569
<b>Total funding</b>	<b>-506</b>	<b>-1,594</b>	<b>-1,665</b>	<b>-1,718</b>	<b>-1,746</b>	<b>-1,770</b>
<u>Expenditure:</u>						
Employment	2,263	3,208	3,251	3,298	3,351	3,404
Non employment	308	449	418	404	412	420
<b>Total expenditure</b>	<b>2,571</b>	<b>3,657</b>	<b>3,669</b>	<b>3,702</b>	<b>3,763</b>	<b>3,824</b>
<b>Net budget <sup>1</sup></b>	<b>2,065</b>	<b>2,063</b>	<b>2,004</b>	<b>1,984</b>	<b>2,017</b>	<b>2,054</b>

	2014/15	2015/16
FTE	53	75 <sup>2</sup>

Budget Movement	2015/16	2016/17	2017/18	2018/19	2019/20	RAG
	£000	£000	£000	£000	£000	
Prior year budget	2,065	2,063	2,004	1,984	2,017	
Inflation	34	53	53	53	54	
Partnership with Buckinghamshire Trading Standards	-36	-112	-73	-20	-17	G
<b>Revised budget</b>	<b>2,063</b>	<b>2,004</b>	<b>1,984</b>	<b>2,017</b>	<b>2,054</b>	

#### Note:

1: Net Budget supported by general government grants and reserves

2: FTE for 2015/16 increased to reflect the partnership with Buckinghamshire Trading Standards