

Medium Term Financial Plan 2016-21

Contents

Overall Budget	4
Revenue Budget	5
Including Income and Expenditure, List of Services by expenditure and Government grants, Revenue movements and FTE summary	
Capital	11
Including: Programme Summary, Funding and Schemes in service order	
Service strategies and detail revenue and capital budgets	14
Adult Social Care	15
Central Income and Expenditure	26
Children, Schools and Families	29
Including: Children's Services, Schools & Special Educational Needs and Disabilities (SEND), Commissioning and Prevention	
Communications	42
Community Partnership and Safety	44
Coroner	46
Cultural Services	48
Customer Services	52
Directorate Support	54
Emergency Management	56
Environment and Planning	58
Fire and Rescue Services	62
Highways and Transport	66
Legal and Democratic Services	70
ORBIS – Joint Operating Partnership	72
ORBIS – Managed Budgets	
Including: Business Operations, Finance, Human Resources and Organisational Development, Information Management and Technology, Procurement and Commissioning, Property services	76
Public Health	94
Strategy and Performance	96
Strategic Leadership	98
Trading Standards	100

Overall Council

Income & Expenditure category summary

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

Gross expenditure revenue budget 2016/21

The table below is in 2016/17 monetary order

6

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

Please note that some tables do not cast due to roundings

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

Government grants

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

Government grants (cont)

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

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

Revenue budget movements

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

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

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

Revenue FTE Summary

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

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

Increases in FTEs are due to:

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

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

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

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

Capital

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

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

Capital Programme 2016/17 to 2020/21

6

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

Capital Programme 2016/17 to 2020/21

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



Helen Atkinson
Director of Public Health
and Adult Social Care

Our purpose

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

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

Delivering this vision will mean people in Surrey:

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

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

Our challenges and opportunities

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

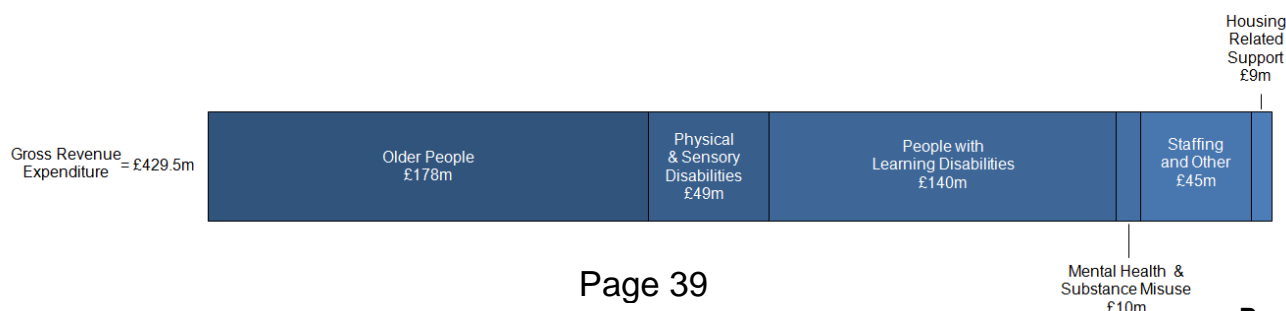
Opportunities – Collaborating with health partners to deliver local integrated community-based health and social care. Using technology to enable new and creative models of delivery to be implemented. Encouraging people to build networks of support amongst their family, friends and communities. Developing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

Our key actions

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

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

Our budget



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



Liz Uliasz
Deputy Director
Adult Social Care

Liz leads the team in:

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



Shelley Head
Area Director
North West Surrey

Shelley and her team:

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



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

Jo and her team:

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



Sonya Sellar
Area Director
Mid Surrey

Sonya and her team:

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



Brian Mayers
Interim Area Director
Guildford and Waverley

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



Jean Boddy
Area Director
Farnham and
Surrey Heath

Jean and her team:

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



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

Andy and his team:

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



Toni Carney
Head of Resources

Toni and her team:

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



Vernon Nosal
Strategic Head of
Safeguarding and
Quality Assurance

Vernon and his team:

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



Kathryn Pyper
Senior Programme
Manager

Kathryn and her team:

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



Philippa Alisiroglu
Assistant Director
Service Delivery

Philippa and her team:

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

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

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

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

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

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

Adult Social Care

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

Adult Social Care

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

Adult Social Care

Detailed budget movement by year

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

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

Assessment of achievability of savings

	2016/17	
	£000	
At Risk	-9,243	R
Some Issues	-25,871	A
Progressing	-2,317	G
One off	-17,900	P
	-55,332	

Central Income & Expenditure

Financial Budget

2016/21

Central Income & Expenditure

Director of Finance: Sheila Little

6

Policy Budget (by activity)

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

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

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

Central Income & Expenditure

Detailed budget movement by year

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

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

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



Julie Fisher
Deputy Chief Executive

Our purpose

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

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

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

Our challenges and opportunities

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

Our key actions

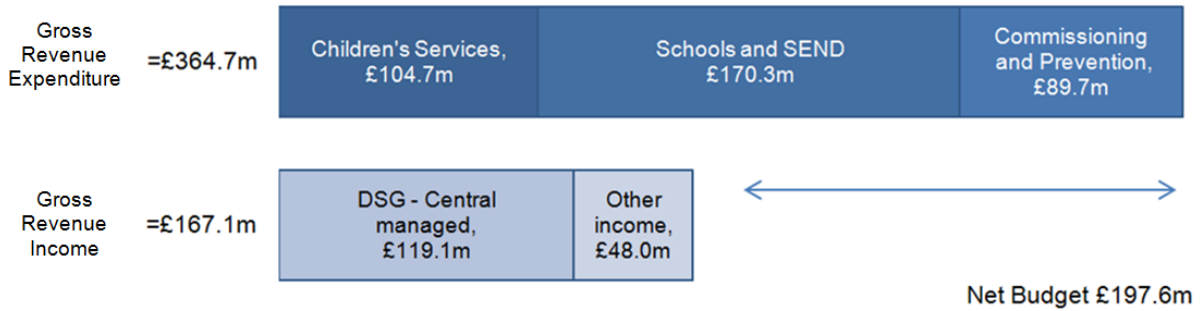
Our core improvement programme priorities

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

Underpinning actions

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

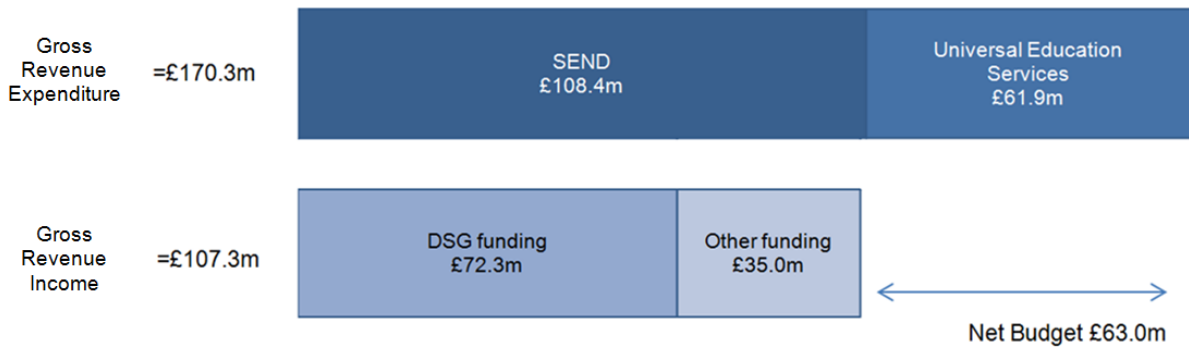
Children, Schools and Families



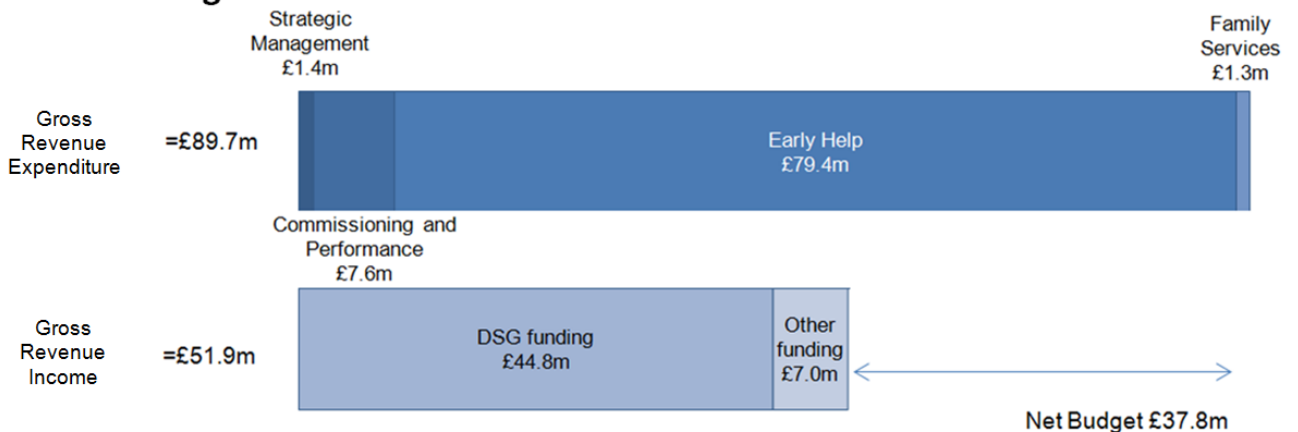
Children's Services



Schools and SEND



Commissioning and Prevention



Children's , Schools & Families

Deputy Chief Executive: Julie Fisher

6

Policy Budget (by activity)

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

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

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

Children's Services

Strategic Director: Julie Fisher

Policy Budget (by activity)

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

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

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

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

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

Children's Services

Policy Budget (by activity)

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

Note:

1: Net Budget supported by general government grants and reserves

Children's Services

Detailed budget movement by year

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

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

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

Commissioning and Prevention

Assistant Director: Garath Symonds

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	609	640

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

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

Commissioning and Prevention

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

Note:

1: Net Budget supported by general government grants and reserves

Commissioning and Prevention

Detailed budget movement by year

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

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

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

Delegated schools

Policy Budget (by activity)

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

Summary budget movement

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

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

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

Schools and Special Educational Needs & Disabilities (SEND)

Assistant Director: Julie Stockdale (Interim)

Policy Budget (by activity)

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

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

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

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

Schools and Special Educational Needs & Disabilities (SEND)

Policy Budget (by activity)

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

Additional information for Children, Schools and Families Directorate

Dedicated Schools Grant - Centrally Managed

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

Schools and Special Educational Needs & Disabilities (SEND)

Detailed budget movement by year

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

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

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



Louise Footner
Head of
Communications

Our purpose

Our purpose is to:

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

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

Our challenges and opportunities

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

Our key actions

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

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

Our budget

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

Net Revenue
Expenditure =£2m



Communications

Head of Service: Louise Footner

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	23	22

Summary budget movement

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

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

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



Jane Last
Head of Community
Partnership and Safety

Our purpose

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

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

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

Our challenges and opportunities

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

Our key actions

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

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

Our budget

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

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

Head of Service: Jane Last

6

Policy Budget (by activity)

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

Funding:

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

Expenditure:

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

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

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

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

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

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

Coroner

Financial Budget

2016/21

Coroner

Head of Service: Tracey Fottrell

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	1	2

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



Peter Milton
Head of Cultural
Services

Our purpose

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

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

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

Our challenges and opportunities

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

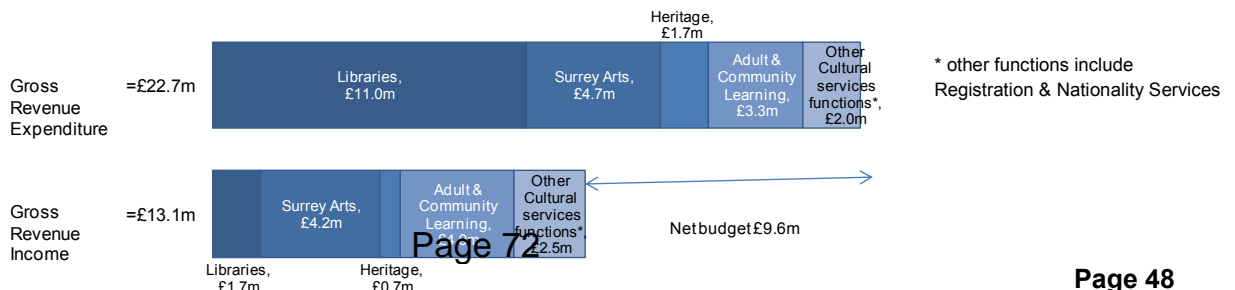
Our key actions

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

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

Our budget

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



Cultural Services

Head of Service: Peter Milton

6

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	520	507

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

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

Cultural Services

Detailed budget movement by year

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

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

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



Mark Irons
Head of Customer
Services

Our purpose

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

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

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

Our challenges and opportunities

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

Our key actions

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

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

Our budget

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

Net Revenue
Expenditure =£3.5m

Customer Services
£3.5m

Customer Services

Head of Service: Mark Irons

6

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	109	107

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

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

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

Directorate Support

Financial Budget

2016/21

Directorate Support

Head of Service: Steve Ruddy

6

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	28	26

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

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

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



Ian Good
Head of Emergency
Management

Our purpose

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

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

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

Our challenges and opportunities

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

Our key actions

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

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

Our budget

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

Net Revenue
Expenditure =£0.5m

Emergency
Management
£0.5m

Emergency Management Team

Head of Service: Ian Good

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	12	12

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

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

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



Ian Boast, Assistant Director,
Environment

Our purpose

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

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

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

Our challenges and opportunities

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

Our key actions

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

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

Our budget

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



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

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

	2015/16	2016/17
FTE ³	216	215

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

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

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

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

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

Detailed budget movement by year

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

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

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

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



Russell Pearson
Chief Fire Officer

Our purpose

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

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

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

Our challenges and opportunities

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

Our key actions

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

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

Our budget

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



* other functions include Community Safety and Emergency Planning

Fire and Rescue Service

Chief Fire Officer: Russell Pearson

6

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	675	648

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

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

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

Fire and Rescue Service

Detailed budget movement by year

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

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

Assessment of achievability of savings

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

Highways and Transport 2016/17



Jason Russell Assistant Director, Highways and Transport

Our purpose

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

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

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

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

Our challenges and opportunities

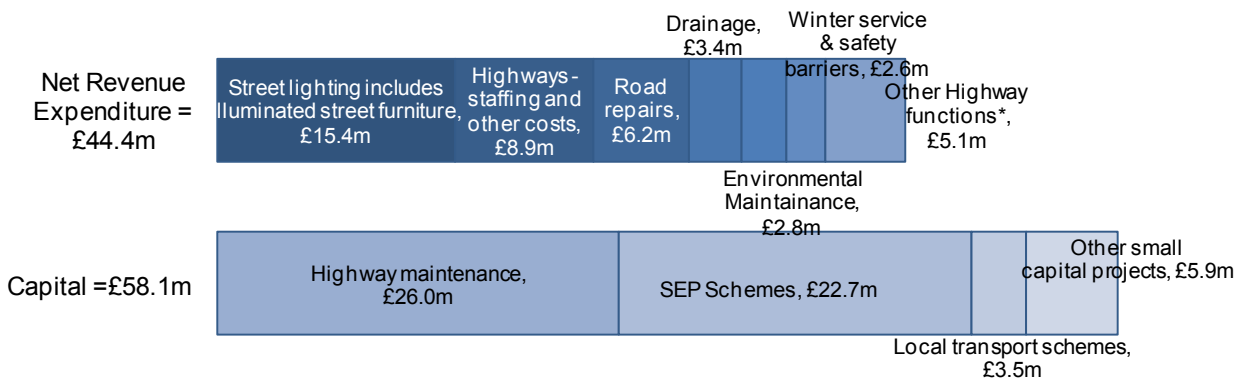
Our challenges are managing one of the busiest networks in the country and the wear and tear and congestion that results, high levels of customer expectation, a depreciating network, skills and supply chain shortages alongside budget uncertainty. Our opportunities centre on securing longer term funding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

Our key actions

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

Our budget

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



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

** include bridge strengthening, drainage and development schemes

Highways and Transport

Assistant Director: Jason Russell

6

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	313	370

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

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

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

Highways and Transport

6

Assistant Director: Jason Russell

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

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

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

Highways and Transport

Detailed budget movement by year

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

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

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

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



Ann Charlton,
Director of Legal
Democratic and Cultural
Services

Our purpose

Our purpose is to:

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

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

Our challenges and opportunities

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

Our key actions

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

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

Our budget

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

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

Director: Ann Charlton

6

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	130	129

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

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

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

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

Orbis 2016/17



John Stebbings
Chief Property Officer
Surrey CC



Kevin Foster
Chief Operating Officer
East Sussex CC

What we do

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

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

We are responsible for:

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

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

Our challenges and opportunities

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

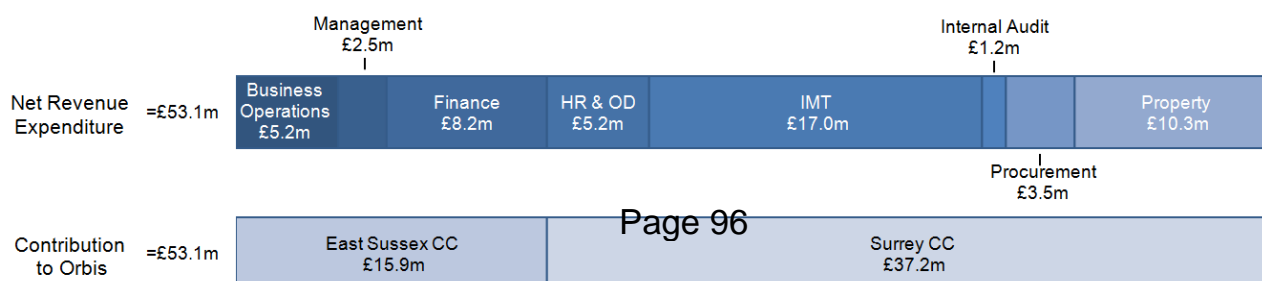
By integrating our services and expanding our economies of scale, adopting common practices and jointly investing in technology, it is anticipated we will achieve significant savings, which will be used to sustain services for the residents of Surrey and East Sussex. Our ambition is for the partnership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

Our key actions

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

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

Our budget



Orbis Partnership Joint Operating Budget ¹

Assistant Director: John Stebbings & Kevin Foster

Policy Budget (by activity)

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

2016/17

FTE 1,322

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

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

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

Orbis Partnership Joint Operating Budget ¹

Assistant Director: John Stebbings & Kevin Foster

Continued...

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

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

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

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

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

Orbis Partnership Joint Operating Budget

Detailed budget movement by year

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

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

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

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

ORBIS – Managed Budgets

Financial Budget

2016/21

Orbis Partnership - Managed budgets

Policy Budget (by activity)

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

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

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

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



Simon Pollock
Head of Business
Operations
Surrey CC

Our purpose

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

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

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

Our challenges and opportunities

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

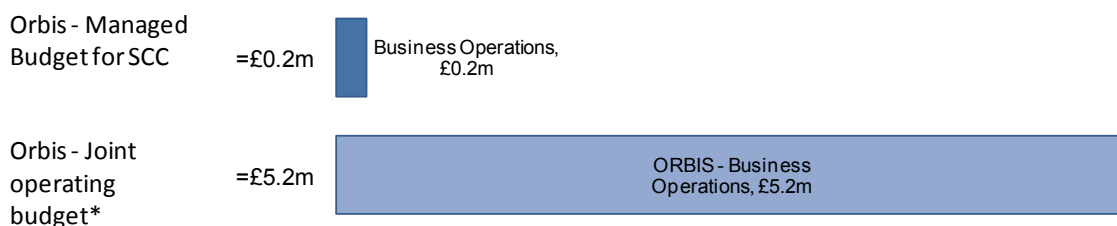
Our key actions

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

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

Our budget

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



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

Budgets Managed by the Orbis Partnership - Business Operations

Head of Service: Simon Pollock

6

Policy Budget (by activity)

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

	2015/16	2016/17				
FTE	5	5				
Summary budget movement	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2016/17 RAG
Prior year budget	270	227	237	247	257	
Inflation	9	10	10	10	11	
National Insurance Change	3					
Virements	-51					
Marginal Gain - reduced assistance grant	-4					G
Movements	-43	10	10	10	11	
Revised budget	227	237	247	257	268	

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

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

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



Sheila Little
Director of Finance
Surrey CC

Our purpose

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

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

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

Our challenges and opportunities

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

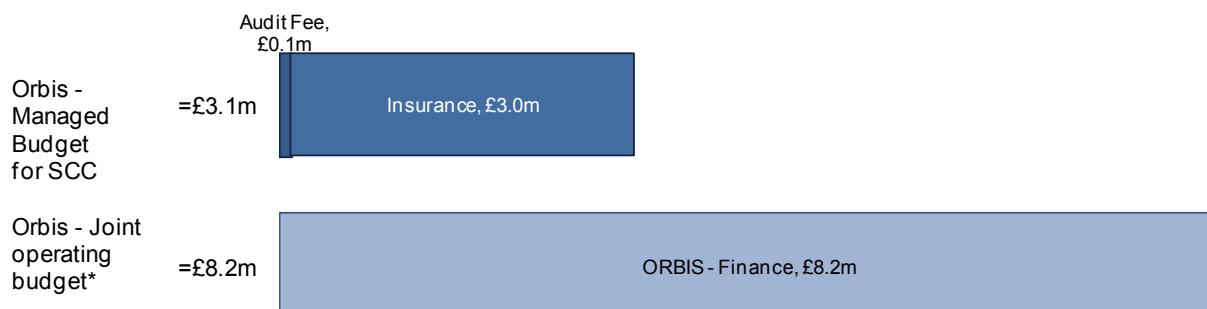
Our key actions

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

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

Our budget

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



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

Budgets Managed by the Orbis Partnership - Finance

Director of Finance: Sheila Little

6

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	0	0

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

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

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

Our purpose

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

TBC

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

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

Our challenges and opportunities

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

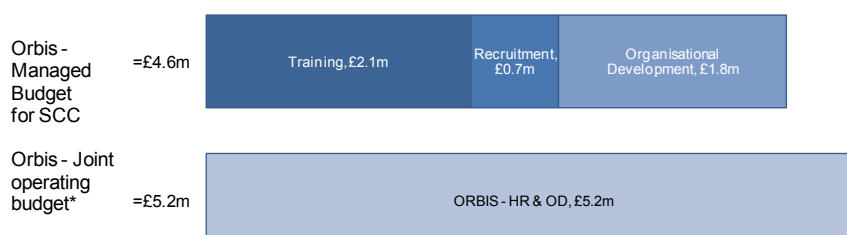
Our key actions

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

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

Our budget

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



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

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

Acting Head of Service: Leatham Green

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	35	29

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

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

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



Matt Scott
Chief Information Officer
East Sussex CC

Our purpose

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

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

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

Our challenges and opportunities

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

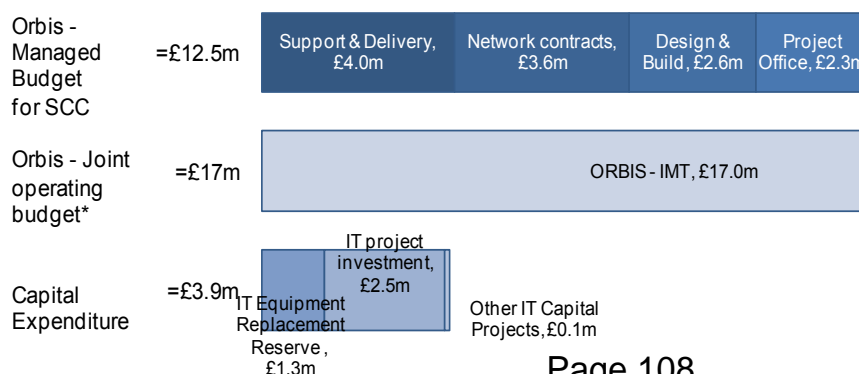
Our key actions

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

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

Our budget

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



Budgets Managed by the Orbis Partnership - Information Management and Technology

Chief Information Officer: Matt Scott

Policy Budget (by activity)

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

Funding:

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

Expenditure:

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

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

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

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

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

Budgets Managed by the Orbis Partnership - Information Management and Technology

Detailed budget movement by year

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

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

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

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



Laura Langstaff
Head of Procurement
and Commissioning
Surrey CC

Our purpose

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

We are responsible for:

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

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

Our challenges and opportunities

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

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

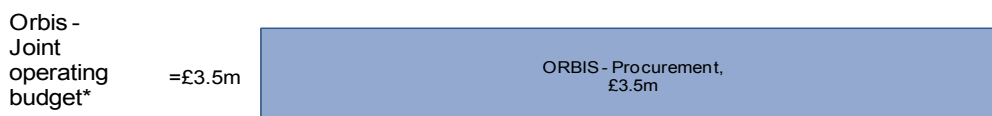
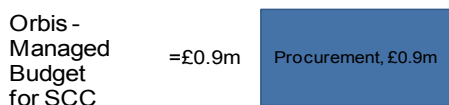
Our key actions

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

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

Our budget

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



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

Budgets Managed by the Orbis Partnership - Procurement

Head of Service: Laura Langstaff

6

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	14	14

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

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

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



John Stebbings
Chief Property Officer
Surrey CC

Our Purpose

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

We are responsible for:

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

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

Our challenges and opportunities

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

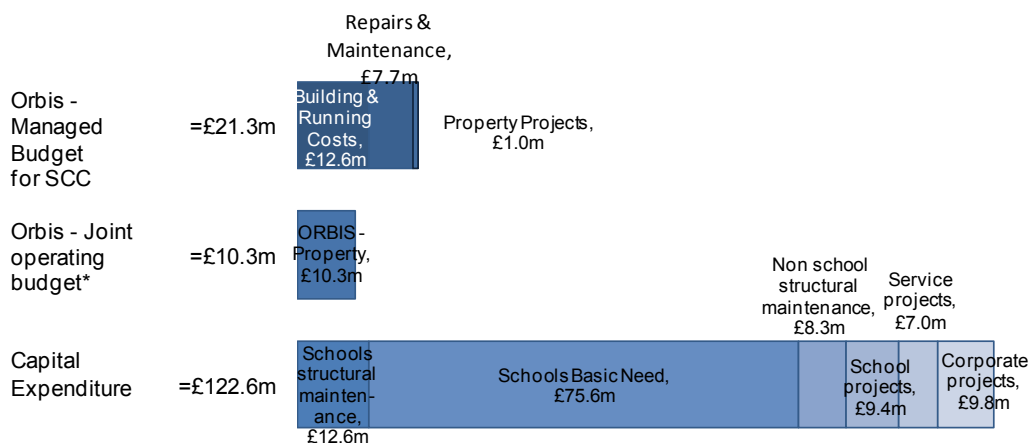
Our key actions

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

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

Our budget

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



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

Budgets Managed by the Orbis Partnership - Property

Chief Property Officer: John Stebbings

6

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	16	18

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

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

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

Budgets Managed by the Orbis Partnership - Property

Detailed budget movement by year

Chief Property Officer: John Stebbings

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

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

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

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

Budgets Managed by the Orbis Partnership - Property

Capital

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



Helen Atkinson
Director of Public Health
and Adult Social Care

Our purpose

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

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

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

Our challenges and opportunities

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

Our key actions

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

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

Our budget

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



Public Health

Director: Helen Atkinson

6

Policy Budget (by activity)

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

2015/16 2016/17

FTE	2015/16	2016/17
	51	48

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

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

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



Liz Lawrence
Assistant Director of
Strategy & Performance

Our purpose

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

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

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

Our challenges and opportunities

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

Our key actions

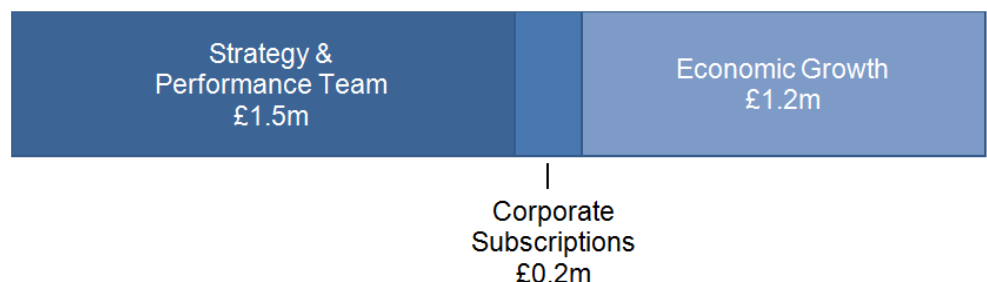
We will prioritise five actions for 2016/17 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*. We will work with Services and partners to:

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

Our budget

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

Net Revenue
Expenditure =£2.9m



Strategy & Performance

Assistant Director: Liz Lawrence

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	42	27

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

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

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

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

Strategic Leadership

Financial Budget

2016/21

Strategic Leadership

Deputy Chief Executive: Julie Fisher

Policy Budget (by activity)

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

Expenditure:

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

	2015/16	2016/17
FTE	2	10

Summary budget movement

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

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

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



Steve Ruddy
Head of Trading Standards

Our purpose

The Trading Standards service exists to:

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

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

Our challenges and opportunities

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

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

Our key actions

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

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

Our budget

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



Trading Standards ¹

Head of Service: Steve Ruddy

6

Policy Budget (by activity)

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

	2015/16	2016/17
FTE	75	75

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

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

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

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

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