

Medium Term Financial Plan 2017-20

Section 1 Service Strategies and 2017-20 Detailed budgets

Overall Council

Income & Expenditure category summary

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	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
<u>Funding</u>				
Council Tax	-614,903	-634,867	-651,603	-671,001
Council tax - Adult Social Care support	-11,829	-31,034	-51,292	-52,805
Business rates	-45,468	-52,669	-53,758	-54,872
Local taxation support	-672,200	-718,570	-756,653	-778,678
Business Rates top up Grant	-59,406	-58,552	-60,347	-45,078
Revenue Support Grant	-67,078	-28,000	-4,450	
Transition Grant	-11,926	-12,175		
Other UK Government grants	-673,557	-659,157	-650,682	-644,940
Central Government support	-811,967	-757,884	-715,479	-690,018
Contributions and contract income	-60,343	-62,459	-62,172	-62,322
Fees and charges	-94,021	-97,730	-99,952	-101,545
Property income	-8,395	-8,668	-9,082	-9,320
Income from investment	-495	-415	-836	-1,047
Reimbursements and recovery of costs	-14,614	-14,896	-14,953	-15,089
Discretionary and other service income	-177,868	-184,168	-186,995	-189,323
Total funding	-1,662,035	-1,660,622	-1,659,127	-1,658,019
<u>Expenditure</u>				
Service staffing	280,003	278,333	271,085	270,354
Service non-staffing	1,016,977	1,059,493	1,074,893	1,112,337
Schools - net expenditure	389,831	345,063	344,063	344,063
Sustainability Review Board savings		-3,000	-30,914	-68,735
Total expenditure	1,686,811	1,679,889	1,659,127	1,658,019
Funded by provisions and reserves	24,776	19,267	0	0

Gross expenditure revenue budget 2017/20

The table below is in 2017/18 monetary order

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Revenue Summary	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Delegated Schools	389,831	345,063	344,063	344,063
Schools and Special Educational Needs and Disabilities (SEND)	229,886	234,273	234,131	234,982
Children's services	104,734	112,769	111,846	109,705
Commissioning and Prevention	98,119	107,696	103,242	103,213
Children, Schools and Families (CSF)	822,569	799,801	793,282	791,963
Adult Social Care	437,422	460,760	472,686	494,620
Place Development & Waste	86,259	89,256	92,013	97,496
Central Income and Expenditure	60,026	54,746	57,418	68,862
ORBIS - Managed budgets ¹	53,017	52,284	53,696	55,294
Highways and Transport	51,925	52,766	52,854	54,164
Fire and Rescue Service	46,769	44,368	45,667	43,516
ORBIS - Joint operating budget	38,045	37,585	34,832	34,029
Public Health	38,776	37,904	36,529	35,579
Cultural Services	22,692	22,589	22,076	22,198
Democratic Services	4,722	6,070	4,756	4,778
Legal Services	4,242	4,379	4,310	4,343
Trading Standards	3,675	3,687	3,704	3,720
Customer Services	3,631	3,508	3,399	3,374
Strategy and Performance	3,643	3,524	3,493	3,457
Community Partnership and Safety	2,995	3,403	3,166	3,165
Communications	2,022	2,105	1,993	1,976
Coroner	1,775	1,739	1,714	1,727
Communities support function	1,053	948	961	977
Strategic Leadership	1,009	915	930	945
Emergency Management	544	552	561	571
Reserves				
Sustainability Review Board savings		-3,000	-30,914	-68,735
Total expenditure	1,686,811	1,679,889	1,659,127	1,658,019

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

			2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Adult Community Learning		Lib	-2,287	-2,326	-2,314	-2,248
Adult Social Care support grant	New	ASC		-4,000		
Area of Outstanding Natural Beauty - Surrey		EV	-103	-103	-103	-103
Asylum Seekers		CSF	-3,300	-4,200	-4,200	-4,200
Bikeability		EV	-221	-213	-212	-206
Bus Service Operator grant		EV	-1,069	-1,416	-1,125	-1,125
Business Rate cap grant		CIE	-1,523	-1,523	-1,523	-1,523
Business Rate Retention Scheme		CIE	-1,546	-1,546	-1,546	-1,546
Community Voices - Add Prison funding		CIE	-421	-421	-421	-421
Dedicated School Grant - CSF		CSF	-532,104	-507,248	-506,248	-506,248
Dedicated School Grant - corporate allocation		CIE	-3,493	-5,744	-5,744	-3,493
Direct School Training	Ceased	CSF	-181			
Education Funding Agency		CSF	-13,891	-11,086	-11,086	-11,086
Education Services Grant		CIE	-9,319	-4,530	-3,530	-3,000
Extended Rights to Travel - CSF		CSF	-128	-128	-128	-128
Fire Pensions		SFRS	-9,396	-8,245	-11,631	-10,883
Fire Revenue grant		SFRS	-382	-394	-394	-394
Flood water management		HT	0	-92	-98	-104
Healthwatch		SP	-435	-464	-464	-464
Independent Living Fund		CIE	-1,791	-1,791	-1,791	-1,791
Improved Better Care Fund		CIE				-1,500
Mental Health Deprivation of Liberty		ASC	-80	-80	-80	-80
Mental Health Transformation Challenge Award (New)	Ceased	ASC	-500			
Music Grant, Surrey Arts		Lib	-1,388	-1,388	-1,388	-1,388
New Homes Bonus		CIE	-6,221	-5,055	-2,430	-1,970
PE & Sport		CSF	-2,334	-2,185	-2,185	-2,185
Private Finance Initiative		CIE	-11,045	-19,022	-16,702	-16,702
Police & Crime Panel		LDS	-61	-66	-66	-66
Public Health		PH	-38,452	-37,504	-36,529	-35,579
Pupil Premium		CSF	-17,572	-17,689	-17,689	-17,689
Registration Deaths		Lib	-17	-17	-17	-17
Remand grant		CSF	-32	-41	-41	-41
Preparation for Employment	New	CSF		-18	-18	-18
SEND Implementation	Ceased	CIE	-720			
South East Protected Landscape grants		EV	-71	-71	-71	-71
Staying Put		CIE	-275	-221	-166	-166
Support for Improve Better Care Fund	New	CIE		-7,500	-7,900	-5,600
Sustainable Travel Grant		EV	-61	-59	-59	-57
Troubled Families		CSF	-972	-1,521	-1,521	-1,521
Universal Infant School Meals		CSF	-11,470	-10,542	-10,542	-10,542
Youth Justice Board		CSF	-696	-628	-628	-628
Total Government grants			-673,557	-659,077	-650,590	-644,782

Government grants (cont)

		2016/17	2017/18	2018/19	2019/20
		£'000	£'000	£'000	£'000
<u>By services:</u>					
Children, Schools and Families	CSF	-582,680	-555,286	-554,286	-554,286
Central Income and Expenditure	CIE	-36,354	-47,353	-41,753	-37,712
Public Health	PH	-38,452	-37,504	-36,529	-35,579
Fire and Rescue Service	SFRS	-9,778	-8,639	-12,025	-11,277
Cultural Services	LIB	-3,692	-3,731	-3,719	-3,653
Environment	EV	-1,525	-1,862	-1,570	-1,562
Adult Social Care	ASC	-580	-4,080	-80	-80
Strategy and Performance	SP	-435	-464	-464	-464
Legal and Democratic Services	LDS	-61	-66	-66	-66
Highways and Transport	HT	0	-92	-98	-104
Total Government grants		-673,557	-659,077	-650,590	-644,782

	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
<u>By Responsibility changes:</u>				
<u>New responsibilities grants</u>				
Adult Social Care support grant		-4,000		
Preparation for Employment		-18	-18	-18
Support for Improve Better Care Fund		-7,500	-7,900	-5,600
New Responsibilities	0	-11,518	-7,918	-5,618
Existing Responsibilities	-672,156	-647,559	-642,672	-639,164
<u>Ceased responsibilities</u>				
Direct School Training	-181			
Mental Health Transformation Challenge Award (New)	-500			
SEND Implementation	-720			
Ceased responsibilities	-1,401	0	0	0
Total Government grants	-673,557	-659,077	-650,590	-644,782

Revenue budget movements

Summary budget movement	2017/18 £'000	2018/19 £'000	2019/20 £'000
Prior year budget	24,777	19,267	0
Total inflation movements	28,701	26,031	27,037
Total demand changes	45,573	25,901	21,612
Total legislation movements	404	443	979
Total market and service delivery changes	18,974	6,235	17,255
Total pressures and changes	93,652	58,609	66,883
Total transformation savings	-90,804	-47,526	-25,760
Total reductions savings	-2,696	-1,365	-80
Total Savings	-93,500	-48,891	-25,840
Total DSG Savings	-2,661	-1,072	-3,222
Total Sustainability Review Board and future savings	-3,000	-27,914	-37,821
	19,267	0	0

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Service Savings				
<u>Efficiency/service transformation</u>				
Children's Services				
Managing market inflation	-559	-559	-559	G
Reduce reliance on locums			-500	A
Support functions review	-280	-280		A
Savings on external placements		-500	-300	A
Early Help reduction in Looked After Children demand	-120	-240	-240	A
Early Help reduction in Children in Need demand	-280	-560	-560	A
Productivity efficiencies	-335	-1,364	-1,662	A
Children's Services	-1,574	-3,503	-3,821	
Commissioning and Prevention				
Managing market inflation	-224	-224	-224	G
Early Help reconfiguration	-1,000	-3,700		A
Early Help contract savings	-250	-250		A
Early Help reductions in demand	-80	-120	-120	A
Asset related savings from Early Help reconfiguration	-700			A
Restructure phase 2	-1,300			A
Support functions reduction	-346	-346		A
Income generation	-128			A
Productivity efficiencies	0	-206	-528	
Commissioning and Prevention	-4,028	-4,846	-872	
Schools and Special Educational Needs & Disabilities (SEND)				
Managing Market Inflation	-2,417	-2,417	-2,417	G
Home to School Transport - SEND	-1,499	-1,500	-1,500	A
Productivity Efficiencies	-1,337	-1,028	-1,110	A
Home to School Transport - Mainstream	-600			A
Support Functions Reductions	-75	-75		G
<u>Additional SEND Savings</u>				
Review of Special School Funding	-2,300	-1,300		A
Individual Statemented Pupil Support Budget	-1,200			A
Traded Model for SEN Support Services	-1,100	-500		A
Post 16 SEND	-1,000			A
Review Provision of SEND Support to Early Years Providers	-1,000			A
Service Cost Reduction and/or Recommissioning	-800			A
New Operating Model for SEN Pathway	-500			G
Alternative Provision	-500			A
Trade or Reduce Non-statutory Services	-500			A
Review and Share Costs with Health & Social Care	-500			A
Decommissioning of SEN Planned Places	-300			A
Savings to be Identified	-200			A
Hard to Place Pupils Process	-100			A
Schools and Special Educational Needs & Disabilities (SEND)	-15,928	-6,820	-5,027	

Service Savings	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Orbis Partnership Joint Operating Budget				
Business Operations	-500	-125		A
Finance	-525	-994		G
Human Resources	-400	-625		G
Information Technology & Digital	-1,099	-1,258		G
Management	-100	0		G
Procurement	-345	-15		G
Property	-906	-834		G
Total	-3,875	-3,851		
Less East Sussex County Council share (30%)	1,345	1,161		
Orbis Partnership Joint Operating Budget	-2,530	-2,690	0	
Budgets Managed by the Orbis Partnership - Finance				
Contribution to insurance reserve	-750			G
2015/16 one-off income 2 years only	25			
Budgets Managed by the Orbis Partnership - Finance	-725			
Budgets Managed by the Orbis Partnership - Human Resources and Organisational Development				
Training	-207			G
Budgets Managed by the Orbis Partnership - Information Technology & Digital				
Infrastructure	-270	-30		G
Orbis Business Plan	-76	-76		G
Budgets Managed by the Orbis Partnership - Information Technology & Digital	-346	-106		
Budgets Managed by the Orbis Partnership - Property				
Fees	-100			G
Utilities	-200			A
Building Running Costs	-440	-200		A
Budgets Managed by the Orbis Partnership - Property	-740	-200	0	
Communicatuions				
Efficiencies / Service transformation	-162	-149	-52	G
Strategic Leadership				
Staffing Reduction	-110			G
Strategy & Performance				
Removal of vacant posts	-213	0	0	G
Service restructure / prioritisation	0	-68	-72	G
Strategy & Performance	-213	-68	-72	

Service Savings	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Adult Social Care				
<u>Whole Systems Demand Management</u>				
Family, Friends and Community support - core	-2,500	-1,000	0	G
Family, Friends and Community support - stretch	-1,000	-1,000	0	A
Transport care packages review	-500	0	0	A
Demand Management	-4,021	-692	-26	R
Optimisation of Transition pathways	-1,000	-1,000	-1,000	G
Section 256 client group savings	-2,000	-1,750	-1,750	G
Targeted strategic shift from residential care to community based provision for people	-1,268	-1,268	-616	A
Expansion of extra care services	0	0	-768	G
Strategic review of Older People In-house services	-2,664	-741	0	G
Ensure correct application of National Continuing Health Care framework	-3,000	-2,500	-2,500	G
Resolution of significant outstanding CHC disputes / assessments	-2,100	-1,500	0	G
Contracts & Grants Review	-1,250	-490	0	A
Housing Related Support decommissioning / retendering of social exclusion services	-453	-2,620	-714	A
Support package guidelines for Older People community care services	-1,141	-1,539	-797	G
Closure of Surrey Information Hubs	0	-412	0	G
Total Whole Systems Demand Management	-22,897	-16,513	-8,171	
<u>Market Management and Pricing Strategies</u>				
Optimisation of main block contract rates	-75	-77	-80	G
Optimisation of other contract & grant rates	-368	-348	-338	G
Commissioning for Older People with learning disabilities	-663	-255	0	A
Strategic Supplier Review Rebates	-1,000	0	0	A
Surrey Choices efficiency programme	0	-300	-300	A
Day Care Commissioning Review	-575	-575	0	A
Total Market Management and Pricing Strategies	-2,681	-1,554	-718	
<u>Workforce Development</u>				
Optimise staff travel	-110	0	0	G
Workforce synergies	-250	-500	-800	A
Total Workforce Development	-360	-500	-800	
Adult Social Care	-25,938	-18,567	-9,689	
Public Health				
Substance misuse provision redesign	-500			A
Alcohol IBA removal	-400			A
Lifestyle services (smoking/ child weight management) reduction	-255			A
Public health services redesign	-187			A
Public mental health service redesign	-335			A
Public Health	-1,677			
Emergency Management				
Income Generation	-20	-20	-20	A

Service Savings	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Surrey Fire and Rescue Service				
Transfer Vehicle & Equipment Replacement to capital financing	-1,470			G
Fire cover Reconfiguration	-900	-1,600	-900	A
Contingency cover and specialist rescue - review / reduction	-300			A
Blue Light collaboration - Fleet savings	-200			A
Blue Light collaboration - Mobilising	-200			A
Implementation of Immediate Response Vehicles		-800	-800	A
Senior Management restructure	-50			G
Savings in Back Office & Support functions	-50	-100	-100	A
Surrey Fire and Rescue Service	-3,170	-2,500	-1,800	
Highways and Transport				
Highways Information Team Income	-40	-40		A
Integrated Team structure	-200			G
E&I Support Functions	-141			G
Unidentified Savings	-178	-178	-178	G
Highways and Transport	-559	-218	-178	
Place Development and Waste Management				
Local Transport Review	-735			G
Road Safety Review	-100			G
Countryside review	-350	-350	-200	G
Planning and Development review	-350	-150		G
E&I Support functions	-59	-100		G
Place and Sustainability review	-200	-50	-50	G
Waste- Kerbside recycling performance	-1,334	-151	-155	A
Waste-Recycling management	-1,115	-58	-57	A
Waste-Single waste approach	-1,587	-2,020	-70	A
Waste-Community Recycling Centres and Transfer Stations	-1,300	-500		A
Waste- Contract Structure	-1,000			A
Waste-Materials Management	792	1	-13	G
Marginal gains	-200	-200	-200	G
Fall out of previous year one off saving	500			G
Place Development and Waste Management	-7,038	-3,578	-745	
Communities Support Function				
Support Function Review	-155	-3	0	G
Community Partnership & Safety				
Members allocation reduction	-105	0	0	G
Community Improvement Fund	0	-236	0	G
Marginal Savings	-22	-22	-23	G
Community Partnership & Safety	-127	-258	-23	
Coroner				
Seek efficiencies and streamline processes	-64	-56	-18	G

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Service Savings				
Trading Standards				
Further savings (marginal gains)	-46	-44	-44	G
Buckinghamshire Partnership	-86	-37	-2	G
Additional income generation	-109	-96	-31	G
Total	-241	-177	-77	
Less Buckinghamshire County Council share	82	59	26	
Trading Standards	-159	-118	-51	
Cultural Services				
Libraries redesign service delivery		-180		G
Cultural Savings		-250		A
Libraries - Reduction to Resources budget	-246	-100		G
Libraries - Reclassification	-121			G
Libraries - Develop Community Supported Offer		-220		A
Libraries - Team Staffing reductions	-30	-46	-208	G
Arts - Reduce subsidy of on-line services	-15			G
ACL - Improve Marketing	-22	-23	-28	G
Registration - increase income	-26	-25	-16	G
Heritage restructure		-85	-25	A
Other savings	-6	-5	-7	G
Cultural Services	-466	-934	-284	
Democratic Services				
Modern Council	-44	-44	-44	G
Voluntary Sector reduction	-22	-22	-22	G
Democratic Services	-66	-66	-66	
Legal Services				
Remove vacant posts	-48			G
Increased Income in line with current achievement	-70			G
Management change Orbis Public Law		-142		G
Other Changes			-39	G
Legal Services	-118	-142	-39	
Central Income & Expenditure				
Public Health (Other Initiatives)	-1,805	-1,173	14	R
Treasury Management (Interest Payable)	-8,600	-500	500	G
Other Initiatives	-2,503			G
Minimum Revenue Provision	-8,000	-1,011	-3,516	G
Education Services Grant	-3,000			G
Pension Fund contribution for Members	-165			G
Contributions to Reserves	-611			G
Central Income & Expenditure	-24,684	-2,684	-3,002	
Total efficiency/service transformation savings	-90,804	-47,526	-25,758	

Service Savings	2017/18 £000	2018/19 £000	2019/20 £000	RAG
<u>Service Reduction</u>				
Schools and Special Educational Needs & Disabilities (SEND)				
Reductions in School Support	-600			G
Budgets Managed by the Orbis Partnership - Human Resources and Organisational Development				
Apprentices	-216			G
Customer Services				
No Saturday opening (library calls only taken)	-15			G
Reduce operating hours	-50			G
Libraries reservations & renewals	-45			G
Stop appointment bookings		-105		G
Reduce Complaints Staff	-35	-25		G
Channel Shift	-25	-25	-25	A
Reduce Web and digital	-10	-10	-55	G
Customer Services	-180	-165	-80	
Highways and Transport				
Local committee Funding	-1,700			A
Reactive maintenance		-1,200		A
Highways and Transport	-1,700	-1,200		
Total service reduction	-2,696	-1,365	-80	
Total savings	-93,500	-48,891	-25,840	

Revenue FTE Summary²

	2016/17 £'000	2017/18 £'000	2016/17 FTEs	2017/18 FTEs
Schools and Special Educational Needs and Disabilities (SEND)	42,565	40,567	1,235	1,273
Children's services	48,452	49,150	1,081	1,092
Commissioning and Prevention	30,063	29,151	640	649
Children, Schools & Families	121,080	118,868	2,956	3,013
Adult Social Care	61,282	62,681	1,859	1,754
Fire and Rescue Service	27,635	26,620	648	608
Cultural Services	18,729	19,007	529	529
Highways and Transport	15,325	15,409	370	371
Place Development & Waste	9,843	9,713	200	200
Customer Services	3,557	3,408	107	102
Human Resources and Organisational Development	1,805	1,659	29	29
Information Technology and Digital	952	976	18	19
Procurement and Commissioning	853	868	14	14
Property services	429	502	18	18
Business Operations	150	153	5	5
ORBIS - Managed budgets	4,189	4,158	84	85
Legal Services	3,487	3,594	80	79
Trading Standards	3,320	3,371	75	74
Democratic Services	1,929	1,942	49	46
Public Health	2,425	2,470	48	46
Communications	1,144	1,332	22	31
Strategy and Performance	1,930	1,822	27	27
Communities Support Function	1,045	916	26	26
Community Partnership and Safety	1,220	1,242	25	25
Emergency Management	487	495	12	12
Strategic Leadership	983	889	10	9
Coroner	392	396	2	2
Total expenditure	280,003	278,333	7,129	7,039

Note 2: The table is 2017/18 FTEs order. If the values are in a different order this could be due to varying staffing grade requirements for individual services.

Note 3: Increases in FTEs are due to:

An in-year transfer of staff from Children Schools and Families increases (+9) Communications 2017/18 budgeted FTE.

Capital

	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Summary capital funding				
Grants	134,073	100,285	48,956	283,314
Reserves	18,933	6,212	2,000	27,145
Third party contributions	5,328	3,296	6,900	15,524
Borrowing	27,543	19,027	13,878	60,448
Total	185,877	128,820	71,734	386,431
Summary capital programme				
Schools Basic Need	72,229	55,474	13,070	140,773
Property Services	48,271	29,205	19,075	96,551
Highways and Transport	49,286	34,112	28,212	111,610
Environment	1,467	1,884	2,463	5,814
Information Management and Technology	3,884	3,920	4,883	12,687
Surrey Fire and Rescue Service	7,635	1,120	926	9,681
Schools Devolved Capital	1,606	1,606	1,606	4,818
Adult Social Care	900	900	900	2,700
Children Services	599	599	599	1,797
Total	185,877	128,820	71,734	386,431
Capital				
Summary capital funding	£'000	£'000	£'000	£'000
Schools Basic Need	58,861	40,277	38,350	137,488
Schools devolved formula capital	1,606	1,606	1,606	4,818
Schools condition allocation	12,080	12,080	12,080	36,240
Integrated transport block	4,784	4,784	4,784	14,352
Highways maintenance - base allocation	14,859	13,449	13,449	41,757
Highways maintenance - incentive	1,391	2,801	2,801	6,993
Pothole Action Fund	1,348	1,000	1,000	3,348
National Productivity Investment Fund	3,451	3,451	3,451	10,353
Local Growth Fund	17,525	5,640	0	23,165
Fire Transformation and Emergency Care response Grant	4,800	0	0	4,800
Unspecified Government Grants	13,368	15,197	-28,565	0
Total Grants	134,073	100,285	48,956	283,314
Reserves				
Fire Vehicle & Equipment Reserve	0	0	0	0
IT Equipment Reserve	1,350	1,120	1,700	4,170
ERR	0	0	0	0
Capital Receipts	13,916	5,092	300	19,308
General Capital Reserve	3,667	0	0	3,667
Total Reserves	18,933	6,212	2,000	27,145
Third Party Funded				
CIL funded schemes-to fund new transport schemes	465	909	1,488	2,862
Schools Income	0	0	0	0
Strategic Economic Plan Partner funding	3,228	787	527	4,542
s106 funded schemes	1,635	1,600	4,885	8,120
Total Third Party Funded	5,328	3,296	6,900	15,524
Borrowing	27,543	19,027	13,878	60,448
Total Capital Funding	185,877	128,820	71,734	386,431

Capital

	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Summary capital programme				
Major Adaptations	800	800	800	2,400
In-house capital improvement schemes	100	100	100	300
Adult Social care	900	900	900	2,700
Schools devolved formula capital	1,606	1,606	1,606	4,818
Foster carer grants	300	300	300	900
Adaptations for children with disabilities	299	299	299	897
Children Services	2,205	2,205	2,205	6,615
Community Partnership & Safety: Local Committee Allocations				
	0	0	0	0
Fire-Vehicle & Equipment Replacement	2,835	1,120	926	4,881
Fire Joint Transport Project	4,800	0	0	4,800
Surrey Fire & Rescue Service	7,635	1,120	926	9,681
Highway maintenance	13,943	15,943	12,889	42,775
Bridge strengthening	2,300	1,706	3,151	7,157
Flooding & drainage	1,409	1,393	1,261	4,063
Local transport schemes	400	400	400	1,200
Pothole Action Fund	0	0	0	0
Safety barriers	968	957	867	2,792
Traffic signal replacement	750	1,515	945	3,210
Highways Vehicle Replacement	200	120	0	320
Strategic Economic Plan Schemes	23,165	6,427	3,048	32,640
National Productivity Investment Fund	3,451	3,451	3,451	10,353
Highways Maintenance Challenge Fund	500	0	0	500
Flood resilience schemes	500	500	500	1,500
River Thames scheme	500	500	500	1,500
Developer funded schemes	1,200	1,200	1,200	3,600
Highways & Transport	49,286	34,112	28,212	111,610
Maintenance at closed landfill sites	77	50	50	177
Rights of way (incl structures)	175	175	175	525
Road safety schemes	200	200	200	600
Basingstoke Canal	150	150	150	450
Secondary Shopping Areas	0	0	0	0
Developer funded schemes	400	400	400	1,200
Cross Directorate CIL schemes	465	909	1,488	2,862
Environment & Planning	1,467	1,884	2,463	5,814

Capital

	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Property Services				
<u>Recurring programmes:</u>				
Schools capital maint, inc.childrens centres & DDA	12,080	12,080	12,080	36,240
Schools expenditure funded by income	0	0	0	0
Carbon reduction - Corporate	0	0	0	0
Fire risk assessments/minor works/DDA	500	487	400	1,387
Non schools structural maintenance	6,300	6,300	6,295	18,895
Recurring programmes	18,880	18,867	18,775	56,522
<u>Projects:</u>				
Fire Station reconfiguration	4,064	1,589	0	5,653
Replace aged demountables	200	0	0	200
SEN strategy	4,804	1,443	0	6,247
SEND (2 special schools)	0	0	0	0
Land acquisition for waste	3,667	0	0	3,667
Projects to enhance income	1,200	450	0	1,650
Regeneration projects	868	0	0	868
Projects to reprovision and deliver capital receipts	1,010	0	0	1,010
Reigate Priory School	360	0	0	360
Cranleigh Schools	6,000	3,700	300	10,000
Lindon Farm Autism Unit - ASC	4,000	1,764	0	5,764
Winter Maintenance Depots (Salt Barns)	2,118	1,392	0	3,510
Horley Library	1,000	0	0	1,000
Short Stay Schools	100	0	0	100
Projects	29,391	10,338	300	40,029
Property Services	48,271	29,205	19,075	96,551
Schools Basic Need	72,229	55,474	13,070	140,773
IT Equipment Replacement Reserve	1,300	1,000	1,500	3,800
IT Project Investment	2,500	2,500	2,500	7,500
Recurring programmes	3,800	3,500	4,000	11,300
Other IMT projects	84	420	883	1,387
Projects	84	420	883	1,387
Information Management & Technology	3,884	3,920	4,883	12,687
Total Capital Programme	185,877	128,820	71,734	386,431



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

- We are making **specific improvements to our safeguarding services and services for children with special educational needs and disabilities** in order to embed consistently good practice that is child and family focused.
- **Demographic pressures continue to increase resulting in greater demand across the services** provided for children and young people. These rising demands apply to targeted and specialist services - such as those for Looked After Children, Unaccompanied Asylum Seeking Children, and children with special educational needs and disabilities - and also to county-wide provision such as school places.
- In addition, **legislative and national policy changes and decisions are also heightening demands and requirements for services** and changing the landscape in which we operate - for example, in education we are in transition to a sustainable schools-led system.
- This all takes place against a backdrop of **financial pressures and reducing budgets across the public sector**.

Our key actions

Working in partnership we will:

1. Improve outcomes for children in need of support and protection, ensuring they are safe and can thrive
2. Provide additional school places needed for the September 2017 school year
3. Support families through the Surrey Family Support Programme
4. Support young people to participate in education, training or employment
5. Improve the satisfaction of families of children with special educational needs and disabilities (SEND) with the support they receive

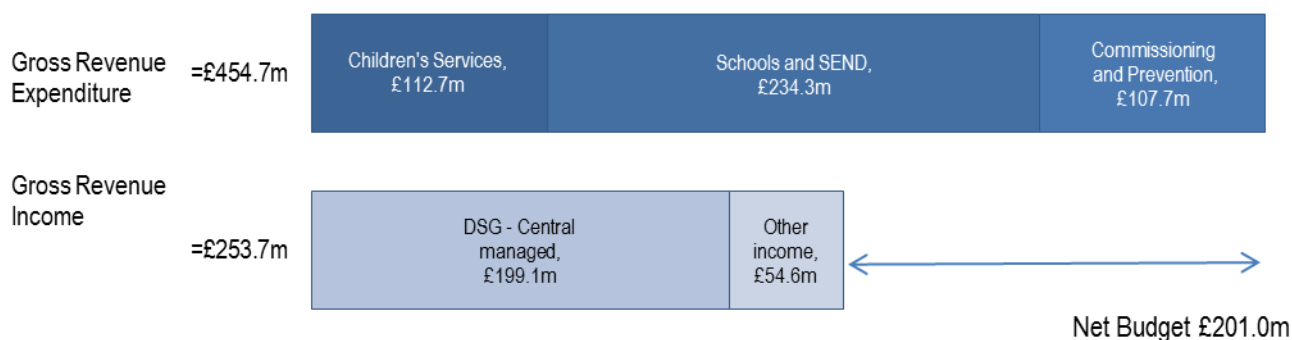
Underpinning improvement and transformation actions:

6. Embed consistently good practice that is child-focused and strength-based, developing the skills and culture to support and enable this (our Safer Surrey approach)
7. Build a new operating model for CSF Early Help services and re-shape the local early help offer and delivery with partners
8. Create an education system that is financially stable for schools and the Council, and delivers sustainable, high quality and inclusive education and training
9. Develop a future operating model for SEND with partners and families
10. Further develop our information management systems, quality assurance arrangements, performance insight, and commissioning capabilities

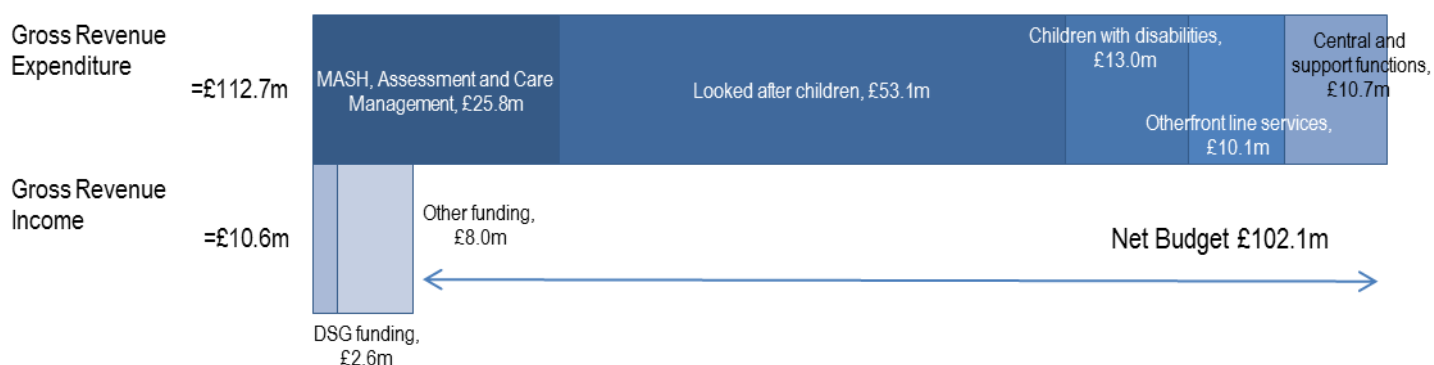
Our budget

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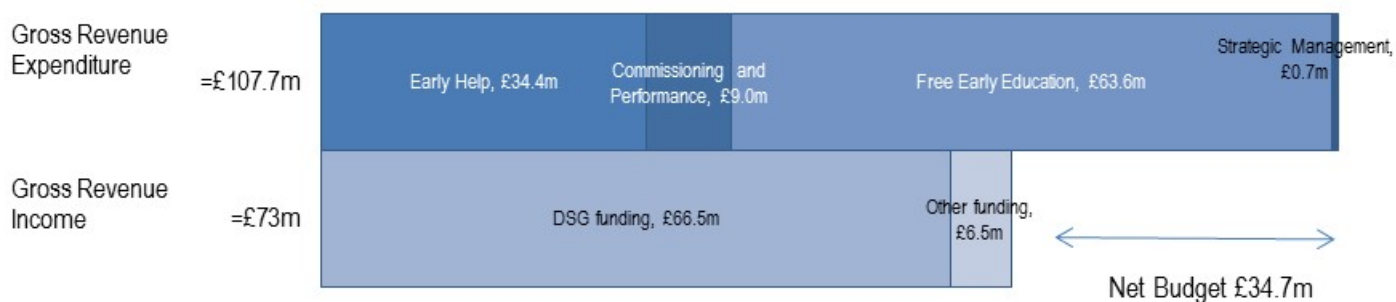
Children, Schools and Families



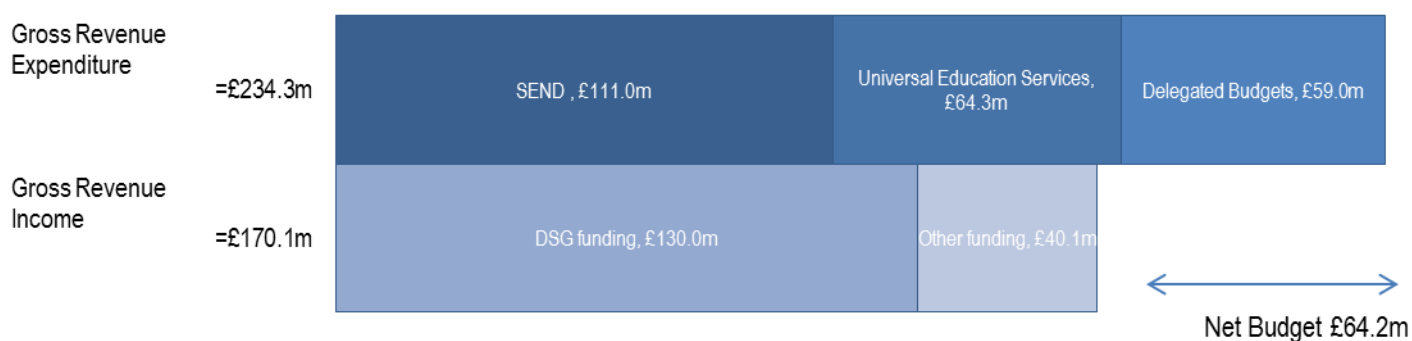
Children's Services



Commissioning and Prevention



Schools and SEND



Children's, Schools & Families

Deputy Chief Executive: Julie Fisher

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Children's Services	104,734	112,769	111,846	109,705
Schools and SEND	229,886	234,273	234,131	234,982
Commissioning and Prevention	98,118	107,696	103,242	103,213
Dedicated Schools Grant - DSG	-183,223	-198,973	-198,973	-198,973
Other Income	-51,858	-54,787	-54,787	-54,787
Net budget	197,657	200,978	195,459	194,140
Delegated Schools Expenditure	389,831	345,063	344,063	344,063
Delegated Schools-Dedicated Schools Grant	-348,881	-308,275	-307,275	-307,275
Delegated Schools-other school related grant income	-40,950	-36,788	-36,788	-36,788
Total net budget	197,657	200,978	195,459	194,140

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<u>Funding:</u>				
Dedicated Schools Grant - DSG	-183,223	-198,973	-198,973	-198,973
Other UK Government grants	-9,626	-11,249	-11,249	-11,249
Contribution and contract income	-4,296	-5,508	-5,508	-5,508
Fees and charges	-32,179	-31,782	-31,782	-31,782
Property income	-50	-50	-50	-50
Contributions from partners	-2,499	-3,584	-3,584	-3,584
Reimbursements and recovery of costs	-3,208	-2,614	-2,614	-2,614
Total CSF funding	-235,081	-253,760	-253,760	-253,760
School related grants	-389,831	-345,063	-344,063	-344,063
Total funding	-624,912	-598,823	-597,823	-597,823
<u>Expenditure:</u>				
Staffing	121,080	118,868	113,993	114,102
Non staffing	128,701	135,012	134,946	135,238
Contracts & care packages	182,957	200,858	200,280	198,560
Total CSF expenditure	432,738	454,738	449,219	447,900
School related expenditure	389,831	345,063	344,063	344,063
Total expenditure	822,569	799,801	793,282	791,963
Net budget	197,657	200,978	195,459	194,140

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Summary Budget Movement				
Prior year budget	178,411	197,657	200,978	195,459
Pressures and changes	30,046	28,112	10,722	11,623
Savings	-10,800	-22,130	-15,169	-9,720
Movements	19,246	5,982	-4,447	1,903
Additional Savings		-2,661	-1,072	-3,222
Revised budget	197,657	200,978	195,459	194,140

Children's Services

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Multi Agency Safeguarding Hub - MASH, Assessment and Care Management	23,651	25,796	26,281	25,767
Looked After Children	46,271	53,072	52,364	51,336
Children with Disabilities	12,584	13,116	13,665	14,214
Other Front Line Services	11,898	10,047	10,145	10,243
Central and Support Functions	10,330	10,738	9,390	8,143
Income	-7,973	-10,647	-10,647	-10,647
Net budget ⁴	96,761	102,122	101,199	99,058

Subjective Analysis

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<u>Funding:</u>				
Dedicated Schools Grant - DSG ⁶	-1,957	-2,557	-2,557	-2,557
Asylum Seeker Government Grant ⁷	-3,300	-4,200	-4,200	-4,200
Contributions from Partners ⁸	-2,499	-3,584	-3,584	-3,584
Fees and charges	0	-33	-33	-33
Reimbursements and recovery of costs	-217	-273	-273	-273
Total funding	-7,973	-10,647	-10,647	-10,647
<u>Expenditure:</u>				
Staffing	48,452	49,150	48,388	47,478
Non staffing	4,256	4,138	4,138	4,138
Contracts & Care packages	52,026	59,481	59,320	58,089
Total expenditure	104,734	112,769	111,846	109,705
Net budget ⁴	96,761	102,122	101,199	99,058

	2016/17	2017/18
FTE ⁵	1,081	1,092

Summary Budget Movement

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	86,848	96,761	102,122	101,199
Pressures and changes	11,056	6,935	2,580	1,680
Savings	-1,143	-1,574	-3,503	-3,821
Movements	9,913	5,361	-923	-2,141
Revised budget ⁴	96,761	102,122	101,199	99,058

Note 4: Net Budget supported by general government grants and reserves.

Note 5: The FTE numbers do not include non-establishment staff

Note 6 - Dedicated School Grant increased due to an increase in education in children's homes

Note 7 - Asylum Seeker Grant funding increased due to an increase in asylum seekers

Note 8 - Partner funding now includes funding for the Behaviour, Emotional, Neurological pathway (BEN)

Children's Services

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Multi Agency Safeguarding Hub - MASH, Assessment and Care Management				
Multi Agency Safeguarding Hub - MASH		1,802	1,841	1,810
Area Teams - Staffing	18,834	19,136	19,541	19,206
Area Teams - Care	4,817	4,858	4,899	4,751
Looked After Children				
Fostering Teams	3,331	3,483	3,552	3,622
In-House Fostering Allowances	8,732	8,921	9,127	9,333
In-House Residential Homes	4,438	4,454	4,539	4,624
External Agency Placements - expenditure	17,096	22,322	20,943	19,245
External Agency Placements - Dedicated Schools Grant	-1,200	-1,824	-1,824	-1,824
Adoption and Permanency Team	1,600	1,670	1,697	1,724
Special Guardianship, Residence and Adoption Allowances	4,835	4,954	5,213	5,472
Care Leavers	2,008	2,138	2,162	2,186
Asylum Seekers Expenditure	4,231	5,131	5,131	5,131
Asylum Seekers Income	-3,300	-4,200	-4,200	-4,200
Children with Disabilities				
Staffing	2,606	2,670	2,726	2,783
Care Packages	4,745	5,206	5,661	6,116
Short Breaks Contracts	3,704	3,704	3,711	3,718
In-House Respite	1,529	1,535	1,567	1,598
Children and Adolescent Mental Health Service (CAMHS) and Hope				
CAMHS and Hope expenditure	7,304	8,176	8,242	8,307
CAMHS and Hope contribution from partners	-2,179	-3,242	-3,242	-3,242
Hope - Dedicated Schools Grant	-757	-733	-733	-733
Preventative Services ⁹	1,824	416	425	433
Safeguarding Services ¹⁰	2,770	1,455	1,479	1,503
Children's Services Management and Central Budgets	5,265	5,719	4,538	3,180
Administration	5,065	5,020	4,851	4,963
Other Income	-537	-648	-648	-648
Net budget	96,761	102,122	101,199	99,058

Note 9 - Preventative Services budgets are now included in Commissioning and Prevention apart from the Emergency Duty Team

Note 10 - Independent Review Service and Child Protection Conference Service have moved to Commissioning and Prevention from Safeguarding team

Children's Services

Detailed budget movement by year

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	2017/18 £000	2018/19 £000	2019/20 £000
Pressures and changes			
<u>Inflation</u>			
Pay inflation	835	982	982
Non pay inflation	788	857	857
Total inflation	1,623	1,839	1,839
<u>Demand</u>			
General demographic growth	437	441	441
Children with Disabilities demand	400	400	400
Looked After Children demand	500	-400	-800
Permanency allowances	300	300	300
Increasingly complex cases			-500
External placements demand	4,000		
Capacity and demand staffing review	2,500		
Total demand	8,137	741	-159
<u>Market/Service Delivery</u>			
Continuing Improvement Plan	1,000		
Virements	-3,825		
Total market/service delivery	-2,825		
Total Pressures and changes	6,935	2,580	1,680

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Savings				
<u>Efficiency/service transformation</u>				
Managing market inflation	-559	-559	-559	G
Reduce reliance on locums			-500	A
Support functions review	-280	-280		A
Savings on external placements		-500	-300	A
Early Help reduction in Looked After Children demand	-120	-240	-240	A
Early Help reduction in Children in Need demand	-280	-560	-560	A
Productivity efficiencies	-335	-1,364	-1,662	A
Total efficiency/service transformation savings	-1,574	-3,503	-3,821	
Total savings	-1,574	-3,503	-3,821	

Assessment of achievability of savings	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Some Issues	-1,015	-2,944	-3,262	A
Progressing	-559	-559	-559	G
Total Savings	-1,574	-3,503	-3,821	

Commissioning and Prevention

Assistant Director: Garath Symonds

Policy Budget (by activity) ¹¹

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Strategic Management	1,445	653	516	508
Commissioning and Performance	7,185	9,024	8,774	8,774
Free Early Education	52,046	63,620	63,620	63,620
Early Help	37,443	34,399	30,332	30,311
Dedicated Schools Grant	-53,211	-66,457	-66,457	-66,457
Income	-7,049	-6,554	-6,554	-6,554
Net budget ⁴	37,859	34,685	30,231	30,202

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Funding:				
Dedicated Schools Grant - DSG	-53,211	-66,457	-66,457	-66,457
Other UK Government grants	-1,700	-2,207	-2,207	-2,207
Contribution and contract income	-470	-420	-420	-420
Fees and Charges	-3,051	-2,320	-2,320	-2,320
Property Income	-50	-50	-50	-50
Reimbursements and recovery of costs	-1,778	-1,557	-1,557	-1,557
Total funding	-60,260	-73,011	-73,011	-73,011
Expenditure:				
Staffing	30,063	29,151	25,114	25,574
Non staffing ¹²	12,342	13,196	13,196	13,196
Contracts & Care packages	55,714	65,349	64,932	64,443
Total expenditure	98,119	107,696	103,242	103,213
Net budget ⁴	37,859	34,685	30,231	30,202

	2016/17	2017/18
FTE ⁵	640	649

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Summary Budget Movement				
Prior year budget	34,644	37,859	34,685	30,231
Pressures and changes	5,739	854	392	843
Savings	-2,524	-4,028	-4,846	-872
Movements	3,215	-3,174	-4,454	-29
Revised budget	37,859	34,685	30,231	30,202

Note 4: Net Budget supported by general government grants and reserves.

Note 5: The FTE numbers do not include non-establishment staff

Note 11 - The Commissioning and Prevention budget now includes all of the Early Years funding, some of which was previously shown within the delegated schools budgets. The prior year budgets have been adjusted to match this new presentation.

Note 12 - Non Staffing expenditure includes budgets delegated to Surrey maintained nursery schools and nursery classes.

Commissioning and Prevention

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Strategic Management	1,445	653	516	508
Commissioning and Performance				
Market Strategy	4,009	3,501	3,251	3,251
Insight and Innovation	2,479	2,117	2,117	2,117
Quality and Experience ¹³	697	3,406	3,406	3,406
Free Early Education				
Two year old free early education	6,053	4,707	4,707	4,707
Three and four year old free early education ¹⁴	37,619	48,390	48,390	48,390
Maintained nursery classes and nursery schools	8,374	10,523	10,523	10,523
Dedicated Schools Grant - Early Years Block	-51,946	-63,320	-63,320	-63,320
Early Help				
Early Years	7,111	3,502	3,046	3,046
Children's Centres	11,704	11,586	10,076	10,076
Targeted Youth Work	6,143	6,856	5,963	5,942
Centre Based Youth Work	2,460	2,219	1,930	1,930
Early Help Hubs ¹⁵	0	1,763	1,533	1,533
Family Services	1,298	1,412	1,228	1,228
Homelessness Prevention	2,063	2,074	1,804	1,804
Other Youth Support Services ¹⁶	3,447	1,801	1,566	1,566
Surrey Outdoor Learning and Development	1,860	1,691	1,691	1,691
Active Surrey	1,357	1,495	1,495	1,495
Active Surrey Income	-1,357	-1,495	-1,495	-1,495
Income				
Dedicated Schools Grant - High Needs Block	-747			
Dedicated Schools Grant - Centrally managed Early Years Block	-114	-2,733	-2,733	-2,733
Dedicated Schools Grant - Schools Block	-404	-404	-404	-404
Other Income	-5,692	-5,059	-5,059	-5,059
Net budget	37,859	34,685	30,231	30,202

Note 13- Independent Review Service and Child Protection Conference Service transferred to Quality and Experience from Children's Services safeguarding team. A restructure within Commissioning and Performance also resulted in an increase in the number of posts within Quality and Experience offset by reductions elsewhere.

Note 14 - As of September 2017 legislation provides an additional 15 hours of free early education entitlement to working parents of three and four year olds.

Note 15 - Early Help Hubs were established from October 2016, transferring staff from children's services.

Note 16 - Savings related to Early Help transformation categorised as 'Other Youth Support Services'.

Commissioning and Prevention

Detailed budget movement by year

	2017/18 £000	2018/19 £000	2019/20 £000
Pressures and changes			
<u>Inflation</u>			
Pay Inflation	390	459	460
Non pay inflation	262	284	284
Total inflation	652	743	744
<u>Demand</u>			
General Demographic growth	98	99	99
Total demand	98	99	99
<u>Legislation</u>			
Additional 15 hours of free early education entitlement for three and four year olds	10,371		
Early Years Dedicated Schools Grant to fund additional 15 hours of free early education entitlement for three and four year olds	-10,371		
Total legislative	0		
<u>Market/ Service delivery</u>			
Virements	714		
Family Support	490		
Improvement Team one-off investment ceases	-600	-450	
Apprenticeship Investment ceases	-500		
Total market/ service delivery	104	-450	
Total Pressures and changes	854	392	843

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Savings				
<u>Efficiency/ service transformation</u>				
Managing market inflation	-224	-224	-224	G
Early Help reconfiguration	-1,000	-3,700		A
Early Help contract savings	-250	-250		A
Early Help reductions in demand	-80	-120	-120	A
Asset related savings from Early Help reconfiguration	-700			A
Restructure phase 2	-1,300			A
Support functions reduction	-346	-346		A
Income generation	-128			A
Productivity efficiencies	0	-206	-528	
Total Efficiency/ service transformation savings	-4,028	-4,846	-872	
Total savings	-4,028	-4,846	-872	

	2017/18 £000	2018/19 £001	2019/20 £002	RAG
Assessment of achievability of savings				
Some Issues	-3,804	-4,416	-121	A
Progressing	-224	-224	-223	G
No Ragged		-206	-528	
Total Savings	-4,028	-4,846	-872	

Schools and Special Educational Needs & Disabilities (SEND)

Policy Budget (by activity) ¹⁷

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
SEND	108,275	110,969	110,902	111,753
Delegated Budgets	59,051	59,044	59,044	59,044
Universal Education Services	62,559	64,260	64,185	64,185
Income				
Dedicated Schools Grant	-128,055	-129,959	-129,959	-129,959
Other Income	-38,794	-40,143	-40,143	-40,143
Net budget ⁴	63,037	64,171	64,029	64,880

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<u>Funding:</u>				
Dedicated Schools Grant	-128,055	-129,959	-129,959	-129,959
Other UK Government Grants	-4,626	-4,842	-4,842	-4,842
Contribution and Contract Income	-3,826	-4,939	-4,939	-4,939
Fees & Charges	-29,128	-29,429	-29,429	-29,429
Reimbursements and Recovery of Costs	-1,214	-933	-933	-933
Total funding	-166,849	-170,102	-170,102	-170,102
<u>Expenditure:</u>				
Staffing	42,565	40,567	40,491	41,050
Non Staffing ¹⁸	112,102	117,679	117,613	117,905
Contracts & Care Packages	75,218	76,027	76,027	76,027
Total expenditure	229,885	234,273	234,131	234,982
Net budget ⁴	63,037	64,171	64,029	64,880

	2016/17	2017/18
FTE ⁵	1,235	1,273

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Summary Budget Movement				
Prior year budget	56,919	63,037	64,171	64,029
Pressures and changes	13,251	20,323	7,750	9,100
Savings	-7,133	-16,528	-6,820	-5,027
Movements	6,118	3,795	930	4,073
Additional Savings		-2,661	-1,072	-3,222
Revised budget ⁴	63,037	64,171	64,029	64,880

Note 4: Net Budget supported by general government grants and reserves.

Note 5: The FTE numbers do not include non-establishment staff

Note 17 - The Schools and SEND budget now includes all of the High Needs Funding some of which was previously shown within Delegated Schools Budgets. The prior year budgets have been adjusted to match this new presentation.

Note 18 - Non Staffing expenditure includes budgets delegated to Surrey maintained schools and Pupil Referral Units.

Schools and Special Educational Needs & Disabilities (SEND)

Assistant Director: Liz Mills

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
SEND				
School Agency Placements	39,410	39,673	39,233	39,233
SEND Transport	25,677	25,478	23,978	22,478
Individual Statemented Pupil Support Budgets	15,068	15,464	15,464	15,464
Post 16 SEND Placements	10,282	10,728	10,728	10,728
Area SEN Services	10,209	10,169	9,609	9,609
Countywide SEN Services	7,629	9,458	11,891	14,242
Delegated Budgets				
Special Schools	40,092	40,542	40,542	40,542
SEN Centres	8,535	8,385	8,385	8,385
Pupil Referral Units and Surrey Alternative Learning Programme	7,120	6,951	6,951	6,951
Other SEND Expenditure in Schools	3,304	3,167	3,167	3,167
Universal Education Services				
Commercial Services	28,168	28,444	28,444	28,444
School Planning & Leadership	16,449	18,721	18,721	18,721
Home to School Transport - Mainstream	8,235	7,635	7,635	7,635
Universal Area Services	4,491	4,032	4,032	4,032
Virtual School	1,759	2,005	2,005	2,005
Education Welfare	1,609	1,517	1,517	1,517
Business Support	1,048	1,105	1,030	1,030
Home to School Transport - Alternative Provision	802	802	802	802
Income				
Dedicated Schools Grant - High Needs	-123,892	-123,598	-123,598	-123,598
Dedicated Schools Grant - Schools	-4,049	-5,702	-5,702	-5,702
Dedicated Schools Grant - Early Years	-114	-659	-659	-659
Other Income	-38,794	-40,143	-40,143	-40,143
Net budget	63,037	64,171	64,029	64,880

Additional information for Children, Schools and Families Directorate

Dedicated Schools Grant

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Agency Placements	-33,016	-34,579	-34,579	-34,579
Individual Statemented Pupil Support Budget	-14,464	-14,860	-14,860	-14,860
Post 16 SEND Placements	-10,282	-10,728	-10,728	-10,728
Countywide SEN Services	-6,071	-6,168	-6,168	-6,168
Universal Area Services	-3,055	-2,899	-2,899	-2,899
School Planning & Leadership	-2,241	-1,041	-1,041	-1,041
Area SEN Services	-2,700	-2,207	-2,207	-2,207
Education Welfare	0	0	0	0
Business Support	-507	-639	-639	-639
Special Schools	-36,900	-38,477	-38,477	-38,477
SEN Centres	-8,469	-8,319	-8,319	-8,319
Pupil Referral Units and Surrey Alternative Learning Programme	-7,045	-6,876	-6,876	-6,876
Other SEND Expenditure in Schools	-3,304	-3,167	-3,167	-3,167
Total Dedicated Schools Grant ^(19, 20)	-128,055	-129,959	-129,959	-129,959

Note 19 - In addition to the DSG above in 2017-18 DSG given directly to schools for place funding totals £9,578,000

Note 20 - In addition to the DSG above in 2017-18 DSG supporting central running costs totals £1,893,000

Schools and Special Educational Needs & Disabilities (SEND)

Detailed budget movement by year

	2017/18	2018/19	2019/20
	£000	£000	£000
Pressures and changes			
<u>Inflation</u>			
Pay Inflation	475	559	559
Non pay inflation	3,550	3,859	3,859
Total inflation	4,025	4,418	4,418
<u>Demand</u>			
Non Maintained and Independent School Demand	3,685	-440	
SEND Demand Pressures	3,000	2,872	3,222
Prior Year Pressures	2,189		
Individual Statemented Pupil Support Budget Demand	1,596		
General Demographic Growth	1,460	1,460	1,460
Post 16 Demand	1,446		
Home to School Transport - SEND	1,300		
Temporary Places in Special Schools	997		
Other Placement Costs	811		
Special Schools Inflation	400		
Ceasing of SCC Funding of DSG for SEND in 2016/17	-1,650		
Dedicated Schools Grant Adjustments	-1,662		
Total demand	13,572	3,892	4,682
<u>Legislation</u>			
Temporary Investment in Education Health and Care Plan Process to Meet One Off Demand	-480	-560	
Total legislative	-480	-560	
<u>Market/ Service delivery</u>			
Speech and Language Therapy - New Service Model	200		
Virements	3,006		
Total market/ service delivery	3,206		
Total Pressures and changes	20,323	7,750	9,100

Schools and Special Educational Needs & Disabilities (SEND)

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Savings				
<u>Efficiency/ service transformation</u>				
Managing Market Inflation	-2,417	-2,417	-2,417	G
Home to School Transport - SEND	-1,499	-1,500	-1,500	A
Productivity Efficiencies	-1,337	-1,028	-1,110	A
Home to School Transport - Mainstream	-600			A
Support Functions Reductions	-75	-75		G
Total Efficiency/ service transformation savings	-5,928	-5,020	-5,027	
<u>Service Reduction</u>				
Reductions in School Support	-600			G
Total service reduction savings	-600			
<u>Additional SEND Savings - Service Transformation</u>				
Review of Special School Funding	-2,300	-1,300		A
Individual Statemented Pupil Support Budget	-1,200			A
Traded Model for SEN Support Services	-1,100	-500		A
Post 16 SEND	-1,000			A
Review Provision of SEND Support to Early Years Providers	-1,000			A
Service Cost Reduction and/or Recommissioning	-800			A
New Operating Model for SEN Pathway	-500			G
Alternative Provision	-500			A
Trade or Reduce Non-statutory Services	-500			A
Review and Share Costs with Health & Social Care	-500			A
Decommissioning of SEN Planned Places	-300			A
Savings to be Identified	-200			A
Hard to Place Pupils Process	-100			A
Total additional SEND savings	-10,000	-1,800		
Total Savings	-16,528	-6,820	-5,027	

2017/18 Assessment of achievability of savings	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Some Issues	-12,936	-4,328	-2,610	A
Progressing	-3,592	-2,492	-2,417	G
Total Savings	-16,528	-6,820	-5,027	

Note 5 - Further SEND Savings on High Needs Block DSG

School Redesignations	-852	-594	-557	A
Review Occupancy of Special Schools and Units	-782	-217		A
Cullum Centres	-439	-584	-326	A
Inclusion in Mainstream (External Contract)	-338	-844	-339	A
Supplier Relationship Management, Review Service Specifications	-250			A
Service Shift of 300 NMIs to In House (Free Schools)		1,167	-2,000	G
Total Further SEND Savings on High Needs Block DSG	-2,661	-1,072	-3,222	

Schools (excluding early years and dedicated SEN provision)

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Primary and secondary schools: delegated and devolved budgets²²				
including specific grants (but excluding nursery classes and SEN centres)				
Primary schools	284,169	267,647	266,858	266,858
Secondary schools	105,662	77,416	77,205	77,205
Income				
Dedicated Schools Grant	-348,881	-308,275	-307,275	-307,275
	-11,683	-8,878	-8,878	-8,878
Pupil premium grant	-15,836	-15,712	-15,712	-15,712
Universal infant free school meals grant	-10,994	-10,095	-10,095	-10,095
Other school related DFE grants	-2,437	-2,103	-2,103	-2,103
Net budget	0	0	0	0
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<u>Funding:</u>				
Dedicated Schools Grant - DSG	-348,881	-308,275	-307,275	-307,275
Other UK Government grants	-40,950	-36,788	-36,788	-36,788
Total funding	-389,831	-345,063	-344,063	-344,063
<u>Expenditure:</u>				
School Expenditure ²¹	389,831	345,063	344,063	344,063
Total expenditure	389,831	345,063	344,063	344,063
Net budget	0	0	0	0

Note 21: School expenditure budget comprises funding allocated to individual schools

Note 22: this page excludes funding allocated to special schools/pupil referral units and funding for designated SEN centres in mainstream schools, which are now shown under the Schools and Special Educational Needs/Disabilities service, and funding allocated to maintained nursery schools and to nursery classes in state maintained schools, which is now shown within Commissioning and Prevention. All of these categories were previously shown under schools

The table also excludes the core budgets for academies, which are deducted from Surrey's Dedicated Schools Grant and paid directly to the academies by the Education Funding Agency (2016/17: £228.4m, 2017/18 £277.8m)

Apart from the Dedicated Schools Grant, almost all of the school related grants are paid to Surrey as specific amounts to be passed on to named schools and the county council has no discretion over its distribution

Detailed budget movement by year

	2017/18 £000	2018/19 £000	2019/20 £000
Pressures and changes			
<u>Demand</u>			
Pupil numbers	10,962		
less one off funding from previous year underspend	-484	-1,000	
Academy conversions	-53,849		
Changes in Dedicated Schools Grant	39,209	1,000	
Changes in other government grants	4,162		
Total demand	0	0	0
<u>Legislation</u>			
Central services levy on schools	-2,259		
New delegation to schools	862		
Dedicated Schools grant	1,397		
Total legislation	0	0	0
Total pressures and changes	0	0	0



John Stebbings
Chief Property Officer



Kevin Foster
Chief Operating Officer

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 2017/18 to drive joint benefits and realise efficiencies.

1. Developing and implementing single service management structures.
2. Implementing new performance management and development approaches.
3. Collaborating with and integrating Brighton and Hove City Council into the Partnership.

Our budget

Net Revenue Expenditure	=£50.7m	Management, £2.5m				Procurement, £3.5m	
		Business Ops, £5.2m	Finance, £9.0m	HR & OD, £5.2m	ITD, £16.8m		Property, £9.4m
Contribution to Orbis	=£50.7m	East Sussex CC, £15.3m		Surrey CC, £35.4m			

Orbis Partnership Joint Operating Budget

Chief Property Officer: John Stebbings

Chief Operating Officer: Kevin Foster

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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 is 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'.

Policy Budget (by activity)

	2016/17	2017/18	2018/19	2019/20
Orbis Operating Budget	£000	£000	£000	£000
Business Operations	5,171	5,194	5,161	5,253
Finance	9,421	9,001	8,137	8,254
Human Resources	5,250	4,764	4,213	4,278
Information Technology & Digital	17,005	16,833	15,966	16,203
Management ²³	2,488	2,294	2,328	2,363
Procurement	3,496	3,192	3,228	3,278
Property	10,274	9,377	8,692	8,831
Net budget ⁴	53,105	50,655	47,725	48,460
Funding:				
Contribution and contract income	-9,503	-10,370	-10,535	-10,703
Total funding	-9,503	-10,370	-10,535	-10,703
Expenditure:				
Staffing	57,470	55,308	52,457	53,273
Non staffing	5,138	5,717	5,803	5,890
Total expenditure	62,608	61,025	58,260	59,163
Net budget ⁴	53,105	50,655	47,725	48,460

	2016/17	2017/18
FTE ⁵	1,322	1,280

	2017/18	2018/19	2019/20
Summary budget movement	£000	£000	£000
Prior year budget	53,105	50,655	47,725
Pressures and changes	1,425	921	735
Savings: efficiencies	-3,875	-3,851	0
Movements	-2,450	-2,930	735
Revised budget ⁴	50,655	47,725	48,460
SCC Contribution	35,386	33,339	33,852
ESCC Contribution	15,269	14,386	14,608
	50,655	47,725	48,460

Orbis Partnership Joint Operating Budget

Continued....

	2016/17	2017/18	2018/19	2019/20
Summary SCC	£000	£000	£000	£000
SCC Contribution to Orbis	37,189	35,386	33,339	33,852
Investment	856	2,199	1,493	177
Net budget ⁴	38,045	37,585	34,832	34,029

Note 4: Net Budget supported by general government grants and reserves.

Note 5: The FTE numbers do not include non-establishment staff

Note 23: Management costs include an adjustment to ensure that the cost of pension contributions is similar in both SCC and ESCC

Orbis Partnership Joint Operating Budget

Detailed budget movement by year ²⁴

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	2017/18 £000	2018/19 £000	2019/20 £000	
Pressures and changes				
<u>Inflation</u>				
General inflation	114	114	116	
Pay inflation	866	832	787	
Income inflation	-162	-165	-168	
Total inflation	818	781	735	
<u>Market / Service Delivery:</u>				
Virements	387			
Total market / service delivery	387	0	0	
<u>Other changes</u>				
Delivering the Orbis Partnership, collaborative IT	220	140		
Total other changes	220	140	0	
Total Pressures and changes	1,425	921	735	
Savings				
<u>Savings: Efficiencies</u>				
Orbis Business Plan ²⁵	-3,875	-3,851		
Total Continuing Savings	-3,875	-3,851	0	
Total savings	-3,875	-3,851	0	
Savings by service ²⁵	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Business Operations	-500	-125		A
Finance	-525	-994		G
Human Resources	-400	-625		G
Information Technology & Digital	-1,099	-1,258		G
Management	-100	0		G
Procurement	-345	-15		G
Property	-906	-834		G
Total Net Savings	-3,875	-3,851	0	
Assessment of achievability of savings	2017/18 £000	2018/19 £000		RAG
Some Issues	-500	-125		A
Progressing	-3,375	-3,726		G
	-3,875	-3,851		

Note 24: Movements for total Orbis Operating Budget, current SCC contribution is 70%

Note 25: Savings are as per the Orbis Business Plan allocated between the Orbis Operating Budget and the Budgets managed on behalf of SCC & ESCC

Business Operations 2017/18



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 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 2017/18 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. We will integrate the transactional services of Surrey and East Sussex County Councils with those of Brighton & Hove City Council to provide greater economies of scale, resilience and opportunity for growth.
2. Reduce the costs of operating our back office services by 10%.
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.

Orbis - Managed
Budget for SCC

=£-0.1m

Contribution
from other
services,
-£0.6m

Local Assistance
Scheme, £0.5m

Orbis - Joint
operating
budget*

=£5.2m

ORBIS - Business
Operations, £5.2m

Budgets Managed by the Orbis Partnership - Business Operations

Assistant Director: Simon Pollock

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Local Assistance Scheme	508	518	528	538
Contribution from Other Services ²⁶	-281	-581	-587	-593
Net budget ⁴	227	-63	-59	-55
<u>Expenditure:</u>				
Staffing	150	153	156	159
Non staffing ²⁷	77	-216	-215	-214
Total expenditure	227	-63	-59	-55
Net budget ⁴	227	-63	-59	-55

	2016/17	2017/18
FTE	5	5

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	227	-63	-59
<u>Pressures and changes:</u>			
Pay inflation	3	3	3
Non Pay Inflation	7	1	1
<u>Market / Service Delivery:</u>			
Virements	-300		
Movements	-290	4	4
Revised budget	-63	-59	-55

Note 4: Net Budget supported by general government grants and reserves.

Note 26: Recharges to other council services are included in the budgets managed by the Orbis Partnership. The recharged services are for the council's DBS checks and transactional services provided to Commercial Services.

Note 27: Recharges are shown as reduced expenditure, hence the negative non staffing budget from 2017/18.



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 assuring the council's financial resilience in an environment of ever increasing demographic demand pressures in core services. Together with increasing complexity in particular for adult and children social care services there is huge pressure on service budgets. Added to this is the challenge of continuing to deliver significant savings and efficiencies year after year. The scale for 2017/18 is unprecedented (at £93m) and a further £30m remains to be identified. In light of reserves already being at relatively low levels, these will not be applied at the outset. In terms of opportunities local government responsibilities may well change in the relative short term 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. The move towards an integrated Orbis Finance Leadership Team provides an opportunity to achieve this.

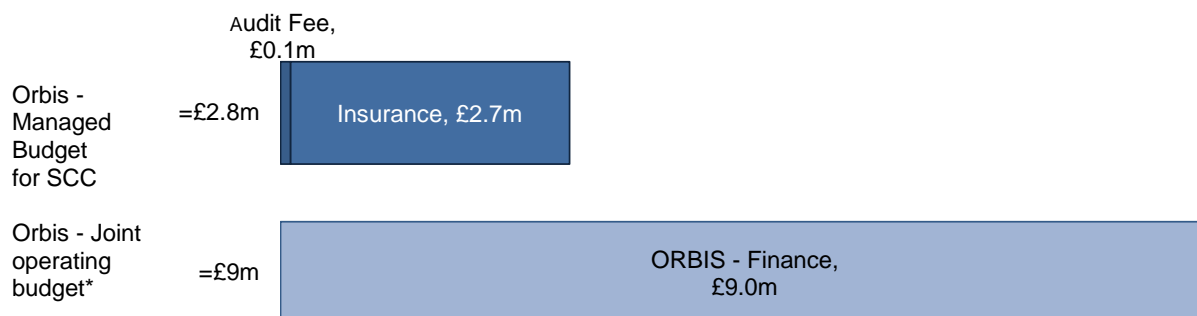
Our key actions

We will prioritise the following actions for 2017/18 to support achievement of the council's corporate strategy goals.

1. Support services to deliver the council's current Medium Term Financial Plan and ensure plans and milestones are tracked.
2. Shape, proactively drive and support the Sustainability Review Board work to ensure further savings are identified by the organisation to move the budget to be more 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 in 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

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Audit Fee	119	147	150	153
Insurance	2,977	2,648	2,755	2,815
Net budget ⁴	3,096	2,795	2,905	2,968

Funding:

Contribution and contract income	-1,423	-1,377	-1,355	-1,383
Total funding	-1,423	-1,377	-1,355	-1,383

Expenditure:

Non staffing	4,519	4,172	4,260	4,351
Total expenditure	4,519	4,172	4,260	4,351
Net budget ⁴	3,096	2,795	2,905	2,968

	2016/17	2017/18
FTE	0	0

Summary budget movement

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	3,096	2,795	2,905	
<u>Pressures and changes:</u>				
Non pay inflation	67	60	63	
<u>Market / Service Delivery:</u>				
Insurance self fund	307			
Loss of schools income	50	50		
<u>Savings: Efficiencies</u>				
Contribution to insurance reserve	-750			G
2015/16 one-off income 2 years only	25			
Movements	-301	110	63	
Revised budget	2,795	2,905	2,968	

Note 4: Net Budget supported by general government grants and reserves.



Sergio Sgambellone
Director of Human
Resources and
Organisational
Development – Orbis
Partnership

Our purpose

Our primary purpose is **to help Surrey workforce to achieve their very best.**

We will continue to support and equip our workforce with the characteristics, attitude, competence and knowledge required to deliver public services which put people at the heart of them, make the best possible use of public money and consistently adapt to take account of changing needs and levels of demand.

We will achieve our primary purpose by:

- growing leaders and managers who model Surrey's values & behaviours, inspire Staff and support them to deliver excellence
- 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 consistently achieve high standards
- ensuring staff are safe, healthy & well through a comprehensive well-being offer that help them through changing times and keep them engaged and committed.

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 dynamics of the labour market. We will need to respond by empowering more our people to make the right decisions and the appropriate changes that benefit Surrey's residents. We will put greater focus on developing critical 21st century skills like transformation management, partnership working and effective performance management whilst addressing poor behaviours at work in a speedier and more restorative way to avoid costly, lengthy and unhealthy situations. We are presented with more opportunities for our workforce to think creatively about how things can be done, and we'll encourage them to actively look for and engage with partner organisations with whom they can have even more impact on people's lives and be confident in their decision-making.

Our key actions

We will prioritise three actions for 2017/18 to strengthen the conditions required for our workforce to actively and positively support the achievement of the council's three corporate strategic goals of *wellbeing*, *economic prosperity* and *resident experience*.

1. Maximise our investment in training & development of our staff, leaders and members with greater focus on transformational and partnership skills.
2. Ensure Surrey staff remain fully engaged, and our managers are fully equipped with the required engagement skills and insight derived by our Annual Staff Survey.
3. Deliver our service at optimum cost by sharing resources through the Orbis partnership with East Sussex County Council and other possible future Partners, and re-design HROD service offer accordingly.

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 2017/18.



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

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

10

Director of HR & OD: Sergio Sgambellone

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Training	2,114	1,735	1,770	1,806
Recruitment	694	693	707	721
Organisational Development	1,782	1,812	1,845	1,879
Net budget ¹	4,590	4,240	4,322	4,406

Funding:

Contribution and contract income	-65	-20	-20	-20
Total funding	-65	-20	-20	-20

Expenditure:

Staffing ²⁸	1,805	1,659	1,688	1,718
Non staffing	2,850	2,601	2,654	2,708
Total expenditure	4,655	4,260	4,342	4,426

Net budget ⁴	4,590	4,240	4,322	4,406
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	2016/17	2017/18
FTE ²⁸	29	29

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	2016/17 RAG
Prior year budget	4,590	4,240	4,322	
<u>Pressures and changes:</u>				
Pay inflation	32	29	30	
Non pay inflation	57	53	54	
<u>Market / Service Delivery:</u>				
Virements	-16			
<u>Savings: Efficiencies</u>				
Training	-207			G
<u>Savings: Service Transformation</u>				
Apprentices	-216			G
Movements	-350	82	84	
Revised budget	4,240	4,322	4,406	

Note 4: Net Budget supported by general government grants and reserves.

Note 28: Staffing budgets include corporate apprentices and management trainees, these are not included in HR FTE



Matt Scott
Orbis Chief Information
Officer

Our purpose

Our purpose is to **enable Surrey to develop and deliver high quality and sustainable services, empowered by Technology, Information and Collective Expertise**. Across the Orbis partnership we are One Service defined by our Digital DNA:

- supporting reliable and resilient systems for approximately 10,000 IT users to ensure they can work effectively, efficiently and in compliance with Security Standards.
- working collaboratively and in partnership with service colleagues to modernise in a period of increasing public demand.
- through our approach to innovation and the use of digital technology we empower council services to deliver an enhanced resident experience.
- commercial customers and partners are attracted by our passion and expertise, through these relationships we support Surrey County Council to deliver public service transformation at a regional level.

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. We are committed to modernising our skills and approaches so we can provide the very best service.

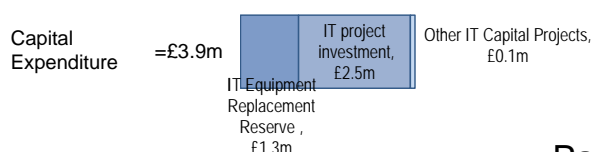
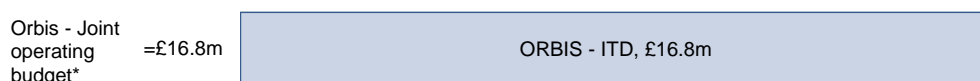
Our key actions

We will prioritise the following actions for 2017/18 to support achievement of the council's corporate strategy goals.

1. Deliver change management and technical expertise across council transformation programmes including enhanced information management in Children's Schools and Families services and the integration of Adult Social Care and Health partners.
2. Champion the use of digital technology and innovation approaches across services to enhance resident experience and help manage increasing levels of demand.
3. Improve tools for our users so they can be more productive by completing the upgrades of personal IT equipment (e.g. computers and mobile devices) and communication services for flexible and partnership working (e.g. Wi-Fi, email, information sharing, video conferencing).
4. Deliver public value and efficiency through an integrated Orbis IT & Digital management community with optimised IT infrastructure and support services.

Our budget

The IT & Digital 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 the IT & Digital service's spending has been allocated for 2017/18.



Budgets Managed by the Orbis Partnership - Information Technology & Digital

10

Chief Information Officer: Matt Scott

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Design and Build	2,552	2,616	2,671	2,727
Network Contracts	3,614	3,637	3,607	3,685
Project Office	2,334	2,245	2,292	2,340
Support and Delivery	3,961	4,015	4,087	4,159
Net budget ⁴	12,461	12,513	12,657	12,911

Funding:

Contribution and contract income	-759	-435	-456	-478
Total funding	-759	-435	-456	-478

Expenditure:

Staffing	952	976	995	1,015
Non staffing	12,268	11,972	12,118	12,374
Total expenditure	13,220	12,948	13,113	13,389

Net budget ⁴	12,461	12,513	12,657	12,911
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	2016/17	2017/18
FTE	18	19

Summary budget movement

	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	12,461	12,513	12,657
Pressures and changes	398	250	254
Savings: efficiencies	-346	-106	0
Movements	52	144	254
Revised budget	12,513	12,657	12,911

	2017/18 £000	2018/19 £000	2019/20 £000	2017-20 £000
Capital Programme				
Equipment Replacement Reserve	1,300	1,000	1,500	3,800
IMT Project Investment	2,500	2,500	2,500	7,500
Other Projects	84	420	883	1,387
Total Capital Programme	3,884	3,920	4,883	12,687

Note 4: Net Budget supported by general government grants and reserves.

Budgets Managed by the Orbis Partnership - Information Technology & Digital

Detailed budget movement by year

	2017/18 £000	2018/19 £000	2019/20 £000
Pressures and changes			
<u>Inflation</u>			
General inflation	233	231	234
Pay inflation	17	19	20
Total inflation	250	250	254
<u>Market / Service Delivery:</u>			
Virements	148		
Total other changes	148	0	0
Total Pressures and changes	398	250	254

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Savings: Efficiencies				
Infrastructure	-270	-30		G
Orbis Business Plan	-76	-76		G
Total Continuing Savings	-346	-106	0	
Total savings	-346	-106	0	



Laura Forzani
Assistant Director
Procurement

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 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 in line with best practice, including developing longer term relationships with our key suppliers & markets.

Driving wider value that brings social, economic and environmental benefits 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.forzani@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 local government and the wider public sector, 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 and integrated commissioning plans, 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 2017/18 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 of the maximum amount of cashable savings through better management of our suppliers, exploring innovative contracting and commercial models and collaborating with others.
2. Deliver innovation and added value by continuing to drive spend through our local suppliers, improved employment and skills opportunities in our supply chain, and further value for our community.
3. Deliver our service at optimum cost by sharing resources through the Orbis partnership.

Our budget

The Procurement 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 2017/18.

Orbis -
Managed
Budget
for SCC
=£0.9m

Procurement,
£0.9m

Orbis -
Joint
operating
budget*
=£3.2m

ORBIS - Procurement, £3.2m

Budgets Managed by the Orbis Partnership - Procurement

Assistant Director: Laura Forzani

10

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2018/19 £000
Procurement - Adult Social Care category management	853	868	884	900
Net budget ¹	853	868	884	900
Expenditure:				
Staffing	853	868	884	900
Total expenditure	853	868	884	900
Net budget ⁴	853	868	884	900
	2016/17	2017/18		
FTE	14	14		

	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement			
Prior year budget	853	868	884
Pressures and changes:			
Inflation	15	16	16
Movements	15	16	16
Revised budget	868	884	900

Note 4: Net Budget supported by general government grants and reserves.



John Stebbings
Chief Property Officer

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 2017 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.

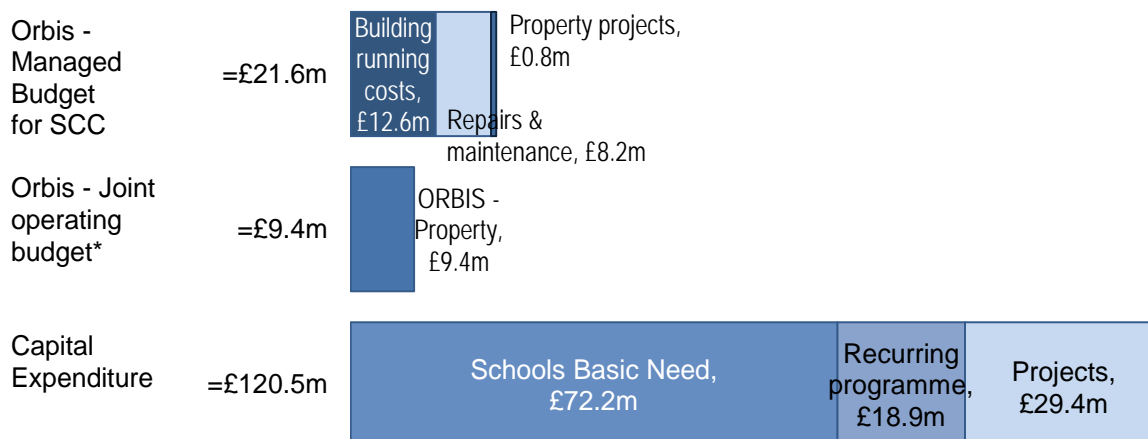
Our key actions

We will prioritise three actions for 2017/18 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 2017 intake and plan for extended programme and years.
3. Maintain investment in key estate assets.

Our budget

Property Services 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 2017/18.



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

Budgets Managed by the Orbis Partnership - Property

Chief Property Officer: John Stebbings

10

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Building Running Costs	12,591	12,641	13,071	13,761
Repairs & Maintenance	7,676	8,188	8,377	8,572
Property Projects	999	757	782	789
Net budget	21,266	21,586	22,230	23,122

Funding:

Property Income	-8,147	-8,417	-8,827	-9,060
Reimbursements and recovery of costs	-130	-96	-99	-101
Total funding	-8,277	-8,513	-8,926	-9,161

Expenditure:

Staffing	429	502	510	518
Non staffing	29,114	29,597	30,646	31,765
Total expenditure	29,543	30,099	31,156	32,283

Net budget ⁴	21,266	21,586	22,230	23,122
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	2016/17	2017/18
FTE	18	18

Summary budget movement

	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	21,266	21,586	22,230
Total Pressures and changes	1,060	844	892
Savings: efficiencies	-740	-200	0
Movements	320	644	892
Revised budget	21,586	22,230	23,122

Capital Programme	2017/18 £000	2018/19 £000	2019/20 £000	2017-20 £000
Recurring programmes	18,880	18,867	18,775	56,522
Schools Basic Need	72,229	55,474	13,070	140,773
Projects	29,391	10,338	300	40,029
Total capital programme	120,500	84,679	32,145	237,324

Note 4: Net Budget supported by general government grants and reserves.

Budgets Managed by the Orbis Partnership - Property

Detailed budget movement by year

	2017/18	2018/19	2019/20
	£000	£000	£000
Pressures and changes			
<u>Inflation</u>			
General inflation	935	1,003	1,055
Pay inflation	8	8	8
Income inflation	-166	-167	-171
Total inflation	777	844	892
<u>Market / Service Delivery:</u>			
Managed Print Service	120		
Virements	163		
Total market/service delivery	283	0	0
Total Pressures and changes	1,060	844	892

	2017/18	2018/19	2019/20	
	£000	£000	£000	RAG
Savings: Efficiencies				
Fees	-100			G
Utilities	-200			A
Building Running Costs	-440	-200		A
Total Continuing Savings	-740	-200	0	
Total savings	-740	-200	0	

Assessment of achievability	2017/18	2018/19	2019/20	
of savings	£000	£000	£000	RAG
Some Issues	-640	-200	0	A
Progressing	-100	0	0	G
	-740	-200	0	

Budgets Managed by the Orbis Partnership - Property

Capital

	2017/18 £000	2018/19 £000	2019/20 £000	2017/20 £000
<u>School Basic Need</u>	72,229	55,474	13,070	140,773
<u>Recurring programme</u>				
Schools condition maintenance	12,080	12,080	12,080	36,240
Fire risk assessments / minor works / DDA	500	487	400	1,387
Non schools structural maintenance	6,300	6,300	6,295	18,895
Recurring programme	18,880	18,867	18,775	56,522
<u>Project schemes</u>				
Fire Projects	4,064	1,589		5,653
Replace aged demountables	200			200
SEN strategy	4,804	1,443		6,247
Land acquisition for waste	3,667			3,667
Regeneration projects	868			868
Projects to enhance income	1,200	450		1,650
Projects to reprovision and deliver capital receipts	8,010	3,700	300	12,010
Other School Projects	460			460
ASC Schemes	4,000	1,764		5,764
E&I Schemes	2,118	1,392		3,510
Project schemes	29,391	10,338	300	40,029
Capital programme	120,500	84,679	32,145	237,324

Customer Services 2017/18



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. To do this we:

- champion and support the delivery of excellent customer service across the council
- ensure customers have an excellent online experience and find our website easy to use, intuitive and focused on their needs
- provide an effective single point of contact for quickly and efficiently resolving customer enquiries
- manage customer complaints and feedback so we can put any mistakes right and improve our services
- manage 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 ageing population, higher demand for school 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 presents the opportunity to respond to these challenges by improving customer experience and efficiency.

Our key actions

We will prioritise the following actions for 2017/18 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 our Resident Experience strategy.
2. Make it easier for customers to access and use our services by improving the design of our website and online services.
3. Focus our contact centre on providing essential services to customers 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 £386 million is also planned over the next three years. The charts below show how Customer Service's spending has been allocated for 2017/18.

Net Revenue
Expenditure =£3.4m

Customer Services,
£3.4m

Customer Services

10

Head of Service: Mark Irons

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Customer Services	3,493	3,369	3,259	3,232
Net budget ⁴	3,493	3,369	3,259	3,232
<u>Funding</u>				
Fees & Charges	-138	-139	-140	-142
Total funding	-138	-139	-140	-142
<u>Expenditure:</u>				
Staffing	3,557	3,408	3,297	3,271
Non staffing	74	100	102	103
Total expenditure	3,631	3,508	3,399	3,374
Net budget ⁴	3,493	3,369	3,259	3,232

	2016/17	2017/18
FTE	107	102

	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement			
Prior year budget	3,493	3,369	3,259
<u>Pressures and changes</u>			
Funding	-1	-1	-1
Inflation	57	56	54
Service reduction	-180	-165	-80
Movements	-124	-110	-27
Revised budget	3,369	3,259	3,232

Note 4: Net Budget supported by general government grants and reserves.

Customer Services

Detailed budget movement by year

	2017/18 £000s	2018/19 £000s	2019/20 £000s	RAG
Funding changes				
Income Inflation	-1	-1	-1	
Total funding changes	-1	-1	-1	
Pressures and changes				
<u>Virements</u>	-1			
<u>Inflation</u>				
Inflation Pay	57	54	52	
Inflation Non-pay	0	2	2	
Total Inflation	57	56	54	
Total pressures and changes	56	56	54	
Savings				
<u>Service reduction</u>				
No Saturday opening (library calls only taken)	-15			G
Reduce operating hours	-50			G
Libraries reservations & renewals	-45			G
Stop appointment bookings		-105		G
Reduce Complaints Staff	-35	-25		G
Channel Shift	-25	-25	-25	A
Reduce Web and digital	-10	-10	-55	G
Total Service reduction	-180	-165	-80	
Total savings	-125	-110	-27	

Communications 2017/18



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 2017/18 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 £386 million is also planned over the next three years. The charts below show how Communications' spending has been allocated for 2017/18.

Net Revenue
Expenditure

=£2.1m

Communication Team,
£1.4m

Central
Communications,
£0.5m

Surrey
Matters,
£0.2m

Communications

10

Head of Service: Louise Footner

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Communications Team	1,203	1,396	1,385	1,398
Central Publicity	570	500	394	359
Surrey Matters	224	183	188	192
Net budget ⁴	1,997	2,079	1,967	1,949

Funding

Contributions and contract income	-25	-26	-26	-27
Total funding	-25	-26	-26	-27

Expenditure:

Staffing	1,144	1,332	1,320	1,332
Non staffing	878	773	673	644
Total expenditure	2,022	2,105	1,993	1,976

Net budget ⁴	1,997	2,079	1,967	1,949
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	2016/17	2017/18
FTE	22	31 ²⁹

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	1,997	2,079	1,967	
<u>Pressures and changes</u>				
Income Inflation	-2	-1	-1	
Virements	206			
Inflation Pay	22	22	22	
Inflation Non-pay	18	16	13	
Efficiencies / Service transformation	-162	-149	-52	G
Movements	82	-112	-18	
Revised budget	2,079	1,967	1,949	

Notes

Note 4: Net Budget supported by general government grants and reserves.

Note 29: Increased FTE reflects consolidation of staff from other services which achieved a 20% reduction.

Strategic Leadership

Financial Budget

2017/20

Strategic Leadership

10

Deputy Chief Executive: Julie Fisher

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Strategic Leadership	1,009	915	930	945
Net budget ¹	1,009	915	930	945
<u>Expenditure:</u>				
Staffing	983	889	903	917
Non staffing	26	26	27	28
Total expenditure	1,009	915	930	945
Net budget ⁴	1,009	915	930	945

	2016/17	2017/18
FTE	10	9

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	1,009	915	930	
<u>Pressures and changes</u>				
Inflation Pay	15	14	14	
Inflation Non-pay	1	1	1	
Staffing Reduction	-110	0	0	G
Movements	-94	15	15	
Revised budget	915	930	945	

Note 4: Net Budget supported by general government grants and reserves.

Strategy and Performance 2017/18



Liz Lawrence
Head of Strategy and
Performance

Our purpose

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

- helping to maximise the influence of the council locally, regionally and nationally, including efforts to secure greater devolution of powers, functions and fairer funding for Surrey.
- leading a range of economic growth activity, including developing a Strategic Transport Authority for the South East, driving inward investment, advising on aviation issues and ensuring strong engagement with Surrey businesses.
- leading and supporting transformational change in priority areas such as Special Educational Needs, information management in the Children, Schools and Families Directorate and the Transforming Justice programme.
- promoting continuous improvement through resident-friendly performance management, research and evidence-based policy making.

Our challenges and opportunities

2017/18 will continue to provide significant challenges as local authority funding reduces further and demand on services continues to grow. The work outlined above offers opportunities for Surrey to secure longer term economic growth, enhanced productivity and deliver service transformation.

Our key actions

We will prioritise four actions for 2017/18 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*. We will continue to 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.
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.

Our budget

The council has an operating revenue budget of £1.7 billion. The charts below show how Strategy & Performance's spending has been allocated for 2017/18.

Net Revenue
Expenditure =£2.7m



Head of Service: Liz Lawrence

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Strategy & Performance Team	1,536	1,297	1,248	1,193
Corporate Subscriptions	193	187	190	194
Economic Growth	1,162	1,254	1,264	1,274
Net budget ¹	2,891	2,738	2,702	2,661

Funding

UK Government grants	-435	-464	-464	-464
Reimbursement & recovery of costs	-317	-322	-327	-332
Total funding	-752	-786	-791	-796

Expenditure:

Staffing	1,930	1,822	1,782	1,738
Non staffing	1,713	1,702	1,711	1,719
Total expenditure	3,643	3,524	3,493	3,457

Net budget ⁴	2,891	2,738	2,702	2,661
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	2016/17	2017/18
FTE	27	27

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Summary budget movement				
Prior year budget	2,891	2,738	2,702	
Income Inflation	-5	-5	-5	
Virements	28	0	0	
Inflation Pay	32	29	28	
Inflation Non-pay	8	8	8	
Adjustment to NI increase	-3	0	0	
Removal of vacant posts	-213	0	0	G
Service restructure / prioritisation	0	-68	-72	G
Movements	-153	-36	-41	
Revised budget	2,738	2,702	2,661	

Note 4: Net Budget supported by general government grants and reserves.



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 promote 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 and radical changes in national policy including widened scope of Deprivation of Liberty Safeguards and implementation of the Transforming Care plan.

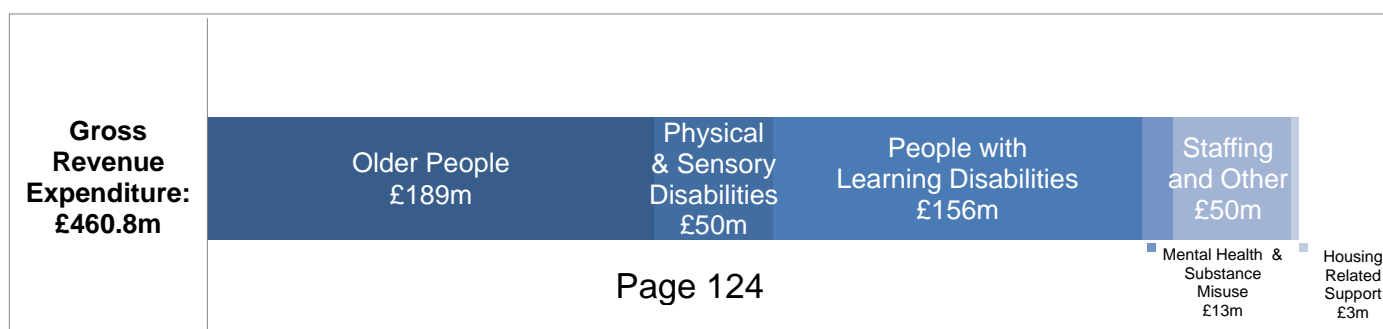
Opportunities – Collaborating with health partners to deliver local integrated community-based health and social care. Using technology to enable new and creative models of delivery to be implemented. Encouraging people to build networks of support amongst their family, friends and communities. Developing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

Our key actions

We will prioritise four actions for 2017/18 to support achievement of the council's corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*:

- 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
- 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
- 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
- Deliver efficiency savings of £26m** - Operating within the cash envelope allocated to the services to deliver better outcomes at less cost

Our budget



Adult Social Care

Strategic Director: Helen Atkinson

10

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Older People (all care 65+)	183,321	188,234	191,848	200,554
Physical & Sensory Disabilities (18-64)	39,849	43,650	44,736	46,270
People with Learning Disabilities (18-64)	139,724	153,615	162,292	173,845
Mental Health & Substance Misuse (18-64)	9,909	11,078	11,867	12,880
Carers	7,253	6,148	6,169	6,189
Assessment & Care Management	29,125	31,718	31,790	31,570
Management & Support	20,020	17,788	18,077	18,117
Housing Related Support	8,220	8,529	5,908	5,194
Income	-96,424	-99,138	-100,713	-101,931
Net budget ⁴	340,997	361,623	371,974	392,688

Funding:

other UK Government grants	-580	-80	-80	-80
Contribution and contract income	-44,395	-44,553	-44,553	-44,553
Fees & charges	-47,204	-50,087	-51,663	-52,882
Reimbursements and recovery of costs	-4,246	-4,418	-4,417	-4,417
Total funding	-96,425	-99,138	-100,713	-101,932

Expenditure:

Staffing (salaries)	61,282	62,681	62,561	62,645
Non pay staffing	3,594	3,529	3,600	3,672
Contracts & Care packages	372,546	394,550	406,525	428,303
Total expenditure	437,422	460,760	472,686	494,620
Net budget ⁴	340,997	361,622	371,973	392,688

	2016/17	2017/18
FTE	1,859	1,754

	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement			
Prior year budget	340,997	361,622	371,973
Pressures and changes	46,563	28,918	30,404
Savings	-25,938	-18,567	-9,689
Movements	20,625	10,351	20,715
Revised budget	361,622	371,973	392,688

Note 4: Net Budget supported by general government grants and reserves

Adult Social Care

Policy Budget (by activity)	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Older People (all care 65+)				
Nursing	45,093	49,972	54,220	59,174
Residential General - External	41,944	41,661	42,523	44,389
Residential Dementia - External	15,755	17,104	17,775	18,610
Residential In-House Provision	3,822	1,509	820	873
Home Care - External	48,223	45,863	46,554	48,783
Supported Living	0	5,140	4,981	4,933
Extra Care - External	0	1,370	1,328	1,315
Reablement In-House Provision	7,333	8,000	8,149	8,301
Extra Care In-House Provision	1,196	1,257	1,280	1,302
Direct Payments	8,901	8,316	7,669	7,029
Day Care - External	2,380	2,308	2,303	2,315
Day Care In-House Provision	180	137	140	142
Respite Care	1,670	1,385	1,405	1,428
Transport Services	385	323	316	309
Other Care	6,439	3,889	2,385	1,651
Total Older People	183,321	188,234	191,848	200,554
Physical & Sensory Disabilities (18-64)				
Nursing	3,040	3,069	2,747	2,338
Residential General - External	6,944	6,759	7,177	7,644
Residential Dementia - External	99	264	266	268
Home Care	7,682	7,674	8,539	9,670
Supported Living	0	2,220	2,247	2,303
Extra Care	0	368	368	372
Direct Payments	11,917	12,507	12,402	12,416
Day Care - External	894	840	839	849
Respite Care	139	292	292	295
Transport Services	157	178	183	187
Other Care - External	8,977	9,479	9,676	9,928
Total Physical & Sensory Disabilities	39,849	43,650	44,736	46,270
People with Learning Disabilities (18-64)				
Nursing	1,395	1,095	1,089	1,074
Residential General - External	63,481	65,051	65,227	68,140
Residential Dementia - External	139	224	226	228
Residential In-House Provision	4,796	5,368	5,465	5,562
Home Care - External	34,602	6,995	9,943	13,257
Supported Living - External	0	36,531	40,398	43,754
Extra Care	0	29	31	32
Supported Living / Home Care In-House Provision	563	576	585	594
Direct Payments	13,380	14,675	15,833	17,195
Day Care - External	13,862	16,084	16,118	16,226
Respite Care	1,854	2,344	2,479	2,642
Transport Services	1,788	1,981	2,287	2,603
Other Care - External	3,864	2,662	2,611	2,538
Total People with Learning Disabilities	139,724	153,615	162,292	173,845

Adult Social Care

Policy Budget (by activity)	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Mental Health & Substance Misuse (18-64)				
Nursing	304	354	398	450
Residential General	2,595	2,817	3,048	3,315
Residential Dementia	254	116	118	119
Home Care	3,713	851	1,422	2,129
Supported Living	0	3,884	3,881	3,924
Direct Payments	699	670	619	564
Day Care	53	72	72	73
Respite Care	6	37	37	38
Transport Services	5	1	1	1
Other Care	2,280	2,276	2,271	2,267
Total Mental Health & Substance Misuse	9,909	11,078	11,867	12,880
Carers Expenditure				
Other Care	5,122	4,224	4,224	4,224
Direct Payments	2,131	1,924	1,945	1,965
Total Carers Expenditure	7,253	6,148	6,169	6,189
Other Expenditure				
Assessment & Care Management	29,125	31,718	31,790	31,570
Management & Support	20,020	17,788	18,077	18,117
Housing Related Support	8,220	8,529	5,908	5,194
Total Other Expenditure	57,365	58,035	55,775	54,881
Gross Expenditure	437,421	460,760	472,687	494,619
Income				
UK Government Grants	-580	-80	-80	-80
Fees & Charges	-47,204	-50,087	-51,663	-52,882
Joint Working Income	-42,119	-41,551	-41,551	-41,551
Joint Funded Care Package Income	-2,275	-3,002	-3,002	-3,002
Reimbursements & recovery of costs	-4,246	-4,418	-4,417	-4,416
Total Income	-96,424	-99,138	-100,713	-101,931
Net Expenditure	340,997	361,622	371,974	392,688

Adult Social Care

Detailed budget movement by year

	2017/18 £000s	2018/19 £000s	2019/20 £000s	RAG
Pressures and changes				
<u>Inflation</u>				
Care Inflation relating to market pressures	9,558	10,256	11,279	
Pay Inflation	5,280	1,118	1,138	
Total Inflation	14,838	11,374	12,417	
<u>Market (exc inflation)/ Service Delivery</u>				
Permanent Virements	-392	0	0	
Changes to significant Block Contracts	1,252	0	752	
Changes to Joint Funded care package income	-726	0	0	
Ongoing impact of underachievement against 2016/17 MTFP savings target	17,559	0	0	
Replacement of planned one off savings	947	1,000	0	
Sourcing Review Invest to Save funding changes	0	0	-250	
Continuing Health Care Invest to Save funding changes	-485	93	0	
Cessation of outsourcing of Occupational Therapy work	-355	0	0	
Cease in ADL smart care licences	-46	0	0	
Reduced cost for Deprivation of Liberty Safeguard assessments	-2,200	0	0	
Adapt ASC training scheme to better meet Directorate needs	-114	-89	0	
Reduction in Reablement service CQC registration costs	-22	-8	-7	
ASC Staffing Changes	-697	0	0	
Other Changes	13	0	0	
Total Market	14,734	996	495	
<u>Demand</u>				
Full year effect of existing care packages - Non-Transition	4,318	3,959	3,662	
Future year demand pressures - Non-Transition	6,836	5,819	6,353	
Full year effect of existing care packages - Transition	3,462	3,041	3,338	
Future year Transition cases	5,252	5,305	5,358	
Total Gross Demand Pressures	19,868	18,124	18,711	
Changes to Fees & Charges income	-2,877	-1,576	-1,219	
Total Net Demand Pressures	16,991	16,548	17,492	
Total Pressures and changes	46,563	28,918	30,404	

Adult Social Care

Detailed budget movement by year

10

	2017/18 £000s	2018/19 £000s	2019/20 £000s	RAG
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Savings

Efficiency/Service Transformation Savings

Whole Systems Demand Management

Family, Friends and Community support - core	-2,500	-1,000	0	G
Family, Friends and Community support - stretch	-1,000	-1,000	0	A
Transport care packages review	-500	0	0	A
Demand Management	-4,021	-692	-26	R
Optimisation of Transition pathways	-1,000	-1,000	-1,000	G
Section 256 client group savings	-2,000	-1,750	-1,750	G
Targeted strategic shift from residential care to community based provision for people with disabilities	-1,268	-1,268	-616	A
Expansion of extra care services	0	0	-768	G
Strategic review of Older People In-house services	-2,664	-741	0	G
Ensure correct application of National Continuing Health Care framework	-3,000	-2,500	-2,500	G
Resolution of significant outstanding CHC disputes / assessments	-2,100	-1,500	0	G
Contracts & Grants Review	-1,250	-490	0	A
Housing Related Support decommissioning / retendering of social exclusion services	-453	-2,620	-714	A
Support package guidelines for Older People community care services	-1,141	-1,539	-797	G
Closure of Surrey Information Hubs	0	-412	0	G
Total Whole Systems Demand Management	-22,897	-16,513	-8,171	

Market Management and Pricing Strategies

Optimisation of main block contract rates	-75	-77	-80	G
Optimisation of other contract & grant rates	-368	-348	-338	G
Commissioning for Older People with learning disabilities	-663	-255	0	A
Strategic Supplier Review Rebates	-1,000	0	0	A
Surrey Choices efficiency programme	0	-300	-300	A
Day Care Commissioning Review	-575	-575	0	A
Total Market Management and Pricing Strategies	-2,681	-1,554	-718	

Workforce Development

Optimise staff travel	-110	0	0	G
Workforce synergies	-250	-500	-800	A
Total Workforce Development	-360	-500	-800	

Total savings **-25,938** **-18,567** **-9,689**

Assessment of achievability of savings

	2018/19 £000	2019/20 £000	2020/21 £000	
At Risk	-4,021	-692	-26	R
Some Issues	-6,959	-7,008	-2,430	A
Progressing	-14,958	-10,867	-7,233	G
	-25,938	-18,567	-9,689	

Public Health Service Plan 2017-18



Helen Atkinson
Strategic Director,
Adult Social Care &
Public Health

1. 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

2. Our challenges and opportunities

This year we will align our prevention work with the three Sustainability Transformation Plan (STP) areas, local CCG prevention plans and local social care integration programme. A key challenge to overcome in supporting this will be the need to bring together the various data systems involved to allow the provision of linked intelligence across the system. The opportunities presented by health devolution in Surrey Heartlands will also be actively explored and developed while continuing to commission services and provide support across the County.

While continuing to identify efficiencies and savings within public health, we will continue to focus on communities experiencing the poorest health outcomes and work to minimise the impact of service changes and budget reductions upon the most vulnerable.

3. Our key actions

We will prioritise the following five actions for 2017-18 to support achievement of the Council's corporate strategy goals of Wellbeing, Economic prosperity and Resident experience

1. Inform the provision of pharmacy services locally through undertaking and publishing a comprehensive Pharmaceutical Needs Assessment by March 2018
2. Review and develop the provision of substance misuse services locally through the mobilisation of a new integrated service by March 2018.
3. Support local CCGs and partner organisations through both providing intelligence and evidence to inform the cost-effectiveness of commissioning decisions and wider programmes, and improving the public health related services and outcomes prioritised within our local STPs.
4. Take action to address the wider determinants of health by reducing the impact of environmental factors on health, including air quality, housing and the use of tools, such as health impact assessments.
5. Continue to work with the Surrey CCGs and CSF colleagues in the design of joint commissioning processes, including the developing Family Hubs, Women and Children's STP mandate and Children's Community Health contract.

4. Our budget

Gross Revenue
Expenditure =£37.9m

Public Health, £37.9m

Gross Revenue
Income =£37.9m

Public Health, £37.9m

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Public Health	324	0	0	0
Net budget ⁴	324	0	0	0
<u>Funding:</u>				
Other UK Government grants	-38,452	-37,504	-36,529	-35,579
Contribution and contract income	0	-400	0	0
Total funding	-38,452	-37,904	-36,529	-35,579
<u>Expenditure:</u>				
Staffing	2,425	2,470	2,515	2,561
Non staffing	947	783	785	787
Contracts & Care packages	35,404	34,651	33,229	32,231
Total expenditure	38,776	37,904	36,529	35,579
Net budget ⁴	324	0	0	0

2016/17 2017/ 18

FTE 48 46

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Summary budget movement				
Prior year budget	0	0	0	
<u>Inflation</u>				
Pay inflation	47	45	46	
Non pay inflation	7	2	2	
Total inflation	54	47	48	
<u>Market / Service Delivery</u>				
Permanent virement	-324	0	0	
Replacement of use of public health reserve	2,674	0	0	
Public health initiatives delivered through other council services	1,806	1,173	-14	
Service transformation	-4,115	-2,595	-984	
Investment in services	411	0	0	
Service reduction - Health checks	-21	0	0	
Other changes	243	0	0	
Other grant reductions	0	400	0	
Total Market / Service Delivery	674	-1,022	-998	
<u>Legislative: Grant reductions</u>	949	975	950	
<u>Efficiencies / Service Transformation savings</u>				
Substance misuse provision redesign	-500			A
Alcohol Identification and Brief Advice (IBA) removal	-400			A
Lifestyle services (smoking/ child weight management) reduction	-255			A
Public health services redesign	-187			A
Public mental health service redesign	-335			A
Savings	-1,677			
Revised budget	0	0	0	

Note 4: Net Budget supported by general government grants and reserves

Our Purpose



Ian Good
Head of Emergency
Management

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. The team now provides the services to both the County Council and Surrey Fire and Rescue. To do this we are responsible for:

- working with partners in the Surrey 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 2017/18 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 residents and businesses with a higher regard to the vulnerable in our communities.
2. Continue to support communities in increasing their resilience to local risks and threats in line with the changes to the National Risk Assessments.
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. The charts below show how Emergency Management's spending has been allocated for 2017/18.

Net Revenue
Expenditure =£0.5m

Emergency
Management, £0.5m

Emergency Management

Head of Service: Ian Good

10

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Emergency Management	502	489	477	465
Net budget ⁴	502	489	477	465

Funding:

Contribution and contract income	-42	-63	-84	-106
Total funding	-42	-63	-84	-106

Expenditure:

Staffing	487	495	503	512
Non Staffing	57	57	58	59
Total expenditure	544	552	561	571
Net budget ⁴	502	489	477	465

	2016/17	2017/18
FTE	12	12

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	502	489	477	
<u>Pressures and changes</u>				
Pay Inflation	8	8	8	
Virement	-1	0	0	
<u>Savings</u>				
Income Generation	-20	-20	-20	A
Movements	-13	-12	-12	
Revised budget	489	477	465	

Note 4: Net Budget supported by general government grants and reserves.



Russell Pearson
Chief Fire Officer

Our purpose

Our purpose is to make Surrey the safest it can be. The Service is responsible for;

- Providing Fire and Rescue services to a population of 1.169m people, covering an area of 644 square miles, predominantly urban with 62 miles of motorway, the most densely populated county in SE England
- Attending approximately 12,000 incidents a year on average, dealing with a range of emergency situations, not just fires and road traffic collisions which comprise the majority. We undertake contingency planning with other emergency services for major incidents, respond to flooding incidents, deal with hazardous materials accidents, advise and enforce business fire safety legislation.
- Raising awareness among the most vulnerable people in order to reduce the numbers and effects of fires, road traffic collisions and other preventable 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 demand for traditional fire and rescue services falling hitherto, emphasise the need to consider alternative models of delivery. Significant savings can be found through meaningful collaboration with Police, Ambulance and other fire services. This work is already strongly underway and now that the Government has enacted legislation to require collaboration between emergency services, we will explore all opportunities to deliver efficiencies whilst keeping our residents and businesses 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 enabling better targeted prevention and protection activities.

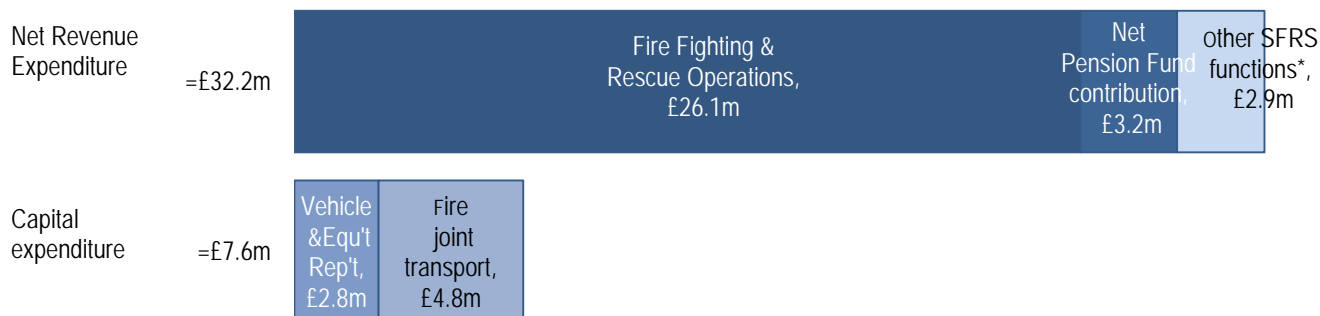
Our key actions

We will prioritise four actions for 2017/18 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Deliver and/or work towards delivering the nine actions in the Public Safety Plan 2016-2025.
2. Work closely with partners for the joint benefit of residents, businesses 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. Develop a comprehensive Integrated Risk Management Plan setting out how, with a reducing budget, we will continue to deliver efficient and effective Prevention, Protection and Response with Resilience into the future.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £386 million is also planned over the next three years. The charts below show how the Surrey Fire and Rescue Service's spending has been allocated for 2017/18.



* other functions include Community Safety and Emergency Planning

Surrey Fire and Rescue Service

10

Chief Fire Officer: Russell Pearson

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Fire Fighting & Rescue Operations	26,953	26,052	23,962	22,553
Pension Fund	3,220	3,253	3,285	3,320
Support Functions	1,503	1,373	1,292	1,209
Community Fire Safety	1,208	1,221	1,234	1,248
Fire Service Emergency Planning	313	316	319	323
	33,197	32,215	30,092	28,653

Funding

UK Government grants	-9,778	-8,639	-12,025	-11,277
Fire Pension Employee Contributions	-2,604	-2,630	-2,657	-2,683
Fees & charges	-39	-39	-39	-40
Property income	-12	-12	-12	-13
Contribution and contact income	-313	0	0	0
Reimbursement & recovery of costs	-826	-833	-842	-850
Total funding	-13,572	-12,153	-15,575	-14,863

Expenditure:

Staffing	27,635	26,620	24,402	22,865
Non staffing	3,913	3,620	3,693	3,767
Pension Payments	15,221	14,128	17,572	16,884
Total expenditure	46,769	44,368	45,667	43,516

Net budget ⁴	33,197	32,215	30,092	28,653
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	2016/17	2017/18
FTE	648	608

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	33,197	32,215	30,092
Pressures and changes			
Income Inflation	-129	-118	-152
Virements	-24	0	0
Market/Service delivery	1,826	0	0
Inflation	515	495	513
Efficiency / service transformation	-3,170	-2,500	-1,800
Movements	-982	-2,123	-1,439
Revised budget	32,215	30,092	28,653

Note 4: Net Budget supported by general government grants and reserves.

Surrey Fire and Rescue Service

Detailed budget movement by year

	2017/18 £000s	2018/19 £000s	2019/20 £000s	RAG
Funding changes				
Income Inflation	-129	-118	-152	
Total funding changes	-129	-118	-152	
Pressures and changes				
<u>Virements</u>	-24			
<u>Inflation</u>				
Inflation Pay	292	282	260	
Inflation Non-pay	223	213	253	
Total inflation	515	495	513	
<u>Market/Service delivery</u>				
Reinstate Vehicle & Equipment Replacement Reserve contributions	1,470			
Cost pressures	173			
Isle of Wight end of contract	183			
Total Market/Service delivery	1,826	0	0	
Total pressures	2,317	495	513	
Savings				
<u>Efficiency / service transformation</u>				
Capital financing of Vehicle & Equipment Replacement	-1,470			G
Fire cover Reconfiguration	-900	-1,600	-900	A
Contingency cover and specialist rescue - review / reduction	-300			A
Blue Light collaboration - Fleet savings	-200			A
Blue Light collaboration - Mobilising	-200			A
Implementation of Immediate Response Vehicles		-800	-800	A
Senior Management restructure	-50			G
Savings in Back Office & Support functions	-50	-100	-100	A
Total Service reduction	-3,170	-2,500	-1,800	
Net budget movements	-982	-2,123	-1,439	

Highways and Transport 2017/18



Lucy Monie, Head of
Highways & 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 or lucy.monie@surreycc.gov.uk

Challenges and Opportunities

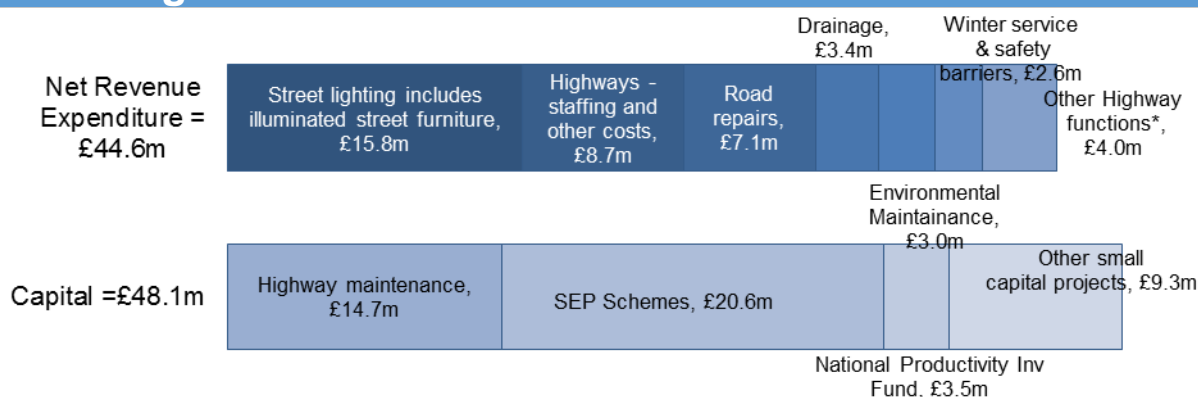
Our challenges include: budget uncertainty, managing one of the busiest networks in the country and the wear and tear and congestion that results, high levels of customer expectation, a depreciating network and skills and supply chain shortages. Our opportunities centre on securing longer term funding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

Key Actions

We will prioritise five actions for 2017/18 to support achievement of the council's three corporate goals:

1. Continue to implement our 5 year business plan, asset management strategy 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 economic prosperity with an infrastructure investment programme and by delivering flood alleviation schemes

Our budget



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

** include bridge strengthening, drainage and developer s106 schemes

Highways and Transport

Head of Service: Lucy Monie

10

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Roads	6,230	7,074	7,305	7,531
Traffic Signals	777	1,011	1,033	1,063
Environmental Maintenance	2,816	3,000	2,389	2,463
Signs and Lines	910	985	514	530
Bridges and Structures	1,254	1,571	1,611	1,661
Drainage	3,347	3,446	3,514	3,578
Winter Service and Safety Barriers	2,601	2,632	2,714	2,798
Street Lighting and Furniture	15,390	15,810	16,225	16,665
Local Schemes	2,150	450	465	480
Parking	0	0	0	0
Highways - Staffing and Other Costs	8,900	8,672	8,959	9,294
Further savings to be identified	0	0	-178	-356
Net budget ⁴	44,375	44,651	44,551	45,706

Funding:

Other UK Government grants	0	-92	-98	-104
Fees & charges	-3,680	-4,009	-4,111	-4,178
Joint working income	-3,531	-3,601	-3,673	-3,747
Reimbursements and recovery of costs	-339	-413	-420	-428
Total funding	-7,550	-8,115	-8,303	-8,457

Expenditure:

Staffing	15,325	15,409	15,671	15,937
Contracts	3,092	3,244	3,212	3,189
Non staffing	33,508	34,114	33,972	35,037
Total expenditure	51,925	52,766	52,854	54,163
Net budget ⁴	44,375	44,651	44,551	45,706

	2016/17	2017/18
FTE	370	371

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	44,375	44,651	44,551
Pressures and changes	2,535	1,318	1,333
Savings	-2,259	-1,418	-178
Movements	276	-100	1,155
Revised budget	44,651	44,551	45,706

Note 4: Net Budget supported by general government grants and reserves

Capital Programme	2017/18 £000	2018/19 £000	2019/20 £000	2017-20 £000
Highway maintenance	14,693	15,943	12,889	43,525
Bridge strengthening	2,300	1,706	3,151	7,157
Flooding & Drainage	1,409	1,393	1,261	4,063
Local transport schemes	400	400	400	1,200
Safety barriers	968	957	867	2,792
Traffic Signal Replacement	750	1,515	945	3,210
Highways Vehicle Replacement	200	120	0	320
National Productivity Investment Fund	3,451	3,451	3,451	10,353
Highways Maintenance Challenge Fund	500	0	0	500
Flood resilience schemes	1,150	500	500	2,150
River Thames scheme	500	500	500	1,500
Developer funded schemes	1,200	1,200	1,200	3,600
Strategic Economic Plan Schemes	20,582	14,053	5,323	39,958
Total capital programme	48,103	41,738	30,487	120,328

Strategic Economic Plan Schemes	2017/18 £000	2018/19 £000	2019/20 £000	2017-20 £000
A217 Strategic Maintenance ³⁰	1,266	0	0	1,266
A23 Strategic Maintenance ³⁰	1,000	3,182	0	4,182
A30/A331/Meadows Gyratory Corridor	300	1,650	1,385	3,335
Blackwater Valley STP - Phase 1	200	0	0	200
Dorking Transport Package - Phase 1	200	0	0	200
Epsom A24 Resilience ³⁰	1,644	0	0	1,644
Epsom Banstead STP	953	3,789	0	4,742
Epsom Town Centre Plan E ³⁰	1,949	0	0	1,949
Greater Redhill STP	3,223	0	0	3,223
Guildford Town Centre Transport Package	1,630	3,162	1,170	5,962
Runnymede Roundabout ³¹	5,111	0	0	5,111
Wider Network Benefits East	1,666	0	0	1,666
Wider Staines - Phase 1a & 1b	1,440	2,270	1,240	4,950
Unallocated Contribution	0	0	1,528	1,528
Total Strategic Economic Plan Schemes	20,582	14,053	5,323	39,958

Note 30: Identified schemes have additional budget included within the highways maintenance line

Note 31: Identified schemes have additional budget included within the flood resilience line

Highways and Transport

Detailed budget movement by year

10

	2017/18	2018/19	2019/20
	£000	£000	£000
Pressures and changes			
<u>Inflation</u>			
Pay Inflation	260	262	267
Non pay inflation	1,029	1,056	1,066
Total Inflation	1,289	1,318	1,333
<u>Legislation</u>			
Flood Grant	-92	0	0
Total Legislation	-92	0	0
<u>Market/Service Delivery</u>			
Highways safety defects	1,100		
Virements	238		
Total Market/Service Delivery	1,338		
Total Pressures and changes	2,535	1,318	1,333

	2017/18	2018/19	2019/20	
	£000	£000	£000	RAG
Savings				
<u>Efficiency/Service Transformation</u>				
Highways Information Team Income	-40	-40		A
Integrated Team structure	-200			G
E&I Support Functions	-141			G
Total Efficiency/Service Transformation	-381	-40		
<u>Service Reduction</u>				
Local committee Funding	-1,700			A
Reactive maintenance		-1,200		A
Total Service Reduction	-1,700	-1,200		
Unidentified Savings	-178	-178	-178	G
Total savings	-2,259	-1,418	-178	

Assessment of achievability	2017/18	2018/19	2019/20	
of savings	£000	£000	£000	RAG
Some Issues	-1,740	-1,240	0	A
Progressing	-519	-178	-178	G
Total savings	-2,259	-1,418	-178	

Place Development and Waste Management 2017/18

10



Trevor Pugh, Strategic Director & Lead for Waste Management

Purpose

Our purpose is to enable the growth of prosperous and sustainable places. We deliver this through facilitating sustainable development, the maintenance & improvement of the countryside and providing safe, sustainable travel and transport options. We are responsible for a number of statutory functions including: the management of waste disposal (over 580,000 tonnes of waste per annum), the regulation of waste and minerals developments, and the promotion of road safety to minimise collisions and reduce casualties.

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

- working with partners to manage Surrey's waste in the most efficient, effective, economic and sustainable manner.
- enabling sustainable development of places, through new infrastructure and by providing healthier and sustainable travel options
- enabling access to the countryside whilst protecting its biodiversity
- ensuring our service priorities are delivered in the most efficient way

For more information on what we do, contact:

lesley.harding@surreycc.gov.uk for queries about Place Development or trevor.pugh@surreycc.gov.uk for queries about Waste Management



Lesley Harding, Head of Place Development

Challenges and Opportunities

Our challenges include: budget uncertainty and year on year reductions; the impact of increasing numbers of school children and the planning issues associated with building new schools for them, pressures on transport as a consequence of an ageing population, increasing waste volumes and the impact of traffic congestion; and rising levels of road casualties amongst some groups, notably cyclists. The opportunities we have identified include: building on strong relationships with partners to deliver savings and efficiencies, ensuring that new development supports the delivery of priority infrastructure to support growth, building on our successful volunteering programmes and on the opportunities of our attractive countryside.

Key Actions

We will prioritise five actions for 2017/18 to support achievement of the council's three corporate goals:

1. Work with partners to reduce the cost of waste management by increasing recycling and reducing the amount produced and sent to landfill
2. Work with partners to develop a single, aligned approach to create a more efficient waste management system
3. Work with partners, and identify funding, to ensure that we can provide the infrastructure and transport required to support the growth of places
4. Provide an effective planning applications process to enable the delivery of 2800 school places
5. Improve access to the countryside, whilst protecting its biodiversity and maximising commercial opportunities.

Our Budget



* other functions include place and sustainability and other costs

Place Development and Waste Management

Strategic Director: Trevor Pugh
Head of Service: Lesley Harding

10

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Waste Management	55,810	58,053	60,721	65,704
Countryside	2,004	1,640	1,322	1,147
Place and Sustainability	672	428	387	346
Travel and Transport	18,929	18,472	19,090	19,718
Place Development - Management and other costs ³²	917	101	107	114
Directorate wide costs & savings ³³	-235	504	696	830
Planning and Development	2,632	2,089	1,981	2,017
Further savings to be identified	-1,008	-23	-224	-424
Net budget ⁴	79,721	81,264	84,080	89,452
Funding:				
UK Government grants	-1,525	-1,862	-1,570	-1,562
Fees & charges	-1,981	-2,642	-2,838	-2,894
Contribution and contract income	-550	-541	-552	-563
Reimbursement & recovery of costs	-2,481	-2,947	-2,973	-3,025
Total funding	-6,537	-7,992	-7,933	-8,044
Expenditure:				
Staffing	9,843	9,713	9,646	9,718
Contracts	65,955	68,067	70,857	76,229
Non staffing	10,460	11,476	11,510	11,549
Total expenditure	86,258	89,256	92,013	97,496
Net budget ⁴	79,721	81,264	84,080	89,452

	2016/17	2017/18
FTE ⁵	200	200

	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement			
Prior year budget	79,721	81,264	84,080
Pressures and changes	8,581	6,394	6,117
Savings	-7,038	-3,578	-745
Movements	1,543	2,816	5,372
Revised budget	81,264	84,080	89,452

Note 4: Net Budget supported by general government grants and reserves.

Note 5: The FTE numbers do not include non-establishment staff (e.g. School Crossing Patrol employees).

Note 32: 2016/17 includes budgets that have since transferred to Highways and Transport.

Note 33: Directorate-wide costs and savings are shown here for presentational purposes only, and relate to activities across the Environment & Infrastructure Directorate (including Highways & Transport).

Capital Programme	2017/18 £000	2018/19 £000	2019/20 £000	2017-20 £000
Rights of way (including structures)	175	175	175	525
Basingstoke canal	150	150	150	450
Road safety schemes	200	200	200	600
Closed landfill site maintenance	77	50	50	177
Developer funded schemes: S106	400	400	400	1,200
E&I Developer funded schemes: CIL ³⁴	465	909	1,488	2,862
Total Capital Programme	1,467	1,884	2,463	5,814

Note 34: CIL - Community Infrastructure levy

Place Development and Waste Management

Detailed budget movement by year

10

	2017/18	2018/19	2019/20
	£000	£000	£000
Pressures and changes			
<u>Inflation</u>			
Pay Inflation	188	182	182
Non pay inflation	3,088	3,150	3,106
Total Inflation	3,276	3,332	3,288
 <u>PI Demand</u>			
Di Waste volumes and cost	5,345	5,954	-502
Total Demand	5,345	5,954	-502
 <u>Market/Service Delivery</u>			
Transfer to/from Waste sinking fund	199	-2,892	3,331
Virements	-239		
Total Market/Service Delivery	-40	-2,892	3,331
 Total Pressures and changes	8,581	6,394	6,117

	2017/18	2018/19	2019/20	
	£000	£000	£000	RAG
Savings				
<u>Efficiency/Service Transformation and Service Reduction</u>				
Local Transport Review	-735			G
Road Safety Review	-100			G
Countryside review	-350	-350	-200	G
Planning and Development review	-350	-150		G
E&I Support functions	-59	-100		G
Place and Sustainability review	-200	-50	-50	G
Waste- Kerbside recycling performance	-1,334	-151	-155	A
Waste-Recycling management	-1,115	-58	-57	A
Waste-Single waste approach	-1,587	-2,020	-70	A
Waste-Community Recycling Centres and Transfer Stations	-1,300	-500		A
Waste- Contract Structure	-1,000			A
Waste-Materials Management	792	1	-13	G
Total Efficiency/Service Transformation and Service Reduction	-7,338	-3,378	-545	
 <u>Unidentified Savings</u>				
Marginal gains	-200	-200	-200	G
Fall out of previous year one off saving	500			G
Total Unidentified Savings	300	-200	-200	
 Total savings	-7,038	-3,578	-745	

Note 32: 2016/17 includes budgets that have since transferred to Highways and Transport.

	2017/18	2018/19	2019/20	
	£000	£000	£000	RAG
Note 33: Directorate-wide costs and savings are shown h				
of savings				
Some Issues	-6,336	-2,729	-282	A
Progressing	-702	-849	-463	G
Total savings	-7,038	-3,578	-745	

Communities Support Function

Financial Budget

2017/20

Communities Support Function

10

Head of Service: Tracy Waters

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Directorate Support	919	779	790	804
Net budget ⁴	919	779	790	804
<u>Funding</u>				
Reimbursements and recovery of costs	-134	-169	-171	-173
Total funding	-134	-169	-171	-173
<u>Expenditure:</u>				
Staffing	1,045	916	932	947
Non staffing	8	32	29	30
Total expenditure	1,053	948	961	977
Net budget ⁴	919	779	790	804

	2016/17	2017/18
FTE	26	26

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	919	779	790	
<u>Pressures and changes</u>				
Income Inflation	-1	-1	-2	
Inflation Pay	16	14	15	
Inflation Non-pay	0	1	1	
Support Function Review	-155	-3	0	G
Movements	-140	11	14	
Revised budget	779	790	804	

Note 4: Net Budget supported by general government grants and reserves.



Jane Last
Head of Community
Partnership and Safety

Our purpose

Our purpose is to facilitate local democratic decision making, to engage residents to get involved and have their say about 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 within 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

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 2017/18 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, PREVENT and serious organised crime
3. Actively encourage democratic governance models that support development of place
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 £386 million is also planned over the next three years. The charts below show how Community Partnerships and Safety's spending has been allocated for 2017/8.

Community Partnership & Safety

Net Revenue
Expenditure =£3.2m

Comm Partnerships, £1.1m	Member Allocations, £0.7m	Comm Imp Fund, £0.5m	Comm Safety, £0.9m
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Community Partnership & Safety

10

Head of Service: Jane Last

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Community Partnerships	1,101	1,107	1,103	1,098
Member Allocations	834	729	729	729
Community Improvement Fund	550	500	264	264
Community Safety	398	905	907	909
Net budget ⁴	2,883	3,241	3,003	3,000

Funding

Reimbursements and recovery of costs	-162	-162	-163	-165
Total funding	-162	-162	-163	-165

Expenditure:

Staffing	1,220	1,242	1,260	1,280
Non staffing	1,775	2,161	1,906	1,885
Total expenditure	2,995	3,403	3,166	3,165

Net budget ⁴	2,833	3,241	3,003	3,000
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	2016/17	2017/18
FTE	25	25

Summary budget movement

	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	2,833	3,241	3,003	
Income Inflation	-2	-2	-2	
Virements	516	0	0	
Inflation Pay	19	20	21	
Inflation Non-pay	2	2	1	
Members allocation reduction	-105	0	0	G
Community Improvement Fund	0	-236	0	G
Marginal Savings	-22	-22	-23	G
Movements	408	-238	-3	
Revised budget	3,241	3,003	3,000	

Note 4: Net Budget supported by general government grants and reserves.

Coroner

Financial Budget

2017/20

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
County Coroner	1,775	1,739	1,714	1,727
Net budget ⁴	1,775	1,739	1,714	1,727
<u>Expenditure:</u>				
Staffing	392	396	400	404
Non staffing	1,383	1,343	1,314	1,323
Total expenditure	1,775	1,739	1,714	1,727
Net budget ⁴	1,775	1,739	1,714	1,727

	2016/17	2017/18
FTE	2	2

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	1,775	1,739	1,714	
<u>Pressures and changes</u>				
Inflation Pay	4	4	4	
Inflation Non-pay	24	27	27	
Seek efficiencies and streamline processes	-64	-56	-18	G
Movements	-36	-25	13	
Revised budget	1,739	1,714	1,727	

Note 4: Net Budget supported by general government grants and reserves.



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 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 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 electronic 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' strategic goals. For Surrey they are Wellbeing, Economic Prosperity and Resident Experience. For Buckinghamshire they are Safeguarding Our Vulnerable; Creating Opportunities and Building Self Reliance; and Ensuring Buckinghamshire is 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 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.
5. Strengthen the sense of one service, embedding our values, supporting and developing our staff, to enable us to better protect residents and support businesses.

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 2017/18.

Net Revenue
Expenditure =£2.9m

Trading Standards,
£2.9m

Contributions
to joint budget =£2.9m

Buckinghamshire CC,
£1.0m

Surrey CC, £1.9m

Head of Service : Steve Ruddy

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Trading Standards	3,039	2,850	2,724	2,696
Net budget ²	3,039	2,850	2,724	2,696
<u>Funding:</u>				
Fees & Charges	-290	-488	-626	-665
Reimbursements and recoveries of costs	-346	-349	-354	-358
Total funding	-636	-837	-980	-1,023
<u>Expenditure:</u>				
Staffing	3,320	3,371	3,426	3,479
Non Staffing	355	316	278	240
Total expenditure	3,675	3,687	3,704	3,719
Net budget ²	3,039	2,850	2,724	2,696
SCC Contribution	2,006	1,881	1,798	1,779
Buckinghamshire County Council Contribution	1,033	969	926	917
Joint Budget	3,039	2,850	2,724	2,696

	2016/17	2017/18
FTE	75	74

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	3,039	2,850	2,724	
<u>Pressures and changes</u>				
General Inflation	59	60	60	
Income Inflation	-7	-9	-11	
<u>Efficiency / service transformation</u>				
Further savings (marginal gains)	-46	-44	-44	G
Buckinghamshire Partnership	-86	-37	-2	G
Additional income generation	-109	-96	-31	G
Movements	-189	-126	-28	
Revised budget	2,850	2,724	2,696	

Note 4: Net Budget supported by general government grants and reserves.

Note 35: 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



Peter Milton
Head of Cultural
Services

Our purpose

Our purpose is to provide a range of relevant, dynamic 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 – ten 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 2,200 adult learning courses at seven adult learning centres and approximately 115 external venues. Provision includes courses for Family Learning and for 1,180 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 12,000 deaths, 20,000 births, conducting approximately 2,200 citizenship ceremonies, 4,000 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

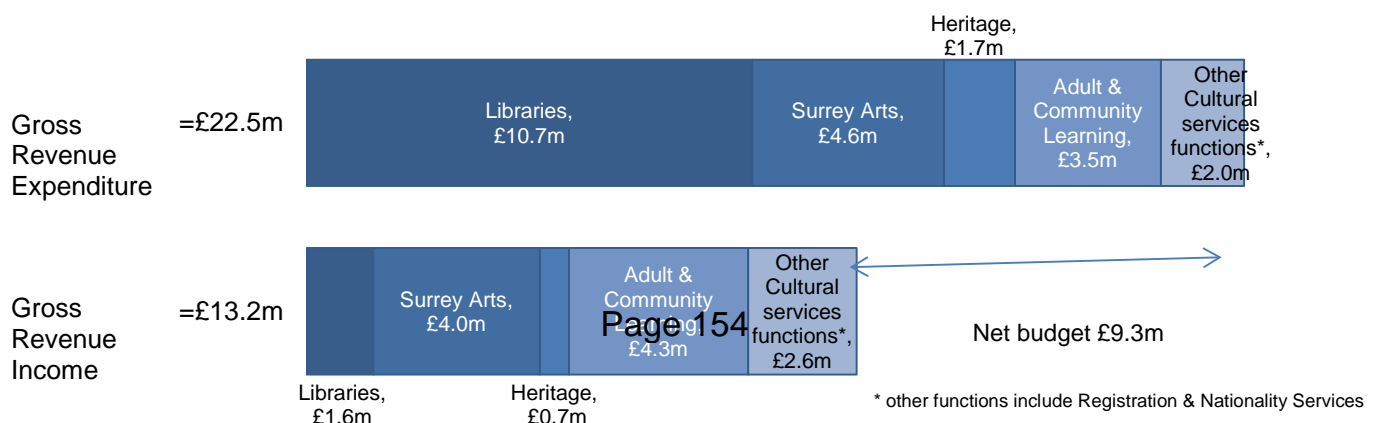
The main challenge we face in the coming year is to maintain the quality and breadth of services with diminishing resources. We must meet the needs of existing service users, and provide services relevant to them at the same time as addressing demands of demographic and social change. Creative, resourceful 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 2017/18 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



Cultural Services

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Head of Service: Peter Milton

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Libraries	9,307	9,089	8,719	8,679
Surrey Arts	519	528	302	320
Heritage	991	1,006	937	927
Adult & Community Learning	-829	-869	-909	-955
Registration & Nationality Service	-584	-619	-653	-679
Supporting Cultural Services	156	153	151	150
Net budget ⁴	9,560	9,288	8,547	8,442

Funding

UK Government grants	-3,692	-3,811	-3,811	-3,811
Fees & charges	-8,510	-8,543	-8,753	-8,961
Contributions from OLA's	-267	-268	-271	-274
Joint working income	-29	-29	-30	-31
Property income	-186	-190	-193	-197
Reimbursement & recovery of costs	-448	-460	-471	-482
Total funding	-13,132	-13,301	-13,529	-13,756

Expenditure:

Staffing	18,729	19,007	18,781	18,847
Non staffing	3,963	3,582	3,295	3,351
Total expenditure	22,692	22,589	22,076	22,198

Net budget ⁴	9,560	9,288	8,547	8,442
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	2016/17	2017/18
FTE ³⁶	529	529

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000
Prior year budget	9,560	9,288	8,547
<u>Pressures and changes</u>			
Income Inflation	-174	-177	-181
Virements	-5		
Inflation	373	370	360
Efficiency / Service transformation	-466	-934	-284
Movements	-272	-741	-105
Revised budget	9,288	8,547	8,442

Cultural Services

Detailed budget movement by year

	2017/18 £000s	2018/19 £000s	2019/20 £000s	RAG
Funding changes				
Income Inflation	-174	-177	-181	
Total funding changes	-174	-177	-181	
Pressures and changes				
Virements	-5			
<u>Inflation</u>				
Inflation Pay	302	304	300	
Inflation Non-pay	71	66	60	
Total inflation	373	370	360	
Total Pressure and changes	368	370	360	
Savings				
<u>Efficiency / Service transformation</u>				
Libraries redesign service delivery		-180		G
Cultural Savings		-250		A
Libraries - Reduction to Resources budget	-246	-100		G
Libraries - Reclassification	-121			G
Libraries - Develop Community Supported Offer		-220		A
Libraries - Team Staffing reductions	-30	-46	-208	G
Arts - Reduce subsidy of on-line services	-15			G
ACL - Improve Marketing	-22	-23	-28	G
Registration - increase income	-26	-25	-16	G
Heritage restructure		-85	-25	A
Other savings	-6	-5	-7	G
Total Service reduction	-466	-934	-284	
Net budget movement	-272	-741	-105	



Ann Charlton,
Director of Legal
Democratic and Cultural
Services

Our purpose

Our purpose is to:

- Provide excellent leadership team support in order to ensure that the senior leaders of the organisation are assisted and enabled to carry out their functions efficiently and effectively.
- Ensure the decision making processes, compliance and scrutiny functions of the council are efficient and effective, enabling the business of the Council to be carried out in a transparent and accountable manner.
- Support and contribute to the delivery of the council's strategic goals.
- Drive and support service transformation and organisational change.
- Deliver professional advice and support to others through our Civic Support Team, Information Governance Team and School Appeals Service

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

Our challenges and opportunities

The demand for democratic services continues to grow in an environment which is increasingly more complex and where the 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. They also require efficient and effective support as demands on the leadership team are increased.

Our key actions

We will prioritise five actions for 2017-18 to support achievement of the Council's corporate strategy goals of Wellbeing, Economic prosperity and Resident experience:

1. Implement the plans for the 2017 county council elections, including the delivery of an Induction Programme that meets the South East Employers' Charter Plus standard and equips new and returning Members with the knowledge and skills necessary to fulfil their roles effectively.
2. Ensure that our Cabinet, Regulatory and Scrutiny processes enable Members to take efficient, effective and transparent decisions and enhance the opportunities for residents to influence and shape Council services.
3. Increase collaborative working both with other services, to ensure that officers understand the political structure of the council and are able to work effectively with Members, and with partners to support the delivery of the Council's key priorities and ensure the Council is meeting its statutory duties.
4. Develop our staff, ensuring that they are equipped with the right knowledge and skills to deliver a high quality service and contribute innovative ideas to help meet the challenges in the year ahead.
5. Help the Council meet its budgetary requirements by ensuring value for money, optimising the income generated by the School Appeals Service and exploring other options for income generation.

Our budget

The council has an operating revenue budget of £1.7 billion. A capital programme worth £386 million is also planned over the next three years. The charts below show how Legal and Democratic Service's spending has been allocated for 2017/18.

Net
Revenue
Expenditure

=£5.8m



Democratic Services

10

Head of Service: Katie Booth

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Democratic Services Team	1,910	1,918	1,927	1,936
Member Allowances & Expenses	2,090	2,110	2,129	2,150
Voluntary & Community Sector Support	484	462	450	437
Local Elections	16	1,350	17	17
Net budget ⁴	4,500	5,840	4,523	4,540
Funding				
UK Government grants	-61	-66	-66	-66
Reimbursement & recovery of costs	-161	-164	-167	-172
Total funding	-222	-230	-233	-238
Expenditure:				
Staffing	1,929	1,942	1,951	1,961
Non staffing	2,793	4,128	2,805	2,817
Total expenditure	4,722	6,070	4,756	4,778
Net budget ⁴	4,500	5,840	4,523	4,540

	2016/17	2017/18
FTE	49	46

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	4,500	5,840	4,523	
<u>Pressures and changes</u>				
Income Inflation	-3	-3	-3	
Virement	-1			
Local Elections	1,333	-1,333		
Inflation	77	85	86	
Modern Council	-44	-44	-44	G
Voluntary Sector reduction	-22	-22	-22	G
Movements	1,340	-1,317	17	
Revised budget	5,840	4,523	4,540	

Note 4: Net Budget supported by general government grants and reserves.



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 services continues to grow, in an environment that is complex and where resources are reducing. A particular area of growth is child protection where there has been an unprecedented increase in volume and complexity. The growing partnership and collaborative agenda, drives the need for activities which cross organisational boundaries. There is increasing emphasis on introducing 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. The creation of Orbis Public Law, a partnership with the legal teams of East and West Sussex and Brighton and Hove is an opportunity to reduce costs and increase opportunities for legal staff.

Our key actions

We will prioritise four actions for 2017-18 to support achievement of the Council's corporate strategy goals of Wellbeing, Economic prosperity and Resident experience:

1. Continue to develop Orbis Public Law as we enter into a financial year where we have a single shadow budget
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. With Orbis colleagues, focus on priority areas for integration – these are child protection and advocacy and commercial work and are key to reducing spend and increasing income generation.
4. 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 £386 million is also planned over the next three years. The charts below show how Legal Service's spending has been allocated for 2017/18.

Net Revenue
Expenditure

=£4m

Legal Services,
£4.0m
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Head of Service: Sarah Baker

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Legal Services	3,915	3,975	3,898	3,923
Net budget ⁴	3,915	3,975	3,898	3,923
<u>Funding</u>				
Reimbursement & recovery of costs	-327	-404	-412	-420
Total funding	-327	-404	-412	-420
<u>Expenditure:</u>				
Staffing	3,487	3,594	3,509	3,526
Non staffing	755	785	801	817
Total expenditure	4,242	4,379	4,310	4,343
Net budget ⁴	3,915	3,975	3,898	3,923

	2016/17	2017/18
FTE	80	79

Summary budget movement	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Prior year budget	3,915	3,975	3,898	
<u>Pressures and changes</u>				
Income Inflation	-7	-8	-8	
Virements	15	0	0	
Childcare cases	100	0	0	
Inflation Pay	55	57	56	
Inflation Non-pay	15	16	16	
Remove vacant posts	-48	0	0	G
Increased Income in line with current achievement	-70	0	0	G
Management change Orbis Public Law	0	-142	0	G
Other Changes	0	0	-39	G
Movements	60	-77	25	
Revised budget	3,975	3,898	3,923	

Note 4: Net Budget supported by general government grants and reserves.

Central Income & Expenditure

Financial Budget

2017/20

Central Income & Expenditure

Director of Finance: Sheila Little

Policy Budget (by activity)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Pensions back funding	11,146	11,146	11,146	11146
Redundancy & Compensation	6,487	8,641	8,641	8641.0098
Other Initiatives	-2,250	-2,057	-4,099	-2496
Apprenticeship Levy		1,250	1,250	1250
Land Drainage Precept	1,098	1,125	1,153	1182.1836
Contribution to/from reserves & provisions	-673	1,698	3,956	10721
Interest Payable	17,739	11,525	11,688	12454
Minimum Revenue Provision	26,479	21,418	23,683	25964
Government Grants	-174,764	-150,080	-106,550	-82790
Council Tax & Business rates	-672,200	-718,570	-756,653	-778678
Interest Receivable	-495	-415	-836	-1047
Net budget	-787,433	-814,319	-806,621	-793,653

Funding:

Council Tax	-614,903	-634,867	-651,603	-671,001
Council Tax - Adult Social Care Precept	-11,829	-31,034	-51,292	-52,805
Business Rates	-45,468	-52,669	-53,758	-54,872
Revenue Support Grant	-67,078	-28,000	-4,450	
Business Rate Top-up Grant	-59,406	-58,552	-60,347	-45,078
RSG Transitional Relief	-11,926	-12,175		
Other UK Government Grants	-36,354	-51,353	-41,753	-37,712
Income form Investments	-495	-415	-836	-1,047
Total funding	-847,459	-869,065	-864,039	-862,515

Expenditure:

Non staffing	60,026	54,746	57,418	68,862
Total expenditure	60,026	54,746	57,418	68,862

Net budget	-787,433	-814,319	-806,621	-793,653
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	2017/18 £000	2018/19 £000	2019/20 £000
Summary budget movement			
Prior year budget	-787,433	-814,319	-806,621
Pressures & changes	-2,202	10,382	15,970
Savings	-24,684	-2,684	-3,002
Movements	-26,886	7,698	12,968
Revised budget	-814,319	-806,621	-793,653

Central Income & Expenditure

Detailed budget movement by year

	2017/18 £000	2018/19 £000	2019/20 £000	
Pressures & Changes				
Funding	-18,801	5,222	24	
Legislation				
Land Drainage Precept	27	28	29	
Market/Service Delivery				
Interest Payable	2,860	344	-134	
Minimum Revenue Provision	2,814	3,401	5,786	
Pension Fund Deficit Funding	1,802	1,806	1,911	
Contributions to Reserves	2,982	5,257	6,765	
Other Initiatives	5,916	-3,869	1,589	
Redundancy	2,000			
Pensions back funding	-1,802	-1,807		
Total Pressures & Changes	-2,202	10,382	15,970	
	0	0	0	
	2017/18 £000	2018/19 £000	2019/20 £000	RAG
Savings				
Efficiency/Service Transformation				
Public Health (Other Initiatives)	-1,805	-1,173	14	R
Treasury Management (Interest Payable)	-8,600	-500	500	G
Other Initiatives	-2,503			G
Pension Fund contribution for Members	-165			G
Minimum Revenue Provision	-8,000	-1,011	-3,516	G
Education Services Grant	-3,000			G
Contributions to Reserves	-611			G
Total Savings	-24,684	-2,684	-3,002	
	0	0	0	