

Medium Term Financial Plan 2017-20

Section 1 Service Strategies and 2017-20 Detailed budgets



Overall Council

Income & Expenditure category summary

| | 2016/17 £'000 | 2017/18 £'000 | 2018/19 £'000 | 2019/20 £'000 |
|--|-------------------|-------------------|-------------------|-------------------|
| Funding | | | | |
| 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 |
| Expenditure | | | | |
| 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

| 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 | 2017/18 | 2018/19 | 2019/20 |
|--|--------|------|-----------------|-----------------|-----------------|-----------------|
| | | | £'000 | £'000 | £'000 | £'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 |

| Service Savings | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | RAG |
|--|-------------------------|-------------------------|-------------------------|------------|
| <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 | 2018/19 | 2019/20 | RAG |
|--|----------------|----------------|----------------|------------|
| | £000 | £000 | £000 | |
| 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 | 2018/19 | 2019/20 | Total |
|---|----------------|----------------|---------------|----------------|
| | £'000 | £'000 | £'000 | £'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 | | | | |
| | 2017/18 | 2018/19 | 2019/20 | Total |
| | £'000 | £'000 | £'000 | £'000 |
| Summary capital funding | | | | |
| 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:

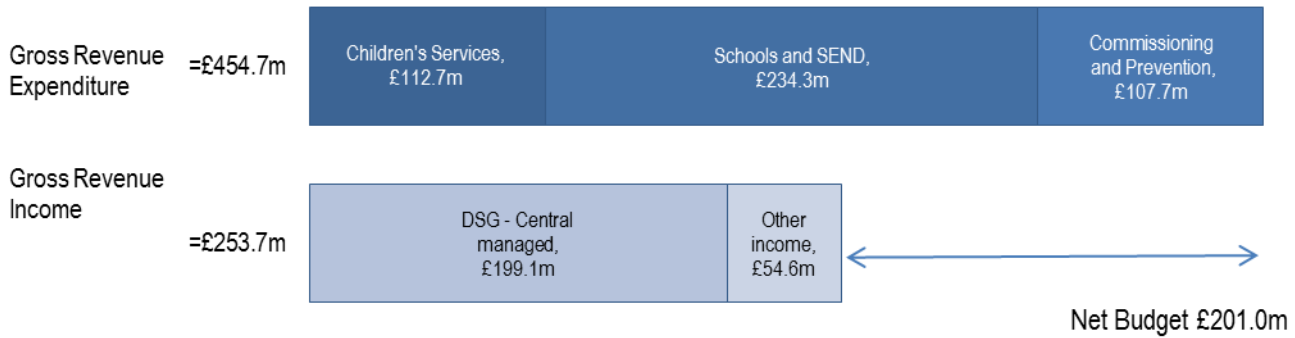
1. Improve outcomes for children in need of support and protection, ensuring they are safe and can thrive
2. Provide additional school places needed for the September 2017 school year
3. Support families through the Surrey Family Support Programme
4. Support young people to participate in education, 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:

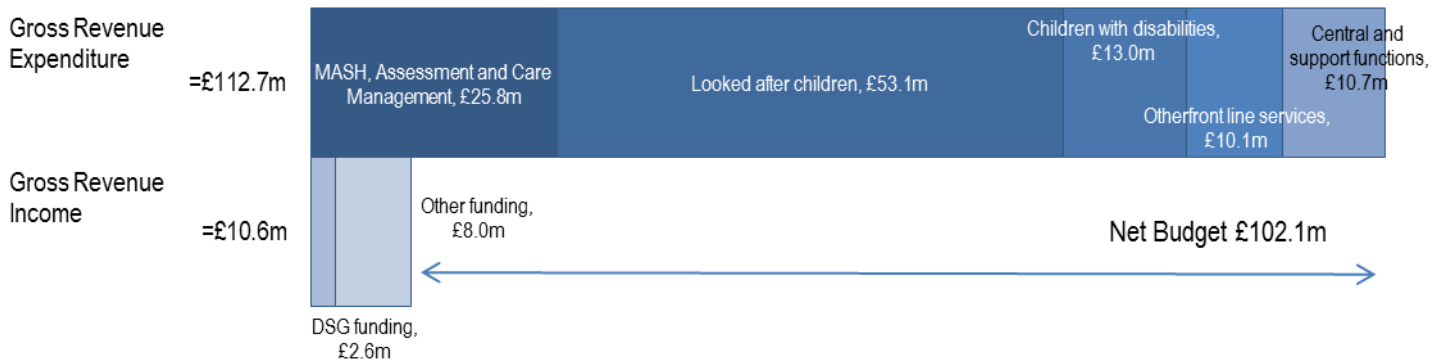
6. Embed consistently good practice that is child-focused and strength-based, developing the skills and culture to support and enable this (our Safer Surrey approach)
7. Build a new operating model for CSF Early Help services and re-shape the local early help offer and delivery with partners
8. Create 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

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

| | 2017/18 | 2018/19 | 2019/20 |
|-------------------------------------|--------------|--------------|--------------|
| | £000 | £000 | £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 | 2018/19 | 2019/20 | RAG |
|--|---------------|---------------|---------------|-----|
| | £000 | £000 | £000 | |
| 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 | |

| | 2017/18 | 2018/19 | 2019/20 | RAG |
|---|---------------|---------------|---------------|-----|
| | £000 | £000 | £000 | |
| Assessment of achievability of savings | | | | |
| 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 | 2017/18 | 2018/19 | 2019/20 |
|--------------------------------------|----------------|----------------|----------------|----------------|
| | £000 | £000 | £000 | £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 | 2017/18 | 2018/19 | 2019/20 |
| | £000 | £000 | £000 | £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 | 2017/18 | 2018/19 | 2019/20 |
| | £000 | £000 | £000 | £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 | 2018/19 | 2019/20 |
|--|-------------|-------------|-------------|
| Pressures and changes | £000 | £000 | £000 |
| <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 | 2018/19 | 2019/20 | RAG |
|---|---------------|---------------|-------------|-----|
| Savings | £000 | £000 | £000 | |
| <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 | |

| Assessment of achievability of savings | 2017/18 | 2018/19 | 2019/20 | RAG |
|---|---------------|---------------|-------------|-----|
| | £000 | £001 | £002 | |
| 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 | 2018/19 | 2019/20 | RAG |
|---|----------------|---------------|---------------|-----|
| Savings | £000 | £000 | £000 | |
| <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 | 2018/19 | 2019/20 | RAG |
|--|----------------|---------------|---------------|-----|
| | £000 | £000 | £000 | |
| 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 budgets ²² | | | | |
| 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

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 Management ²³ | 17,005 | 16,833 | 15,966 | 16,203 |
| 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....

| Summary SCC | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | 2019/20 £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

| | 2017/18 | 2018/19 | 2019/20 | |
|--|----------------|----------------|------------|------------|
| | £000 | £000 | £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 | 2018/19 | 2019/20 | RAG |
| | £000 | £000 | £000 | |
| 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 | 2018/19 | | RAG |
| | £000 | £000 | | |
| 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



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

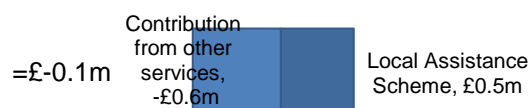
We will prioritise three actions for 2017/18 to support achievement of the council's three corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*.

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

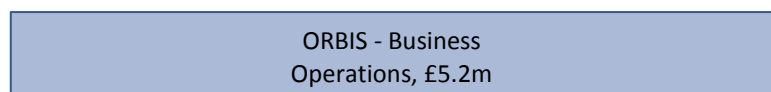
The Business Operation service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how Business Operations service's spending has been allocated for 2016/17.

Orbis - Managed
Budget for SCC



Orbis - Joint
operating
budget*

=£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.

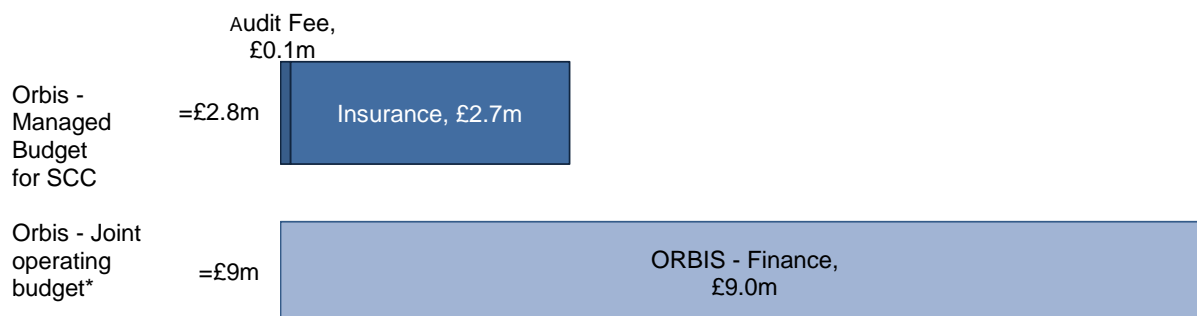
Our key actions

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.

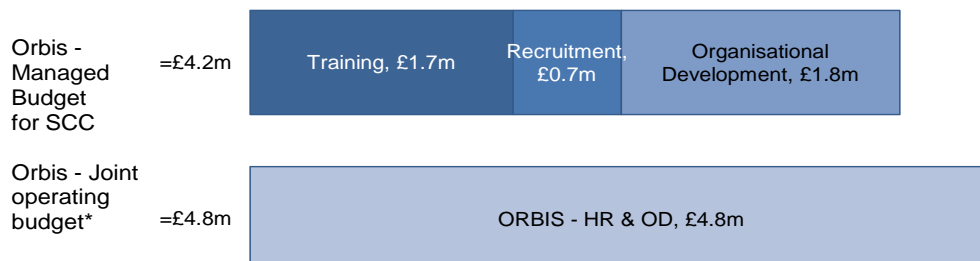
Our key actions

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.



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

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 |
| <u>Funding:</u> | | | | |
| Contribution and contract income | -65 | -20 | -20 | -20 |
| Total funding | -65 | -20 | -20 | -20 |
| <u>Expenditure:</u> | | | | |
| 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 |

| | 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.

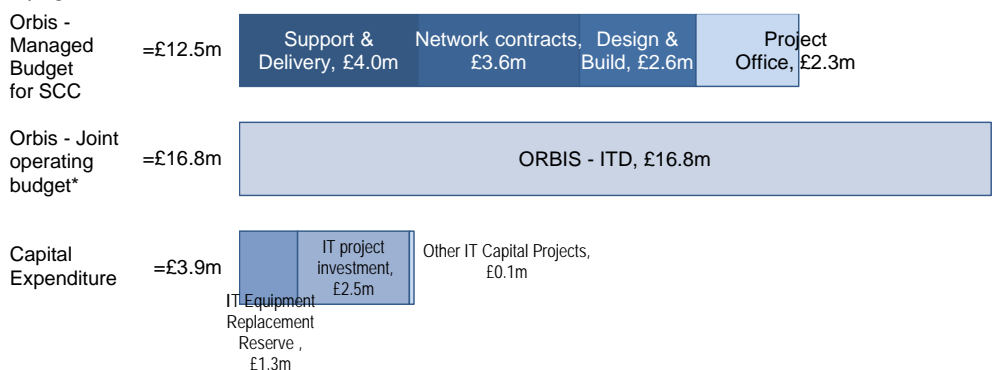
Our key actions

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.



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

Budgets Managed by the Orbis Partnership - Information Technology & Digital

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 |
|--------------------------------|---------------|---------------|---------------|---------------|

| | 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 |

| Capital Programme | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2017-20 £000 |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|
| 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 | 2018/19 | 2019/20 |
|------------------------------------|---------|---------|---------|
| | £000 | £000 | £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 | 2018/19 | 2019/20 | RAG |
|------------------------------|---------|---------|---------|-----|
| Savings: Efficiencies | £000 | £000 | £000 | |
| 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



Orbis -
Joint
operating
budget*
=£3.2m



Budgets Managed by the Orbis Partnership - Procurement

Assistant Director: Laura Forzani

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 |
| <u>Expenditure:</u> | | | | |
| 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 |
| <u>Pressures and changes:</u> | | | |
| 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.

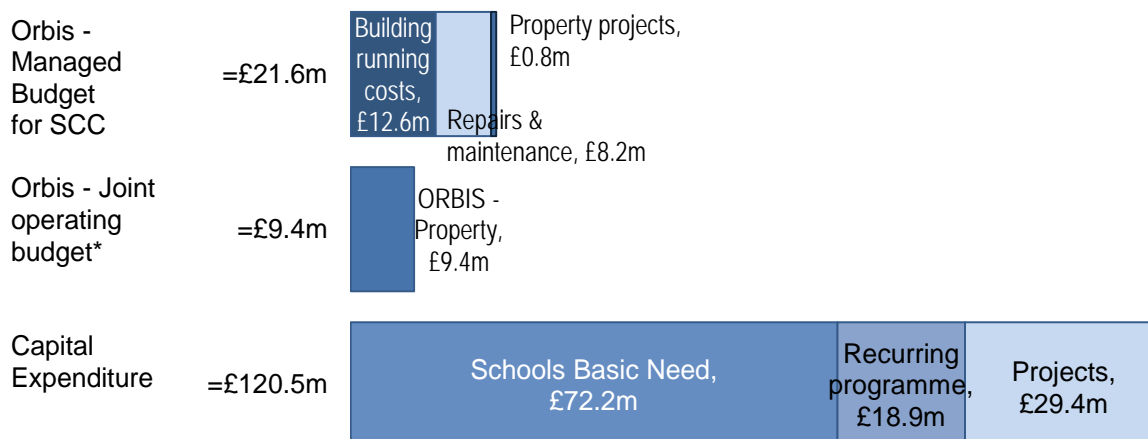
Our key actions

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

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 |
| <u>Funding:</u> | | | | |
| 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 |
| <u>Expenditure:</u> | | | | |
| 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 |

| | 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 | |

| | 2017/18 | 2018/19 | 2019/20 | |
|---|---------|---------|---------|-----|
| | £000 | £000 | £000 | RAG |
| Assessment of achievability of savings | | | | |
| 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

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

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 |
|--------------------------------|--------------|--------------|--------------|--------------|

| | 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

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.



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



Strategy & Performance

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 |
| <u>Funding</u> | | | | |
| UK Government grants | -435 | -464 | -464 | -464 |
| Reimbursement & recovery of costs | -317 | -322 | -327 | -332 |
| Total funding | -752 | -786 | -791 | -796 |
| <u>Expenditure:</u> | | | | |
| 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 |

| | 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.

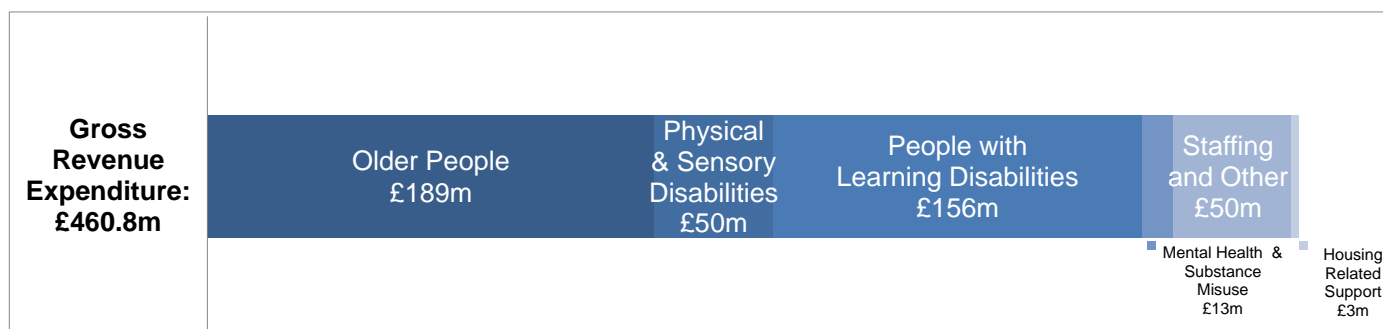
Opportunities – Collaborating with health partners to deliver local integrated community-based health and social care. Using technology to enable new and creative models of delivery to be implemented. Encouraging people to build networks of support amongst their family, friends and communities. Developing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

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

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

| | 2017/18 £000s | 2018/19 £000s | 2019/20 £000s | RAG |
|--|-------------------------|-------------------------|-------------------------|-----|
| Savings | | | | |
| <u>Efficiency/Service Transformation Savings</u> | | | | |
| <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 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 | |
| <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 | |
| 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

Public Health

Strategic Director: Helen Atkinson

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

Emergency Management 2017/18



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

| | 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 |
| <u>Funding:</u> | | | | |
| Contribution and contract income | -42 | -63 | -84 | -106 |
| Total funding | -42 | -63 | -84 | -106 |
| <u>Expenditure:</u> | | | | |
| 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.

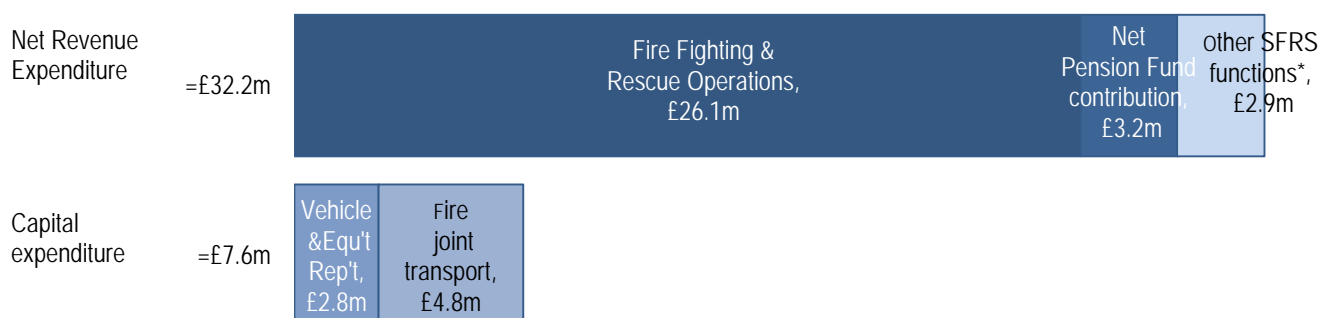
Our key actions

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

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 |

| | 2016/17 | 2017/18 |
|------------|------------|------------|
| FTE | 648 | 608 |

| | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 |
|-------------------------------------|-----------------|-----------------|-----------------|
| Summary budget movement | | | |
| 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

Our purpose



Lucy Monie, Head of Highways & Transport

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

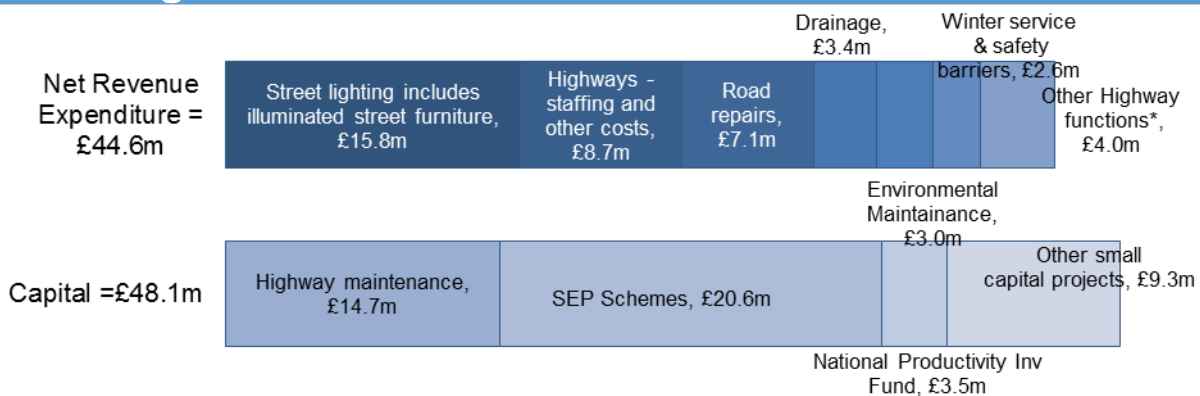
Our challenges include: budget uncertainty, managing one of the busiest networks in the country and the wear and tear and congestion that results, high levels of customer expectation, a depreciating network and skills and supply chain shortages. Our opportunities centre on securing longer term funding 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

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 |

| | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 |
|--------------------------------|-----------------|-----------------|-----------------|
| Summary budget movement | | | |
| 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 Gyrotory 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

| | 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 | RAG |
|--|---------------|---------------|-------------|-----|
| | £000 | £000 | £000 | |
| 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 | |

| | 2017/18 | 2018/19 | 2019/20 | RAG |
|---|---------------|---------------|-------------|-----|
| | £000 | £000 | £000 | |
| Assessment of achievability of savings | | | | |
| 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



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

| | 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 | 2018/19 | 2019/20 | 2017-20 |
|---|----------------|----------------|----------------|----------------|
| | £000 | £000 | £000 | £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

| | 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 |
| | | | |
| PI <u>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 | RAG |
|--|---------------|---------------|-------------|-----|
| | £000 | £000 | £000 | |
| 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 | RAG |
|----------------------|---------------|---------------|-------------|-----|
| | £000 | £000 | £000 | |
| 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

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 |
|-----------------------------|------------------------------|-------------------------|-----------------------|

Community Partnership & Safety

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 |
|--------------------------------|--------------|--------------|--------------|--------------|

| | 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

Coroner

Coroner: Giles Adey

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

Trading Standards ³⁵

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

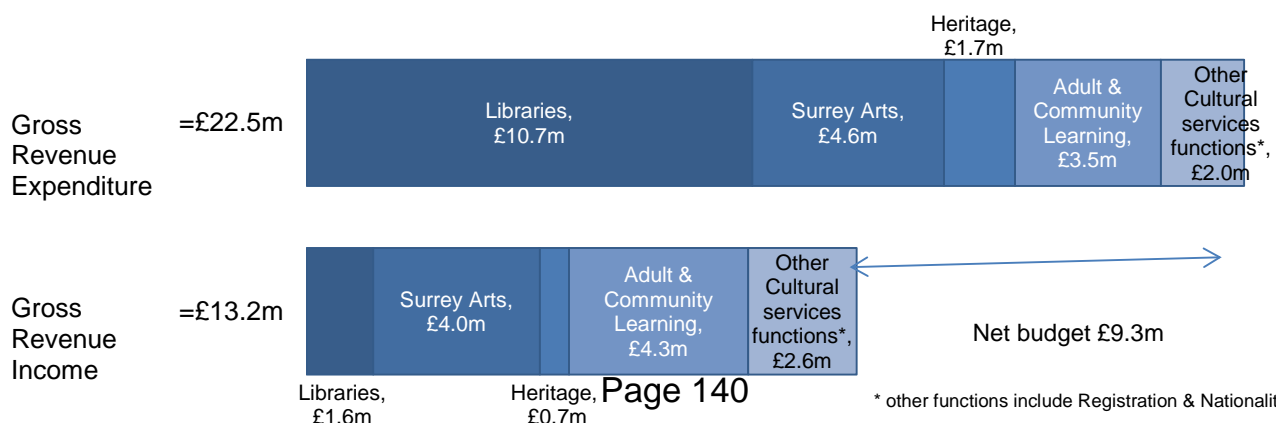
The main challenge we face in the coming year is to maintain the quality and breadth of services with diminishing resources. We must meet the needs of existing service users, and provide services relevant to them at the same time as addressing demands of demographic and social change. Creative, resourceful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

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 |
| <u>Funding</u> | | | | |
| 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 |
| <u>Expenditure:</u> | | | | |
| 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 |

| | 2016/17 | 2017/18 |
|--------------------------|------------|------------|
| FTE ³⁶ | 529 | 529 |

| | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 |
|-------------------------------------|-----------------|-----------------|-----------------|
| Summary budget movement | | | |
| 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

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

Legal Services

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 |
| Funding | | | | |
| Reimbursement & recovery of costs | -327 | -404 | -412 | -420 |
| Total funding | -327 | -404 | -412 | -420 |
| Expenditure: | | | | |
| 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 | |
| Pressures and changes | | | | |
| 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 |
| <u>Funding:</u> | | | | |
| 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 |
| <u>Expenditure:</u> | | | | |
| 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 |

| | 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 | 2018/19 | 2019/20 | |
| | £000 | £000 | £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 | |