

# Medium Term Financial Plan 2018-21

Draft: 22/3/18  
Amended  
To be approved 27 March 2018



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## Overall Council

### Income & Expenditure category summary

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
<b>Funding</b>				
Council Tax	-634,867	-658,047	-685,876	-707,323
Council tax - Adult Social Care support	-31,034	-50,938	-51,447	-51,962
Business rates	-52,669	-375,861	-57,872	-58,872
<b>Local taxation support</b>	<b>-718,569</b>	<b>-1,084,846</b>	<b>-795,195</b>	<b>-818,157</b>
Business Rates (+) Tariff / (-) Top-up	-58,552	234,273	-44,842	-44,842
Revenue Support Grant	-28,000	0	0	0
Transition Grant	-12,175	0	0	0
Dedicated School Grants	-507,248	-487,717	-494,728	-494,728
Other UK Government grants	-149,247	-139,919	-134,688	-132,402
<b>Central Government support</b>	<b>-755,222</b>	<b>-393,363</b>	<b>-674,258</b>	<b>-671,972</b>
Capital receipts	0	-15,000	0	0
Contributions and contract income	-58,366	-62,281	-62,370	-62,460
Fire pension employee contributions	-2,630	-2,657	-2,683	-2,710
Partner (non SCC) funding	-1,666	-1,966	-1,840	-1,605
Fees and charges	-97,590	-102,708	-105,108	-107,433
Property income	-8,669	-9,171	-9,314	-9,498
Income from investment	-415	-4,168	-7,468	-7,738
Reimbursements and recovery of costs	-12,498	-14,547	-15,317	-15,530
<b>Discretionary and other service income</b>	<b>-181,834</b>	<b>-197,498</b>	<b>-204,100</b>	<b>-206,974</b>
<b>Total funding</b>	<b>-1,655,626</b>	<b>-1,690,707</b>	<b>-1,673,553</b>	<b>-1,697,103</b>
<b>Expenditure</b>				
Service staffing	277,265	286,828	282,188	283,588
Service non-staffing	1,039,963	1,096,437	1,141,913	1,171,355
Schools - net expenditure	345,063	314,456	321,467	321,467
Pension payments	14,128	14,269	14,412	14,556
Transformational Savings			-86,427	-93,863
<b>Total expenditure</b>	<b>1,676,418</b>	<b>1,711,989</b>	<b>1,673,553</b>	<b>1,697,103</b>
<b>Funded by reserves</b>	<b>20,792</b>	<b>21,282</b>	<b>0</b>	<b>0</b>

## Gross expenditure revenue budget 2018/21

Revenue Summary	Note	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Children's services		112,769	137,382	140,261	142,482
Commissioning and Prevention		107,695	114,502	109,994	110,492
Schools and Special Educational Needs and Disabilities (SEND)		234,273	228,835	231,522	236,343
Delegated Schools		345,063	314,456	321,467	321,467
<b>Children, Schools and Families (CSF)</b>		<b>799,801</b>	<b>795,175</b>	<b>803,243</b>	<b>810,783</b>
<b>Adult Social Care</b>		<b>458,426</b>	<b>499,677</b>	<b>528,831</b>	<b>558,084</b>
<b>Public Health</b>		<b>37,904</b>	<b>37,331</b>	<b>36,495</b>	<b>36,377</b>
Highways and Transport		52,766	54,131	56,409	58,855
Place Development & Waste		89,256	97,398	102,133	104,215
Community Partnership and Safety		2,896	2,453	2,677	2,902
<b>Environment &amp; Infrastructure</b>		<b>144,918</b>	<b>153,982</b>	<b>161,219</b>	<b>165,972</b>
<b>Fire and Rescue Service</b>		<b>43,950</b>	<b>44,207</b>	<b>40,639</b>	<b>39,261</b>
Communities support function		948	695	707	718
Coroner		1,739	2,332	2,360	2,397
Cultural Services		22,589	21,832	21,602	21,348
Emergency Management		552	522	531	540
Trading Standards		3,687	3,706	3,725	3,744
<b>E&amp;I - Communities</b>		<b>29,515</b>	<b>29,087</b>	<b>28,925</b>	<b>28,747</b>
ORBIS - Joint operating budget		37,585	35,611	34,420	34,786
ORBIS - Managed budgets	1	52,284	53,062	54,666	56,378
<b>Business Services</b>		<b>89,869</b>	<b>88,673</b>	<b>89,086</b>	<b>91,164</b>
Communications		2,105	1,811	1,801	1,834
Customer Services		3,508	3,419	3,395	3,375
Democratic Services		6,070	4,990	5,014	5,040
Legal Services		4,379	4,314	4,351	4,407
Strategy and Performance		3,224	2,482	2,521	2,499
Strategic Leadership		915	793	806	819
<b>Chief of Staff</b>		<b>20,201</b>	<b>17,809</b>	<b>17,888</b>	<b>17,974</b>
<b>Central Income and Expenditure</b>		<b>51,835</b>	<b>46,047</b>	<b>53,653</b>	<b>42,602</b>
<b>Transformational Savings</b>				<b>-86,387</b>	<b>-93,803</b>
<b>Total gross expenditure</b>		<b>1,676,418</b>	<b>1,711,989</b>	<b>1,673,592</b>	<b>1,697,163</b>

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 grant estimates as at 28 February 2018

		Current	Estimates		
		2017/18	2018/19	2019/20	2020/21
		£'000	£'000	£'000	£'000
Mental Health Deprivation of Liberty	Adult Social care	-80	-80	-80	-80
Adult Community Learning	Cultural Services	-2,406	-2,406	-2,406	-2,406
Adult Social Care support grant	Adult Social care	-4,000	-2,497		
Asylum Migration Fund	Children Services	0	-59	-59	0
Asylum Seekers	Children Services	-4,200	-5,400	-5,400	-5,400
Bikeability	Place Development & Waste	-213	-256	-285	-285
Bus service operator grant <sup>2</sup>	Place Development & Waste	-1,416	-1,125	-1,125	-1,125
Business Rate cap grant	Central Income and Expenditure	-1,546	-1,667	-1,667	-1,667
Business Rate retention Scheme	Central Income and Expenditure	-1,523	-1,393	-1,393	-1,393
Community Voices - Add Prison funding	Central Income and Expenditure	-421	-421	-421	-421
Countryside - other grants	Place Development & Waste	-71	-77	-77	-77
Dedicated School Grant	All Children, School & families Services	-507,247	-487,717	-494,728	-494,728
Dedicated School Grant - Corporate Allocation	Central Income and Expenditure	-5,744	-8,744	-8,744	-8,744
Education Funding Agency	Children Services	-11,086	-8,039	-8,039	-8,039
Education Services Grant	Central Income and Expenditure	-1,869			
Extended Rights to Travel	Children Services	-128	-129	-129	-129
Fire Pension	Fire and Rescue Service	-8,245	-8,728	-8,815	-8,903
Fire Revenue	Fire and Rescue Service	-394	-394	-394	-394
Flood water management	Highways and Transport	-92	-98	-104	-104
Health Watch	Democratic Services		-464	-464	-464
Health Watch	Strategy and Performance	-464			
Improved Better Care Fund	Adult Social care	-7,500	-7,895	-7,078	-7,078
Independent Living Fund	Central Income and Expenditure	-1,791	-1,791	-1,791	-1,791
Music Grant, Surrey Arts	Cultural Services	-1,388	-1,388	-1,388	-1,388
New Homes Bonus	Central Income and Expenditure	-5,055	-2,430	-1,970	
PE & Sport	Children Services	-2,185	-4,026	-4,026	-4,026
Police & Crime Panel	Democratic Services	-66	-66	-66	-66
Preparation for Employment	Children Services	-18	0	0	0
Private Financing Initiative	Central Income and Expenditure	-19,022	-16,702	-16,702	-16,702
Public Health	Public Health	-37,504	-36,540	-35,575	-35,575
Pupil Premium	Children Services	-17,730	-14,946	-14,946	-14,946
Registration deaths	Cultural Services	-17	-17	-17	-17
Remand Grant	Children Services	0	-62	-62	-62
Staying put	Central Income and Expenditure	-221	-166	-166	-166
Social innovation grant	Children Services		-264	-264	-264

## Government grant estimates as at 28 February 2018

		Current	Estimates		
		2017/18	2018/19	2019/20	2020/21
		£'000	£'000	£'000	£'000
Surrey Area of Outstanding Natural Beauty	Place Development & Waste	-103	-144	-144	-144
Sustainable Travel Grant	Place Development & Waste	-59	-63	-63	-63
Troubled Families	Children Services	-1,521	-959	-345	0
Universal Infant school Meals	Children Services	-10,542	-9,853	-9,853	-9,853
Youth Justice Board	Children Services	-628	-630	-630	-630
<b>Total Grant Estimates</b>		<b>-656,495</b>	<b>-627,636</b>	<b>-629,416</b>	<b>-627,130</b>

Note 2: The Government is reviewing the Bus Service Operator Grant, so the figures for 2019/20 are estimates

### Grant estimate by service

Delegated Schools		-345,063	-314,456	-321,467	-321,467
Schools and Special Educational Needs and Disabilities (SEND)		-134,801	-132,769	-132,769	-132,769
Children's services		-6,757	-8,280	-8,280	-8,221
Commissioning and Prevention		-68,664	-76,579	-75,965	-75,620
<b>Children, Schools and Families (CSF)</b>		<b>-555,285</b>	<b>-532,084</b>	<b>-538,481</b>	<b>-538,077</b>
<b>Adult Social Care</b>		<b>-11,580</b>	<b>-10,472</b>	<b>-7,158</b>	<b>-7,158</b>
Place Development & Waste		-1,862	-1,665	-1,694	-1,694
Highways and Transport		-92	-98	-104	-104
<b>Environment &amp; Infrastructure</b>		<b>-1,954</b>	<b>-1,763</b>	<b>-1,798</b>	<b>-1,798</b>
<b>Fire and Rescue Service</b>		<b>-8,639</b>	<b>-9,122</b>	<b>-9,209</b>	<b>-9,297</b>
Cultural Services		-3,811	-3,811	-3,811	-3,811
<b>E&amp;I - Communities</b>		<b>-3,811</b>	<b>-3,811</b>	<b>-3,811</b>	<b>-3,811</b>
<b>Public Health</b>		<b>-37,504</b>	<b>-36,540</b>	<b>-35,575</b>	<b>-35,575</b>
Democratic Services		-66	-530	-530	-530
Strategy and Performance		-464	0	0	0
<b>Chief of Staff</b>		<b>-530</b>	<b>-530</b>	<b>-530</b>	<b>-530</b>
<b>Central Income and Expenditure</b>		<b>-37,192</b>	<b>-33,314</b>	<b>-32,854</b>	<b>-30,884</b>
<b>Total Grant Estimates</b>		<b>-656,495</b>	<b>-627,636</b>	<b>-629,416</b>	<b>-627,130</b>

## Revenue budget movements

	Note	2018/19 £'000	2019/20 £'000	2020/21 £'000
<b>Summary budget movement</b>				
<b>Prior year budget</b>		<b>20,792</b>	<b>21,282</b>	<b>0</b>
Local taxation changes	3a	-366,276	289,651	-22,962
Major central government support changes	3b	333,000	-279,115	0
Change to government grants		6,634	4,652	1,941
<b>Funding changes</b>		<b>-26,642</b>	<b>15,188</b>	<b>-21,021</b>
Income inflation		-781	-760	-748
Pay inflation		4,536	4,832	4,834
Contract / market inflation		30,931	26,960	24,606
Inflation		34,686	31,032	28,692
Service Delivery	3c	13,045	14,709	-11,508
Demand		60,948	39,409	28,315
Legislation		-538	23	30
<b>Expenditure pressures</b>		<b>108,141</b>	<b>85,173</b>	<b>45,529</b>
<b>Pressures and changes</b>		<b>81,499</b>	<b>100,361</b>	<b>24,508</b>
Service transformation / efficiency		-64,453	-50,197	-17,062
Service reduction		-1,556	-18	-10
<b>Savings</b>		<b>-66,009</b>	<b>-50,215</b>	<b>-17,072</b>
<b>Transformational Savings</b>			<b>-86,427</b>	<b>-7,436</b>
<b>Capital receipt funding</b>		<b>-15,000</b>	<b>15,000</b>	
<b>Net Budget</b>		<b>21,282</b>	<b>0</b>	<b>0</b>

Note 3a: The 2018/19 Business Rates pilot increases Surrey County Council's retained business rates from £53m 2017/18 to £376m 2018/19. As the pilots are for one year only, in 2019/20 retained business rate revert back to £58m.

Note 3b: The Business Rates pilot moves Surrey County Council from a Business rates Top-up authority (2017/18 -£58.5m) to a tariff authority (2018/19 +£234.3m) and reverting back to a top-up authority (2019/20 -£44.8m).

Note 3c: Service Delivery 2020/21 (-£11.5m): Central Income & Expenditure relates to -£13m. This is due to changes in contribution to / from reserves.

### Savings deliverability category summary

RED – achievement of savings face severe challenges and barriers;	-13,340
AMBER – significant barriers exist to the savings being achieved and the service is developing plans to overcome this;	-26,824
GREEN – savings will be achieved with few internal or external barriers	-25,845
<b>Savings</b>	<b>-66,009</b>

<b>Service Savings summary</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2020/21 £'000</b>
Schools and Special Educational Needs and Disabilities (SEND)	-21,001	-18,407	-6,737
Children's services	-839	-3,301	-1,200
Commissioning and Prevention	-3,696	-4,737	0
<b>Children, Schools and Families (CSF)</b>	<b>-25,536</b>	<b>-26,445</b>	<b>-7,937</b>
<b>Adult Social Care</b>	<b>-18,400</b>	<b>-8,740</b>	<b>-5,928</b>
<b>Public Health</b>	<b>-2,166</b>	<b>-886</b>	<b>-175</b>
Place Development & Waste	95	-1,675	-1,737
Highways and Transport	-1,418	-178	-178
Community Partnership and Safety	-328	0	0
<b>Environment &amp; Infrastructure</b>	<b>-1,651</b>	<b>-1,853</b>	<b>-1,915</b>
<b>Fire and Rescue Service</b>	<b>-661</b>	<b>-4,075</b>	<b>-1,851</b>
Cultural Services	-959	-669	-671
Trading Standards	-140	-75	-61
Coroner	-56	-18	-10
Communities support function	-3	0	0
<b>E&amp;I - Communities</b>	<b>-1,158</b>	<b>-762</b>	<b>-742</b>
ORBIS - Managed budgets	-496	0	0
ORBIS - Joint operating budget	-2,696	0	0
<b>Business Services</b>	<b>-3,192</b>	<b>0</b>	<b>0</b>
Democratic Services	-466	-66	-66
Legal Services	-142	-39	-22
Customer Services	-165	-80	-75
Strategy and Performance	-140	0	-60
Communications	-201	-43	0
Strategic Leadership	0	0	0
<b>Chief of Staff</b>	<b>-1,114</b>	<b>-228</b>	<b>-223</b>
<b>Central Income and Expenditure</b>	<b>-12,131</b>	<b>-7,226</b>	<b>1,699</b>
<b>Total savings</b>	<b>-66,009</b>	<b>-50,215</b>	<b>-17,072</b>



**Itemised list of savings**

<b>Service</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Savings</b>	<b>£000 RAG</b>	<b>£000</b>	<b>£000</b>
<b>CSF - Children's services</b>			
Managing market inflation	-559 A	-559	
Support Services Review	-280 A	-280	
Early Help reduction in Looked After Children demand		-240	-360
Early Help reduction in Children in Need demand		-560	-840
Productivity efficiencies		-1,662	
<b>CSF - Children's services</b>	<b>-839</b>	<b>-3,301</b>	<b>-1,200</b>
<b>CSF - Commissioning and Prevention</b>			
Managing market inflation	-224 G	-224	
Early Help reconfiguration	-3,285 A	-3,285	
Early Help contract savings	-187 G		
Asset related savings from Early Help reconfiguration		-700	
Productivity efficiencies		-528	
<b>CSF - Commissioning and Prevention</b>	<b>-3,696</b>	<b>-4,737</b>	<b>0</b>
<b>CSF - Schools and SEND</b>			
Managing Market Inflation	-789 A	-789	
Home to School Transport - SEND	-1,174 A	-678	-1,392
Productivity Efficiencies	-2,392 A	-1,110	
Support Functions Reductions	-75 A		
Total Service transformation / efficiency savings	-4,430	-2,577	-1,392
Adjustment to grant funding	-2,000 G		
Total funding changes	-2,000		
<b>Savings - High needs DSG</b>			
Managing Market Inflation	-1,628 A	-1,628	-1,628
Areas of Focus - Inclusion, Commissioning, Provision, Transition	-11,649 R	-14,528	-1,175
School redesignations and occupancy	-1,294 A	-841	-542
Service shift of 300 Non Maintained independent (NMIs) provision to inhouse (Free Schools)		1,167	-2,000
Total savings - High needs DSG	-14,571	-15,830	-5,345
<b>CSF - Schools and SEND</b>	<b>-21,001</b>	<b>-18,407</b>	<b>-6,737</b>
<b>Children, Schools &amp; Families</b>	<b>-25,536</b>	<b>-26,445</b>	<b>-7,937</b>

**Itemised list of savings**

<b>Service Savings</b>	<b>2018/19 £000</b>	<b>2019/20 RAG £000</b>	<b>2020/21 £000</b>
<b>Adult Social Care</b>			
<u>Family, Friends &amp; Community Support</u>			
Family, Friends and Community support - core	-1,500	G	0
Family, Friends and Community support - stretch	-1,000	A	0
<b>Total Family, Friends &amp; Community Support</b>	<b>-2,500</b>		<b>0</b>
<u>Demand</u>			
Demand Management	-1,000	R	-1,000
Section 256 client group savings	-1,750	G	-1,500
<b>Total Demand</b>	<b>-2,750</b>		<b>-2,500</b>
<u>Learning Disabilities</u>			
Personalised strategic shift from residential care to community based provision for people with disabilities	-1,000	A	0
	-250	A	0
Commissioning for Older People with learning disabilities			
Optimisation of Transition pathways	-1,500	G	-1,500
Surrey Choices efficiency programme	-300	A	-300
Transport care packages review	-250	A	0
<b>Total Learning Disabilities</b>	<b>-3,300</b>		<b>-3,050</b>
<u>Continuing Health Care</u>			
Ensure correct application of National Continuing Health Care framework	-2,500	G	-750
Resolution of significant outstanding Continuing Health Care disputes / assessments	-1,500	A	0
<b>Total Continuing Health Care</b>	<b>-4,000</b>		<b>-1,500</b>
<u>Contracts and Grants</u>			
Contracts and Grants Review	-500	A	0
Housing Related Support decommissioning / retendering of social exclusion services	-3,449	A	-151
Closure of Surrey Information Hubs	-291	G	-121
Optimisation of main block contract rates	0	G	-80
Optimisation of other contract & grant rates	-288	G	-288
<b>Total Contracts and Grants</b>	<b>-4,528</b>		<b>-640</b>
<u>Workforce</u>			
Workforce synergies	-500	R	-800
<b>Total Workforce</b>	<b>-500</b>		<b>-800</b>
<u>Accommodation with Care and Support</u>			
Strategic review of Older People In-house services	-822	G	0
Expansion of extra care services	0	G	-207
<b>Total Accommodation with Care and Support</b>	<b>-822</b>		<b>0</b>
<b>Adult Social Care</b>	<b>-18,400</b>		<b>-8,740</b>
			<b>-5,928</b>

## Itemised list of savings

Service	2018/19	2019/20	2020/21
Savings	£000 RAG	£000	£000
<b>Public Health</b>			
Substance misuse integrated service	-1,299 A	-200	0
Sexual health (non-contract eg. out of area spend)	-626 A	-428	0
Adjustment to Healthy lifestyle service budget	0 G	-227	0
Savings in Surrey County Council recharge	-196 G	0	0
Other grant changes	0 G	-12	-120
Service transformation	-23 G	-14	-55
Healthy life style services	-11 G	0	0
Mental health	-11 G	0	0
Savings in non pay	0 G	-5	0
<b>Public Health</b>	<b>-2,166</b>	<b>-886</b>	<b>-175</b>
<b>Highways and Transport</b>			
Reactive maintenance	-1,200 G		
Highways Information team income	-40 G		
Savings to be identified	-178 R	-178	-178
<b>Highways and Transport</b>	<b>-1,418</b>	<b>-178</b>	<b>-178</b>
<b>Community Partnership &amp; Safety</b>			
Community Improvement Fund	-236 G		
Restructure	-92 G		
<b>Community Partnership &amp; Safety</b>	<b>-328</b>	<b>0</b>	<b>0</b>
<b>Place Development and Waste Management</b>			
Countryside review	-350 A	-200	-200
Planning and Development review	-150 G		
E&I Support functions	-100 G		
Place & Sustainability Review	-41 G		-35
Waste - Kerbside recycling performance <sup>4</sup>	1,077 G	-155	-162
Waste - Recycling management <sup>4</sup>	942 G	-57	
Waste - Single waste approach	-1,000 A	-1,000	-1,000
Waste - Community Recycling Centres and Transfer Stations <sup>4</sup>	80 G		
Waste - Materials Management	-150 G	-13	-125
<b>Total Efficiency/Service Transformation and Service Reduction</b>	<b>308</b>	<b>-1,425</b>	<b>-1,522</b>
<u>Unidentified Savings</u>			
Savings to be identified	-213 R	-250	-215
<b>Total Unidentified Savings</b>	<b>-213</b>	<b>-250</b>	<b>-215</b>
<b>Place Development and Waste Management</b>	<b>95</b>	<b>-1,675</b>	<b>-1,737</b>

Note 4: includes reversal of prior year savings

**Itemised list of savings**

<b>Service Savings</b>	<b>2018/19 £000</b>	<b>2019/20 RAG £000</b>	<b>2020/21 £000</b>
<b>Surrey Fire and Rescue Service</b>			
Blue light Collaboration Mobilising (removal of prior year saving)	200	G	
Fire cover reconfiguration Spelthorne - delayed	225	A	-225
Maintain two appliances at Fordbridge for one year	675	A	-450
Response cover configuration	-800	A	-3,300
Middle management and further savings.	-500	A	-1,026
Fire pension reduced employer contribution rates	-400	G	
Mobilising restructure	-61	A	
Back office & support functions		G	-100
<b>Surrey Fire and Rescue Service</b>	<b>-661</b>		<b>-4,075</b>
<b>Communities Support Function</b>			
Support Function Review	-3	G	0
<b>Coroner</b>			
Service efficiencies	-56	G	-18
<b>Cultural Services</b>			
Libraries - Redesign service delivery	-180	G	
Libraries - Reduction to resources budget	-100	G	
Libraries - Reclassification	-220	G	-110
Libraries - Develop Community Supported Offer		G	-250
Libraries - Team Staffing reductions	-46	G	-208
Surrey Arts	-250	G	
Surrey Arts - Additional music income	-25	G	-25
Adult & Community Learning - Improved marketing	-23	G	-35
Registration - Increased income	-25	G	-16
Heritage restructure	-85	G	-25
Other savings	-5	G	-7
<b>Cultural Services</b>	<b>-959</b>		<b>-669</b>
<b>Trading Standards</b>			
Additional income generation	-133	G	-33
Further savings (marginal gains)	-44	G	-44
<b>Total</b>	<b>-177</b>		<b>-77</b>
Less Buckinghamshire County Council share	37		2
<b>Trading Standards</b>	<b>-140</b>		<b>-75</b>

**Itemised list of savings**

<b>Service Savings</b>	<b>2018/19 £000</b>	<b>RAG</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>
<b>Orbis Partnership Joint Operating Budget</b>				
Service transformation/efficiency - Orbis Business Plan				
Business Operations	-197	G	-73	
Finance	-701	G	-81	
Finance	-430	A		
Human Resources & Organisational Development	-774	G	-117	
Information Technology & Digital	-918	G	-123	
Information Technology & Digital	-634	A		
Procurement	-56	G	-27	
Property	-150	G	-10	
Property	-751	A		
<b>Total Net Savings</b>	<b>-4,611</b>		<b>-431</b>	<b>0</b>
Less East Sussex County Council share and Brighton & Hove Council share	1,915		431	
<b>Orbis Partnership Joint Operating Budget</b>	<b>-2,696</b>		<b>0</b>	<b>0</b>
<b>Budgets Managed by the Orbis Partnership</b>				
Audit Fee	-30	G		
Contribution to furniture reserve	-200	G		
Infrastructure	-30	G		
Orbis Business Plan	-76	G		
Building running costs	-160	G		
	<b>-496</b>			
<b>Democratic Services</b>				
Withdrawal from Members Pension Scheme	-300	G		
Staff savings	-122	G	-22	-22
Modern Council	-22	G	-22	-22
Voluntary Sector reduction	-22	G	-22	-22
<b>Democratic Services</b>	<b>-466</b>		<b>-66</b>	<b>-66</b>
<b>Legal Services</b>				
Rationalisation of posts	-142	G	-39	-22
<b>Communciations</b>				
Service Efficiencies	-201	G	-43	
<b>Strategy &amp; Performance</b>				
Service restructure / prioritisation	-140	G		-60
<b>Customer Services</b>				
Stop appointment bookings (redirecting online)	-105	G		-50
Reduction in management team costs	-25	G		
Channel Shift	-25	A	-25	-25
Reduce Web and digital	-10	G	-55	
<b>Customer Services</b>	<b>-165</b>		<b>-80</b>	<b>-75</b>

**Itemised list of savings**

<b>Service</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Savings</b>	<b>£000 RAG</b>	<b>£000</b>	<b>£000</b>
<b>Central Income &amp; Expenditure</b>			
Public Health (Other Initiatives)	-1,173 A	14	
Treasury Management (Interest Payable)	-1,550 G	-642	
Minimum Revenue Provision	-6,799 G	-3,698	1,699
Education Services Grant	591 G		
Investment Income	-3,200 G	-2,900	
<b>Central Income &amp; Expenditure</b>	<b>-12,131</b>	<b>-7,226</b>	<b>1,699</b>
<b>Total Savings</b>	<b>-66,009</b>	<b>-50,215</b>	<b>-17,072</b>

## Revenue FTE Summary <sup>5</sup>

	Note	2017/18 £'000	2018/19 £'000	2017/18 FTEs	2018/19 FTEs
Schools and Special Educational Needs and Disabilities (SEND)	6a	40,567	46,083	1,273	1,299
Children's services	6b	49,150	53,611	1,092	1,242
Commissioning and Prevention		29,151	29,308	649	616
Children, Schools & Families		118,868	129,002	3,014	3,157
Adult Social Care	6c	61,614	62,480	1,939	1,824
Fire and Rescue Service		26,620	26,759	608	606
Cultural Services		19,006	18,780	529	531
Highways and Transport	6d	15,409	12,784	371	314
Place Development & Waste	6d	9,713	11,928	213	240
Customer Services		3,408	3,316	102	94
Legal Services		3,594	3,509	79	78
Trading Standards		3,371	3,280	74	74
ORBIS - Managed budgets	6e	4,158	3,356	71	69
Public Health		2,470	2,515	46	46
Democratic Services		1,942	1,831	46	43
Communications		1,332	1,347	31	30
Community Partnership and Safety		1,242	1,174	25	27
Strategy and Performance		1,822	1,849	27	26
Communities Support Function		916	666	26	17
Coroner	6f	396	1,010	2	17
Emergency Management		495	476	12	11
Strategic Leadership		889	766	9	8
<b>Total staffing</b>		<b>277,265</b>	<b>286,828</b>	<b>7,224</b>	<b>7,212</b>

### Summary of movements:

Total staffing	277,265
Pay inflation	4,536
Other changes	5,027
<b>2018/19 Staffing</b>	<b>286,828</b>

Note 5: The table is 2018/19 FTEs order. If the values are in a different order this could be due to varying staffing grade requirements for individual services.

Note 6: Increases in FTEs are due to:

6a: The changes are due to a contract change and staff being TUPE'd into the service, and staffing changes to meet the increased demand for services, and a reduction for Commercial Services.

6b: The staffing in Children's Services has increased by 150 FTE compared to April 17, 45 FTE of this relates to increases that were agreed during 2017/18.

Of the other 105 FTE, 46 FTE are temporary posts, the remaining increase relates to agreed additional capacity within the Social Work Team and Business Support.

6c: The reduction in ASC's budgeted FTEs for 2018/19 is primarily due to the closure of two remaining care homes previously operated in-house and is part of the strategic review of Older People in-house services.

6d: 2018/19 includes employees transferred between the services.

6e: There has been a transfer of budgets managed by orbis - procurement (£868k) to the joint operating budget.

6f: 2018/19 FTE includes the transfer of coroner officers from Surrey Police.

**Capital****Summary capital funding**

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Grants	86,940	65,618	34,997	187,555
Reserves	22,087	1,227	4,148	27,462
Third party contributions	5,903	7,335	2,740	15,978
Borrowing	29,448	32,219	29,074	90,741
<b>Total</b>	<b>144,378</b>	<b>106,399</b>	<b>70,959</b>	<b>321,736</b>

**Summary capital programme**

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Schools Basic Need	47,623	46,845	13,860	108,328
Property Services	41,878	20,012	19,080	80,970
Highways and Transport	29,374	21,858	24,305	75,537
Place Development & Waste	14,871	9,138	1,115	25,124
Information Management and Technology	4,495	3,479	6,871	14,845
Surrey Fire and Rescue Service	2,032	962	1,623	4,617
Schools	1,606	1,606	1,606	4,818
Adult Social Care	1,900	1,900	1,900	5,700
Children Services	599	599	599	1,797
<b>Total</b>	<b>144,378</b>	<b>106,399</b>	<b>70,959</b>	<b>321,736</b>



**Capital Funding**

<b>Grants</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Schools Basic Need	41,350	26,429		<b>67,779</b>
Schools devolved formula capital	1,606	1,606	1,606	<b>4,818</b>
Schools condition allocation	11,357	11,357	11,357	<b>34,071</b>
Integrated transport block	4,784	4,784	4,784	<b>14,352</b>
Highways maintenance - base allocation <sup>c1</sup>	15,135	13,466	13,449	<b>42,050</b>
Highways maintenance - incentive	2,801	2,801	2,801	<b>8,403</b>
Pothole Action Fund	1,000	1,000	1,000	<b>3,000</b>
Local Growth Fund	8,907	4,175		<b>13,082</b>
<b>Total Grants</b>	<b>86,940</b>	<b>65,618</b>	<b>34,997</b>	<b>187,555</b>

Note C1: 18/19 and 19/20 Department for Transport - highway maintenance base allocation (grant) includes re-profile from 17/18

**Reserves**

IT Equipment Reserve	1,470	958	2,900	<b>5,328</b>
Equipment Replacement Reserve	210	-468	948	<b>690</b>
Capital Receipts	16,740	737	300	<b>17,777</b>
General Capital Reserve	3,667	0		<b>3,667</b>
<b>Total Reserves</b>	<b>22,087</b>	<b>1,227</b>	<b>4,148</b>	<b>27,462</b>

**Third Party Funded**

Community Infrastructure Levy (CIL) funded schemes	270	202	40	<b>512</b>
Better Care Fund (BCF) Contributions	1,000	1,000	1,000	<b>3,000</b>
Strategic Economic Plan Partner funding	2,933	1,148		<b>4,081</b>
s106 funded schemes	1,700	4,985	1,700	<b>8,385</b>
<b>Total Third Party Funded</b>	<b>5,903</b>	<b>7,335</b>	<b>2,740</b>	<b>15,978</b>

**Borrowing**

<b>Borrowing</b>	<b>29,448</b>	<b>32,219</b>	<b>29,074</b>	<b>90,741</b>
<b>Total Capital Funding</b>	<b>144,378</b>	<b>106,399</b>	<b>70,959</b>	<b>321,736</b>

<b>Capital programme 2018-21</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Major adaptations	300	300	300	900
Adults equipment	1,500	1,500	1,500	4,500
In-house capital improvement schemes	100	100	100	300
<b>Adult Social Care</b>	<b>1,900</b>	<b>1,900</b>	<b>1,900</b>	<b>5,700</b>
Schools devolved formula capital	1,606	1,606	1,606	<b>4,818</b>
Foster carer grants	300	300	300	<b>900</b>
Adaptations for children with disabilities	299	299	299	<b>897</b>
<b>Children's Services</b>	<b>2,205</b>	<b>2,205</b>	<b>2,205</b>	<b>6,615</b>
Fire-vehicle & equipment replacement	2,032	962	1,623	<b>4,617</b>
<b>Surrey Fire &amp; Rescue Service</b>	<b>2,032</b>	<b>962</b>	<b>1,623</b>	<b>4,617</b>
Highway maintenance	20,943	12,889	14,515	<b>48,347</b>
Bridge strengthening	1,706	3,151	3,637	<b>8,494</b>
Flooding & drainage	1,393	1,261	1,457	<b>4,111</b>
Local transport schemes	400	400	400	<b>1,200</b>
Safety barriers	957	867	1,010	<b>2,834</b>
Traffic signal replacement	1,515	945	1,015	<b>3,475</b>
Highways vehicle replacement	120	0		<b>120</b>
Flood resilience schemes	500	500	500	<b>1,500</b>
River Thames scheme	500	500	500	<b>1,500</b>
Developer funded schemes	1,200	1,200	1,200	<b>3,600</b>
Economic development (broadband)	140	145	71	<b>356</b>
<b>Highways &amp; Transport</b>	<b>29,374</b>	<b>21,858</b>	<b>24,305</b>	<b>75,537</b>
Maintenance at closed landfill sites	50	50	50	<b>150</b>
Rights of way (incl structures)	175	175	175	<b>525</b>
Road safety schemes	200	200	200	<b>600</b>
Basingstoke canal	150	150	150	<b>450</b>
Strategic Economic Plan schemes	13,526	7,861		<b>21,387</b>
Developer funded schemes	500	500	500	<b>1,500</b>
Cross directorate CIL schemes	270	202	40	<b>512</b>
<b>Place Development &amp; Waste</b>	<b>14,871</b>	<b>9,138</b>	<b>1,115</b>	<b>25,124</b>

<b>Capital programme 2018-21 (Cont)</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Property Services:</b>				
<u>Property Services: Recurring programmes</u>				
Schools capital maintenance, including children's centres & DDA	11,357	11,357	11,357	<b>34,071</b>
Fire risk assessments, minor works, DDA	487	400	400	<b>1,287</b>
Non schools structural maintenance	7,000	7,023	7,023	<b>21,046</b>
<b>Property Services: Recurring programmes</b>	<b>18,844</b>	<b>18,780</b>	<b>18,780</b>	<b>56,404</b>
<u>Property Services: Projects:</u>				
Fire Station reconfiguration	3,637	0		<b>3,637</b>
Spelthorne Fire Station Modifications	70			<b>70</b>
SEN strategy	1,100	495		<b>1,595</b>
Land acquisition for waste	3,667	0		<b>3,667</b>
Projects to enhance income	1,852	0		<b>1,852</b>
Projects to re-provision and deliver capital receipts	1,100	0		<b>1,100</b>
Cranleigh Schools	7,200	737	300	<b>8,237</b>
Lindon Farm Autism Unit – ASC	2,916	0		<b>2,916</b>
Winter Maintenance Depots (Salt Barns)	1,392	0		<b>1,392</b>
Short Stay Schools	100	0		<b>100</b>
<b>Projects</b>	<b>23,034</b>	<b>1,232</b>	<b>300</b>	<b>24,566</b>
<b>Property Services</b>	<b>41,878</b>	<b>20,012</b>	<b>19,080</b>	<b>80,970</b>
<b>Schools Basic Need</b>	<b>47,623</b>	<b>46,845</b>	<b>13,860</b>	<b>108,328</b>
IT Equipment Replacement Reserve	1,306	840	2,900	<b>5,046</b>
IT Project Investment	2,500	2,500	2,500	<b>7,500</b>
<b>Recurring programmes</b>	<b>3,806</b>	<b>3,340</b>	<b>5,400</b>	<b>12,546</b>
Other IMT projects	689	139	1,471	<b>2,299</b>
<b>Projects</b>	<b>689</b>	<b>139</b>	<b>1,471</b>	<b>3,343</b>
<b>Information Management &amp; Technology</b>	<b>4,495</b>	<b>3,479</b>	<b>6,871</b>	<b>14,845</b>
<b>Total Capital Programme</b>	<b>144,378</b>	<b>106,399</b>	<b>70,959</b>	<b>321,736</b>

ADD PICTURE

Interim Director for  
Children's Services,  
Rose Durban

## 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 means:

- children and young people are safe from harm and danger
- children and young people have good health and wellbeing
- children and young people achieve their potential
- children and young people in our care will feel safe and confident about their future, and grow up with the same opportunities as their peers

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

## Our challenges and opportunities

- We are making **improvements to our safeguarding services and services for children with special educational needs and disabilities** in order to embed practice that is consistent, safe and effective.
- **Demographic and social changes continue to increase demands for services** for children and young people. In particular, there are growing needs for targeted and specialist services - such as those for Looked After Children, Unaccompanied Asylum Seeking Children, and children with special educational needs and disabilities.
- 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 is all against a backdrop of **financial pressures and reducing budgets across the public sector**.

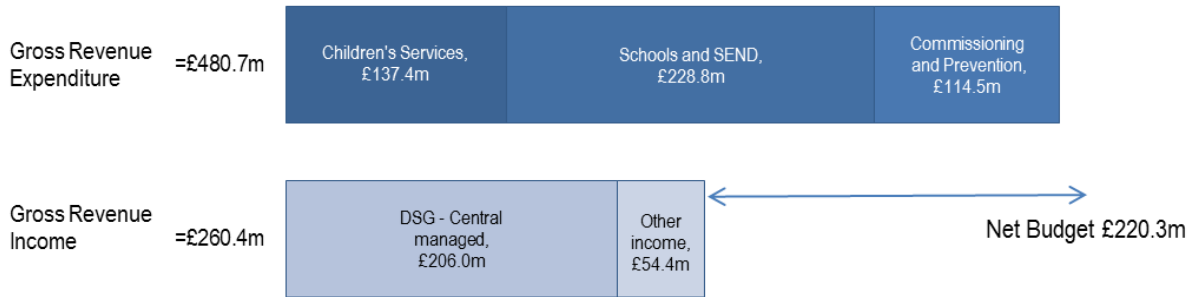
## Our key actions

### Working in partnership we will:

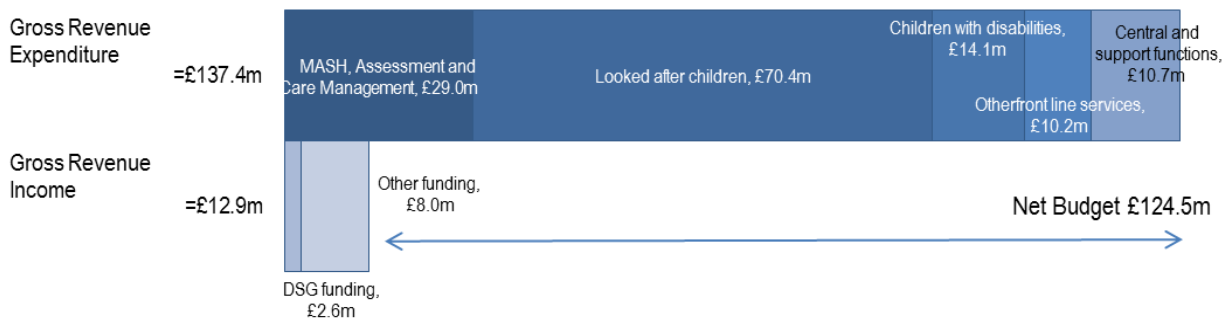
1. Improve our safeguarding practice so that children are safe, seen and heard
2. Prevent problems escalating by ensuring children, young people and families needing extra help receive timely, preventative support
3. Deliver inclusive provision in Surrey that meets the education, health and care needs of children with special educational needs and disabilities
4. Develop a positive experience of special educational needs and disabilities services and support for children, young people and families
5. Champion the educational achievement, progress and engagement of vulnerable children and young people
6. Deliver the savings and manage service pressures as set out in the Medium-Term Financial Plan to ensure a balanced budget is sustained

In all we do we will be committed to listening to the wishes and feelings of children and understanding their lived experience in the way we plan and deliver services and support

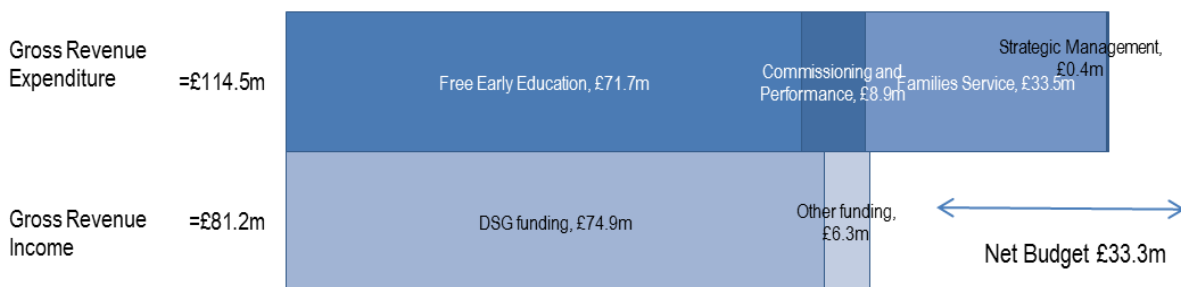
## Children, Schools and Families



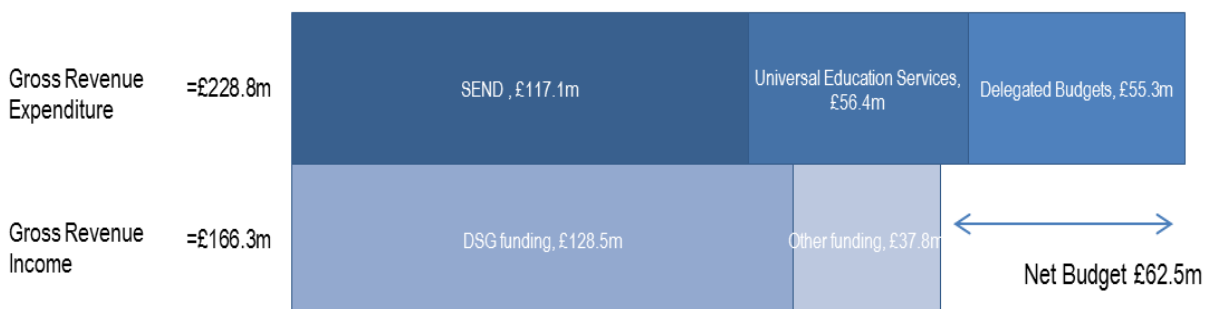
## Children's Services



## Commissioning and Prevention



## Schools and SEND



## Children's, Schools & Families

Interim Director, Children Schools and Families:

Rose Durban

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Children's Services	112,769	137,382	140,261	142,542
Schools and SEND	234,273	228,836	231,523	236,344
Commissioning and Prevention	107,695	114,502	109,994	110,492
Dedicated Schools Grant - DSG	-198,973	-205,977	-205,977	-205,977
Other Income	-54,786	-54,417	-53,803	-53,457
<b>Net budget</b>	<b>200,978</b>	<b>220,325</b>	<b>221,997</b>	<b>229,941</b>
Delegated Schools Expenditure	345,063	314,456	321,467	321,467
Delegated Schools-Dedicated Schools Grant	-308,275	-281,740	-288,751	-288,751
Delegated Schools-other school related grant income	-36,788	-32,716	-32,716	-32,716
<b>Total net budget</b>	<b>200,978</b>	<b>220,325</b>	<b>221,997</b>	<b>229,941</b>

Please note that some tables do not cast due to roundings

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Funding:</b>				
Dedicated Schools Grant - DSG	-198,972	-205,977	-205,977	-205,977
Other UK Government grants	-11,249	-11,652	-11,038	-10,634
Contribution and contract income	-5,359	-6,248	-6,248	-6,248
Fees and charges	-31,782	-30,480	-30,480	-30,480
Property income	-50	-50	-50	-50
Contributions from partners	-3,584	-4,247	-4,247	-4,247
Reimbursements and recovery of costs	-2,763	-1,741	-1,741	-1,741
<b>Total CSF funding</b>	<b>-253,760</b>	<b>-260,393</b>	<b>-259,779</b>	<b>-259,375</b>
School related grants	-345,063	-314,456	-321,467	-321,467
<b>Total funding</b>	<b>-598,823</b>	<b>-574,849</b>	<b>-581,246</b>	<b>-580,842</b>
<b>Expenditure:</b>				
Staffing	118,868	129,002	127,536	129,577
Non staffing	135,012	128,891	128,144	130,433
Contracts & care packages	200,858	222,826	226,096	229,306
<b>Total CSF expenditure</b>	<b>454,738</b>	<b>480,719</b>	<b>481,776</b>	<b>489,316</b>
School related expenditure	345,063	314,456	321,467	321,467
<b>Total expenditure</b>	<b>799,801</b>	<b>795,175</b>	<b>803,243</b>	<b>810,783</b>
<b>Net budget</b>	<b>200,978</b>	<b>220,325</b>	<b>221,997</b>	<b>229,941</b>

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Summary Budget Movement</b>				
<b>Prior year budget</b>	<b>197,658</b>	<b>200,978</b>	<b>220,325</b>	<b>221,997</b>
Pressures and changes	28,112	44,883	28,117	15,881
Savings	-24,791	-25,536	-26,445	-7,937
Movements	3,321	19,347	1,672	7,944
<b>Revised budget</b>	<b>200,978</b>	<b>220,325</b>	<b>221,997</b>	<b>229,941</b>

## Children's Services

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Multi Agency Safeguarding Hub - MASH, Assessment and Care Management	25,796	29,028	30,954	32,882
Looked After Children	53,072	70,387	71,519	71,918
Children with Disabilities	13,116	14,046	14,724	15,578
Other Front Line Services	10,007	10,197	10,385	10,571
Central and Support Functions	10,778	13,724	12,679	11,592
Income	-10,647	-12,839	-12,839	-12,839
<b>Net budget</b>	<b>102,122</b>	<b>124,543</b>	<b>127,422</b>	<b>129,702</b>

### Subjective Analysis

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<u>Funding:</u>				
Dedicated Schools Grant - DSG	-2,557	-2,557	-2,557	-2,557
Asylum Seeker Government Grant	-4,200	-5,400	-5,400	-5,400
Social Innovation Grant		-264	-264	-264
Controlling Migration Fund		-59	-59	
Contributions from Partners	-3,584	-4,247	-4,247	-4,247
Fees and charges	-33	-33	-33	-33
Reimbursements and recovery of costs	-273	-279	-279	-279
<b>Total funding</b>	<b>-10,647</b>	<b>-12,839</b>	<b>-12,839</b>	<b>-12,780</b>
<u>Expenditure:</u>				
Service Staffing	49,150	53,611	54,313	55,236
Service Non staffing	4,138	6,316	6,316	6,316
Contracts & Care packages	59,481	77,455	79,632	80,930
<b>Total expenditure</b>	<b>112,769</b>	<b>137,382</b>	<b>140,261</b>	<b>142,482</b>
<b>Net budget</b>	<b>102,122</b>	<b>124,543</b>	<b>127,422</b>	<b>129,702</b>

	2017/18	2018/19
FTE	1,092	1,242

### Summary Budget Movement

	2018/19 £000	2019/20 £000	2020/21 £000
<b>Prior year budget</b>	<b>102,122</b>	<b>124,543</b>	<b>127,422</b>
Funding changes	-1,494	0	59
Pressures and changes	24,754	6,180	3,421
Savings	-839	-3,301	-1,200
Movements	22,421	2,879	2,280
<b>Revised budget</b>	<b>124,543</b>	<b>127,422</b>	<b>129,702</b>

## Children's Services

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Multi Agency Safeguarding Hub - MASH, Assessment and Care Management</b>				
Multi Agency Safeguarding Hub - MASH	1,802	2,835	2,820	2,806
Area Teams - Staffing	19,136	20,560	21,815	23,069
Area Teams - Care	4,858	5,634	6,319	7,007
<b>Looked After Children</b>				
Fostering Teams	3,483	3,548	3,604	3,659
In-House Fostering Allowances	8,921	8,512	8,553	8,594
In-House Residential Homes	4,454	4,382	4,323	4,265
External Agency Placements - expenditure <sup>8</sup>	22,322	34,071	34,613	34,734
External Agency Placements - Dedicated Schools Grant Adoption and Permanency Team	-1,824	-1,824	-1,824	-1,824
Special Guardianship, Residence and Adoption Allowances Care Leavers	4,954	5,435	5,450	5,465
Asylum Seekers Expenditure	2,138	4,830	5,274	5,539
Asylum Seekers Income	5,131	7,792	7,859	7,795
	-4,200	-5,400	-5,400	-5,400
<b>Children with Disabilities</b>				
Staffing	2,670	3,107	3,308	3,509
Care Packages	5,206	5,547	5,861	6,174
Short Breaks Contracts	3,704	3,629	3,633	3,706
In-House Respite	1,536	1,763	1,923	2,189
<b>Children and Adolescent Mental Health Service (CAMHS) and Hope</b>				
CAMHS and Hope expenditure	8,176	8,433	8,489	8,542
CAMHS and Hope contribution from partners	-3,242	-3,561	-3,561	-3,561
Hope - Dedicated Schools Grant	-733	-733	-733	-733
Emergency Duty Team	416	506	567	628
Safeguarding Services	1,415	1,257	1,329	1,401
Children's Services Management and Central Budgets <sup>9</sup>	5,759	8,015	6,664	4,932
Practice, Quality and Learning Team	5,020	5,709	6,015	6,601
Other Income	-648	-1,321	-1,321	-1,262
<b>Net budget</b>	<b>102,122</b>	<b>124,543</b>	<b>127,422</b>	<b>129,702</b>

Note 8 - Increase in budget to reflect the full year impact of increased placement numbers in 2017/18 and on-going expected increased demand

Note 9- Increase in budget to fund staffing levels for Asylum Seeking Children that are not met from the grant



# Children's Services

## Detailed budget movement by year

	2018/19	2019/20	2020/21
	£000	£000	£000
<b>Pressures and changes</b>			
<u>Funding changes</u>			
Controlling Migration fund	-59		59
Asylum Seeker Government Grant	-1,200		
Social Innovation Grant	-235		
Total change in funding	-1,494	0	59
<u>Inflation</u>			
Pay inflation	982	982	982
Non pay inflation	857	857	857
Total inflation	1,839	1,839	1,839
<u>Demand</u>			
General demographic growth	441	441	441
Children with Disabilities demand	400	400	400
Looked After Children demand			
Permanency allowances	300	300	300
Support Services Review <sup>10</sup>	280		
External placements demand	16,000	3,200	500
Developing Placements for Asylum Seekers post	59		-59
Asylum seekers demand	1,435		
Capacity and demand staffing review			
Total demand	18,915	4,341	1,582
Virements	4,000		
<b>Total Pressures and changes</b>	<b>23,260</b>	<b>6,180</b>	<b>3,480</b>

	2018/19	2019/20	2020/21	2018/19
	£000	£000	£000	RAG
<b>Savings</b>				
<u>Efficiency/service transformation</u>				
Managing market inflation	-559	-559		A
Support Services Review <sup>10</sup>	-280	-280		A
Early Help reduction in Looked After Children demand		-240	-360	
Early Help reduction in Children in Need demand		-560	-840	
Productivity efficiencies		-1,662		
Total efficiency/service transformation savings	-839	-3,301	-1,200	
<b>Total change</b>	<b>22,421</b>	<b>2,879</b>	<b>2,280</b>	

Note 10 - Business Support function review deferred by one year

## Commissioning and Prevention

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Strategic Management	653	453	456	462
Commissioning and Performance	9,024	8,887	8,527	8,918
Free Early Education	63,620	71,699	71,699	71,699
Families Service	34,399	33,463	29,312	29,413
Dedicated Schools Grant	-66,457	-74,928	-74,928	-74,928
Income	-6,554	-6,323	-5,709	-5,364
<b>Net budget</b>	<b>34,685</b>	<b>33,251</b>	<b>29,357</b>	<b>30,200</b>
	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>
<u>Funding:</u>				
Dedicated Schools Grant - DSG	-66,457	-74,928	-74,928	-74,928
Other UK Government grants	-2,207	-1,651	-1,037	-692
Contribution and contract income	-420	-1,722	-1,722	-1,722
Fees and Charges	-2,320	-2,494	-2,494	-2,494
Property Income	-50	-50	-50	-50
Reimbursements and recovery of costs	-1,556	-406	-406	-406
<b>Total funding</b>	<b>-73,010</b>	<b>-81,251</b>	<b>-80,637</b>	<b>-80,292</b>
<u>Expenditure:</u>				
Service Staffing	29,151	29,308	26,582	27,141
Service Non staffing	13,196	14,752	13,506	13,161
Contracts & Care packages	65,348	70,442	69,906	70,190
<b>Total expenditure</b>	<b>107,695</b>	<b>114,502</b>	<b>109,994</b>	<b>110,492</b>
<b>Net budget</b>	<b>34,685</b>	<b>33,251</b>	<b>29,357</b>	<b>30,200</b>

	2017/18	2018/19
<b>FTE</b>	<b>649</b>	<b>616</b>

	2018/19 £000	2019/20 £000	2020/21 £000
<b>Summary Budget Movement</b>			
<b>Prior year budget</b>	<b>34,685</b>	<b>33,251</b>	<b>29,357</b>
Pressures and changes	2,262	843	843
Savings	-3,696	-4,737	0
Movements	-1,434	-3,894	843
<b>Revised budget</b>	<b>33,251</b>	<b>29,357</b>	<b>30,200</b>

## Commissioning and Prevention

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Strategic Management</b>	653	453	456	462
<b>Commissioning and Performance</b>				
Market Strategy	3,501	3,401	3,288	3,600
Insight and Innovation	2,117	2,066	1,973	2,003
Quality and Experience	3,406	3,420	3,266	3,315
<b>Free Early Education</b>				
2 year old free early education	4,707	4,707	4,707	4,707
3 and 4 year old free early education	48,390	54,522	54,522	54,522
Maintained nursery classes and nursery schools	10,523	12,470	12,470	12,470
Dedicated Schools Grant - Early Years Block	-63,320	-71,474	-71,474	-71,474
<b>Families Service</b>				
Children and Families Team	6,676	5,807	5,523	5,585
Children's Centres	11,586	11,285	9,502	9,570
Families Team	8,736	8,680	6,785	6,684
Safeguarding and Health	2,780	2,367	2,275	2,289
Practice and Change	1,435	2,470	2,344	2,372
Surrey Outdoor Learning	1,691	1,858	1,887	1,917
Active Surrey	1,495	996	996	996
Active Surrey Income	-1,495	-996	-996	-996
<b>Income</b>				
Dedicated Schools Grant - Centrally managed Early Years Block	-2,733	-3,050	-3,050	-3,050
Dedicated Schools Grant - Schools Block	-404	-404	-404	-404
Other Income	-5,059	-5,327	-4,713	-4,368
<b>Net budget</b>	<b>34,685</b>	<b>33,251</b>	<b>29,357</b>	<b>30,200</b>

## Commissioning and Prevention

### Detailed budget movement by year

	2018/19	2019/20	2020/21
	£000	£000	£000
<b>Pressures and changes</b>			
<u>Inflation</u>			
Pay Inflation	459	460	460
Non pay inflation	284	284	284
Total inflation	743	744	744
<u>Legislation</u>			
Additional 15 hours of free early education entitlement for 3 and 4 year olds	8,471		
Early Years Dedicated Schools Grant to fund additional 15 hours of free early education entitlement for 3 and 4 year olds	-8,471		
Total legislative	0	0	0
<u>Demand</u>			
General Demographic growth	99	99	99
<u>Service delivery</u>			
CSF Improvement Team one-off investment ceases	-450		
Early Help reconfiguration delayed for one year	2,726		
Virements	-856		
<b>Total Pressures and changes</b>	<b>2,262</b>	<b>843</b>	<b>843</b>

	2018/19	2019/20	2020/21	2018/19
	£000	£000	£000	RAG
<b>Savings</b>				
<u>Efficiency/ service transformation</u>				
Managing market inflation	-224	-224		G
Early Help reconfiguration	-3,285	-3,285		A
Early Help contract savings	-187			G
Asset related savings from Early Help reconfiguration		-700		
Productivity efficiencies		-528		
Total Efficiency/ service transformation savings	-3,696	-4,737	0	
<b>Total savings</b>	<b>-3,696</b>	<b>-4,737</b>	<b>0</b>	

2018/19 Assessment of achievability of savings	2018/19	2018/19
	£000	RAG
AMBER – significant barriers exist to the savings being achieved and the service is developing plans to overcome this;	-3,285	A
GREEN – savings will be achieved with few internal or external barriers	-411	G
<b>Total Savings</b>	<b>-3,696</b>	

## Schools and Special Educational Needs & Disabilities (SEND)

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
SEND	110,969	117,107	117,247	120,789
Delegated Budgets	59,044	55,323	56,490	54,490
Universal Education Services	64,260	56,404	57,784	61,063
<u>Income</u>				
Dedicated Schools Grant	-129,959	-128,492	-128,492	-128,492
Other Income	-40,143	-37,812	-37,812	-37,812
<b>Net budget</b>	<b>64,171</b>	<b>62,531</b>	<b>65,218</b>	<b>70,039</b>
	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>
<u>Funding:</u>				
Dedicated Schools Grant	-129,959	-128,492	-128,492	-128,492
Other UK Government Grants	-4,842	-4,277	-4,277	-4,277
Contribution and Contract Income	-4,939	-4,526	-4,526	-4,526
Fees & Charges	-29,429	-27,953	-27,953	-27,953
Reimbursements and Recovery of Costs	-933	-1,056	-1,056	-1,056
<b>Total funding</b>	<b>-170,102</b>	<b>-166,304</b>	<b>-166,304</b>	<b>-166,304</b>
<u>Expenditure:</u>				
Service Staffing	40,567	46,083	46,642	47,201
Service Non Staffing <sup>11</sup>	117,679	107,822	108,322	110,956
Contracts & Care Packages	76,027	74,930	76,558	78,186
<b>Total expenditure</b>	<b>234,273</b>	<b>228,835</b>	<b>231,522</b>	<b>236,343</b>
<b>Net budget</b>	<b>64,171</b>	<b>62,531</b>	<b>65,218</b>	<b>70,039</b>
	<b>2017/18</b>	<b>2018/19</b>		
<b>FTE</b>	<b>1,273</b>	<b>1,267</b>		
		<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>
<b>Summary Budget Movement</b>				
<b>Prior year budget</b>		<b>64,171</b>	<b>62,531</b>	<b>65,218</b>
Pressures and changes		19,361	21,094	11,558
Savings		-21,001	-18,407	-6,737
Movements		-1,640	2,687	4,821
<b>Revised budget</b>		<b>62,531</b>	<b>65,218</b>	<b>70,039</b>

Note 11 - Service 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)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>SEND</b>				
School Placements (External)	39,673	42,294	41,127	43,127
SEND Transport	25,478	26,425	27,732	29,274
SEN Services	19,626	21,658	21,658	21,658
Individual Pupil Support Budgets	15,464	17,731	17,731	17,731
Post 16 SEND Placements	10,728	9,000	9,000	9,000
<b>Delegated Budgets</b>				
Special Schools	40,542	38,474	39,641	37,641
SEN Centres	8,385	6,963	6,963	6,963
Pupil Referral Units and Surrey Alternative Learning Programme	6,951	6,926	6,926	6,926
Other SEND Expenditure in Schools	3,167	2,961	2,961	2,961
<b>Universal Education Services</b>				
Commercial Services	28,444	27,093	27,093	27,093
Central Education	18,721	12,618	13,998	17,277
Home to School Transport - Mainstream	7,635	7,640	7,640	7,640
Vulnerable Learners	7,554	7,213	7,213	7,213
Business Support	1,105	1,039	1,039	1,039
Home to School Transport - Alternative Provision	802	802	802	802
<b>Income</b>				
Dedicated Schools Grant - High Needs	-123,598	-124,580	-124,580	-124,580
Dedicated Schools Grant - Schools	-5,702	-2,882	-2,882	-2,882
Dedicated Schools Grant - Early Years	-659	-1,030	-1,030	-1,030
Other Income	-40,143	-37,812	-37,812	-37,812
<b>Net budget</b>	<b>64,171</b>	<b>62,531</b>	<b>65,218</b>	<b>70,039</b>

## Additional information for Children, Schools and Families Directorate

### Dedicated Schools Grant

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
School Placements (External)	-34,579	-37,199	-37,199	-37,199
Individual Pupil Support Budget	-14,860	-17,127	-17,127	-17,127
SEN Services	-8,375	-9,744	-9,744	-9,744
Post 16 SEND Placements	-10,728	-9,000	-9,000	-9,000
Vulnerable Learners	-2,899	-2,454	-2,454	-2,454
Central Education	-1,041	-1,189	-1,189	-1,189
Business Support	-639	-603	-603	-603
Special Schools	-38,477	-34,377	-34,377	-34,377
SEN Centres	-8,319	-6,963	-6,963	-6,963
Pupil Referral Units and Surrey Alternative Learning Programme	-6,876	-6,876	-6,876	-6,876
Other SEND Expenditure in Schools	-3,167	-2,961	-2,961	-2,961
<b>Total Dedicated Schools Grant</b>	<b>-129,959</b>	<b>-128,492</b>	<b>-128,492</b>	<b>-128,492</b>

Note 12 - In addition to the DSG above in 2018-19 DSG given directly to schools for place funding totals £12,946,000

In addition to the DSG above in 2018-19 DSG supporting central running costs totals £1,893,000

## Schools and Special Educational Needs & Disabilities (SEND)

### Detailed budget movement by year

	2018/19	2019/20	2020/21
	£000	£000	£000
<b>Pressures and changes</b>			
<u>Inflation</u>			
Pay Inflation	559	559	559
Contract / market inflation	1,260	1,260	1,260
Contract / market inflation - DSG	2,599	2,599	2,599
Total inflation	4,418	4,418	4,418
<u>Demand</u>			
General Demographic Growth	1,460	1,460	1,460
Home to School Transport - SEND	2,201	1,985	2,934
<u>Demand - DSG</u>			
General SEND demand pressures	11,972	13,231	2,746
Total demand	15,633	16,676	7,140
<u>Legislation</u>			
Temporary investment in education health and care plan to meet one off conversion demand	-560		
Total legislative	-560		
Virements	-130		
<b>Total Pressures and changes</b>	<b>19,361</b>	<b>21,094</b>	<b>11,558</b>

	2018/19	2019/20	2020/21	RAG
	£000	£000	£000	
<b>Savings</b>				
<u>Service transformation / efficiency</u>				
Managing Market Inflation	-789	-789		A
Home to School Transport - SEND	-1,174	-678	-1,392	A
Productivity Efficiencies	-2,392	-1,110		A
Support Functions Reductions	-75			A
Total Service transformation / efficiency savings	-4,430	-2,577	-1,392	
<u>Funding Changes</u>				
Adjustment to grant funding	-2,000			G
Total funding changes	-2,000			
<u>Savings - High needs DSG</u>				
Managing Market Inflation	-1,628	-1,628	-1,628	A
Areas of Focus - Inclusion, Commissioning, Provision, Transition	-11,649	-14,528	-1,175	R
School redesignations and occupancy	-1,294	-841	-542	A
Service shift of 300 NMI's to inhouse (Free Schools)		1,167	-2,000	
Total savings - High needs DSG	-14,571	-15,830	-5,345	
<b>Total Savings</b>	<b>-21,001</b>	<b>-18,407</b>	<b>-6,737</b>	

### 2018/19 Assessment of achievability of savings

	2018/19	RAG
	£000	
RED – achievement of savings face severe challenges and barriers;	-11,649	R
AMBER – significant barriers exist to the savings being achieved and the service is developing plans to overcome this;	-7,352	A
GREEN – savings will be achieved with few internal or external barriers	-2,000	G
<b>Total Savings</b>	<b>-21,001</b>	

## Schools (excluding early years and dedicated SEN provision)

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000s
<b>Primary and secondary schools: delegated and devolved budgets</b>				
including specific grants (but excluding nursery classes and SEN centres)	345,063	314,456	321,467	321,467
Income	-345,063	-314,456	-321,467	-321,467
<b>Net budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000s
<b>Funding:</b>				
Dedicated Schools Grant - DSG	-308,275	-281,740	-288,751	-288,751
Other UK Government grants	-36,788	-32,716	-32,716	-32,716
Contribution and contract income				
Reimbursements and recovery of costs				
<b>Total funding</b>	<b>-345,063</b>	<b>-314,456</b>	<b>-321,467</b>	<b>-321,467</b>
<b>Expenditure:</b>				
Schools expenditure	345,063	314,456	321,467	321,467
<b>Total expenditure</b>	<b>345,063</b>	<b>314,456</b>	<b>321,467</b>	<b>321,467</b>
<b>Net budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	2018/19 £000	2019/20 £000	2020/21 £000
<b>Summary Budget Movement</b>			
<b>Prior year budget</b>	<b>0</b>	<b>0</b>	<b>0</b>
Pressures and changes	0	0	0
Savings	0	0	0
Movements	0	0	0
<b>Revised budget</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Capital Programme

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Devolved formula capital	1,606	1,299	1,299	1,299



## Schools (excluding early years and dedicated SEN provision)

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Primary and secondary schools: delegated and devolved budgets</b>				
including specific grants (but excluding nursery classes and SEN centres)				
Primary schools	267,647	244,632	250,116	250,116
Secondary schools	77,416	69,824	71,351	71,351
<b>Income</b>				
Dedicated Schools Grant	-308,275	-281,740	-288,751	-288,751
Education and Skills Funding Agency post 16 grant	-8,878	-6,493	-6,493	-6,493
Pupil premium grant	-15,712	-12,546	-12,546	-12,546
Universal infant free school meals grant	-10,095	-9,779	-9,779	-9,779
Other school related DFE grants	-2,103	-3,898	-3,898	-3,898
<b>Net budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: 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.

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 and Skills Funding Agency (2018/19 est £327m) 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

	2018/19 £000	2019/20 £000	2020/21 £000
<b>Pressures and changes</b>			
<u>Demand</u>			
Pupil numbers	8,125		
Changes in Dedicated Schools Grant	-8,125	0	
Total demand	0	0	0
<u>Legislation</u>			
Academy conversions	-45,904		
less one off funding from previous year underspend	-1,000	0	
Central services levy on schools and additional "de-delegation", full year impact	-1,084		
New delegation to schools	430		
National funding formula for schools	7,031	7,011	
Sports premium-soft drinks industry levy	1,795		
Dedicated Schools Grant	34,660	-7,011	
Other government grants	4,072		
Total legislative	0	0	0
<b>Total Pressures and changes</b>	<b>0</b>	<b>0</b>	<b>0</b>



Helen Atkinson  
Director of Public Health  
and Adult Social Care

## Our purpose

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:

- Are supported to live well for longer in their local community with choice and control.
- Know about and can access information and services to help prevent, reduce and delay the need for care and support.
- Can prepare for an assessment of their care and support needs using our self-assessment tools.
- Experience health and social care working together to meet their needs.
- Feel safe and have a good experience when receiving care and support.

And young people are supported to move into adulthood, building on their strengths and aspirations.

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

## Our challenges and opportunities

**Challenges** – Continued reductions in local government funding means we are having to target available resources upon those with eligible needs. An ageing population, an increasing number of people with dementia and growing numbers of young people moving into adulthood with special educational needs and learning disabilities. An increasingly fragile care market with workforce pressures. Radical changes in national policy including embedding Care Act responsibilities, welfare reform and the National Living Wage.

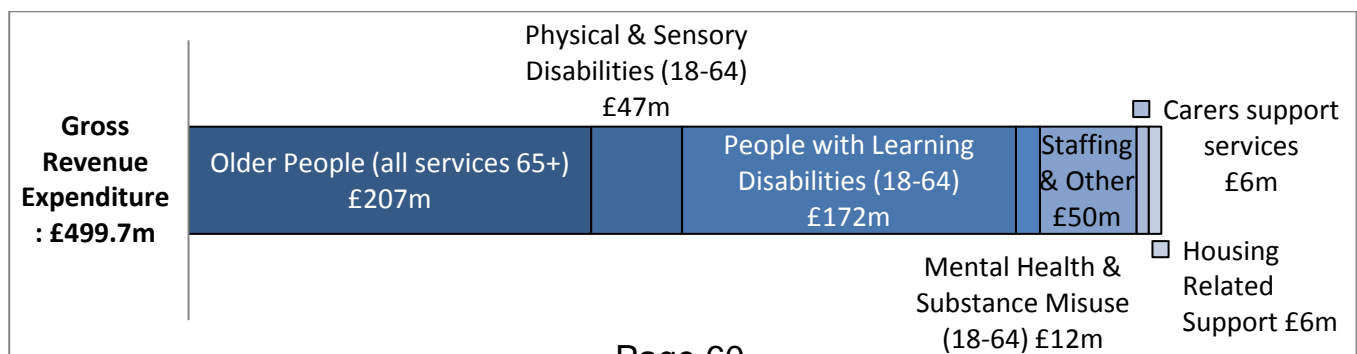
**Opportunities** – Collaborating with partners to deliver local integrated community-based health and social care. Using technology to enable new and creative models of delivery. Encouraging people to build networks of support amongst their family, friends and communities. Developing a range of flexible accommodation with care and support. Growing a sustainable workforce. Realising the opportunities created by the Sustainability and Transformation Partnerships and devolution in Surrey Heartlands.

## Our key actions

We will prioritise six actions for 2018/19 to support achievement of the Council's corporate strategy goals of *wellbeing*, *economic prosperity* and *resident experience*:

1. **Partnership and integration:** working together with our partners to make the best use of available resources to meet the needs of residents within our local communities.
2. **Sustainable accommodation:** developing a range of flexible and financially sustainable accommodation with care and support that will enable adults to live and age well in Surrey.
3. **Communities and prevention:** encouraging the development of services that promote independence, employment, health and wellbeing and help to manage increasing demand for services.
4. **Technology and innovation:** using technology to promote independence, health and wellbeing, and manage increasing demand by driving proportionate practice.
5. **Our people:** developing a sustainable, competent and diverse workforce who are valued and have the right skills to deliver quality, statutory services for Surrey residents.
6. **Safeguarding adults:** recognising and responding when adults with care and support needs are experiencing, or are at risk of, abuse or neglect.

## Our budget



## Adult Social Care

Director: Helen Atkinson

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Older People (all care 65+)	190,014	206,875	219,011	229,330
Physical & Sensory Disabilities (18-64)	41,499	46,597	49,334	52,312
People with Learning Disabilities (18-64)	150,601	171,509	184,951	199,417
Mental Health & Substance Misuse (18-64)	11,475	12,318	13,340	14,511
Carers support services	6,613	6,361	6,376	6,391
Assessment & Care Management	32,520	32,775	32,654	32,674
Management & Support	17,212	18,111	18,185	18,471
Housing Related Support	8,492	5,131	4,980	4,980
Income	-108,304	-118,148	-117,385	-119,329
<b>Net budget <sup>1</sup></b>	<b>350,122</b>	<b>381,529</b>	<b>411,446</b>	<b>438,756</b>
<u>Funding:</u>				
Other UK Government grants	-11,580	-10,472	-7,158	-7,158
Contributions and contract income	-46,525	-48,506	-48,506	-48,506
Fees and charges	-50,087	-55,929	-57,917	-59,861
Reimbursements and recovery of costs	-111	-3,242	-3,804	-3,804
<b>Total funding</b>	<b>-108,304</b>	<b>-118,148</b>	<b>-117,385</b>	<b>-119,329</b>
<u>Expenditure:</u>				
Service staffing	61,614	62,480	62,759	63,273
Service non staffing	396,812	437,196	466,072	494,811
<b>Total expenditure</b>	<b>458,426</b>	<b>499,677</b>	<b>528,831</b>	<b>558,084</b>
<b>Net budget <sup>7</sup></b>	<b>350,122</b>	<b>381,529</b>	<b>411,446</b>	<b>438,756</b>

**2017/18    2018/19**

**SCC Budgeted FTE** **1,939    1,824**

Note 13: The FTEs have been restated in 2017/18 to show the total budgeted FTEs. The reduction in ASC's budgeted FTEs for 2018/19 is primarily due to the closure of the two remaining care homes previously operated in-house by Adult Social Care as part of the OP Home Closure Programme

	2018/19 £000	2019/20 £000	2020/21 £000
<b>Summary budget movement</b>			
<b>Prior year budget</b>	<b>350,122</b>	<b>381,529</b>	<b>411,446</b>
Pressures and changes	49,806	38,658	33,237
Savings	-18,400	-8,740	-5,928
Movements	31,407	29,918	27,309
<b>Revised budget</b>	<b>381,529</b>	<b>411,446</b>	<b>438,756</b>

Note 7: Net Budget supported by local taxation, general government grants and reserves

*All numbers have been rounded, which might cause a casting difference*

## Adult Social Care

Policy Budget (by activity)	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
<b>Older People (all care 65+)</b>				
Nursing	50,481	57,715	63,451	67,943
Residential General - External	43,877	46,656	49,343	51,748
Residential Dementia - External	16,585	19,585	20,866	21,869
Residential In-House Provision	782	0	0	0
Home Care - External	46,537	51,792	55,273	58,895
Supported Living	5,876	6,966	7,264	7,524
Extra Care - External	1,483	1,917	1,989	2,065
Reablement In-House Provision	7,485	7,208	7,354	7,501
Extra Care In-House Provision	1,131	1,076	1,097	1,119
Direct Payments	8,978	7,264	6,649	5,960
Day Care - External	2,815	2,213	2,012	1,845
Day Care In-House Provision	137	0	0	0
Respite Care	2,045	2,981	3,030	3,080
Transport Services	332	308	310	312
Other Care	1,470	1,194	373	-531
<b>Total Older People</b>	<b>190,014</b>	<b>206,875</b>	<b>219,011</b>	<b>229,330</b>
<b>Physical &amp; Sensory Disabilities (18-64)</b>				
Nursing	2,775	4,478	4,822	5,211
Residential General - External	6,334	6,778	7,204	7,649
Residential Dementia - External	264	359	364	369
Home Care	7,213	10,193	11,817	13,571
Supported Living	2,214	3,109	3,236	3,389
Extra Care	271	435	450	466
Direct Payments	11,880	10,285	10,351	10,404
Day Care - External	785	877	888	901
Respite Care	292	86	87	88
Transport Services	170	170	173	176
Other Care - External	9,302	9,827	9,943	10,088
<b>Total Physical &amp; Sensory Disabilities</b>	<b>41,499</b>	<b>46,597</b>	<b>49,334</b>	<b>52,312</b>
<b>People with Learning Disabilities (18-64)</b>				
Nursing	982	1,771	1,778	1,791
Residential General - External	63,393	71,838	74,777	80,176
Residential Dementia - External	201	206	209	211
Residential In-House Provision	5,310	5,606	5,704	5,804
Home Care - External	6,789	8,412	12,745	15,475
Supported Living - External	35,870	45,563	49,390	53,261
Extra Care	14	91	110	130
Supported Living / Home Care In-House Provision	576	556	565	574
Direct Payments	14,647	13,973	15,526	17,170
Day Care - External	15,870	16,179	16,327	16,499
Respite Care	2,344	2,126	2,308	2,497
Transport Services	1,962	2,987	3,491	4,012
Other Care - External	2,645	2,200	2,021	1,817
<b>Total People with Learning Disabilities</b>	<b>150,601</b>	<b>171,509</b>	<b>184,951</b>	<b>199,417</b>

## Adult Social Care

Policy Budget (by activity)	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
<b>Mental Health &amp; Substance Misuse (18-64)</b>				
Nursing	357	642	650	664
Residential General	2,666	2,306	2,539	2,788
Residential Dementia	89	189	191	194
Home Care	857	982	1,647	2,392
Supported Living	3,798	5,105	5,270	5,491
Extra Care	0	0	0	0
Direct Payments	645	562	511	453
Day Care	47	17	17	17
Respite Care	37	49	49	50
Transport Services	1	1	1	1
Other Care	2,977	2,467	2,464	2,461
<b>Total Mental Health &amp; Substance Misuse</b>	<b>11,475</b>	<b>12,318</b>	<b>13,340</b>	<b>14,511</b>
<b>Carers Expenditure</b>				
Other Care	4,687	4,690	4,690	4,691
Direct Payments	1,926	1,670	1,685	1,700
<b>Total Carers Expenditure</b>	<b>6,613</b>	<b>6,361</b>	<b>6,376</b>	<b>6,391</b>
<b>Other Expenditure</b>				
Assessment & Care Management	32,520	32,775	32,654	32,674
Management & Support	17,212	18,111	18,185	18,471
Housing Related Support	8,492	5,131	4,980	4,980
<b>Total Other Expenditure</b>	<b>58,223</b>	<b>56,016</b>	<b>55,819</b>	<b>56,125</b>
<b>Gross Expenditure</b>	<b>458,426</b>	<b>499,677</b>	<b>528,831</b>	<b>558,084</b>
<b>Income</b>				
UK Government Grants	-11,580	-10,472	-7,158	-7,158
Fees & Charges	-50,087	-55,929	-57,917	-59,861
Core Better Care Fund Income	-39,068	-39,068	-39,068	-39,068
Contributions & Contract Income	-4,455	-5,268	-5,268	-5,268
Joint Funded Care Package Income	-3,002	-4,170	-4,170	-4,170
Reimbursements & recovery of costs	-111	-3,242	-3,804	-3,804
<b>Total Income</b>	<b>-108,304</b>	<b>-118,148</b>	<b>-117,385</b>	<b>-119,329</b>
<b>Net Expenditure</b>	<b>350,122</b>	<b>381,529</b>	<b>411,446</b>	<b>438,756</b>

All numbers have been rounded, which might cause a casting difference

## Adult Social Care

### Detailed budget movement by year

8

	2018/19	2019/20	2020/21
	£000	£000	£000
<b>Pressures and changes</b>			
<b><u>Principal Funding Changes</u></b>			
Changes to Improved Better Care Fund allocations	-395	817	
Changes to Adult Social Care support grant	1,503	2,497	
<b>Total Principal Funding Changes</b>	<b>1,108</b>	<b>3,314</b>	<b>0</b>
<b><u>Inflation</u></b>			
Care Inflation relating to market pressures	18,644	14,648	12,156
Pay Inflation	1,120	1,405	1,434
<b>Total Inflation</b>	<b>19,764</b>	<b>16,053</b>	<b>13,590</b>
<b><u>Service Delivery</u></b>			
Changes to significant block contracts	248	752	448
Ongoing impact of underachievement against 2017/18 MTFP savings target - all savings excluding demand management	7,324		
Replacement of planned one off savings	1,000		
Invest to Save funding changes	0	-250	-50
Adult Social Care other changes	-331	-7	
<b>Total Service Delivery</b>	<b>8,241</b>	<b>495</b>	<b>398</b>
<b><u>Demand</u></b>			
Ongoing impact of underachievement against 2017/18 MTFP savings target - demand management	4,021		
Full year effect of existing care packages - Non-Transition	9,400	4,650	4,839
Future year demand pressures - Non-Transition	5,490	6,353	7,003
Full year effect of existing care packages - Transition	3,145	4,423	4,117
Future year Transition cases	5,305	5,358	5,411
<b>Total Gross Demand Pressures</b>	<b>27,360</b>	<b>20,784</b>	<b>21,370</b>
Changes to Joint Funded Care Package Income	-1,168		
Changes to Fees and Charges Income	-5,847	-1,988	-2,121
<b>Total Net Demand Pressures</b>	<b>20,345</b>	<b>18,796</b>	<b>19,249</b>
<b>Virements</b>	<b>349</b>	<b>0</b>	<b>0</b>
<b>Total Pressures and changes</b>	<b>49,806</b>	<b>38,658</b>	<b>33,237</b>

All numbers have been rounded, which might cause a casting difference

## Adult Social Care

### Detailed budget movement by year

	2018/19	2019/20	2020/21	
	£000	£000	£000	RAG
<b>Savings</b>				
<b><u>Efficiency/Service Transformation Savings</u></b>				
<b><u>Family, Friends &amp; Community Support</u></b>				
Family, Friends and Community support - core	-1,500			G
Family, Friends and Community support - stretch	-1,000			A
<b>Total Family, Friends &amp; Community Support</b>	<b>-2,500</b>	<b>0</b>	<b>0</b>	
<b><u>Demand</u></b>				
Demand Management	-1,000	-1,000	-1,000	R
Section 256 client group savings	-1,750	-1,750	-1,500	G
<b>Total Demand</b>	<b>-2,750</b>	<b>-2,750</b>	<b>-2,500</b>	
<b><u>Learning Disabilities</u></b>				
Personalised strategic shift from residential care to community based provision for people with disabilities	-1,000	-1,000		A
Commissioning for Older People with learning disabilities	-250	-250		A
Optimisation of Transition pathways	-1,500	-1,500	-1,000	G
Surrey Choices efficiency programme	-300	-300	-300	A
Transport care packages review	-250			A
<b>Total Learning Disabilities</b>	<b>-3,300</b>	<b>-3,050</b>	<b>-1,300</b>	
<b><u>Continuing Health Care</u></b>				
Ensure correct application of National Continuing Health Care framework	-2,500	-750	-750	G
Resolution of significant outstanding Continuing Health Care disputes / assessments	-1,500	-750		A
<b>Total Continuing Health Care</b>	<b>-4,000</b>	<b>-1,500</b>	<b>-750</b>	
<b><u>Contracts and Grants</u></b>				
Contracts and Grants Review	-500			A
Housing Related Support decommissioning / retendering of social exclusion services	-3,449	-151		A
Closure of Surrey Information Hubs	-291	-121		G
Optimisation of main block contract rates		-80	-82	G
Optimisation of other contract & grant rates	-288	-288	-288	G
<b>Total Contracts and Grants</b>	<b>-4,528</b>	<b>-640</b>	<b>-371</b>	
<b><u>Workforce</u></b>				
Workforce synergies	-500	-800	-800	R
<b>Total Workforce</b>	<b>-500</b>	<b>-800</b>	<b>-800</b>	
<b><u>Accommodation with Care and Support</u></b>				
Strategic review of Older People In-house services	-822			G
Expansion of extra care services			-207	G
<b>Total Accommodation with Care and Support</b>	<b>-822</b>	<b>0</b>	<b>-207</b>	
<b>Total savings</b>	<b>-18,400</b>	<b>-8,740</b>	<b>-5,928</b>	

All numbers have been rounded, which might cause a casting difference

Assessment of achievability of savings	2018/19	2019/20	2020/21	
	£000	£000	£000	
RED – achievement of savings face severe challenges and barriers;	-1,500	-1,800	-1,800	R
AMBER – significant barriers exist to the savings being achieved and the service is developing plans to overcome this;	-8,249	-2,451	-300	A
GREEN – savings will be achieved with few internal or external barriers	-8,651	-4,489	-3,828	G
	<b>-18,400</b>	<b>-8,740</b>	<b>-5,928</b>	

# Public Health Service Plan 2018-19



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](mailto:Helen.atkinson@surreycc.gov.uk)

## 2. Our challenges and opportunities

This year we will continue to align with the three Sustainability Transformation Partnerships (STP) alongside the local health and social care integration programme. The opportunities presented by devolution of public health responsibilities will also be developed while continuing to provide existing services and support across the County.

The continued need to identify further efficiencies and savings continues to present challenges within a reduced capacity and the need to further prioritise the overall work programme. We will however continue to maintain a focus on those experiencing the poorest health outcomes through the services we commission, our work with local partners, and engagement with the Surrey and departmental equality groups. This also requires continued effort to minimise the impact of service changes and budget reductions upon the most vulnerable persons who use our services.

## 3. Our key actions

We will prioritise the following five actions for 2018-19 to support achievement of the Council's corporate strategy goals of Wellbeing, Economic prosperity and Resident experience

1. Embed the new integrated service models for sexual health, substance misuse and 0-19s public health services
2. Support local CCGs and partner organisations through providing intelligence and evidence for population health management to inform commissioning decisions and wider programme planning.
3. Take action to address health inequalities and wider determinants of health by reducing the impact of environmental factors on health such as air quality and the built environment
4. Continue to work with the Surrey CCGs and colleagues in Adult Social Care and Children, Schools and Families in the design of joint commissioning processes, including the STP mandate and the development of Family Hubs.
5. Provide specialist support to the wider health and social care system to embed a preventative approach, particularly inputting into social prescribing; disease case finding in primary care and the making every adult matter (MEAM) multiple needs programme.

## 4. Our budget

Gross Revenue

Expenditure = £37.3m

Section 1: MTFP Service strategies and Detailed budgets

Public Health = £37.3m



## Public Health

Strategic Director: Helen Atkinson

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Public Health	0	659	800	802
<b>Net budget</b>	<b>0</b>	<b>659</b>	<b>800</b>	<b>802</b>
<u>Funding:</u>				
Other UK Government grants	-37,504	-36,540	-35,575	-35,575
Partner (non SCC) income	-400	-132	-120	0
<b>Total funding</b>	<b>-37,904</b>	<b>-36,672</b>	<b>-35,695</b>	<b>-35,575</b>
<u>Expenditure:</u>				
Service staffing	2,470	2,515	2,565	2,617
Service non staffing	783	586	586	586
Contracts & Care packages	34,651	34,230	33,344	33,174
<b>Total expenditure</b>	<b>37,904</b>	<b>37,331</b>	<b>36,495</b>	<b>36,377</b>
<b>Net budget</b>	<b>0</b>	<b>659</b>	<b>800</b>	<b>802</b>

	2017/18	2018/19
<b>FTE</b>	<b>46</b>	<b>46</b>

	2018/19 £000	2019/20 £000	2020/21 £000
<b>Summary budget movement</b>			
Prior year budget	0	659	800
Pressures and changes	2,825	1,027	177
Savings	-2,166	-886	-175
	<b>659</b>	<b>800</b>	<b>802</b>

<b>Summary budget movement</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>RAG</b>
<b>Prior year budget</b>	<b>0</b>	<b>659</b>	<b>800</b>	
<b><u>Principal Funding Changes</u></b>				
Change to government grant	964	965	0	
Partner (non SCC) income	-132	0	0	
<b>Total Principal Funding Changes</b>	<b>832</b>	<b>965</b>	<b>0</b>	
<b><u>Inflation</u></b>				
Pay inflation	45	50	52	
<b>Total Inflation</b>	<b>45</b>	<b>50</b>	<b>52</b>	
<b><u>Service Delivery</u></b>				
Changes relating to partner (non SCC) income	532	12	120	
Public health initiatives delivered through other council services	1,173	0	0	
Investment in services	193	0	5	
New responsibility - dental epidemiology	50	0	0	
<b>Total Service Delivery</b>	<b>1,948</b>	<b>12</b>	<b>125</b>	
<b>Total Pressures and changes</b>	<b>2,825</b>	<b>1,686</b>	<b>977</b>	
<b><u>Efficiencies / Service Transformation savings</u></b>				
Substance misuse integrated service	-1,299	-200	0	A
Sexual health (non-contract eg. out of area spend)	-626	-428	0	A
Planned change in Healthy Child Programme (0-19) contract value	0	-227	0	G
Savings in Surrey County Council recharge	-196	0	0	G
Other grant changes	0	-12	-120	G
Service transformation	-23	-14	-55	G
Healthy life style services	-11	0	0	G
Mental health	-11	0	0	G
Savings in non pay	0	-5	0	G
<b>Total Savings</b>	<b>-2,166</b>	<b>-886</b>	<b>-175</b>	
<b>Revised budget</b>	<b>659</b>	<b>800</b>	<b>802</b>	



# Highways and Transport 2018/19

8



Lucy Monie,  
Head of  
Highways &  
Transport

## Purpose

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

We will contribute to the council's three corporate goals of Wellbeing, Economic Prosperity and Resident Experience by supporting the delivery of nine Strategic Outcomes that are set out in the Environment & Infrastructure Business plan (2016-21).

### Wellbeing

Our services are safer for everyone to use, residents live in places that are resilient and sustainable, places are healthier to live in

### Economic Prosperity

Sustainable development is enabled through new infrastructure, travel is easier and more predictable, opportunities for Surrey's residents and businesses are increased

### Resident Experience

Places are attractive to live and work in, residents are engaged in and can influence our services, our services continue to provide value for money

For more information on what we do contact [highways@surreycc.gov.uk](mailto:highways@surreycc.gov.uk) or [lucy.monie@surreycc.gov.uk](mailto: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 whilst delivering in a complex environment. Our opportunities centre on maximising funding, achieving best value from our supply chain, working with our partners, and an increased focus on how we engage and communicate. The directorate's 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 2018/19 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. Deliver flood alleviation schemes so our communities are more resilient to flooding and the infrastructure programme to ensure new development is sustainable

## Our budget



\* includes local committee & member funds, bridges & structures, traffic signals

\*\* includes bridge strengthening, traffic signal replacement, drainage and developer funded schemes

# Highways and Transport

Head of Service: Lucy Monie

## Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Roads	7,074	7,324	7,581	7,846
Traffic Signals	1,011	1,041	1,075	1,110
Environmental Maintenance	3,000	2,379	2,462	2,548
Signs and Lines	985	528	547	566
Bridges and Structures	1,571	1,604	1,660	1,718
Drainage	3,446	3,544	3,619	3,697
Winter Service and Safety Barriers	2,632	2,713	2,808	2,907
Street Lighting and Furniture	15,810	16,983	17,542	18,139
Local Schemes	450	450	466	482
Member Local Highway Fund	0	608	810	1,215
Local Committee Highway Fund	0	1,400	2,000	2,500
Parking <sup>14</sup>	0	0	0	0
Highways - Staffing and Other Costs	8,672	7,549	7,823	8,102
Savings to be identified	0	0	-178	-356
<b>Net budget</b>	<b>44,651</b>	<b>46,123</b>	<b>48,215</b>	<b>50,474</b>

Parking <sup>14</sup>

2018/19 gross expenditure is £3.8m offset by income

### Funding:

Other UK Government grants	-92	-98	-104	-104
Fees & charges	-4,009	-4,069	-4,155	-4,244
Reimbursements and recovery of costs	-4,014	-3,841	-3,935	-4,033
<b>Total funding</b>	<b>-8,115</b>	<b>-8,008</b>	<b>-8,194</b>	<b>-8,381</b>

### Expenditure:

Service staffing	15,409	12,784	12,998	13,217
Service non-staffing	37,357	41,347	43,411	45,638
<b>Total expenditure</b>	<b>52,766</b>	<b>54,131</b>	<b>56,409</b>	<b>58,855</b>
<b>Net budget</b>	<b>44,651</b>	<b>46,123</b>	<b>48,215</b>	<b>50,474</b>

	2017/18	2018/19
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<b>FTE <sup>15</sup></b>	<b>371</b>	<b>314</b>
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FTE <sup>15</sup>

39 FTE moved to Place, the remaining change due to restructure

	2018/19 £000	2019/20 £000	2020/21 £000
<b>Summary budget movement</b>			
<b>Prior year budget</b>	<b>44,651</b>	<b>46,123</b>	<b>48,215</b>
Pressures and changes	3,906	2,270	2,437
Virement	-1,016		
Savings	-1,418	-178	-178
Movements	1,472	2,092	2,259
<b>Revised budget</b>	<b>46,123</b>	<b>48,215</b>	<b>50,474</b>

<b>Capital Programme</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2018-21 £000</b>
Highway maintenance	20,943	12,889	14,515	48,347
Bridge strengthening	1,706	3,151	3,637	8,494
Flooding & Drainage	1,393	1,261	1,457	4,111
Local transport schemes	400	400	400	1,200
Safety barriers	957	867	1,010	2,834
Traffic Signal Replacement	1,515	945	1,015	3,475
Highways Vehicle Replacement	120	0	0	120
National Productivity Investment Fund	0	tbc	tbc	0
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
Superfast Broadband	140	145	71	356
<b>Total capital programme</b>	<b>29,374</b>	<b>21,858</b>	<b>24,305</b>	<b>75,537</b>

Future National Productivity Investment Fund allocations to be confirmed

## Highways and Transport

### Detailed budget movement by year

	2018/19	2019/20	2020/21
<b>Pressures and changes</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<u>Inflation</u>			
Pay Inflation	213	215	219
Income Inflation	-181	-181	-186
Non pay inflation	1,466	1,434	1,499
<b>Total Inflation</b>	<b>1,498</b>	<b>1,468</b>	<b>1,532</b>
<u>Legislation</u>			
Flood Grant	-6	-6	
<b>Total Legislation</b>	<b>-6</b>	<b>-6</b>	<b>0</b>
<u>Service Delivery</u>			
Member local highway fund	608	202	405
Local committee highway fund	1,400	600	500
Market - Energy	400		
Flood Grant Expenditure	6	6	
<b>Service Delivery</b>	<b>2,414</b>	<b>808</b>	<b>905</b>
<b>Service pressures and changes</b>	<b>3,906</b>	<b>2,270</b>	<b>2,437</b>
Virements	-1,016		

	2018/19	2019/20	2020/21	RAG
<b>Savings</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<u>Efficiency/Service Transformation</u>				
Highways Information Team Income	-40			G
<b>Total Efficiency/Service Transformation</b>	<b>-40</b>			
<u>Service Reduction</u>				
Reactive maintenance	-1,200			G
<b>Total Service Reduction</b>	<b>-1,200</b>			
<b>Savings to be identified</b>	<b>-178</b>	<b>-178</b>	<b>-178</b>	<b>R</b>
<b>Total savings</b>	<b>-1,418</b>	<b>-178</b>	<b>-178</b>	

# Place Development and Waste Management 2018/19

8



Jason Russell, Deputy 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 transport, planning and the management of waste.

We will contribute to the council's three corporate goals of Wellbeing, Economic Prosperity and Resident Experience by supporting the delivery of nine Strategic Outcomes that are set out in the Environment & Infrastructure Business plan (2016-21)

### Wellbeing

Our services are safer for everyone to use, residents live in places that are resilient and sustainable, places are healthier to live in

### Economic Prosperity

Sustainable development is enabled through new infrastructure, travel is easier and more predictable, opportunities for Surrey's residents and businesses are increased

### Resident Experience

Places are attractive to live and work in, residents are engaged in and can influence our services, our services continue to provide value for money

For more information on what we do contact [highways@surreycc.gov.uk](mailto:highways@surreycc.gov.uk) or [lucy.monie@surreycc.gov.uk](mailto:lucy.monie@surreycc.gov.uk)



Lesley Harding, Head of Place Development

## Challenges and Opportunities

Our challenges include: budget uncertainty and year on year reductions; responding to population and economic growth to ensure we have the right transport, waste management and other infrastructure in place, pressures on transport as a consequence of an ageing population, the impact of traffic congestion and poor air quality on the health and well-being of our residents; and rising levels of road casualties amongst some groups. The opportunities we have identified include: building on strong relationships with partners to deliver savings and efficiencies and to tackle some of the challenges facing Surrey such as accommodating growth and tackling air quality, 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. The directorate's five-year business plan sets out how we will respond to the challenges and deliver our priorities.

## Key Actions

We will prioritise five actions for 2018/19 to support achievement of the council's three corporate goals:

1. Work with partners to reduce the cost of waste management by increasing recycling, reducing the amount produced and minimising the proportion sent to landfill
2. Work with partners to develop a single, aligned waste management service, including commissioning the EcoPark to create a more efficient whole system approach
3. Support economic prosperity with an infrastructure investment programme developed with partners, identifying funding to ensure that we can provide the infrastructure and transport required to support the growth of places and the health and wellbeing of our residents
4. Provide an effective planning applications process to enable the delivery of additional school places to meet increasing demand
5. Improve access to the countryside, conserve and protect its biodiversity, and make it financially sustainable

## Our budget

Net Revenue  
Expenditure =  
£88.9m

Waste Management, £64.4m

Travel and Transport,  
£20.1m

Other  
revenue\*,  
£4.4m

Capital =  
£14.9m

Local Growth  
Deal  
Schemes,...

Other capital\*\*, £1.4m

\* Other revenue functions include Planning & Development £2.3m, Countryside £1.3m and Directorate-wide costs £1m.  
\*\* Other capital schemes include developer funded schemes £0.8m, Countryside £0.3m, and Road Safety £0.2m



## Place Development and Waste Management

Strategic Director: Trevor Pugh

Head of Service: Lesley Harding

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Waste Management	58,053	64,405	68,462	70,062
Countryside	1,640	1,324	1,151	973
Place and Sustainability	428	0	0	0
Travel and Transport	18,472	20,061	20,788	21,515
Place Development - Management and other costs	101	107	114	121
Directorate wide costs & savings <sup>16</sup>	504	975	1,125	1,046
Planning and Development	2,089	2,267	2,299	2,331
Further savings to be identified	-23	-232	-482	-697
<b>Net budget <sup>7</sup></b>	<b>81,264</b>	<b>88,907</b>	<b>93,457</b>	<b>95,351</b>
<u>Funding:</u>				
UK Government grants	-1,862	-1,665	-1,694	-1,694
Fees & charges	-2,642	-3,020	-3,066	-3,142
Contribution and contract income	-541	-554	-567	-580
Reimbursement & recovery of costs	-2,947	-3,252	-3,349	-3,448
<b>Total funding</b>	<b>-7,992</b>	<b>-8,491</b>	<b>-8,676</b>	<b>-8,864</b>
<u>Expenditure:</u>				
Service Staffing	9,713	11,928	12,128	12,297
Service Non staffing	79,543	85,470	90,005	91,918
<b>Total expenditure</b>	<b>89,256</b>	<b>97,398</b>	<b>102,133</b>	<b>104,215</b>
<b>Net budget</b>	<b>81,264</b>	<b>88,907</b>	<b>93,457</b>	<b>95,351</b>

	2017/18	2018/19
<b>FTE <sup>17</sup></b>	<b>213</b>	<b>240</b>

	2018/19 £000	2019/20 £000	2020/21 £000
<b>Summary budget movement</b>			
<b>Prior year budget</b>	<b>81,264</b>	<b>88,907</b>	<b>93,457</b>
Inflation	3,506	3,396	3,387
Service Delivery	-2,892	3,331	0
Demand	5,954	-502	244
Virements	980	0	0
Savings	95	-1,675	-1,737
<b>Movements</b>	<b>7,643</b>	<b>4,550</b>	<b>1,894</b>
<b>Revised budget</b>	<b>88,907</b>	<b>93,457</b>	<b>95,351</b>

Note 7 : Net Budget supported by general government grants and reserves.

Note 16: Directorate-wide costs are shown here for presentational purposes only, and relate to activities across the Environment and Infrastructure Directorate (including Highways & Transport). The 2018/19 budget includes activities previously included within other budget lines.

Note 17: 2018/19 includes employees transferred from Highways and Transport

**Detailed budget movement by year**

	2018/19	2019/20	2020/21
	£000	£000	£000
<b>Pressures and changes</b>			
<u>Inflation</u>			
Income inflation	-178	-183	-188
Pay inflation	216	219	223
Contract / market inflation	3,468	3,360	3,352
Total Inflation	3,506	3,396	3,387
<u>Demand</u>			
Waste costs and volumes	5,954	-502	244
<u>Market/Service Delivery</u>			
Transfer to/from Waste sinking fund	-2,892	3,331	
<b>Service pressures</b>	6,568	6,225	3,631
Virements	980		

	2018/19	2019/20	2020/21	RAG
	£000	£000	£000	
<b>Savings</b>				
<u>Efficiency/Service Transformation and Service Reduction</u>				
Countryside review	-350	-200	-200	A
Planning and Development review	-150			G
E&I Support functions	-100			G
Place & Sustainability Review	-41		-35	G
Waste - Kerbside recycling performance <sup>18</sup>	1,077	-155	-162	G
Waste - Recycling management <sup>18</sup>	942	-57		G
Waste - Single waste approach	-1,000	-1,000	-1,000	A
Waste - Community Recycling Centres and Transfer Stations <sup>18</sup>	80			G
Waste - Materials Management	-150	-13	-125	G
Total Efficiency/Service Transformation and Service Reduction	308	-1,425	-1,522	
<u>Unidentified Savings</u>				
Savings to be identified	-213	-250	-215	R
Total Unidentified Savings	-213	-250	-215	
<b>Total savings</b>	<b>95</b>	<b>-1,675</b>	<b>-1,737</b>	

2018/19 Assessment of achievability of savings	2018/19	RAG
	£000	
RED - Achievement of savings face severe challenges and barriers	-213	R
AMBER – significant barriers exist to the savings being achieved and the service is developing plans to overcome this;	-1,350	A
GREEN – savings will be achieved with few internal or external barriers	1,658	G
<b>Total savings</b>	<b>95</b>	

Note 18 : Includes reversal of prior year savings.

	2018/19	2019/20	2020/21	2018-21
<b>Capital Programme</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
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	50	50	50	150
Local Growth Deal schemes	13,526	7,862	0	21,388
Developer funded schemes: S106	500	500	500	1,500
E&I Developer funded schemes: CIL	270	202	40	512
<b>Total Capital Programme</b>	<b>14,871</b>	<b>9,139</b>	<b>1,115</b>	<b>25,125</b>

	2018/19	2019/20	2020/21	2018-21
<b>Strategic Economic Plan Schemes</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
A23 Strategic Maintenance	1,332	2,510		3,842
A30/A331/Meadows Gyratory Corridor	1,276	1,385		2,661
Blackwater Valley STP - Phase 1	200			200
Dorking Transport Package - Phase 1	219			219
Epsom town centre Plan E	937			937
Greater Redhill STP	601			601
Guildford Town Centre transport package	4,336	1,170		5,506
Runnymede Roundabout	1,688			1,688
Wider Network Benefits East	30			30
Wider Staines - phase 1a & 1b	2,907	1,249		4,156
Unallocated contribution		1,548		1,548
<b>Total Strategic Economic Plan schemes</b>	<b>13,526</b>	<b>7,862</b>		<b>21,388</b>



Russell Pearson QFSM  
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.
- We will work with the business community and high rise building owners and occupiers through our protection team to influence and regulate premises to protect people, property and the environment.
- 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.

## Our challenges and opportunities

Following the tragic events at Grenfell towers in June 2017 we will see many challenges and changes to fire safety over the next few years. We will support change through a fluid workforce and enhanced teams as required whilst continuing to support businesses and our residents. The increasing financial pressures faced by public services and the changing demand for fire and rescue services also emphasises the need to consider alternative models of delivery. Significant savings can be found through meaningful collaboration with neighbouring fire services, Police and Ambulance. 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.

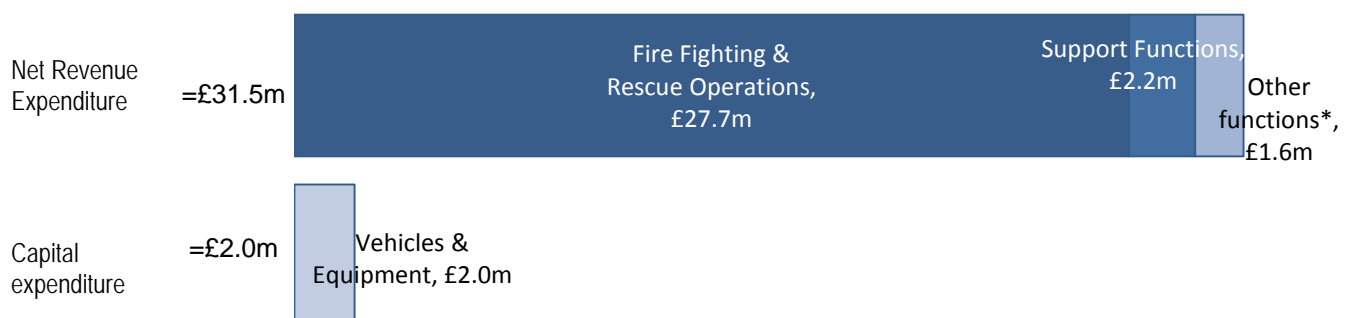
## Our key actions

We will prioritise five actions for 2018/19 to support achievement of the council's three corporate strategy goals of *wellbeing, economic prosperity and resident experience*.

1. Continue to deliver the 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, we will continue to deliver efficient, effective and intelligence led Prevention, Protection and Response with Resilience into the future.
5. The Service will be inspected in the Summer of 2018 by HMICFRS as to how we comply with relevant legislation and deliver value for money services and will need to respond to any recommendations arising.

## Our budget

The council has an operating revenue budget of £1.7 billion. The charts below show how the Surrey Fire and Rescue Service's spending has been allocated for 2018/19.



\* other functions include Community Safety and Emergency Planning

## Surrey Fire and Rescue Service

Chief Fire Officer: Russell Pearson QFSM

### Policy Budget (by activity)

	2017/18	2018/19	2019/20	2020/21
	£000s	£000s	£000s	£000s
Fire Fighting & Rescue Operations	25,634	27,750	23,995	23,030
Support Functions	1,373	2,157	2,202	1,648
Community Fire Safety	1,221	1,234	1,248	1,261
Fire Service Emergency Planning	316	381	386	390
<b>Net budget</b>	<b>28,544</b>	<b>31,522</b>	<b>27,831</b>	<b>26,329</b>

### Funding:

UK Government grants	-8,639	-9,122	-9,209	-9,297
Fire Pension Employee Contributions	-2,630	-2,657	-2,683	-2,710
Fees & charges	-39	-39	-40	-40
Property income	-12	-12	-13	-13
Reimbursement & recovery of costs	-833	-855	-863	-872
<b>Total funding</b>	<b>-12,153</b>	<b>-12,685</b>	<b>-12,808</b>	<b>-12,932</b>

### Expenditure:

Staffing	26,620	26,759	22,969	21,512
Non Staffing	3,202	3,179	3,258	3,193
Pension Payments	14,128	14,269	14,412	14,556
<b>Total expenditure</b>	<b>43,950</b>	<b>44,207</b>	<b>40,639</b>	<b>39,261</b>

<b>Net budget</b>	<b>31,797</b>	<b>31,522</b>	<b>27,831</b>	<b>26,329</b>
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	2017/18	2018/19
<b>FTE</b>	608	606

	2018/19	2019/20	2020/21
	£000s	£000s	£000s
<b>Summary budget movement</b>			
<b>Prior year budget</b>	<b>31,797</b>	<b>31,522</b>	<b>27,831</b>
Funding changes	-510	-113	-115
Inflation	386	384	349
Service delivery	510	113	115
Savings	-661	-4,075	-1,851
<b>Movements</b>	<b>-275</b>	<b>-3,691</b>	<b>-1,502</b>
<b>Revised budget</b>	<b>31,522</b>	<b>27,831</b>	<b>26,329</b>

# Surrey Fire and Rescue Service

## Detailed budget movement by year

8

	2018/19 £000s	2019/20 £000s	2020/21 £000s	RAG
<b>Funding changes</b>				
Fire Pension grant	-483	-87	-88	
Fire Pension Employee Contributions	-27	-26	-27	
<b>Total funding changes</b>	<b>-510</b>	<b>-113</b>	<b>-115</b>	
<b>Pressures and changes</b>				
<u>Inflation</u>				
Income Inflation	-9	-9	-9	
Pay inflation	285	285	248	
Contract / market inflation	110	108	110	
<b>Total Inflation</b>	<b>386</b>	<b>384</b>	<b>349</b>	
<u>Service Delivery</u>				
Pension costs (externally funded)	510	113	115	
<b>Total Service Delivery</b>	<b>510</b>	<b>113</b>	<b>115</b>	
<b>Total Pressures and funding changes</b>	<b>386</b>	<b>384</b>	<b>349</b>	
<b>Savings</b>				
<u>Service transformation and Efficiencies</u>				
Blue light Collaboration Mobilising (removal of prior year saving)	200			G
Fire cover reconfiguration Spelthorne - delayed	225	-225		A
Maintain two appliances at Fordbridge for one year	675	-450	-225	A
Response cover configuration	-800	-3,300		A
Middle management and further savings.	-500		-1,026	A
Fire pension reduced employer contribution rates	-400			G
Mobilising restructure	-61			A
Back office & support functions		-100	-600	G
<b>Total Savings</b>	<b>-661</b>	<b>-4,075</b>	<b>-1,851</b>	
<b>Net budget movements</b>	<b>-275</b>	<b>-3,691</b>	<b>-1,502</b>	



# Community Partnership and Safety 2018/19



Jane Last  
Head of  
Community  
Partnership  
and Safety

## 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 will contribute to the council's three corporate goals of Wellbeing, Economic Prosperity and Resident Experience by supporting the delivery of nine Strategic Outcomes that are set out in the Environment & Infrastructure Business plan (2016-21).

### Wellbeing

Our services are safer for everyone to use, residents live in places that are resilient and sustainable, places are healthier to live in

### Economic Prosperity

Sustainable development is enabled through new infrastructure, travel is easier and more predictable, opportunities for Surrey's residents and businesses are increased

### Resident Experience

Places are attractive to live and work in, residents are engaged in and can influence our services, our services continue to provide value for money

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

## 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. The directorate's 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 2018/19 to support achievement of the council's three corporate goals

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 devolved governance models that support councillors' influence in the development of place
4. Increase community resilience through working with residents to develop sustainable local groups and action plans
5. Maximise the benefit of funding sources to enable projects that enhance our local and military communities

## Our budget

Net Revenue  
Expenditure =£2.3m

Community Partnerships,  
£0.7m

Member Community Fund,  
£0.4m

Community Safety,  
£1.2m



## Community Partnership & Safety

Head of Service: Jane Last

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Community Partnerships	1,107	693	704	717
Member Community Fund	486	405	608	810
Community Improvement Fund	236			
Community Safety	905	1,195	1,205	1,215
<b>Net budget</b>	<b>2,734</b>	<b>2,293</b>	<b>2,517</b>	<b>2,742</b>
<u>Funding:</u>				
Reimbursement & recovery of costs	-162	-160	-160	-160
<b>Total funding</b>	<b>-162</b>	<b>-160</b>	<b>-160</b>	<b>-160</b>
<u>Expenditure:</u>				
Service staffing	1,242	1,174	1,192	1,211
Service non staffing	1,654	1,279	1,485	1,691
<b>Total expenditure</b>	<b>2,896</b>	<b>2,453</b>	<b>2,677</b>	<b>2,902</b>
<b>Net budget</b>	<b>2,734</b>	<b>2,293</b>	<b>2,517</b>	<b>2,742</b>

	2017/18	2018/19
<b>FTE</b>	25	27

	2018/19 £000s	2019/20 £000s	2020/21 £000s	RAG
<b>Summary budget movement</b>				
<b>Prior year budget</b>	<b>2,734</b>	<b>2,293</b>	<b>2,517</b>	
<u>Pressures and changes</u>				
Pay inflation	20	18	19	
Contract / market inflation	3	4	4	
Virement	-55			
Member Community Fund <sup>18</sup>	-81	202	202	
<u>Service transformation and efficiencies</u>				
Community Improvement Fund	-236			G
Restructure	-92			G
<b>Movements</b>	<b>-441</b>	<b>224</b>	<b>225</b>	
<b>Revised budget</b>	<b>2,293</b>	<b>2,517</b>	<b>2,742</b>	

Note 18:

Member Community Fund previously called Member Allocations. For 18/19, the allocation will be £5,000 per member, rising to £7,500 in 2019/20 and £10,000 in 2020/21.

# **Communities Support Function**

## **Financial Budget**

**2018/21**

## Community Support Function

Head of Service: Tracy Waters

### Policy Budget (by activity)

	2017/18 Total £000s	2018/19 Total £000s	2019/20 Total £000s	2020/21 Total £000s
Community Support Function	779	695	707	718
<b>Net budget</b>	<b>779</b>	<b>695</b>	<b>707</b>	<b>718</b>
<u>Funding:</u>				
Reimbursement & recovery of costs	-169			
<b>Total funding</b>	<b>-169</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Expenditure:</u>				
Service staffing	916	666	677	687
Service non-staffing	32	29	30	31
<b>Total expenditure</b>	<b>948</b>	<b>695</b>	<b>707</b>	<b>718</b>
<b>Net budget</b>	<b>779</b>	<b>695</b>	<b>707</b>	<b>718</b>

	2017/18	2018/19
<b>FTE</b>	26	17

	2018/19 £000s	2019/20 £000s	2020/21 £000s	RAG
<b>Summary budget movement</b>				
<b>Prior year budget</b>	<b>779</b>	<b>695</b>	<b>707</b>	
Pay inflation	10	11	10	
Contract / market inflation	1	1	1	
Virement	-92			
Savings	-3			G
<b>Movements</b>	<b>-84</b>	<b>12</b>	<b>11</b>	
<b>Revised budget</b>	<b>695</b>	<b>707</b>	<b>718</b>	

# **Coroner**

## **Financial Budget**

**2018/21**

## Coroner

Budget Manager : Tracy Waters

### Policy Budget (by activity)

	2017/18 Total £000s	2018/19 Total £000s	2019/20 Total £000s	2020/21 Total £000s
Coroner	1,739	1,722	1,860	2,012
<b>Net Budget</b>	<b>1,739</b>	<b>1,722</b>	<b>1,860</b>	<b>2,012</b>
<u>Funding</u>				
Partner (non SCC) funding		-610	-500	-385
<b>Total funding</b>		<b>-610</b>	<b>-500</b>	<b>-385</b>
<u>Expenditure:</u>				
Service staffing	396	1,010	1,021	1,031
Service non-staffing	1,343	1,322	1,339	1,366
<b>Total expenditure</b>	<b>1,739</b>	<b>2,332</b>	<b>2,360</b>	<b>2,397</b>
<b>Net budget</b>	<b>1,739</b>	<b>1,722</b>	<b>1,860</b>	<b>2,012</b>
	<b>2017/18</b>	<b>2018/19</b>		
<b>FTE<sup>19</sup></b>	<b>2</b>	<b>17</b>		

	2018/19 £000s	2019/20 £000s	2020/21 £000s	RAG
<b>Summary budget movement</b>				
<b>Prior year budget</b>	<b>1,739</b>	<b>1,722</b>	<b>1,860</b>	
Transfer of Police Coroner Officers	610			
Funding for Police Coroner Officers	-610	110	115	
Pay inflation	4	10	10	
Contract/market inflation	35	36	37	
Service efficiencies	-56	-18	-10	<b>G</b>
<b>Movements</b>	<b>-17</b>	<b>138</b>	<b>152</b>	
<b>Revised budget</b>	<b>1,722</b>	<b>1,860</b>	<b>2,012</b>	

Note 19 : 2018/19 FTE Includes the transfer of Coroner officers from Surrey Police.



Peter Milton  
Head of Cultural  
Services

## Our purpose

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

- Library Services used by nearly one third of Surrey residents, including 52 libraries – 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 42 million records online and achieving over 5 million views of those records.
- Ensuring that local residents have access to new skills, apprenticeships, new knowledge and lifestyle interests. The programme is made up of 2,500 adult learning courses. The targeted work includes specialist provision for: Family Learning; adults with a learning disability; and those with multiple barriers to the labour market.

- Surrey Arts service ensures 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, leading the Surrey Music Education Hub and Cultural Education Partnership and working with local groups, communities and partner organisations to promote great arts for everyone in Surrey.
- Smooth and efficient registration of approximately 11,500 deaths, 20,000 births, conducting approximately 2,000 citizenship ceremonies, 3,900 marriage / civil partnership ceremonies and issuing approximately 127,000 copies of birth, death, marriage and civil partnership certificates.

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

## Our challenges and opportunities

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.

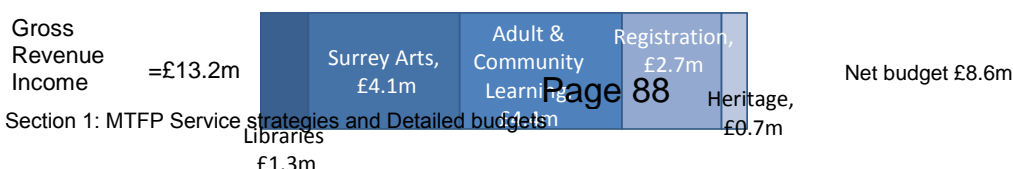
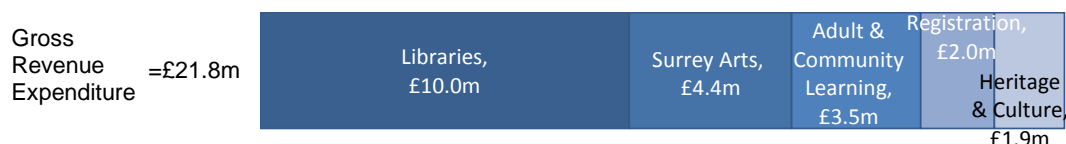
## Our key actions

We will prioritise five actions for 2018/19 to support achievement of the council’s three corporate strategy goals of *wellbeing, economic prosperity* and *resident experience*.

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

## Our budget

The council has an operating revenue budget of £1.7 billion. The charts below show how Cultural Service’s spending has been allocated for 2018/19.



## Cultural Services

Head of Service: Peter Milton

### Policy Budget (by activity)

	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Libraries	9,089	8,725	8,331	7,885
Heritage	1,006	1,037	1,027	1,042
Surrey Arts	528	280	273	292
Adult & Community Learning	-869	-913	-964	-989
Registration & Nationality Service	-619	-652	-677	-701
Supporting Cultural Services	153	165	164	163
<b>Net budget</b>	<b>9,288</b>	<b>8,642</b>	<b>8,154</b>	<b>7,692</b>

### Funding

UK Government grants	-3,811	-3,811	-3,811	-3,811
Fees & charges	-8,543	-8,545	-8,785	-8,976
Reimbursement & contract income	-460	-472	-485	-497
Partner (non SCC) funding	-297	-297	-301	-305
Property income	-190	-65	-66	-67
<b>Total funding</b>	<b>-13,301</b>	<b>-13,190</b>	<b>-13,448</b>	<b>-13,656</b>

### Expenditure:

Service staffing	19,006	18,732	18,438	18,117
Service non-staffing	3,583	3,100	3,164	3,231
<b>Total expenditure</b>	<b>22,589</b>	<b>21,832</b>	<b>21,602</b>	<b>21,348</b>
<b>Net budget</b>	<b>9,288</b>	<b>8,642</b>	<b>8,154</b>	<b>7,692</b>

	2017/18	2018/19
<b>FTE</b> <sup>20</sup>	529	531

	2018/19	2019/20	2020/21
	£000	£000	£000
<b>Summary budget movement</b>			
<b>Prior year budget</b>	<b>9,288</b>	<b>8,642</b>	<b>8,154</b>
Service Delivery	100		
Virements	15		
Inflation	198	181	209
Service transformation and efficiencies	-959	-669	-671
<b>Movements</b>	<b>-646</b>	<b>-488</b>	<b>-462</b>
<b>Revised budget</b>	<b>8,642</b>	<b>8,154</b>	<b>7,692</b>

Note 20: Reported FTE does not reflect future changes related to Library savings.  
Net increase is due to income earning and grant funded posts.

## Cultural Services

### Detailed budget movement by year

	2018/19 £000	2019/20 £000	2020/21 £000	RAG
<b>Pressures and changes</b>				
<u>Virements</u>	15			
<u>Inflation</u>				
Income inflation	-188	-190	-159	
Pay inflation	300	295	290	
Contract / market inflation	86	76	78	
<b>Total inflation</b>	<b>198</b>	<b>181</b>	<b>209</b>	
<u>Service Delivery</u>				
Watts Gallery grant	100			
<b>Total Service Delivery</b>	<b>100</b>	<b>0</b>	<b>0</b>	
<b>Total pressures and changes</b>	<b>313</b>	<b>181</b>	<b>209</b>	
<b>Savings</b>				
<u>Service Transformation and Efficiencies</u>				
Libraries - Redesign service delivery	-180			A
Libraries - Reduction to resources budget	-100			G
Libraries - Reclassification	-220	-110	-150	A
Libraries - Develop Community Supported Offer		-250	-290	G
Libraries - Team Staffing reductions	-46	-208	-176	G
Surrey Arts	-250			G
Surrey Arts - Additional music income	-25	-25		G
Adult & Community Learning - Improved marketing	-23	-28	-35	G
Registration - Increased income	-25	-16	-14	A
Heritage restructure	-85	-25		G
Other savings	-5	-7	-6	G
<b>Total Savings</b>	<b>-959</b>	<b>-669</b>	<b>-671</b>	
<b>Net Budget Movements</b>	<b>-646</b>	<b>-488</b>	<b>-462</b>	





# Emergency Management 2018/19

8

## Our Purpose



Ian Good  
Head of Emergency  
Management

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

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

## Our challenges and opportunities

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

## Our key actions

We will prioritise five actions for 2018/19 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 and builds on the learning from the Grenfell Tower Fire, Manchester Bombings and other incident during 2017.
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

## Our budget

The council has an operating revenue budget of £1.7 billion. The Emergency Management's spending (£0.5m) offset by -£0.1m of income has been allocated for 2018/19.

## Emergency Management

Head of Service: Ian Good

	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Emergency Management	489	498	506	513
<b>Net budget</b>	<b>489</b>	<b>498</b>	<b>506</b>	<b>513</b>
<u>Funding</u>				
Contributions and contract income	-63	-24	-25	-27
<b>Total funding</b>	<b>-63</b>	<b>-24</b>	<b>-25</b>	<b>-27</b>
<u>Expenditure:</u>				
Service staffing	495	476	483	491
Service non staffing	57	46	48	49
<b>Total expenditure</b>	<b>552</b>	<b>522</b>	<b>531</b>	<b>540</b>
<b>Net budget</b>	<b>489</b>	<b>498</b>	<b>506</b>	<b>513</b>

	2017/18	2018/19
<b>FTE</b>	12	11

	2018/19	2019/20	2020/21
	£000	£000	£000
<b>Summary budget movement</b>	<b>489</b>	<b>498</b>	<b>506</b>
<b>Prior year budget</b>	<b>489</b>	<b>498</b>	<b>506</b>
<u>Pressures &amp; Changes</u>			
Income Inflation	-1	-1	-2
Pay Inflation	9	8	8
Contract / market Inflation	1	1	1
Movements	9	8	7
<b>Revised budget</b>	<b>498</b>	<b>506</b>	<b>513</b>



**Steve Ruddy**  
Head of Trading Standards

## Our purpose

The Trading Standards service exists to:

- protect individuals, communities and businesses from harm and financial loss
- help business to thrive by maintaining a Fair Trading environment
- improve the health and wellbeing of people and communities
- fulfil 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](mailto: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 will need to help local businesses and residents prepare for the risks, challenges and opportunities presented by Brexit.

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.

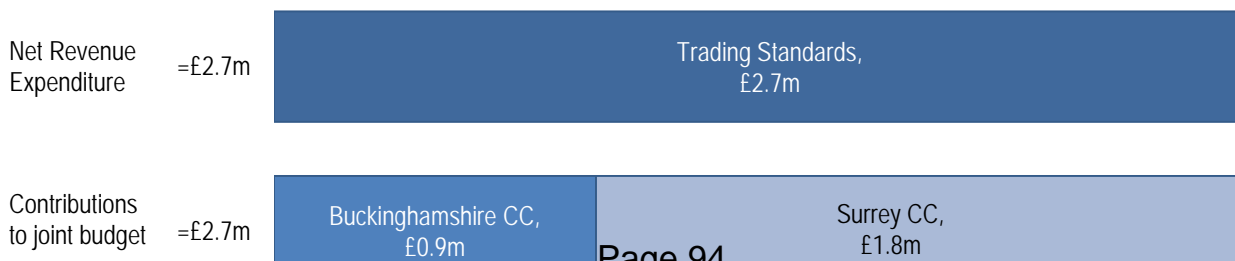
## Our key actions

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.
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, and animal health.
4. More effective prevention to raise awareness and reduce impact of scams, rogue traders and unsafe products.
5. Strengthen the sense of one service, embedding our values, supporting and developing our staff

## 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 2018/19.



Trading Standards<sup>21</sup>

Head of Service : Steve Ruddy

**Policy Budget (by activity)**

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Trading Standards	2,850	2,726	2,718	2,714
<b>Net Joint Budget</b>	<b>2,850</b>	<b>2,726</b>	<b>2,718</b>	<b>2,714</b>
<u>Funding:</u>				
Fees & Charges	-488	-626	-665	-690
Reimbursements and recoveries of costs	-349	-354	-358	-363
<b>Total funding</b>	<b>-837</b>	<b>-980</b>	<b>-1,023</b>	<b>-1,053</b>
<u>Expenditure:</u>				
Service staffing	3,371	3,280	3,332	3,385
Service non-staffing	316	426	393	359
<b>Total expenditure</b>	<b>3,687</b>	<b>3,706</b>	<b>3,725</b>	<b>3,744</b>
<b>Net Joint Budget</b>	<b>2,850</b>	<b>2,726</b>	<b>2,702</b>	<b>2,691</b>
<b>Surrey County Council Contribution</b>				
Buckinghamshire County Council Contribution	969	927	919	915
<b>Net Joint Budget</b>	<b>2,850</b>	<b>2,726</b>	<b>2,702</b>	<b>2,691</b>

	2017/18	2018/19
<b>FTE</b>	<b>74</b>	<b>74</b>

	2018/19 £000	2019/20 £000	2020/21 £000	RAG
<b>Summary budget movement</b>				
<b>Prior year budget</b>	<b>2,850</b>	<b>2,726</b>	<b>2,702</b>	
<u>Pressures and changes</u>				
Income Inflation	-10	-10	-12	
Pay inflation	52	52	53	
Contract/market inflation	11	11	10	
<u>Service transformation and efficiencies</u>				
Additional income generation	-133	-33	-18	G
Further savings	-44	-44	-44	G
<b>Movements</b>	<b>-124</b>	<b>-24</b>	<b>-11</b>	
<b>Revised budget</b>	<b>2,726</b>	<b>2,702</b>	<b>2,691</b>	

Note 21: 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



Sheila Little  
Director of Finance



Kevin Foster  
Chief Operating Officer



Dave Kuenssberg  
Dir. Finance & Resources

## What we do

Orbis is a partnership between Surrey, East Sussex and Brighton & Hove Councils that aims to provide seamless and resilient business services to the public sector, creating a compelling alternative to other ways in which business services can be delivered. 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), Business Operations and the Revenues & Benefits service in Brighton.

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 the three Councils.
- 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 other public sector bodies in order to grow and create income opportunities.

## Our challenges and opportunities

As local authorities, we face the challenge of continuing to deliver services to the taxpayer, at a lower cost while demand is increasing. Working in partnership enables 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, significant savings have already been achieved and further savings will continue to be delivered during 2018/19.

## Our key actions

We will focus on continued integrating and implementing new ways of joint working throughout Orbis during 2018/19 to drive joint benefits and realise efficiencies.

1. Develop improved ways to access our services including the implementation of an Orbis website.
2. Implementing new performance management approaches using dashboard technology.
3. Understand and deliver the essential technology requirements to allow integrated team working & collaboration.

## Our budget

Net Revenue Expenditure =£61.5m	Procurement					
	Business Ops, £6.9m	Finance, £10.5m	HR & OD, £5.8m	IT&D, £19.5m	Management, £2.5m	Property, £11.2m

Contribution to Orbis =£61.5m	BHCC, £12.7m	ESCC, £14.7m	SCC, £34.1m
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Simon Pollock  
 Assistant Director  
 Business Operations

## Our purpose

Our purpose is to provide high quality business services to Surrey, Brighton and East Sussex 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 800,000 invoices a year
- hiring over 3,000 staff a year
- collecting council tax and paying benefits in the City of Brighton & Hove
- working to reduce the unit costs of running a high volume transactional service to ensure that we provide our residents with the best possible value.

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

## Our challenges and opportunities

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

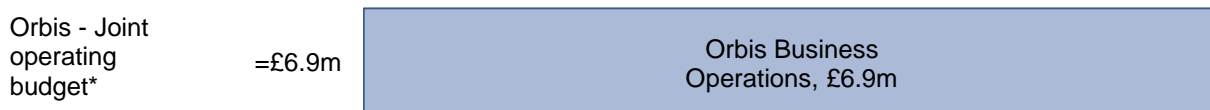
## Our key actions

We will prioritise three actions for 2018/19 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 5%.
3. Maintain high levels of customer and staff satisfaction.

## Our budget

The Business Operation service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how Business Operations service's spending has been allocated for 2018/19.



\* Surrey CC will contribute 55% of the Orbis joint operating budget from 1 April 2018



Sheila Little  
Director of Finance  
for Orbis and Surrey  
County Council

## 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](mailto:sheila.little@surreycc.gov.uk)

## Our challenges and opportunities

Our greatest challenge is assuring the council's financial resilience in an environment of continued reductions in central government funding, and ever increasing demographic demand pressures in core services, in particular for adult and children social care services. Added to this is the challenge of continuing to deliver significant savings and efficiencies year after year - £66m in 2018/19. We will work with services to enable these to be tracked and achieved, and develop transformational proposals for future years. With the government planning to reform local government finance, especially for social care, we will be working with partners to ensure this is fair and transparent, and that the business rates pilot is successful and continues into 2019/20. We will continue to strengthen our skills, capacity and capability to continue to provide quality finance services.

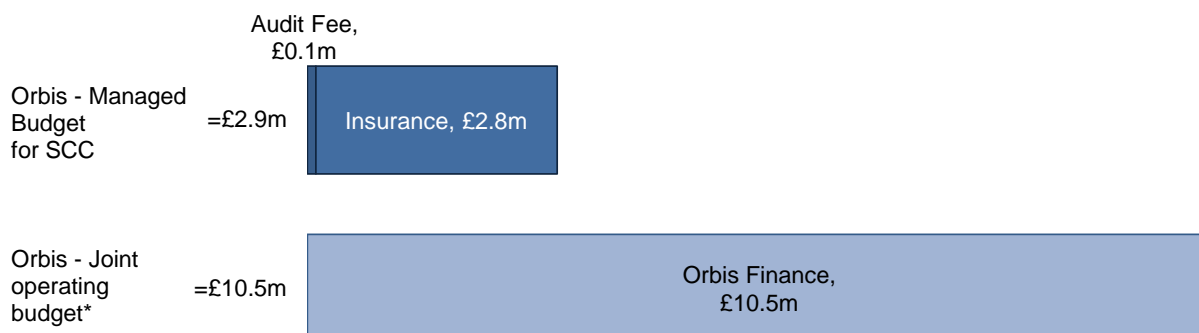
## Our key actions

We will prioritise the following actions for 2018/19 to support achievement of the council's corporate strategy goals.

1. Support services to deliver the councils current Medium Term Financial Plan through ensuring savings plans and milestones, and pressures, are tracked.
2. Proactively shape, drive and support the service transformation work to ensure further savings are identified by the organisation to move to sustainable in the long term services and budget
3. Proactively work with Government Departments (in particular Ministry of Housing, Communities & Local Government, DfE, DH) to influence and shape the strategic changes to Local Government funding for future years.
4. Work with partners to embed the Border to Coast Pensions Partnership to ensure it is the interests of the Surrey Scheme members and acceptable to Government.

## Our budget

The Finance Service manages budgets on behalf of Surrey County Council and budgets that are part of the Orbis Partnership Joint Operating Budget. The charts below show how Finance Service's spending has been allocated for 2018/19.







Sergio  
Sgambellone  
Director of  
Human  
Resources and  
Organisational  
Development

## Our purpose

Our purpose is **to help the council's workforce to achieve their very best**. We want to ensure that all our staff put residents at the heart of their work, making the best possible use of public money and adapting to changing needs and levels of demand.

Our approach to achieving this:

- **Sustain** - We will attract people with the right skills to deliver key services, to feel motivated and happy in their work. We want to reduce the costs associated with turnover and take a planned approach to our people resources, in terms of time, energy and money.
- **Enable** - We will support staff to feel trusted to make decisions and manage their time and work, through supportive managers and family friendly policies.
- **Achieve** – We will ensure colleagues have the time and space they need to learn, develop, adapt and evolve to meet the daily challenges and changing needs of our services.
- **Collaborate** - We want people to want to work for and with us. We will do this by reinforcing positive attitudes and behaviours across our workforce.
- **Transform** – We want to optimise our collective capacity to make the best use of our finite resources. Working together as one team and creating economies of scale and sharing good practice and ideas each other.

## Our challenges and opportunities

Our workforce face many challenges. Demand for our services is increasing but our resources are not. This paves the way for us to create new partnerships and ways of working so that we not only sustain our services but create the environment for them to thrive and grow. This brings with it the need to adapt to new ways of organising and delivering services whilst ensuring our workforce continues to be highly motivated and driven to do the best they can for our residents. We want to find new ways of recognising and rewarding staff who excel and embody our values so that performance and behaviour is rewarded and staff feel empowered and engaged in their work and that of the council.

## Our key actions

We will prioritise these actions for 2018/19 to support the achievement of the council's strategic goals of wellbeing, economic prosperity and resident experience.

1. Promoting employment schemes for new entrants.
2. Continuing to use and promote a range of digital media to collaborate with our partners and colleagues.
3. Supporting colleagues to develop new ways of working and deliver person centred services.
4. Optimising our learning provision to ensure impact and value for money.
5. Working with and through partners to make the most of resources and meet changing needs.

## 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 2018/19.



\* Surrey CC will contribute 55% of the Orbis joint operating budget from 1 April 2018  
Section 1: MTFP Service strategies and Detailed budgets

# Information Technology & Digital 2018/19



**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:

- delivering reliable and resilient systems for approximately 10,000 Surrey IT users to ensure they can work securely, effectively and efficiently in a modern Digital Workplace.
- working collaboratively and in partnership with service colleagues to modernise in a period of increasing public demand, delivering online services to Surrey residents.
- applying our expertise in digital transformation and technology innovation we champion the better use of digital to achieve strategic goals and sustainable services
- commercial customers and partners are attracted by our scale, strong service capabilities and regional influence. Through these relationships we support Surrey County Council to deliver sustainable public services.

## 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 and information in supporting the transformation of public service and delivery of priorities for Surrey residents. Our IT services and digital innovation are critical to improving the outcomes for residents across Surrey and developing a sustainable council fit for the future that makes best use of available budget. We have in excess of 80 projects in progress at any one time at Surrey, which demonstrates the appetite for change and an opportunity to support service transformation. Our biggest challenge is to develop our organisation to reimagine how technology and information can fundamentally improve public service provision.

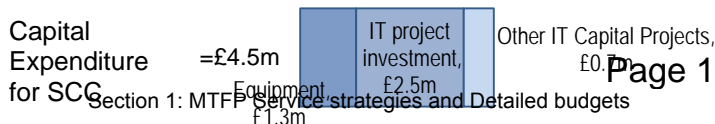
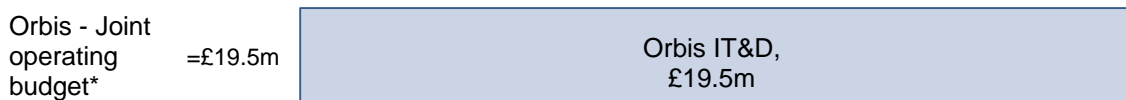
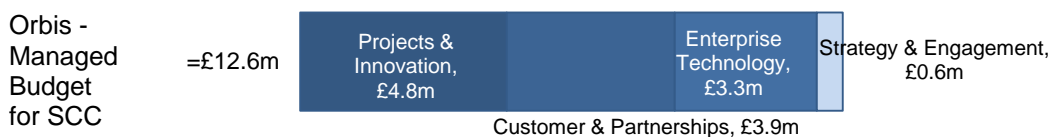
## Our key actions

We will prioritise the following actions for 2018/19 to support achievement of the council's corporate strategy goals.

1. Deliver change management and technical expertise across service transformation programmes.
2. Develop resident insight and digital design principles to focus innovation in meeting the long term needs of Surrey residents and support the financial sustainability of local public services.
3. Deploy digital solutions to enhance resident experience, support vulnerable residents and help manage increasing levels of demand on public services.
4. Working within budgetary constraints provide a modern digital infrastructure service making best use of cloud and mobile devices to support services to be agile, productive and effective.
5. Deliver enhanced public value through an integrated Orbis IT & Digital services across three Local Authorities.

## 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 2018/19.



\* Surrey CC will contribute 55% of the Orbis joint operating budget from 1 April 2018

## Our purpose



Ross Duguid  
Acting Assistant Director  
Procurement

Our purpose is to ensure that the contracts awarded by Surrey County Council, East Sussex County Council and Brighton & Hove City 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 [ross.duguid@surreycc.gov.uk](mailto:ross.duguid@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;
- Ensuring that we continue to have the skills, capability and capacity to deliver against our purpose as a service.

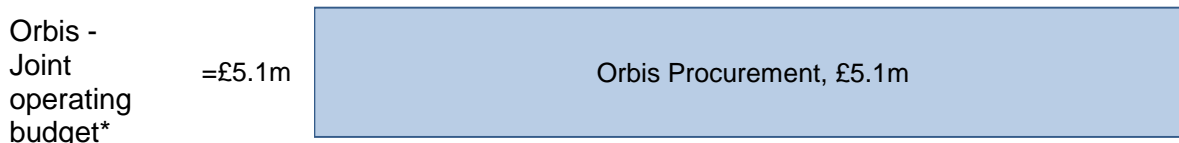
## Our key actions

We will prioritise four actions for 2018/19 to support achievement of the corporate strategy goals of our key customers:

1. Continue to deliver best value for money by ensuring better management of our suppliers and contracts, exploring innovative contracting and commercial models and collaborating with others.
2. Deliver our projects more efficiently through improved planning, increased standardisation and effective sharing of resource across the Orbis partnership
3. Ensure our data is effectively managed and used to inform better decision-making
4. 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.

## Our budget

The Procurement Service budgets are part of the Orbis Partnership Joint Operating Budget. The charts below show how Procurement and Commissioning service's spending has been allocated for 2018/19.



\* Surrey CC will contribute 55% of the Orbis joint operating budget from 1 April 2018



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 2018 intake
- delivering income opportunities through both our existing estate and through new opportunities to provide revenue income to Surrey to support services.

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

## Our challenges and opportunities

We will be enabling the delivery of the People & Places Programme to ensure that we support the delivery of the place shaping agenda – Surrey delivering the right services in the right place serving our localities.

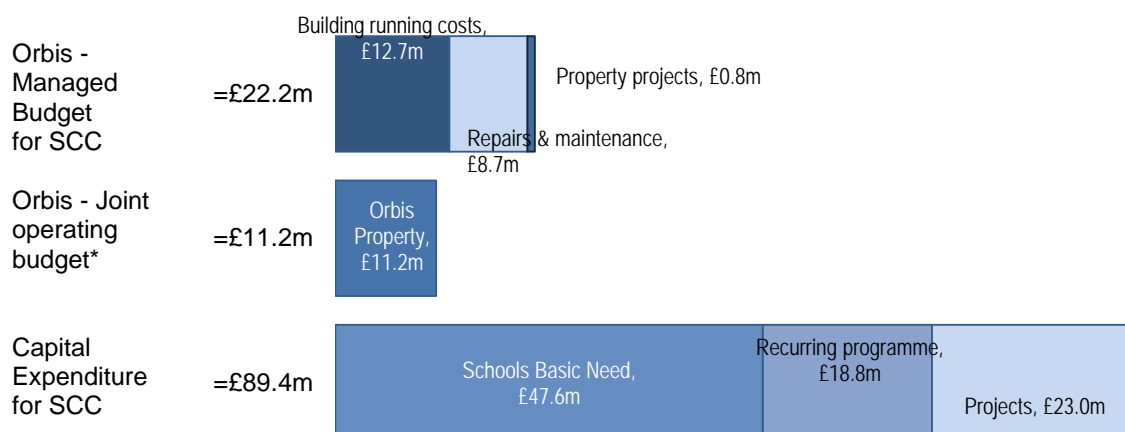
## Our key actions

We will prioritise five actions for 2018/19 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 and Brighton & Hove City Council to drive joint efficiency benefits.
2. Deliver school places for the September 2018 intake and plan for extended programme and years.
3. Maintain investment in key estate assets.
4. Enabling and supporting the People & Places Programme of work
5. Implementation of the new joint venture procured vehicle through early 2018

## 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 2018/19.



\* Surrey CC will contribute 55% of the Orbis joint operating budget from 1 April 2018

Director of Finance: Sheila Little  
Chief Operating Officer: Kevin Foster

Director of Finance & Resources: Dave Kuenssberg

Orbis is a collaborative local authority partnership established under a Joint Committee with Brighton & Hove City Council (BHCC) and East Sussex County Council (ESCC), to deliver Business Services. The Joint committee is responsible for delivering services from a Joint Operating budget. SCC, BHCC and ESCC contribute to the Joint Operating budget in proportion to their service delivery requirements, currently 55%, 21% and 24% 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)

	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
<b>Orbis Operating Budget</b>				
Business Operations	7,209	6,936	6,919	6,975
Finance	11,360	10,490	10,514	10,620
Human Resources	6,610	5,791	5,739	5,803
Information Technology & Digital	20,591	19,490	19,571	19,777
Management <sup>23</sup>	2,478	2,520	2,574	2,630
Procurement	3,977	5,132	5,156	5,207
Property	11,913	11,198	11,309	11,431
<b>Net budget</b>	<b>64,138</b>	<b>61,557</b>	<b>61,782</b>	<b>62,443</b>
<u>Funding:</u>				
Contributions and contract income	-13,334	-14,180	-14,406	-14,637
<b>Total funding</b>	<b>-13,334</b>	<b>-14,180</b>	<b>-14,406</b>	<b>-14,637</b>
<u>Expenditure:</u>				
Service staffing	70,683	67,364	67,606	68,283
Service non-staffing	6,789	8,373	8,582	8,797
<b>Total expenditure</b>	<b>77,472</b>	<b>75,737</b>	<b>76,188</b>	<b>77,080</b>

<b>Net budget</b>	<b>64,138</b>	<b>61,557</b>	<b>61,782</b>	<b>62,443</b>
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	2017/18	2018/19
<b>FTE <sup>24</sup></b>	<b>1,659</b>	<b>1,594</b>

	2018/19	2019/20	2020/21
	£000	£000	£000
<b>Summary budget movement</b>			
<b>Prior year budget</b>	<b>64,138</b>	<b>61,557</b>	<b>61,782</b>
Pressures and changes	2,030	656	661
Savings: efficiencies	-4,611	-431	0
Movements	-2,581	225	661
<b>Revised budget</b>	<b>61,557</b>	<b>61,782</b>	<b>62,443</b>
<u>Contributions <sup>25</sup></u>			
<b>SCC Contribution</b>	34,118	34,243	34,609
<b>BHCC Contribution</b>	12,703	12,749	12,885
<b>ESCC Contribution</b>	14,736	14,790	14,949
	<b>61,557</b>	<b>61,782</b>	<b>62,443</b>

## Orbis Partnership Joint Operating Budget

8

Continued....

	2017/18	2018/19	2019/20	2020/21
<b>Summary SCC</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
SCC Contribution to Orbis	35,386	34,118	34,243	34,609
Investment <sup>26</sup>	2,199	1,493	177	177
<b>Net budget</b>	<b>37,585</b>	<b>35,611</b>	<b>34,420</b>	<b>34,786</b>

Note 22. This is the total orbis operating budget, managed by the Joint Committee. The 2017-18 budget has been re-stated to include BHCC budget which will be fully integrated from 1 April 2018.

Note 23: Management costs include an adjustment to ensure that the methodology for the cost of pension contributions is similar in all authorities

Note 24: 2017/18 FTE re-stated to include BHCC staff. 2018/19 FTE includes Procurement staff transferred from managed budgets; and impact of known staff re-structures.

Note 25: Based on historical budget levels and subject to revision

Note 26: SCC share of orbis investment as per the orbis business plan

## Orbis Partnership Joint Operating Budget <sup>22</sup>

### Detailed budget movement by year

	2018/19	2019/20	2020/21
	£000	£000	£000
<b>Prior year budget</b>	<b>64,138</b>	<b>61,557</b>	<b>61,782</b>
Pay inflation	712	674	677
Contract / market inflation	201	209	215
Income inflation	-223	-227	-231
<b>Inflation</b>	<b>690</b>	<b>656</b>	<b>661</b>
Demand <sup>27</sup>	372		
Service Delivery - collaborative IT	140		
<b>Service pressures</b>	<b>1,202</b>	<b>656</b>	<b>661</b>

Virements <sup>28</sup> 828

### Savings

Service transformation/efficiency - Orbis Business Plan <sup>29</sup>			
Business Operations	-197	-73	G
Finance	-701	-81	G
Finance	-430		A
Human Resources & Organisational			
Development	-774	-117	G
Information Technology & Digital	-918	-123	G
Information Technology & Digital	-634		A
Procurement	-56	-27	G
Property	-150	-10	G
Property	-751		A
<b>Total Net Savings</b>	<b>-4,611</b>	<b>-431</b>	<b>0</b>

**Net Budget** 61,557 61,782 62,443

### 2018/19 Assessment of achievability

of savings	£000	RAG
AMBER – significant barriers exist to the savings being achieved and the service is developing plans to overcome this;	-1,815	A
GREEN – savings will be achieved with few internal or external barriers	-2,796	G
	<b>-4,611</b>	

Note 22: Movements for total Orbis Operating Budget, current SCC contribution is 55%.

Note 27: Virements from SCC services managed by orbis due to SCC service requirement changes, as per Inter Authority Agreement Principles

Note 28: ESCC demand changes

Note 29: Savings are as per the Orbis Business Plan

## Budgets Managed by the Orbis Partnership

8

Staff within the Orbis partnership manage budgets for SCC. For example staff within Property manage the cost of utilities for SCC's buildings. Budgets that are managed in this way are shown on separate schedules within the MTFP as 'budgets managed by the Orbis partnership'. This page is a summary of these budgets.

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Business Operations <sup>30</sup>	-63	-59	-53	-46
Finance	2,795	2,761	2,829	2,898
HR&OD	4,240	4,320	4,417	4,517
IT&D	12,513	12,560	12,873	13,193
Procurement Property	868	0	0	0
	21,586	22,131	23,066	24,054
<b>Net budget</b>	<b>41,939</b>	<b>41,713</b>	<b>43,132</b>	<b>44,616</b>
<b>Funding:</b>				
Contributions and contract income	-1,832	-2,210	-2,252	-2,295
Property Income	-8,417	-9,044	-9,185	-9,368
Reimbursements and recovery of costs	-96	-95	-97	-99
<b>Total funding</b>	<b>-10,345</b>	<b>-11,349</b>	<b>-11,534</b>	<b>-11,762</b>
<b>Expenditure:</b>				
Service staffing <sup>31</sup>	4,158	3,356	3,418	3,481
Service non-staffing	48,126	49,706	51,248	52,897
<b>Total expenditure</b>	<b>52,284</b>	<b>53,062</b>	<b>54,666</b>	<b>56,378</b>
<b>Net budget</b>	<b>41,939</b>	<b>41,713</b>	<b>43,132</b>	<b>44,616</b>

	2017/18	2018/19
<b>FTE</b> <sup>31</sup>	71	69

Summary budget movement	2018/19 £000	2019/20 £000	2020/21 £000
<b>Prior year budget</b>	<b>41,939</b>	<b>41,713</b>	<b>43,132</b>
Inflation	1,163	1,419	1,484
Virements	-943	0	0
Demand - loss of schools income	50	0	0
Pressures and changes	270	1,419	1,484
Service efficiencies	-336	0	0
Service reductions - contribution to furniture reserve	-160	0	0
Savings	-496	0	0
<b>Net Budget</b>	<b>41,713</b>	<b>43,132</b>	<b>44,616</b>

Note 30: Recharges to other council services are shown as reduced expenditure, hence the negative budget.

Note 31: The majority of staff are in the orbis operating budget. Staffing in the managed budgets include corporate apprentices and management trainees, these are not included in FTE.



## Budgets Managed by the Orbis Partnership - Business Operations

Assistant Director: Simon Pollock

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Local Assistance Scheme	518	528	540	553
Contribution from Other Services <sup>32</sup>	-581	-587	-593	-599
<b>Net budget</b>	<b>-63</b>	<b>-59</b>	<b>-53</b>	<b>-46</b>
<u>Expenditure:</u>				
Service staffing	153	156	160	165
Service non-staffing <sup>33</sup>	-216	-215	-213	-211
<b>Total expenditure</b>	<b>-63</b>	<b>-59</b>	<b>-53</b>	<b>-46</b>
<b>Net budget</b>	<b>-63</b>	<b>-59</b>	<b>-53</b>	<b>-46</b>

	2017/18	2018/19
<b>FTE</b> <sup>34</sup>	<b>5</b>	<b>5</b>

<b>Budget movement</b>	2018/19 £000	2019/20 £000	2020/21 £000
<b>Prior year budget</b>	<b>-63</b>	<b>-59</b>	<b>-53</b>
Pay inflation	3	4	5
Contract / market inflation	1	2	2
Pressures and changes	4	6	7
<b>Net Budget</b>	<b>-59</b>	<b>-53</b>	<b>-46</b>

Note 32: 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 33: Recharges are shown as reduced expenditure, hence the negative non staffing budget.

Note 34: The majority of staff are included in the orbis operating budget

## Budgets Managed by the Orbis Partnership - Finance

8

Director of Finance: Sheila Little

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Audit Fee	147	123	126	128
Insurance <sup>35</sup>	2,648	2,752	2,817	2,884
Contribution from Other Services <sup>36</sup>		-114	-114	-114
<b>Net budget</b>	<b>2,795</b>	<b>2,761</b>	<b>2,829</b>	<b>2,898</b>
<u>Funding:</u>				
Contributions and contract income <sup>35</sup>	-1,377	-1,655	-1,688	-1,721
<b>Total funding</b>	<b>-1,377</b>	<b>-1,655</b>	<b>-1,688</b>	<b>-1,721</b>
<u>Expenditure:</u>				
Service non-staffing <sup>35</sup>	4,172	4,416	4,517	4,619
<b>Total expenditure</b>	<b>4,172</b>	<b>4,416</b>	<b>4,517</b>	<b>4,619</b>
<b>Net budget</b>	<b>2,795</b>	<b>2,761</b>	<b>2,829</b>	<b>2,898</b>

### Budget movement

	2018/19 £000	2019/20 £000	2020/21 £000	RAG
<b>Prior year budget</b>	<b>2,795</b>	<b>2,761</b>	<b>2,829</b>	
Income inflation	-28	-27	-28	
Contract / market inflation	88	95	97	
Inflation	60	68	69	
Demand - loss of schools income	50			
Pressures and changes	110	68	69	
Virements	-114			
<u>Savings: Efficiencies</u>				
Audit Fee	-30			G
Savings	-30	0	0	
<b>Net Budget</b>	<b>2,761</b>	<b>2,829</b>	<b>2,898</b>	

Note 35: Increase in insurance expenditure is due to purchase of commercial properties insurance, offset by increased income.

Note 36: Recharges to other council services are included in the budgets managed by the Orbis Partnership. The recharged services are for finance support provided to Public Health

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

Director of HR &amp; OD: Sergio Sgambellone

### Policy Budget (by activity)

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Training	1,735	1,717	1,760	1,804
Recruitment	693	705	723	741
Organisational Development	1,812	1,898	1,934	1,972
<b>Net budget</b>	<b>4,240</b>	<b>4,320</b>	<b>4,417</b>	<b>4,517</b>
<u>Funding:</u>				
Contributions and contract income	-20	-20	-20	-20
<b>Total funding</b>	<b>-20</b>	<b>-20</b>	<b>-20</b>	<b>-20</b>
<u>Expenditure:</u>				
Service staffing	1,659	1,695	1,725	1,756
Service non-staffing	2,601	2,645	2,712	2,781
<b>Total expenditure</b>	<b>4,260</b>	<b>4,340</b>	<b>4,437</b>	<b>4,537</b>
<b>Net budget</b>	<b>4,240</b>	<b>4,320</b>	<b>4,417</b>	<b>4,517</b>

	2017/18	2018/19
<b>FTE</b> <sup>37</sup>	<b>29</b>	<b>28</b>

<b>Budget movement</b>	2018/19 £000	2019/20 £000	2020/21 £000
<b>Prior year budget</b>	<b>4,240</b>	<b>4,320</b>	<b>4,417</b>
Pay inflation	30	30	31
Contract / market inflation	53	67	69
Inflation	83	97	100
Virements	-3		
Pressures and Changes	80	97	100
<b>Net Budget</b>	<b>4,320</b>	<b>4,417</b>	<b>4,517</b>

Note 37: Staffing budgets include corporate apprentices and management trainees, these are not included in HR FTE. The majority of staff are included in the orbis operating budget

## Budgets Managed by the Orbis Partnership - Information Technology & Digital

Chief Information Officer: Matt Scott

### Policy Budget (by activity) <sup>38</sup>

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Projects and Innovation - Projects	2,245	2,172	2,251	2,333
Projects and Innovation - Systems support	2,616	2,602	2,698	2,795
Customer and Partnerships - Networks	3,952	3,872	3,872	3,872
Enterprise Technology	3,044	3,284	3,407	3,533
Strategy and Engagement	656	630	645	660
<b>Net budget <sup>38</sup></b>	<b>12,513</b>	<b>12,560</b>	<b>12,873</b>	<b>13,193</b>
<u>Funding:</u>				
Contribution and contract income	-435	-535	-544	-554
<b>Total funding</b>	<b>-435</b>	<b>-535</b>	<b>-544</b>	<b>-554</b>
<u>Expenditure:</u>				
Service staffing	976	978	996	1,014
Service non-staffing	11,972	12,117	12,421	12,733
<b>Total expenditure</b>	<b>12,948</b>	<b>13,095</b>	<b>13,417</b>	<b>13,747</b>
<b>Net budget</b>	<b>12,513</b>	<b>12,560</b>	<b>12,873</b>	<b>13,193</b>

	2017/18	2018/19
<b>FTE <sup>39</sup></b>	<b>19</b>	<b>18</b>

Budget movement	2018/19 £000	2019/20 £000	2020/21 £000	RAG
<b>Prior year budget</b>	<b>12,513</b>	<b>12,560</b>	<b>12,873</b>	
Income inflation	-9	-9	-10	
Pay inflation	18	18	18	
Contract / market inflation	242	304	312	
Inflation	251	313	320	
Virements	-98			
Pressures and Changes	153	313	320	
<b>Savings: Efficiencies</b>				
Infrastructure	-30			G
Orbis Business Plan	-76			G
Savings	-106	0	0	
<b>Net Budget</b>	<b>12,560</b>	<b>12,873</b>	<b>13,193</b>	

Capital Programme	2018/19 £000	2019/20 £000	2020/21 £000	2018-21 £000
Equipment Replacement Reserve	1,306	840	2,900	5,046
IT&D Project Investment	2,500	2,500	2,500	7,500
Other Projects	689	139	1,471	2,299
<b>Total Capital Programme</b>	<b>4,495</b>	<b>3,479</b>	<b>6,871</b>	<b>14,845</b>

Note 38: Updated policy categories reflect current IT&D classifications, 2017/18 budgets have been re-aligned to these.

Note 39: The majority of staff are included in the orbis operating budget

## Budgets Managed by the Orbis Partnership - Property

Chief Property Officer: John Stebbings

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### Policy Budget (by activity)

	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Building Running Costs	12,641	12,655	13,277	13,912
Repairs & Maintenance	8,188	8,710	9,008	9,345
Property Projects	757	766	781	797
<b>Net budget</b>	<b>21,586</b>	<b>22,131</b>	<b>23,066</b>	<b>24,054</b>
<b>Funding:</b>				
Property Income	-8,417	-9,044	-9,185	-9,368
Reimbursements and recovery of	-96	-95	-97	-99
<b>Total funding</b>	<b>-8,513</b>	<b>-9,139</b>	<b>-9,282</b>	<b>-9,467</b>
<b>Expenditure:</b>				
Service staffing	502	527	537	546
Service non-staffing	29,597	30,743	31,811	32,975
<b>Total expenditure</b>	<b>30,099</b>	<b>31,270</b>	<b>32,348</b>	<b>33,521</b>
<b>Net budget</b>	<b>21,586</b>	<b>22,131</b>	<b>23,066</b>	<b>24,054</b>

	2017/18	2018/19
FTE <sup>40</sup>	18	18

### Budget movement

	2018/19	2019/20	2020/21	RAG
	£000	£000	£000	
<b>Prior year budget</b>	<b>21,586</b>	<b>22,131</b>	<b>23,066</b>	
Income inflation	-121	-123	-126	
Pay inflation	9	9	9	
Contract / market inflation	877	1,049	1,105	
Inflation	765	935	988	
Virements	140			
Pressures and changes	905	935	988	
Service reductions - contribution to furniture re	-200			G
Service efficiency - building running costs	-160			G
Savings	-360	0	0	
<b>Net Budget</b>	<b>22,131</b>	<b>23,066</b>	<b>24,054</b>	

	2018/19	2019/20	2020/21	2018-21
	£000	£000	£000	£000
<b>Capital Programme</b>				
Recurring programmes	18,844	18,780	18,780	56,404
Schools Basic Need	47,623	46,845	13,860	108,328
Projects	23,034	1,232	300	24,566
<b>Total capital programme</b>	<b>89,501</b>	<b>66,857</b>	<b>32,940</b>	<b>189,298</b>

Note 40: The majority of staff are included in the orbis operating budget

## Budgets Managed by the Orbis Partnership - Property

### Capital

	2018/19 £000	2019/20 £000	2020/21 £000	2018-21 £000
<u>School Basic Need</u>	<b>47,623</b>	<b>46,845</b>	<b>13,860</b>	<b>108,328</b>
<u>Recurring programme</u>				
Schools condition maintenance	11,357	11,357	11,357	34,071
Fire risk assessments / minor works / DDA	487	400	400	1,287
Non schools structural maintenance	7,000	7,023	7,023	21,046
<b>Recurring programme</b>	<b>18,844</b>	<b>18,780</b>	<b>18,780</b>	<b>56,404</b>
<u>Project schemes</u>				
Fire Projects	3,707			3,707
SEN strategy	1,200	495		1,695
Projects to enhance income	1,852			1,852
Projects to reprovion and deliver capital receipts	8,300	737	300	9,337
ASC Schemes	2,916			2,916
Land acquisition for waste	3,667			3,667
Highways Schemes	1,392			1,392
<b>Project schemes</b>	<b>23,034</b>	<b>1,232</b>	<b>300</b>	<b>24,566</b>
<b>Capital programme</b>	<b>89,501</b>	<b>66,857</b>	<b>32,940</b>	<b>189,298</b>



# Communications 2018/19

8



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](mailto:louise.footner@surreycc.gov.uk)

## Our challenges and opportunities

Our challenges and opportunities are to maintain an effective dialogue with residents, staff and partners 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

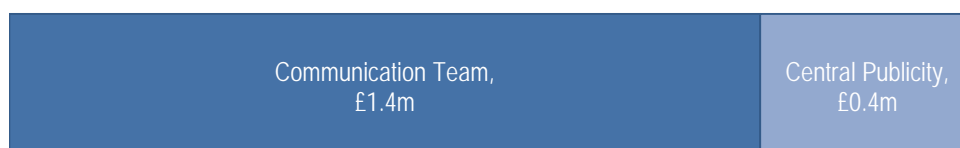
We will prioritise five actions for 2018/19 to support achievement of the council's three corporate strategy goals of wellbeing, economic prosperity and resident experience.

1. Develop opportunities for improved resident engagement and involvement in transforming public services
2. Support and drive the council's activity to develop a culture that supports new ways of working for staff and partners
3. Deliver communications and engagement that promotes and supports the council priorities through place based engagement and increasing use of digital and social media
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 in how we deliver communications and engagement

## Our budget

The council has an operating revenue budget of £1.7 billion. The chart below shows how Communications spending has been allocated for 2018/19.

Net Revenue  
Expenditure =£1.8m





## Communications

Head of Service: Louise Footner

### Policy Budget (by activity)

	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Communications Team	1,396	1,412	1,429	1,453
Central Publicity	500	399	372	381
Surrey Matters	183			
<b>Net budget <sup>7</sup></b>	<b>2,079</b>	<b>1,811</b>	<b>1,801</b>	<b>1,834</b>

### Funding

Fees and Charges	-26			
<b>Total funding</b>	<b>-26</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Expenditure:

Service staffing	1,332	1,347	1,362	1,384
Service non-staffing	773	464	439	450
<b>Total expenditure</b>	<b>2,105</b>	<b>1,811</b>	<b>1,801</b>	<b>1,834</b>
<b>Net budget <sup>7</sup></b>	<b>2,079</b>	<b>1,811</b>	<b>1,801</b>	<b>1,834</b>

	2017/18	2018/19
<b>FTE</b>	<b>31</b>	<b>30</b>

	2018/19	2019/20	2020/21	
	£000	£000	£000	RAG
<b>Summary budget movement</b>				
<b>Prior year budget</b>	<b>2,079</b>	<b>1,811</b>	<b>1,801</b>	
<u>Pressures and changes</u>				
Pay inflation	22	21	22	
Contract / market inflation	15	12	11	
Service pressures	37	33	33	
Virements	-104			
Service Efficiencies	-201	-43		G
<b>Revised budget</b>	<b>1,811</b>	<b>1,801</b>	<b>1,834</b>	

### Notes

Note 7: Net Budget supported by general government grants and reserves.

# Customer Services 2018/19

## 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 and supporting residents to access appropriate services
- oversee the customer complaints procedure and share the learning from customer feedback to drive service improvement
- 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 [susan.grizzelle@surreycc.gov.uk](mailto:susan.grizzelle@surreycc.gov.uk)

## Our challenges and opportunities

We need to respond to increasing demand on the council's services caused by factors such as a higher demand for social care, school places and severe weather events. This needs to be done whilst we respond to changes in customer expectation and the ways in which people are choosing to access our services and contact us. New technology presents the opportunity to respond to these challenges by improving efficiency and the overall customer experience.

## Our key actions

We will prioritise the following actions for 2018/19 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, providing practical support, guidance and training to services across Surrey.
2. Work with our internal and external partners to improve the content and accessibility of our public and partner websites making it easier for customers to find information and use our online services.
3. Focus our customer service centre on providing essential services to customers and resolving more enquiries at the first point of contact.
4. Increase our direct engagement with customers to collect and share actionable insight that can be used across the organisation to develop and improve services according to customer need.
5. Review and improve our Blue Badge processes so they meet the needs of our most vulnerable customers and reflect government guidance.

## Our budget

The council has an operating revenue budget of £1.7 billion. The charts below show how Customer Service's spending has been allocated for 2018/19.

Net Revenue  
Expenditure =£3.3m

Customer Services,  
£3.3m

## Customer Services

Head of Service: Sue Grizzelle

### Policy Budget (by activity)

	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s
Customer Services	3,369	3,279	3,253	3,232
<b>Net budget</b>	<b>3,369</b>	<b>3,279</b>	<b>3,253</b>	<b>3,232</b>
<u>Funding:</u>				
Reimbursement & recovery of costs	-139	-140	-142	-143
<b>Total funding</b>	<b>-139</b>	<b>-140</b>	<b>-142</b>	<b>-143</b>
<u>Expenditure:</u>				
Service staffing	3,408	3,316	3,291	3,268
Service non-staffing	100	103	104	107
<b>Total expenditure</b>	<b>3,508</b>	<b>3,419</b>	<b>3,395</b>	<b>3,375</b>
<b>Net budget</b>	<b>3,369</b>	<b>3,279</b>	<b>3,253</b>	<b>3,232</b>
	<b>2017/18</b>	<b>2018/19</b>		
<b>FTE</b>	102	94		

Summary budget movement	2018/19 £000s	2019/20 £000s	2020/21 £000s	RAG
<b>Prior year budget</b>	<b>3,369</b>	<b>3,279</b>	<b>3,253</b>	
<u>Pressures and changes</u>				
Income inflation	-1	-1	-1	
Pay inflation	54	52	52	
Contract / market inflation	2	3	3	
Service pressures	55	54	54	
Virement	20			
<u>Service transformation and efficiencies</u>				
Stop appointment bookings (redirecting online)	-105		-50	G
Reduction in management team costs	-25			G
Channel Shift	-25	-25	-25	A
Reduce Web and digital	-10	-55		G
Service savings	-165	-80	-75	
<b>Revised budget</b>	<b>3,279</b>	<b>3,253</b>	<b>3,232</b>	



Katie Booth,  
Democratic Services  
Lead Manager

## 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 [katieb@surreycc.gov.uk](mailto:katieb@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 2018-19 to support achievement of the Council's corporate strategy goals of Wellbeing, Economic prosperity and Resident experience:

1. Continue to strengthen our support to Members and the CEX, so that they are able to perform their roles as effectively as possible. This will include achieving the Charter Plus standard for member development, leading a project to improve our IT offer to councillors and supporting the induction of the new CEX.
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, including preparing the authority for the introduction of the General Data Protection Regulation.
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 Democratic Service's spending has been allocated for 2018/19.



## Democratic Services

Head of Service: Katie Booth

### Policy Budget (by activity)

	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Democratic Services Team	1,918	1,828	1,836	1,844
Member Allowances & Expenses	2,110	1,840	1,864	1,889
Healthwatch		176	176	176
Voluntary & Community Sector Support	462	452	441	430
Local Elections	1,350	16	16	16
<b>Net budget <sup>7</sup></b>	<b>5,840</b>	<b>4,312</b>	<b>4,333</b>	<b>4,355</b>
Funding				
UK Government grants	-66	-530	-530	-530
Reimbursement & recovery of costs	-164	-148	-151	-155
Total funding	-230	-678	-681	-685
Expenditure:				
Service staffing	1,942	1,831	1,837	1,843
Service non-staffing	4,128	3,159	3,177	3,197
<b>Total expenditure</b>	<b>6,070</b>	<b>4,990</b>	<b>5,014</b>	<b>5,040</b>
<b>Net budget <sup>7</sup></b>	<b>5,840</b>	<b>4,312</b>	<b>4,333</b>	<b>4,355</b>

	2017/18	2018/19
<b>FTE</b>	46	43

	2018/19	2019/20	2020/21	RAG
	£000	£000	£000	
<b>Summary budget movement</b>	<b>5,840</b>	<b>4,312</b>	<b>4,333</b>	
<b>Prior year budget</b>	<b>5,840</b>	<b>4,312</b>	<b>4,333</b>	
<u>Pressures and changes</u>				
Local Elections	-1,334			
Income inflation	-4	-4	-4	
Pay inflation	29	28	28	
Contract / market inflation	71	63	64	
Service pressures	-1,238	87	88	
Virement	176			
<u>Efficiency / service transformation</u>				
Withdrawal from Members Pension Scheme	-300			G
Staff savings	-122	-22	-22	G
Modern Council	-22	-22	-22	G
Voluntary Sector reduction	-22	-22	-22	G
<b>Movements</b>	<b>-1,528</b>	<b>21</b>	<b>22</b>	
<b>Revised budget</b>	<b>4,312</b>	<b>4,333</b>	<b>4,355</b>	

Note 7: Net Budget supported by general government grants and reserves.

# Legal Services 2018/19



Sarah Baker  
Head of Legal 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.
- Ensure excellent joint working with other services.

For more information on what we do, contact [sarah.baker@surreycc.gov.uk](mailto:sarah.baker@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 an increasing emphasis on introducing different approaches to service delivery in order to manage tighter budgets. These arrangements often require legal support 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 provides an opportunity to reduce costs and increase resilience and opportunities for staff.

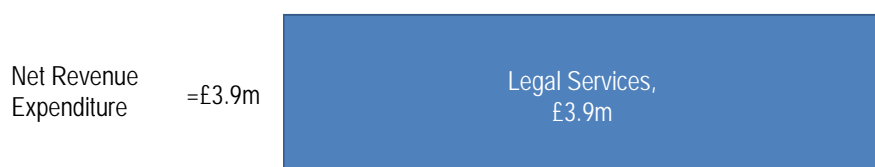
## Our key actions

We will prioritise the following actions for 2018-19 to support achievement of the Council's corporate strategy goals of Wellbeing, Economic prosperity and Resident experience:

1. Continue to develop an integrated legal service through Orbis Public Law, focussing on areas that are key to reducing spend and increasing income generation.
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. 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.
4. Continue to support the protection of children and vulnerable adults.

## 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.



## Legal Services

Head of Service: Sarah Baker

### Policy Budget (by activity)

	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Legal Services	3,975	3,900	3,927	3,972
<b>Net budget <sup>7</sup></b>	<b>3,975</b>	<b>3,900</b>	<b>3,927</b>	<b>3,972</b>
<u>Funding</u>				
Reimbursement & recovery of costs	-404	-414	-424	-435
<b>Total funding</b>	<b>-404</b>	<b>-414</b>	<b>-424</b>	<b>-435</b>
<u>Expenditure:</u>				
Service staffing	3,594	3,509	3,526	3,561
Service non-staffing	785	805	825	846
<b>Total expenditure</b>	<b>4,379</b>	<b>4,314</b>	<b>4,351</b>	<b>4,407</b>
<b>Net budget <sup>7</sup></b>	<b>3,975</b>	<b>3,900</b>	<b>3,927</b>	<b>3,972</b>
	<b>2017/18</b>	<b>2018/19</b>		
<b>FTE</b>	79	78		

	2018/19	2019/20	2020/21	
	£000	£000	£000	RAG
<b>Summary budget movement</b>				
<b>Prior year budget</b>	<b>3,975</b>	<b>3,900</b>	<b>3,927</b>	
<u>Pressures and changes</u>				
Income inflation	-10	-10	-11	
Pay inflation	57	56	57	
Contract / market inflation	20	20	21	
<u>Efficiency / service transformation</u>				
Rationalisation of posts	-142	-39	-22	G
<b>Movements</b>	<b>-75</b>	<b>27</b>	<b>45</b>	
<b>Revised budget</b>	<b>3,900</b>	<b>3,927</b>	<b>3,972</b>	

Note 7: Net Budget supported by general government grants and reserves.



Liz Lawrence  
Assistant Director -  
Strategy and  
Performance

## Our purpose

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

- helping maximise the influence of the council locally, regionally and nationally, including efforts to secure fairer funding for Surrey.
- leading a range of economic growth activity, including developing a Sub-National Transport Authority for the South East, attracting inward investment, working with Local Enterprise Partnerships and advising on major infrastructure issues, including airport expansion.
- leading and supporting transformational change in priority areas such as Children's Services, supporting citizen-led engagement for the Surrey Heartlands Health and Care Partnership and developing proposals for people and place in Surrey.
- promoting continuous improvement through resident-friendly performance management, research and evidence-based policy making.

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

## Our challenges and opportunities

2018/19 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 service transformation. We will also support the council to maximise its influence on Government policy making for the benefit of Surrey residents.

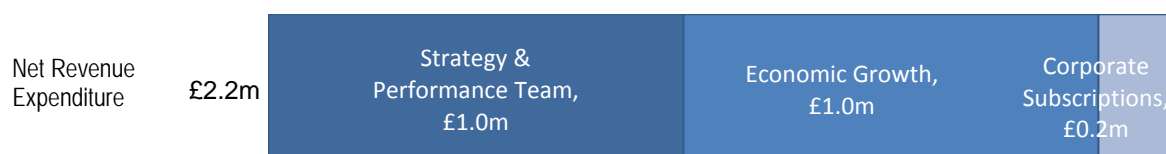
## Our key actions

We will prioritise four actions for 2018/19 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, county councillors and partners to:

1. Continue to make a robust case to Government for fairer funding to deliver better outcomes and value for money for Surrey residents and businesses.
2. Ensure that Surrey is prepared and proactive in influencing national policy, particularly the Adult Social Care Green Paper and Fairer Funding Review.
3. Support the transformation of services for Surrey residents responding more effectively to needs, improving outcomes and reducing costs, including developing Surrey's approach to people and place.
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 chart below shows how Strategy & Performance's spending has been allocated for 2018/19.





## Strategy & Performance

Head of Service: Liz Lawrence

### Policy Budget (by activity)

	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Strategy & Performance Team	1,297	1,000	1,017	975
Economic Growth	954	965	975	985
Corporate Subscriptions	187	191	196	201
<b>Net budget <sup>7</sup></b>	<b>2,438</b>	<b>2,156</b>	<b>2,188</b>	<b>2,161</b>

### Funding

UK Government grants	-464			
Reimbursement & recovery of costs	-322	-326	-333	-338
<b>Total funding</b>	<b>-786</b>	<b>-326</b>	<b>-333</b>	<b>-338</b>

### Expenditure:

Service staffing	1,822	1,849	1,878	1,845
Service non-staffing	1,402	633	643	654
<b>Total expenditure</b>	<b>3,224</b>	<b>2,482</b>	<b>2,521</b>	<b>2,499</b>
<b>Net budget <sup>7</sup></b>	<b>2,438</b>	<b>2,156</b>	<b>2,188</b>	<b>2,161</b>

	2017/18	2018/19
<b>FTE</b>	27	22

	2018/19	2019/20	2020/21	RAG
	£000	£000	£000	
<b>Summary budget movement</b>				
<b>Prior year budget</b>	<b>2,438</b>	<b>2,156</b>	<b>2,188</b>	
<u>Pressures and changes</u>				
Virements	-176			
Income inflation	-5	-6	-6	
Pay inflation	29	28	28	
Contract / market inflation	10	10	11	
<u>Service transformation and efficiencies</u>				
Service restructure / prioritisation	-140		-60	G
<b>Movements</b>	<b>-282</b>	<b>32</b>	<b>-27</b>	
<b>Revised budget</b>	<b>2,156</b>	<b>2,188</b>	<b>2,161</b>	

Note 7: Net Budget supported by general government grants and reserves.

# **Strategic Leadership**

## **Financial Budget**

**2018/21**

## Strategic Leadership

Chief of Staff: Rachel Crossley

### Policy Budget (by activity)

	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Strategic Leadership	915	793	805	819
<b>Net budget <sup>7</sup></b>	<b>915</b>	<b>793</b>	<b>805</b>	<b>819</b>
<u>Expenditure:</u>				
Service staffing	889	766	777	790
Service non-staffing	26	27	28	29
<b>Total expenditure</b>	<b>915</b>	<b>793</b>	<b>805</b>	<b>819</b>
<b>Net budget <sup>7</sup></b>	<b>915</b>	<b>793</b>	<b>805</b>	<b>819</b>
	<b>2017/18</b>	<b>2018/19</b>		
<b>FTE</b>	9	8		

	2017/18	2018/19	2019/20
	£000	£000	£000
<b>Summary budget movement</b>			
<b>Prior year budget</b>	<b>915</b>	<b>793</b>	<b>805</b>
<u>Pressures and changes</u>			
Pay inflation	12	12	12
Contract / market inflation	1	1	1
Service pressures	13	13	13
Virements	-135		
<b>Revised budget</b>	<b>793</b>	<b>805</b>	<b>819</b>

Note 7: Net Budget supported by general government grants and reserves.

# **Central Income & Expenditure**

## **Financial Budget**

**2018/21**

## Central Income & Expenditure

Director of Finance: Sheila Little

Policy Budget (by activity)

	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Pensions back funding	11,146	11,146	11,146	11,146
Redundancy & Compensation	8,641	9,641	9,641	9,641
Other Initiatives	-2,057	-7,415	-7,401	-7,401
Sustainability Review Board Savings	-250	-110	-110	-110
Apprenticeship Levy	1,250	1,250	1,250	1,250
Land Drainage Precept	1,125	1,153	1,182	1,212
Contribution to/from reserves & provisions	1,698	3,956	10,721	-636
Interest Payable	11,525	8,016	7,378	6,330
Minimum Revenue Provision	21,418	18,410	19,846	21,170
Government Grants	-80,028	-33,314	-32,854	-30,884
Council Tax & Business rates	-777,122	-850,573	-840,037	-862,999
Interest Receivable	-415	-4,168	-7,468	-7,738
<b>Net budget</b>	<b>-803,069</b>	<b>-842,008</b>	<b>-826,706</b>	<b>-859,019</b>

### Funding:

Council Tax	-634,867	-658,047	-685,876	-707,323
Council Tax - Adult Social Care Precept	-31,034	-50,938	-51,447	-51,962
Business Rate Retention	-52,669	-375,861	-57,872	-58,872
<b>Local taxation support</b>	<b>-718,570</b>	<b>-1,084,846</b>	<b>-795,195</b>	<b>-818,157</b>
Business Rate Top-up/Tariff	-58,552	234,273	-44,842	-44,842
Revenue Support Grant	-28,000			
RSG Transitional Relief	-12,175			
Other UK Government Grants	-37,192	-33,314	-32,854	-30,884
<b>Central Government support</b>	<b>-135,919</b>	<b>200,959</b>	<b>-77,696</b>	<b>-75,726</b>
Income from Investments	-415	-4,168	-7,468	-7,738
<b>Total funding</b>	<b>-854,904</b>	<b>-888,055</b>	<b>-880,359</b>	<b>-901,621</b>
<b>Expenditure:</b>				
Non staffing	51,835	46,047	53,653	42,602
Total expenditure	51,835	46,047	53,653	42,602

**Net budget** -803,069 -842,008 -826,706 -859,019

	2018/19	2019/20	2020/21
	£000	£000	£000
<b>Summary budget movement</b>			
<b>Prior year budget</b>	<b>-803,069</b>	<b>-842,008</b>	<b>-826,706</b>
Pressures & changes	-26,808	22,528	-34,012
Savings	-12,131	-7,226	1,699
Movements	-38,939	15,302	-32,313
<b>Revised budget</b>	<b>-842,008</b>	<b>-826,706</b>	<b>-859,019</b>

## 8 Central Income & Expenditure

### Detailed budget movement by year

	2018/19 £000	2019/20 £000	2020/21 £000
<b>Pressures &amp; Funding Changes</b>			
Local Taxation changes	-366,276	289,651	-22,962
Major Central Government support changes	333,000	-279,115	0
Changes to Government Grants	6,539	460	1,970
Virements	-2,860	0	0
Service Delivery	2,761	11,503	-13,050
Legislation	28	29	30
<b>Total Pressures &amp; Funding Changes</b>	<b>-26,808</b>	<b>22,528</b>	<b>-34,012</b>

	2018/19 £000		
<b>Savings</b>			
Efficiency/Service Transformation			RAG
Public Health (Other Initiatives)	-1,173	14	A
Treasury Management (Interest Payable)	-1,550	-642	G
Minimum Revenue Provision	-6,799	-3,698	G
Education Services Grant	591		G
Investment Income	-3,200	-2,900	G
<b>Total Savings</b>	<b>-12,131</b>	<b>-7,226</b>	<b>1,699</b>