

Medium Term Financial Plan progress report

Annex 1: Budget summaries and commentary

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1. Customers & Communities

1.1. The following two tables provide a Policy budget summary for Customers and Communities for 2013/18, and a summary of budget movements. These are then explained within the service sections that follow.

Customers & Communities

Strategic Director: Yvonne Rees

| Policy Budget (Net budget incl income and grants) | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Surrey Fire & Rescue | | | | | | |
| Fire Fighting & Rescue Operations | 27,871 | 27,186 | 27,325 | 26,687 | 26,708 | 26,500 |
| Pension Fund | 4,124 | 4,014 | 4,094 | 4,022 | 4,016 | 3,940 |
| Support Functions | 1,663 | 2,968 | 3,016 | 2,851 | 2,653 | 3,069 |
| Community Fire Safety | 1,194 | 1,155 | 1,178 | 1,202 | 1,226 | 1,250 |
| Fire Service Emergency Planning | 106 | 248 | 253 | 258 | 263 | 269 |
| Total Surrey Fire & Rescue | 34,958 | 35,571 | 35,866 | 35,020 | 34,866 | 35,028 |
| Cultural Services | | | | | | |
| Libraries | 9,935 | 10,013 | 10,234 | 10,461 | 10,690 | 10,927 |
| Surrey Arts | 487 | 484 | 543 | 594 | 657 | 721 |
| Heritage | 1,402 | 1,380 | 1,415 | 1,450 | 1,487 | 1,524 |
| Adult & Community Learning | (847) | (846) | (812) | (776) | (739) | (702) |
| Registration & Nationality Service | (307) | (510) | (498) | (485) | (472) | (458) |
| Legacy | 0 | 400 | 408 | 416 | 425 | 433 |
| County Coroner | 1,054 | 1,075 | 1,098 | 1,121 | 1,145 | 1,170 |
| Supporting Cultural Services | 185 | 188 | 191 | 195 | 199 | 203 |
| Total Cultural Services | 11,909 | 12,184 | 12,579 | 12,976 | 13,392 | 13,818 |
| Customer Services | 4,086 | 3,936 | 4,014 | 4,097 | 4,181 | 4,264 |
| Trading Standards | 1,983 | 2,016 | 2,060 | 2,104 | 2,149 | 2,197 |
| Community Partnership & Safety | | | | | | |
| Community Partnerships | 1,068 | 1,006 | 1,026 | 1,046 | 1,067 | 1,089 |
| Member Allocations | 1,009 | 1,043 | 1,065 | 1,089 | 1,113 | 1,137 |
| Community Improvement Fund | 0 | 1,000 | 750 | 750 | 750 | 750 |
| Community Safety | 681 | 427 | 436 | 445 | 454 | 464 |
| Total Community Partnerships | 2,758 | 3,476 | 3,277 | 3,330 | 3,384 | 3,440 |
| Directorate Support | | | | | | |
| Directorate Support | 2,443 | 2,167 | 2,104 | 2,146 | 2,189 | 2,232 |
| Cultural Development | 1,716 | 0 | 0 | 0 | 0 | 0 |
| Total Directorate Support | 4,159 | 2,167 | 2,104 | 2,146 | 2,189 | 2,232 |
| Total net budget | 59,853 | 59,350 | 59,900 | 59,673 | 60,161 | 60,979 |

Customer & Communities

Strategic Director: Yvonne Rees

| Budget movement summary | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2013/18 | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| | £000s | £000s | £000s | £000s | £000s | £000s | £000s |
| Prior year budget (2012/13 budget representation) | 59,853 | 59,350 | 59,900 | 59,673 | 60,161 | 59,853 | |
| Funding changes | 597 | -1,792 | -3,017 | 1,186 | -1,546 | -4,572 | |
| Expenditure changes: | | | | | | | |
| Pressures & changes | 559 | 2,431 | 4,340 | -93 | 2,572 | 9,809 | |
| Savings & reductions | -1,659 | -89 | -1,550 | -605 | -208 | -4,111 | |
| | -1,100 | 2,342 | 2,790 | -698 | 2,364 | 5,698 | |
| Revised budget | 59,350 | 59,900 | 59,673 | 60,161 | 60,979 | 60,979 | |
| Detailed budget movement by year | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total | RAG |
| | £000s | £000s | £000s | £000s | £000s | £000s | |
| Funding changes | | | | | | | |
| Income virements | 1,070 | -7 | -7 | -8 | -7 | 1,041 | |
| Income inflation | -242 | -152 | -153 | -158 | -163 | -868 | |
| Government grant movements | 69 | -1,616 | -2,626 | 1,616 | -1,228 | -3,785 | |
| Income generation for Fire Service | | -17 | -231 | -264 | -148 | -660 | A |
| Cultural services increased income | -300 | | | | | -300 | A |
| Total funding changes | 597 | -1,792 | -3,017 | 1,186 | -1,546 | -4,572 | |
| Pressures and changes | | | | | | | |
| Expenditure changes | | | | | | | |
| Virements | -1,842 | 7 | 7 | 8 | 7 | -1,813 | |
| Grant funded fire pension expenditure | -308 | 1,572 | 2,626 | -1,616 | 1,228 | 3,502 | |
| Total changes | -2,150 | 1,579 | 2,633 | -1,608 | 1,235 | 1,689 | |
| Service pressures: | | | | | | | |
| Inflation | 1,287 | 1,498 | 1,536 | 1,540 | 1,559 | 7,420 | |
| Reflect grant funded expenditure | 405 | 26 | | | | 431 | |
| Olympic legacy | 400 | | | | | 400 | |
| Fire Service pressures | 525 | -400 | 200 | | -200 | 125 | |
| Member Allocations - additional ward | 13 | | | | | 13 | |
| Community Improvement Fund - additional allocation | 250 | -250 | | | | 0 | |
| Remove Customer Services PVR staffing | -148 | | | | | -148 | |
| Remove 2012-13 Jubilee funding | -40 | | | | | -40 | |
| Other | 17 | -22 | -29 | -25 | -22 | -81 | |
| Total pressures | 2,709 | 852 | 1,707 | 1,515 | 1,337 | 8,120 | |
| Total pressures and changes | 559 | 2,431 | 4,340 | -93 | 2,572 | 9,809 | |
| Savings | | | | | | | |
| Reconfigure fire stations | | | -1,050 | -605 | -708 | -2,363 | A |
| Fire staffing agency arrangements | | | -500 | | | -500 | A |
| Fire - reduced contribution to vehicle and equipment replacement reserve | -500 | | | | 500 | 0 | G |
| Directorate Support reductions | -305 | -107 | | | | -412 | G |
| Loss of Safer & Stronger Area Based Grant | -402 | | | | | -402 | G |
| Changes to grant funded music expenditure | -166 | 18 | | | | -148 | G |
| "2012 Team" integration | -136 | | | | | -136 | G |
| Cultural Services | -102 | | | | | -102 | G |
| Customer Services | -40 | 0 | 0 | 0 | | -40 | G |
| Other | -8 | 0 | 0 | 0 | | -8 | G |
| Total savings | -1,659 | -89 | -1,550 | -605 | -208 | -4,111 | |

Surrey Fire & Rescue

Head of Service: Russell Pearson

| Policy Budget (Net budget incl income and grants) | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| Fire Fighting & Rescue Operations | 27,871 | 27,186 | 27,325 | 26,687 | 26,708 | 26,500 |
| Pension Fund | 4,124 | 4,014 | 4,094 | 4,022 | 4,016 | 3,940 |
| Support Functions | 1,663 | 2,968 | 3,016 | 2,851 | 2,653 | 3,069 |
| Community Fire Safety | 1,194 | 1,155 | 1,178 | 1,202 | 1,226 | 1,250 |
| Fire Service Emergency Planning | 106 | 248 | 253 | 258 | 263 | 269 |
| Total Surrey Fire & Rescue | 34,958 | 35,571 | 35,866 | 35,020 | 34,866 | 35,028 |

| Detailed budget movement by year | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s | Total £000s |
|--|------------------|------------------|------------------|------------------|------------------|----------------|
| Prior Year budget | 34,958 | 35,571 | 35,866 | 35,020 | 34,866 | 34,958 |
| Pressures and changes | | | | | | |
| Inflation | 551 | 714 | 733 | 715 | 718 | 3,431 |
| Fire pressures - Contingency crewing | 400 | -400 | | | | 0 |
| Fire pressures - Burgh Heath Temporary costs | | | 200 | | -200 | 0 |
| Fire pressures - Horley temporary solution | 125 | | | | | 125 |
| Staff transfer from directorate support | 27 | | | | | 27 |
| Allocation to Safe Drive funding | 10 | | | | | 10 |
| Total pressures and changes | 1,113 | 314 | 933 | 715 | 518 | 3,593 |
| Savings & reductions | | | | | | |
| Fire station reconfigurations - Spelthorne | A | | -1,050 | | | -1,050 |
| Fire station reconfigurations - Elmbridge | A | | | -605 | | -605 |
| Fire station reconfigurations - Epsom / Reigate / Burgh Heath | A | | | | -708 | -708 |
| Income generation for Fire Service | A | -17 | -231 | -264 | -148 | -660 |
| Fire staffing agency arrangements | A | | -500 | | | -500 |
| Fire - 4yr reduced contribution to vehicle and equipment replacement reserve | G | -500 | | | 500 | 0 |
| Total savings & Reductions | | -500 | -17 | -1,781 | -869 | -3,523 |
| Revised budget | | 35,571 | 35,868 | 35,018 | 34,866 | 35,028 |

1.2. The Fire Service is continuing to implement the Public Safety Plan on a phased basis. The budget has been rebased on an improved understanding of service pressures and changes to the timing at which savings are assessed as achievable, and to also reflect expected grant funded Fire pension increases.

1.3. In response to West Sussex's withdrawal from Horley Fire Station, £125,000 has been added to the budget to allow for a temporary solution pending the results of the consultation on fire cover within the area, which will identify a permanent solution.

- 1.4. A one-off £0.4m for the innovative contingency crewing pilot and funding of £0.4m over two years for interim arrangements to facilitate property rationalisations have also been included.
- 1.5. There are planned savings starting in 2015-16 resulting from three property rationalisations linked to capital investment within the Spelthorne, Elmbridge and Epsom / Reigate / Burgh Heath areas. The achievement and timing of these savings (a recurring £2.4m by 2017/18) will depend on securing suitable sites.
- 1.6. Savings of £0.5m are expected by 2015/16 from implementing staff agency arrangements, whereby additional hours are provided by existing staff via secondary contracts. This will also increase flexibility in the utilisation of the workforce.
- 1.7. Building on their current partnership working, the service is planning to generate additional income of £0.7m over the duration of the MTFP, and are working up a number of potential business cases for schemes designed to achieve this.
- 1.8. Contributions to the Fire Vehicle and Equipment Replacement Reserve reduce by £2.0m over a four year period, as a result of some expenditure being funded by direct government grant. This has helped to fund overall pressures.

Cultural Services

Head of Service: Peter Milton

| Policy Budget (Net budget incl income and grants) | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Libraries | 9,935 | 10,013 | 10,234 | 10,461 | 10,690 | 10,927 |
| Surrey Arts | 487 | 484 | 543 | 594 | 657 | 721 |
| Heritage | 1,402 | 1,380 | 1,415 | 1,450 | 1,487 | 1,524 |
| Adult & Community Learning | (847) | (846) | (812) | (776) | (739) | (702) |
| Registration & Nationality Service | (307) | (510) | (498) | (485) | (472) | (458) |
| Legacy | 0 | 400 | 408 | 416 | 425 | 433 |
| County Coroner | 1,054 | 1,075 | 1,098 | 1,121 | 1,145 | 1,170 |
| Supporting Cultural Services | 185 | 188 | 191 | 195 | 199 | 203 |
| Total Cultural Services | 11,909 | 12,184 | 12,579 | 12,976 | 13,392 | 13,818 |

| Detailed budget movement by year | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s | Total £000s |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-----------------------|
| Prior Year budget | 11,909 | 12,184 | 12,579 | 12,976 | 13,392 | 11,909 |
| Pressures and changes | | | | | | |
| Inflation | 293 | 395 | 407 | 416 | 426 | 1,937 |
| Olympic legacy | 400 | | | | | 400 |
| reinvest CPL saving | 300 | | | | | 300 |
| Remove 2012-13 Jubilee funding | -40 | | | | | -40 |
| Other | 32 | | -10 | | | 22 |
| Total pressures and changes | 985 | 395 | 397 | 416 | 426 | 2,619 |
| Savings & reductions | | | | | | |
| CPL libraries | G | -300 | | | | -300 |
| | A | -300 | | | | -300 |
| Cultural services increased income | | | | | | |
| Resources contract | G | -102 | | | | -102 |
| Registration PVR staffing | G | -8 | | | | -8 |
| Total savings & Reductions | | -710 | 0 | 0 | 0 | -710 |
| Revised budget | | 12,184 | 12,579 | 12,976 | 13,392 | 13,818 |

1.9. The service is currently developing a cultural strategy for Surrey County Council, and financial implications will be assessed as part of the cabinet report due in July.

1.10. Additional budget of £0.4m has been added to fund a new Legacy team. The team comprises seven officers who are developing a program to aid economic growth building upon the Olympic Legacy. A new Tourism strategy that is currently under development will have linkages to the work of the Legacy team. For 2013/14 only, the team is part funded from the Surrey Growth Strategy, enabling the new budget to also fund the Surrey Stage of the Tour Of Britain Cycle race in September 2013. There is

currently no funding provided within the MTFP to host any future years race stages.

- 1.11. A £0.1m saving has been achieved against the Library Resources (book fund) budget through tough competitive contract negotiation during renewal.
- 1.12. The Cultural Services income target has been increased by £0.3m, following a planned programme of increasing income. This has been substantially achieved by the Registration Service during 2012/13 with the balance distributed proportionally across the income targets of the other services. Ongoing PVR implementation will deliver reduced costs and increased income within Surrey Arts, Adult Community Learning, and Heritage. The overall position will be closely monitored during the year, and income budgets adjusted accordingly between services.
- 1.13. Following the confirmation of the Cabinet decision in July 2012 the service sought to implement Community Partnering in ten libraries during 2012/13. Currently six libraries have transferred (or are imminent) representing a salary saving of £262,000. Of the four remaining planned CPLs, representing a total of £119,000 salary costs, negotiations are continuing with three. The Library staffing budget has been reduced within 2013/14 by £300,000 to reflect the planned staff reductions, after allowing for support costs, but remains within the Library Service for reinvestment.

Customer Services

Head of Service: Mark Irons

| Policy Budget (Net budget incl income and grants) | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Customer Services | 4,086 | 3,936 | 4,014 | 4,097 | 4,181 | 4,264 |
| Total Customer Services | 4,086 | 3,936 | 4,014 | 4,097 | 4,181 | 4,264 |

| Detailed budget movement by year | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s | Total £000s |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|------------------------------|
| Prior Year budget | 4,086 | 3,936 | 4,014 | 4,097 | 4,181 | 4,086 |
| Pressures and changes | | | | | | |
| Inflation | 62 | 78 | 83 | 84 | 83 | 390 |
| Remove Customer Services PVR staffing | -148 | | | | | -148 |
| Virements - SALDR posts to ASC | -27 | | | | | -27 |
| Other | 3 | | | | | 3 |
| Total pressures and changes | -110 | 78 | 83 | 84 | 83 | 218 |
| Savings & reductions | RAG | | | | | |
| Customer Services - Web saving | G | -40 | | | | -40 |
| Total savings & Reductions | -40 | 0 | 0 | 0 | 0 | -40 |
| Revised budget | 3,936 | 4,014 | 4,097 | 4,181 | 4,264 | 4,264 |

1.14. The Public Value Review of Customer Services agreed a temporary budget of £148,000 per annum for two years. This budget was to develop and introduce Working Together Agreements, to improve complaints handling in services and to enable Customer Service Improvement Team to expand its work on channel shift and avoidable contact. This temporary budget has been removed from 2013/14.

1.15. In addition to this, £40,000 of savings have been identified from within the Web Development budget.

1.16. During 2012/13 Adult Social Care took over the management of the Surrey Adult Learning Disability Registrar (SALDR), and £27,000 was transferred to reflect this.

Trading Standards

Head of Service: Steve Ruddy

| Policy Budget (Net budget incl income and grants) | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|

| | | | | | | |
|-------------------|-------|-------|-------|-------|-------|-------|
| Trading Standards | 1,983 | 2,016 | 2,060 | 2,104 | 2,149 | 2,197 |
|-------------------|-------|-------|-------|-------|-------|-------|

| | | | | | | |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Total Trading Standards | 1,983 | 2,016 | 2,060 | 2,104 | 2,149 | 2,197 |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|

| Detailed budget movement by year | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s | Total £000s |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|------------------------------|
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|------------------------------|

| | | | | | | |
|--------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Prior Year budget | 1,983 | 2,016 | 2,060 | 2,104 | 2,149 | 1,983 |
|--------------------------|--------------|--------------|--------------|--------------|--------------|--------------|

Pressures and changes

| | | | | | | |
|-----------|----|----|----|----|----|-----|
| Inflation | 33 | 44 | 44 | 45 | 48 | 214 |
|-----------|----|----|----|----|----|-----|

| | | | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|------------|
| Total pressures and changes | 33 | 44 | 44 | 45 | 48 | 214 |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|------------|

| | | | | | | |
|---------------------------------|------------|--|--|--|--|----------|
| Savings & reductions | RAG | | | | | 0 |
|---------------------------------|------------|--|--|--|--|----------|

| | | | | | | |
|---------------------------------------|----------|----------|----------|----------|----------|----------|
| Total savings & Reductions | 0 | 0 | 0 | 0 | 0 | 0 |
|---------------------------------------|----------|----------|----------|----------|----------|----------|

| | | | | | | |
|-----------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Revised budget | 2,016 | 2,060 | 2,104 | 2,149 | 2,197 | 2,197 |
|-----------------------|--------------|--------------|--------------|--------------|--------------|--------------|

1.17. The Trading Standards savings were identified and taken as a result of the PVR process in 2011/12, fully implemented in 12/13. This included a service restructure, the deletion of a number of posts and an overall saving on the service budget of £0.4m, approximately 20%, at that time (from April 2012). This was able to be banked virtually immediately. The effects of this restructure and service redesign and refocus have been settling down during 2012/13. The service is now smaller, more focused on protecting the most vulnerable, on supporting business, and increasing income generation.

1.18. The service is actively working on a range of initiatives to further broaden and deepen partnerships and shared service opportunities. We have recently signed a staff sharing agreement with Hampshire; we share management resource with Mole Valley Environmental Health service, with which we are also developing a joint database which could in future be extended to other partners; and we will shortly be delivering administration of Buy with Confidence for West Berkshire and Wokingham.

1.19. The Service has also introduced a number of new ways of alerting residents and businesses to potential problems, helping them to protect themselves. These include social media channels such as Facebook and Twitter (followers growing daily now at almost 900) and the highly successful TS@lert. These are email alerts sent to over 350 recipients

each week. The aim is to provide a regular update of local and national scams, product recalls and if appropriate Surrey Trading Standards news.

- 1.20. The recipients are a mixture of partner agencies such as Surrey Police, Citizens Advice Bureaux, Adult Social Care, Parish Councils, Members, Neighbourhood Watch who then also disseminate the information further. For example, Surrey Police forwards these emails to all 400 Active Citizens and some of the Neighbourhood teams highlight them on their own social media channels. Several recipients post alerts on their websites, in parish magazines and in Neighbourhood Watch newsletters. During the course of this year we will be evaluating the success of these alerts. Feedback on the alerts to date has been almost universally very positive
- 1.21. The continued economic difficulties mean that there is more focus on what the service can do to protect residents from financial and other harm. The current horsemeat crisis illustrates the importance of effective regulation.

Community Partnership & Safety

Head of Service: Jane Last

| Policy Budget (Net budget incl income and grants) | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s | |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|------------------------------|
| Community Partnerships | 1,068 | 1,006 | 1,026 | 1,046 | 1,067 | 1,089 | |
| Member Allocations | 1,009 | 1,043 | 1,065 | 1,089 | 1,113 | 1,137 | |
| Community Improvement Fund | 0 | 1,000 | 750 | 750 | 750 | 750 | |
| Community Safety | 681 | 427 | 436 | 445 | 454 | 464 | |
| Total Community Partnership Safet | 2,758 | 3,476 | 3,277 | 3,330 | 3,384 | 3,440 | |
| Detailed budget movement by year | | | | | | | |
| | | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s | Total £000s |
| Prior Year budget | | 2,758 | 3,476 | 3,277 | 3,330 | 3,384 | 2,758 |
| Pressures and changes | | | | | | | |
| Community Improvement Fund - base budget from E&I | | 750 | | | | | 750 |
| Community Improvement Fund - additional allocation for 2013/14 | | 250 | -250 | | | | 0 |
| Inflation | | 53 | 51 | 53 | 54 | 56 | 267 |
| Staff transfer from directorate support | | 59 | | | | | 59 |
| Member Allocations - additional ward | | 13 | | | | | 13 |
| Virements - H&S Subs | | -5 | | | | | -5 |
| Total pressures and changes | | 1,120 | -199 | 53 | 54 | 56 | 1,084 |
| Savings & reductions | | | | | | | |
| Transfer of Community Safety Grant to PCC | RAG G | | -402 | | | | -402 |
| Total savings & Reductions | | -402 | 0 | 0 | 0 | 0 | -402 |
| Revised budget | | 3,476 | 3,277 | 3,330 | 3,384 | 3,440 | 3,440 |

1.22. The Community Safety and Community Partnership Teams achieved their target savings of £0.2m in 2011/12. Since then the Community Partnership Team has been through a Public Value Review which reported in November 2012. Rather than further budget reductions the PVR recommended a refocusing of the work of the team, to increase time spent on resident engagement and local democracy which is a key target for the organisation.

1.23. The Community Improvements Fund of £0.75m was transferred across from Environment and Infrastructure during 2012/13 to be administered by the Community Partnership Team. This has been increased by a one off allocation of £0.25m for 2013/14.

1.24. The Community Safety grant of £0.4m which was administered by the Community and Public Safety Board (CPSB) has been withdrawn from the

County Council and transferred to the Police and Crime Commissioner (PCC) to administer. Early indications are that the PCC will maintain much of the commissioning put in place by the Community Safety team and it is expected that the team will work closely with the PCC regarding the commissioning and monitoring of services previously funded through the Community Safety grant. The removal of this grant does not affect the majority of the team's work or its staffing and the team will continue to support the Community Safety agenda across the County through their strategy, policy, training and guidance work.

Directorate Support

Head of Service: Mark Irons

| Policy Budget (Net budget incl income and grants) | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Directorate Support | 2,443 | 2,167 | 2,104 | 2,146 | 2,189 | 2,232 |
| Cultural Development | 1,716 | 0 | 0 | 0 | 0 | 0 |
| Total Directorate Support | 4,159 | 2,167 | 2,104 | 2,146 | 2,189 | 2,232 |

| Detailed budget movement by year | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s | Total £000s |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|------------------------------|
| Prior Year budget | 4,159 | 2,167 | 2,104 | 2,146 | 2,189 | 4,159 |
| Pressures and changes | | | | | | |
| Inflation | | 35 | 44 | 42 | 43 | 207 |
| Staff transfer to Fire & CPT | | -86 | | | | -86 |
| Total pressures and changes | | -51 | 44 | 42 | 43 | 121 |
| Savings & reductions | RAG | | | | | |
| Removal Olympic cycle race funding | | | | | | -1,500 |
| Directorate Support reductions | G | -441 | -107 | | | -548 |
| Total savings & Reductions | | -1,941 | -107 | 0 | 0 | -2,048 |
| Revised budget | | 2,167 | 2,104 | 2,146 | 2,189 | 2,232 |

1.25. The 2012/13 budget allocation of £1.5m for the Olympic Cycle race has been removed. (The total budget was £2m spread over 2011/12 and 2012/13).

1.26. A review of the Directorate Support Service in 2012/13 identified £558,000 savings over the next two financial years. These savings were phased with £441,000 identified in 2012/13 and a further £107,000 identified in 2014/15. Directorate Support is currently reorganising and is on track to achieve the planned savings. In the current financial year (2012/13) the staffing budget has already saved £170,000 as the Service has been working to maximise the use of natural staff turnover to minimise redundancies.

Customers & Communities

Capital budget

Strategic Director: Yvonne Rees

| Service Budget Scheme | Capital Profiling | | | | | Total £000s |
|---|-------------------|------------------|------------------|------------------|------------------|----------------|
| | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s | |
| Recurring programmes | | | | | | |
| Fire vehicles & equipment reserve | 1,652 | 2,284 | 1,190 | 1,368 | 2,018 | 8,512 |
| Local Committee allocation | 385 | 385 | 385 | 385 | 385 | 1,925 |
| Sub total | 2,037 | 2,669 | 1,575 | 1,753 | 2,403 | 10,437 |
| Total capital expenditure | 2,037 | 2,669 | 1,575 | 1,753 | 2,403 | 10,437 |
| Total budget | | | | | | |
| Service Budget | 2,037 | 2,669 | 1,575 | 1,753 | 2,403 | 10,437 |
| <u>Projects (held within Change & Efficiency)</u> | | | | | | |
| Fire Station reconfiguration | 2,000 | 4,500 | 3,500 | | | 10,000 |
| Guildford Fire Station | 2,530 | | | | | 2,530 |
| Fire Stations minor works | 200 | 200 | 200 | | | 600 |
| Fire training tower replacement | | 500 | | | | 500 |
| Cultural Services | 1,350 | | 1,250 | | | 2,600 |
| | 6,080 | 5,200 | 4,950 | 0 | 0 | 16,230 |
| Total Capital budget | 8,117 | 7,869 | 6,525 | 1,753 | 2,403 | 26,667 |

1.27. There are two recurring capital programmes in operation within Customers and Communities, Fire vehicles and equipment replacements and local committee capital allocations.

1.28. Surrey Fire and Rescue require a large fleet of operational vehicles, and specialist firefighting equipment in order to ensure operational effectiveness. There is a planned replacement programme for these which is updated following regular reviews of operational requirements. The service operates a replacement reserve which funds the programme. Annual contributions are paid into the reserve from the service's revenue budget. This spreads funding contributions more evenly over financial years, and provides stability against short term funding changes. There is a planned reduction in contributions to the reserve during the duration of the MTFP, to reflect the receipt of government capital grants which have been used instead of the reserve to fund expenditure.

- 1.29. A budget of £0.4m provides local committees an allocation of £35,000 per committee to spend on local capital schemes.
- 1.30. The budget for property schemes is managed on behalf of Customers and Communities by Property Services within the Change and Efficiency Directorate. There are a number of schemes planned over the duration of the MTFP.
- 1.31. Fire's Public Safety plan outlined Surrey's ambition to provide Fire stations in more appropriate locations. There is a capital budget provision of £10m for three Fire station reconfigurations within Spelthorne, Elmbridge and Epsom / Reigate / Burgh Heath. This is an estimated amount as actual sites have not yet been identified or secured, and a full business case will be required for each scheme before proceeding. These reconfigurations will generate efficiencies as placing stations in better locations reduces the number of appliances required within the area, with resulting revenue savings. Annual revenue savings of £2.4m for these three schemes are included within the MTFP, phased in over a three year period starting in 2015/16.
- 1.32. In addition for Fire and Rescue, the capital programme includes £2.5m for the replacement of Guildford Fire station (total of £5.1m in line with the approved business plan), £0.6m for minor works across other fire stations, and £0.5m for the replacement of the Fire house (training tower) at Wray Park (subject to business plan approval). The Fire house replacement is required in order to provide essential operational training for firefighters.
- 1.33. For Cultural services the programme includes £2.5m for schemes including the potential relocation of Caterham and Merstham Libraries.

2. Chief Executive's Office

Voluntary, Community, Faith Sector (Part of Policy & Performance)

Head of Service: Liz Lawrence

| Policy Budget (Net budget incl income and grants) | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Voluntary, Community, Faith Sector | 678 | 575 | 587 | 600 | 613 | 627 |
| Total VCFS | 678 | 575 | 587 | 600 | 613 | 627 |

| Detailed budget movement by year | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s | Total £000s |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|------------------------------|
| Prior Year budget | 678 | 575 | 587 | 600 | 613 | 678 |
| Pressures and changes | | | | | | |
| Inflation | 12 | 12 | 13 | 13 | 14 | 64 |
| Total pressures and changes | 12 | 12 | 13 | 13 | 14 | 64 |
| Savings & reductions | RAG | | | | | |
| Voluntary Sector Grant reduction | G | -110 | | | | -110 |
| In-phase contract saving | G | -5 | | | | -5 |
| Total savings & Reductions | -115 | 0 | 0 | 0 | 0 | -115 |
| Revised budget | 575 | 587 | 600 | 613 | 627 | 627 |

2.1. Over the last two years, the Chief Executive's Office has been working closely with voluntary, community and faith sector (VCFS) infrastructure organisations and partners to ensure services that are commissioned are of quality; meet the need of the wider VCFS and provide value for money to Surrey residents. The shift was to move towards an outcomes-focus and the whole process was co-designed with partners. Savings of 25% were achieved in 2012/13 with a further 5% reduction in 2013/14. The £110,000 budget reduction reflects these achieved savings.

2.2. The tables below show the associated changes in funding, and a breakdown of the Council for Voluntary Service allocations.

| | Funding 2011/12 | Current funding 2012/13 | Proposed funding 2013/14 |
|---|-----------------|-------------------------|------------------------------|
| CVSs & Surrey Compact | £571,913 | £428,935 | £425,000 |
| SWRU & CABx Training Fund | £68,731 | £54,985 | (£35,000 transferred to ASC) |
| Community Foundation for Surrey | £25,750 | £18,025 | £15,000 |
| Faith Links Advisor (Department for Social Responsibility) | £45,000 | £33,750 | £35,000 |
| Total | £711,394 | £535,695 | £510,000 |

| Local and Surrey-wide CVSs | 2011/12 | 2012/13 | 2013/14 |
|--|-----------------------------------|---------------------------------|----------------------------------|
| Voluntary Action Mid Surrey (VAMS) | £45,750 | £45,750 | £47,474 |
| Tandridge Voluntary Service Council (TVSC) | £30,500 | £30,500 | £29,293 |
| Reigate & Banstead Voluntary Services (RBVS) | £30,500 | £30,500 | £29,293 |
| Runnymede Association of Voluntary Services (RAVS) | £35,650 | £33,000 | £29,293 |
| Voluntary Action in Spelthorne (VAIS) | £30,500 | £30,500 | £29,293 |
| Voluntary Action Elmbridge (VAE) | £30,500 | £30,500 | £29,293 |
| Voluntary Action South West Surrey (VASWS) | £16,000 | £45,750 | £47,474 |
| Voluntary Services Surrey Heath (VSSH) | £34,600 | £32,210 | £29,293 |
| Woking Association of Voluntary Services (WAVS) | £10,692 | £0 | £29,293 |
| Surrey Community Action (SCA) | £198,830 (core grant of £108,900) | £86,000 (core grant of £70,000) | £100,000 (core grant of £84,000) |

- 2.3. By allowing over 18 months to plan for the changes, the affected organisations were able to drive efficiencies in back office, human resource and the way services are delivered whilst protecting the quality and range of services provided, leading to a minimum impact on front line organisations and all users. Ring-fencing around some pots of funding was also removed to give flexibility and choice to organisations to use the funds in the most cost-effective way. Ongoing reports have been shared with the Communities Select Committee.

Surrey Compact

- 2.4. A consultation on the future of the Surrey Compact was carried out in March and the key messages were that the 'signatories valued the Compact's independence and supported the continuation of the Compact'.
- 2.5. The County Council remains fully committed to the Compact and values its independence. As part of that commitment the Council has decided to give £25,000 per year for the next three years to the Compact. This is in addition to funding and support for an annual Compact event and ongoing officer support to promote and champion the Compact both internally and with external partners.

Capital

- 2.6. The Community Buildings Grant Scheme (CBGS) offers capital grants to community halls across the county that are actively managed and marketed for use by the wider community. It has an annual budget of £150,000 and the scheme is a partnership between the County Council, the district and borough councils and applicant organisations which means 'at least' £450,000 is generated and used for community buildings in Surrey annually.
- 2.7. The Scheme is managed and administered by Surrey Community Action and the administration costs are part of the core grant they receive. The scheme is extremely valued and the full budget is normally utilised annually. For 2013/14, thirteen community halls with approximately £500,000 worth of projects are likely to be supported through the scheme.

3. Children Schools & Families – Services for Young People

Youth Justice

Head of Service: Garath Symonds

| Policy Budget (Net budget incl income and grants) | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Youth Justice | 3,500 | 3,695 | 3,848 | 4,000 | 4,151 | 4,302 |
| Net budget | 3,500 | 3,695 | 3,848 | 4,000 | 4,151 | 4,302 |

| Detailed budget movement by year | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s | Total £000s |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|------------------------------|
| Prior Year budget | 3,500 | 3,695 | 3,848 | 4,000 | 4,151 | 3,500 |
| Pressures and changes | | | | | | |
| Reduction in Youth Justice Board Grant | 100 | 45 | 43 | 40 | 38 | 266 |
| Reduction in Other Body Grant | 0 | 12 | 11 | 11 | 10 | 44 |
| Inflation | 95 | 96 | 98 | 100 | 103 | 492 |
| Total pressures and changes | 195 | 153 | 152 | 151 | 151 | 802 |

Savings & reductions

RAG

Youth Justice is part of the integration model adopted by Services for Young People. Savings & reductions will be looked at across the whole Service. The level of Youth Justice work is reducing with a corresponding increase in work around Participation

| | | | | | | |
|---------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Total savings & Reductions | 0 | 0 | 0 | 0 | 0 | 0 |
| Revised budget | 3,695 | 3,848 | 4,000 | 4,151 | 4,302 | 4,302 |

- 3.1. The provision of youth justice services sits within the wider integrated youth support service which has a total budget of £8.2m.
- 3.2. The £4.3m budget identified for youth justice services is an estimate based on the council's historical spend on this area (up to 31/12/11), together with funding streams from partners which are specifically linked to youth justice activity. These are Youth Justice Board, NHS Surrey and Police & Crime Commissioner. Partnership funding of £839,000 comes from the Youth Justice Board.

Active Surrey

Head of Service: Garath Symonds

| Policy Budget | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Active Surrey | 0 | 0 | 0 | 0 | 0 | 0 |
| Net budget | 0 | 0 | 0 | 0 | 0 | 0 |

| Detailed budget movement by year | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s | Total £000s |
|---|------------------|------------------|------------------|------------------|------------------|----------------|
| Prior Year budget | 0 | 0 | 0 | 0 | 0 | 0 |
| Pressures and changes | | | | | | |
| Reduction in funding | 37 | 142 | 365 | -5 | | 539 |
| Total pressures and changes | 37 | 142 | 365 | -5 | 0 | 539 |
| Savings & reductions | | | | | | |
| Reduction in expenditure to match funding available | -37 | -142 | -365 | 5 | | -539 |
| Total savings & Reductions | -37 | -142 | -365 | 5 | 0 | -539 |
| Revised budget | 0 | 0 | 0 | 0 | 0 | 0 |

| Income & Expenditure budget | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| Funding: | | | | | | |
| Other bodies grants (local partners) | 826 | 769 | 717 | 352 | 357 | 0 |
| Fees & charges | 89 | 109 | 19 | 19 | 19 | 0 |
| Total funding | 915 | 878 | 736 | 371 | 376 | 0 |
| Expenditure | | | | | | |
| Staffing | 614 | 642 | 530 | 300 | 302 | 0 |
| Non Pay | 301 | 236 | 206 | 71 | 74 | 0 |
| Total expenditure | 915 | 878 | 736 | 371 | 376 | 0 |
| Net budget supported by Council Tax, general government grants and reserves | 0 | 0 | 0 | 0 | 0 | 0 |

3.3. Active Surrey is a non-incorporated body hosted by Surrey County Council within Services For Young People. All staff are therefore employees of SCC, although the operating costs are almost fully covered by external contributions and grants.

3.4. Active Surrey receives an annual "core grant" of £200,000 from the National Lottery (via Non-Departmental Public Body - Sport England). The core funding has been confirmed until at least 31 March 2014 and in-principle until at least 31 March 2017. This core grant is provided so that Active Surrey can be the strategic lead delivery agency for sports & physical activity development in Surrey working with a wide range of

partners through the Surrey County Sports Partnership. This core grant also allows us to attract a number of local partners' contributions. This core service is therefore expected to be maintained until at least 31 March 2017 after which we currently have no way of predicting what the overall funding package will be

- 3.5. SCC contributes annually to the core funding; £5,000 is provided from within the YSS budget.
- 3.6. A number of project grants are also received from Sport England National Lottery funding, Government Departments and local funders/commissions. Confirmation of funding ranges from projects ceasing this August, through to in-principle funding until 31 March 2016. Based on the success of the team in achieving its delivery targets, it is likely that a number of time-limited projects will be extended. However, because these projects are at various stages of delivery and security, the figures supplied relate to what is currently known. In other words, if a project ceases, the expenditure is reduced to reflect that, for example, no grants will be issued to local projects, or no staff will be needed to service the project.
- 3.7. SCC currently contributes annually to project funding for the Surrey Youth Games (£2,100 from within the YSS budget) and until 31 March 2013 for a staff member to coordinate Surrey School Games management (this was £26,000 from the C&C Legacy/Go Surrey team in 2012-13).
- 3.8. Active Surrey constantly look to raise revenue and sponsorship and attract new commissions, whilst reducing costs, to ensure the continued development of sport and physical activity on behalf of Surrey.

Appendix 1 – Detailed C&C service budgets

Customers & Communities

Service: Fire Service

Head of Service: Russell Pearson

Income & Expenditure budget

| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| Funding: | | | | | | |
| UK Government grants | (7,077) | (7,148) | (8,746) | (11,372) | (9,756) | (10,984) |
| Other bodies grants | (2,476) | (2,441) | (2,488) | (2,536) | (2,585) | (2,635) |
| Fees & charges | (190) | (108) | (109) | (110) | (111) | (113) |
| Property income | 0 | 0 | 0 | 0 | 0 | 0 |
| Income from investments | 0 | 0 | 0 | 0 | 0 | 0 |
| Joint working income | 0 | (280) | (283) | (286) | (289) | (292) |
| Reimbursement & recovery of costs | (727) | (204) | (223) | (456) | (725) | (880) |
| Other income | (3,394) | (3,033) | (3,103) | (3,388) | (3,710) | (3,919) |
| Total funding | (10,471) | (10,181) | (11,849) | (14,761) | (13,466) | (14,904) |
| Expenditure | | | | | | |
| Staffing | 28,003 | 28,565 | 29,136 | 28,523 | 28,574 | 28,394 |
| Premises | 42 | 40 | 41 | 42 | 43 | 44 |
| Supplies and services | 2,900 | 2,943 | 2,615 | 2,664 | 2,713 | 3,264 |
| Transport | 904 | 871 | 889 | 909 | 929 | 949 |
| Service provision | 13,580 | 13,333 | 15,034 | 17,643 | 16,073 | 17,281 |
| Capital financing | 0 | 0 | 0 | 0 | 0 | 0 |
| Non Pay | 17,426 | 17,187 | 18,579 | 21,258 | 19,758 | 21,538 |
| School expenditure | | | | | | |
| Total expenditure | 45,429 | 45,752 | 47,715 | 49,781 | 48,332 | 49,932 |
| Net budget supported by Council | | | | | | |
| Tax, general government grants and reserves | 34,958 | 35,571 | 35,866 | 35,020 | 34,866 | 35,028 |
| Policy Budget | | | | | | |
| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
| Fire Fighting & Rescue Operations | 27,871 | 27,186 | 27,325 | 26,687 | 26,708 | 26,500 |
| Pension Fund | 4,124 | 4,014 | 4,094 | 4,022 | 4,016 | 3,940 |
| Support Functions | 1,663 | 2,968 | 3,016 | 2,851 | 2,653 | 3,069 |
| Community Fire Safety | 1,194 | 1,155 | 1,178 | 1,202 | 1,226 | 1,250 |
| Fire Service Emergency Planning | 106 | 248 | 253 | 258 | 263 | 269 |
| Net budget | 34,958 | 35,571 | 35,866 | 35,020 | 34,866 | 35,028 |

Customers & Communities

Service: Cultural Services

Head of Service: Peter Milton

Income & Expenditure budget

| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| Funding: | | | | | | |
| UK Government grants | (3,650) | (3,510) | (3,528) | (3,528) | (3,528) | (3,528) |
| Other bodies grants | (368) | (315) | (319) | (324) | (329) | (333) |
| Fees & charges | (8,789) | (8,815) | (8,906) | (8,998) | (9,091) | (9,185) |
| Property income | 0 | 0 | 0 | 0 | 0 | 0 |
| Income from investments | 0 | 0 | 0 | 0 | 0 | 0 |
| Joint working income | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursement & recovery of costs | (216) | (168) | (170) | (173) | (175) | (177) |
| Other income | (9,373) | (9,298) | (9,395) | (9,495) | (9,595) | (9,696) |
| Total funding | (13,023) | (12,808) | (12,923) | (13,023) | (13,123) | (13,224) |
| Expenditure | | | | | | |
| Staffing | 19,357 | 19,410 | 19,786 | 20,170 | 20,561 | 20,960 |
| Premises | 345 | 350 | 358 | 366 | 374 | 382 |
| Supplies and services | 4,511 | 4,359 | 4,448 | 4,533 | 4,630 | 4,728 |
| Transport | 603 | 628 | 641 | 656 | 670 | 685 |
| Service provision | 116 | 245 | 269 | 274 | 280 | 287 |
| Capital financing | 0 | 0 | 0 | 0 | 0 | 0 |
| Non Pay | 5,575 | 5,582 | 5,716 | 5,829 | 5,954 | 6,082 |
| School expenditure | | | | | | |
| Total expenditure | 24,932 | 24,992 | 25,502 | 25,999 | 26,515 | 27,042 |
| Net budget supported by Council | | | | | | |
| Tax, general government grants and reserves | 11,909 | 12,184 | 12,579 | 12,976 | 13,392 | 13,818 |
| Policy Budget | | | | | | |
| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
| Libraries | 9,935 | 10,013 | 10,234 | 10,461 | 10,690 | 10,927 |
| Surrey Arts | 487 | 484 | 543 | 594 | 657 | 721 |
| Heritage | 1,402 | 1,380 | 1,415 | 1,450 | 1,487 | 1,524 |
| Adult & Community Learning | (847) | (846) | (812) | (776) | (739) | (702) |
| Registration & Nationality Service | (307) | (510) | (498) | (485) | (472) | (458) |
| Tourism | 0 | 400 | 408 | 416 | 425 | 433 |
| County Coroner | 1,054 | 1,075 | 1,098 | 1,121 | 1,145 | 1,170 |
| Supporting Cultural Services | 185 | 188 | 191 | 195 | 199 | 203 |
| Net budget | 11,909 | 12,184 | 12,579 | 12,976 | 13,392 | 13,818 |

Customers & Communities

Service: Customer Services

Head of Service: Mark Irons

Income & Expenditure budget

| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| Funding: | | | | | | |
| UK Government grants | 0 | 0 | 0 | 0 | 0 | 0 |
| Other bodies grants | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees & charges | 0 | 0 | 0 | 0 | 0 | 0 |
| Property income | 0 | 0 | 0 | 0 | 0 | 0 |
| Income from investments | 0 | 0 | 0 | 0 | 0 | 0 |
| Joint working income | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursement & recovery of costs | (73) | (74) | (74) | (75) | (76) | (77) |
| Other income | (73) | (74) | (74) | (75) | (76) | (77) |
| Total funding | (73) | (74) | (74) | (75) | (76) | (77) |
| Expenditure | | | | | | |
| Staffing | 3,944 | 3,941 | 4,019 | 4,100 | 4,182 | 4,265 |
| Premises | 0 | 0 | 0 | 0 | 1 | 1 |
| Supplies and services | 3 | 137 | 139 | 143 | 146 | 149 |
| Transport | 204 | 8 | 8 | 9 | 9 | 9 |
| Service provision | 8 | (76) | (78) | (80) | (81) | (83) |
| Capital financing | 0 | 0 | 0 | 0 | 0 | 0 |
| Non Pay | 215 | 69 | 69 | 72 | 75 | 76 |
| School expenditure | | | | | | |
| Total expenditure | 4,159 | 4,010 | 4,088 | 4,172 | 4,257 | 4,341 |
| Net budget supported by Council | | | | | | |
| Tax, general government grants and reserves | 4,086 | 3,936 | 4,014 | 4,097 | 4,181 | 4,264 |
| Policy Budget | | | | | | |
| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
| Customer Services | 4,086 | 3,936 | 4,014 | 4,097 | 4,181 | 4,264 |
| Net budget | 4,086 | 3,936 | 4,014 | 4,097 | 4,181 | 4,264 |

Customers & Communities

Service: Trading Standards

Head of Service: Steve Ruddy

Income & Expenditure budget

| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Funding: | | | | | | |
| UK Government grants | 0 | 0 | 0 | 0 | 0 | 0 |
| Other bodies grants | (164) | (167) | (170) | (174) | (177) | (181) |
| Fees & charges | (294) | (212) | (214) | (216) | (219) | (221) |
| Property income | 0 | 0 | 0 | 0 | 0 | 0 |
| Income from investments | 0 | 0 | 0 | 0 | 0 | 0 |
| Joint working income | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursement & recovery of costs | (99) | (85) | (86) | (87) | (88) | (89) |
| Other income | (557) | (464) | (471) | (477) | (484) | (490) |
| Total funding | (557) | (464) | (471) | (477) | (484) | (490) |
| Expenditure | | | | | | |
| Staffing | 2,244 | 2,178 | 2,222 | 2,266 | 2,311 | 2,358 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies and services | 243 | 248 | 254 | 259 | 265 | 271 |
| Transport | 52 | 53 | 54 | 55 | 56 | 57 |
| Service provision | 1 | 1 | 1 | 1 | 1 | 1 |
| Capital financing | 0 | 0 | 0 | 0 | 0 | 0 |
| Non Pay | 296 | 302 | 309 | 315 | 322 | 329 |
| School expenditure | | | | | | |
| Total expenditure | 2,540 | 2,480 | 2,531 | 2,581 | 2,633 | 2,687 |
| Net budget supported by Council | | | | | | |
| Tax, general government grants and reserves | 1,983 | 2,016 | 2,060 | 2,104 | 2,149 | 2,197 |
| Policy Budget | | | | | | |
| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
| Trading Standards | 1,983 | 2,016 | 2,060 | 2,104 | 2,149 | 2,197 |
| Net budget | 1,983 | 2,016 | 2,060 | 2,104 | 2,149 | 2,197 |

Customers & Communities

Service: Community Partnership & Safety Team

Head of Service: Jane Last

Income & Expenditure budget

| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| Funding: | | | | | | |
| UK Government grants | 0 | 0 | 0 | 0 | 0 | 0 |
| Other bodies grants | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees & charges | 0 | 0 | 0 | 0 | 0 | 0 |
| Property income | 0 | 0 | 0 | 0 | 0 | 0 |
| Income from investments | 0 | 0 | 0 | 0 | 0 | 0 |
| Joint working income | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursement & recovery of costs | 0 | 0 | 0 | 0 | 0 | 0 |
| Other income | 0 | 0 | 0 | 0 | 0 | 0 |
| Total funding | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Staffing | 998 | 1,130 | 1,153 | 1,176 | 1,199 | 1,223 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies and services | 70 | 72 | 74 | 75 | 77 | 79 |
| Transport | 17 | 18 | 18 | 18 | 19 | 19 |
| Service provision | 1,673 | 2,256 | 2,032 | 2,061 | 2,089 | 2,119 |
| Capital financing | 0 | 0 | 0 | 0 | 0 | 0 |
| Non Pay | 1,760 | 2,346 | 2,124 | 2,154 | 2,185 | 2,217 |
| School expenditure | | | | | | |
| Total expenditure | 2,758 | 3,476 | 3,277 | 3,330 | 3,384 | 3,440 |
| Net budget supported by Council | | | | | | |
| Tax, general government grants and reserves | 2,758 | 3,476 | 3,277 | 3,330 | 3,384 | 3,440 |

| Policy Budget | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Community Partnerships | 1,068 | 1,006 | 1,026 | 1,046 | 1,067 | 1,089 |
| Member Allocations | 1,009 | 1,043 | 1,065 | 1,089 | 1,113 | 1,137 |
| Community Improvement Fund | 0 | 1,000 | 750 | 750 | 750 | 750 |
| Community Safety | 681 | 427 | 436 | 445 | 454 | 464 |
| Net budget | 2,758 | 3,476 | 3,277 | 3,330 | 3,384 | 3,440 |

Customers & Communities

Service: Directorate Support

Head of Service: Mark Irons

Income & Expenditure budget

| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| Funding: | | | | | | |
| UK Government grants | 0 | 0 | 0 | 0 | 0 | 0 |
| Other bodies grants | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees & charges | 0 | 0 | 0 | 0 | 0 | 0 |
| Property income | 0 | 0 | 0 | 0 | 0 | 0 |
| Income from investments | 0 | 0 | 0 | 0 | 0 | 0 |
| Joint working income | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursement & recovery of costs | 0 | 0 | 0 | 0 | 0 | 0 |
| Other income | 0 | 0 | 0 | 0 | 0 | 0 |
| Total funding | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Staffing | 2,497 | 2,099 | 2,034 | 2,075 | 2,116 | 2,158 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies and services | 72 | 63 | 65 | 66 | 68 | 69 |
| Transport | 7 | 5 | 5 | 5 | 5 | 5 |
| Service provision | 1,583 | 0 | 0 | 0 | 0 | 0 |
| Capital financing | 0 | 0 | 0 | 0 | 0 | 0 |
| Non Pay | 1,662 | 68 | 70 | 71 | 73 | 74 |
| School expenditure | 4,159 | 2,167 | 2,104 | 2,146 | 2,189 | 2,232 |
| Net budget supported by Council Tax, general government grants and reserves | 4,159 | 2,167 | 2,104 | 2,146 | 2,189 | 2,232 |
| Policy Budget | | | | | | |
| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
| Directorate Support | 2,443 | 2,167 | 2,104 | 2,146 | 2,189 | 2,232 |
| Cultural Development | 1,716 | 0 | 0 | 0 | 0 | 0 |
| Net budget | 4,159 | 2,167 | 2,104 | 2,146 | 2,189 | 2,232 |

Appendix 2 – Detailed CSF service budgets

Services for Young People

Service: Youth Justice

Head of Service: Garath Symonds

Income & Expenditure budget

| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Funding: | | | | | | |
| UK Government grants | 995 | 895 | 850 | 807 | 767 | 729 |
| Other bodies grants | 238 | 238 | 226 | 215 | 204 | 194 |
| Fees & charges | 0 | 0 | 0 | 0 | 0 | 0 |
| Property income | 0 | 0 | 0 | 0 | 0 | 0 |
| Income from investments | 0 | 0 | 0 | 0 | 0 | 0 |
| Joint working income | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursement & recovery of costs | 0 | 0 | 0 | 0 | 0 | 0 |
| Other income | 238 | 238 | 226 | 215 | 204 | 194 |
| Total funding | 1,233 | 1,133 | 1,076 | 1,022 | 971 | 923 |
| Expenditure | | | | | | |
| Staffing | 4,237 | 4,322 | 4,408 | 4,496 | 4,586 | 4,678 |
| Premises | 56 | 57 | 58 | 59 | 60 | 61 |
| Supplies and services | 235 | 240 | 245 | 250 | 255 | 260 |
| Transport | 205 | 209 | 213 | 217 | 221 | 226 |
| Service provision | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital financing | 0 | 0 | 0 | 0 | 0 | 0 |
| Non Pay | 496 | 506 | 516 | 526 | 536 | 547 |
| School expenditure | | | | | | |
| Total expenditure | 4,733 | 4,828 | 4,924 | 5,022 | 5,122 | 5,225 |
| Net budget supported by Council Tax, general government grants and reserves | | | | | | |
| | 3,500 | 3,695 | 3,848 | 4,000 | 4,151 | 4,302 |
| Policy Budget | | | | | | |
| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
| Youth Justice | 3,500 | 3,695 | 3,848 | 4,000 | 4,151 | 4,302 |
| Net budget | 3,500 | 3,695 | 3,848 | 4,000 | 4,151 | 4,302 |

Services for Young People

Service: Active Surrey

Head of Service: Garath Symonds

Income & Expenditure budget

| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| Funding: | | | | | | |
| UK Government grants | | | | | | |
| Other bodies grants (local partners) | 826 | 769 | 717 | 352 | 357 | 0 |
| Fees & charges | 89 | 109 | 19 | 19 | 19 | 0 |
| Property income | | | | | | |
| Income from investments | | | | | | |
| Joint working income | | | | | | |
| Reimbursement & recovery of costs | | | | | | |
| Other income | 915 | 878 | 736 | 371 | 376 | 0 |
| Total funding | 915 | 878 | 736 | 371 | 376 | 0 |
| Expenditure | | | | | | |
| Staffing | 614 | 642 | 530 | 300 | 302 | 0 |
| Premises | | | | | | |
| Supplies and services | | | | | | |
| Transport | | | | | | |
| Service provision | | | | | | |
| Capital financing | | | | | | |
| Non Pay | 301 | 236 | 206 | 71 | 74 | 0 |
| Total expenditure | 915 | 878 | 736 | 371 | 376 | 0 |
| Net budget supported by Council | | | | | | |
| Tax, general government grants and reserves | 0 | 0 | 0 | 0 | 0 | 0 |

| Policy Budget | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | 2016/17 £000s | 2017/18 £000s |
|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Active Surrey | 0 | 0 | 0 | 0 | 0 | 0 |
| Net budget | 0 | 0 | 0 | 0 | 0 | 0 |

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