

Annex 1: Medium Term Financial Plan 2013 -2018

This annex contains the Leader's Foreword and Section 2: Detailed Budgets.

The Medium Term Financial Plan usually starts with the Leader's Foreword and follows three distinct sections.

Section 1 is the overview of the Medium Term Financial Plan. This section summarises the MTFP in a similar way as the interactive MTFP.

Section 3 is the collation of the relevant budget committee papers and strategies. This section also has a glossary of financial terminology.

Both Sections 1 & 3 will be published on 27 March.

One County, One Team

The current challenges facing the public sector look set to continue for the foreseeable future. Local authorities have borne the brunt of budgetary cuts more than any other part of the public sector. But local government has risen to the challenge and shown strength which many parts of Whitehall could learn from.

Against this backdrop Surrey County Council, continues to face an unprecedented growth in demand for its services. Having a responsive and resilient medium term financial plan is more essential now than at any time previously. This is why my Cabinet and I, along with the Chief Executive, Corporate Leadership Team and Finance officers have dedicated a significant amount of time into ensuring our plans are sustainable and achievable.

My thanks must also go to those Members of the Select Committees who were involved in scrutinising the plan.

In my Budget statement in February 2013, I announced a series of significant investments which are essential in tackling the serious demographic and economic issues facing Surrey.

We are:

- Investing an additional £45m capital funding to provide the 12,000 extra school places we need to build over the next 5 years;
- Investing an additional £25m in our roads over the next five years, to give the local economy a boost when it needs it most and meet the needs of our residents;
- Investing an additional £10m in raising school standards over the next five years, to ensure that every Surrey child can attend a good or excellent school;
- Investing an additional £11m in adult social care next year, as more and more elderly people are in need of our support to continue living at home;
- Creating 500 Apprenticeships so that young people can enter employment in Surrey and support local businesses as well,
- Continuing to invest in local community improvement work with a £1m fund.

We have made huge strides over the past four years to become more efficient and effective. We will continue to focus relentlessly on improving how we provide services. That will help us face the challenges ahead. However, by itself it won't be enough given the scale of the challenges we face. That is why we are developing a systematic, structured approach to finding innovative solutions to the most serious issues we are tackling.

I am a passionate believer in the value of public service. I know that the future direction of the County Council is secure, because of the emphasis we place on public value and the delivery of quality services for the residents of Surrey.

Our focus on long-term thinking and planning means that the financial position of the County Council is sustainable. Undoubtedly we live in very difficult times. I believe we can face the future with cautious optimism, secure in the knowledge that Surrey County Council is doing everything in its power, to ensure a safe and prosperous future for the residents of this County.

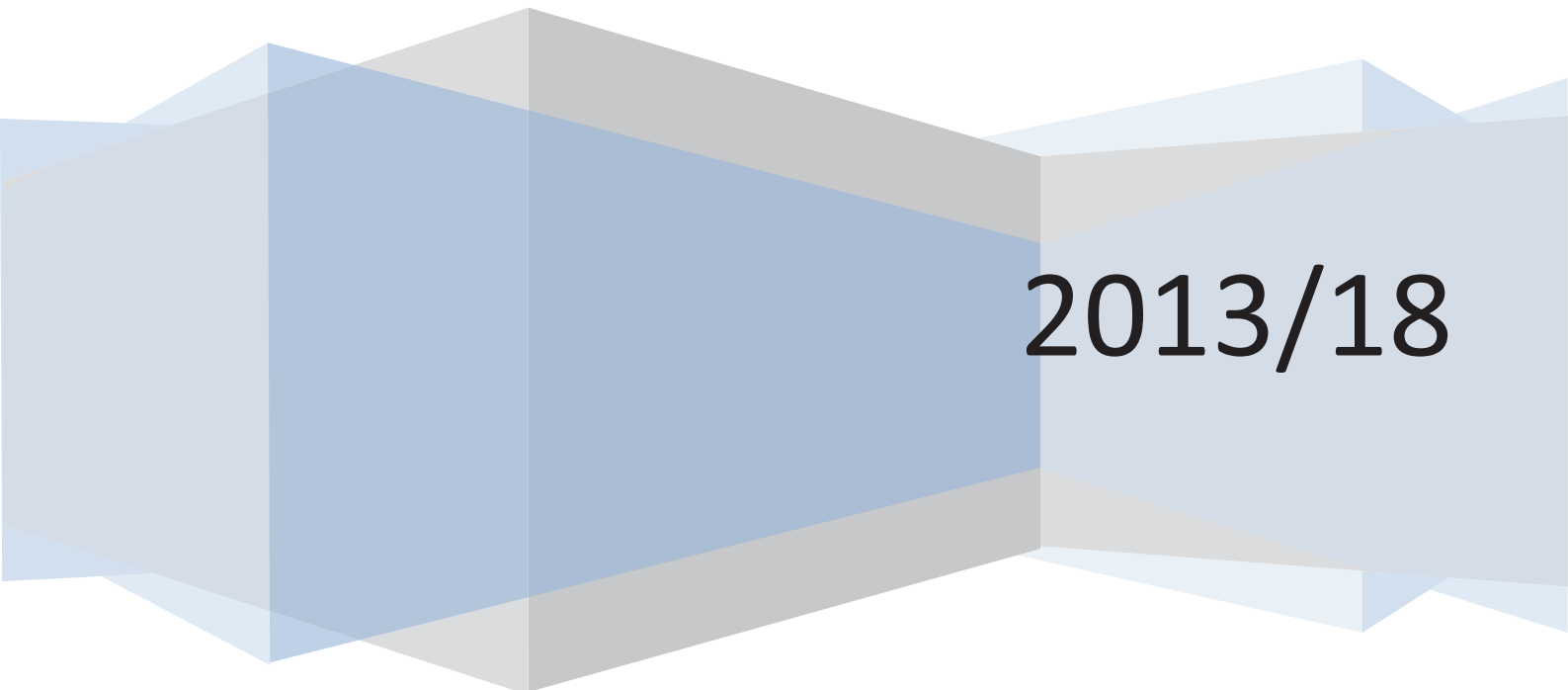


David Hodge
Leader
Surrey County Council

Surrey County Council

Medium Term Financial Plan

Section 2: Detailed Revenue & Capital Budgets



2013/18

One County One Team: Surrey County Council

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One County One Team: Surrey County Council

Summary

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Council Tax (incl collection fund)	(580,026)	(550,420)	(571,834)	(585,935)	(603,536)	(621,646)
Business Rates income	0	(43,863)	(45,208)	(46,655)	(47,821)	(49,303)
UK Government grants	(915,935)	(923,039)	(907,094)	(904,948)	(905,232)	(906,361)
Other bodies grants	(13,675)	(18,304)	(18,356)	(18,414)	(18,472)	(18,530)
Fees & charges	(75,622)	(80,414)	(78,573)	(79,261)	(80,027)	(80,950)
Property income	(3,818)	(3,681)	(3,933)	(4,019)	(4,106)	(4,196)
Income from investments	(992)	(578)	(191)	(97)	(44)	(5,150)
Joint working income	(21,660)	(21,776)	(22,096)	(22,393)	(22,670)	(22,955)
Reimbursement & recovery of costs	(16,516)	(20,263)	(17,467)	(18,096)	(18,597)	(18,994)
Other income	(132,284)	(145,016)	(140,616)	(142,280)	(143,916)	(150,775)
Total income	(1,628,244)	(1,662,338)	(1,664,752)	(1,679,818)	(1,700,505)	(1,728,085)
Expenditure:						
Staffing	296,288	312,523	317,831	320,233	324,465	329,338
Premises	33,734	32,359	33,552	32,964	34,531	36,272
Supplies and services	112,674	107,706	106,391	101,643	100,799	101,034
Transport	37,262	37,889	38,788	39,571	40,521	41,759
Service provision	607,569	635,990	611,073	626,569	639,159	658,151
Capital financing	38,701	36,981	41,090	42,810	45,002	45,503
Non pay	829,940	850,925	830,894	843,557	860,012	882,719
School expenditure	518,856	521,855	516,028	516,028	516,028	516,028
Total expenditure	1,645,084	1,685,303	1,664,753	1,679,818	1,700,505	1,728,086
Net budget supported by reserves	16,840	22,965	0	0	0	0
	2012/13	2013/14				
FTE's	7,797	8,042				

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

UK Government grant analysis	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s
Business Rates Retention System	210,276	196,206	189,798	183,487	177,856
Core funding	210,276	196,206	189,798	183,487	177,856
Dedicated school grant					
Dedicated School Grant - Schools	482,177	482,177	482,177	482,177	482,177
Dedicated School Grant - CSF	108,092	108,092	108,092	108,092	108,092
Dedicated School Grant - CIE	3,517	3,517	3,517	3,517	3,517
Dedicated School Grant - Carry forward - Schools	5,827				
Dedicated School Grant - Carry forward - CSF	1,119	-1,381	-1,381	-1,381	-1,381
Dedicated school grant	600,732	592,405	592,405	592,405	592,405
Other grants					
ACL, Skills Funding Agency	2,446	2,446	2,446	2,446	2,446
Area of ONB	137	137	137	137	137
Asylum Seekers	1,640	1,640	1,640	1,640	1,640
Education Funding Agency (YPLA)	19,331	19,331	19,331	19,331	19,331
Pupil Premium - Schools	14,520	14,520	14,520	14,520	14,520
Pupil Premium - CSF	529	529	529	529	529
Bikeability	240	240	240	240	240
Community right to challenge	9	9	9	9	9
Education Support Grant	16,600	16,600	16,600	16,600	16,600
Extended rights to travel - CSF	567	567	567	567	567
Extended rights to travel - E&I	268	268	268	268	268
Fire pensions	6,769	8,341	10,967	9,351	10,579
Fire revenue grant	379	405	405	405	405
GUM services	0	3,630	3,993	4,392	4,832
Lead local flood authority	375	375	375	375	375
Local Reform & Community Voices revenue grant	700	700	700	700	700
Local Sustainable Transp. Fund (large bid)	1,725	2,009			
Local Sustainable Transp. Fund (std)	750	630			
Music Grant	1,043	1,061	1,061	1,061	1,061
New Homes Bonus	2,825	3,825	5,825	7,825	9,825
New Homes Bonus - top slice	855	855	855	855	855
PFI	11,900	11,900	11,900	14,900	14,900
Public health	23,237	25,561	28,117	30,928	34,021
Registration Deaths	21	21	21	21	21
Right to Control	165				
SEN Pathfinder	165	165	165	165	165
Social fund (incl. Administration)	1,162	1,145	1,145	1,145	1,145
South East Protected Landscape grant	33	33	33	33	33
Troubled Families	879	644			
Youth Justice Board	896	896	896	896	896
Total other grants	110,166	118,483	122,745	129,340	136,100
Current UK Government grants	921,174	907,094	904,948	905,232	906,361
Drawdown grants from Balance Sheet					
Social Care Reform grant	1,865				
Total UK Government grants	923,039	907,094	904,948	905,232	906,361
Grants by operational category:					
Adult Social Care	2,730	700	700	700	700
Children, Schools & Families	635,742	627,180	626,536	626,536	626,536
Customer & Communities	10,658	12,274	14,900	13,284	14,512
Environment & Infrastructure	3,528	3,692	1,053	1,053	1,053
Public Health	23,237	29,191	32,110	35,321	38,853
Business Services	1,162	1,145	1,145	1,145	1,145
Chief Executive Office					
Central Income & Expenditure	245,982	232,912	228,504	227,193	223,562
	923,039	907,094	904,948	905,232	906,361

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

UK government grants by operational category	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Adult Social Care					
Local Reform & Community Voices revenue grant	700	700	700	700	700
Right to Control	165	0	0	0	0
Social Care Reform grant	1,865	0	0	0	0
Adult Social Care	2,730	700	700	700	700
Children, Schools & Families					
Dedicated School Grant - CSF	108,092	108,092	108,092	108,092	108,092
Dedicated School Grant - Carry forward - CSF	1,119	(1,381)	(1,381)	(1,381)	(1,381)
Asylum Seekers	1,640	1,640	1,640	1,640	1,640
Pupil Premium - CSF	529	529	529	529	529
Extended rights to travel - CSF	567	567	567	567	567
SEN Pathfinder	165	165	165	165	165
Troubled Families	879	644	0	0	0
Youth Justice Board	896	896	896	896	896
Schools					
Dedicated School Grant - Schools	482,177	482,177	482,177	482,177	482,177
Dedicated School Grant - Carry forward - Schools	5,827	0	0	0	0
Education Funding Agency (YPLA)	19,331	19,331	19,331	19,331	19,331
Pupil Premium - Schools	14,520	14,520	14,520	14,520	14,520
Children, Schools & Families	635,742	627,180	626,536	626,536	626,536
Customer & Communities					
ACL, Skills Funding Agency	2,446	2,446	2,446	2,446	2,446
Fire pensions	6,769	8,341	10,967	9,351	10,579
Fire revenue grant	379	405	405	405	405
Music Grant	1,043	1,061	1,061	1,061	1,061
Registration Deaths	21	21	21	21	21
Customer & Communities	10,658	12,274	14,900	13,284	14,512
Environment & Infrastructure					
Area of ONB	137	137	137	137	137
Bikeability	240	240	240	240	240
Extended rights to travel - E&I	268				
Lead local flood authority	375	375	375	375	375
Local Sustainable Transp. Fund (large bid)	1,725	2,009	0	0	0
Local Sustainable Transp. Fund (std)	750	630	0	0	0
South East Protected Landscape grant	33	33	33	33	33
Environment & Infrastructure	3,528	3,692	1,053	1,053	1,053
Public Health					
GUM services	0	3,630	3,993	4,392	4,832
Public health	23,237	25,561	28,117	30,928	34,021
Public Health	23,237	29,191	32,110	35,321	38,853
Business Services					
Social fund (incl. Administration)	1,162	1,145	1,145	1,145	1,145
Business Services	1,162	1,145	1,145	1,145	1,145
Central Income & Expenditure					
Business Rates Retention System	210,276	196,206	189,798	183,487	177,856
Dedicated School Grant - CIE	3,517	3,517	3,517	3,517	3,517
Community right to challenge	9	9	9	9	9
Education Support Grant	16,600	16,600	16,600	16,600	16,600
New Homes Bonus	2,825	3,825	5,825	7,825	9,825
New Homes Bonus - top slice	855	855	855	855	855
PFI	11,900	11,900	11,900	14,900	14,900
Central Income & Expenditure	245,982	232,912	228,504	227,193	223,562

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Summary

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Gross expenditure by service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Personal Care & Support	291,190	300,383	308,082	325,524	343,806	367,895
Service Delivery	20,471	20,281	20,706	20,246	19,777	19,299
Transformation	2,056	2,560	2,426	2,458	2,490	2,523
Commissioning	75,258	78,029	80,834	80,803	80,785	81,179
Strategic Support	1,657	2,449	2,479	2,510	2,541	2,573
Adults Social Care	390,632	403,702	414,528	431,541	449,399	473,470
Schools Delegated Budgets	518,856	521,855	516,028	516,028	516,028	516,028
Children's Service	83,217	86,408	91,159	94,041	95,951	98,655
Schools & Learning	219,640	214,040	218,698	223,183	227,235	233,767
Services for Young People	17,796	21,094	20,989	19,411	15,839	16,275
Strategy & Central Resources	4,875	3,207	3,013	2,410	-2,049	-2,000
Children, Schools & Families	844,384	846,604	849,887	855,073	853,004	862,725
Fire Service	45,428	45,752	47,715	49,780	48,332	49,932
Cultural Services	24,932	24,992	25,502	25,999	26,515	27,041
Customer Services	4,159	4,010	4,088	4,172	4,257	4,341
Trading Standards	2,540	2,480	2,530	2,581	2,633	2,688
Community Partnership & Safety	2,758	3,476	3,277	3,330	3,384	3,440
Directorate Support	4,159	2,167	2,104	2,146	2,189	2,232
Customer & Communities	83,976	82,877	85,216	88,008	87,310	89,674
Environment	61,024	64,301	65,362	63,298	64,107	66,547
Highways	47,892	49,015	50,011	51,460	53,174	53,974
Economy, Transport & Planning	26,264	29,829	30,485	28,966	30,121	31,313
Directorate costs & savings (to be allocated)	346	(341)	(270)	(982)	(1,219)	(1,637)
Environment & Infrastructure	135,526	142,804	145,588	142,742	146,183	150,197
Public Health	0	26,994	29,648	32,567	35,778	39,310
Property Services	39,997	38,847	39,440	39,171	40,745	42,457
Information Management & Technology	24,415	23,244	23,769	24,261	24,781	25,312
Finance	10,237	10,396	10,832	11,235	11,746	12,299
HR & Organisational Development	11,374	10,783	10,862	10,948	11,167	11,388
Shared Services	5,546	8,640	8,765	8,912	9,066	9,225
Procurement	3,135	3,444	3,510	3,577	3,647	3,719
Transformational Change	2,000	1,873	1,332	968	903	919
Business Services	96,704	97,227	98,510	99,072	102,055	105,319
Chief Executive Office	494	472	481	491	501	511
Re-configuration of CEO Directorate	0	0	0	-800	-800	-800
Emergency Management	521	499	510	519	530	541
Communications	1,883	1,892	1,929	1,971	2,011	2,052
Legal & Democratic	7,836	9,899	8,572	8,740	8,919	10,604
Policy & Performance	3,577	3,292	3,359	3,428	3,500	3,572
Chief Executive Office	14,311	16,054	14,851	14,349	14,661	16,480
Corporate Projects	1,508					
Central Income & Expenditure	78,043	69,041	73,122	70,421	74,454	72,283
Additional savings		0	-46,597	-53,954	-62,339	-81,372
Expenditure budget	1,645,084	1,685,303	1,664,753	1,679,818	1,700,505	1,728,086

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

Budget movement summary

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year net budget supported by reserves	16,840	22,965	0	0	0	16,840
Funding changes	-34,092	-4,971	-15,565	-20,697	-27,594	-102,919
Expenditure changes:						
Pressures & changes	108,485	58,002	48,401	56,786	62,265	333,939
Savings & reductions	-68,268	-29,399	-25,480	-27,703	-15,638	-166,488
Savings to be identified	0	-46,597	-7,356	-8,386	-19,033	-81,372
	40,217	-17,994	15,565	20,697	27,594	86,079
Revised net budget supported by reserves	22,965	0	0	0	0	0
<u>Savings & reductions:</u>						
Red	32,809	5,655	9,030	15,586	4,278	67,358
Amber	24,135	16,971	13,267	9,903	10,860	75,136
Green	11,324	6,773	3,183	2,214	500	23,994
	68,268	29,399	25,480	27,703	15,638	166,488

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

Presentation of revenue financial information

- 1.1. The revenue budgets have been rebased in accordance with the funding reporting strategy workstream recommendation to move from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made to focus more on income and provide further transparency on each directorate's finances.
- 1.2. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 1.3. The below tables starts with the prior Medium Term Financial Plan (2012 -2017) and the presentation of the revenue expenditure over the five years. The table then steps through the presentational changes to finish with the gross expenditure budgets. There is a table for each operational category.

	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Overall						
Revenue expenditure - MTFP 2012/17	1,512,800	1,489,434	1,504,039	1,515,813	1,541,025	
Add:						
Changes to the MTFP 2012/17 budget		50,853	66,695	75,680	77,903	1,658,682
Revenue expenditure - MTFP 2013/18	1,512,800	1,540,287	1,570,734	1,591,493	1,618,928	1,658,682
Add back:						
Other income	(132,284)	(145,016)	(140,616)	(142,280)	(143,916)	(150,776)
Savings to be identified		0	46,597	53,954	62,339	81,372
Gross expenditure budget - MTFP 2013/18	1,645,084	1,685,303	1,664,753	1,679,818	1,700,505	1,728,086

One County One Team: Surrey County Council

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Chief Executive Officer: David McNulty

	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Adult Social Care						
Revenue expenditure - MTFP 2012/17	331,504	326,618	329,160	341,021	357,696	
Add: Changes to the MTFP 2012/17 budget		14,044	22,552	27,872	29,167	410,990
Revenue expenditure - MTFP 2013/18	331,504	340,662	351,712	368,893	386,863	410,990
Add back: Other income	(59,128)	(63,040)	(62,816)	(62,648)	(62,536)	(62,480)
Gross expenditure budget - MTFP 2013/18	390,632	403,702	414,528	431,541	449,399	473,470
Children, Schools & Families						
MTFP 2012/17 - CSF	289,349	287,253	291,723	295,763	292,889	
MTFP 2012/17 - Schools	518,856	518,856	518,856	518,856	518,856	
Revenue expenditure - MTFP 2012/17	808,205	806,109	810,579	814,619	811,745	0
Add: Changes to the MTFP 2012/17 budget		4,125	2,189	2,545	2,544	823,089
Revenue expenditure - MTFP 2013/18	808,205	810,234	812,768	817,164	814,289	823,089
Add back: Other income	(36,179)	(36,370)	(37,119)	(37,909)	(38,715)	(39,636)
Gross expenditure budget - MTFP 2013/18	844,384	846,604	849,887	855,073	853,004	862,725
Customer & Communities, Corporate Projects						
MTFP 2012/17 - C&C	70,579	67,314	67,084	68,544	70,037	
MTFP 2012/17 – Corp. projs	1,508	1,500	1,500	1,500	1,500	
Revenue expenditure - MTFP 2012/17	72,087	68,814	68,584	70,044	71,537	0
Add: Changes to the MTFP 2012/17 budget		1,194	3,590	4,529	1,908	75,491
Revenue expenditure - MTFP 2013/18	72,087	70,008	72,174	74,573	73,445	75,491
Add back: Other income	(13,397)	(12,869)	(13,042)	(13,435)	(13,865)	(14,183)
Gross expenditure budget - MTFP 2013/18	85,484	82,877	85,216	88,008	87,310	89,674
Environment & Infrastructure						
Revenue expenditure - MTFP 2012/17	125,582	124,076	126,975	125,924	129,398	
Add: Changes to the MTFP 2012/17 budget		4,847	6,779	4,706	4,388	137,508
Revenue expenditure - MTFP 2013/18	125,582	128,923	133,754	130,630	133,786	137,508
Add back: Other income	(9,944)	(13,881)	(11,834)	(12,112)	(12,397)	(12,689)
Gross expenditure budget - MTFP 2013/18	135,526	142,804	145,588	142,742	146,183	150,197

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Public Health						
Revenue expenditure - MTFP 2012/17	0	0	0	0	0	
Add: Changes to the MTFP 2012/17 budget		23,237	29,191	32,110	35,321	38,853
Revenue expenditure - MTFP 2013/18	0	23,237	29,191	32,110	35,321	38,853
Add back: Other income	0	(3,757)	(457)	(457)	(457)	(457)
Gross expenditure budget - MTFP 2013/18	0	26,994	29,648	32,567	35,778	39,310
Business Services						
Revenue expenditure - MTFP 2012/17	84,705	81,800	82,447	82,527	85,212	
Add: Changes to the MTFP 2012/17 budget		1,534	1,547	1,577	1,611	89,820
Revenue expenditure - MTFP 2013/18	84,705	83,334	83,994	84,104	86,823	89,820
Add back: Other income	(11,999)	(13,893)	(14,516)	(14,968)	(15,232)	(15,499)
Gross expenditure budget - MTFP 2013/18	96,704	97,227	98,510	99,072	102,055	105,319
Chief Executive Office						
Revenue expenditure - MTFP 2012/17	13,665	14,995	13,811	13,296	13,589	
Add: Changes to the MTFP 2012/17 budget		431	399	399	402	15,798
Revenue expenditure - MTFP 2013/18	13,665	15,426	14,210	13,695	13,991	15,798
Add back: Other income	(646)	(628)	(641)	(654)	(670)	(682)
Gross expenditure budget - MTFP 2013/18	14,311	16,054	14,851	14,349	14,661	16,480
Central Income & Expenditure						
Revenue expenditure - MTFP 2012/17	77,051	67,022	72,481	68,382	71,847	
Add: Changes to the MTFP 2012/17 budget		1,441	450	1,942	2,563	67,133
Revenue expenditure - MTFP 2013/18	77,051	68,463	72,931	70,324	74,410	67,133
Add back: Other income	(992)	(578)	(191)	(97)	(44)	(5,150)
Gross expenditure budget - MTFP 2013/18	78,043	69,041	73,122	70,421	74,454	72,283

One County One Team: Surrey County Council

Summary

Chief Executive Officer: David McNulty

Capital budgeted Income & Expenditure statement

	2013/14	2014/15	2015/16	2016/17	2017/18	Capital Profiling Total
	£000s	£000s	£000s	£000s	£000s	£000s
Capital Funding						
Government grants	(67,073)	(74,625)	(70,938)	(71,938)	(55,363)	(339,937)
Capital receipts	(13,700)	(25,550)	(5,250)	(5,050)	(250)	(49,800)
Reserves	(1,040)	(4,457)	(3,410)	(1,000)	(3,983)	(13,890)
Third party contributions	(2,230)	(4,160)	(10,540)	(13,260)	(13,581)	(43,771)
Borrowing	(103,274)	(65,932)	(48,076)	(34,396)	(250)	(251,928)
	(187,317)	(174,724)	(138,214)	(125,644)	(73,427)	(699,326)

Expenditure by type of programme

Schools Basic Need	69,182	80,845	57,430	53,861	0	261,318
Recurring programme	65,150	67,520	64,673	62,993	65,537	325,873
Projects	52,985	26,359	16,111	8,790	7,890	112,135
Capital expenditure	187,317	174,724	138,214	125,644	73,427	699,326

	2013/14	2014/15	2015/16	2016/17	2017/18	Capital Profiling Total
Scheme	£000s	£000s	£000s	£000s	£000s	£000s
Schemes that the directorate will eventually use:						
Adult Social Care	1,300	1,300	1,300	1,300	950	6,150
Children, Schools & Families	104,624	107,941	78,127	71,038	16,977	378,707
Customer & Communities	8,117	7,869	6,525	1,753	2,403	26,667
Environment & Infrastructure	50,577	43,774	41,561	42,921	42,581	221,414
Public Health	0	0	0	0	0	0
Business Services	11,249	13,690	10,551	8,482	10,366	54,338
Chief Executive Office	11,450	150	150	150	150	12,050
	187,317	174,724	138,214	125,644	73,427	699,326

One County One Team: Surrey County Council

Adults Social Care

Adult Social Care 2013-17

Lead Cabinet Member



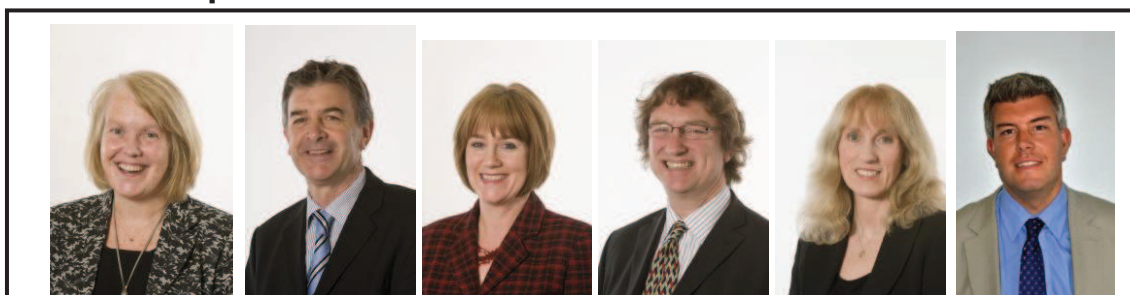
Michael Gosling,
Adult Social Care and Health

Strategic Director



Sarah Mitchell
Strategic Director

Leadership Team



Anne Butler, Assistant Director for Commissioning; Dave Sargeant, Assistant Director Personal Care and Support; Debbie Medlock, Assistant Director for Service Delivery; John Woods, Assistant Director for Policy & Strategy; Melanie Bussicott, Assistant Director for District and Borough Partnerships, Simon Laker, Assistant Director for Health & Wellbeing - works jointly with Children's Services

What is our vision for 2017?

“Working with all our partners to make a difference to the lives of people, through trusted, personalised and universal social care support, so people have choice and control, and can maximise their wellbeing and independence in their local community”

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference will this make by 2017?

Adult Social Care will remain focused on ensuring that by 2017 people in Surrey:

- Live independently and safely.
- Have as much choice and control over their lives as possible.
- Live in their own home if they wish, or other accommodation of their choice.
- Find out about the services and support available and how to access them.
- Get the support they need in local and community settings.
- Remain safe from abuse.

What are our priorities for 2013/14?

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions:

- Develop staff with the values, attitude, motivation, confidence, training, supervision and tools to facilitate the outcomes people who use services and carers want.
- Embed personalisation by working towards personal budgets for everyone eligible for ongoing social care, developing creative solutions and working with providers to ensure services are available
- Embrace a community-based approach, using the JSNA (Joint Strategic Needs Assessment), community budgets and joint working with partners to identify the needs of local communities, utilise available resources to best effect and deliver local, accessible and flexible services.
- Support all carers to balance their caring roles and maintain their independence and desired quality of life.
- Reduce hospital admissions, lengths of stay and support people to live in their homes by investing in a whole systems preventative approach with telecare, telehealth, reablement, virtual wards etc.
- Provide leadership in the health and social care system by ensuring a strong user voice and that people experience joined up services arranged around their needs.
- Operate integrated and effective health and social care pathways with our NHS community partners.
- Transform in-house services to deliver care and support which reflect local need, with robust pricing structures and governance arrangements, as part of a cost effective and sustainable service.
- Provide clear signposting for all Surrey residents, irrespective of their ability to pay, to social care and support services, so that they can lead more independent and fulfilled lives.

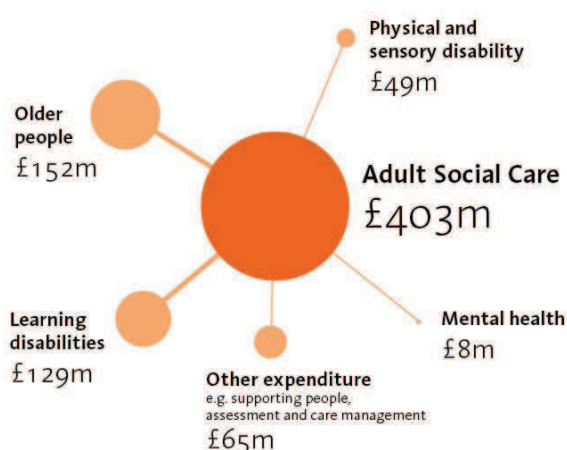
Deliver efficiency savings identified in the Medium Term Financial Plan.

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income	(£59.1m)	(£65.8m)	(£63.5m)	(£63.3m)	(£63.2m)	(£63.2m)
Expenditure	£390.6m	£403.7m	£414.5m	£431.5m	£449.4m	£473.5m
% Year Change		3.3%	2.7%	4.1%	4.1%	5.4%

Expenditure Budget 2013 / 14 by care groups



Purchasing / Building Assets (Capital)

	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total 2013 / 18
Total Capital costs	£1.3m	£1.3m	£1.3m	£1.3m	£1.0m	£6.2m

Financial Commentary

- 2.1. The Directorate faces pressures of £182m (£189m of movements, some of which are covered by new external funding) over the five year planning period, due mainly to the expected impact of increased numbers of people receiving services (£100m), inflation (£46m), the need to replace one-off savings (£15m) and a prudent view being taken of the possibility of a funding shortfall arising from the Government's planned implementation of reforms following on from the Dilnot Report (£20m). In that context, ASC is grateful for the additional corporate support proposed in 2013-14, which would reduce the savings requirement from £57m (were savings required to match all the pressures identified) to £46m in the first year of the strategy. The position remains extremely challenging, as the savings needed in 2013/14 are significantly greater than those required by the previous three years' budgets (£32m + £28m + £28m). However, the Directorate's success in 2010-13 does indicate that substantial savings can be made while the Directorate's performance continues to improve.
- 2.2. In practice, the main impact of the savings actions planned should be to reduce the effect of those pressures. A whole suite of measures is in place designed to prevent the cost and intensity of care needs from rising: to re-able those who do require help so that long term care is not needed; to review existing packages to ensure that the most cost-effective and personalised care is in place; to minimise the cost of new packages by maximising the use of social capital and applying personalisation in a more creative way; and to make the best of partnership working to reduce the Council's costs. Given the scale of the challenge, sharp monitoring mechanisms are being developed at locality and county levels to help see these actions through. It is hoped that inflation can be minimised (as it has been in 2010-13) by developing joint commissioning approaches with our contracting partners. It is also critical to work closely with the NHS to obtain best value from the new structures which come into place from 1 April 2013.
- 2.3. Overall then, it is expected that spending will be considerably less than it would have been had no such actions been in place. Realistically, however, some overspending is judged possible, as has been recognised corporately by the increase in the centrally-held risk contingency. Plans will continue to be overseen by an Implementation Board including a wide range of partner organisations and jointly chaired by the Cabinet Member for Adult Social Care and the Chairman of the Surrey Coalition, a consultative approach which has worked well to date.

Presentation of financial information

- 2.4. The revenue budgets have been rebased on the funding reporting strategy workstream recommendation from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made in order to focus more on income and provide further transparency on the directorate's finances.
- 2.5. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 2.6. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTPF 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	0	(2,730)	(700)	(700)	(700)	(700)
Other bodies grants	(10,161)	(14,297)	(14,297)	(14,297)	(14,297)	(14,297)
Fees & charges	(37,800)	(37,913)	(37,688)	(37,520)	(37,408)	(37,352)
Joint working income	(9,361)	(9,598)	(9,598)	(9,598)	(9,598)	(9,598)
Reimbursement & recovery of costs	(1,806)	(1,233)	(1,233)	(1,233)	(1,233)	(1,233)
Other income	(59,128)	(63,040)	(62,816)	(62,648)	(62,536)	(62,480)
Total income	(59,128)	(65,770)	(63,516)	(63,348)	(63,236)	(63,180)
Expenditure:						
Staffing	66,595	72,893	73,181	72,740	72,289	72,330
Premises	642	481	488	497	506	516
Supplies and services	2,247	2,633	2,648	2,704	2,761	2,819
Transport	2,875	3,029	3,068	3,136	3,205	3,275
Service provision	318,273	324,667	335,142	352,464	370,638	394,529
Non pay	324,037	330,809	341,347	358,801	377,110	401,139
Total expenditure	390,632	403,702	414,528	431,541	449,399	473,470
Net budget supported by Council Tax, general government grants and reserves	331,504	337,932	351,012	368,193	386,163	410,290

	2012/13	2013/14
FTE's ¹	2,116	2,187

¹ The above FTEs excludes posts fully funded through external funding source and temporary invest to save posts

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
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Key Policy Budgets

Older People	162,491	152,396	156,861	164,300	171,766	184,231
Physical & Sensory Disabilities	44,853	48,857	50,204	51,740	53,196	54,592
People with Learning Disabilities	118,855	129,551	135,230	143,495	152,658	162,197
Mental Health & Substance Misuse	7,259	8,250	8,424	8,651	8,878	9,105
Other Expenditure	57,173	64,649	63,810	63,356	62,901	63,344
Income	(59,128)	(65,770)	(63,516)	(63,348)	(63,236)	(63,180)
	331,504	337,932	351,012	368,193	386,163	410,290

Budget by Detailed Policy Line

Older People

Nursing General	20,219	17,332	17,779	19,300	20,781	23,204
Nursing Dementia	9,459	10,469	10,889	12,031	13,174	14,965
Residential General - External	40,519	35,995	35,149	34,910	34,761	35,032
Residential Dementia - External	12,170	12,489	12,762	13,439	14,138	15,200
Residential In-House Provision	6,962	7,209	7,359	7,316	7,271	7,226
Home Care - External	35,815	36,530	37,297	40,432	43,514	48,475
Reablement In-House Provision	8,196	8,096	8,258	8,425	8,595	8,768
Extra Care In-House Provision	1,233	1,186	1,210	1,234	1,259	1,285
Direct Payments	11,337	10,434	10,852	11,991	13,131	14,917
Day Care - External	2,462	2,618	2,657	2,751	2,848	2,990
Day Care In-House Provision	167	198	202	206	210	215
Respite Care	1,426	1,501	1,531	1,573	1,616	1,669
Transport Services	469	542	551	572	593	624
Other Care	12,057	7,795	10,365	10,120	9,875	9,662
Total Older People	162,491	152,396	156,861	164,300	171,766	184,231

Physical & Sensory Disabilities

Nursing General	3,529	3,530	3,669	3,829	3,986	4,138
Nursing Dementia	103	68	72	76	80	84
Residential General - External	6,261	4,858	4,905	4,917	4,863	4,766
Residential Dementia - External	112	104	108	112	116	121
Residential In-House Provision	0	0	0	0	0	0
Supported Living / Home Care	5,773	6,818	7,089	7,439	7,780	8,112
Direct Payments	13,005	17,469	18,093	18,818	19,534	20,240
Day Care - External	945	969	995	1,025	1,055	1,084
Day Care In-House Provision	540	553	564	575	587	599
Respite Care	513	292	303	316	330	343
Transport Services	358	306	318	331	344	357
Other Care - External	13,715	13,890	14,088	14,301	14,521	14,748
Other Care In-House Provision	0	0	0	0	0	0
Total Physical & Sensory Disabilities	44,853	48,857	50,204	51,740	53,196	54,592

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

People with Learning Disabilities

Nursing General	479	766	765	768	771	769
Nursing Dementia	194	201	179	163	150	137
Residential General - External	66,237	68,623	69,183	71,965	75,354	78,981
Residential Dementia - External	75	79	78	77	77	77
Residential In-House Provision	5,053	4,968	5,071	4,914	4,754	4,590
Supported Living / Home Care - External	17,298	21,265	22,431	24,155	25,971	27,812
Supported Living / Home Care In-House Provision	732	614	628	644	659	675
Direct Payments	9,773	13,659	15,603	17,896	20,328	22,826
Day Care - External	4,604	3,839	4,053	4,296	4,545	4,797
Day Care In-House Provision	6,391	6,278	6,411	6,111	5,806	5,494
Respite Care	2,201	1,912	2,156	2,421	2,693	2,971
Transport Services	1,047	1,388	1,590	1,808	2,033	2,264
Other Care - External	3,376	4,616	5,712	6,880	8,095	9,350
Other Care In-House Provision	1,396	1,343	1,370	1,397	1,426	1,455
Total People with Learning Disabilities	118,855	129,551	135,230	143,495	152,658	162,197

Mental Health & Substance Misuse

Nursing General	455	423	436	452	467	482
Nursing Dementia	47	85	88	91	95	99
Residential General	2,570	2,182	2,228	2,289	2,353	2,421
Residential Dementia	59	0	0	0	0	0
Supported Living / Home Care	2,293	2,587	2,669	2,781	2,891	2,999
Direct Payments	273	361	375	391	407	422
Day Care	59	119	124	129	134	139
Respite Care	1	74	77	80	83	87
Transport Services	11	89	92	96	100	104
Other Care	1,491	2,331	2,336	2,341	2,347	2,352
Total Mental Health & Substance Misuse	7,259	8,250	8,424	8,651	8,878	9,105

Other Expenditure

Assessment & Care Management	25,927	31,071	30,311	29,928	29,538	29,640
Management & Support	15,492	18,164	18,477	18,799	19,127	19,462
Supporting People	15,755	15,415	15,021	14,628	14,235	14,242
Total Other Expenditure	57,173	64,649	63,810	63,356	62,901	63,344

Gross Expenditure

390,632	403,702	414,528	431,541	449,399	473,470
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Income

UK Government Grants	0	(2,730)	(700)	(700)	(700)	(700)
Other Bodies Grants	(10,161)	(14,297)	(14,297)	(14,297)	(14,297)	(14,297)
Fees & Charges	(37,800)	(37,913)	(37,688)	(37,520)	(37,408)	(37,352)
Joint Working Income	(5,964)	(7,117)	(7,117)	(7,117)	(7,117)	(7,117)
Joint Funded Care Package Income	(3,396)	(2,480)	(2,480)	(2,480)	(2,480)	(2,480)
Reimbursements & recovery of costs	(1,806)	(1,233)	(1,233)	(1,233)	(1,233)	(1,233)
Total Income	(59,128)	(65,770)	(63,516)	(63,348)	(63,236)	(63,180)

Total net budget

331,504	337,932	351,012	368,193	386,163	410,290
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One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Income budget by service</u>						
Personal Care & Support	(45,050)	(43,597)	(43,373)	(43,205)	(43,093)	(43,037)
Service Delivery	(736)	(601)	(601)	(601)	(601)	(601)
Policy & Strategy	0	(2,214)	(184)	(184)	(184)	(184)
Commissioning	(13,342)	(18,658)	(18,658)	(18,658)	(18,658)	(18,658)
Strategic Support	0	(700)	(700)	(700)	(700)	(700)
	(59,128)	(65,770)	(63,516)	(63,348)	(63,236)	(63,180)
<u>Expenditure budget by service:</u>						
Personal Care & Support	291,190	300,383	308,082	325,524	343,806	367,895
Service Delivery	20,471	20,281	20,706	20,246	19,777	19,299
Policy & Strategy	2,056	2,560	2,426	2,458	2,490	2,523
Commissioning	75,258	78,029	80,834	80,803	80,785	81,179
Strategic Support	1,657	2,449	2,479	2,510	2,541	2,573
	390,632	403,702	414,528	431,541	449,399	473,470
Adults Social Care	331,504	337,932	351,012	368,193	386,163	410,290

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013-18 £000s
Prior year budget (2012/13 budget represented)	331,504	337,932	351,012	368,193	386,163	331,504
Funding changes	-6,643	2,254	168	112	56	-4,052
Expenditure changes:						
Pressures & changes	58,953	28,061	31,993	32,144	37,369	188,520
Savings & reductions	-45,882	-17,236	-14,980	-14,286	-13,298	-105,682
	13,071	10,825	17,013	17,858	24,071	82,838
Revised budget	337,932	351,012	368,193	386,163	410,290	410,290

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Total budget movements by year	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev- ability
<u>Funding changes</u>							
Additional Whole Systems funding	(4,136)	0	0	0	0	(4,136)	
Local Reform and Community Voices grant	(700)	0	0	0	0	(700)	
Right to Control grant	(165)	165	0	0	0	0	
Draw down of Social Care Reform grant	(1,865)	1,865	0	0	0	0	
Changes to Commissioning block contracts & grants income	(1,212)	0	0	0	0	(1,212)	
Changes to Fees & Charges income	(505)	224	168	112	56	55	
Transformation projects income	(184)	0	0	0	0	(184)	
Loss of joint funded care package income	885	0	0	0	0	885	
Changes to other income streams	750	0	0	0	0	750	
Reduction in Section 256 Fees & Charges	343	0	0	0	0	343	
Reduction in Section 256 Mental Health income	148	0	0	0	0	148	
Total funding changes	(6,643)	2,254	168	112	56	(4,052)	
<u>Pressures and changes</u>							
<u>Expenditure changes:</u>							
Virements	33	0	0	0	0	33	
Additional Whole Systems expenditure	4,136	0	0	0	0	4,136	
Changes to Commissioning block contracts & grants expenditure	1,612	0	0	0	0	1,612	
Corporate contribution for speeding personalisation	1,000	(1,000)	0	0	0	0	
Transformation projects funded by Social Care Reform Grant	746	0	0	0	0	746	
Additional Local Reform and Community Voices grant expenditure	382	0	0	0	0	382	
Additional Right to Control expenditure	108	(165)	0	0	0	(57)	
Changes to Supporting People budgets	(400)	0	0	0	0	(400)	
Total expenditure changes	7,617	(1,165)	0	0	0	6,452	
<u>Service pressures:</u>							
Inflation	8,465	8,244	9,184	9,596	10,131	45,619	
Full year effect of existing care packages - Non Transition	9,350	2,895	2,836	2,836	2,836	20,753	
Future year demand pressures - Non Transition	8,123	7,623	7,123	6,623	6,123	35,617	
Full year effect of existing care packages - Transition	5,207	2,209	2,164	2,164	2,164	13,908	
Future year Transition cases	6,023	5,405	5,686	5,925	6,115	29,154	
Additional LLDD contributions	750	0	0	0	0	750	
Failure to achieve MTFP savings on an ongoing basis	12,058	0	0	0	0	12,058	
Replacement of planned one-off savings	0	2,850	0	0	0	2,850	
Establishment - additional corporate pressures	338	0	0	0	0	338	
Establishment - service pressures	948	0	0	0	0	948	
Dilnot Commission	0	0	5,000	5,000	10,000	20,000	
Other changes	73	0	0	0	0	73	
Total service pressures	51,335	29,226	31,993	32,144	37,369	182,068	
Total pressures	58,953	28,061	31,993	32,144	37,369	188,520	

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Total budget movements by year	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev ² - ability
Savings							
Absorption of demand pressures	(3,102)	(2,911)	(2,720)	(2,529)	(2,338)	(13,599)	A
Action to offset increased demand (incorporates apply RAS more consistently)	(15,483)	0	0	0	0	(15,483)	R
Optimisation of spot care rates	(5,237)	(1,352)	(1,992)	(2,122)	(2,290)	(12,994)	R
Maximising income through partnership arrangements	(2,500)	(2,500)	(500)	(500)	(500)	(6,500)	A
Strategic shift from residential to community based provision	(2,145)	(1,224)	(918)	(612)	(306)	(5,206)	A
Optimisation of Transition pathways	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)	A
Home Based Care retender	(400)	(400)	0	0	0	(800)	A
Efficiency savings through community budgets	(400)	(400)	(400)	(400)	(400)	(2,000)	R
Learning Disabilities Public Value Review	(2,000)	(2,000)	(500)	0	0	(4,500)	A
Section 256 client group savings	(1,500)	(1,500)	(1,250)	(1,000)	(1,000)	(6,250)	G
Preventative savings through Whole Life Systems interventions & Telecare	(750)	(750)	(1,000)	(1,250)	(1,500)	(5,250)	A
Strategic supplier review	0	(750)	(250)	(250)	(250)	(1,500)	A
Re-use of Whole Systems funding	(2,850)	0	0	0	0	(2,850)	R
Manage costs below budget, e.g. vacancies	(1,500)	0	0	0	0	(1,500)	G
Extract better value from block contracts	(1,000)	(434)	(442)	(450)	(458)	(2,784)	A
General In-house efficiencies, including shadow trading accounts	(400)	0	0	0	0	(400)	A
Further In-house savings	(400)	0	0	0	0	(400)	R
Other commissioning strategies	(300)	(300)	(300)	(300)	(300)	(1,500)	A
Optimisation of other block contract rates	(376)	(352)	(381)	(374)	(368)	(1,851)	A
Streamlining with NHS community provider	(200)	(200)	(1,000)	(1,000)	(500)	(2,900)	A
Social enterprise pilot	(100)	0	0	0	0	(100)	R
Additional efficiencies to be achieved in year	(4,239)	(263)	(527)	(699)	(688)	(6,415)	R
Apply Resource Allocation System more consistently	0	(500)	(500)	(500)	(500)	(2,000)	A
Recommission Supporting People contracts	0	(400)	(400)	(400)	0	(1,200)	G
Strategic review of In-house services	0	0	(900)	(900)	(900)	(2,700)	R
Total Savings	(45,882)	(17,236)	(14,980)	(14,286)	(13,298)	(105,682)	
Savings Risk Analysis							
Red	(28,709)	(2,015)	(3,819)	(4,121)	(4,278)	(42,942)	
Amber	(14,173)	(13,321)	(9,511)	(8,765)	(8,020)	(53,790)	
Green	(3,000)	(1,900)	(1,650)	(1,400)	(1,000)	(8,950)	

² The achievability ragging is for 2013/14 only

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Annual Activity Volumes

MTFP Volumes	01-Apr-13	31-Mar-14
Older People		
Nursing Dementia	508	406
Nursing General	714	558
Residential Dementia	510	445
Residential General	1,308	1,263
Home Care/Reablement	3,927	3,405
Direct Payments	1,134	948
Other Community Care	541	491
Total Older People	8,642	7,514

Surrey County Council
Open Cases - Note ³

16,648

Physical & Sensory Disabilities		
Nursing Dementia	1	1
Nursing General	66	64
Residential Dementia	3	3
Residential General	94	91
Supported Living/Home Care	482	471
Direct Payments	967	939
Other Community Care	355	352
Total PSD	1,967	1,922

2,836

People with Learning Disabilities		
Nursing Dementia	3	3
Nursing General	12	12
Residential Dementia	1	1
Residential General	1,040	1,029
Supported Living/Home Care	782	805
Direct Payments	693	760
Other Community Care	1,382	1,484
Total PLD	3,913	4,094

3,258

Mental Health & Substance Misuse		
Nursing Dementia	2	2
Nursing General	9	9
Residential Dementia	0	0
Residential General	55	54
Supported Living/Home Care	113	112
Direct Payments	135	135
Other Community Care	44	43
Total MH	358	355

4

ASC Total Service Volumes	14,880	13,885
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Notes:

³ Open cases are as at end of January 2013. The difference between open cases and planned service volumes are equipment services, professional and local support services and assessed cases where no service is being received.

⁴ Surrey jointly manages the Mental Health service with Surrey & Borders partnership Foundation Trust - volume data for open cases is currently not available from the joint service

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Capital budget

Scheme	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Capital Profiling
						Total £000s
Recurring programmes						
Major adaptations	700	700	700	700	700	3,500
Sub total	700	700	700	700	700	3,500
Projects						
Wellbeing centres	200	200	200	200		800
In-house capital improvement scheme	250	250	250	250	250	1,250
User led organisation hubs	150	150	150	150		600
	600	600	600	600	250	2,650
Total capital expenditure of ASC managed schemes	1,300	1,300	1,300	1,300	950	6,150

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Personal Care & Support

Head of Service: Dave Sargeant

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Other bodies grants	(1,150)	(1,169)	(1,169)	(1,169)	(1,169)	(1,169)
Fees & charges	(37,650)	(37,813)	(37,588)	(37,420)	(37,308)	(37,252)
Joint working income	(5,966)	(4,557)	(4,557)	(4,557)	(4,557)	(4,557)
Reimbursement & recovery of costs	(284)	(59)	(59)	(59)	(59)	(59)
Other income	(45,050)	(43,597)	(43,373)	(43,205)	(43,093)	(43,037)
Total Income	(45,050)	(43,597)	(43,373)	(43,205)	(43,093)	(43,037)
Expenditure						
Staffing	42,183	44,283	44,004	43,883	43,761	44,135
Premises	218	128	129	130	131	132
Supplies and services	670	731	710	726	742	758
Transport	1,354	1,352	1,358	1,388	1,418	1,450
Service provision	246,766	253,889	261,881	279,397	297,754	321,420
Non Pay	249,007	256,100	264,079	281,641	300,045	323,760
Total expenditure	291,190	300,383	308,082	325,524	343,806	367,895
Net budget	246,141	256,786	264,709	282,319	300,713	324,859

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Personal Care & Support

Head of Service: Dave Sargeant

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Older People						
Nursing General	19,250	16,366	16,793	18,294	19,755	22,158
Nursing Dementia	9,459	10,469	10,889	12,031	13,174	14,965
Residential General - External	23,806	19,460	18,317	17,776	17,320	17,279
Residential Dementia - External	5,605	5,539	5,677	6,217	6,776	7,694
Home Care - External	34,210	34,853	35,620	38,754	41,837	46,798
Reablement In-House Provision	8,196	8,096	8,258	8,425	8,595	8,768
Extra Care In-House Provision	1,233	1,186	1,210	1,234	1,259	1,285
Direct Payments	11,337	10,434	10,852	11,991	13,131	14,917
Day Care - External	1,136	1,129	1,151	1,228	1,308	1,433
Respite Care	64	161	167	184	202	229
Transport Services	177	228	234	251	269	298
Other Care	528	513	531	584	637	722
Total Older People	115,001	108,433	109,698	116,971	124,263	136,545
Physical & Sensory Disabilities						
Nursing General	3,529	3,530	3,669	3,829	3,986	4,138
Nursing Dementia	103	68	72	76	80	84
Residential General - External	6,261	4,858	4,905	4,917	4,863	4,766
Residential Dementia - External	112	104	108	112	116	121
Supported Living / Home Care	5,773	6,818	7,089	7,439	7,780	8,112
Direct Payments	12,268	15,334	15,958	16,683	17,399	18,104
Day Care - External	638	659	685	715	745	774
Respite Care	338	242	254	267	280	293
Transport Services	348	296	308	321	334	347
Other Care - External	1,152	1,064	1,264	1,479	1,701	1,930
Total Physical & Sensory Disabilities	30,521	32,973	34,311	35,838	37,285	38,670
People with Learning Disabilities						
Nursing General	479	766	765	768	771	769
Nursing Dementia	194	201	179	163	150	137
Residential General - External	66,237	68,623	69,183	71,965	75,354	78,981
Residential Dementia - External	75	79	78	77	77	77
Residential In-House Provision	1,522	1,730	1,764	1,800	1,836	1,873
Supported Living / Home Care - External	17,298	21,265	22,431	24,155	25,971	27,812
Direct Payments	9,773	13,659	15,603	17,896	20,328	22,826
Day Care - External	4,604	3,839	4,053	4,296	4,545	4,797
Respite Care	2,201	1,912	2,156	2,421	2,693	2,971
Transport Services	1,047	1,388	1,590	1,808	2,033	2,264
Other Care - External	3,120	4,363	5,459	6,626	7,839	9,094
Total People with Learning Disabilities	106,549	117,825	123,260	131,974	141,595	151,600

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Personal Care & Support

Head of Service: Dave Sargeant

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Mental Health & Substance Misuse						
Nursing General	455	423	436	452	467	482
Nursing Dementia	47	85	88	91	95	99
Residential General	2,570	2,182	2,228	2,289	2,353	2,421
Residential Dementia	59	0	0	0	0	0
Supported Living / Home Care	2,293	2,587	2,669	2,781	2,891	2,999
Direct Payments	273	361	375	391	407	422
Day Care	59	119	124	129	134	139
Respite Care	1	74	77	80	83	87
Transport Services	11	89	92	96	100	104
Other Care	143	129	134	140	145	151
Total Mental Health & Substance Misuse	5,911	6,048	6,222	6,449	6,676	6,903
Other Expenditure						
Assessment & Care Management	25,674	26,439	25,755	25,280	24,796	24,802
Management & Support	7,534	8,664	8,836	9,011	9,191	9,374
Total Other Expenditure	33,208	35,103	34,591	34,292	33,987	34,177
Gross Expenditure	291,190	300,383	308,082	325,524	343,806	367,895
Income						
Other Bodies Grants	(1,150)	(1,169)	(1,169)	(1,169)	(1,169)	(1,169)
Fees & Charges	(37,650)	(37,813)	(37,588)	(37,420)	(37,308)	(37,252)
Joint Working Income	(2,601)	(2,076)	(2,076)	(2,076)	(2,076)	(2,076)
Joint Funded Care Package Income	(3,365)	(2,480)	(2,480)	(2,480)	(2,480)	(2,480)
Reimbursements & recovery of costs	(284)	(59)	(59)	(59)	(59)	(59)
Total Income	(45,050)	(43,597)	(43,373)	(43,205)	(43,093)	(43,037)
Net budget	246,141	256,786	264,709	282,319	300,713	324,859

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Service Delivery

Head of Service: Debbie Medlock

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Fees & charges	(150)	(100)	(100)	(100)	(100)	(100)
Reimbursement & recovery of costs	(586)	(501)	(501)	(501)	(501)	(501)
Other income	(736)	(601)	(601)	(601)	(601)	(601)
Total income	(736)	(601)	(601)	(601)	(601)	(601)
Expenditure						
Staffing	18,192	17,955	18,314	17,780	17,236	16,681
Premises	339	250	255	261	267	273
Supplies and services	1,349	1,441	1,470	1,502	1,535	1,569
Transport	1,415	1,473	1,502	1,535	1,569	1,604
Service provision	(825)	(838)	(836)	(833)	(830)	(827)
Non Pay	2,279	2,326	2,392	2,465	2,541	2,618
Total expenditure	20,471	20,281	20,706	20,246	19,777	19,299
Net budget	19,735	19,680	20,105	19,645	19,176	18,698

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Service Delivery

Head of Service: Debbie Medlock

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Older People						
Residential In-House Provision	6,962	7,209	7,359	7,316	7,271	7,226
Day Care In-House Provision	167	198	202	206	210	215
Total Older People	7,129	7,407	7,561	7,522	7,481	7,440
Physical & Sensory Disabilities						
Day Care In-House Provision	540	553	564	575	587	599
Total Physical & Sensory Disabilities	540	553	564	575	587	599
People with Learning Disabilities						
Residential In-House Provision	3,531	3,239	3,307	3,114	2,918	2,717
Supported Living / Home Care In-House Provision	732	614	628	644	659	675
Day Care In-House Provision	6,391	6,278	6,411	6,111	5,806	5,494
Other Care In-House Provision	1,396	1,343	1,370	1,397	1,426	1,455
Total People with Learning Disabilities	12,050	11,473	11,715	11,266	10,808	10,341
Other Expenditure						
Management & Support	752	849	865	883	901	919
Total Other Expenditure	752	849	865	883	901	919
Gross Expenditure	20,471	20,281	20,706	20,246	19,777	19,299
Income						
Fees & Charges	(150)	(100)	(100)	(100)	(100)	(100)
Reimbursements & recovery of costs	(586)	(501)	(501)	(501)	(501)	(501)
Total Income	(736)	(601)	(601)	(601)	(601)	(601)
Net Expenditure	19,735	19,680	20,105	19,645	19,176	18,698

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Policy & Strategy

Head of Service: John Woods

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	0	(2,030)	0	0	0	0
Taxation & UK Government grants	0	(2,030)	0	0	0	0
Joint working income	0	(184)	(184)	(184)	(184)	(184)
Other income	0	(184)	(184)	(184)	(184)	(184)
Total income	0	(2,214)	(184)	(184)	(184)	(184)
Expenditure						
Staffing	1,732	1,593	1,622	1,653	1,684	1,716
Premises	0	0	0	0	0	0
Supplies and services	128	15	16	16	16	17
Transport	33	36	37	38	39	39
Service provision	162	916	751	751	751	751
Non Pay	323	968	804	805	806	807
Total expenditure	2,056	2,560	2,426	2,458	2,490	2,523
Net budget	2,056	346	2,242	2,274	2,306	2,339

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Other Expenditure						
Assessment & Care Management	88	197	32	33	34	34
Management & Support	1,967	2,364	2,394	2,425	2,456	2,489
Total Other Expenditure	2,056	2,560	2,426	2,458	2,490	2,523
Gross Expenditure	2,056	2,560	2,426	2,458	2,490	2,523
Income						
UK Government Grants	0	(2,030)	0	0	0	0
Joint Working Income	0	(184)	(184)	(184)	(184)	(184)
Total Income	0	(2,214)	(184)	(184)	(184)	(184)
Net Expenditure	2,056	346	2,242	2,274	2,306	2,339

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Commissioning

Head of Service: Anne Butler

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Other bodies grants	(9,011)	(13,128)	(13,128)	(13,128)	(13,128)	(13,128)
Joint working income	(3,395)	(4,857)	(4,857)	(4,857)	(4,857)	(4,857)
Reimbursement & recovery of costs	(935)	(673)	(673)	(673)	(673)	(673)
Other income	(13,342)	(18,658)	(18,658)	(18,658)	(18,658)	(18,658)
Total income	(13,342)	(18,658)	(18,658)	(18,658)	(18,658)	(18,658)
Expenditure						
Staffing	2,877	7,474	7,623	7,776	7,931	8,090
Premises	85	102	104	106	109	111
Supplies and services	83	311	317	324	331	338
Transport	44	142	145	148	151	154
Service provision	72,170	70,001	72,645	72,449	72,263	72,485
Non Pay	72,381	70,555	73,211	73,027	72,853	73,089
Total expenditure	75,258	78,029	80,834	80,803	80,785	81,179
Net budget	61,916	59,370	62,176	62,145	62,126	62,521

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Commissioning

Head of Service: Anne Butler

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Older People						
Nursing General	970	967	986	1,006	1,026	1,046
Residential General - External	16,713	16,535	16,832	17,133	17,441	17,753
Residential Dementia - External	6,564	6,950	7,084	7,222	7,362	7,505
Home Care - External	1,605	1,677	1,677	1,677	1,677	1,677
Day Care - External	1,327	1,489	1,506	1,523	1,540	1,558
Respite Care	1,361	1,340	1,365	1,389	1,414	1,440
Transport Services	292	314	317	320	323	327
Other Care	11,529	7,283	9,834	9,536	9,238	8,940
Total Older People	40,361	36,555	39,601	39,807	40,021	40,246
Physical & Sensory Disabilities						
Direct Payments	737	2,135	2,135	2,135	2,135	2,135
Day Care - External	306	310	310	310	310	310
Respite Care	175	49	49	49	49	49
Transport Services	10	10	10	10	10	10
Other Care - External	12,863	12,926	12,926	12,926	12,926	12,926
Total Physical & Sensory Disabilities	14,092	15,431	15,431	15,431	15,431	15,431
People with Learning Disabilities						
Other Care - External	256	253	254	255	255	256
Total People with Learning Disabilities	256	253	254	255	255	256
Mental Health & Substance Misuse						
Other Care	1,349	2,202	2,202	2,202	2,202	2,202
Total Mental Health & Substance Misuse	1,349	2,202	2,202	2,202	2,202	2,202
Other Expenditure						
Assessment & Care Management	165	4,435	4,524	4,615	4,708	4,803
Management & Support	3,281	3,738	3,801	3,866	3,932	3,999
Supporting People	15,755	15,415	15,021	14,628	14,235	14,242
Total Other Expenditure	19,200	23,588	23,346	23,109	22,875	23,045
Gross Expenditure	75,258	78,029	80,834	80,803	80,785	81,179
Income						
Other Bodies Grants	(9,011)	(13,128)	(13,128)	(13,128)	(13,128)	(13,128)
Joint Working Income	(3,363)	(4,857)	(4,857)	(4,857)	(4,857)	(4,857)
Joint Funded Care Package Income	(31)	0	0	0	0	0
Reimbursements & recovery of costs	(935)	(673)	(673)	(673)	(673)	(673)
Total Income	(13,342)	(18,658)	(18,658)	(18,658)	(18,658)	(18,658)
Net Budget	61,916	59,370	62,176	62,145	62,126	62,521

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Strategic Support

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income:						
UK Government grants	0	(700)	(700)	(700)	(700)	(700)
Total income	0	(700)	(700)	(700)	(700)	(700)
Expenditure						
Staffing	1,611	1,588	1,617	1,647	1,677	1,708
Supplies and services	17	135	136	136	137	137
Transport	29	26	26	27	28	28
Service provision	0	700	700	700	700	700
Non Pay	46	861	862	863	864	865
Total expenditure	1,657	2,449	2,479	2,510	2,541	2,573
Net budget	1,657	1,749	1,779	1,810	1,841	1,873

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Physical & Sensory Disabilities						
Other Care - External	(300)	(100)	(102)	(104)	(106)	(108)
Total Physical & Sensory Disabilities	(300)	(100)	(102)	(104)	(106)	(108)
Other Expenditure						
Management & Support	1,957	2,549	2,581	2,614	2,648	2,682
Total Other Expenditure	1,957	2,549	2,581	2,614	2,648	2,682
Gross Expenditure	1,657	2,449	2,479	2,510	2,541	2,573
Income						
UK Government Grants	0	(700)	(700)	(700)	(700)	(700)
Total Income	0	(700)	(700)	(700)	(700)	(700)
Net Expenditure	1,657	1,749	1,779	1,810	1,841	1,873

One County One Team: Surrey County Council

Children, Schools & Families

One County One Team: Surrey County Council

Children, Schools & Families
 Strategic Director: Nick Wilson
 Lead Cabinet Members



Mary Angell,
 Children and
 Families



Linda Kemeny
 Children and
 Learning



Kay Hammond
 Community
 Safety



Nick Wilson,
 Strategic Director

Leadership Team



Caroline Budden, Assistant Director of Children’s Services and Safeguarding; Garath Symonds, Assistant Director for Young People; Peter-John Wilkinson, Assistant Director of Schools and Learning; Mark Bisson, Directorate Head of Resources; Sean Rafferty, Directorate Head of Strategy and Commissioning, Emily Boynton, Human Resources Relationship Manager - CSF ,Paula Chowdhury, Strategic Finance Manager

What is our vision for 2017?

“Every child and young person will be safe, healthy, creative, and have the personal confidence, skills and opportunities to contribute and achieve more than thought possible”

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference will this make by 2017?

Children, Schools and Families will remain focused on ensuring that by 2017:

- Every Surrey child will be allocated a school place at a good school that supports them to reach their full potential.
- One county, one approach: services for children and families will become local and better co-ordinated.
- Children and families will be safer from harm and neglect.
- There is full participation of young people aged 16 to 19 in education, employment and training.
- Children in the care of the County Council have better life opportunities whilst they are being cared for and after they leave their care services.

Listen – Responsible – Trust -Respect

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

What are our priorities for 2013/14?

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions:

Prevention

- Reduce the number of young people who are involved in crime or are the victims of crime through the delivery of restorative youth justice practice.
- Organise our services to make them more local and joined up with partners to ensure support is offered at the earliest opportunity.
- Provide targeted support to families with low incomes to increase access to employment, training and support networks.

Protection

- Work with partners to develop our safeguarding, targeted and early help services.
- Improve family support and education for children with disabilities by joining up the health, care and education services we provide to these children.

Participation

- Deliver the plan to raise the participation age of Surrey's young people (from age 16 to 17) in education, training and employment from September 2013.

Potential

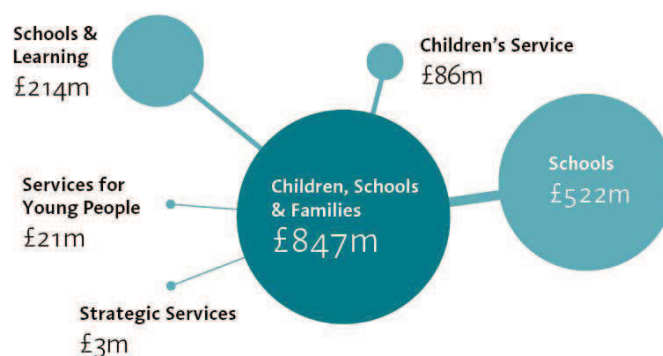
- Invest in our support to schools to further improve the attainment of pupils, especially those from vulnerable groups.
- Invest in school buildings and new schools places to meet the rising pupil population.
- Improve the effectiveness of services to those children and families most at risk of not achieving their potential.

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income	(£670.3m)	(£672.1m)	(£664.3m)	(£664.4m)	(£665.3m)	(£666.2m)
CSF expenditure	£325.5m	£324.7m	£333.8m	£339.0m	£337.0m	£346.7m
Schools expenditure	£518.9m	£521.9m	£516.0m	£516.0m	£516.0m	£516.0m
% Year Change		-15.8%	0.0%	0.0%	0.0%	0.0%

CSF Expenditure budget 2013/14 by service



Purchasing / Building Assets (Capital)

	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total 2013 - 2018
Children Schools & Families	£104.6m	£107.9m	£78.1m	£71.0m	£17.0m	£378.7m
Total Capital costs	£104.6m	£107.9m	£78.1m	£71.0m	£17.0m	£378.7m

Budget 2013/14

- 3.1. The base revenue expenditure budget for the Children, Schools and Families Directorate in 2012/13 is £326m and in 2013/14 the proposed budget is £325m, giving an overall net reduction of £1m.
- 3.2. This overall budget for 2013/14 includes increased funding of £22.7m for service pressures:
- 3.3. £10.4m newly defined service requirements for the Directorate eg nursery provision for two year olds (£5.5m); Lifelong Learners with Disabilities and Difficulties (LLDD) transfer (£3m) and a more defined role for local authorities around school improvement responsibilities (£1.9m).
- 3.4. £4.1m around specific demand led service pressures, particularly the increase in numbers of children subject to a child protection plan and requiring services (£3.1m). These numbers have increased by 47% since the start of 2011 and have been a significant budget pressure throughout 2012/13, despite the unit costs reducing. The other demand led budgets affected by increasing demographics is around Special Educational Needs (£1m).
- 3.5. £8.2m for general inflation, pay inflation and general demographic growth.
- 3.6. The Directorate also has included in their budget a savings target for 2013/14 of -£9.7m. This has been allocated to each of the individual services – Schools and Learning -£7m; Children's Services -£2.2m and Services for Young People -£0.5m.
- 3.7. The 2013/14 Directorate budget of £288m also includes funding reductions of -£13.8m, which are mainly as a result of Dedicated Schools Grant delegation of budgets from being centrally managed to schools -£15.5m, removal of the one-off carry forward budget -£2.9m, plus other grant changes +£4.6m.
- 3.8. The schools delegated revenue expenditure budget in 2012/13 is £519m and in 2013/14 is £522m. The total Children, Schools and Families budget for 2013/14 is £846m, compared to £844m in 2012/13.

Medium Term Financial Plan 2013-18

- 3.9. Over the five year period of the MTFP, the Directorate is anticipating budget pressures to continue around increasing child protection numbers, increasing pressure on demand led budgets and general demographic increases. Service pressures will be exacerbated as the welfare reforms are introduced and potentially more vulnerable families go into crisis.
- 3.10. School improvement is becoming an increasing issue for local authorities despite the overall funding reducing. In the new framework the old category of "satisfactory" has been replaced by a new designation of "requires improvement". The implication of this is that Surrey now needs to support around 100 schools in making urgent improvements rather than the current 15-20, which is why an additional 1.9m has been included in the 2013/14 base budget.
- 3.11. The Directorate has made savings of over £41m over the last three years whilst facing the challenge of a further £29m savings over the next five years. It is expected that this target will increase over the period, due to further funding and policy changes from central government. The Directorate has recognised these challenges and has established a Public Value Programme to research and identify efficiency savings and reductions across the Directorate.

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

The focus of this work will be around reviewing - Early Help strategies and strengthening the preventative services; disability services and support for families with complex needs. Part of this work will be about strengthening partnership working with Health, Boroughs and Districts, the Police and the voluntary sector, maximising local resources through joint commissioning, joint working practices and community budgets.

Presentation of financial information

- 3.12. The revenue budgets have been rebased in accordance with the funding reporting strategy workstream recommendation to move from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made to focus more on income and provide further transparency on each Directorate's finances.
- 3.13. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 3.14. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTFP 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

One County One Team: Surrey County Council

Children, Schools & Families

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Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Central Dedicated Schools Grant	(108,721)	(109,211)	(106,711)	(106,711)	(106,711)	(106,711)
School-related grants	(518,856)	(521,855)	(516,028)	(516,028)	(516,028)	(516,028)
UK Government grants	(6,498)	(4,676)	(4,441)	(3,797)	(3,797)	(3,797)
Total grants	(634,075)	(635,742)	(627,180)	(626,536)	(626,536)	(626,536)
Other bodies grants	(505)	(1,084)	(1,084)	(1,084)	(1,084)	(1,084)
Fees & charges	(24,393)	(25,974)	(26,581)	(27,219)	(27,871)	(28,622)
Property income	0	(27)	(27)	(27)	(27)	(27)
Joint working income	(2,781)	(2,774)	(2,834)	(2,900)	(2,965)	(3,035)
Reimbursement & recovery of costs	(8,500)	(6,511)	(6,593)	(6,679)	(6,768)	(6,868)
Other income	(36,179)	(36,370)	(37,119)	(37,909)	(38,715)	(39,636)
Total income	(670,254)	(672,112)	(664,299)	(664,445)	(665,251)	(666,172)
Expenditure:						
Staffing	104,628	106,975	110,534	112,274	115,034	118,809
Premises	2,699	1,484	1,525	1,575	1,620	1,693
Supplies and services	27,358	29,432	30,058	30,823	27,014	28,128
Transport	21,149	21,891	22,487	23,217	23,877	24,941
Service provision	169,694	164,967	169,255	171,156	169,431	173,126
Total non-staffing	220,900	217,774	223,325	226,771	221,942	227,888
CSF centrally managed expenditure	325,528	324,749	333,859	339,045	336,976	346,697
School Expenditure	518,856	521,855	516,028	516,028	516,028	516,028
CSF total expenditure	844,384	846,604	849,887	855,073	853,004	862,725
Net budget supported by Council Tax, general government grants and reserves	174,130	174,492	185,588	190,628	187,753	196,553
	2012/13	2013/14				
FTE's	2,663	2,690				

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Income budget by service:</u>						
Children's Service	(5,506)	(6,100)	(6,160)	(6,225)	(6,291)	(6,359)
Schools & Learning	(142,062)	(137,439)	(135,584)	(136,262)	(136,954)	(137,750)
Services for Young People	(3,487)	(5,496)	(5,540)	(5,587)	(5,635)	(5,692)
Strategic Services	(343)	(1,222)	(987)	(343)	(343)	(343)
Sub Total	(151,398)	(150,257)	(148,271)	(148,417)	(149,223)	(150,144)
Schools Income	(518,856)	(521,855)	(516,028)	(516,028)	(516,028)	(516,028)
Total	(670,254)	(672,112)	(664,299)	(664,445)	(665,251)	(666,172)
	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Expenditure budget by service:</u>						
Children's Service	83,217	86,408	91,159	94,041	95,951	98,655
Schools & Learning	219,640	214,040	218,698	223,183	227,235	233,767
Services for Young People	17,796	21,094	20,989	19,411	15,839	16,275
Strategic Services	4,875	3,207	3,013	2,410	(2,049)	(2,000)
Sub Total	325,528	324,749	333,859	339,045	336,976	346,697
Schools Expenditure	518,856	521,855	516,028	516,028	516,028	516,028
Total	844,384	846,604	849,887	855,073	853,004	862,725
Children, Schools and Families	174,130	174,492	185,588	190,628	187,753	196,553

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year net budget	174,130	174,492	185,588	190,628	187,753	174,130
Funding changes	-1,858	5,313	-146	-806	-921	1,582
Expenditure changes:						
Pressures & changes	11,939	9,423	9,597	9,396	9,721	50,076
Savings & reductions	-9,719	-3,640	-4,411	-11,465	0	-29,235
	2,220	5,783	5,186	-2,069	9,721	20,841
Revised budget	174,492	185,588	190,628	187,753	196,553	196,553

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Detailed budget movement by year

	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev- ability
Funding changes							
Inflation increase on charges	-677	-749	-790	-806	-921	-3,943	
Specific grant changes	-1,411	235	644			-532	
Other funding changes	486					486	
Changes to centrally managed services:							
New delegation requirement to schools	15,460					15,460	
Learner with Learning Difficulties and Disabilities transfer	-577					-577	
Other DSG changes	-4,140					-4,140	
Funding of new service pressures	-8,000					-8,000	
Changes to school funding							
Changes in external grants	-6,556					-6,556	
Academy conversions	24,844					24,844	
Use of DSG carry forward	-5,827	5,827				0	
New delegation requirements	-15,460					-15,460	
Total funding changes	-1,858	5,313	-146	-806	-921	1,582	
Directorate legislative & policy changes and service pressures							
Legislative & policy changes:							
Changes to Schools							
Increased delegation	15,460					15,460	
Other DSG changes	5,038	-5,827				-789	
Academy conversion	-24,844					-24,844	
Changes to centrally managed services:							
2011/12 carry forward	-2,900					-2,900	
In year virements (grant related)	-1,066					-1,066	
Early years 2yr old entitlement	5,500					5,500	
Delegation of centrally managed services to schools	-15,460					-15,460	
Service level changes as funding increased	5,642	-235	-644			4,763	
Sub total legislative & policy changes	-12,630	-6,062	-644	0	0	-19,336	

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Detailed budget movement by year

	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev- ability
Service pressures:							
General inflation	4,772	4,872	5,212	5,327	5,521	25,704	
Pay inflation	1,510	2,044	2,085	2,125	2,200	9,964	
Demographics	1,917	1,944	1,944	1,944	2,000	9,749	
Child Protection - services	3,125	3,125				6,250	
Child Protection - staffing			1,000			1,000	
Learner with Learning Difficulties and Disabilities(LLDD) transfer	3,000					3,000	
School improvement	1,900					1,900	
SEN demand	1,000	1,000				2,000	
Increased pupil numbers	7,345					7,345	
One off grant funding for 2013/14 service pressures		2,500				2,500	
Sub total service pressures	24,569	15,485	10,241	9,396	9,721	69,412	
Savings							
Disability Public Value Programme	-4,100					-4,100	R
Market management	-2,335					-2,335	A
Transform universal services for the under 5's	-1,500					-1,500	G
Services for Young People	-500					-500	G
DSG funding for English as Another Language - regulation change	-400					-400	G
Mainstream transport	-300					-300	A
Increased trading	-300					-300	A
Vacancy management following restructure	-284					-284	A
CSF Public Value Programme		-3,640	-4,411	-11,465		-19,516	R
Total savings	-9,719	-3,640	-4,411	-11,465	0	-29,235	
Savings Risk Analysis							
Red	-4,100	-3,640	-4,411	-11,465	0	-23,616	
Amber	-3,219	0	0	0	0	-3,219	
Green	-2,400	0	0	0	0	-2,400	

Annual Service Activity

Children's Services

Activity Levels in Children's Social Care	January 2012	January 2013
Total number of Looked After Children	813	826
Number of children subject to a Child Protection Plan	785	887
Open cases *	5,451	5,403
Residential Placements	112	104
Foster Placements	604	617
Other Placements	62	58
Adoption Placements	35	47
Special Guardianship Orders granted	26	37
Adoption Orders granted	25	29
Number of Asylum Seeking Children in Care (U18) *	65	62

* 2012 figures are from December 2011

Schools & Learning

Number of schools	March 2012	February 2013
- maintained	359	350
- Pupil Referral Units (PRUs)	11	10
- academies	22	29
	<hr/>	<hr/>
	392	389

Number of pupils		
- maintained	119,344	115,375
- PRU's	82	56
- academies	24,507	30,211
	<hr/>	<hr/>
	143,933	145,642

Pupil attainment	2011	2012
GCSE: % pupils gaining 5 A* - C grades	79.9%	82.8%
GCSE: % pupils gaining 5 A* - C grades (incl. English & Maths)	63.4%	64.2%
Key Stage 2: % pupils achieving Level 4 in Maths	82.0%	86.0%
Key Stage 2: % pupils achieving Level 4 in English	85.0%	88.0%
Key Stage 2: % pupils achieving Level 4 in English & Maths	77.0%	82.0%

Other School Related

Number of schools receiving Additional Support & Intervention Programme (ASIP) funding	38	41
Number of schools receiving Interim Heads funding	24	16
Number of pensioners funded from the premature retirement costs budget	1,402	1,440
Education Welfare Service penalty notices served	300	414
Education Welfare Service court prosecutions	170	201

One County One Team: Surrey County Council

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Elective Home Education numbers on roll 546 558

Early Years Service

Training workshops offered	181	352
Childcare practitioners monitored and supported	12,648	11,181
Enquiries received through the Family Information Service	125,863	340,189
Number of two-year old children to benefit from Free Entitlement	230	610
Children registered at Surrey Children's Centres	26,028	34,288

Home to School Transport

- Pupils transported (mainstream)	8,500	8,164
- Pupils transported (SEN)	2,505	2,654
- Number of Routes (SEN)	914	1,059
- Wheelchairs	185	194
- Escorts (inc. behavioural and medically trained)	471	495

SEN Agency Placements as at Jan 2013

	Number	Av'ge Cost
- Non Maintained & Independent (NMI)	625	£60,017
- Other Local Authorities (OLEA)	99	£21,422
- Other	3	£5,276
- Total	<u>727</u>	

Average number of children as active referrals per month

	2012
Specialist Teachers	1,574
Education Psychologists	3,783
Physical & Sensory Support Service	2,994
Race Equality & Minority Achievement (REMA)	3,766

Commercial Services

Education Catering - planned activity for 2013, per day: 44,600 meals in 346 schools and 14 academies

Civic Catering in four buildings

Building Cleaning - 102 administrative and operational buildings, 96 schools and 8 academies, cleaning circa 270,000 sq metres per day.

Equipment maintenance for 303 schools and 26 academies

Services for Young People Indicators (NI)

	2011	2012
NI111 First time entrants to the Youth Justice System	230	119
NI117 16-18 year olds who are not in education, training or employment	4.1%	3.7%

One County One Team: Surrey County Council

Children, Schools & Families

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Capital budget

Scheme	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Capital Profiling	
					2017/18 £000s	Total £000s
Recurring programmes						
Adaptations for children with disabilities	299	299	299	299	299	1,495
Foster carer grants	300	300	300	300	300	1,500
Schools devolved formula capital (ring-fenced grant) ⁵	2,231	2,231	2,231	2,231	2,231	11,155
Sub total	2,830	2,830	2,830	2,830	2,830	14,150
Total capital expenditure for CSF managed schemes						
	2,830	2,830	2,830	2,830	2,830	14,150
CSF Schemes held by Business Services						
Scheme	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Capital Profiling	
					2017/18 £000s	Total £000s
Schools Basic Need	69,182	80,845	57,430	53,861		261,318
Recurring programmes						
Carbon reduction - Schools ⁵	3,332	3,332	3,332	3,332	3,332	16,660
Schools - Disability Discrimination Act	447	456	466	477	487	2,333
Schools capital maintenance, inc.childrens centres ⁵	10,328	10,328	10,328	10,328	10,328	51,640
	14,107	14,116	14,126	14,137	14,147	70,633
Projects						
Portesbury SEN School	4,273	6,841	2,756	210		14,080
Portesbury SEN School-ring fenced grant	1,735					1,735
SEN strategy	8,407	1,524				9,931
Short-Stay Schools	250					250
Replace aged demountables	3,265	1,585	985			5,835
Youth Transformation	575	200				775
	18,505	10,150	3,741	210	0	32,606
Total capital expenditure for scheme managed by Change and Efficiency						
	101,794	105,111	75,297	68,208	14,147	364,557
CSF Schemes	2,830	2,830	2,830	2,830	2,830	14,150
Total capital expenditure	104,624	107,941	78,127	71,038	16,977	378,707

⁵ Spend will be linked to relevant capital grants which have not yet been announced

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Children's Services

Assistant Director: Caroline Budden

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Income:</u>						
DSG Government grant	(1,663)	(1,663)	(1,663)	(1,663)	(1,663)	(1,663)
Asylum Seeker grant	(1,190)	(1,640)	(1,640)	(1,640)	(1,640)	(1,640)
Total grants	(2,853)	(3,303)	(3,303)	(3,303)	(3,303)	(3,303)
Fees & charges	(86)	(72)	(74)	(75)	(77)	(79)
Joint working income	(2,078)	(2,071)	(2,115)	(2,164)	(2,212)	(2,262)
Reimbursement & recovery of costs	(489)	(654)	(668)	(683)	(699)	(715)
Total other income	(2,653)	(2,797)	(2,857)	(2,922)	(2,988)	(3,056)
Total income	(5,506)	(6,100)	(6,160)	(6,225)	(6,291)	(6,359)
<u>Expenditure:</u>						
Staffing	39,010	41,295	43,104	44,929	45,771	46,634
Premises	3	0	0	0	0	0
Supplies and services	2,430	2,327	2,327	2,327	2,327	2,327
Transport	1,416	1,406	1,406	1,406	1,406	1,406
Service provision	40,358	41,380	44,322	45,379	46,447	48,288
Total non-staffing	44,207	45,113	48,055	49,112	50,180	52,021
Total expenditure	83,217	86,408	91,159	94,041	95,951	98,655
Net budget	77,711	80,308	84,999	87,816	89,660	92,296

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Children's Services

Assistant Director: Caroline Budden

Service Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Looked After Children and Children in Need						
Staffing Budgets	14,688	15,653	16,465	17,400	17,938	18,452
Care Packages	3,717	4,517	4,989	5,117	5,225	5,455
Children with Disabilities						
Staffing Budgets	2,007	2,046	2,087	2,128	2,169	2,211
Care Packages	2,879	2,524	2,508	2,512	2,516	2,579
Specialist Care Delivery	4,711	3,475	3,453	3,459	3,465	3,551
In-House Respite	1,330	1,501	1,531	1,561	1,590	1,621
Agency Placements	2,164	2,164	2,650	2,738	2,742	2,810
Care Services						
In-House Fostering and Adoption Staffing	4,163	4,259	4,344	4,550	4,637	4,727
In-House Fostering and Adoption Allowances	10,702	11,647	13,070	13,543	14,077	14,726
In-House Residential Homes	4,201	4,131	4,213	4,296	4,379	4,464
Agency Placements	11,013	12,941	13,859	14,033	14,056	14,404
Leaving Care	991	1,212	1,237	1,263	1,290	1,322
Asylum Seekers Expenditure	2,527	2,611	2,666	2,722	2,779	2,848
Asylum Seekers Income	(1,230)	(1,680)	(1,680)	(1,680)	(1,680)	(1,680)
Child and Adolescent Mental Health and Hope Services						
CAMHS and Hope Expenditure	4,985	4,766	4,866	4,968	5,072	5,198
CAMHS and Hope Income	(1,886)	(1,879)	(1,879)	(1,879)	(1,879)	(1,879)
Centrally Managed DSG	(639)	(639)	(639)	(639)	(639)	(639)
Partnership and Preventative Services	1,506	1,567	1,598	1,630	1,661	1,693
Safeguarding Services	1,919	2,343	2,390	2,547	2,596	2,646
Central Budgets	4,041	3,842	3,920	3,997	4,074	4,153
Social Care & Wellbeing Commissioning	1,050	611	623	635	648	660
Business Support	4,624	4,598	4,690	4,942	5,037	5,135
Other Income	(728)	(878)	(938)	(1,003)	(1,069)	(1,137)
Centrally Managed DSG	(1,024)	(1,024)	(1,024)	(1,024)	(1,024)	(1,024)
Total net budget	77,711	80,308	84,999	87,816	89,660	92,296

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Schools & Learning

Assistant Director: Peter-John Wilkinson

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
DSG Government grant	(106,510)	(105,336)	(102,836)	(102,836)	(102,836)	(102,836)
UK Government grants	(4,271)	(1,261)	(1,261)	(1,261)	(1,261)	(1,261)
Total grants	(110,781)	(106,597)	(104,097)	(104,097)	(104,097)	(104,097)
Fees & charges	(23,166)	(24,536)	(25,097)	(25,687)	(26,289)	(26,981)
Joint working income	(703)	(703)	(719)	(736)	(753)	(773)
Reimbursement & recovery of costs	(7,412)	(5,603)	(5,671)	(5,742)	(5,815)	(5,899)
Total other income	(31,281)	(30,842)	(31,487)	(32,165)	(32,857)	(33,653)
Total income	(142,062)	(137,439)	(135,584)	(136,262)	(136,954)	(137,750)
Expenditure:						
Staffing	51,992	50,125	51,605	53,420	55,060	57,703
Premises	2,696	1,374	1,415	1,465	1,510	1,583
Supplies and services	19,599	25,756	26,382	27,147	27,838	28,952
Transport	19,363	20,110	20,706	21,436	22,096	23,160
Service provision	125,990	116,675	118,590	119,715	120,731	122,369
Total non-staffing	167,648	163,915	167,093	169,763	172,175	176,064
Total expenditure	219,640	214,040	218,698	223,183	227,235	233,767
Net budget	77,578	76,601	83,114	86,921	90,281	96,017

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Schools & Learning

Assistant Director: Peter-John Wilkinson

Service Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
School Planning and Leadership	17,196	19,271	19,988	20,949	21,752	23,306
SEN Services						
School Agency Placements	39,590	37,899	39,058	39,286	39,492	39,825
Individual Statemented Pupil Support Budgets	26,768	14,984	14,984	14,984	14,984	14,984
Area based SEN Services	12,373	12,555	12,927	13,379	13,788	14,447
Additional SEN	8,953	8,986	9,252	9,576	9,868	10,339
PRUs & Alternative Learning Network Provision	6,193	4,563	4,563	4,563	4,563	4,563
Early Years Service						
Three & Four Year Olds Provision	32,413	32,952	32,952	32,952	32,952	32,952
Two Year Olds Provision	350	5,500	5,500	5,500	5,500	5,500
Children's Centres	13,827	13,727	14,134	14,629	15,076	15,796
Children's Centres Income	(2,780)	(2,890)	(2,890)	(2,890)	(2,890)	(2,890)
Other Early Years	8,967	8,712	8,970	9,284	9,568	10,025
Home to School Transport						
SEN	19,637	20,104	20,699	21,423	22,077	23,132
Mainstream	9,777	9,656	9,942	10,290	10,604	11,111
Pupil Referral Units (PRU's)	440	453	466	482	497	521
Commercial Services Expenditure (inc. civic catering subsidy)	21,697	22,799	23,328	23,884	24,451	25,104
Commercial Services Income	(21,617)	(22,919)	(23,448)	(24,004)	(24,571)	(25,224)
Virtual School for Looked After Children	733	1,066	1,098	1,136	1,171	1,227
Business Support	726	813	837	866	892	935
Income						
DSG - Centrally Managed (as below)	(106,510)	(105,336)	(102,836)	(102,836)	(102,836)	(102,836)
Other Income	(11,155)	(6,294)	(6,410)	(6,532)	(6,657)	(6,800)
Total net budget	77,578	76,601	83,114	86,921	90,281	96,017
DSG - centrally managed						
Three & Four Year Olds Provision	32,413	32,952	32,952	32,952	32,952	32,952
School Agency Placements	28,719	32,528	30,028	30,028	30,028	30,028
Individual Statemented Pupil Support Budgets	25,690	13,907	13,907	13,907	13,907	13,907
Head of Additional SEN	5,837	6,617	6,617	6,617	6,617	6,617
Two Year Olds Provision		5,500	5,500	5,500	5,500	5,500
Area based SEN Services	6,578	5,384	5,384	5,384	5,384	5,384
PRUs & Alternative Learning Network Provision	6,116	4,563	4,563	4,563	4,563	4,563
School Planning and Leadership		2,557	2,557	2,557	2,557	2,557
Other Early Years	845	862	862	862	862	862
Business Support	312	466	466	466	466	466
	106,510	105,336	102,836	102,836	102,836	102,836

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Services for Young People

Assistant Director: Garath Symonds

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
DSG Government grant ⁶	(216)	(1,880)	(1,880)	(1,880)	(1,880)	(1,880)
UK Government grants	(1,037)	(896)	(896)	(896)	(896)	(896)
Total grants	(1,253)	(2,776)	(2,776)	(2,776)	(2,776)	(2,776)
Other bodies grants ⁷	(505)	(1,084)	(1,084)	(1,084)	(1,084)	(1,084)
Fees & charges	(1,130)	(1,355)	(1,399)	(1,446)	(1,494)	(1,551)
Property income	0	(27)	(27)	(27)	(27)	(27)
Reimbursement & recovery of costs	(599)	(254)	(254)	(254)	(254)	(254)
Total other income	(2,234)	(2,720)	(2,764)	(2,811)	(2,859)	(2,916)
Total income	(3,487)	(5,496)	(5,540)	(5,587)	(5,635)	(5,692)
Expenditure:						
Staffing	11,766	13,158	13,390	11,627	11,868	12,088
Premises	0	110	110	110	110	110
Supplies and services	2,287	1,226	1,226	1,226	1,226	1,226
Transport	347	350	350	350	350	350
Service provision	3,396	6,250	5,913	6,098	2,285	2,501
Total non-staffing	6,030	7,936	7,599	7,784	3,971	4,187
Total expenditure	17,796	21,094	20,989	19,411	15,839	16,275
Net budget	14,309	15,598	15,449	13,824	10,204	10,583

⁶ DSG funding includes £1.5m to fund LLDD contracts

⁷ Other bodies grants includes funding for Surrey Sports Partnership

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Services for Young People

Assistant Director: Garath Symonds

Service Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Centrally Managed Services ⁸	582	307	312	(1,683)	(5,679)	(5,674)
Commissioning and Development						
Centre Based Youth Work	2,636	2,545	2,545	2,545	2,545	2,545
Services for Young People Contracts	2,470	2,389	2,389	2,389	2,389	2,389
LLDD Contracts		3,000	3,000	3,000	3,000	3,000
Pathways / Special Educational Needs and Disabilities (SEND) Team	568	702	702	702	702	702
Other Commissioning and Development	1,386	1,388	1,371	1,552	1,737	1,945
Youth Support Services						
Management, Practice and Support	2,907	2,142	2,049	2,285	2,524	2,747
Local Area Teams	4,474	5,713	5,713	5,713	5,713	5,713
Surrey Outdoor Learning & Development	1,384	1,412	1,412	1,412	1,412	1,412
Surrey Sports Partnership	847	915	915	915	915	915
Alternative Learning and Gypsy Skills	542	581	581	581	581	581
Centrally Managed DSG	(216)	(1,880)	(1,880)	(1,880)	(1,880)	(1,880)
Other Income	(3,271)	(3,616)	(3,660)	(3,707)	(3,755)	(3,812)
Total net budget	14,309	15,598	15,449	13,824	10,204	10,583

⁸ Centrally Managed Services is showing savings of £2m in 2015-16 and £4m in 2016-17 which are yet to be allocated

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Strategic Services

Strategic Director: Nick Wilson

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
DSG Government grant	(332)	(332)	(332)	(332)	(332)	(332)
Troubled Families grant		(879)	(644)			
Total grants	(332)	(1,211)	(976)	(332)	(332)	(332)
Fees & charges	(11)	(11)	(11)	(11)	(11)	(11)
Total other income	(11)	(11)	(11)	(11)	(11)	(11)
Total income	(343)	(1,222)	(987)	(343)	(343)	(343)
Expenditure:						
Staffing	1,860	2,397	2,435	2,298	2,335	2,384
Supplies and services	3,042	123	123	123	(4,377)	(4,377)
Transport	23	25	25	25	25	25
Service provision	(50)	662	430	(36)	(32)	(32)
Total non-staffing	3,015	810	578	112	(4,384)	(4,384)
Total expenditure	4,875	3,207	3,013	2,410	(2,049)	(2,000)
Net budget	4,532	1,985	2,026	2,067	(2,392)	(2,343)
Service Budget						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Management ⁹	2,900	0	0	0	(4,500)	(4,500)
Family Support Expenditure		879	644			
Family Support Income		(879)	(644)			
CSF Resources	1,975	2,328	2,369	2,410	2,451	2,500
Centrally managed DSG	(332)	(332)	(332)	(332)	(332)	(332)
Other income	(11)	(11)	(11)	(11)	(11)	(11)
Total net budget	4,532	1,985	2,026	2,067	(2,392)	(2,343)

⁹ In Strategic Management 2016-17 there are savings of £4.5m which are yet to be allocated across the Directorate

One County One Team: Surrey County Council

Children, Schools & Families

Strategic Director: Nick Wilson

Service: Schools

Assistant Director: Peter-John Wilkinson

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Income:</u>						
DSG government grants	(485,613)	(488,004)	(482,177)	(482,177)	(482,177)	(482,177)
UK Government grants	(33,243)	(33,851)	(33,851)	(33,851)	(33,851)	(33,851)
Total income	(518,856)	(521,855)	(516,028)	(516,028)	(516,028)	(516,028)
<u>Expenditure:</u>						
School expenditure	518,856	521,855	516,028	516,028	516,028	516,028
Total expenditure	518,856	521,855	516,028	516,028	516,028	516,028
Net budget	0	0	0	0	0	0

Customer & Communities

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Lead Cabinet Members



Helyn Clack
Community Services



Kay Hammond
Community Safety



Peter Martin
Deputy Leader



Yvonne Rees,
Strategic Director

Leadership Team



Peter Milton, Head of Cultural Services; Russell Pearson, Chief Fire Officer, Steve Ruddy, Community Protection Manager (Trading Standards); Jane Last, Lead Manager for Community Safety and Community Partnerships; Rhian Boast, Programme Manager for Legacy and Magna Carta; Mark Irons, Interim Head of Customer Services & Directorate Support Manager, Richard Travers, Surrey Coroner

What is our vision for 2017?

“To enhance quality of life through supporting healthier, safer and more vibrant communities”

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference will this make by 2017?

Customer and Communities will remain focused on ensuring that by 2017 residents in Surrey:

- Are able to benefit from positive economic growth and tourism, achieved in part through our role in maximising the benefits arising from the 2012 Olympics.
- Are involved in local decision-making, are able to put your views forward on local issues and help shape future services.
- Are safe and protected from crime, including crime related to unsafe and illegal trading practices.
- Are protected by a modern and effective fire and rescue service.
- Have opportunities and services that enrich your life, and help you to make a positive contribution to your community.
- Use the council's online services as your first choice for information and guidance about council and other services in Surrey.
- Benefit from a rigorous focus on value for money, and innovative solutions that achieve more for less.

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

What are our priorities for 2013/14?

There are some specific things that we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions.

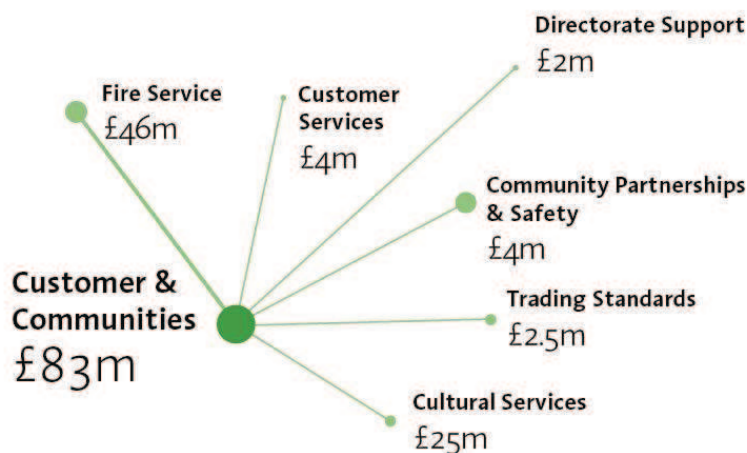
- Increase resident engagement, strengthen local democracy and place much greater emphasis on partnership working.
- Reduce instances of domestic abuse through strong leadership and partnership working.
- Improve fire prevention through increasing the number of Home Fire Safety Visits that are targeted on vulnerable households.
- Establish 10 community partnered libraries as part of an innovative library service.
- Become a truly 24/7 online Council.
- Complete the programme of Public Value Reviews for Customers and Communities and implement the agreed recommendations.
- Ensure an excellent customer experience through well-trained and motivated staff who exhibit Surrey values.

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income	(£24.1m)	(£23.5m)	(£25.3m)	(£28.3m)	(£27.1m)	(£28.7m)
Expenditure	£84.0m	£82.9m	£85.2m	£88.0m	£87.3m	£89.7m
% Year Change		-1.3%	2.8%	3.3%	-0.1%	2.7%

Expenditure budget 2013/14 by service



Purchasing / Building Assets (Capital)

	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total 2013 - 2018
Fire Stations & Appliances	£6.3m	£7.5m	£4.9m	£1.4m	£2.0m	£22.2m
Libraries	£1.2m		£1.2m			£1.2m
Other	£0.6m	£0.4m	£0.4m	£0.4m	£0.4m	£3.3m
Total Capital costs	£8.1m	£7.9m	£6.5m	£1.8m	£2.4m	£26.7m

Financial Commentary

- 4.1. The Directorate faces pressures of £8.5m over the five year planning period, predominately due to expected inflation of £7.5m which need to be covered by efficiency actions. There are no significant volume changes expected. In addition there are expected increases in grant funded Fire pension expenditure of £3.5m. Savings of £4.1m are planned over the five year period.
- 4.2. The Fire Service is continuing to implement the Public Safety Plan on a phased basis and the budget has been rebased upon 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. In response to the West Sussex withdrawal from Horley Fire Station, £0.13m has been included to allow for a temporary solution pending the results of the consultation on fire cover within the area. A one off allocation of £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 added. There are planned savings of £2.4m resulting from property rationalisations linked to capital investment, £0.5m from implementing staff agency arrangements and additional income generation of £0.7m. Contributions to the Fire Vehicle and Equipment Replacement Reserve reduce by £2.0m over a four year period, as a result of expenditure being funded by government grant, which has helped to fund overall pressures.
- 4.3. Across the rest of Customers and Communities, planned savings and increased income of £1.3m from the previous MTFP remain on track as planned. Additional budget of £0.4m has been added to fund a team to aid economic growth building upon the Olympic Legacy. The Community Infrastructure Fund, used to award grants to community groups has been increased by £0.3m in 2013/14.

Presentation of financial information

- 4.4. The revenue budgets have been rebased on the funding reporting strategy workstream recommendation from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made in order to focus more income and provide further transparency on the directorate's finances.
- 4.5. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 4.6. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTF 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	(10,727)	(10,658)	(12,274)	(14,900)	(13,284)	(14,512)
Other bodies grants	(3,009)	(2,923)	(2,975)	(3,033)	(3,091)	(3,149)
Fees & charges	(9,273)	(9,135)	(9,230)	(9,325)	(9,422)	(9,519)
Joint working income		(280)	(283)	(286)	(289)	(292)
Reimbursement & recovery of costs	(1,114)	(531)	(554)	(791)	(1,063)	(1,223)
Other income	(13,396)	(12,869)	(13,042)	(13,435)	(13,865)	(14,183)
Total income	(24,123)	(23,529)	(25,316)	(28,335)	(27,149)	(28,695)
Expenditure:						
Staffing	57,043	57,323	58,350	58,310	58,943	59,358
Premises	390	390	399	408	418	427
Supplies and services	8,000	7,822	7,594	7,740	7,899	8,560
Transport	1,591	1,583	1,615	1,652	1,688	1,724
Service provision	16,952	15,759	17,258	19,898	18,362	19,605
Non pay	26,933	25,554	26,866	29,698	28,367	30,316
Total expenditure	83,976	82,877	85,216	88,008	87,310	89,674
Net budget supported by Council Tax, general government grants and reserves	59,853	59,350	59,900	59,673	60,161	60,979

	2012/13	2013/14
FTE's	1,535 ¹⁰	1,507

¹⁰ 2012/13 FTE restated to include some Fire staff previously omitted

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Policy Summary	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

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Income budget by service:</u>						
Fire Service	(10,470)	(10,181)	(11,849)	(14,760)	(13,466)	(14,904)
Cultural Services	(13,023)	(12,808)	(12,923)	(13,023)	(13,123)	(13,223)
Customer Services	(73)	(74)	(74)	(75)	(76)	(77)
Trading Standards	(557)	(464)	(470)	(477)	(484)	(491)
Community Partnership & Safety	0	0	0	0	0	0
Directorate Support	0	0	0	0	0	0
	(24,123)	(23,527)	(25,316)	(28,335)	(27,149)	(28,695)
<u>Expenditure budget by service:</u>						
Fire Service	45,428	45,752	47,715	49,780	48,332	49,932
Cultural Services	24,932	24,992	25,502	25,999	26,515	27,041
Customer Services	4,159	4,010	4,088	4,172	4,257	4,341
Trading Standards	2,540	2,480	2,530	2,581	2,633	2,688
Community Partnership & Safety	2,758	3,476	3,277	3,330	3,384	3,440
Directorate Support	4,159	2,167	2,104	2,146	2,189	2,232
	83,976	82,877	85,216	88,008	87,310	89,674
Customer & Communities	59,853	59,350	59,900	59,673	60,161	60,979

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year budget (2012/13 budget represented)	59,853	59,350	59,900	59,673	60,161	59,853
Income 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 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Total £000s	RAG
Income 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	
Cultural services increased income	-300					-300	
Total income changes	597	-1,792	-3,017	1,186	-1,546	-4,572	

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Detailed budget movement by year

	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Pressures and changes							
<u>Expenditure changes</u>							
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	
<u>Service pressures:</u>							
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
Transfer of Community Safety Grant to Police and Crime Commissioner (PCC)	-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					-40	G
Other	-8					-8	G
Total savings	-1,659	-89	-1,550	-605	-208	-4,111	
Income and expenditure savings risk analysis							
Amber	0	0	-1,550	-605	-708	-2,863	
Green	-1,659	-89	0	0	500	-1,248	

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Annual Service Activity

Surrey Fire and Rescue

- 24 Fire stations (15 whole time, 7 retained and 2 variable)
- Attended over 10,000 incidents
- 1,825 false alarms due to automatic detection devices
- Attended 134 calls to malicious false alarms
- 550 accidental dwelling fires
- 900 deliberate fires (excluding vehicles)
- 140 deliberate fires in vehicles
- 11,500 attendees to Safe Drive Stay Alive events
- 4,800 Home Fire Safety Visits completed

Customer Services

- 550,000 calls to the Contact Centre
- 7.7 million visits to the Surrey County Council website

Trading Standards

- 450 members of the Buy with Confidence approved trader scheme
- 125 members of the Eat Out Eat Well scheme
- £200,000 saved to local consumers by interventions to detect, tackle and eliminate rogue traders, illegal, unfair and unsafe trading practices
- 300 test purchases made for under-age alcohol and age-restricted products
- 800 Animal health and welfare visits to farms and livestock keepers
- 270 food samples taken
- 80,000 Supasticker packs distributed

Cultural Services

Libraries

- Network consists of 53 public libraries, including 3 Community Partnered Libraries, with a further 7 planned
- Open for 1,973 hours per week
- 203,000 active borrowers
- 4 million physical visits
- 3.8 million virtual visits
- 5.7 million stock issues

Surrey Arts

- 8,500 registered users for instrument/vocal music tuition and membership of groups/ensembles
- 6,400 Key Stage 2 pupils receiving tuition

Adult and Community Learning

- 7 Learning Centres in North and South West Surrey
- Over 19,000 enrolments, including 1,300 Family learning enrolments

Heritage

- 21,000 visits to the History Centre
- Almost 6 miles of archive shelving
- Undertook 70 archaeological projects
- Advised on 900 planning applications

Registration and Nationality Service

- Registered 23,000 births and deaths
- Registered 8,500 notices of marriage and civil partnership
- Conferred 2,300 citizens
- Conducted 3,600 marriages and civil partnerships
- Produced 125,000 copies of birth, death, marriage and civil partnership certificates

County Coroner

- 4,300 new case referrals
- 300 inquest

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Capital budget

Scheme						Capital Profiling	
	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Total £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 of C&C managed scheme							
	2,037	2,669	1,575	1,753	2,403	10,437	
Projects (schemes managed by Business Services)							
Cultural Services	150		1,250			1,400	
Fire Station reconfiguration	2,000	4,500	3,500			10,000	
Fire Stations minor works	200	200	200			600	
Guildford Fire Station	2,530					2,530	
Merstham Library	1,200					1,200	
Fire training tower replacement		500				500	
Schemes managed by Business services	6,080	5,200	4,950	0	0	16,230	
Total capital expenditure	8,117	7,869	6,525	1,753	2,403	26,667	

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

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
Income:						
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)
Joint working income	0	(280)	(283)	(286)	(289)	(292)
Reimbursement & recovery of costs	(727)	(204)	(223)	(456)	(725)	(880)
Other income	(3,393)	(3,033)	(3,103)	(3,388)	(3,710)	(3,920)
Total income	(10,470)	(10,181)	(11,849)	(14,760)	(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	13,579	13,333	15,034	17,642	16,073	17,281
Non Pay	17,425	17,187	18,579	21,257	19,758	21,538
Total expenditure	45,428	45,752	47,715	49,780	48,332	49,932

Net budget

Net budget	34,958	35,571	35,866	35,020	34,866	35,028
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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

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Service: Cultural Services

Head of Service: Peter Milton

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
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)
Reimbursement & recovery of costs	(216)	(168)	(170)	(173)	(175)	(177)
Other income	(9,373)	(9,298)	(9,395)	(9,495)	(9,595)	(9,695)
Total income	(13,023)	(12,808)	(12,923)	(13,023)	(13,123)	(13,223)

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	4,727
Transport	603	628	641	656	670	685
Service provision	116	245	269	274	280	287
Non Pay	5,575	5,582	5,716	5,829	5,954	6,081
Total expenditure	24,932	24,992	25,502	25,999	26,515	27,041

Net budget

11,909	12,184	12,579	12,976	13,392	13,818
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Policy Budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£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 Registration & Nationality Service	(847)	(846)	(812)	(776)	(739)	(702)
Legacy	(307)	(510)	(498)	(485)	(472)	(458)
County Coroner	0	400	408	416	425	433
Supporting Cultural Services	1,054	1,075	1,098	1,121	1,145	1,170
	185	188	191	195	199	203
Net budget	11,909	12,184	12,579	12,976	13,392	13,818

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Service: Customer Services

Head of Service: Mark Irons

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Reimbursement & recovery of costs	(73)	(74)	(74)	(75)	(76)	(77)
Other income	(73)	(74)	(74)	(75)	(76)	(77)
Total income	(73)	(74)	(74)	(75)	(76)	(77)
Expenditure						
Staffing	3,944	3,941	4,019	4,100	4,182	4,265
Premises	3	0	0	0	1	1
Supplies and services	204	137	139	143	146	149
Transport	8	8	8	9	9	9
Service provision	0	(76)	(78)	(80)	(81)	(83)
Non Pay	215	69	69	72	75	76
Total expenditure	4,159	4,010	4,088	4,172	4,257	4,341
Net budget	4,086	3,936	4,014	4,097	4,181	4,264

Policy Budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£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

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

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
Income:						
Other bodies grants	(164)	(167)	(170)	(174)	(177)	(181)
Fees & charges	(294)	(212)	(214)	(216)	(219)	(221)
Reimbursement & recovery of costs	(99)	(85)	(86)	(87)	(88)	(89)
Other income	(557)	(464)	(470)	(477)	(484)	(491)
Total income	(557)	(464)	(470)	(477)	(484)	(491)
Expenditure						
Staffing	2,244	2,178	2,222	2,266	2,311	2,358
Supplies and services	243	248	253	259	265	272
Transport	52	53	54	55	56	57
Service provision	1	1	1	1	1	1
Non Pay	296	302	308	315	322	330
Total expenditure	2,540	2,480	2,530	2,581	2,633	2,688
Net budget	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

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

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
Total income	0	0	0	0	0	0
Expenditure						
Staffing	998	1,130	1,153	1,176	1,199	1,223
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
Non Pay	1,760	2,346	2,124	2,154	2,185	2,217
Total expenditure	2,758	3,476	3,277	3,330	3,384	3,440
Net budget	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

One County One Team: Surrey County Council

Customers & Communities

Strategic Director: Yvonne Rees

Service: Directorate Support

Interim 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
Total income	0	0	0	0	0	0
<u>Expenditure</u>						
Staffing	2,497	2,099	2,034	2,075	2,116	2,158
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
Non Pay	1,662	68	70	71	73	74
Total expenditure	4,159	2,167	2,104	2,146	2,189	2,232
Net budget	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

One County One Team: Surrey County Council

Environment & Infrastructure

Lead Cabinet Members



John Furey,
Transport and Environment



Peter Martin,
Deputy Leader



Trevor Pugh,
Strategic Director

Cabinet Members:

Kay Hammond (Community Safety), Tony Samuels (Assets and Regeneration Programmes)

Leadership Team



Ian Boast, Assistant Director Environment; Iain Reeve, Assistant Director Economy, Transport and Planning; Jason Russell, Assistant Director Highways

What is our vision for 2017?

“A leading and sustainable economy, a safe and attractive environment in our towns and countryside, and better roads, transport and communications networks”

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference will this make by 2017?

Environment and Infrastructure will remain focused on ensuring that by 2017:

- Surrey will benefit from ‘smart’ economic growth and full employment based on ‘knowledge’ industries.
- Places in Surrey are more attractive and benefit from strategic infrastructure investment.
- Surrey’s natural environment will be more diverse, better protected, and managed sustainably.
- Residents will know that Surrey’s roads are well maintained, with clear priorities for asset investment.
- Residents will benefit from a choice of sustainable travel options with predictable journey times.
- Little or no ‘waste’ will be produced – waste products will be recycled or re-processed for economic benefit.

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

What are our priorities for 2013/14?

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions:

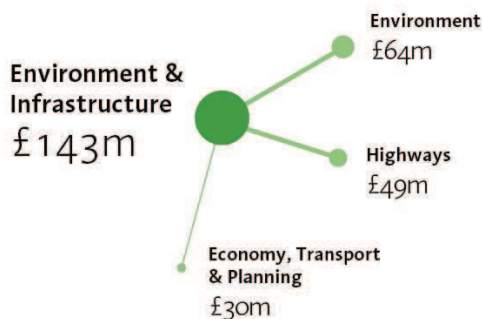
- Support economic growth.
- Secure external investment and funding to improve infrastructure and services including the Basingstoke Canal
- Invest in schemes to reduce costs and carbon impact for the Council and Surrey residents and businesses.
- Repair road defects and deliver existing schemes within specified timescales and to budget.
- Deliver the Highways Improvement Plan.
- Have more people cycling, more safely, more often Improve recycling performance so that it is consistent with the SE7 Value Improvement Plan
- Construct the Eco Park by 2015
- Improve the way that the countryside is managed through more effective partnership working and ensuring that it is financially sustainable

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income	(£11.0m)	(£17.4m)	(£15.5m)	(£13.2m)	(£13.4m)	(£13.7m)
Expenditure	£135.5m	£142.8m	£145.6m	£142.7m	£146.2m	£150.8m
% Year Change		5.3%	2.0%	-2.0%	2.5%	2.7%

Expenditure budget 2013/14 by service



Purchasing / Building Assets (Capital)

	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total 2013/18
Highways and other associated structures	£32.3m	£31.1m	£29.6m	£29.6m	£29.5m	£152.1m
Other Highway and Transport Improvements	£10.4m	£10.5m	£10.3m	£11.7m	£11.8m	£54.7m
Walton Bridge	£4.0m	£0.4m	£0.0m	£0.0m	£0.0m	£4.4m
Waste, Economy and Other	£3.9m	£1.7m	£1.7m	£1.7m	£1.2m	£10.2m
Total Capital costs	£50.6m	£43.9m	£41.6m	£43.0m	£42.5m	£221.4m

2013/14 budget

- 5.1. Environment & Infrastructure faces pressures and growth of £4.1m in 2013/14 (net of funding changes), primarily inflation of £4.6m across all budgets including waste disposal, highways and local bus contracts. Two additional pressures are anticipated – the cost of replacing bus services previously operated by Countryliner (£0.3m) and costs of operating the concessionary fares travel scheme for the elderly and disabled (£0.5m) due to increased patronage and fares. A one off sum of £0.75m has been added to continue funding for apprenticeships.
- 5.2. These pressures are offset by planned savings of £3.2m in 2013/14 (in addition to £10.6m expected to be made in 2012/13). These include savings from the ongoing “one team” organisational review (£1m), contract reviews (£0.8m), waste disposal (£0.6m) and savings from PVRs and the bus review (£0.4m). In addition a number of one-off savings will be made in 2013/14 while medium term strategies for delivering further sustainable savings are developed. These one off savings include use of accumulated parking income of £2.6m (shown as a funding change) and other one off reductions to spend of £0.2m including ensuring that one-off grants are fully utilised against planned expenditure and that the Surrey Growth Fund budget remains at the level budgeted in the current year (2012/13). Where possible the impacts of these reductions will be mitigated through the use of income or developer money.

2013-18 budget

- 5.3. Over the 5 year period to 2017/18 Environment & Infrastructure faces pressures and growth of £18.8m (net of funding changes), primarily inflation of £25m across the Directorate, offset by the reversal of one-off or time-limited grant expenditure and prior year funding. Work is ongoing to finalise the waste disposal contract variation and to take account of waste volume changes, and at this stage financial impacts are unclear and are therefore not reflected in this budget.
- 5.4. Over the same period savings of £6.9m are planned, plus one-off savings of £2.8m (including additional income) during 2013/14 explained above. Savings in Highways will rise to £2.5m, with additional income of £0.9m, by 2017/18 through measures including collaboration with SE7 partners, reducing insurance risks, improved management and recycling of waste materials and moving from reactive to planned maintenance. Environment will make savings of £1.7m by 2017/18 including by extracting value from recycled materials, reducing reliance on specialist advisors, reducing spend on waste minimisation and reviewing and reducing countryside expenditure. Savings will also be made through the one team organisational review (£1.8m) and review of bus services (£0.3m) and contract costs (£0.4m).
- 5.5. Further waste disposal efficiencies are planned in the medium term, in collaboration with partners across the Surrey Waste Partnership and SE7, by adopting a more consistent and efficient approach to disposal and recycling and taking advantage of new technologies and business models.

Presentation of financial information

- 5.6. The revenue budgets have been rebased on the funding reporting strategy workstream recommendation from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made to focus more on income and provide further transparency on the directorate’s finances.
- 5.7. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 5.8. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTFP 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	(1,033)	(3,528)	(3,692)	(1,053)	(1,053)	(1,053)
Fees & charges	(3,893)	(7,096)	(4,772)	(4,889)	(5,010)	(5,134)
Joint working income	(3,602)	(4,037)	(4,123)	(4,215)	(4,308)	(4,404)
Reimbursement & recovery of costs	(2,449)	(2,748)	(2,939)	(3,008)	(3,079)	(3,151)
Other income	(9,944)	(13,881)	(11,834)	(12,112)	(12,397)	(12,689)
Total income	(10,977)	(17,409)	(15,526)	(13,165)	(13,450)	(13,742)
Expenditure:						
Staffing	22,355	21,667	21,404	21,460	21,770	21,456
Premises	12	13	13	13	14	14
Supplies and services	4,412	6,030	4,620	3,686	3,771	3,857
Transport	10,764	10,333	10,527	10,435	10,573	10,593
Service provision	97,983	104,761	109,024	107,148	110,055	114,277
Non pay	113,171	121,137	124,184	121,282	124,413	128,741
Total expenditure	135,526	142,804	145,588	142,742	146,183	150,197
Net budget supported by Council Tax, general government grants and reserves	124,549	125,395	130,062	129,577	132,733	136,455

	2012/13 ¹¹	2013/14
FTE's	542	524

¹¹ 2012/13 FTEs have been restated following the directorate restructuring. Figures include additional posts funded through grant or income.

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Environment						
Waste Management and Reduction	53,269	56,530	57,422	55,182	56,009	58,270
Countryside	2,634	2,585	2,641	2,699	2,559	2,615
Sustainability	1,363	850	873	896	920	943
Environment - Management and Other Costs	1,278	1,381	1,409	1,437	1,467	1,496
Environment Subtotal	58,544	61,346	62,345	60,214	60,955	63,324
Economy, Transport & Planning						
Travel and Transport	18,399	18,565	19,530	20,467	21,437	22,440
Planning and Development Strategy	2,496	2,446	2,476	2,526	2,576	2,628
Economy, Transport & Planning - Management and Other Costs	1,716	3,278	2,688	2,746	2,804	2,864
	210	218	222	226	231	236
ETP Subtotal	22,821	24,507	24,916	25,965	27,048	28,168
Highways						
Roads	5,180	4,818	4,441	4,110	4,266	4,278
Environmental Maintenance	2,668	2,782	2,882	2,991	3,105	3,223
Signs and Lines	2,150	1,306	1,353	1,405	1,458	1,514
Bridges and Structures	1,064	1,036	1,073	1,114	1,156	1,180
Drainage	2,174	2,008	2,080	2,160	2,242	2,287
Winter Service and Safety Barriers	2,602	2,694	2,791	2,897	3,007	3,081
Street Lighting and Furniture	13,581	14,859	16,222	17,104	17,738	18,425
Local Schemes	3,615	3,263	3,381	3,509	3,643	3,781
Parking	266	(2,424)	185	196	208	219
Traffic Signals	715	826	843	862	881	900
Highways - Staffing and Other Costs	8,823	8,715	7,820	8,030	8,244	7,712
Highways Subtotal	42,838	39,883	43,071	44,378	45,948	46,600
Directorate Costs						
Directorate Costs and Savings (to be allocated)	346	(341)	(270)	(980)	(1,218)	(1,637)
Total net budget	124,549	125,395	130,062	129,577	132,733	136,455

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

Service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Income budget by service:</u>						
Environment	(2,480)	(2,955)	(3,017)	(3,084)	(3,152)	(3,223)
Highways	(5,054)	(9,132)	(6,940)	(7,080)	(7,225)	(7,374)
Economy, Transport & Planning	(3,443)	(5,322)	(5,569)	(3,001)	(3,073)	(3,145)
Directorate costs & savings (to be allocated)						
	(10,977)	(17,409)	(15,526)	(13,165)	(13,450)	(13,742)
<u>Expenditure budget by service:</u>						
Environment	61,024	64,301	65,362	63,298	64,107	66,547
Highways	47,892	49,015	50,011	51,458	53,173	53,974
Economy, Transport & Planning	26,264	29,829	30,485	28,966	30,121	31,313
Directorate costs & savings (to be allocated)	346	(341)	(270)	(980)	(1,218)	(1,637)
	135,526	142,804	145,588	142,742	146,183	150,197
Environment & Infrastructure	124,549	125,395	130,062	129,577	132,733	136,455

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year budget (2012/13 budget represented)	124,549	125,395	130,062	129,577	132,733	124,549
Funding changes	-6,432	1,828	1,860	-296	-304	-3,344
Expenditure changes:						
Pressures & changes	10,486	5,087	-2,222	3,770	5,026	22,147
Savings & reductions	-3,208	-2,248	-123	-318	-1,000	-6,897
	7,278	2,839	-2,345	3,451	4,026	15,250
Revised budget	125,395	130,062	129,577	132,733	136,455	136,455

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

Total movement by year	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Total £000s	RAG
Funding changes							
Movement in grants	-2,495	-164	2,639			-20	
Income savings							
One-off - Parking income	-2,600	2,600				0	
Parking review	-100					-100	
Highways – income	-20	-280	-500			-800	
Increased fees and charges - offset by expenditure	-1,019	-21				-1,040	
Income Inflation	-198	-307	-279	-296	-304	-1,384	
Total funding changes	-6,432	1,828	1,860	-296	-304	-3,344	
Pressures & changes							
<u>Expenditure changes:</u>							
Virements	1,528	800	274	-15		2,587	
Road safety budget carry forward	-321	0	0	0		-321	
Highway local allocation budget carry forward	-400	0	0	0		-400	
Total expenditure changes	807	800	274	-15	0	1,866	
<u>Service pressures:</u>							
Inflation	4,636	5,601	4,951	5,187	5,026	25,401	
Waste management pressures	2,285	-749	-4,808	-1,402		-4,674	
Highways improvements (completion of 2011/12 & 2012/13 years temporary increase) ¹	-2,000	0	0	0		-2,000	
Grant expenditure	2,191	164	-2,639	0	0	-284	
Local bus subsidy	344	0	0	0		344	
Concessionary fares	454	0	0	0		454	
One-off apprenticeships	750	-750				0	
Increased expenditure offset by fees & charges	1,019	21				1,040	
Total service pressures	9,679	4,287	-2,496	3,785	5,026	20,281	
Total pressures	10,486	5,087	-2,222	3,770	5,026	22,147	
Savings							
PVR savings - Waste	-19					-19	G
PVR savings - Countryside	-125					-125	A
"One Team" organisation review	-975	-496	-229	-118		-1,818	A
Bus provision review	-261					-261	G
S106/CIL staff recharges	0	-100				-100	A
LSTF grant - staff recharges	-20		-144			-164	A
Reduced waste minimisation & policing	-300					-300	G
Reduced reliance on specialist advisors for waste disposal	0	-360	-50			-410	G
Materials value approach to recycling	-300	-100				-400	G
Contract reviews	-800	-100	300			-600	A
Highways -efficiency	-188	-1,312			-1,000	-2,500	A
Countryside Review				-200		-200	A
One-off - Community transport reduction	-100	100				0	A
One-off - reduce Surrey Growth Fund	-120	120				0	G
Total savings	-3,208	-2,248	-123	-318	-1,000	-6,897	
Savings Risk Analysis							
Amber	-2,208	-1,908	-73	-318	-1,000	-5,507	
Green	-1,000	-340	-50	0	0	-1,390	

Annual Service Activity

Environment

2013/14 Estimate

Annual cost of waste disposal in Surrey per household	£89.85
Tonnes of household waste disposed per year	518,700
Tonnes of household waste recycled, reused or composted	319,400
Tonnes of household waste sent to landfill	84,300
Tonnes of household waste sent to recovery	115,000
Number of Community Recycling Centres	15
Tonnes of household waste collected at Community Recycling Centres	132,400
Number of Refuse Transfer Stations	4
Number of students trained to cycle safely	11,600
Length of rights of way legally protected and maintained (km)	3,300
Annual cost of managing the countryside estate per hectare	£241.80
Area of countryside estate managed by the Surrey Wildlife Trust (hectares)	4,000

Highways

Number of traffic signal junctions maintained	265
Number of signalled pedestrian crossings maintained	348
Number of variable travel message signs	106
Number of vehicle activated signs	552
Annual cost of highway maintenance per km of road 1	£3,258.85
Length of principal roads (km)	660
Length of non-principal roads (km)	1,000
Length of unclassified roads (km)	3,200
Length of footway (km)	5,000
Length of safety barriers (km)	100
Area of grass verges (sq km)	21
Length of cycle routes (km)	800
Number of highway trees	2,000,000
Number of highway gullies	170,700
Number of highway defects fixed in 2011/12	85,000
Number of street lights	86,300
Number of illuminated signs and bollards	23,000
Number of non-illuminated signs	100,000
Number of structures (incl. bridges, footbridges, culverts, etc.)	1,700

Economy, Transport & Planning

Number of bus passenger journeys	29,200,000
Number of bus passenger journeys subsidised	16,200,000
Number of bus passenger journeys made with concessionary fares passes	7,600,000
Cost per bus journey subsidised	£0.51
Cost per bus journey made with a concessionary fares pass	£1.00
Number of children transported to mainstream schools	8,500
Number of children transported with special needs	2,500
Number of safety camera offences processed	51,100
Number of speed awareness course completions	17,600
Number of planning applications reviewed by Transport Development Planning	15,300
Number of the above involving detailed assessment	1,400
Number of mineral and waste planning applications processed	90
Number of SCC planning applications processed (own development)	75

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

Capital budget

Scheme	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Capital Profiling	
					2017/18 £000s	Total £000s
Recurring programmes						
Highway maintenance	28,634	27,592	26,018	26,018	26,018	134,280
Bridge strengthening	2,076	1,956	1,956	1,956	1,956	9,900
Flooding & drainage	776	776	776	776	776	3,880
Local transport schemes	4,000	4,000	4,000	4,000	4,000	20,000
Maintenance at closed landfill sites	100	100	100	100	100	500
Rights of Way and byways	85	85	85	85	85	425
Road safety schemes	200	200	200	200	200	1,000
Safety barriers	256	256	256	256	256	1,280
Traffic signal replacement	550	550	550	550	550	2,750
Economic regeneration projects	1,000	1,000	1,000	1,000	1,000	5,000
Sub total	37,677	36,515	34,941	34,941	34,941	179,015
Projects						
Walton Bridge-ring fenced grant	4,004	444				4,448
Local sustainable transport fund grant	500	50				550
Local sustainable transport fund grant (large bid)	3,844	3,335				7,179
Safe cycling initiatives ¹²	2,202					2,202
CIL funded schemes ¹³	150	1,230	4,420	5,780	5,940	17,520
S.106 funded schemes ¹⁴	1,700	1,700	1,700	1,700	1,700	8,500
	12,400	6,759	6,120	7,480	7,640	40,399
Total capital expenditure managed by E&I	50,077	43,274	41,061	42,421	42,581	219,414
Other Projects (held within Business Services)						
Basingstoke Canal Improvements	500	500	500	500		2,000
Schemes managed by Business Services	500	500	500	500	0	2,000
Total capital expenditure	50,577	43,774	41,561	42,921	42,581	221,414

Notes:

General - Carry-forwards and re-profiling adjustments to the existing capital programme will be reported at year-end outturn

¹² Safe Cycling spend will be linked to relevant capital grants which have not yet been announced

¹³ The Community Infrastructure Levy values are estimated amounts that reflect indicative funding levels for these schemes

¹⁴ The Section 106 scheme values are estimated amounts that reflect indicative funding levels for these schemes

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

Service: Environment

Head of Service: Ian Boast

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	(373)	(678)	(678)	(678)	(678)	(678)
Fees & charges	(825)	(1,297)	(1,338)	(1,382)	(1,428)	(1,475)
Joint working income	(763)	(452)	(462)	(472)	(482)	(493)
Reimbursement & recovery of costs	(519)	(528)	(539)	(552)	(564)	(577)
Other income	(2,107)	(2,277)	(2,339)	(2,406)	(2,474)	(2,545)
Total income	(2,480)	(2,955)	(3,017)	(3,084)	(3,152)	(3,223)
Expenditure						
Staffing	5,077	5,065	5,166	5,269	5,375	5,481
Premises	12	13	13	13	14	14
Supplies and services	940	1,119	782	749	766	783
Transport	124	125	128	131	134	137
Service provision	54,871	57,979	59,273	57,136	57,818	60,132
Non Pay	55,947	59,236	60,196	58,029	58,732	61,066
Total expenditure	61,024	64,301	65,362	63,298	64,107	66,547
Net budget	58,544	61,346	62,345	60,214	60,955	63,324

Policy Budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Waste Management and Reduction	53,269	56,530	57,422	55,182	56,009	58,270
Countryside	2,634	2,585	2,641	2,699	2,559	2,615
Sustainability	1,363	850	873	896	920	943
Environment - Management and Other Costs	1,278	1,381	1,409	1,437	1,467	1,496
Net budget	58,544	61,346	62,345	60,214	60,955	63,324

One County One Team: Surrey County Council –

Environment & Infrastructure

Strategic Director: Trevor Pugh

Service: Highways

Head of Service: Jason Russell

Income & Expenditure budget						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	0	(375)	(375)	(375)	(375)	(375)
Fees & charges	(1,979)	(4,469)	(2,057)	(2,100)	(2,143)	(2,189)
Joint working income	(1,831)	(3,367)	(3,438)	(3,514)	(3,591)	(3,670)
Reimbursement & recovery of costs	(1,245)	(921)	(1,070)	(1,093)	(1,116)	(1,140)
Other income	(5,054)	(8,757)	(6,565)	(6,707)	(6,851)	(6,999)
Total income	(5,054)	(9,132)	(6,940)	(7,082)	(7,225)	(7,374)
Expenditure						
Staffing	10,380	10,430	10,438	10,647	10,860	10,327
Supplies and services	2,013	1,398	928	948	968	990
Transport	1,323	887	883	911	940	970
Service provision	34,176	36,300	37,762	38,954	40,405	41,687
Non Pay	37,512	38,585	39,573	40,813	42,313	43,647
Total expenditure	47,892	49,015	50,011	51,460	53,173	53,974
Net budget	42,838	39,883	43,071	44,378	45,948	46,600
Policy Budget						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Roads	5,180	4,818	4,441	4,110	4,266	4,278
Environmental Maintenance	2,668	2,782	2,882	2,991	3,105	3,223
Signs and Lines	2,150	1,306	1,353	1,405	1,458	1,514
Bridges and Structures	1,064	1,036	1,073	1,114	1,156	1,180
Drainage	2,174	2,008	2,080	2,160	2,242	2,287
Winter Service and Safety Barriers	2,602	2,694	2,791	2,897	3,007	3,081
Street Lighting and Furniture	13,581	14,859	16,222	17,104	17,738	18,425
Local Schemes	3,615	3,263	3,381	3,509	3,643	3,781
Parking	266	(2,424)	185	196	208	219
Traffic Signals	715	826	843	862	881	900
Highways - Staffing and Other Costs	8,823	8,715	7,820	8,030	8,244	7,712
Net budget	42,838	39,883	43,071	44,378	45,948	46,600

One County One Team: Surrey County Council – Environment & Infrastructure

Strategic Director: Trevor Pugh

Service: Economy, Transport and Planning

Head of Service: Iain Reeve

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	(660)	(2,475)	(2,639)	0	0	0
Fees & charges	(1,090)	(1,330)	(1,377)	(1,408)	(1,439)	(1,470)
Joint working income	(1,008)	(218)	(223)	(229)	(235)	(241)
Reimbursement & recovery of costs	(685)	(1,299)	(1,330)	(1,364)	(1,399)	(1,434)
Other income	(2,783)	(2,847)	(2,930)	(3,001)	(3,073)	(3,145)
Total income	(3,443)	(5,322)	(5,569)	(3,001)	(3,073)	(3,145)
Expenditure						
Staffing	6,574	6,763	6,898	7,036	7,177	7,321
Supplies and services	1,438	3,492	2,889	1,967	2,014	2,062
Transport	9,316	9,320	9,516	9,725	9,939	10,157
Service provision	8,936	10,254	11,182	10,238	10,991	11,773
Non Pay	19,690	23,066	23,587	21,930	22,944	23,992
Total expenditure	26,264	29,829	30,485	28,966	30,121	31,313
Net budget	22,821	24,507	24,916	25,965	27,048	28,168
Policy Budget						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Travel and Transport	18,399	18,565	19,530	20,467	21,437	22,440
Planning and Development	2,496	2,446	2,476	2,526	2,576	2,628
Strategy	1,716	3,278	2,688	2,746	2,804	2,864
Econ, T'port & Planning - Management and Other Costs	210	218	222	226	231	236
Net budget	22,821	24,507	24,916	25,965	27,048	28,168

One County One Team: Surrey County Council –

Public Health

One County One Team: Surrey County Council

Public Health

Director of Public Health: Dr Akeem Ali

Lead Cabinet Members



Michael Gosling,
Adult Social Care
and Health



Mary Angell,
Children and
Families



Linda Kemeny,
Children and
Learning



Helyn Clack,
Community Services



Dr Akeem Ali,
Director of Public Health

Leadership Team



Helen Atkinson, Public Health Consultant; Ruth Hutchinson, Public Health Consultant; Dr Liz Saunders, Public Health Consultant; 2 x Vacant Public Health Consultant; 1 x Vacant Public Health Commissioning Lead

What is our vision for 2017?

“To have in place in every organisation in Surrey at all levels evidence-led actions to effectively prevent ill-health and disability at source at all times”

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference will this make by 2017?

Public Health will remain focused on ensuring that the Council's new responsibilities lead to improved health outcomes as outlined in the Public Health Outcome Framework including:

- Reduced differences in healthy life expectancy between communities, leading to a reduced mortality gap between areas of highest and lowest mortality.
- Fewer drug and alcohol-related hospital admissions and deaths.
- More people successfully exit treatment for substance misuse and fewer re-enter treatment services.
- Improved uptake of childhood and adult immunisations leading to less preventable infectious disease.
- Continued implementation of smoking cessation and tobacco control measures leading to fewer smoking related deaths.
- Less childhood obesity as measured by the National Child Measurement Programme.

One County One Team: Surrey County Council

Public Health

Director of Public Health: Dr Akeem Ali

- Effective partnerships with Boroughs and Districts leading to home improvements and fewer excess winter deaths.
- Fewer unwanted pregnancies and sexually transmitted infections.
- Improved mental and emotional health for children and young people

What are our priorities for 2013/14?

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions:

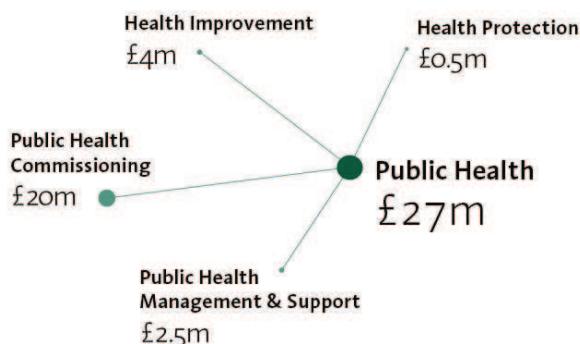
- Lead, manage and complete the transition of the public health function from the NHS to the Local Authority and become embedded in Surrey County Council.
- Provide system leadership and technical expertise in understanding community needs, community assets and actionable insights required by all strategic commissioners to make investment decisions.
- Lead multi-professional and community partnership efforts to prevent ill-health and complications of diseases at source by focusing on evidence-led preventative actions.
- Lead the drive for building a consistent and scaled up approach to commissioning for improved service quality across Surrey organisations and health and wellbeing outcomes for residents.
- Lead the integration of public health services and functions with local authorities at District/Borough and County level and aligning with CCG (Clinical Commissioning Groups) and NHS Commissioning Board arrangements.
- Lead on and ensure the continued robust delivery of the three components of public health 'getting the basics right':
 - **Social – helping people improve their health (Health Improvement).** For example, helping people to avoid alcohol and tobacco harm, eat more healthily, become more active, housed adequately and in gainful employment.
 - **Environmental (Health protection).** For example, preventing outbreaks from infections and ensure protection from chemical and other hazards, avoid preventable injuries, prepare for civil emergencies threatening wellbeing.
 - **Medical - improving health and other integrated health services (Health Care Quality and Evaluation)** For example, screen early for long term ill-health in order to prevent disability and complications, working with health and social care commissioners to ensure that services are effective and of high quality to meet identified needs.

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income		(£27.0m)	(£29.6m)	(£32.6m)	(£35.8m)	(£39.3m)
Expenditure		£27.0m	£29.6m	£32.6m	£35.8m	£39.3m
% Year Change			9.6%	10.1%	9.8%	9.7%

Expenditure budget 2013/14 by service



Financial Commentary

- 6.1. The Health and Social Care Act 2012 transfers substantial health improvement duties to local authorities from 2013/14, funded by a ring-fenced specific grant based on estimates of historic spending from NHS Surrey. The budget is drafted in accordance with the £23.2m grant allocation. This is designed to cover all the services transferring from the PCT, however the Department of Health have recognised that £3.3m of Genito-Urinary Medicine (GUM) Services have been incorrectly excluded from the grant and we are therefore approaching our local Clinical Commissioning Group (CCG) partners for this funding. Discussions will proceed on this basis, and a balanced budget position will be finalised within the resources available when the outcome is known.
- 6.2. In the medium term the expected 10% annual growth in Government funding should enable us to deal with volume and price issues, whilst recognising that there is a growing demand for Public Health services and that there has been historic underfunding of Public Health services in Surrey which needs to be rectified.
- 6.3. For 2013/14 and 2014/15 the budget will fund the council's new Public Health responsibilities including:
- Transfer of specialist public health staff from the NHS to local authorities
 - The six mandatory service areas as outlined in Healthy Lives Healthy People (DH, 2011)
 1. Commissioning appropriate access to sexual health services
 2. Commissioning the NHS Health Check programme
 3. Commissioning the healthy child programme 5-19 years
 4. Commissioning the national child measurement programme
 5. Ensuring that plans are in place to protect the population's health
 6. Ensuring NHS commissioners receive the public health advice they need
 - Commissioning of 15 discretionary services guided by local health needs such as tobacco control, substance misuse services, obesity initiatives and accidental injury prevention as outlined in Healthy Lives Healthy People (DH, 2011)
- 6.4. In 2015 responsibility for services for children under the age of 5 will transfer to Local Authorities including health visiting, the healthy child programme and family nurse partnership. The expectation is that the budget currently allocated to these services will come to Local Authorities.

One County One Team: Surrey County Council

Public Health

Director of Public Health: Dr Akeem Ali

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants		(23,237)	(29,191)	(32,110)	(35,321)	(38,853)
Reimbursement & recovery of costs		(3,757)	(457)	(457)	(457)	(457)
Other income		(3,757)	(457)	(457)	(457)	(457)
Total income		(26,994)	(29,648)	(32,567)	(35,778)	(39,310)
Expenditure:						
Staffing		3,750	3,806	3,882	3,959	4,040
Supplies and services		260	264	269	275	280
Transport		108	110	112	114	116
Service provision		22,876	25,468	28,304	31,430	34,874
Non pay		23,244	25,842	28,685	31,819	35,270
Total expenditure		26,994	29,648	32,567	35,778	39,310
Net budget supported by Council Tax, general government grants and reserves						
		0	0	0	0	0

	2012/13	2013/14
	£000s	£000s
FTE	-	51

One County One Team: Surrey County Council

Public Health

Director of Public Health: Dr Akeem Ali

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income						
UK Government Grants		(23,237)	(29,191)	(32,110)	(35,321)	(38,853)
Reimbursements		(3,757)	(457)	(457)	(457)	(457)
Expenditure						
Public Health Commissioning ¹⁵		19,790	22,336	25,109	28,171	31,550
Health Improvement		4,056	4,117	4,199	4,283	4,369
Health Protection		414	420	429	437	446
Public Health Management & Support		2,734	2,775	2,830	2,887	2,945
Total net budget	0	0	0	0	0	0

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year budget (2012/13 budget represented)	0	0	0	0	0	0
Funding changes	-26,994	-2,654	-2,919	-3,211	-3,532	-39,310
Expenditure changes:						
Pressures & changes	26,994	2,654	2,919	3,211	3,532	39,310
Savings & reductions	0	0	0	0	0	0
	26,994	2,654	2,919	3,211	3,532	39,310
Revised budget	0	0	0	0	0	0

¹⁵ Public Health Commissioning includes the cost of large community contracts for the provision of various Public Health services, including Sexual Health and Children's 5-19 School Nursing and Health Visiting.

One County One Team: Surrey County Council

Public Health

Director of Public Health: Dr Akeem Ali

Total movement by year

	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Funding changes							
Public Health Grant	-23,237	-5,954	-2,919	-3,211	-3,532	38,853	-
Reimbursement from Clinical Commissioning Groups (CCG)	-3,300	3,300				0	
Reimbursement from Police and Crime Commissioner (PCC)	-457					-457	
Total funding changes	-26,994	-2,654	-2,919	-3,211	-3,532	39,310	
Pressures and changes							
Pressures:							
New Service Provision	26,994					26,994	
Investment in Public Health		2,654	2,919	3,211	3,532	12,316	
Total pressures	26,994	2,654	2,919	3,211	3,532	39,310	
Total pressures and changes	26,994	2,654	2,919	3,211	3,532	39,310	

One County One Team: Surrey County Council

Public Health

Director of Public Health: Dr Akeem Ali

Estimated service activity data

Public Health Commissioning

Sexual Health

<i>Number of attendances at Genito Urinary Medicine (GUM) Clinic</i>	41,500
<i>Number of Chlamydia screens</i>	10,000
<i>Number of attendances at Contraception and Sexual Health (CASH) Clinic</i>	65,000
<i>Number of children to be measured</i>	23,200

Health Improvement

Public Health Checks

<i>Number of offered Health Checks</i>	68,000
<i>Number of delivered Health Checks</i>	34,000

Obesity and Physical Activity

<i>Number of adults undertaking Physical Activity intervention</i>	1110
<i>Number of People undertaking Obesity/Healthy Eating intervention</i>	500

Health Protection

Accident prevention

<i>Killed and seriously injured on Surrey's roads:</i>	48 per 100,000 population
<i>Rate of emergency admissions for injuries due to falls in persons aged 65 and over</i>	1,555 per 100,000 population

Infectious disease surveillance and control

<i>Rate of mortality from communicable diseases</i>	30 per 100,000 population
<i>MMR vaccination coverage for two doses (5 years old)</i>	75%

Children 5-19 Public Health Programmes

<i>Each School will have a named school nurse</i>	
<i>Services 'You're Welcome' accredited</i>	50%
<i>School nursing staff trained in level 1 smoking cessation</i>	85%

Substance Misuse

<i>Number of Adults in effective treatment at 31st December 2012</i>	Surrey 1831	Target 1605
<i>Proportion of Adults in treatment, who successfully completed treatment and did not re-present within 6 months)</i>	Surrey 16.6%	National 14.6%

Smoking Cessation

<i>Number of smokers reached via mix of Face 2 Face recruitment, referrals from GPs, Acute trusts; internet based promotion; national and local campaigns.</i>	11,000
<i>Number undertaking programme</i>	7,100
<i>Number of people quitting</i>	3,541

Public Mental Health

<i>Self Help Support:</i>	
<i>Booklets distributed</i>	24,000
<i>Calls/emails answered</i>	2,300
<i>Emotion Gyms sessions for public</i>	36
<i>Training sessions for staff</i>	20
<i>Prescribed social activities</i>	160

Community safety, violence prevention and social exclusion

<i>Rate of emergency hospital admissions for violence</i>	31 per 100,000 population
<i>Rate of violence against the person offences based on police recorded crime data</i>	10 per 1,000 population

Environmental hazards protection

<i>Percentage of NHS organisations with a board approved sustainable development management plan</i>	70%
<i>Fraction of all-cause adult mortality attributable to long-term exposure to current levels of anthropogenic particulate air pollution</i>	5.60

Public Health Management & Support

Public health advice to partner organisations (e.g. CCG's and District & Borough Councils)
40% of public health specialist resources (time)

One County One Team: Surrey County Council

Business Services

Business Services 2013-17

Lead Cabinet Members



Denise Le Gal,
Business
Services



Tony Samuels,
Assets and Regeneration
Programmes

Strategic Director



Julie Fisher,
Strategic Director

Leadership Team



Carmel Millar, HR and Organisational Development; Paul Brocklehurst, Information Management and Technology; Sheila Little, Finance; John Stebbings, Property; Simon Pollock, Acting Head of Shared Services; Al Braithwaite, Transformational Change; Laura Langstaff, Acting Head of Procurement and Commissioning

What is our vision for 2017?

“To be the leading public service provider of innovative business solutions and transformational change by 2017.”

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference will this make by 2017?

Business Services will remain focused on ensuring that by 2017:

- There is less reliance on government grants and council tax by developing more diversified sources of funding that increases our resilience.
- We have a high performing asset portfolio that facilitates integration with partners to drive effective service delivery.
- There are efficient and professional transformational change and business solutions for the public sector.
- We have a strong, resilient, innovative and agile workforce.
- Staff supported to work effectively in a modern, agile and safe manner by having the right tools and environment to do their jobs.
- There is increased productivity through the use of technology and social media.

What are our priorities for 2013/14?

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges and areas where investment is needed now to realise future ambitions:

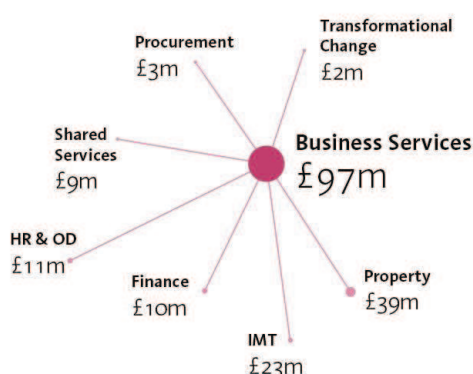
- Deliver the recommendations from the Business Services Efficiency Public Value Reviews, helping the Council to save £100m over five years.
- Ensure Surrey County Council's workforce is representative of the communities it serves.
- Support our local economy by driving 60% of our spend through Surrey suppliers.
- Deliver £25m of savings through better management of our suppliers and joining up our procurement spend with partners across the South East region.
- Reduce CO₂ emissions and energy usage from Council buildings by 21% from the 2009/10 baseline of 35,417,941 kWh.
- Realise savings to support the Council's five-year financial plan through an asset regeneration and economic growth agenda in partnership with external organisations for the benefit of Surrey residents.
- Complete the co-location programme with our 11 District and Borough colleagues.
- Delivery of the Surrey Primary Data Centre and a single IT Network (UNICORN) project that will unify Surrey public services and deliver Superfast Broadband.
- STARS – Continue to develop our staff and Members through coaching and training that is tailored to service needs.
- Support staff to work in a smarter way – 50% of our office-based staff will work in a more flexible way through the use of new technology.
- Reduce reliance on government grant and council tax for future funding.
- Continue to develop and deliver income and efficiencies through partnership working and our business solutions offer.
- Increase the number of internship and apprenticeship opportunities within Surrey.

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income	(£12.0m)	(£15.1m)	(£15.7m)	(£16.1m)	(£16.4m)	(£16.6m)
Expenditure	£96.7m	£97.2m	£98.5m	£99.1m	£102.1m	£105.3m
% Year Change		0.5%	1.3%	0.6%	3.0%	3.1%

Expenditure budget 2013-14 by service



Purchasing / Building

<u>Assets (Capital)</u>	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total 2013 - 2018
Council Building (not Schools)	£6.6m	£6.3m	£5.6m	£5.7m	£5.8m	£30.0m
Carbon Reductions Scheme	£1.2m	£1.2m	£1.2m	£1.2m	£1.3m	£6.1m
Other	£2.9m	£2.9m	£0.8m	£0.6m	£0.6m	£7.8m
IT Investment	£0.5m	£3.3m	£3.0m	£1.0m	£2.7m	£10.5m
Total Capital costs	£11.2m	£13.7m	£10.6m	£8.5m	£10.4m	£54.4m

Financial Commentary

- 7.1. Savings of £6.6m will be delivered over the five years by delivering transformational change. Over the longer term, the Directorate will focus on delivering services and procuring services in partnership to drive efficiencies through economies of scale and securing improved commercial arrangements with suppliers. Partnership working is already helping to achieve savings. The Directorate will continue to develop its business support offer to other organisations, examples include the recent agreement to provide transactional and IT services to East Sussex. The Directorate will also seek to provide professional consultancy services such as human resources and procurement, through to specialised services including treasury and insurance services. Savings will be monitored throughout the year during regular cabinet member briefings and quarterly accountability meetings.

Presentation of financial information

- 7.2. The revenue budgets have been rebased on the funding reporting strategy workstream recommendation from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made in order to focus more income and provide further transparency on the directorate's finances.
- 7.3. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 7.4. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTFP 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	0	(1,162)	(1,145)	(1,145)	(1,145)	(1,145)
Fees & charges	(100)	(100)	(102)	(104)	(107)	(109)
Property income	(3,818)	(3,654)	(3,906)	(3,992)	(4,079)	(4,169)
Joint working income	(5,895)	(5,066)	(5,236)	(5,372)	(5,487)	(5,603)
Reimbursement & recovery of costs	(2,186)	(5,073)	(5,272)	(5,500)	(5,559)	(5,618)
Other income	(11,999)	(13,893)	(14,516)	(14,968)	(15,232)	(15,499)
Total income	(11,999)	(15,055)	(15,661)	(16,113)	(16,377)	(16,644)
Expenditure:						
Staffing	35,817	40,305	40,882	41,678	42,416	43,255
Premises	29,991	29,991	31,127	30,471	31,973	33,622
Supplies and services	26,477	25,314	24,838	25,210	25,899	26,618
Transport	709	767	799	834	874	915
Service provision	3,710	850	864	879	893	909
Non pay	60,887	56,922	57,628	57,394	59,639	62,064
Total expenditure	96,704	97,227	98,510	99,072	102,055	105,319
Net budget supported by Council Tax, general government grants and reserves	84,705	82,172	82,849	82,959	85,678	88,675

	2012/13	2013/14
FTE's ¹⁶	767	909

¹⁶ 2012/13 estimated for PVR restructures. The increase in FTE is a result of the East Sussex partnership, and the decision to use employees (including temporary staff), rather than contractors, to deliver activities and projects within Property and IMT. This change represents better value for money and delivers the MTFP savings required.

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Property						
Building Running Costs	17,191	17,380	18,542	19,023	20,161	21,429
Repairs & Maintenance	8,635	8,436	7,813	6,785	6,934	7,087
Property Projects	1,984	2,146	2,191	2,239	2,289	2,339
Support & Management	5,129	4,388	4,085	4,166	4,250	4,335
Information Management & Technology						
Support & Delivery	6,825	6,814	6,850	6,806	6,955	7,105
Network Contracts	4,649	4,312	4,402	4,499	4,597	4,698
Design & Build	7,832	6,884	7,025	7,173	7,325	7,479
Project Office	3,573	3,848	3,927	4,010	4,094	4,181
Management & Business Change	1,428	1,193	1,218	1,243	1,269	1,296
Human Resources & Organisational Development						
Training	4,867	4,442	4,460	4,408	4,501	4,597
Recruitment Fees	667	681	695	711	726	742
Staffing, occupational health & other costs	4,098	3,944	3,965	4,061	4,145	4,228
Finance						
Finance	5,498	5,338	5,449	5,493	5,607	5,723
Insurance	2,782	3,075	3,374	3,672	4,030	4,429
Shared Services						
Income Management	979	793	809	826	842	859
Procure to Pay	1,193	972	992	1,011	1,032	1,052
HR & Payroll	1,529	1,228	1,251	1,273	1,296	1,319
Customer & Improvement	711	1,151	1,133	1,192	1,256	1,324
Procurement	3,135	3,274	3,336	3,400	3,466	3,534
Transformational Change						
Change Team & Strategic Director	745	831	846	861	877	893
My Work - project expenditure	1,255	1,042	486	107	26	26
Total net budget	84,705	82,172	82,849	82,959	85,678	88,675

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income by service:						
Property Services	(7,058)	(6,497)	(6,809)	(6,958)	(7,111)	(7,267)
Information Management & Technology	(108)	(193)	(347)	(530)	(541)	(553)
Finance	(1,957)	(1,983)	(2,009)	(2,070)	(2,109)	(2,147)
HR & Organisational Development	(1,742)	(1,716)	(1,742)	(1,768)	(1,795)	(1,821)
Shared Services	(1,134)	(4,496)	(4,580)	(4,610)	(4,640)	(4,671)
Procurement	0	(170)	(174)	(177)	(181)	(185)
Transformational Change	0	0	0	0	0	0
	(11,999)	(15,055)	(15,661)	(16,113)	(16,377)	(16,644)
Expenditure by service:						
Property Services	39,997	38,847	39,440	39,171	40,745	42,457
Information Management & Technology	24,415	23,244	23,769	24,261	24,781	25,312
Finance	10,237	10,396	10,832	11,235	11,746	12,299
HR & Organisational Development	11,374	10,783	10,862	10,948	11,167	11,388
Shared Services	5,546	8,640	8,765	8,912	9,066	9,225
Procurement	3,135	3,444	3,510	3,577	3,647	3,719
Transformational Change	2,000	1,873	1,332	968	903	919
	96,704	97,227	98,510	99,072	102,055	105,319
Business Services	84,705	82,172	82,849	82,959	85,678	88,675

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year budget (2012/13 budget represented)	84,705	82,172	82,849	82,959	85,678	84,705
Funding changes	-3,056	-606	-452	-264	-267	-4,645
Expenditure changes:						
Pressures & changes	3,621	1,818	2,614	2,983	3,264	14,300
Savings & reductions	-3,098	-535	-2,052	0	0	-5,685
	523	1,283	562	2,983	3,264	8,615
Revised budget	82,172	82,849	82,959	85,678	88,675	88,675

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Total 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	659	-11	-14	8	11	653	
Income inflation	-159	-187	-238	-272	-278	-1,134	
Government grant movements	-1,162	17				-1,145	
Partnership Working & Public Sector offer	-2,219	-250	-200			-2,669	
Property income	-175	-175				-350	
Total funding changes	-3,056	-606	-452	-264	-267	-4,645	
Pressures and changes:							
<u>Expenditure changes:</u>							
Virements	-1,134	11	14	-8	-11	-1,128	
Local Welfare Provision (Social Fund Grant)	1,162	-17				1,145	
Partnership Working	2,084					2,084	
Reversal of agreed 12/13 carry forwards	-300					-300	
Total expenditure changes	1,812	-6	14	-8	-11	1,801	
<u>Pressures:</u>							
Inflation	2,433	2,548	2,733	2,797	2,968	13,479	
Insurance self-fund	199	223	246	275	307	1,250	
Carbon Reduction Commitment	-660	-391				-1,051	*
Impact on front line services	1,050					1,050	
Making a Difference (MaD) Project expenditure	-213	-556	-379	-81		-1,229	*
Technology investment	-1,000					-1,000	
Total service pressures	1,809	1,824	2,600	2,991	3,275	12,499	
Total pressures and changes	3,621	1,818	2,614	2,983	3,264	14,300	
Savings							
Procurement savings			-70			-70	G
PVR / Organisational review	-985	-150	-150			-1,285	A
IMT applications & networks	-190		-100			-290	A
Impact of front line changes	-962					-962	A
Energy usage reductions	-479					-479	A
MaD Office cost reductions	-282	415	-532			-399	A
Responsive maintenance		-500	-1,000			-1,500	A
Partnerships & collaboration	-200	-300	-200			-700	A
Total savings	-3,098	-535	-2,052	0	0	-5,685	
Savings risk analysis							
Amber	-3,098	-535	-1,982	0	0	-5,615	
Green	0	0	-70	0	0	-70	

* Negative figures - where cost added in previous years but spend reduces over time or one-off spend item being removed

Annual Service Activity

Information Management and Technology (IMT)

8,900 Users supported
2,000+ Blackberries supported
Tier II and Tier III Data Centres managed
4,300 laptops supported
3,000 thin client devices
210 sites connected to the network
Approximately 6,000 calls per month to the IMT Service Desk
Approximately 5,000 service requests per month handled by the IMT Service Desk
20% of service requests logged via self-service
Over 43 million emails sent and received per year
10,000 emails blocked with viruses
26 million emails stopped as SPAM
226,000 emails blocked for other reasons

Human Resources (HR) and Payroll

Employee & Payroll Services 12/13
647,515 payments processed per year
55,772 P60's produced per year
7,100 Criminal Records Bureau (CRB) renewals.

Training Administration Services

25,000 training requests per year
100% of training requests actioned within 5 working days

Recruitment Administration services

2,556 Appointments per year
866 pre-employment checks internal
1,690 pre-employment checks external

Shared Services

Order to Cash

Credit Control Team

60,874 invoices are sent to social care customers per year with a value of £35m, of which 11,963 were emailed to customers.

44,571 invoices are sent to all other customers per year with a value of £139m of which 8,007 were emailed to customers.

Income Team

64% of social care payments are received by direct debit.

Procure to Pay

Buying Solutions Team

58,000 purchase orders are raised each year

Payment Team

445,000 invoices processed per year

98% of invoices paid by BACS

92% of invoices paid within 30 days

Customer & Improvement

My Helpdesk

111,000 queries per year. 90% resolved the same day.
500 recruitment adverts created and placed per year for partnership organisations (Schools, Charities, etc).
10,000 travel claim forms processed per year.
Manage applications for the Local Assistance Scheme.
Early forecasts show an expected 12,000 applications per year.

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Capital budget

Scheme	2013/14	2014/15	2015/16	2016/17	2017/18	2013 -2018 Total
	£000s	£000s	£000s	£000s	£000s	£000s
Schools Basic Need	69,182	80,845	57,430	53,861		261,318
Recurring programmes						
Carbon reduction - Schools ¹⁷	3,332	3,332	3,332	3,332	3,332	16,660
Schools - Disability Discrimination Act	447	456	466	477	487	2,333
Schools capital maintenance, inc.childrens centres ¹¹	10,328	10,328	10,328	10,328	10,328	51,640
Carbon reduction - Corporate	1,162	1,186	1,212	1,239	1,264	6,063
Fire risk assessments	358	365	373	382	390	1,868
Minor works/disability access	175	178	182	186	190	911
Non schools structural maintenance	5,454	5,526	5,604	5,683	5,797	28,064
IT Equipment Replacement Reserve	500	3,285	2,980	992	2,725	10,482
Sub total	21,756	24,656	24,477	22,619	24,513	118,021
Projects						
Portesbury SEN School	4,273	6,841	2,756	210		14,080
Basingstoke Canal Improvements	500	500	500	500		2,000
Cultural Services	150		1,250			1,400
Fire Station reconfiguration	2,000	4,500	3,500			10,000
Fire Stations minor works	200	200	200			600
Guildford Fire Station	2,530					2,530
Merstham Library	1,200					1,200
Fire training tower replacement		500				500
Portesbury SEN School-ring fenced grant	1,735					1,735
Replace aged demountables	3,265	1,585	985			5,835
SEN strategy	8,407	1,524				9,931
Short-Stay Schools	250					250
Youth Transformation	575	200				775
Joint Public Sector Property Projects	1,250	750				2,000
Projects to enhance income	350					350
Projects to reprovision and deliver capital receipts	2,000	2,400	200			4,600
	28,685	19,000	9,391	710	0	57,786
Total capital expenditure by Business Services managed schemes						
	119,623	124,501	91,298	77,190	24,513	437,125
Projects (held within Business Services)						
Children, Schools & Families	-101,794	-105,111	-75,297	-68,208	-14,147	-364,557
Environment & Infrastructure	-500	-500	-500	-500	0	-2,000
Customer & Communities	-6,080	-5,200	-4,950	0	0	-16,230
Scheme managed on behalf of other directorates	-108,374	-110,811	-80,747	-68,708	-14,147	-382,787
Total capital expenditure	11,249	13,690	10,551	8,482	10,366	54,338

¹⁷ Spend will be linked to relevant capital grants which have not yet been announced

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Property Services

Head of Service: John Stebbings

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Fees & charges	(100)	(100)	(102)	(104)	(107)	(109)
Property income	(3,818)	(3,654)	(3,906)	(3,992)	(4,079)	(4,169)
Income from investments						
Joint working income	(3,045)	(2,075)	(2,119)	(2,165)	(2,213)	(2,261)
Reimbursement & recovery of costs	(95)	(668)	(682)	(697)	(712)	(728)
Other income	(7,058)	(6,497)	(6,809)	(6,958)	(7,111)	(7,267)
Total income	(7,058)	(6,497)	(6,809)	(6,958)	(7,111)	(7,267)
Expenditure						
Staffing ¹⁸	6,829	7,499	7,649	7,802	7,958	8,117
Premises	28,133	28,048	28,812	28,325	29,677	31,160
Supplies and services	5,324	3,984	3,677	3,758	3,840	3,925
Transport	116	217	222	226	231	237
Service provision	(405)	(901)	(920)	(940)	(961)	(982)
Non Pay	33,168	31,348	31,791	31,369	32,787	34,340
Total expenditure	39,997	38,847	39,440	39,171	40,745	42,457
Net budget	32,939	32,350	32,631	32,213	33,634	35,190

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Building Running Costs	17,191	17,380	18,542	19,023	20,161	21,429
Repairs and Maintenance	8,635	8,436	7,813	6,785	6,934	7,087
Property Projects	1,984	2,146	2,191	2,239	2,289	2,339
Support and Management	5,129	4,388	4,085	4,166	4,250	4,335
Net budget	32,939	32,350	32,631	32,213	33,634	35,190

¹⁸ The increase reflects the decision to use employees (including temporary staff), rather than contractors, to deliver activities and projects. This change represents better value for money and delivers the MTFP savings required.

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Information Management and Technology

Head of Service: Paul Brocklehurst

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Reimbursement & recovery of costs	(108)	(193)	(347)	(530)	(541)	(553)
Other income	(108)	(193)	(347)	(530)	(541)	(553)
Total income	(108)	(193)	(347)	(530)	(541)	(553)
Expenditure						
Staffing ¹⁹	7,445	9,902	10,101	10,302	10,508	10,719
Premises	21	0	0	0	0	0
Supplies and services	12,318	11,313	11,597	11,841	12,109	12,382
Transport	101	61	62	64	65	66
Service Provision ²⁰	4,530	1,968	2,009	2,054	2,099	2,145
Non Pay	16,970	13,342	13,668	13,959	14,273	14,593
Total expenditure	24,415	23,244	23,769	24,261	24,781	25,312
Net budget	24,307	23,051	23,422	23,731	24,240	24,759

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Support & Delivery	6,825	6,814	6,850	6,806	6,955	7,105
Network Contracts	4,649	4,312	4,402	4,499	4,597	4,698
Design & Build	7,832	6,884	7,025	7,173	7,325	7,479
Project Office ²¹	3,573	3,848	3,927	4,010	4,094	4,181
Management & Business Change	1,428	1,193	1,218	1,243	1,269	1,296
Net budget	24,307	23,051	23,422	23,731	24,240	24,759

¹⁹ The increase reflects the decision to use employees (including temporary staff), rather than contractors, to deliver activities and projects. This change represents better value for money and delivers the MTFP savings required.

²⁰ 2012/13 included £3m technology investment which reduced to £2m in 2013/14 and has been allocated to appropriate expenditure lines.

²¹ includes technology investment budget (previously shown as Support & Delivery)

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Finance

Head of Service: Sheila Little

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Joint working income	(1,716)	(1,741)	(1,766)	(1,826)	(1,863)	(1,900)
Reimbursement & recovery of costs	(241)	(242)	(243)	(244)	(246)	(247)
Other income	(1,957)	(1,983)	(2,009)	(2,070)	(2,109)	(2,147)
Total income	(1,957)	(1,983)	(2,009)	(2,070)	(2,109)	(2,147)
Expenditure						
Staffing	5,591	5,493	5,603	5,715	5,829	5,946
Premises	1,623	1,740	1,863	2,000	2,150	2,316
Supplies and services	2,756	2,909	3,090	3,220	3,439	3,679
Transport	369	358	382	409	439	471
Service provision	(102)	(104)	(106)	(109)	(111)	(113)
Non Pay	4,646	4,903	5,229	5,520	5,917	6,353
Total expenditure	10,237	10,396	10,832	11,235	11,746	12,299
Net budget	8,280	8,413	8,823	9,165	9,637	10,152

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Finance	5,498	5,338	5,449	5,493	5,607	5,723
Insurance	2,782	3,075	3,374	3,672	4,030	4,429
Net budget	8,280	8,413	8,823	9,165	9,637	10,152

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Human Resources and Organisational Development

Head of Service: Carmel Millar

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Reimbursement & recovery of costs	(1,742)	(1,716)	(1,742)	(1,768)	(1,795)	(1,821)
Other income	(1,742)	(1,716)	(1,742)	(1,768)	(1,795)	(1,821)
Total income	(1,742)	(1,716)	(1,742)	(1,768)	(1,795)	(1,821)
Expenditure						
Staffing	6,486	6,251	6,377	6,506	6,636	6,768
Supplies and services	4,824	4,477	4,429	4,385	4,472	4,560
Transport	64	55	56	57	59	60
Non Pay	4,888	4,532	4,485	4,442	4,531	4,620
Total expenditure	11,374	10,783	10,862	10,948	11,167	11,388
Net budget	9,632	9,067	9,120	9,180	9,372	9,567

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Training	4,867	4,442	4,460	4,408	4,501	4,597
Recruitment Fees	667	681	695	711	726	742
Staffing, occupational health & other costs	4,098	3,944	3,965	4,061	4,145	4,228
Net budget	9,632	9,067	9,120	9,180	9,372	9,567

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Shared Services

Acting Head of Service: Simon Pollock

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants ²²	0	(1,162)	(1,145)	(1,145)	(1,145)	(1,145)
Joint working income	(1,134)	(1,250)	(1,351)	(1,381)	(1,411)	(1,442)
Reimbursement & recovery of costs ²³	0	(2,084)	(2,084)	(2,084)	(2,084)	(2,084)
Other income	(1,134)	(3,334)	(3,435)	(3,465)	(3,495)	(3,526)
Total income	(1,134)	(4,496)	(4,580)	(4,610)	(4,640)	(4,671)
Expenditure						
Staffing	5,546	6,793	6,897	7,020	7,150	7,285
Premises	1	146	146	146	146	146
Supplies and services	295	1,782	1,809	1,840	1,871	1,902
Transport	17	32	32	32	33	33
Service provision	(313)	(113)	(119)	(126)	(134)	(141)
Non Pay	0	1,847	1,868	1,892	1,916	1,940
Total expenditure	5,546	8,640	8,765	8,912	9,066	9,225
Net budget	4,412	4,144	4,185	4,302	4,426	4,554

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income Management	979	793	809	826	842	859
Procure to Pay	1,193	972	992	1,011	1,032	1,052
HR & Payroll	1,529	1,228	1,251	1,273	1,296	1,319
Customer & Improvement	711	1,151	1,133	1,192	1,256	1,324
Net budget	4,412	4,144	4,185	4,302	4,426	4,554

²² Local Welfare Provision transferred from the Department for Work and Pensions (DWP)

²³ Partnership working

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Procurement

Acting Head of Service: Laura Langstaff

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Income:</u>						
Reimbursement & recovery of costs	0	(170)	(174)	(177)	(181)	(185)
Other income	0	(170)	(174)	(177)	(181)	(185)
Total income	0	(170)	(174)	(177)	(181)	(185)
<u>Expenditure</u>						
Staffing	2,910	3,242	3,307	3,373	3,440	3,509
Premises						
Supplies and services	184	162	162	162	164	166
Transport	41	40	41	42	43	44
Non Pay	225	202	203	204	207	210
Total expenditure	3,135	3,444	3,510	3,577	3,647	3,719
Net budget	3,135	3,274	3,336	3,400	3,466	3,534

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Procurement	3,135	3,274	3,336	3,400	3,466	3,534
Net budget	3,135	3,274	3,336	3,400	3,466	3,534

One County One Team: Surrey County Council

Business Services

Strategic Director: Julie Fisher

Service: Transformational Change

Head of Service: Al Braithwaite

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Income:</u>						
Total income	0	0	0	0	0	0
<u>Expenditure</u>						
Staffing	1,007	1,125	948	960	895	911
Premises	213	57	306	0	0	0
Supplies and services	779	687	74	4	4	4
Transport	1	4	4	4	4	4
Non Pay	993	748	384	8	8	8
Total expenditure	2,000	1,873	1,332	968	903	919
Net budget	2,000	1,873	1,332	968	903	919

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Change Team & Strategic Director ²⁴	745	831	846	861	877	893
My Work - project expenditure	1,255	1,042	486	107	26	26
Net budget	2,000	1,873	1,332	968	903	919

²⁴ includes transfer of the Lean Team from Shared Services

One County One Team: Surrey County Council

Chief Executive Office

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Lead Cabinet Members



David Hodge,
Leader



Peter Martin,
Deputy Leader



Susie Kemp,
Assistant Chief Executive

Cabinet Members

Helyn Clack (Community Services and the 2012 Games), Kay Hammond (Community Safety),

Denise Le Gal (Change and Efficiency)

Leadership Team



Ann Charlton, Head of Legal and Democratic Services; Louise Footner, Head of Communications;
Liz Lawrence, Head of Policy and Performance

What is our vision for 2017?

"To have enabled and assisted Surrey to deliver the most effective and efficient services to residents"

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

- Residents - individuals, families and communities will have more influence, control and responsibility
- Value – we will create public value by improving outcomes for residents
- Partnerships – we will work with our partners in the interests of Surrey
- Quality – we will ensure the highest quality and encourage innovation
- People – we will develop and equip our officers and Members to provide an excellent service
- Stewardship – we will look after the county's resources responsibly

What difference our directorate will this make by 2017?

The Chief Executive's Office will remain focused on ensuring that by 2017:

- The Council and its partners are enabled to deliver good quality public services for the residents of Surrey.
- Individuals, families and communities are increasingly actively involved and engaged in local democracy, decision-making and policy development.
- People recognise their personal responsibility for safeguarding the Council's resources and ensuring the county is safe and resilient.
- Evidence and insight underpin policy and decision-making.
- Innovative ways of working and strong partnerships enable Surrey's communities to grow and thrive.

What are our priorities for 2013/14?

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions:

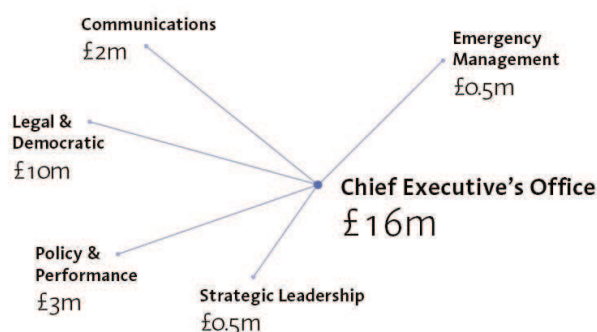
- Increase our understanding of the needs and aspirations of Surrey's residents and their differing experiences of Council services, including establishing a research programme and increasing the use of Surrey-i.
- Preparing for the next Council, beyond the 2013 elections, and achieving the SE Charter Plus for Elected Member Development.
- Working with Directorates and partners to complete the three-year Public Value Review programme.
- Ensure rural communities have access to services through new technologies by driving delivery of Superfast Broadband in the least accessible parts of Surrey.
- Working with the Voluntary, Community and Faith Sector to design new ways to deliver shared outcomes for individuals, families and communities, including increasing volunteering rates across all of Surrey's communities.
- Working with Directorates and partners to find ways of using social media to improve service delivery and public involvement.
- Supporting the development of new ways of delivering services to our residents through effective professional and technical input to projects (e.g. from Legal, Communications, Internal Audit).
- Introducing new technology in Legal and Democratic Services to speed up processes and reduce costs.
- Ensuring the interests of Surrey and its residents are represented at regional and national level.
- Developing and empowering the people in the Chief Executive's Office by delivering our 'Staff Matters' action plan.

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income	(£0.6m)	(£0.6m)	(£0.6m)	(£0.6m)	(£0.6m)	(£0.6m)
Expenditure	£14.3m	£16.1m	£14.9m	£14.3m	£14.7m	£16.4m
% Year Change		12%	-7.5%	4.0%	2.8%	2.0%

Expenditure Budget 2013/14 by service



Purchasing / Building Assets (Capital)

	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total 2013 - 2018
Broadband	£11.3m	£0.0m	£0.0m	£0.0m	£0.0m	£11.3m
Other	£0.2m	£0.2m	£0.2m	£0.1m	£0.1m	£0.8m
Total Capital costs	£11.5m	£0.2m	£0.2m	£0.1m	£0.1m	£12.1m

Financial Commentary

- 8.1. The Directorate faces ongoing pressures of £1.7m over the 5 year planning period. This is predominately due to expected inflation of £1.5m, but also £0.4m has been added to the Legal budget to reflect the increased costs due to both the number and complexity of child protection cases. These pressures are offset slightly by the removal of one off budgets in relation to the Superfast broadband project and Jubilee celebrations. One off increases of £1.5m have been added to the 2013/14 and 2017/18 budgets to fund the estimated cost of holding County Council elections.
- 8.2. Savings of £1.0m are planned over the five year period. Of this £0.2m was achieved early during 2012/13 and is reflected within the 2013/14 budget. £0.8m is planned for 2015/16 through a reconfiguration of the directorate. This will require a significant change to the operation and design of the directorate.

Presentation of financial information

- 8.3. The revenue budgets have been rebased on the funding reporting strategy workstream recommendation from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made in order to focus more on income and provide further transparency on the directorate's finances.
- 8.4. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 8.5. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTF 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Fees & charges	-163	-196	-200	-204	-209	-214
Joint working income	-21	-21	-22	-22	-23	-23
Reimbursement & recovery of costs	-462	-411	-419	-428	-438	-445
Other income	-646	-628	-641	-654	-670	-682
Total income	-646	-628	-641	-654	-670	-682
Expenditure:						
Staffing	8,897	9,184	9,362	9,547	9,736	9,932
Supplies and services	4,283	4,582	4,648	3,943	4,046	4,150
Transport	174	178	182	185	190	195
Service provision	957	2,110	659	674	689	2,203
Non pay	5,414	6,870	5,489	4,802	4,925	6,548
Total expenditure	14,311	16,054	14,851	14,349	14,661	16,480
Net budget supported by Council Tax, general government grants and reserves	13,665	15,426	14,210	13,695	13,991	15,798

FTE's	2012/13	2013/14
CEO Core Establishment	174 ²⁵	174

²⁵ 2012/13 FTE restated due to previous exclusion of the Audit Team.

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Strategic Leadership	494	472	481	491	501	511
Directorate Reconfiguration	0	0	0	-800	-800	-800
Emergency Management	500	478	488	497	507	518
Communications Team	1,141	1,135	1,157	1,181	1,203	1,228
Central Communications	510	520	530	543	555	566
Surrey Matters	222	227	231	237	242	247
Communications	1,873	1,882	1,918	1,961	2,000	2,041
Legal Services	3,751	4,200	4,282	4,365	4,456	4,549
Democratic Services Team	1,919	1,982	2,022	2,063	2,103	2,146
Members Allowances & Expenses	1,820	1,873	1,907	1,943	1,982	2,025
Local Elections	30	1,520	31	31	32	1,532
Legal & Democratic	7,520	9,575	8,242	8,402	8,573	10,252
Corporate Policy & Performance	1,501	1,545	1,576	1,608	1,641	1,673
Corporate Subscriptions	231	222	227	232	237	243
Voluntary & Community Sector Support	678	575	587	599	613	627
Projects	200	0	0	0	0	0
Audit	668	677	691	705	719	733
Policy & Performance	3,278	3,019	3,081	3,144	3,210	3,276
Total net budget	13,665	15,426	14,210	13,695	13,991	15,798

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Income budget by service:</u>						
Chief Executive Office	0	0	0	0	0	0
Re-configuration of CEO Directorate						
Emergency Management	(21)	-21	-22	-22	-23	-23
Communications	(10)	-10	-11	-10	-11	-11
Legal & Democratic	(316)	-324	-330	-338	-346	-352
Policy & Performance	(299)	-273	-278	-284	-290	-296
	(646)	-628	-641	-654	-670	-682
<u>Expenditure budget by service:</u>						
Chief Executive Office	494	472	481	491	501	511
Re-configuration of CEO Directorate		0	0	-800	-800	-800
Emergency Management	521	499	510	519	530	541
Communications	1,883	1,892	1,929	1,971	2,011	2,052
Legal & Democratic	7,836	9,899	8,572	8,740	8,919	10,604
Policy & Performance	3,577	3,292	3,359	3,428	3,500	3,572
	14,311	16,054	14,851	14,349	14,661	16,480
Chief Executive Office	13,665	15,426	14,210	13,695	13,991	15,798

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year budget (2012/13 budget represented)	13,665	15,426	14,210	13,695	13,991	13,665
Funding changes	19	-13	-13	-15	-14	-36
Expenditure changes:						
Pressures & changes	1,931	-1,198	304	315	1,821	3,173
Savings & reductions	-189	-5	-806	-4	0	-1,004
	1,742	-1,203	-502	311	1,821	2,169
Revised budget	15,426	14,210	13,695	13,991	15,798	15,798

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Total movement by year

	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Funding changes							
Virements	30					30	
Income inflation	-11	-13	-13	-15	-14	-66	
Total funding changes	19	-13	-13	-15	-14	-36	

Pressures and changes

Changes:

Virements	-30					-30	
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Pressures:

Inflation	242	293	304	315	320	1,473	
Legal - Child Protection services	250		185			435	
Legal - Child protection c/fwd	185		-185			0	
Additional ward from 2013/14	15	0	0	0		15	
Election costs	1,490	-1,490	0	0	1,500	1,500	
Remove 2012-13 Jubilee funding	-20	0	0	0		-20	
remove Superfast Broadband funding	-200	0	0	0		-200	
Total pressures	1,962	-1,197	304	315	1,820	3,203	

Total pressures and changes	1,932	-1,197	304	315	1,820	3,173	
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Savings

Re-configuration of CEO directorate	0	0	-800	0		-800	R
Voluntary sector grant reduction	-100	0	0	0		-100	G
Staff savings	-70	0	0	0		-70	G
Other Supplies & Services reductions	-19	-5	-6	-4		-34	G

Total savings	-189	-5	-806	-4	0	-1,004	
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Savings risk analysis

Red	0	0	-800	0	0	-800	
Green	-189	-5	-6	-4	0	-204	

Annual Service Activity

Emergency Management Team

- In 2012/13, the Emergency Management Team provided support to residents in response to over 37 incidents ranging from the evacuation of residents to a long running flood incident over the Christmas period.
- The Emergency Management Team also delivered the Olympic Resilience Programme to support the Olympic events and activity in the county providing assurance to central Government agencies and the Olympic Organising Committee.

Communications

- Between April 2012 and February 2013, Surrey County Council featured in more than 8,479 media items. Coverage is broken down as follows: 46% Positive, 40% Neutral, 14% Negative
- Paid-for advertising equivalent (positive coverage): £5.3mn.
- Digital press office visits to date: 152,202
- Membership of Surrey Matters social media accounts: Twitter – 7,800 followers, Facebook – 419, E-newsletter - 1,249
- Since April the media team have produced 32 Youtube videos that have been viewed a total of 32,297 times.
- This year, s:net has attracted over 4.2m views, whilst Chat Zone has gained 1.02m views. The internal communications campaigns that attracted the most views were on appraisal (32,604), London 2012 (21,403) and staff benefits (19,372). S:net Council staff coverage is 85%.
- Exploiting online and social media communications channels will reduce the publicity print bill by about 10% (approx £50,000).

Legal and Democratic Services

Legal casework record 2012:

- Cases opened: 1,122
- Cases closed: 1,322
- Cases currently open: 2,887

Child Protection activity 2012:

- Legal Planning Meetings: 383

Social Care Debt recovery 2012:

- Property charges redeemed: £2.31m

In 2012, Democratic Services provided support and management over various democratic functions of the Council including:

- 60 Cabinet and Cabinet Member meetings
- 56 Select Committees
- 40 Regulatory Committees
- 33 Royal visits
- 414 meetings and Civic engagements attended by the Chairman and Vice-Chairman.
- 1,021 school appeals lodged and 7 permanent exclusion appeals
- 1,620 FOI requests received

Policy and Performance

- Since its launch in November 2011, Surrey-i has attracted 53,287 hits, from 31,973 visitors, which have resulted in 415,261 Surrey-i pages being viewed. New visitors account for over 50 per cent of unique visits to Surrey-i.
- The Policy and Partnerships Team provides approximately £475,000 in grants to support a sustainable Voluntary, Community and Faith Sector (VCFS) in Surrey. One example of how this funding is used is to support an annual joint event with the Surrey Compact, which facilitates closer and improved partnership working between VCFS groups and statutory partners.
- The Performance and Change Team coordinated the Public Value Review programme, which closed in November 2012. 29 reviews were completed and forecast cumulative savings of £279million to 2015/16 were identified. The programme helped the Council to win the IESE Council of the Year Award in March 2013.
- 50 audit reports were issued for 2012/13. 10 further audit reports are due to be issued this year.

Superfast Broadband

- The Superfast Broadband Project will help 96,323 premises that aren't affected by private sector infrastructure upgrades get high-speed broadband coverage.

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Capital budget

Scheme	2013/14	2014/15	2015/16	2016/17	2017/18	Capital Profiling
	£000s	£000s	£000s	£000s	£000s	Total £000s
Recurring programmes						
Community Building Grant scheme	150	150	150	150	150	750
Sub total	150	150	150	150	150	750
Projects						
Economic Development-Broadband	11,300					11,300
Sub total	11,300	0	0	0	0	11,300
Total capital expenditure of schemes managed by CXO	11,450	150	150	150	150	12,050

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Service: Strategic Leadership

Asst Chief Executive: Susie Kemp

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Total income	0	0	0	0	0	0
<u>Expenditure</u>						
Staffing	408	414	422	430	439	448
Premises						
Supplies and services	81	24	25	(774)	(774)	(774)
Transport	5	5	5	5	5	6
Service provision		29	29	30	31	31
Non Pay	86	58	59	(739)	(738)	(737)
Total expenditure	494	472	481	(309)	(299)	(289)
Net budget	494	472	481	(309)	(299)	(289)

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Leadership	494	472	481	491	501	511
Re-configuration of CEO Directorate				(800)	(800)	(800)
Net budget	494	472	481	(309)	(299)	(289)

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Service: Emergency Management

Head of Service: Ian Good

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income:						
Joint working income	(21)	(21)	(22)	(22)	-23	-23
Other income	(21)	(21)	(22)	(22)	(23)	(23)
Total income	(21)	(21)	(22)	(22)	(23)	(23)
Expenditure						
Staffing	465	441	450	459	468	477
Supplies and services	27	28	29	28	30	31
Transport	6	7	7	7	7	7
Service provision	23	23	24	25	25	26
Non Pay	56	58	60	60	62	64
Total expenditure	521	499	510	519	530	541
Net budget	500	478	488	497	507	518

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Emergency Management	500	478	488	497	507	518
Net budget	500	478	488	497	507	518

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Service: Communications

Head of Service: Louise Footner

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income:						
Fees & charges	(10)	(10)	(11)	(10)	(11)	(11)
Other income	(10)	(10)	(11)	(10)	(11)	(11)
Total income	(10)	(10)	(11)	(10)	(11)	(11)
Expenditure						
Staffing	1,060	1,091	1,112	1,136	1,157	1,181
Supplies and services	815	832	849	868	887	905
Transport	8	8	8	8	9	9
Service provision		(39)	(40)	(41)	-42	-43
Non Pay	823	801	817	835	854	871
Total expenditure	1,883	1,892	1,929	1,971	2,011	2,052
Net budget	1,873	1,882	1,918	1,961	2,000	2,041

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Communications Team	1,141	1,135	1,157	1,181	1,203	1,228
Central Communications	510	520	530	543	555	566
Surrey Matters	222	227	231	237	242	247
Net budget	1,873	1,882	1,918	1,961	2,000	2,041

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Service: Legal & Democratic

Head of Service: Ann Charlton

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Fees & charges	(122)	(186)	(189)	(194)	(198)	(202)
Reimbursement & recovery of costs	(194)	(138)	(141)	(144)	(148)	(150)
Other income	(316)	(324)	(330)	(338)	(346)	(352)
Total income	(316)	(324)	(330)	(338)	(346)	(352)
Expenditure						
Staffing	4,661	4,921	5,015	5,112	5,214	5,318
Supplies and services	2,976	3,310	3,349	3,415	3,488	3,564
Transport	138	141	144	147	150	154
Service provision	61	1,527	64	66	67	1,568
Non Pay	3,175	4,978	3,557	3,628	3,705	5,286
Total expenditure	7,836	9,899	8,572	8,740	8,919	10,604
Net budget	7,520	9,575	8,242	8,402	8,573	10,252

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Legal Services	3,751	4,200	4,282	4,365	4,456	4,549
Democratic Services Team	1,919	1,982	2,022	2,063	2,103	2,146
Members Allowances & Expenses	1,820	1,873	1,907	1,943	1,982	2,025
Local Elections	30	1,520	31	31	32	1,532
Net budget	7,520	9,575	8,242	8,402	8,573	10,252

One County One Team: Surrey County Council

Chief Executive's Office

Asst Chief Executive: Susie Kemp

Service: Policy & Performance

Head of Service: Liz Lawrence

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Fees & charges	(30)	0	0	0	0	0
Reimbursement & recovery of costs	(269)	(273)	(278)	(284)	(290)	(296)
Other income	(299)	(273)	(278)	(284)	(290)	(296)
Total income	(299)	(273)	(278)	(284)	(290)	(296)
Expenditure						
Staffing	2,303	2,317	2,363	2,410	2458	2508
Supplies and services	384	388	396	406	415	424
Transport	17	17	18	18	19	19
Service provision	873	570	582	594	608	621
Non Pay	1,274	975	996	1,018	1,042	1,064
Total expenditure	3,577	3,292	3,359	3,428	3,500	3,572
Net budget	3,278	3,019	3,081	3,144	3,210	3,276

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Corporate Policy & Performance	1,501	1,545	1,576	1,608	1,641	1,673
Corporate Subscriptions	231	222	227	232	237	243
Voluntary & Community Sector Support	678	575	587	599	613	627
Projects	200	0	0	0	0	0
Audit	668	677	691	705	719	733
Net budget	3,278	3,019	3,081	3,144	3,210	3,276

Central Income & Expenditure

Financial Commentary

- 9.1. The Central Income and Expenditure budget provides for items of income and expenditure that are not directly related to service provision, or are as a result of past decisions. This budget supports the council's corporate priorities by providing the resources to ensure the provision of the council's capital programme and has a sound financial standing both now and in the future. This is achieved through the use of the Risk Contingency budget and the long term stability of the pension fund.
- 9.2. The gross expenditure under this budget has reduced by £9m to £69m for the 2013/14 financial year. A significant part of this reduction - £11.8m – is due to the planned reversal of one-off budget items included in the 2012/13 budget. These include revenue contribution to the Invest to Save budget, which is now a standalone fund; a one contribution to the capital programme, and contributions to the council's earmarked reserves. In reviewing its treasury management policy, the council has reduced the minimum amount of cash it must hold and the estimated life of its new assets. Overall this has led to a saving of £3.4m.
- 9.3. On 1 April 2013 the council is required by the Pensions Act 2008 to ensure that all its employees are enrolled into one of its pension schemes. Individuals will then be able to voluntarily leave the scheme. Although the number of employees remaining in the scheme cannot be forecast accurately, the council estimates that the cost of this will be around £1m.
- 9.4. The council holds a risk contingency budget to cover for savings and reductions not being made in full. The 2012-17 MTFP included £8m for the 2013/14 financial year, but with the increased level of savings and greater uncertainty around funding, this is being increased to £13m. This increase will be funded from the Budget Equalisation Reserve.
- 9.5. For the remainder of the five year plan the central income and expenditure budgets increases to £72m. This increase reflects two significant pressures. The first is the revenue financing of the council's capital programme, and the second is the impact of the triennial actuarial review of the pension fund. This is estimated to increase the employer contributions by £5m from 2014/15.

Presentation of financial information

- 9.6. The revenue budgets have been rebased on the funding reporting strategy workstream recommendation from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made to focus more on income and provide further transparency on the directorate's finances.
- 9.7. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 9.8. Within the corporate (Bright Blue pages) there is a transition table on page 9 that starts with the MTFP 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

One County One Team: Surrey County Council

Central Income & Expenditure

Strategic Director: Julie Fisher

Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Local taxation	(580,026)	(594,283)	(617,042)	(632,590)	(651,357)	(670,949)
UK Government grants	(270,100)	(245,982)	(232,912)	(228,504)	(227,193)	(223,562)
Income from investments	(992)	(578)	(191)	(97)	(44)	(5,150)
Other income	(992)	(578)	(191)	(97)	(44)	(5,150)
Total income	(851,118)	(840,843)	(850,145)	(861,191)	(878,594)	(899,661)
Expenditure:						
Staffing	953	426	312	342	318	158
Supplies and services	38,389	31,634	31,720	27,269	29,134	26,622
Capital financing	38,701	36,981	41,090	42,810	45,002	45,503
Non pay	77,090	68,615	72,810	70,079	74,136	72,125
School expenditure						
Total expenditure	78,043	69,041	73,122	70,421	74,454	72,283
Net budget supported by Council Tax, general government grants and reserves						
	(773,075)	(771,802)	(777,023)	(790,771)	(804,140)	(827,378)

One County One Team: Surrey County Council

Central Income & Expenditure

Strategic Director: Julie Fisher

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Protected salaries & relocation	953	426	312	342	318	158
Pensions back funding	8,606	8,606	8,787	8,980	9,178	9,380
Redundancy & compensation	4,781	4,360	3,652	3,831	3,679	2,716
Invest to save	3,800	0	0	0	0	0
Risk contingencies	9,000	13,000	8,000	8,000	8,000	8,000
Changes to pension fund contributions	0	1,000	6,000	6,000	6,000	6,000
Land drainage precept	973	1,071	1,098	1,125	1,153	1,182
Contribution to/from reserves	9,229	3,597	4,183	-668	1,124	-656
Revenue Contribution to Capital Expenditure	2,000	0	0	0	0	0
Interest payable	16,072	15,942	17,420	18,182	19,825	20,025
Minimum Revenue Provision (MRP)	22,629	21,039	23,670	24,629	25,177	25,478
Council Tax	-580,026	-550,420	-571,834	-585,935	-603,536	-621,646
Business rates income	0	-43,863	-45,208	-46,655	-47,821	-49,303
General government grants	-270,100	-245,982	-232,912	-228,504	-227,193	-223,562
Interest receivable	-992	-578	-191	-97	-44	-5,150
Total net budget	(773,075)	(771,802)	(777,023)	(790,771)	(804,140)	(827,378)

Budget movement summary

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013/18 £000s
Prior year budget (2012/13 budget represented)	-773,075	-771,803	-777,023	-790,771	-804,140	-773,075
Funding changes	10,275	-9,302	-11,046	-17,403	-21,066	-48,543
Expenditure changes:						
Pressures & changes	-4,490	9,727	-1,144	5,059	-1,039	8,114
Savings & reductions	-4,513	-5,646	-1,558	-1,025	-1,132	-13,874
	-9,003	4,081	-2,702	4,034	-2,171	-5,761
Revised budget	-771,803	-777,023	-790,771	-804,140	-827,378	-827,378

One County One Team: Surrey County Council

Central Income & Expenditure

Strategic Director: Julie Fisher

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Total £000s	RAG
Funding changes							
Income virement	474					474	
Changes to interest rates & levels of cash balances	414	387	94	53	-106	842	
Investment Income from long term capital strategy					-5,000	-5,000	
Government Grant Income	23,644	13,070	4,408	1,311	3,631	46,064	
Business rates income surplus	-43,863	-1,345	-1,447	-1,166	-1,482	-49,303	
Movements in Council Tax Income	29,606	-21,414	-14,101	-17,601	-18,109	-41,620	
Total funding	10,275	-9,302	-11,046	-17,403	-21,066	-48,543	
Pressures:							
<u>Expenditure changes:</u>							
Virements	-788	-800	-274	16	17	-1,829	
<u>Service pressures:</u>							
Inflation	121	209	221	226	232	1,009	
Cost of service reorganisations			209			209	
End of Invest to Save Scheme	-3,800					-3,800	
Removal of Contingency for Olympics	-1,000					-1,000	
Planned changes to contributions to earmarked reserves	-4,854	1,386	-4,577	1,776	-1,797	-8,066	
Changes to capital programme	1,826	8,007	3,759	2,239	389	16,220	
Revenue Contributions to one-off schemes	-2,000					-2,000	
Repayment of existing loans	-897	-897				-1,794	
Provision for early repayment of loans & internet rate risk	903	822	-482	-199	120	1,165	
Pension fund auto enrolment	1,000					1,000	
Pension fund actuarial review		5,000				5,000	
Risk contingency - one off	5,000	-5,000				0	
New Homes Bonus investment		1,000		1,000		2,000	
Total service pressures	-3,702	10,527	-870	5,043	-1,056	9,943	
Total pressures and changes	-4,490	9,727	-1,144	5,059	-1,039	8,114	
Savings							
Cost of service reorganisations	-948	-822		-176	-1,123	-3,069	A
Changes to Treasury Management Policy	-3,076	-4,439	-1,407	-810		-9,732	G
Changes to interest rates	-489	-385	-151	-39	-9	-1,073	A
Total savings	-4,513	-5,646	-1,558	-1,025	-1,132	-13,874	
Funding changes & savings risk analysis							
Amber	-1,437	-1,207	-151	-215	-1,132	-4,142	
Green	-3,076	-4,439	-1,407	-810	0	-9,732	

