

Appendix 1: 2019/20 DRAFT BUDGET ENVELOPE PROPOSAL

	CFLC £'000	HWA £'000	EGC £'000	HT E £'000	Fin £'000	CDT £'000	CIE £'000	Total £'000
Prior year budget	223,157	371,515	19,453	169,801	11,439	51,574	40,837	887,776
PRESSURES:								
<u>Pressures before mitigating transformational activities</u>								
Prices	700	22,247	935	5,728	267	909	0	30,786
Impact of Demography	0	6,370	0	0	0	0	0	6,370
Other service pressures	16,100	1,957	0	2,829	110	0	1,364	22,360
Funding Changes	0	4,279	0	0	0	0		4,279
Service improvements	0	0	0	1,004	0	320		1,324
Removal of one-off savings / funding within the Revised 2018/19 budget	0	0	3,643	2,035	1,111	7,963	26,418	41,170
Total Pressure before mitigating transformational activities	16,800	34,852	4,578	11,596	1,488	9,192	27,782	106,288
Transformational activities to mitigate pressures	0	-19,393	0		0	0		-19,393
Total budgeted pressures	16,800	15,460	4,578	11,596	1,488	9,192	27,782	86,896
SAVINGS & INCOME								
Transformation projects	-24,150	-17,879	-150	-12,362	0	-8,537		-63,078
Efficiency savings	0	-1,924	-2,804	-930	-346	-1,439	-826	-8,269
Policy Savings	0	-1,472	-600	-384	-700	0	-3,199	-6,355
Savings to be identified				-3,088				-3,088
Financing Savings							-4,182	-4,182
Total savings and income	-24,150	-21,275	-3,554	-16,764	-1,046	-9,976	-8,207	-84,972
Proposed 2019/20 budget at directorate level	215,807	365,699	20,477	164,633	11,881	50,790	60,412	889,699

2019/20 BUDGET ENVELOPE PROPOSAL

Directorate for: Children, Family Learning & Community

This Directorate covers: Schools & SEND (now included Cultural Services) , Safeguarding & Family Resilience, Corporate Parenting, Quality Assurance, Commissioning

Movements	£k
Prior year budget	223,157
Pressures:	
<i>Pressures before mitigating transformational activities</i>	
Prices	
<u>Inflationary increase for Childrens placements and transport</u>	<u>700</u>
Total Prices	700
Other demand pressures	
Children's Services - legislative and contractual	1,000
SEND High Needs Funding Sustainability	12,100
SEN Transport	3,000
<u>Total Other demand pressures</u>	<u>16,100</u>
Total Net Pressure	16,800
<i>Transformational activities to mitigate pressures</i>	
<u>Total Transformational activities to mitigate pressures</u>	<u>0</u>
Total budgeted pressures	16,800
Transformational savings	
Family Resilience	-19,450
Review of Cultural Services - libraries, heritage, arts and registration services	-4,000
SEN transport savings	-700
<u>Total Transformational savings</u>	<u>-24,150</u>
Savings	-24,150
Draft Net Budget	215,807

2019/20 BUDGET ENVELOPE PROPOSAL

Directorate for: Health, Wellbeing & Adult Social Care
 This Directorate covers: Adult Social Care,
 Public Health

Movements**£k**

Prior year budget **371,515**

Pressures:*Pressures before mitigating transformational activities*

Prices

ASC cost of care pressures prior to mitigating actions 22,247

Total Prices 22,247

Impact of Demography

ASC demographic pressures prior to mitigating actions 6,370

Total Impact of Demography 6,370

Other service pressures

Service delivery pressures beyond prices and demography 1,957

Total Other service pressures 1,957

Funding Changes

End of Adult Social Care Support Grant 2,497

Reduction in Improved Better Care Fund Grant 817

Reduction in Public Health grant 965

Total Funding Changes 4,279

Total Pressure before mitigating transformational activities **34,852**

Transformational activities to mitigate pressures

Mitigation of ASC cost of care pressures -16,200

Mitigation of ASC demographic pressures -3,192

Total Transformational activities to mitigate pressures **-19,393**

Total budgeted pressures **15,460**

Savings:

Transformational savings	
Reviews of existing care packages	-7,075
Manage down care package volumes	-3,971
Cost of care renegotiation savings	-3,222
ASC workforce review including digital and mobile working	-2,097
Personalised strategic shift from residential to community provision	-1,000
Wider contracts and grants savings	-515
Total Transformational savings	-17,879

Efficiency savings

Resolution of significant outstanding CHC disputes / assessments	-750
Sexual health (non-contract eg. out of area spend)	-428
Surrey Choices efficiency programme	-300
Substance misuse integrated service	-200
Planned change in Healthy Child Programme (0-19) contract value	-227
Other Public Health savings	-19
Total Efficiency savings	-1,924

Policy Savings

Completion of Housing related support decommissioning	-151
Increased assessed fees & charges income	-1,200
Completion of Closure of Surrey Information Hubs	-121
Total Policy Savings	-1,472

Total budgeted savings	-21,275
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Draft Net Budget	365,699
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2019/20 BUDGET ENVELOPE PROPOSAL

Directorate for:

Economy, Growth & Commercial

This Directorate covers:

Economic Growth, Managed on behalf of Orbis -
Property Services**Movements**

	£m
Prior year budget	19,453
Pressures:	
<i>Pressures before mitigating transformational activities</i>	
Prices	935
Total Prices	935
Removal of one-off savings / funding within the Revised 2018/19 budget	
2018/19 additional one-off savings	3,643
Total Removal of one-off savings / funding within the Revised 2018/19 budget	3,643
Total Pressure before mitigating transformational activities	4,578
<i>Transformational activities to mitigate pressures</i>	
Total Transformational activities to mitigate pressures	0
Total budgeted pressures	4,578
Transformational savings	
Cleaning & grounds maintenance contracts	-150
Total Transformational savings	-150
Efficiency savings	
Building repairs and maintenance	-1,960
External fees for building project feasibilities	-627
Building rates	-117
Printing contract	-100
Total Efficiency savings	-2,804
Policy Savings	
Budget for utilities at low usage	-600
Total Policy Savings	-600
Savings	-3,554
Draft Net Budget	20,477

Pressures:*Pressures before mitigating transformational activities*

Prices 935

Total Prices 935

Removal of one-off savings / funding within the Revised 2018/19 budget

2018/19 additional one-off savings 3,643

Total Removal of one-off savings / funding within the Revised 2018/19 budget 3,643**Total Pressure before mitigating transformational activities** 4,578*Transformational activities to mitigate pressures***Total Transformational activities to mitigate pressures** 0**Total budgeted pressures** 4,578

Transformational savings

Cleaning & grounds maintenance contracts -150

Total Transformational savings -150

Efficiency savings

Building repairs and maintenance -1,960

External fees for building project feasibilities -627

Building rates -117

Printing contract -100

Total Efficiency savings -2,804

Policy Savings

Budget for utilities at low usage -600

Total Policy Savings -600**Savings** -3,554**Draft Net Budget** 20,477

2019/20 BUDGET ENVELOPE PROPOSAL

Directorate for: Highways, Transport and Environment

This Directorate covers: Highways and Transport, Place Development & Waste, Fire Service, Trading Standards, Community Support, Emergency Management

Movements	£m
Prior year budget	169,801
Pressures:	
<i>Pressures before mitigating transformational activities</i>	
Prices	
Specific Contract Inflation (Highways, Waste & Transport)	4,138
Other	1,590
Total Prices	5,728
Other service pressures	
Waste Sinking Fund	2,829
Total Other service pressures	2,829
Service Improvements	
Member Local Highways Fund, Local Committee Highway Fund & Member Community Fund	1,004
Total Service Improvements	1,004
Removal of one-off savings / funding within the Revised 2018/19 budget	
HTE - One off savings 2018/19	2,219
HTE - One off changes	-184
Total Removal of one-off savings / funding within the Revised 2018/19 budget	2,035
Total Pressure before mitigating transformational activities	11,596
<i>Transformational activities to mitigate pressures</i>	
Total Transformational activities to mitigate pressures	0
Total budgeted pressures	11,596

Transformational savings

Environment - Changes to the waste charging scheme	-350
Environment - Further Changes at CRC's	-250
Highways - Changes to Local Bus Contracts	-3,586
Highways - Changes to Concessionary Fares	-400
Highways - Changes to Concessionary Fares	-583
Highways - Local Committee Highway Fund Schemes	-2,000
Highways -Members Local Highways Funding	-202
Highways - Members Community Fund	-202
Highways -Local Committee Revenue Schemes	-466
Highways - Bus Subsidiary Operators Grant Draw Down	-1,900
Environment - Directorate Initiatives	-323
Across HTE - Directorate Restructure	-1,000
Across HTE - Contract Renegotiation	-500
Across HTE - Additional Income	-600
Total Transformational savings	-12,362

Efficiency savings

Highways - Savings to be identified (Marginal Gains)	-178
Environment - Countryside review	-200
Environment - Waste - Kerbside recycling performance	-155
Environment - Waste - Recycling management	-57
Environment - Waste - Materials Management	-13
Environment - Savings to be identified (Marginal Gains)	-250
Trading Standards - Further savings (Marginal Gains)	-44
Trading Standards - Additional income generation	-33
Total Efficiency savings	-930

Policy Savings

HTE Income Inflation	-384
Total Policy Savings	-384

Savings to be identified

Across HT E	-3,088
Total Savings to be identified	-3,088

Savings -16,764**Draft Net Budget** 164,633

2019/20 BUDGET ENVELOPE PROPOSAL

Directorate for: Customer, Digital and Transformation

This Directorate covers: Customer Services, Strategic Leadership, Strategy & Performance, Communications, Orbis, Managed on behalf of Orbis Services

Movements	£m
Prior year budget	51,574
Pressures:	
<i>Pressures before mitigating transformational activities</i>	
Prices	909
Total Prices	909
Restructure to support Council-wide transformation	320
Total Restructure to support Council-wide transformation	320
Removal of one-off savings / funding within the Revised 2018/19 budget	
2018/19 additional one-off savings	7,963
Total Removal of one-off savings / funding within the Revised 2018/19 budget	7,963
Total Pressure before mitigating transformational activities	9,192
<i>Transformational activities to mitigate pressures</i>	
Total Transformational activities to mitigate pressures	0
Total budgeted pressures	9,192
Transformational savings	
Digital	-1,000
Orbis VFM	-3,537
Spans of control	-1,500
Mobile/agile workforce	-1,000
Channel Shift	-500
One front door	-1,000
Total Transformational savings	-8,537
Efficiency savings	
Removal of one-off Orbis Investment	-1,316
Customer Services & Communications	-123
Total Efficiency savings	-1,439
Savings	-9,976
Draft Net Budget	50,790

2019/20 BUDGET ENVELOPE PROPOSAL

Directorate for:

Finance, Legal and Coronial

This Directorate covers:

Managed on behalf of Orbis - Finance, Legal,
Democratic and Coroner

Movements	£m
Prior year budget	11,439
Pressures:	
<i>Pressures before mitigating transformational activities</i>	
Prices	267
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Total Prices	267
Other service pressures	110
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Total Other service pressures	110
Removal of one-off savings / funding within the Revised 2018/19 budget	
2018/19 additional one-off savings	1,111
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Total Removal of one-off savings / funding within the Revised 2018/19 budget	1,111
Total Pressure before mitigating transformational activities	1,488
<i>Transformational activities to mitigate pressures</i>	
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Total Transformational activities to mitigate pressures	0
Total budgeted pressures	1,488
<u>Efficiency savings</u>	
Reduce contribution to council's insurance self-fund	-223
Reduce Legal, Democratic Services and Coroner spend	-123
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Total Efficiency savings	-346
<u>Policy Savings</u>	
Reduced Members Allowances	-246
Reduce demand on Legal Services by remodelling service delivery	-300
Reduce cost of agency, expert witnesses and stop use of external venues	-100
Democratic Services restructure	-54
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Total Policy Savings	-700
Savings	-1,046
Draft Net Budget	11,881

2019/20 BUDGET ENVELOPE PROPOSAL

Directorate for:

Central Income & Expenditure

This Directorate covers:

Central Expenditure

Movements

	£m
Prior year budget	40,837
Pressures:	
<i>Pressures before mitigating transformational activities</i>	
Other service pressures	1,364
Total Other service pressures	1,364
Removal of one-off savings / funding within the Revised 2018/19 budget	26,418
Total Removal of one-off savings / funding within the Revised 2018/19 budget	26,418
Total Pressure before mitigating transformational activities	27,782
<i>Transformational activities to mitigate pressures</i>	
Total Transformational activities to mitigate pressures	0
Total budgeted pressures	27,782
Revised borrowing strategy	-826
Total Efficiency Savings	-826
Policy Savings	
Deferred Contribution to Reserves	-3,199
Total Policy Savings	-3,199
Financing Savings	
Investment income	-4,182
Total Financing Savings	-4,182
Savings	-8,207
Draft Net Budget	60,412