

Summary - 2020/21 Pressures and Efficiencies by Directorate2020/21
£'000

Prior year budget	928,564
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Pressures

Directorate	2020/21 £'000
Children, Families, Lifelong Learning & Culture	12,488
Public Health	319
Adult Social Care	20,547
Environment, Transport & Infrastructure	9,561
Transformation, Partnership and Prosperity	3,274
Resources	4,651
Central Income and Expenditure	27,098
Total Pressures	77,938

Efficiency Proposals

Directorate	2020/21 £'000
Children, Families, Lifelong Learning & Culture	11,979
Public Health	319
Adult Social Care	12,344
Environment, Transport & Infrastructure	3,966
Transformation, Partnership and Prosperity	1,021
Resources	4,074
Central Income and Expenditure	4,427
Total Efficiencies	38,130

Total	968,373
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Efficiencies still to find	0
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Children, Families, Lifelong Learning & Culture - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 243,690

Pressures

Pressures Title	Description	2020/21 £'000
Pay Inflation	Pay inflation has been calculated based on a 2% year on year uplift to salaries. The cost of incremental pay progression has not been included. Services will need to manage the impact of incremental pay progression within their budget envelopes.	3,015
Non-Pay Inflation	An increase based on the terms stipulated within contracts including, transport, social care placements and special guardian orders.	3,808
Council Tax Subsidy	Care Leavers living outside Surrey	100
Child Death Reviews	SCC contribution to Child Death review process with six Surrey CCGs in line with updated guidance.	150
Education Management System	Implementation costs of new Education Management System, initial pressure followed by reduction in annual maintenance licence costs.	290
Mainstreaming of transformation - SEND	Funding of the on-going costs of services following the transformation programme - SEND	1,675
Mainstreaming of transformation - Commissioning	Funding of the on-going costs of services following the transformation programme - Commissioning	450
2019/20 Unmet Efficiencies	An ambitious trajectory was set to realise efficiency targets in 19/20. Whilst improvement is on track, the financial benefits are not expected to be achieved and aligned until 21/22.	3,000
Total Pressures		12,488

Children, Families, Lifelong Learning & Culture - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget

243,690

Efficiency Proposals

Efficiency Title	Description	2020/21 £'000
Libraries and cultural services transformation	A new strategy and service model will be implemented for libraries and cultural services ensuring a more efficient use of our asset base and increased income generation. This model and approach differs from our current model by increasing the focus on sharing spaces to ensure they are genuinely cost-effective.	800
Short Breaks	Better utilisation of short breaks block contract to reduce spend on spot purchasing.	300
Care Leaver Packages	Reduction on supported accommodation spot purchase expenditure through better utilisation of the block contract.	200
Contact Services	Review of contact service to ensure delivery of court ordered contact.	250
Reduction in SEND reserve	Proposed plans for delivering sustainability for the High Needs block require some further analysis and ratification. The Council is currently matching the DSG HNB overspend of £29m to create an offsetting reserve. As a result of these proposals the contribution in 20/21 will be reduced to £24m.	3,101
Reduction in SEND reserve	Proposed plans for delivering sustainability for the High Needs block require some further analysis and ratification. The Council is currently matching the	2,000
Reunification Project	Review of existing cases to understand if children should remain in care or return home	200
Early Help Transformation – Children’s Centre reconfiguration	This is the ongoing impact of the remodelling of Children’s Centres to create Family Centres which was undertaken in 19/20. The overall efficiency for this programme was £3.4m.	2,400
Early Help Commissioning – budget reduction for 20/21	Efficiencies are linked to reductions in contracts for services delivering Early Help. The previous fragmented approach of small grants to a variety of organisations produced little evidence of impact. We are therefore moving to a Lead Provider model which is expected to generate efficiencies in line with the recommendations of the Children's Commissioner.	100
Commercialisation	Increased income expected from Registrars / Civil Ceremonies due to a revised fee structure and expanded service offer.	300
Surrey Outdoor Learning & Development	Increased turnover from additional activities and fee inflation.	200
Income	Charging schools for work to support transfer to Academy status based on the cost incurred by the Council, thus removing the burden from the Council tax payer.	128
Clinical Commissioning Group (CCG) Funding	CCG funding for Services that SCC are paying 100% for which should be funded or part-funded by Health.	2,000
Total Efficiencies		11,979
Total		244,199
Efficiencies still to find		0

Public Health - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 30,236

Pressures

Pressures Title	Description	2020/21 £'000
Sexual health demand	Increased expenditure on sexual health out of area assessments and treatment. This is the main area of Public Health service expenditure that is not subject to fixed contracts. Surrey residents are entitled to get their sexual health service from anywhere in the country. When they do so in areas outside of the county, SCC is charged. The estimated pressure is based on the historical trend.	220
Pay inflation	Pay inflation has been calculated based on a 2% year on year uplift to salaries. The cost of incremental pay progression has not been included. Services will need to manage the impact of incremental pay progression within their budget envelopes.	60
Sexual health contracting	Genitourinary medicine (GUM) contract extension from April 2020.	11
Recharge pressure	Estimated increase in recharge of SCC corporate overheads to the Public Health service.	25
Pharmaceutical Needs Assessment	Wasn't completed in 2019/ 20 as every 3 years.	3
Total Pressures		319

Efficiency Proposals

Efficiency Title	Description	2020/21 £'000
Reduction to the planned delivery of the Children's Dental Health Epidemiology Survey	We will work closely with Dental Public Health colleagues to ensure we contribute to the understanding of dental need. We will work closely with Dental Public Health colleagues to fund a more cost-effective targeted approach to reducing dental decay in the most vulnerable children.	5
Family Weight Management contract efficiencies	Commencement of new Family Weight Management Contract with Active Surrey	21
Substance Misuse Efficiencies	Efficiencies related to the integrated Substance Misuse service	36
Commissioning changes	Change in commissioning model for the Babcock budget as staff member has been brought in house and is now included under salaries and the commissioning budget removed	50
Staffing efficiencies	This will mean deleting an existing vacancy from the current structure and reallocation of work to ensure core functions are maintained.	92
Review of Stop Smoking service	Currently stop smoking services are provided in 3 ways - a contract SCC has commissioned with a community provider, Public Health Agreements with GPs and Public Health Agreements with Pharmacies. The proposal is to cease the Public Health Agreements with GPs and Pharmacies, and instead focus all activity through the main community contract. GPs and Pharmacies will then refer people into the community contract. This will streamline the provision of stop smoking services, releasing cashable efficiencies in the process.	115
Total Efficiencies		319
Total		30,236
Efficiencies still to find		0

Adult Social Care - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 363,925

Pressures

Pressures Title	Description	2020/21 £'000
Pay Inflation	Pay inflation has been calculated based on a 2% year on year uplift to salaries. The cost of incremental pay progression has not been included. Services will need to manage the impact of incremental pay progression within their budget envelopes.	1,391
Non-Pay Inflation	Non-pay inflation has been calculated based on 2% for spot care packages plus any fixed inflation commitments built into block contracts.	7,425
Care package commitments higher than the 2019/20 budget	The ongoing net care package expenditure pressure above the 2019/20 budget that it is estimated will need be addressed by achieving efficiencies in 2020/21. This excludes the full year effect of new Transition clients in 2019/20 which is included in the pressure for new Transition cases from Children, Families, Learning and Culture services set out separately below.	6,150
New Transition cases from Children, Families, Learning and Culture services (CFLC) services	Based on current activity levels it is estimated that a pressure of £5m per year will arise representing the in-year cost of new cases that join in that year and the remaining full year cost of new cases from the previous year. This pressure may reduce in future years based on the success of actions planned through ASC's and CFLC's transformation programmes.	5,000
Increased staffing costs for ASC's Transition team	Funding of the ongoing costs of additional staff in ASC's Transition team initially funded through the All Age Learning Disability transformation programme.	581
Increased Better Care Fund income for ASC	Additional investment in Adult Social Care from 2019/20 BCF revised funding now part of BCF base.	-2,451
Increased Better Care Fund expenditure	Additional activity in Adult Social Care funded from increased BCF investment.	2,451
Total Pressures		20,547

Adult Social Care - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 363,925

Efficiency Proposals

Efficiency Title	Description	2020/21 £'000
Older People care package efficiencies	Efficiencies planned to be delivered through ASC's Practice Improvement programme. This excludes the efficiencies planned to be achieved through the expansion of affordable extra care housing which will also be achieved against the Older People care package budget.	4,635
Physical & Sensory Disability care package efficiencies	Efficiencies planned to be delivered through ASC's Practice Improvement programme.	1,593
Strategic shift for people with Learning Disabilities from residential care to independent living	Efficiencies estimated through moving people with Learning Disabilities from institutional residential care homes to independent living care settings. This relies on creating additional independent living capacity across Surrey which is being managed through ASC's Accommodation with Care & Support programme.	800
Learning Disability and Autism care package efficiencies	Efficiencies planned to be delivered through ASC's Learning Disability and Autism transformation programme. This covers the whole Learning Disability care package budget including the Transition 18-25 year old cohort. The efficiencies planned to be achieved through moving people from residential care to independent living are excluded which will also be achieved against the Learning Disabilities care package budget are excluded from the Efficiencies targets here.	4,639
Mental Health care package efficiencies	Efficiencies planned to be delivered through ASC's Mental Health transformation programme.	678
Total Efficiencies		12,344
Total		372,128
Efficiencies still to find		0

Environment, Transport & infrastructure - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 162,583

Pressures

Pressures Title	Description	2020/21 £'000
Pay Inflation	Pay inflation has been calculated based on a 2% year on year uplift to salaries. The cost of incremental pay progression has not been included. Services will need to manage the impact of incremental pay progression within their budget envelopes.	1,279
Non-Pay Inflation	Inflation on external contracts including highways maintenance, waste management and local bus contracts.	3,525
Strategic Transport Review - policy change not pursued	The budget assumed that transport efficiencies would be made in 2019/20 from Q4 onwards. The decision not to proceed with policy changes has led to a pressure.	1,612
Changes at Community Recycling Centres (CRCs) not progressed	The budget assumed that changes at CRCs would deliver efficiencies in 2019/20. The decision not to proceed with those changes has led to a pressure.	633
Street lighting private finance initiative (PFI) contract changes (one-off)	Changes to the street lighting PFI contract were expected to generate a one-off efficiencies in 2019/20, which needs to be replaced by new efficiencies from 2020/21.	1,382
Bus Service Operator Grant (BSOG) partially one-off	The 2019/20 budget includes use of the accumulated historical BSOG surplus, £1.9m, which is one-off. Offset against this, if the grant continues to be received then £0.8m can be released to support service provision.	1,060
Fire & Rescue contingency crewing	The Home Office require that Fire & Rescue services have appropriate contingency arrangements in place.	70
Total Pressures		9,561

Environment, Transport & infrastructure - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 162,583

Efficiency Proposals

Efficiency Title	Description	2020/21 £'000
Street lighting energy (on-going from 2019/20)	Conversion of street lights to LED will be implemented over 3+ years and energy efficiencies are expected to grow accordingly.	373
Concessionary fares volumes (On-going from 2019/20)	The volume of concessionary journeys has reduced in recent years, and this trend is expected to continue.	600
Countryside estate income/visitor economy	Developing the countryside offer to include events, concessions, and other income generation e.g. from catering.	125
Reduce waste management costs	Reduce waste management costs through a combination of incentivisation (including review of financial transfers to D&Bs) and recycling/minimisation campaigns, including reprioritising Surrey Environmental Partnership activities.	500
Network Management	To support the Council's environmental aims and encourage sustainable modes of transport there will be a review of the network management mechanisms and delivery models across the county. Phase 1 will include implementation of the revised parking Policy, with some consequent increases in income. Work is under way to identify options to deliver the remaining efficiencies.	668
Highway enforcement	Additional enforcement, e.g. bus lane camera enforcement, will help to ensure bus journeys are more reliable thereby supporting sustainable transport choices. Additionally, lobby government to enact legislation to allow other moving traffic violations (box junctions, banned turns, no entry etc.) to be enforced, supporting improvements in congestion management.	200
Fire efficiencies	Collaboration opportunities and modernisation of the service in response to the recommendations of HMICFRS.	1,500
Total Efficiencies		3,966
Total		168,178
Efficiencies still to find		0

Transformation, Partnership and Prosperity - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 16,869

Pressures

Pressures Title	Description	2020/21 £'000
Pay Inflation	Pay inflation has been calculated based on a 2% year on year uplift to salaries. The cost of incremental pay progression has not been included. Services will need to manage the impact of incremental pay progression within their budget envelopes.	299
Non-pay Inflation	An assumed RPI increase, where uplift is RPI, or an increase based on the terms stipulated within contracts	116
Cross Directorate	Non-achievement of 19/20 efficiencies. Additional efficiencies which were to be identified during 2019/20 have not been realised and therefore there is an ongoing pressure as a result.	1,007
Customer Services	Channel shift/customer experience efficiencies have not been realised as quickly or at the levels initially anticipated.	500
Strategic Leadership	Funding of Integrated Health Posts	333
Spans & Layers	Staffing efficiencies have been realised in other Directorates due to the implementation of spans and layers principles, this efficiency assumed that some central costs would be reduced and this is yet to be realised.	500
Coroners Service	Rising body transportation costs and pay pressures associated with staff who have transferred from the Police	118
Coroners Service	Phased reduction in Police contribution to Coroner's service as agreed when service transferred to the Council.	126
Insight, Analytics & Intelligence	Future enhanced staffing structure to recognise the need to invest in improved management information to inform decision making	275
Total Pressures		3,274

Efficiency Proposals

Efficiency Title	Description	2020/21 £'000
HR&OD	Rationalisation of staff development budgets to more closely align with refreshed Organisational Strategy/Our People Strategy/Transformation Programme.	200
Coroners	Service efficiencies from implementing peer review recommendations	100
Insight, Analytics & Intelligence efficiencies	Service efficiencies relating to Community Partnerships	135
Economic Development	Service efficiencies relating to structures and the Economic Growth Fund	200
Transformation Support Unit	Re-alignment of resources to reflect transformation refresh	100
Customer Services	Re-alignment of resources to reflect changes in customer demand and preferences (eg automation)	286
Total Efficiencies		1,021

Total 19,122

Efficiencies still to find 0

Resources - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 65,699

Pressures

Pressures Title	Description	2020/21 £'000
Pay Inflation	Pay inflation has been calculated based on a 2% year on year uplift to salaries. The cost of incremental pay progression has not been included. Services will need to manage the impact of incremental pay progression within their budget envelopes.	854
Non-pay Inflation	Inflation on property, IT and energy contracts as well as other support service contracts.	1,230
Orbis	Net impact of the delay to the achievement of prior years efficiencies target	371
Legal Services	Increasing cost of external legal fees.	439
IT&D	Increased costs of software licences.	320
Property	Move towards Greener Energy.	170
Property	Funding of Integrated Health Post.	167
Property	Land & Asset Improvement Project.	1,000
Finance	Increase Insurance premium costs.	100
Total Pressures		4,651

Efficiency Proposals

Efficiency Title	Description	2020/21
Orbis - Business Ops	Surrey CC share of planned efficiencies in existing Orbis business plan (these are predominantly coming from staffing efficiency through increased integration).	398
Orbis - IT&D		266
Orbis - Procurement		162
IT&D	Revised approach to capital funding of equipment refresh.	698
IT&D	Mobile app efficiencies.	50
Business Ops	Devolution of administration of Local Assistance Scheme to Boroughs & Districts.	250
Finance	Reduce Self Insurance Fund Contribution.	1,250
Total Efficiencies		4,074

Total 66,276**Efficiencies still to find** 0

Central Income & Expenditure - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 45,562

Pressures

Pressures Title	Description	2020/21 £'000
Contingency	Analysis of risk has resulted in the need to increase the base budget contingency.	10,063
Transformation Funding	Shifting investment from capital receipts to revenue as part of overall drive towards stability and sustainability,	7,500
Feasibility Fund	Creation of Feasibility Fund for the Council's capital investment programme. This will ensure better value project development, win more external funding and allow quicker delivery.	5,000
Investment Income	Realigning the Commercial Investment Portfolio income target to reflect the decision to hold rather than expand the portfolio, with a consequential reduced risk.	2,100
MRP	The revenue impact of additional capital expenditure.	1,448
Digital, Business & Insights Platform	Funding net investment costs of the new Digital, Business and Insights (DBI) platform.	487
Schools Funding Loss	Loss of funding from schools becoming academies.	500
Total Pressures		27,098

Efficiency Proposals

Efficiency Title	Description	2020/21 £'000
Interest Payable	Despite increased capital expenditure funded by borrowing, the commercial investment portfolio is on hold, reducing the requirement for borrowing, whilst short-term borrowing rates have reduced. This has resulted in a lower financing costs in 2020/21, with an increase in future years, as the capital programme accelerates.	927
Pension Strain	Due to organisational changes, as a result of transformation, the pension strain has reduced resulting in a reduction in the provision.	1,000
Pension Contribution - Triannual valuation	The draft actuarial valuation includes a forecasted reduction in the SCC contribution rate. The Council's funding level, calculated at the actuarial valuation, is 93%, which is an improvement from the last valuation in 2016/17.	2,000
Dynamic Discounting	The Council has negotiated discounts on early repayment of invoices for goods and services purchased. This will help achieve £0.5m of efficiencies in 2020/21	500
Total Efficiencies		4,427

Total 68,233

Efficiencies still to find 0

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