

## Annex A: Pressures and Efficiencies

### SUMMARY

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	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
<b>Brought forward budget</b>	<b>968.4</b>	<b>1,003.6</b>	<b>1,014.5</b>	<b>1,037.2</b>	<b>1,063.4</b>	

#### Pressures

Directorate	Net Pressure					Total £m
	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Adult Social Care	16.9	20.8	22.4	18.8	19.2	98.1
Public Health	0.0	0.0	0.0	0.0	0.0	0.0
Children, Families, Lifelong Learning and Culture	26.1	6.1	6.8	6.3	5.6	50.9
Environment, Transport and Infrastructure	7.8	2.7	3.5	3.3	3.2	20.6
Community Protection Group	1.2	1.1	1.1	1.0	1.1	5.5
Resources	3.6	1.4	2.1	2.1	2.2	11.3
Transformation, Partnerships and Prosperity	1.3	(0.1)	0.4	0.4	0.4	2.4
Central Income and Expenditure	19.6	4.2	7.2	8.8	10.9	50.7
<b>Total Pressures</b>	<b>76.5</b>	<b>36.3</b>	<b>43.4</b>	<b>40.7</b>	<b>42.6</b>	<b>239.5</b>

#### Efficiencies

Directorate	Efficiency					Total £m
	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Adult Social Care	11.9	8.4	5.6	4.0	1.4	31.3
Public Health	0.0	0.0	0.0	0.0	0.0	0.0
Children, Families, Lifelong Learning and Culture	20.9	11.4	11.0	9.9	9.5	62.7
Environment, Transport and Infrastructure	3.2	2.6	0.9	0.2	0.1	7.0
Community Protection Group	0.5	0.0	0.0	0.0	0.0	0.5
Resources	4.4	2.8	2.9	0.0	0.0	10.1
Transformation, Partnerships and Prosperity	0.3	0.3	0.2	0.4	0.6	1.8
Central Income and Expenditure	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Efficiencies</b>	<b>41.2</b>	<b>25.4</b>	<b>20.6</b>	<b>14.5</b>	<b>11.6</b>	<b>113.5</b>

<b>Indicative Budget Requirement</b>	<b>1,003.6</b>	<b>1,014.5</b>	<b>1,037.2</b>	<b>1,063.4</b>	<b>1,094.4</b>	
<b>Indicative funding increase / (reduction)*</b>	<b>35.2</b>	<b>(36.1)</b>	<b>(17.0)</b>	<b>(21.5)</b>	<b>(12.5)</b>	<b>(52.0)</b>
<b>Reductions still to find</b>	<b>0.0</b>	<b>47.1</b>	<b>39.7</b>	<b>47.7</b>	<b>43.4</b>	<b>178.0</b>

\*Columns and rows may not sum throughout the annex due to the impact of minor rounding discrepancies

## ADULT SOCIAL CARE

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	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
<b>Brought forward budget</b>	<b>372.1</b>	<b>377.1</b>	<b>389.5</b>	<b>406.3</b>	<b>421.1</b>	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Permanent effect of care package spending changes in 2020/21	The full year effect of changes to care package spending in 2020/21 that is estimated to carry forward into 2021/22	(0.9)					(0.9)
Staffing pressures	New unsocial hours policy, pay inflation (including incremental pay progression), budget adjustment given that the current rate of pay is above the 2020/21 budget and other staffing changes	3.4	1.6	1.7	1.8	1.9	10.4
Price inflation	Budgeted inflationary pressures for care packages and wider contracts & grants estimated to be necessary to maintain quality and sufficient capacity of service provision	11.1	10.0	11.6	11.2	11.6	55.5
Demand Pressures	The cost of young people transitioning from Children's, Families and Learning services and wider demographic pressures related to growing numbers of people who are expected to require care and support funded by the Council	7.3	7.1	7.0	5.8	5.7	32.9
Increased core Better Care Fund income for Adult Social Care	Increases to ASC's income from Surrey's Better Care Fund above the 2020/21 base budget	(4.0)					(4.0)
Liberty Protection Safeguards	An estimate of the pressure that may be incurred when this new legislation comes into effect from April 2022. There is a risk that the pressure could be significantly higher than currently reflected		2.1	2.1			4.2
<b>Total Pressures</b>		<b>16.9</b>	<b>20.8</b>	<b>22.4</b>	<b>18.8</b>	<b>19.2</b>	<b>98.1</b>

### Efficiencies

Efficiency	Description	Efficiency					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Older People care packages	Planned to be achieved through transforming the care pathway including embedding discharge to assess; improving purchasing of nursing & residential care beds and home care packages; and in the medium term through review of in-house services and the development of new affordable Extra Care Housing for Older People	4.4	4.3	4.0	3.5	1.4	17.6
Physical & Sensory Disability 25+ care packages	Planned to be achieved through developing and implementing a new strategy for people with Physical & Sensory Disabilities, transforming the care pathway and resolving disputes about people's eligibility for Continuing Health Care	0.8	0.2	0.0	0.0	0.0	1.0
Learning Disability 25+ & Transition care packages	Planned to be achieved through commissioning the development of new independent living accommodation, and moving people based on their assessed needs from residential care to independent living; reducing expenditure on traditional institutionalised day care services and the associated transport and instead investing in employment support and travel training; transforming the care pathway; and resolving disputes about people's eligibility for Continuing Health Care	6.5	3.9	1.6	0.5	0.0	12.5
Mental Health care packages	Planned to be achieved by mitigating a third of budgeted demand pressures for Mental Health care packages through the delivery of the Mental Health Transformation programme	0.2	0.0	0.0	0.0	0.0	0.2
<b>Total Efficiencies</b>		<b>11.9</b>	<b>8.4</b>	<b>5.6</b>	<b>4.0</b>	<b>1.4</b>	<b>31.3</b>

<b>Indicative Budget Requirement</b>	<b>377.1</b>	<b>389.5</b>	<b>406.3</b>	<b>421.1</b>	<b>438.9</b>
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## CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE (CFLC) (1 of 2)

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
<b>Brought forward budget</b>	<b>245.1</b>	<b>250.4</b>	<b>245.1</b>	<b>240.9</b>	<b>237.2</b>	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Price inflation	Expected inflationary increase in contract costs	1.9	2.0	2.1	2.2	2.2	10.4
Pay inflation	New unsocial hours policy, pay inflation (excluding incremental pay progression), and other staffing changes	1.9	2.3	2.5	2.6	2.7	12.1
Increase in Social Care referrals (CV-19 related)	Expected impact of CV-19 on Looked After Children cost. Residential, fostering and supported accommodation placement costs relating to both external and in-house provision are expected to increase and then gradually reduce again in future years	7.6	(1.8)	(1.4)	(1.0)	(0.7)	2.6
Underlying growth in Looked After Children	Increase in cost expected due to 4% annual growth in numbers seen over recent years (pre-COVID)	2.6	2.7	2.7	2.7	1.4	12.1
Permanent impact of overspends identified in 2020/21	Systemic overspend on Looked After Children placement budgets	2.9	0.0	0.0	0.0	0.0	2.9
At risk efficiencies	Reversal of unachieved efficiencies relating to Health income for 2020/21 and future years	3.0	1.0	1.0	0.0	0.0	5.0
Lost Culture Income (CV-19 related)	Review of Cultural services budget in light of lost income from COVID-19. This pressure is offset by an efficiency so represents the need to either return income to pre-COVID levels or make reductions in expenditure to reflect the new ongoing levels of income	3.1	0.0	0.0	0.0	0.0	3.1
Emotional Wellbeing and Mental Health Procurement	Share of growth agreed in conjunction with CCGs during the commissioning of the new EWMH contract from 2021/22 onwards	3.0	0.0	0.0	0.0	0.0	3.0
Joint commissioning staff costs	Additional staffing budget required following a review of the joint commissioning hub	0.1	0.0	0.0	0.0	0.0	0.1
Existing MTFS Pressures	Existing MTFS Pressures	0.0	(0.2)	(0.2)	(0.2)	0.0	(0.5)
	<b>Total Pressures</b>	<b>26.1</b>	<b>6.1</b>	<b>6.8</b>	<b>6.3</b>	<b>5.6</b>	<b>50.9</b>

## CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE (CFLC) (2 of 2)

### Efficiencies

Efficiency	Description	Efficiency					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Existing MTFs efficiencies – Health integration, Libraries and reunification project	Continuation of efficiencies for Libraries, Health Integration and reunification of Children with their families	1.8	1.8	1.5	0.3	0.0	5.3
DSG High Needs Block reduction to General Fund reserve contribution	Cost containment activity required to deliver £24m overspend position, assuming the assumptions on growth remain the same. This includes the Capital programme, banding review, promoting independence pathways for post 16 and other proposals	0.0	5.3	5.3	5.3	5.3	21.1
Increase vacancy factor in non social work roles	Increase the vacancy factor to 4% for all non-social worker roles	1.3	0.0	0.0	0.0	0.0	1.3
Efficiency and accuracy improvements from introduction of new IT systems	Improvement and automation of finance systems in future years expected to generate efficiencies through reduced duplication, better data intelligence and more efficient processes	0.0	0.2	0.2	0.2	0.0	0.5
Transport policy and new route procurement process	Further reduce expenditure on Transport through use of the Dynamic Purchasing System and impact of the new policies brought into place in Dec 2019	3.0	1.4	1.4	1.5	1.5	8.8
ELLC efficiencies, reallocation of work to reduce expenditure and reduction in school redundancy payments	Current underspends within ELLC are contributing towards reducing the impact of the HNB overspend. Review which of these may be possible to roll forward and remove permanently from the budget	0.5	0.0	0.0	0.0	0.0	0.5
Reduction in travel allowances spend	Following the changes in working patterns during the year and move towards agile there is an intention to reduce the level of travel within the directorate. This would be through a combination of more in county placed children and more digital and remote working of staff. Need to also consider against the schemes in place for staff being relocated from County Hall	0.5	0.0	0.0	0.0	0.0	0.5
Quality and Performance efficiencies	No change in 2021/22; likely to be from staffing changes thereafter	0.0	0.2	0.0	0.0	0.0	0.2
Reductions to 20-21 in-year overspend to reduce future year impact	Offsets the current £2.9m overspend on Looked After Children placements. This recognises that as well as managing the future demand and cost growth in this area the in-year overspend would remain a pressure	1.0	0.0	0.0	0.0	0.0	1.0
Inflation containment / commissioning savings	Review of contracts coming up for re-procurement to determine opportunities to reduce inflationary increases	0.5	0.0	0.0	0.0	0.0	0.5
KLOE opportunities such as S20 charges, digital and business support	Further opportunities from the Key Lines of Enquiry (KLOE)	0.5	0.0	0.0	0.0	0.0	0.5
Impact of new practice models on Looked After Children numbers	Offsets against 4% annual growth in numbers seen over recent years. Policies implemented such as New practice model, Capital programme, One front door, Mockingbird etc. This is intended to then reduce the level of referrals requiring intervention	1.0	2.6	2.7	2.7	2.7	11.8
Mitigation of one off growth in CSC referrals from COVID-19	This reflects the intention/need to manage the increase in demand without increasing costs. This will be a combination of the new practice models mentioned above but will need to go further	7.6	0.0	0.0	0.0	0.0	7.6
Actions required to offset lost CV-19 cultural income	Review of Cultural services budget in light of lost income from COVID-19. This efficiency offsets a pressure so represents the need to either return income to pre-Covid levels or make reductions in expenditure to reflect the new ongoing levels of income	3.1	0.0	0.0	0.0	0.0	3.1
<b>Total Efficiencies*</b>		<b>20.9</b>	<b>11.4</b>	<b>11.0</b>	<b>9.9</b>	<b>9.5</b>	<b>62.7</b>

<b>Indicative Budget Requirement</b>	<b>250.4</b>	<b>245.1</b>	<b>240.9</b>	<b>237.2</b>	<b>233.3</b>
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\*The CFLC efficiency figure represents General Fund efficiencies; in addition, the Directorate need to deliver £20.0m of DSG efficiencies to balance the High Needs Block pressures. This brings the total efficiency requirement for CFLC to £40.9m

## ENVIRONMENT, TRANSPORT AND INFRASTRUCTURE (ETI)

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
<b>Brought forward budget</b>	<b>132.8</b>	<b>137.4</b>	<b>137.6</b>	<b>140.2</b>	<b>143.3</b>	

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### Pressures

Pressure	Description	Net Pressure					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Price inflation	Inflation on contract spend assuming a base rate of 1.5% RPIx in most cases	1.9	2.9	2.9	3.0	3.1	13.7
Pay inflation	Expected inflationary increase in salary costs	0.1	0.5	0.5	0.5	0.6	2.2
Waste volume (CV-19 related)	Reflecting a sustained increase in home-working	0.8	0.0	0.0	(0.4)	(0.4)	0.1
Waste prices	Increased cost of disposing of waste due to market capacity and value of recyclable materials	1.4	0.0	0.0	0.0	0.0	1.4
Waste contract re-procurement	The current waste contract ends in 2024, and arrangements will need to be reprocured	0.0	0.0	0.0	0.1	(0.1)	0.0
Public Rights of Way	Investment in rights of way maintenance	0.1	0.3	0.0	0.0	0.0	0.4
Climate Change Agenda	Staffing and associated costs	0.3	0.1	0.0	0.0	0.0	0.4
Planning and Major Projects	Staffing and associated costs	0.2	0.0	0.0	0.0	0.0	0.2
Placemaking	Establish Placemaking team to maximize funding and inward investment opportunities and support development of local centres	0.3	0.0	0.0	0.0	0.0	0.3
Local Bus Service subsidies (CV-19 related)	Short term support to contracted bus operators to enable services to continue with reduced passengers/fares, while future options are considered	1.7	(1.7)	0.0	0.0	0.0	0.0
Additional Highways & Transport resource	Bringing structures inspection back in-house (longer term efficiency), additional resource to deliver LTP and active travel, dedicated highways contract manager	0.4	0.2	0.0	0.0	0.0	0.6
Maintaining new active travel infrastructure to heightened design standards	Changes to government design standards for cycleways and increasing options requiring higher levels of maintenance to maintain safety for vulnerable users	0.0	0.1	0.1	0.1	0.1	0.3
Increased mitigation for severe weather and ecological threats (incl roads/footways & trees)	Including gritting, increased gully cleaning at hotspots, additional road repairs after flooding, removal of diseased trees	0.0	0.2	0.0	0.0	0.0	0.2
Network management	Reversal of 2020/21 efficiency, which assumed changes to local committees	0.7	0.0	0.0	0.0	0.0	0.7
Other pressures		0.0	0.2	0.0	0.0	0.0	0.3
<b>Total Pressures</b>		<b>7.8</b>	<b>2.7</b>	<b>3.5</b>	<b>3.3</b>	<b>3.2</b>	<b>20.6</b>

### Efficiencies

Efficiency	Description	Efficiency					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Food waste and dry mixed recycling	Increased capture of food waste and reduced contamination of recycling	0.4	0.2				0.6
Review waste & recycling financial arrangements.	Review existing arrangements	0.5					0.5
Improvements at Community Recycling Centres	Continued growth in reuse shops, reduced trade waste	0.1		0.1			0.2
Energy savings from streetlighting LED conversion	Energy saving from ongoing conversion of street lights	1.1	1.1	0.3	0.0	0.0	2.5
Bus lane enforcement	Expansion of current measures	0.2	0.2	0.1	0.0	0.0	0.5
Commercialisation	Options to be investigated	0.1	0.1	0.0	0.0	0.0	0.2
Review on street parking	Review existing arrangements	0.1	0.1	0.1	0.1	0.1	0.5
Capitalisation of highway repairs	Increased capitalisation of structures and network resilience costs	0.3	0.0	0.0	0.0	0.0	0.3
Reduced highways insurance claims	Reflecting investment in highways and reducing claims	0.3	0.0	0.0	0.0	0.0	0.3
Street lighting contract refinancing	Ongoing impact of improved financing terms	0.1	0.0	0.0	0.0	0.0	0.1
Countryside estate efficiencies and cost recovery	Recovering costs from grants, income and capital improvements	0.2	0.0	0.1	0.0	0.0	0.3
Infrastructure and Planning efficiencies	Income and efficiencies within Planning and Infrastructure	0.1	0.0	0.0	0.0	0.0	0.1
Efficiencies starting in future years	Efficiencies in future years including highway enforcement and innovation	0.0	0.8	0.2	0.0	0.0	1.0
<b>Total Efficiencies</b>		<b>3.2</b>	<b>2.6</b>	<b>0.9</b>	<b>0.2</b>	<b>0.1</b>	<b>7.0</b>

<b>Indicative Budget Requirement</b>	<b>137.4</b>	<b>137.6</b>	<b>140.2</b>	<b>143.3</b>	<b>146.3</b>
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## COMMUNITY PROTECTION GROUP

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	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
<b>Brought forward budget</b>	<b>36.3</b>	<b>37.0</b>	<b>38.1</b>	<b>39.1</b>	<b>40.2</b>	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Price inflation	Inflation on equipment and supplies, vehicle costs, etc	0.1	0.1	0.1	0.1	0.1	0.5
Pay inflation	Expected inflationary increase in salary costs	0.2	0.9	0.9	0.9	1.0	3.8
Coroner underlying cost pressure	Additional costs relating to hospital, pathology and other fees, and staffing costs, which in previous years have led to a budget pressure	0.8	0.0	(0.1)	0.0	0.0	0.7
Coroner reduced funding from Surrey Police	Reduction in funding from Surrey Police agreed when Coronial staff transferred into SCC	0.1	0.1	0.1	0.0	0.0	0.4
Mortuary operating costs	Service costs associated with operating a mortuary post-Covid-19, pending the development of a longer term solution	0.1					0.1
<b>Total Pressures</b>		<b>1.2</b>	<b>1.1</b>	<b>1.1</b>	<b>1.0</b>	<b>1.1</b>	<b>5.5</b>

### Efficiencies

Efficiency	Description	Efficiency					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Fire & Rescue transformation	Full year effect of transformation implemented in 2020/21, including collaboration and modernisation in response to the recommendations of HMICFRS	0.5	0.0	0.0	0.0	0.0	0.5
<b>Total Efficiencies</b>		<b>0.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.5</b>

<b>Indicative Budget Requirement</b>	<b>37.0</b>	<b>38.1</b>	<b>39.1</b>	<b>40.2</b>	<b>41.3</b>
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## RESOURCES

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
<b>Brought forward budget</b>	<b>66.6</b>	<b>65.8</b>	<b>64.5</b>	<b>63.6</b>	<b>65.7</b>	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Price inflation	Expected inflationary increase in contract costs	1.0	1.5	1.5	1.5	1.6	7.1
Pay inflation	Expected inflationary increase in salary costs	0.3	0.5	0.5	0.6	0.6	2.5
Income loss from School Meals (CV-19 related)	Sustained impact of social distancing and parent confidence on income from school meals	0.5	(0.5)	0.0	0.0	0.0	0.0
Business Operations - administration of Crisis Fund	Ongoing impact of unachievable efficiencies in 2020/21	0.1	0.0	0.0	0.0	0.0	
IT&D Digital & agile working costs	Ongoing implications of increased agile working and digital strategy	0.3	0.0	0.0	0.0	0.0	0.3
Loss of income from Data Centre	Loss of income from Data Centre as customers move to Software-as-a-Service (SaaS)	0.0	0.2	0.0	0.0	0.0	0.3
Cleaning if operational buildings (CV-19 related)	Sustained need for enhanced cleaning and social distancing measures in operational buildings	0.3	0.0	0.0	0.0	0.0	0.3
Legal services - CV-19 related	Increased numbers of Children's Safeguarding cases experienced	0.3	(0.3)	0.0	0.0	0.0	0.0
Legal services - strength the team and reduce external fee costs	Ongoing pressures relating to Children's caseloads and property transactions	0.2	0.0	0.0	0.0	0.0	0.2
Land & Property - temporary mortuary	Running costs of medium term solution to mortuary provision	0.4					
Democratic Services - election costs	Annual contribution to election costs	0.4	0.0	0.0	0.0	0.0	0.4
<b>Total Pressures</b>		<b>3.6</b>	<b>1.4</b>	<b>2.1</b>	<b>2.1</b>	<b>2.2</b>	<b>10.9</b>

### Efficiencies

Efficiency	Description	Efficiency					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Land & Property efficiencies	Efficiencies to be realised from property rationalisation, reduction in leased properties, focus on reducing utility costs and capitalisation of project staff costs where appropriate	3.0	0.0	0.0	0.0	0.0	3.0
IT&D efficiencies	Service-wide review and realignment, recognising implications of agile and digital transformation funding	0.8	0.0	0.0	0.0	0.0	0.8
Orbis business plan efficiencies	SCC share of efficiencies within IT&D, Business Operations and Procurement, contained within the Orbis Business plan	0.6	0.0	0.0	0.0	0.0	0.6
IT&D - ERP licence costs	Impact of new ERP implementation on running and licence costs	0.0	0.1	0.2	0.0	0.0	0.3
Efficiencies realised from the DBI programme	Improved process as a result of the go-live of the new ERP resulting in efficiencies across the Directorate	0.0	1.0	1.0	0.0	0.0	2.0
Agile Office Estate efficiencies	Reduced running costs of the office portfolio as a result of implementing the Agile Office Estate Strategy	0.0	1.7	1.7	0.0	0.0	3.4
<b>Total Efficiencies</b>		<b>4.4</b>	<b>2.8</b>	<b>2.9</b>	<b>0.0</b>	<b>0.0</b>	<b>10.1</b>
<b>Indicative Budget Requirement</b>		<b>65.8</b>	<b>64.5</b>	<b>63.6</b>	<b>65.7</b>	<b>67.8</b>	

## TRANSFORMATION, PARTNERSHIPS AND PROSPERITY

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	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
<b>Brought forward budget</b>	<b>17.4</b>	<b>18.4</b>	<b>18.1</b>	<b>18.2</b>	<b>18.2</b>	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Price inflation	Expected inflationary increase in contract costs	0.1	0.1	0.1	0.1	0.1	0.6
Pay inflation	Expected inflationary increase in salary costs	0.1	0.2	0.2	0.2	0.3	1.0
Communications (CV-19 related pressures)	Continued requirement for additional communications to residents, staff and local businesses on COVID related information	0.1	(0.1)	0.0	0.0	0.0	0.0
Communications Team	Strengthen the team to support increased in-house communication activity	0.1	0.0	0.0	0.0	0.0	0.0
Economic Development Team	Strengthen the team to develop and implement Economic Growth plan in line with Council ambitions	0.3	0.2	0.0	0.0	0.0	0.5
Administration of Your Fund Surrey (Community Projects Fund)	Establish team to administer the newly created Your Fund Surrey processes	0.2	0.0	0.0	0.0	0.0	0.2
Covid-19 funding to Community Foundation for Surrey	Allocation of Covid-19 funds to enable Community Foundation for Surrey (CFS) to support residents and communities to cope and recover from Covid and to support initial start-up costs for Your Fund Surrey projects. CFS will match fund the allocation, providing £1m of total benefit	0.5	(0.5)	0.0	0.0	0.0	0.0
<b>Total Pressures</b>		<b>1.3</b>	<b>(0.1)</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>	<b>2.1</b>

### Efficiencies

Efficiency	Description	Efficiency					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Customer services channel shift	Achievement of 20/21 efficiencies and gradual transition towards further online channels. Onboarding of Special Educational Needs and Disabilities, engagement to gain political support for channel shift (for highways/registrars) and reviewing output of digital pilots during 21/22	0.2	0.0	0.0	0.0	0.0	0.2
HR&OD Recruitment costs	Efficiencies through reduced use of agencies for procuring recruitment resources	0.1					0.1
Insight, Analytics & Intelligence	Healthwatch contract efficiencies	0.0	0.0				0.1
HR&OD income generation opportunity	Anticipated additional income through pro-active trading of HR functions with schools	0.0	0.1	0.2	0.4	0.6	1.2
DB&I related efficiencies	Implementation of new processes as a result of the go-live of the new ERP system, realises efficiencies with HR&OD	0.0	0.2	0.0	0.0	0.0	0.2
<b>Total Efficiencies</b>		<b>0.3</b>	<b>0.3</b>	<b>0.2</b>	<b>0.4</b>	<b>0.6</b>	<b>1.8</b>

<b>Indicative Budget Requirement</b>	<b>18.4</b>	<b>18.1</b>	<b>18.2</b>	<b>18.2</b>	<b>18.0</b>
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## CENTRAL INCOME AND EXPENDITURE

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
<b>Brought forward budget</b>	<b>63.7</b>	<b>83.2</b>	<b>87.4</b>	<b>94.6</b>	<b>103.4</b>	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Corporate Charges and Levies adjustments	Net adjustments on Corporate Charges, including Primary Pension Contribution rate and on the Environment Agency Levy	0.6					0.6
Capital Programme financing costs	Minimum Revenue Provision (MRP) and Interest Payable costs increasing over the MTFS period	2.6	9.1	7.2	8.8	10.9	38.6
Remove capital receipt funding for transformation	Transformation becomes fully-funded from revenue	2.5					2.5
DSG High Needs Block Reserve	Additional contribution to reserve to mitigate the risk of further overspend on the DSG High Needs Block	9.0					9.0
CV-19 Reserve	Creation of a reserve to mitigate the risk of further CV-19 financial impact, in addition to the amounts currently identified in Directorates	4.9	(4.9)				0.0
<b>Total Pressures</b>		<b>19.6</b>	<b>4.2</b>	<b>7.2</b>	<b>8.8</b>	<b>10.9</b>	<b>50.7</b>
<b>Indicative Budget Requirement</b>		<b>83.2</b>	<b>87.4</b>	<b>94.6</b>	<b>103.4</b>	<b>114.3</b>	

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