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# Adults & Health Select Committee

## Draft Budget 2025/26 and Medium Term Financial Strategy to 2029/30

4 December 2024

OUR PURPOSE

OUR PEOPLE

OUR ORGANISATION

# Introduction by Cabinet Member – David Lewis



The Local Government financial climate remains extremely challenging and consequently the 2025/26 budget setting process has required us to take difficult decisions to ensure our financial resilience.

The budget setting process began in February 2024 and monthly iterations have been produced and reported regularly to both the Corporate Leadership Team and the Cabinet.

In addition, opposition parties and select committees have been engaged in early briefings and invited to make suggestions for areas of opportunity to increase income and reduce costs. An external consultation process has also been completed.

All the Select Committees had early briefings in June/July, followed by 'deep dives' into two selected areas of focus. In September, further budget updates were delivered, providing the latest information on Directorate proposals and reviewing the findings of the deep dives. Recommendations from these informal sessions were considered by Cabinet alongside the draft budget in November.

This meeting presents a further formal opportunity for the Select Committee to scrutinise the draft budget proposals and to make further recommendations for consideration before the final budget is considered by Cabinet in January and Full Council in February 2025.

Despite progress being made, a gap of £17.4m remains within the draft budget.



# Introduction by Cabinet Member – David Lewis

- Despite the challenges, the budget includes investments in specific initiatives and areas of required improvement:
    - CFLL Improvements, including continuing the Early Help & Family Support services, recruitment & retention improvements and the continuation of the EHCP timeliness improvements.
    - Additional Digital Demand Responsiveness Transport roll out.
    - Additional verge maintenance & area cleanup gangs.
  - We will probably need to draw on all options available to close the budget gap, ie. further increases to council tax, additional funding if available, potential use of reserves, reducing pressures/managing demand and identifying further efficiencies.
- Focus also needs to be on the medium term. To support this, we have developed a one-council approach to transformation with several cross-council programmes designed to optimise the way we work:
- Customer engagement and improvements to customer experiences and outcomes;
  - Organisation redesign to review ‘the way we do things’ across the whole council;
  - Data and digital to leverage emerging and innovative technology;
  - Place and communities support to improve outcomes for residents;
  - Developing the performance and culture that underpins the organization.

# 2025/26 Revenue Headlines

- Revenue budget envelope of £1.242 billion - £34m / 2.8% anticipated increase from 2024/25
- Increased Council Tax assumption of 2.99% Core Council Tax.
- Assumed 'roll over' of existing grant funding.
- Pressures of £108m identified, reflects the increases in demand and higher than inflationary price increases in key services.
- £57m of efficiencies already identified.
- Reserves and contingencies considered at an appropriate/sustainable level given the high risk environment. Potential to utilise some reserves for one-off pressures/investment opportunities.
- Despite the challenges, the budget includes investments in specific initiatives and areas of required improvement:
  - CFL Improvements, including continuing the Early Help & Family Support services, recruitment & retention improvements and the continuation of the EHCP timeliness improvements.
  - Additional Digital Demand Responsiveness Transport roll out
  - Additional verge maintenance & area cleanup gangs.
- **Remaining Budget Gap of £17.4m** in 2025/26.

# Capital Programme - Headlines

- The **economic environment has changed significantly**. High inflation and interest rate rises in recent years has increased cost of financing borrowing. In order to sustain our financial resilience, **we need to re-set capital expenditure habits**.
- There is a **limit to the capacity and proportionality of debt financing as a % of our overall budget and a limit to deliverability of this scale of programme**.
- The latest capital programme iteration has reduced the overall borrowing requirement of the Council significantly, resulting in reduced capital financing costs in the revenue budget.
- The capital programme maintains a focus on key priority areas of investment, including:
  - additional school places, including those for children with SEND,
  - adults social care accommodation with care and support,
  - highways and roads improvement,
  - the transformation of our libraries, and
  - investment in our greener futures programme.

# Options to close the Draft Budget Gap of £17.4m

## Additional Government Funding

- Budget in October 2024 provided indication of additional funding for Local Authorities, specifically social care funding.
- No certainty on detail until December Local Government Settlement
- Significant uncertainty over Government funding into the medium term

## Identification of Additional Efficiencies/Cost Containment

- Directorates continue to look for further deliverable efficiencies, including areas to stop/delay activity
- Pressures continue to be reviewed to look for ways to contain cost/mitigate increases

## Use of Reserves

- Worked hard to re-build depleted reserve levels to improve financial resilience
- Current level of reserves is considered appropriate given assessment of the risk environment
- Any use of reserves should be for one-off expenditure rather than to meet ongoing budgetary pressures.

## Increase Council Tax

- Current budget assumptions are a 2.99% increase
- Referendum limits still uncertain, but assumption is ability to raise core Council Tax by up to 3% and an additional 2% ASC Precept
- Any increase equates to c£9m for every 1% rise

# Medium Term Position

- There remains **significant medium-term uncertainty**
- Multiple single year settlements have made medium term planning difficult. Commitment by the new Government for multi-year settlements going forward.
- The timing and impact of Fair Funding Reform remains a significant unknown. Current assumptions is that this will be in 2026/27 at the earliest and that transitional arrangements would be made available to mitigate/'smooth' initial impacts.
- **By 2029/30, the Medium-Term gap is estimated to be c.£193m / c16% of our net budget**

Indicatively:

- Directorate pressures of £343m and capital financing costs of £35m
- Overall funding increase of £37m (assuming a 'flat' position immediately after fair funding reform due to anticipated transitional arrangements). Therefore, the full effect of funding reform not felt until beyond the end of the MTFS period
- Offset by efficiencies identified so far of £148m
- Reserves have reached a sustainable level but maintaining financial resilience is key to weathering future challenges and given the current high risk operating environment.

# Adults, Wellbeing & Health Partnerships Summary Budget Position



- The Draft Budget position is a net expenditure budget requirement for the AWHP directorate of £524.5m, an increase of £18.5m (3.7%) due to pressures of £50.1m and planned efficiencies of £31.6m.
- The directorate's latest estimated budget requirement rises to £620.8m by 2029/30.
- AWHP is made up of Adult Social Care (£473.2m latest budget requirement for 2025/26), Public Health (£38.6m latest for 2025/26) and Communities & Prevention (£3.6m latest for 2025/26). Adult Social Care and Public Health services fall within the remit of the Adults & Health Select Committee.
- The biggest budget issue for the directorate is ASC care package expenditure to meet people's assessed eligible needs under the Care Act. This has been increasing at a rate which is not affordable based on expected funding in future years and accounts for 88% of AWHP budgeted pressures over the MTFS period.
- The Directorate is delivering an ambitious Transformation & Improvement programme to improve the customer journey, deliver market shaping and commissioning strategies and enhance prevention to reduce the rate of care package spending. £83m of the £98m efficiencies currently planned for AWHP across the 2025-30 MTFS period are reliant on delivery of AWHP's Transformation & Improvement plans. The programme is supported by £8m of investment from corporate reserves approved by Cabinet in June 2024.
- Public Health (PH) has to manage inflation and demand pressures within constrained funding due to grant increases below these pressures, noting Surrey receives a low grant proportionate to comparators.
- The announcements in the Autumn Budget 2024 will need to be considered carefully in setting AWHP's Final Budget including the National Living Wage uplift from April 2025, changes to employer National Insurance contributions and social care funding which should be confirmed in the Draft LG Finance Settlement in December 2024. It is likely that Surrey's PH grant will be not be confirmed until February or March 2025.



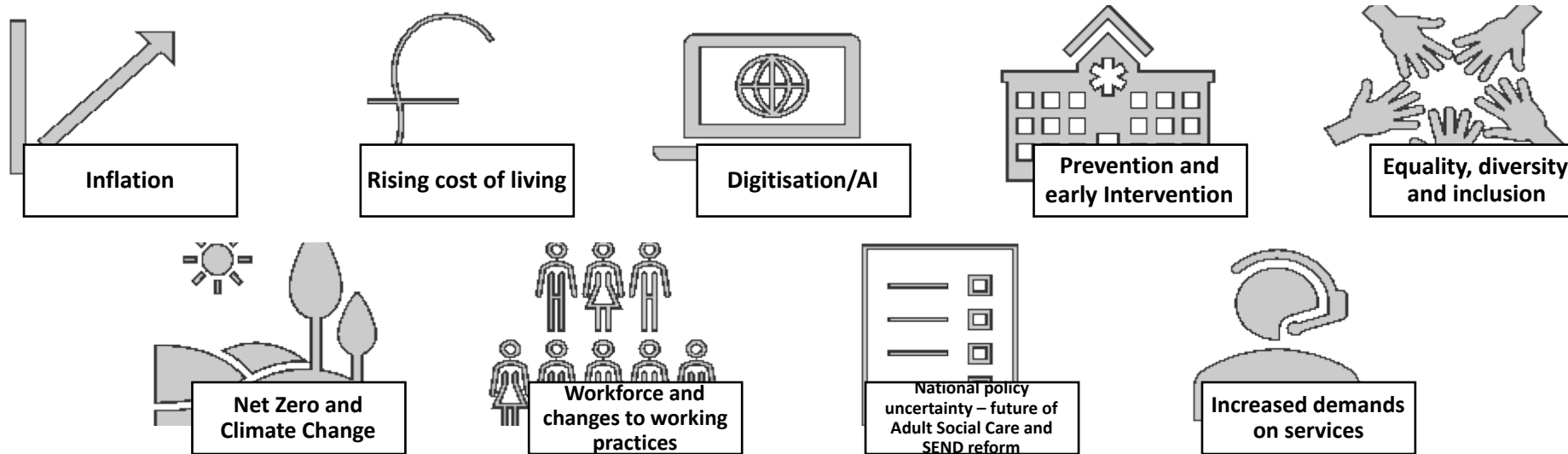
# Next Steps

- Refine funding assumptions based on Provisional Local Government Finance Settlement in December.
- Finalise efficiency proposals, develop efficiency plans and consider further options to close the gap
- Consultation with residents on draft proposals and Equality Impact Assessments
- Final Budget to Cabinet in January 2025 & Council February 2025

# Background Reading

# Strategic Content

A number of drivers are influencing our operating context, including:



## Delivering priorities, ensuring no one is left behind

Our Organisation Strategy sets out our contribution to the 2030 Community Vision.

Our **four priority objectives** and guiding principal that **no one is left behind** remain the central areas of focus as we deliver **modern, adaptive and resident-centred services for all.**



# Budget Setting Process

- The Council bases its financial planning practices on a budget envelope approach, aimed to increase accountability and budget management responsibility.
  - Funding projections over the medium-term are developed and Directorates are given a fixed envelope/target, proportionate to the expected size of the available budget.
  - Directorates are tasked, with support from Finance, with costing the core planning assumptions and developing Directorate scenarios to identify pressures in their services across the medium term period - 2025/26 to 2029/30
  - Directorates are then required to develop efficiency proposals to offset these pressures to ensure delivery within available resources.
- Monthly iterations are taken to the Corporate Leadership Team throughout the process
- Significant Member Engagement:
    - Regular informal Cabinet briefings
    - Cabinet/CLT Workshops (July, September)
    - All Member Briefings (May / Nov)
    - Select Committee Briefings (July / Oct) & 'deep dive' workshops focused on specific areas
    - Formal Scrutiny of the Draft Budget by Select Committees (December)

# Budget Engagement Update – Phase 1 (August – September 2024) insights

## Balancing the budget

Respondents supported increased partnership working (80%), equipping staff to work with partners and communities (70%), and providing local communities with tools to support themselves (63%). Respondents opposed reducing or stopping services to protect others (80%) or charging for free or subsidised services (64%).

## At community events, residents prioritised:

- Care for vulnerable groups and health and wellbeing
- Education and skills, especially SEN provision
- Public transport and reducing social isolation
- Community safety

**If Cabinet agrees the draft budget on 26 November, phase 2 consultation on draft budget proposals will commence.**

**Mindful of the current financial context, we've taken a prudent approach to engagement activity. Internal survey tools have limited costs to the creation of accessible engagement material. However, results illustrate the preferences of those who chose to take part, but will not provide data representative of Surrey residents.**

## Allocating resources

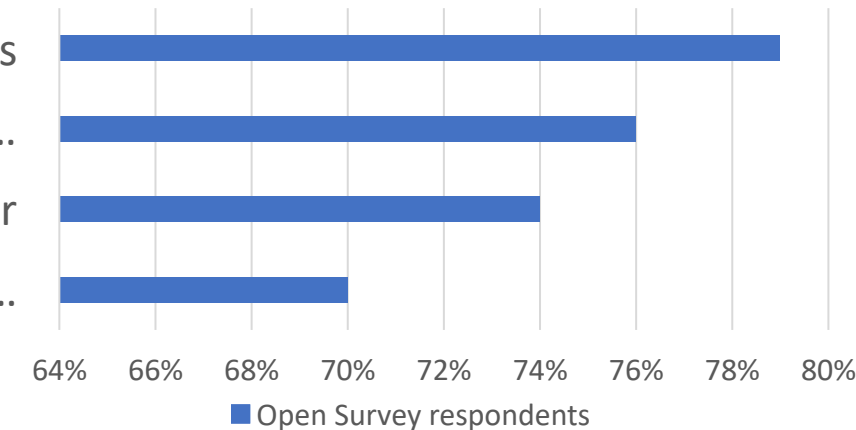
Respondents preferred allocating resources to services that benefit the majority of residents (54%), are allocated across the entire county (64%), and meeting the needs of residents today (50%). This varied by age with younger respondents more likely to support a longer-term focus.

## Council tax increase – scenarios

Respondents supported council tax increases to protect services for the vulnerable (67%) and after exhausting streamlining opportunities (66%). Respondents opposed increasing tax for long-term investment and as an alternative to fees and charges (both 52%). Respondents recognised legitimate circumstances for a rise in council tax (45% supported - 38% opposed).

## Priority areas

Better roads and pavements  
Providing care for adults and children...  
Making our communities safer  
Better public transport connections f...



# Budget Consultation & Engagement – Next steps

- Services are considering how the Phase 1 feedback will **inform future service design** and development, e.g., how to meet residents' appetite for further collaboration and increased partnership working.
- Phase 1 insight will also **inform how we communicate with residents** on how the council is responding to residents' and other stakeholders' priorities.
- We will be consulting on the draft budget's investment proposals and measures to close the budget gap. **A survey on Surrey Says will launch after the 26 November 2024 Cabinet meeting** and complete on 26 December 2024. All Members will receive a briefing pack and be encouraged to promote the survey to residents.
- Officers will share key messages to stakeholders and **gather feedback** through various user groups, e.g. the Learning Disability Partnership Board, Autism Reference Group and Surrey Youth Voice.
- Insight from this work will inform messaging for the final budget and **provide insight** for the planning and implementation of the 2025/26 efficiencies.

# Equality Analysis 2025/26

- As each draft efficiency proposal is still being developed the equality analysis included later of these slides is the **current position for each service**, and this is **likely to evolve** as more detail on plans to deliver on proposals is developed.
- **Early indications of potential impacts** of proposals have been included where possible, along with any planned mitigating activity that is known at this stage.
- Whilst the information included in the Annex identifies service-specific equality analysis, work is underway to understand the **cumulative equality impacts** of the 2025/26 budget as a whole. This also reflects the iterative nature of service-specific equality impacts and planned mitigating actions.

# Equality Analysis 2025/26 - Cumulative Analysis

## The main characteristics most likely to be disproportionately impacted:

1. Older adults and their carers, and adults of all ages with physical, mental health conditions and learning disabilities and their carers
2. Children and young people, including those with special educational needs and disabilities (SEND), and families
3. Staff and residents facing socio-economic disadvantage

## Emerging common mitigation themes:

- Use co-design, consultation and engagement methods to produce services that are responsive and focus on supporting people that need them most.
- Services will work to invest in preventative activity and early-intervention measures to help enable better outcomes earlier and avoiding having to resource high-cost intensive activity that leads to greater pressures on our budget.
- Work closely with strategic partners to mitigate impacts where relevant



# Equality Analysis 2025/26 – Next steps

- Services will continue working on the Equality Impact Assessments for their efficiency proposals and full documents will be made available to review with the final budget papers.
- The final cumulative analysis report and completed EIAs will be made available for all Members when the budget is brought before Council in February.



# Budget Positions

- Overall Council Position
- Directorate Positions:
  - Adults, Wellbeing & Health Partnerships



# Overall 2025/26 Draft Budget Gap

The table below sets out the overall picture for the Council for 2025/26 against estimated funding Pressures, efficiencies and funding will continue to iterate over December.

In particular, funding estimates in respect of Government Grants, Council Tax and Business Rates estimates will be confirmed when the Provision Local Government Finance Settlement is delivered (expected before Christmas).

Directorate	Base Budget 23/24 £m	Additional Funding Estimate £m	Identified Pressures £m	Identified Efficiencies £m	Total Budget Requirement £m
Adults, Wellbeing & Health Partnerships	505.9		50.1	(31.6)	524.4
Children, Families & Lifelong Learning	291.6		29.6	(11.1)	310.1
Environment, Infrastructure & Growth	187.4		14.5	(2.6)	199.3
Community Protection & Emergencies	43.9		1.3	(0.8)	44.4
Customers, Digital & Change	49.3		4	(2.9)	50.4
Comms, Public Affairs & Engagement	2.8		0.1	(0.2)	2.7
Finance & Corporate Services	27.0		1.6	(1.4)	27.2
Central Income & Expenditure	100.6		7.1	(6.5)	101.2
<b>Directorate Total</b>	<b>1,208.4</b>	<b>0.0</b>	<b>108.3</b>	<b>(57.1)</b>	<b>1,259.7</b>
Central Funding	(1,208.4)	(33.9)			(1,242.3)
<b>Council Total</b>	<b>-</b>	<b>(33.9)</b>	<b>108.3</b>	<b>(57.1)</b>	<b>17.4</b>

While the overall funding envelope is anticipated to increase by c£34m, the cost of delivering existing services is increasing at a faster rate. The identified pressures of c£108m result in a need to find efficiencies of c£74m, of which c£57m have been identified to date. Detailed pressures and efficiencies are set out in subsequent slides.

# Adults, Wellbeing & Health Partnerships



**SURREY**  
COUNTY COUNCIL

# AWHP – Summary Directorate Budget Position

Total AWHP directorate position	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	505.5	505.5	524.5	546.6	567.2	590.2	
Virements		0.5					
Pressures		50.1	39.7	39.1	40.6	43.2	212.7
Identified efficiencies		(31.6)	(17.6)	(18.5)	(17.6)	(12.7)	(97.9)
<b>Total budget requirement</b>		<b>524.5</b>	<b>546.6</b>	<b>567.2</b>	<b>590.2</b>	<b>620.8</b>	

AWHP services within the remit of this Committee are Adult Social Care and Public Health, which represent £520.9m of AWHP's latest £524.5m budget requirement for 2025/26.

AWHP's key pressures are ASC care package demand (£27m in 2025/26, £129m across the MTFs) and ASC price inflation (£20m in 2025/26, £76m across the MTFs).

£83m of the £98m of budgeted efficiencies are reliant in full or in part on delivery of AWHP's Transformation & Improvement programme including care package demand management, targeted strengths based reviews and implementation of market shaping & commissioning plans.

The remaining £16m of budgeted efficiencies include mitigating ASC price inflation, securing increased Section 117 Aftercare and Continuing Health Care funding, planned changes to ASC assessed charging policies, ASC leadership reorganisation savings and Public Health efficiencies.

# AWHP - Identified Pressures

Pressure	Description	Net Pressure					
		2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	Total £m
ASC price inflation (care packages & contracts)	Estimated cost of price inflation taking into account forecast increases to key inflation indicators including the NLW & CPI. Pressures are currently costed based on a 5.77% NLW uplift in 2025/26, 4% in 2026/27 and 3% per year thereafter. CPI is budgeted at 2% per year across the MTFs period. Pressures will need to be reviewed in light of the Autumn Statement and pending the Draft Local Government Finance Settlement. Assumptions are made about the proportion of packages for each market sector that will receive uplifts based on the inflation principles proposed for each sector. The gross inflationary pressures shown here are before any planned efficiencies to mitigate inflationary pressures.	20.028	15.722	13.135	13.363	13.764	<b>76.013</b>
ASC assessed fees & charges inflation	Estimated inflationary increases in income received from residents who are financially assessed under the Care Act to contribute towards the cost of their care packages. This is driven by factors such as changes to pension and benefit rates.	(2.675)	(2.026)	(2.075)	(2.126)	(2.178)	<b>(11.081)</b>
Public Health contract inflation	Estimated contract inflation on PH commissioned contracts (approximately 2% per year)	0.645	0.655	0.668	0.681	0.695	<b>3.344</b>
Care package carry forward pressure from 2024/25 - current trajectory	The estimated extent that care package net expenditure commitments will be above the 2024/25 budget by year end and therefore carry over as a pressure into 2025/26 based on the current care package expenditure trajectory prior to actions planned to mitigate the current trajectory which are included in efficiencies	16.121					<b>16.121</b>
Care package demand in future years - current trajectory	The estimated increased expenditure on care packages in future years due to increases to the number of people receiving care funded by SCC and increases to the cost of care packages excluding inflation based on the current care package expenditure trajectory prior to actions planned to mitigate the current trajectory which are included in efficiencies	10.663	22.942	24.818	26.087	28.184	<b>112.695</b>
Community equipment demand	ASC's share of the estimated increased expenditure requirement on the joint community equipment store (a pooled budget with ICB health partners) based on rising demand.	0.313	0.375	0.438	0.500	0.563	<b>2.188</b>
Pay inflation across the AWHP directorate	Estimated cost of pay inflation modelled at 3% 2025/26, and 2% 2026/27 - 2029/30	2.840	1.999	2.042	2.086	2.130	<b>11.097</b>
Other staffing budget changes across the AWHP directorate	Reduction in the vacancy factor built into the ASC budget reflecting increased recruitment to roles to delivery core statutory duties, £0.5m underachievement against 2024/25 workforce reconfiguration target, pay progression and non-pay inflation for staffing budgets.	3.225					<b>3.225</b>
Communities functions	A proportion of the total investment in the communities function is based on one off funding arrangements for community based work and roles that ends in March 2025. This pressure reflects the end of that funding prior to planned actions to achieve efficiencies	0.988	0.039	0.041	0.043	0.044	<b>1.156</b>
Changing Futures	Investing in sustainable funding for the Changing Futures Programme. There is continuing ambition to secure funding from system partners. £1.3m is the maximum amount needed to maintain the programme.	1.300					<b>1.300</b>
Increase to Better Care Fund income	Estimate of potential increased BCF income for ASC based on the trend in recent years	(3.000)					<b>(3.000)</b>
Changes to other ASC grants	Assumes that Social Care in Prisons and ASC's share of Local Reform & Community Voices grant funding that was received in 2023/24 but was not included in the 2024/25 budget continues in 2025/26. All other grant funding assumed to continue at 2024/25 levels	(0.393)					<b>(0.393)</b>
<b>Total Pressures</b>		<b>50.056</b>	<b>39.707</b>	<b>39.066</b>	<b>40.634</b>	<b>43.201</b>	<b>212.664</b>

# AWHP – Proposed Efficiencies

Efficiency	Description	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/39 £m	Total £m
Demand management to mitigate 2024/25 carry forward pressure	Planned actions through consistent strengths based practice across all client groups to avoid full year care package commitments increasing by £6m in the period August 2024 - March 2025, which is the estimated increased for the current trajectory, and reduce the end of July 2024 full year commitments by £2.6m over and above mitigating the current increasing trajectory	(8.595)					<b>(8.595)</b>
Demand management future years - Older People		(3.179)	(8.687)	(10.506)	(9.570)	(7.695)	<b>(39.638)</b>
Demand management future years - Physical & Sensory Disabilities	Mitigating some of the cost of increased demand for ASC services included in pressures based on the current demand trajectories for each client group through a range of actions including embedding strengths based practice, redesigning the front door, utilising technology enable care services, maximising the benefit of reablement services. This includes opportunities identified in the diagnostic conducted by Newton Europe.	(0.335)	(0.894)	(1.195)	(1.205)	(1.084)	<b>(4.713)</b>
Demand management future years - Learning Disabilities & Autism		(0.437)	(1.091)	(1.399)	(1.604)	(1.775)	<b>(6.308)</b>
Demand management future years - Mental Health		(0.404)	(1.168)	(1.080)	(0.757)	(0.768)	<b>(4.177)</b>
Learning Disabilities & Autism setting based reviews		Reviews of residential care homes and supported living care settings where ASC is funding support for people with a Learning Disability and / or Autism to ensure care packages are in line with people's latest eligible support needs and utilise Technology Enabled Care services to reduce care package costs where appropriate	(2.199)	(1.848)	(2.041)	(2.343)	
Learning Disabilities & Autism 65+ care package reviews	Reviews of care packages for people with a Learning Disability and / or Autism who are aged 65 or over to ensure care packages are aligned with people's needs in older age	(0.260)	(0.750)	(0.981)	(0.820)	(0.329)	<b>(3.139)</b>
Learning Disability & Autism shared home based care allocation reviews	Review Learning Disability & Autism home based care packages with shared allocations across more than one person and reduce shared allocations where appropriate in line with actual usage and need	(0.360)	(0.240)				<b>(0.600)</b>
Mental Health supporting independence reviews	Strength based reviews of Mental Health care packages to identify where people can be appropriately supported to increase their independence and reduce the cost of funded care packages	(0.250)					<b>(0.250)</b>
Older People and Physical & Sensory Disability care package strength based reviews	Strength based reviews of Older People and Physical & Sensory Disability care packages across locality teams to ensure care packages are aligned to people's latest eligible needs	(0.569)					<b>(0.569)</b>
Out of county care packages	Achieve efficiencies for people SCC funds in out of county care packages, either by securing income contributions from local NHS (e.g. for Section 117 Aftercare), transferring to the host local authority where appropriate or supporting people to move back into Surrey with better outcomes at lower cost.	(2.000)					<b>(2.000)</b>
Remodel Learning Disabilities & Autism day support services	Continue to move towards a more personalised approach to supporting people during the day, including reducing reliance on institutionalised building based services.	(0.600)	(0.300)	(0.300)			<b>(1.200)</b>
Review and remodel transport arrangements to and from ASC care settings	Reduce the scale of transport to institutionalised building based day services in line with the approach to move towards a more personalised approach to supporting people during the day.	(0.168)	(0.084)	(0.084)			<b>(0.336)</b>
Strategic shift from Learning Disability / Autism residential care to supported independent living	Where appropriate and subject to review of people's needs, support people to move from institutionalised residential care to supported independent living services in the community. This will be facilitated by delivering new Learning Disability supported independent living accommodation through the Council's Right Homes Right Support programme.	(0.501)	(0.220)	(0.104)	(0.290)	(0.377)	<b>(1.492)</b>

# AWHP – Proposed Efficiencies (Cont)

Efficiency	Description	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/39 £m	Total £m
Affordable housing for people with Learning Disability and / or Autism	Work with District & Borough Councils to secure nominations in affordable housing for people with a Learning Disability and / or Autism with lower level needs who SCC funds to increase their independence and reduce their need for funded care packages	(0.062)	(0.125)	(0.187)	(0.250)	0.000	<b>(0.624)</b>
Expand affordable Extra Care Housing county-wide offer for Older People	Develop new affordable Extra Care Housing schemes on SCC owned land and secure nomination rights for ASC funded clients through delivery of the Council's Right Homes Right Support programme.	(0.007)	(0.117)	(0.178)	(0.562)	(0.584)	<b>(1.448)</b>
Learning Disability & Autism Short Breaks price efficiencies	Reconfigure LD&A Short Breaks services including new settings being delivered through the Council's Right Homes Right Support programme to reduce the overall unit cost of these services	(0.050)	(0.200)	(0.070)			<b>(0.320)</b>
Improved purchasing of Older People nursing/residential placements	Purchase 80% of Older People nursing & residential care placements at SCC's affordable guide prices and limit the cost of placements purchased above guide prices through effective management of the SCC's Dynamic Purchasing System.	(0.757)	(0.641)	(0.364)	(0.137)		<b>(1.899)</b>
Mitigation of price inflation	Reduction on the gross budgeted price inflation on ASC care packages and contracts through mitigating actions which include working closely with the provider sector on models of care and costs of service delivery.	(6.817)					<b>(6.817)</b>
Secure increased Section 117 Aftercare funding from the NHS	Secure funding from Integrated Care Board partners under the terms of the joint Section 117 Aftercare policy for people subject to Section 117 Aftercare who ASC currently funds 100% of their care packages	(1.400)					<b>(1.400)</b>
Continuing Health Care for out of county cases	Secure Continuing Health Care for people who have a primary health need and who have been placed in support arrangements out of county	(0.450)					<b>(0.450)</b>
Assessed charges income debt	Reduce the £2m budget for assessed charges bad debt and write offs and manage within the reduced budget	(0.250)					<b>(0.250)</b>
Changes to SCC's ASC assessed charging policies	Two changes are proposed. Firstly, to review and reassess where appropriate all clients with SCC funded packages who currently do not pay a contribution towards their care package cost and then build this more routinely into the annual review process. Secondly, to introduce charging tariff income for people receiving care in the community who have assets between the lower and upper capital thresholds. This second change would require a public consultation. For MTFS purposes it is assumed that this consultation takes place in Q2/3 2025/26 with implementation in Q3/4 2025/26.	(0.687)	(0.675)				<b>(1.362)</b>
Senior leadership reorganisation	Reorganisation of Adult Social Care senior leadership posts	(0.434)					<b>(0.434)</b>
Public Health staffing efficiencies	Maximise recharges of staff costs to external grants and manage vacancies within the available budget envelope	(0.100)					<b>(0.100)</b>
Public Health inflation mitigation / reduction in services	Not awarding inflationary increases where not contractually obliged and/or negotiating service reduction on non-statutory services	(0.194)					<b>(0.194)</b>
Communities functions re-configuration	Reconfiguration of the different sub-functions currently within the Public Health and Communities service, with activity targeted at direct prevention work and reducing demands for ASC and Children's services	(0.500)	(0.528)	(0.041)	(0.043)	(0.044)	<b>(1.156)</b>
<b>Total Efficiencies</b>		<b>(31.565)</b>	<b>(17.568)</b>	<b>(18.530)</b>	<b>(17.581)</b>	<b>(12.657)</b>	<b>(97.901)</b>



# Equality Analysis – Adults, Wellbeing & Health Partnerships

- Officers have identified which current AWHP efficiencies will need an EIA. These efficiencies will be grouped together to produce through EIAs as follows:
  - Strengths based practice and demand management
  - Changing care models
  - Purchasing of care packages
  - ASC assessed charges policy
- EIAs are currently being drafted with engagement from stakeholders.
- Draft EIAs will then be shared Directorate Equality Group (DEG) before being signed off by Executive Director and Cabinet Members.
- The completed EIAs will be made available for Members to review alongside the final cumulative analysis report when the budget is brought before Council in February.

# AWHP – Capital Programme

The main capital expenditure for the AWHP directorate relates to the accommodation plans being progressed through the Right Homes Right Support programme which is being driven through the Market Shaping & Commissioning portfolio of AWHP's Transformation & Improvement programme. This programme includes the following workstreams:

- Affordable Extra Care Housing, primarily for older people.
- Supported independent living accommodation for people with a learning disability / autism.
- Short breaks respite accommodation for people with a learning disability / autism.
- Supported independent living accommodation for people with mental health conditions.
- Older people nursing and residential care.

The total approved budget included in the Draft Budget capital programme for the period 2025-30 across all these workstreams is £32.6m, and there is also provisional funding included in the Council's capital pipeline pending completion of business cases to determine if and how further schemes should be developed which will be subject to Cabinet approval.

There is also a budget of £1.5m per year for the capitalisation of community equipment. £0.5m of this cost is funded from Surrey's Better Care Fund and c. £0.5m is expected to be received per year from District & Borough Councils based on the current agreements in place.