

## Annex A: Pressures and Efficiencies

### SUMMARY

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
<b>a) Brought forward budget</b>	<b>1,004.7</b>	<b>1,026.5</b>	<b>1,040.4</b>	<b>1,056.2</b>	<b>1,088.3</b>	

#### Pressures

Directorate	Net Pressure					Total £m
	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
Adult Social Care	38.0	22.0	21.0	20.8	20.5	122.4
Public Service Reform and Public Health	0.3	0.4	0.1	0.1	0.1	0.9
Children, Families and Lifelong Learning	16.4	8.6	9.6	9.5	6.3	50.3
CFL - DSG High Needs Block	3.4	0.0	0.0	0.0	0.0	3.4
Environment, Transport and Infrastructure	6.0	3.5	3.2	3.2	3.6	19.6
Community Protection Group	2.3	1.1	1.0	1.1	1.1	6.6
Customer and Communities	0.7	0.5	0.5	0.5	0.6	2.8
Prosperity, Partnerships and Growth	0.2	0.0	0.0	0.0	0.0	0.4
Communications, Public Affairs and Engagement	0.2	0.0	0.0	0.0	0.0	0.3
People and Change	0.2	0.1	0.1	0.1	0.1	0.7
Resources	3.3	1.9	1.7	1.8	1.6	10.3
Central Income and Expenditure	0.6	7.2	8.8	10.9	9.4	36.9
<b>b) Total Pressures</b>	<b>71.7</b>	<b>45.3</b>	<b>46.1</b>	<b>48.1</b>	<b>43.4</b>	<b>254.5</b>

#### Efficiencies

Directorate	Efficiency					Total £m
	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
Adult Social Care	19.4	13.7	11.5	2.6	1.3	48.5
Public Service Reform and Public Health	0.3	0.0	0.0	0.0	0.0	0.3
Children, Families and Lifelong Learning	13.8	4.5	4.4	4.2	0.0	26.9
CFL - DSG High Needs Block	0.0	9.7	12.6	7.4	7.8	37.4
Environment, Transport and Infrastructure	6.5	0.9	0.2	0.1	0.0	7.7
Community Protection Group	0.2	0.1	0.0	0.0	0.0	0.4
Customer and Communities	0.8	0.0	0.0	0.0	0.0	0.8
Prosperity, Partnerships and Growth	0.0	0.0	0.0	0.0	0.0	0.0
Communications, Public Affairs and Engagement	0.0	0.0	0.0	0.0	0.0	0.0
People and Change	0.2	0.2	0.1	0.2	0.2	0.9
Resources	3.6	2.3	1.5	1.5	0.0	8.9
Central Income and Expenditure	5.0	0.0	0.0	0.0	0.0	5.0
<b>c) Total Efficiencies</b>	<b>49.8</b>	<b>31.4</b>	<b>30.4</b>	<b>16.0</b>	<b>9.2</b>	<b>136.8</b>

<b>Indicative Budget Requirement (a + b - c)</b>	<b>1,026.5</b>	<b>1,040.4</b>	<b>1,056.2</b>	<b>1,088.3</b>	<b>1,122.4</b>
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<b>d) Indicative funding increase / (reduction)</b>	<b>2.4</b>	<b>(11.1)</b>	<b>(9.6)</b>	<b>(12.2)</b>	<b>(9.3)</b>	<b>(39.8)</b>
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<b>Remaining Gap (b - c - d)</b>	<b>19.5</b>	<b>25.0</b>	<b>25.3</b>	<b>44.3</b>	<b>43.5</b>	<b>157.5</b>
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\*Columns and rows may not sum throughout the annex due to the impact of minor rounding discrepancies

## ADULT SOCIAL CARE

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Brought forward budget	377.2	395.8	404.1	413.6	431.8	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
2021/22 care package carry forward pressure	This pressure represents the extent to which full year care package commitments are higher than the 2021/22 budget prior to the impact of efficiencies planned to reduce commitments in the remainder of 2021/22. Pressures are driven primarily by the impact of the pandemic including increased levels of need and the hospital Discharge to Assess system introduced during the pandemic. These factors have significantly increased the average costs of care across all client groups, and there has also been a rise in the number of people requiring support following a reduction during the pandemic. The pandemic has also hindered the ability to deliver some of the 2021/22 budgeted efficiencies.	18.1	0.0	0.0	0.0	0.0	18.1
Pay inflation and other staffing pressures	Budgeted pay inflation for Adult Social Care staff, including the impact of the higher National Insurance contributions due to government's planned Health & Social Care Levy, plus a number of other smaller changes to ASC's staffing budgets.	4.0	1.7	1.8	1.9	1.9	11.2
Price inflation (care packages & contracts)	The budgeted cost of price inflation planned to be paid to care providers across all of the care packages and contracts that Adult Social Care funds. This factors in confirmed and estimated changes to the National Living Wage and general inflation. Price inflation accounts for over 50% of ASC's total budgeted pressures.	11.5	11.4	12.9	13.3	13.2	62.3
Care package demand	The estimated cost of young people transitioning each year from Children's, Families and Learning services to Adult Social Care, plus estimated demand based on demographic growth for Older People, Physical & Sensory Disabilities 25+, Learning Disabilities & Autism 25+ and Mental Health. Additional demand above general demographic growth has been included in 2022/23 for Mental Health services as it is assumed there will continue to be higher than normal demand following the pandemic.	5.7	7.0	6.1	5.5	5.2	29.6
Community equipment demand	Adult Social Care's share of the modelled cost of increased provision of Community Equipment over the life of the MTFS. No pressure is showing in 2022/23 as growth in service provision next year is expected to be mitigated by cost efficiencies secured through the successful tendering for the new Community Equipment Store contract due to go live in April 2022.	0.0	0.1	0.1	0.2	0.3	0.7
Discharge to Assess from 2022/23	In 2020/21 and 2021/22 the first 6 weeks of care, reduced to 4 weeks from July 2021, for everyone discharged onto the Discharge to Assess pathway have been funded nationally by NHS England. National funding ends on 31st March 2022 and so health and social partners in Surrey need to decide what will replace the current Discharge to Assess system. A pressure of £1m is currently budgeted as a potential contribution by Adult Social Care to funding the cost of a revised Discharge to Assess model.	1.0	0.0	0.0	0.0	0.0	1.0
Liberty Protection Safeguards	Legislation is due to be introduced which would replace the current Deprivation of Liberty Safeguards regulations. If introduced this would increase the burden on local authorities to conduct assessments. It is currently unclear when the government will formally enact the new regulations and there is a chance they may not do so. The current total MTFS pressure represents 20% of the estimated worst case pressure, pending confirmation of when and whether the new regulations will be implemented.	1.7	1.7	0.0	0.0	0.0	3.5
Assumed increase to ASC Better Care Fund income	This is made up of two elements. Firstly, a £1.5m confirmed increase in Adult Social Care's 2021/22 BCF funding above what was budgeted for 2021/22. Secondly, a £2.4m estimated increase in Adult Social Care's 2022/23 BCF funding based on prior year trends and the growth announced in NHS funding. Confirmation from government of any changes to the Better Care Fund in 2022/23 is still awaited.	(3.9)	0.0	0.0	0.0	0.0	(3.9)
<b>Total Pressures</b>		<b>38.0</b>	<b>22.0</b>	<b>21.0</b>	<b>20.8</b>	<b>20.5</b>	<b>122.4</b>

**Efficiencies**

Efficiency	Description	Efficiency					Total £m
		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
Remodel Learning Disabilities & Autism day support services	Move towards a more personalised approach to supporting people during the day, including reducing reliance on institutionalised building based services. This will involve the implementation of the Surrey Choices Changing Days programme which includes a greater level of engagement with existing community services.	2.3	2.5	0.5	0.0	0.0	5.3
Strategic shift from Learning Disability / Autism residential care to independent living	Where appropriate support people to move from institutionalised residential care to supported independent living services in the community. This will be facilitated through delivering SCC's ambition to drive the development of 500 new supported independent living units, including in some cases on Council owned land.	0.7	0.8	0.5	0.1	0.0	2.2
Create 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. SCC has an ambition to create 725 new affordable Extra Care Housing units by 2030.	0.0	0.0	0.6	0.7	0.0	1.4
Enhance strength based practice and ensure appropriate Section 117 Aftercare funding for Mental Health care services	Implement a home first pathway for Mental Health services, reducing the number of people required to live in residential care services and reducing length of stay in supported living services. Ensure care packages for people with Section 117 Aftercare needs are funded appropriately between ASC and the NHS.	1.4	0.2	0.2	0.0	0.0	1.7
Older People strength based reviews	Conduct annual reviews of the care packages people receive to ensure they are strength based and appropriate to support people's wellbeing and promote their independence.	1.0	0.5	0.0	0.0	0.0	1.6
Physical & Sensory Disability strength based reviews	Conduct targeted and annual reviews of the care packages people receive to ensure they are strength based and appropriate to support people's wellbeing and promote their independence.	1.1	0.5	0.0	0.0	0.0	1.6
Learning Disability & Autism strength based reviews excluding day care	Conduct targeted and annual reviews of the care packages people receive to ensure they are strength based and appropriate to support people's wellbeing and promote their independence. Day care is excluded because there is a separate efficiency for remodelling Learning Disability day care services.	0.8	0.7	0.4	0.1	0.0	2.0
Use of Technology Enabled Care at the front door	Utilise Technology Enabled Care services to enhance support and reduce costs of care for new ASC clients, mitigating budgeted demand pressures.	0.5	0.5	0.5	0.5	0.5	2.5
Consistent practice for supporting people at home including use of Technology Enabled Care	In line with Surrey's home first principle, ensure practice for commissioning care to support people at home is consistent across the county, whilst also recognising that it is not always possible to meet people's needs most appropriately and affordably at home. This will include utilising Technology Enabled Care to improve service delivery and reduce costs of care.	1.8	0.9	0.5	0.0	0.0	3.3
Improved purchasing of Older People nursing/residential placements	Purchase 90% of Older People nursing & residential care placements at SCC's affordable guide prices through effective management of the new framework due to go live in April 2022.	1.9	1.2	0.7	0.5	0.5	4.7
Maximise usage of block contract residential beds	Increase and maintain average occupancy of the Older People residential care beds that SCC purchases on a block basis to 95%.	1.1	0.0	0.0	0.0	0.0	1.1
Improved purchasing of Home Based Care packages	Purchase care as cost effectively as possible across the county through utilising the new APL Home Based Care framework that went live in October 2021 and the integration of sourcing home care packages into the Joint Brokerage Team.	1.2	1.8	1.4	0.6	0.2	5.2
Improved purchasing of Learning Disability & Autism 65+ residential care	Ensure residential care for people with a Learning Disability or Autism aged 65 or over is purchased as cost effectively as possible, recognising that people's need change as they move into older age.	0.4	0.8	0.4	0.0	0.0	1.6
Review of Older People in-house services	Consider how SCC's in-house provided Older People residential care services can be delivered at best value, based on whichever of the options for the future of each care home is decided upon by SCC's Cabinet after the consultation about the in-house care homes has been completed. The consultation closes on 5th January 2021.	0.9	3.4	5.8	0.0	0.0	10.1
Review of Learning Disability in-house services	Consider how SCC's in-house provided Learning Disability services can be delivered at best value, including a shift from residential care to supported independent living where appropriate.	0.7	0.0	0.0	0.0	0.0	0.7
Resolution of Continuing Health Care disputes	Work with Surrey's Clinical Commissioning Groups to resolve disputes over people's eligibility for Continuing Health Care (CHC) funding. Transfer the responsibility for funding care for people agreed as fully eligible for CHC to NHS CHC funding and ensure the agreed level of funding is received from the NHS for people who are determined as having a partial health care need.	2.5	0.0	0.0	0.0	0.0	2.5
Agree and implement new Continuing Health Care joint funding policy	Work with Surrey's Clinical Commissioning Groups to agree and implement a new policy framework for appropriately funding care for people who have a mix of social care and health needs.	1.0	0.0	0.0	0.0	0.0	1.0
<b>Total Efficiencies</b>		<b>19.4</b>	<b>13.7</b>	<b>11.5</b>	<b>2.6</b>	<b>1.3</b>	<b>48.5</b>
<b>Indicative Budget Requirement</b>		<b>395.8</b>	<b>404.1</b>	<b>413.6</b>	<b>431.8</b>	<b>451.1</b>	

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	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Brought forward budget	34.0	34.0	34.4	34.5	34.5	

#### Pressures

Pressure	Description	Net Pressure					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Staffing Pressures including pay Inflation	Estimated pay inflation for Public Service Reform and Public Health staff, including the impact of the increased National Insurance contributions to fund the Health & Social Care Levy	0.2	0.1	0.1	0.1	0.1	0.5
End of grant funding for Family Safeguarding service	Current grant funding for this service ends in December 2022. Alternative funding options are being explored which could reduce this pressure.	0.1	0.3	0.0	0.0	0.0	0.4
Reduction in partner contributions for High Impact Complex Drinkers service	£60k reduction in contributions from partners is currently budgeted based on funding agreed to date. Public Health plans to maintain current provision for this service so the reduction in contributions would be a pressure in 2022/23.	0.1	0.0	0.0	0.0	0.0	0.1
<b>Total Pressures</b>		<b>0.3</b>	<b>0.4</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.9</b>

#### Efficiencies

Efficiency	Description	Efficiency					Total £m
		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
Small adjustments to deployment of PH funding and service delivery to mitigate pressures	Management action to manage service delivery within available budget resources	0.3	0.0	0.0	0.0	0.0	0.3
<b>Total Efficiencies</b>		<b>0.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.3</b>

<b>Indicative Budget Requirement</b>	<b>34.0</b>	<b>34.4</b>	<b>34.5</b>	<b>34.5</b>	<b>34.6</b>	
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## CHILDREN, FAMILIES AND LIFELONG LEARNING

		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m	
<b>Brought forward budget</b>		<b>219.7</b>	<b>222.3</b>	<b>226.3</b>	<b>231.6</b>	<b>236.8</b>		
<b>Pressures</b>								
		<b>Net Pressure</b>						
Pressure	Description	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m	
Looked After Children Demand/inflation	Increased numbers of Looked After Children and associated inflation	5.8	4.4	5.3	4.8	3.5	23.8	
Contract inflation	Expected inflationary increase in contract costs	2.0	2.0	2.1	2.2	0.3	8.6	
Staffing	Expected inflationary increase in salary costs	8.0	2.3	2.4	2.5	2.6	17.7	
Other		0.5	(0.2)	(0.2)	0.0	0.0	0.2	
<b>Total Pressures</b>		<b>16.4</b>	<b>8.6</b>	<b>9.6</b>	<b>9.5</b>	<b>6.3</b>	<b>50.3</b>	
<b>Efficiencies</b>								
		<b>Efficiency</b>						
Efficiency	Description	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m	
Looked After Children Demand/inflation - Reunification Project	Reuniting children with their families where appropriate to do so	0.2	0.2	0.0	0.0	0.0	0.4	
Looked After Children Demand/inflation - Impact of new practice models on Looked After Children numbers	No Wrong Door and Family safeguarding impact on Looked After Children numbers	2.6	2.7	2.7	2.7	0.0	10.8	
Looked After Children Demand/inflation - New Childrens Home Structure impact on complex placements	Cost differential of providing specialist placements in-house compared to external residential	0.9	0.0	0.0	0.0	0.0	0.9	
Looked After Children Demand/inflation - Increase number of block contracts to 350 spaces	Reduced unit costs of commissioning bed spaces via block contract	1.0	0.0	0.0	0.0	0.0	1.0	
Looked After Children Demand/inflation -Align provision to statutory responsibilities	Stop covering additional cost for 18-25 year olds, with no prior SCC contact, placed by D&Bs in SCC beds when the previous agreement comes to an end.	0.3	0.0	0.0	0.0	0.0	0.3	
Looked After Children Demand/inflation - Increase in-house fostering capacity	Lower unit cost of placing in in-house fostering provision	0.3	0.0	0.0	0.0	0.0	0.3	
EYES/LiFT - Controcc	Financial efficiencies from the introduction of new Childrens IT and payment system	0.3	0.2	0.2	0.0	0.0	0.6	
Home to School Transport - Transport	Containment of projected inflation through improved route planning and procurement	1.4	1.4	1.5	1.5	0.0	5.8	
Staffing - Q & P staffing savings	Deferred from 21/22 MTFS	0.2	0.0	0.0	0.0	0.0	0.2	
Staffing - Impact of retention policy as per PPDC report	Reduced agency cost from increase in permanent staffing numbers	0.7	0.0	0.0	0.0	0.0	0.7	
Staffing - Standard 30 day (plus BH) leave for agency workers	Reduced agency cost from reduction in days worked, to align with permanent staffing patterns	0.7	0.0	0.0	0.0	0.0	0.7	
Staffing - Reduction in annual retention payment based on take up	Reduction in overall allocation set aside for retention payments based on current take up	0.2	0.0	0.0	0.0	0.0	0.2	
Staffing - Join memorandum of understanding on agency rates to reduce spend on agency staff	Reduction in agency costs through joining agreement to limit rates of pay in line with neighbours	0.9	0.0	0.0	0.0	0.0	0.9	
Not in Education, Employment or Training	Review the support for NEET services which are currently above the statutory requirement. Ensure focus remains on specialist work (15% reduction)	0.1	0.0	0.0	0.0	0.0	0.1	
Transport	Development of in-house provision in conjunction with community transport	0.0	0.0	0.0	0.0	0.0	0.0	
Social Care Transport	Move from current spot purchasing approach to more centralised commissioning approach	0.1	0.0	0.0	0.0	0.0	0.1	
Grant reductions	Review of grant allocations	0.2	0.0	0.0	0.0	0.0	0.2	
Grant income - Assume continuation of transforming families grant	Applying grant as a one-off mitigation	0.5	0.0	0.0	0.0	0.0	0.5	
Staffing - Vanguard bid	Staffing re-alignment if Vanguard bid is successful. Staffing proposals will be considered against the potential impacts on the service improvement programme.	1.1	0.0	0.0	0.0	0.0	1.1	
Education and Lifelong Learning reductions	Review of ELL operational budgets and in-year underspends to reduce spend	0.3	0.0	0.0	0.0	0.0	0.3	
Staffing - Additional FR proposals based on Option 3 to restructure staffing	Merging teams, increasing spans of control and reducing leadership capacity. Staffing proposals will be considered against the potential impacts on the service improvement programme.	0.9	0.0	0.0	0.0	0.0	0.9	
Unaccompanied Asylum Seeking Children (UASC)	Negotiation with the Home Office around funding for UASC infrastructure costs not covered by current grant funding	1.1	0.0	0.0	0.0	0.0	1.1	
<b>Total Efficiencies</b>		<b>13.8</b>	<b>4.5</b>	<b>4.4</b>	<b>4.2</b>	<b>0.0</b>	<b>26.9</b>	
<b>Indicative Budget Requirement</b>		<b>222.3</b>	<b>226.3</b>	<b>231.6</b>	<b>236.8</b>	<b>243.1</b>		

## DSG HIGH NEEDS BLOCK

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Brought forward budget	23.8	27.2	17.5	4.8	(2.5)	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
DSG - SEND - High Needs Block pressure - High Needs Block pressure	Estimated growth in ECHPs aligned to available places. Also includes inflationary increases on placement costs.	25.8	15.0	14.2	12.9	11.9	79.8
<b>Total Pressures</b>		<b>25.8</b>	<b>15.0</b>	<b>14.2</b>	<b>12.9</b>	<b>11.9</b>	<b>79.8</b>

### Efficiencies

Efficiency	Description	Efficiency					Total £m
		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
SEND - High Needs Block efficiencies - HNB Cost Containment	Reduction in cost between independent and maintained provision for all new spaces created in Surrey schools through phases 1-3 of the capital programme. Increasing the proportion of children who can be supported in mainstream provision and the use of employment pathways for over 16s. For provision remaining in independent settings strategies will be to reduce unit costs through more effective commissioning of the placements including relevant contributions from other partners.	8.5	7.9	8.9	1.6	0.0	26.9
SEND - High Needs Block efficiencies - HNB Additional Grant	Estimated 8% year on year grant increase for the High Needs Block	13.4	14.5	15.6	16.9	16.3	76.7
SEND - High Needs Block efficiencies - Scope for going further on SEND programme - Phase 4	Reduction in cost between independent and maintained provision for all new spaces created in Surrey schools through phase 4 of the capital programme.	0.5	2.3	2.3	1.8	3.4	10.3
<b>Total Efficiencies</b>		<b>22.4</b>	<b>24.7</b>	<b>26.8</b>	<b>20.3</b>	<b>19.7</b>	<b>113.9</b>

<b>Indicative Budget Requirement</b>	<b>27.2</b>	<b>17.5</b>	<b>4.8</b>	<b>(2.5)</b>	<b>(10.3)</b>	
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## ENVIRONMENT, TRANSPORT AND INFRASTRUCTURE

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
<b>Brought forward budget</b>	<b>140.3</b>	<b>139.8</b>	<b>142.4</b>	<b>145.4</b>	<b>148.5</b>	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
Waste - volumes	The 2021/22 MTFS reflected increased volumes, e.g. due to home-working, which are assumed to reduce over the period.	0.0	0.0	(0.4)	(0.4)	0.0	(0.7)
Waste - contract reprocurement	Reprocurement costs, to the extent they are not expected to be met from other sources including Transformation Funding.	0.0	0.0	0.1	(0.1)	0.0	0.0
Waste - Reprofiled waste efficiency	Food and dry mixed recycling efficiencies originally included in the 2021/22 MTFS have been impacted by Covid-19 and will be achieved over a longer period.	0.1	0.0	0.0	0.0	0.0	0.1
H&T - Bus services	The 2021/22 MTFS reflected a potential pressure on contracted bus services of £1.7m due to reduced bus passengers. In 2022/23, following cessation of Government support, that pressure is expected to increase to £2.1m.	0.4	0.0	0.0	0.0	0.0	0.4
H&T - Staff changes to service delivery	Dedicated contract management function and additional resource for implementing future highway technology and innovations.	0.2	0.0	0.0	0.0	0.0	0.2
H&T - Severe weather and ecological threats	Increased mitigation for the impact of severe weather and ecological threats on the highway, including roads, footways & trees	0.2	0.0	0.0	0.0	0.0	0.2
H&T - Active Travel	Maintaining new active travel infrastructure to heightened design standards	0.0	0.0	0.1	0.1	0.0	0.2
Countryside - "Leader" project	Additional staff resource for funding, project development and partnership development activity	0.1	0.0	0.0	0.0	0.0	0.1
Countryside - PROW	Enhancing maintenance of public rights of way	0.3	0.0	0.0	0.0	0.0	0.3
Countryside - staffing	Staff to manage and develop the countryside estate, and part funding of Local Nature Partnership Director to deliver Land Use Management/Tree Strategy and support the drive towards One Surrey Countryside.	0.1	0.0	0.0	0.0	0.0	0.1
Climate Change	Team budget including tree & land use.	0.1	0.0	0.0	0.0	0.0	0.1
Environment - staffing	Additional resources to support delivery of Greener Futures and Rethinking Waste	0.4	0.0	(0.1)	0.0	0.0	0.3
Planning enforcement	Additional staff to enhance planning enforcement activity	0.1	0.0	0.0	0.0	0.0	0.1
All - Non-Pay Inflation	Expected inflationary increase in contract and related costs	2.9	2.9	3.0	3.1	3.1	14.9
All - Pay Inflation	Expected inflationary increase in salary costs	0.5	0.5	0.5	0.6	0.6	2.7
All - Creating ETI	Restructuring ETI to deliver agreed priorities	0.6	0.0	0.0	0.0	0.0	0.6
All - National insurance	Expected impact of increase in Employers National Insurance Contributions	0.2	0.0	0.0	0.0	0.0	0.2
<b>Total Pressures</b>		<b>6.0</b>	<b>3.5</b>	<b>3.2</b>	<b>3.2</b>	<b>3.6</b>	<b>19.6</b>

## Efficiencies

Efficiency	Description	Efficiency					Total £m
		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
Countryside - various	Events on the countryside estate, income from property investment, and development of the Basingstoke Canal Centre campsite are offset by fall-out of one-off efficiencies in 2021/22	(0.0)	0.1	0.0	0.0	0.0	0.1
Environment - Waste volumes and prices	Dry Mixed Recyclable prices have improved and are providing a cost benefit, after allowing for increased waste volumes	2.0	0.0	0.0	0.0	0.0	2.0
H&T - Commercialisation & innovation	Reducing costs through innovation, automation, attracting new funding and moving some services toward cost recovery.	0.2	0.0	0.0	0.0	0.0	0.3
H&T - Parking - expanding on street parking charging	Continuing to expand on street parking charging through parking reviews etc.	0.1	0.1	0.1	0.1	0.0	0.5
H&T - Income & recharges	Including highways searches and recharge of staff costs, e.g. to capital projects	0.2	0.0	0.0	0.0	0.0	0.2
H&T - One off funding	Unapplied grant funding and prior year income	1.0	(1.0)	0.0	0.0	0.0	0.0
H&T - Street lighting LED conversion	Energy savings as street lights are converted to LED	1.1	0.3	0.0	0.0	0.0	1.4
H&T - Bus lane enforcement	Expansion of current bus lane enforcement measures improve reliability of public transport services	0.2	0.1	0.0	0.0	0.0	0.3
H&T - Lane rental income	Anticipated lane rental surplus, to support highway activities in line with legislation	0.3	0.0	0.0	0.0	0.0	0.3
H&T - Moving Traffic offences	Estimated contribution to highway costs	0.2	0.2	0.0	0.0	0.0	0.4
H&T - Staff/resource efficiencies	Efficiencies from bringing inspections of highway structures in-house (previously provided through a contract)	0.2	0.0	0.0	0.0	0.0	0.2
H&T - Highway maintenance	Review scope for efficiencies and cost reductions within the new term maintenance contract.	0.5	0.0	0.0	0.0	0.0	0.5
H&T - Parking surplus	Review treatment of the countywide parking surplus.	0.3	0.0	0.0	0.0	0.0	0.3
Planning - income	Income from Planning Performance Agreements and charges for discretionary services	0.0	0.0	0.0	0.0	0.0	0.1
Waste - Growth in reuse shop income	Continue to expand reuse shop offer at Community Recycling Centres	0.0	0.1	0.0	0.0	0.0	0.1
Waste - Reduce contamination of recycling	Improve quality of recycling, e.g. through resident engagement or changes to collection regimes.	0.2	0.0	0.0	0.0	0.0	0.2
Waste - Rethinking waste	Review of waste operating model, including infrastructure, in light of national strategy changes	0.0	1.0	0.0	0.0	0.0	1.0
<b>Total Efficiencies</b>		<b>6.5</b>	<b>0.9</b>	<b>0.2</b>	<b>0.1</b>	<b>0.0</b>	<b>7.7</b>
<b>Indicative Budget Requirement</b>		<b>139.8</b>	<b>142.4</b>	<b>145.4</b>	<b>148.5</b>	<b>152.0</b>	



## COMMUNITY PROTECTION GROUP

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Brought forward budget	37.3	39.4	40.4	41.4	42.4	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Coroner - funding	Agreed phased reduction in funding from Surrey Police	0.1	0.1	0.0	0.0	0.0	0.3
Coroner - mortuary facilities	Establishment of temporary mortuary facilities pending development of a permanent facility	0.4	0.0	0.0	0.0	0.0	0.4
Trading Standards - Income	Income has reduced, including the impact of Covid-19, and expected to recover over the MTFS period.	0.1	(0.0)	(0.0)	(0.0)	(0.0)	0.0
Fire - Pension admin costs	Costs to administer pensions following external transfer of function from Pension service	0.1	0.0	0.0	0.0	0.0	0.1
All - additional resourcing	Communications and business management support	0.1	0.0	0.0	0.0	0.0	0.1
All - Non Pay inflation	Expected inflationary increase in costs	0.1	0.1	0.1	0.1	0.1	0.5
All - Pay inflation	Expected inflationary increase in salary costs	1.1	0.9	0.9	1.0	1.0	4.9
All - National insurance	Expected impact of increase in Employers National Insurance Contributions	0.3	0.0	0.0	0.0	0.0	0.3
<b>Total Pressures</b>		<b>2.3</b>	<b>1.1</b>	<b>1.0</b>	<b>1.1</b>	<b>1.1</b>	<b>6.6</b>

### Efficiencies

Efficiency	Description	Efficiency					Total £m
		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
General Efficiencies	Including, in 2022/23, reductions to non-partnership Trading Standards spend, income generation and seeking sponsorship and external funding.	0.2	0.1	0.0	0.0	0.0	0.4
<b>Total Efficiencies</b>		<b>0.2</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.4</b>

<b>Indicative Budget Requirement</b>	<b>39.4</b>	<b>40.4</b>	<b>41.4</b>	<b>42.4</b>	<b>43.5</b>	
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## CUSTOMER AND COMMUNITIES

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Brought forward budget	11.0	10.9	11.4	11.9	12.5	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Non-pay inflation	Expected inflationary increase in contract costs	0.0	0.0	0.0	0.0	0.0	0.0
Pay Inflation	Expected inflationary increase in salary costs	0.5	0.5	0.5	0.5	0.6	2.6
Additional NI contribution	Expected impact of increase in Employers National Insurance Contributions	0.1	0.0	0.0	0.0	0.0	0.1
Impact of the non achievement efficiencies in 20/21	Non-achievement of vacancy factor efficiency within the libraries service	0.1	0.0	0.0	0.0	0.0	0.0
<b>Total Pressures</b>		<b>0.7</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.6</b>	<b>2.6</b>

### Efficiencies

Efficiency	Description	Efficiency					Total £m
		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
Existing MTFS efficiencies – Libraries service restructure	Full-year effect of libraries service re-structure	0.2	0.0	0.0	0.0	0.0	0.2
Cultural Services Efficiencies	A number of planned activities to drive out efficiencies, including a comprehensive review of the Heritage Service, extending the teaching weeks per year of Surrey Arts, review of the charging model for Registrations and a review of supplier contracts within the Libraries Service.	0.4	0.0	0.0	0.0	0.0	0.4
Planned end to grant contribution to Watts Gallery	Cease historic grant contribution	0.1	0.0	0.0	0.0	0.0	0.1
Community Partnerships	Re-set of staffing and non-staffing budgets to support new ways of working	0.1	0.0	0.0	0.0	0.0	0.1
<b>Total Efficiencies</b>		<b>0.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.8</b>

<b>Indicative Budget Requirement</b>	<b>10.9</b>	<b>11.4</b>	<b>11.9</b>	<b>12.5</b>	<b>13.0</b>	
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## PROSPERITY, PARTNERSHIPS AND GROWTH

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Brought forward budget	1.3	1.5	1.6	1.6	1.6	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Strengthen Economic Development team	Required to develop and embed a Growth Plan to drive business engagement, economic place agenda, attract new business, skills, strengthen partnerships and understand infrastructure needs	0.2	0.0	0.0	0.0	0.0	0.2
Pay Inflation	Expected inflationary increase in salary costs	0.0	0.0	0.0	0.0	0.0	0.1
Non-Pay Inflation	Expected inflationary increase in contract costs	0.0	0.0	0.0	0.0	0.0	0.0
Additional NI contributions	Expected impact of increase in Employers National Insurance Contributions	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Pressures</b>		<b>0.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.3</b>

<b>Indicative Budget Requirement</b>	<b>1.5</b>	<b>1.6</b>	<b>1.6</b>	<b>1.6</b>	<b>1.7</b>	
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## COMMUNICATIONS, PUBLIC AFFAIRS AND ENGAGEMENT

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
<b>Brought forward budget</b>	1.7	1.9	1.9	2.0	2.0	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
Communication & Engagement support to CPG	Requirement for permanent solution to providing comms and engagement support to CPG (previous funding from one-off sources)	0.2	0.0	0.0	0.0	0.0	0.2
Pay Inflation	Expected inflationary increase in salary costs	0.0	0.0	0.0	0.0	0.0	0.2
Non-pay Inflation	Expected inflationary increase in contract costs	0.0	0.0	0.0	0.0	0.0	0.0
Additional NI contributions	Expected impact of increase in Employers National Insurance Contributions	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Pressures</b>		<b>0.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.2</b>
<b>Indicative Budget Requirement</b>		<b>1.9</b>	<b>1.9</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	

## PEOPLE AND CHANGE

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
<b>Brought forward budget</b>	6.6	6.6	6.5	6.5	6.5	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
Pay Inflation	Expected inflationary increase in salary costs	0.1	0.1	0.1	0.1	0.1	0.4
Non-Pay Inflation	Expected inflationary increase in contract costs	0.0	0.0	0.0	0.0	0.1	0.2
Additional NI contributions	Expected impact of increase in Employers National Insurance Contributions	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Pressures</b>		<b>0.2</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.6</b>

### Efficiencies

Efficiency	Description	Efficiency					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
Efficiencies linked to the implementation of a new ERP system	Improved processes will lead to a reduction in FTE	0.1	0.1	0.0	0.0	0.0	0.2
Additional income generation activities	Traded HR services with Schools	0.1	0.1	0.1	0.2	0.2	0.7
<b>Total Efficiencies</b>		<b>0.2</b>	<b>0.2</b>	<b>0.1</b>	<b>0.2</b>	<b>0.2</b>	<b>0.9</b>
<b>Indicative Budget Requirement</b>		<b>6.6</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>	<b>6.4</b>	

## RESOURCES

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Brought forward budget	69.2	69.0	68.5	68.8	69.0	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	
IT&D - Loss of Income from Data Centre	Loss of income from Data Centre contract as key clients migrate to SaaS solutions.	0.0	0.1	0.0	0.0	0.0	0.1
IT&D - Ongoing costs of Technical Advocates	New posts established to help embed new digital and agile ways of working	0.0	0.2	0.0	0.0	0.0	0.2
IT&D - Microsoft Contract price increase	Contract due to be renegotiated via Crown Commercial Services - indicative level of contract increase and inclusion of Business Analytics tool.	0.5	0.0	0.0	0.0	0.0	0.5
Resources Leadership	Increased capacity in relation to change management and business support	0.2	0.0	0.0	0.0	0.0	0.2
Twelve15 - Loss of income	Loss of contracts with schools for provision of school meals	0.5	0.0	0.0	0.0	0.0	0.5
Strategy Team	Additional capacity to support Council-wide strategy and enhance ability to support people, place and organisational portfolios	0.1	0.0	0.0	0.0	0.0	0.1
Leadership Office	Changes to staffing structure of Leadership Office	0.1	0.0	0.0	0.0	0.0	0.1
Pay Inflation - Resources	Expected inflationary increase in salary costs	0.8	0.8	0.9	0.9	0.7	4.1
Non-Pay Inflation	Expected inflationary increase in contract costs	0.8	0.8	0.9	0.9	0.9	4.3
Additional NI contributions	Expected impact of increase in Employers National Insurance Contributions	0.3	0.0	0.0	0.0	0.0	0.3
<b>Total Pressures</b>		<b>3.3</b>	<b>1.9</b>	<b>1.7</b>	<b>1.8</b>	<b>1.6</b>	<b>10.3</b>

### Efficiencies

Efficiency	Description	Efficiency					Total £m
		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
IT&D - efficiencies linked to the implementation of a new ERP system	DBI programme implementation results in reduced running costs of new system	0.1	0.2	0.0	0.0	0.0	0.3
Orbis service efficiencies	Efficiencies realised from a comprehensive review of the partner contribution rates, the disaggregation of business operations service, alongside the implementation of the new ERP system enabling more streamlined processes	1.0	1.0	0.0	0.0	0.0	2.0
Land & Property efficiencies	Variety of measures including asset rationalisation, improved supply chain management and a review of income generation	1.5	1.0	1.5	1.5	0.0	5.5
IT&D - reduced running costs	Reduction in ongoing licencing costs as a result of Hyperconvergence systems purchase	0.1	0.0	0.0	0.0	0.0	0.1
Twelve15 - Transformation Programme efficiencies	Efficiencies relating to staffing restructure and measures to increase customer base/income generation	0.2	0.1	0.0	0.0	0.0	0.3
Strategy Team	Healthwatch contract savings	0.0	0.0	0.0	0.0	0.0	0.0
Cross Directorate Efficiencies	Review of Business Support	0.2	0.0	0.0	0.0	0.0	0.2
Twelve15 - Actions to return income to pre-COVID levels	Actions to return income to pre-COVID levels	0.5	0.0	0.0	0.0	0.0	0.5
<b>Total Efficiencies</b>		<b>3.6</b>	<b>2.3</b>	<b>1.5</b>	<b>1.5</b>	<b>0.0</b>	<b>8.9</b>

<b>Indicative Budget Requirement</b>	<b>69.0</b>	<b>68.5</b>	<b>68.8</b>	<b>69.0</b>	<b>70.6</b>
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## CENTRAL INCOME AND EXPENDITURE

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Brought forward budget	83.0	78.5	85.7	94.5	105.4	

### Pressures

Pressure	Description	Net Pressure					Total £m
		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
Capital Programme financing costs	Additional MRP and Interest required to finance the borrowing contained within the £1.9bn Capital Programme.	8.5	7.2	8.8	10.9	9.4	44.8
Contract Cost Inflation Contingency	The 2022/23 Directorate inflation pressures are based on underlying CPI and RPI inflation of 1.9%. Latest economic forecasts indicate that inflation may peak at 4-5% and so a central contingency is included to meet this risk.	6.0					6.0
Removal of DSG High Needs Block Contingency	Removal of the 2021/22 contingency to cover the risk on cost containment in the DSG High Needs Block. Risks in containing DSG costs in 2022/23 will be met from the overall contingency.	(9.0)					(9.0)
Removal of 2021/22 Covid-19 Contingency	The 2021/22 budget included a £4.9m contingency for Covid-19 costs, the balance of Government emergency funding. Covid-19 risks will be met from the overall contingency in 2022/23.	(4.9)					(4.9)
<b>Total Pressures</b>		<b>0.6</b>	<b>7.2</b>	<b>8.8</b>	<b>10.9</b>	<b>9.4</b>	<b>36.9</b>

Efficiency	Description	Efficiency					Total £m
		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	
Track 2 Acceleration	The acceleration of £5m of Track 2 efficiency opportunities, held in Central Income and Expenditure until the business cases are developed to the point that they can be allocated to Directorate budget envelopes	5.0					5.0
<b>Total Efficiencies</b>		<b>5.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>5.0</b>

<b>Indicative Budget Requirement</b>	<b>78.5</b>	<b>85.7</b>	<b>94.5</b>	<b>105.4</b>	<b>114.8</b>	
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