

## SURREY COUNTY COUNCIL

## CABINET

DATE: 29 MARCH 2022



REPORT OF: BECKY RUSH, DEPUTY LEADER AND CABINET MEMBER FOR FINANCE AND RESOURCES

LEAD OFFICER: LEIGH WHITEHOUSE, DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR FOR RESOURCES (S151 OFFICER)

SUBJECT: 2021/22 MONTH 10 (JANUARY) FINANCIAL REPORT

ORGANISATION STRATEGY: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/TACKLING HEALTH INEQUALITY/ENABLING A GREENER FUTURE/EMPOWERING COMMUNITIES

<b>Purpose of the Report:</b>
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This report provides details of the County Council's 2021/22 financial position as at 31<sup>st</sup> January 2022 (M10) for revenue and capital budgets, and the expected outlook for the remainder of the financial year.

**Key Messages – Revenue**

- **At M10, the Council is forecasting a full year £0.6m forecast surplus** against the revenue budget, an improvement of £4.6m from M9.
- The improvement mainly relates to improvements in ASC of £4.2m and in CFL of £0.5m.

The details are shown in Annex 1 and summarised in Table 1.

- Despite the forecast of a balanced outturn, it is still the expectation that Directorates continue to make efforts to manage spends within their budget envelopes, particularly where actions will impact on the deliverability of the 2022/23 budget.

**Key Messages – Capital**

- The M10 position shows a forecast spend of £169.1m against a budget of £170.6m, £1.5m less than the budget.
- Details are set out in paragraphs 11 to 14 and Table 3.

<b>Recommendations:</b>
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It is recommended that Cabinet:

1. Note the Council's forecast revenue and capital budget positions.
2. Approve the Empty Homes funding request from Guildford Borough Council of £696,298, as outlined in paragraphs 15-19.
3. Approve £2.8m of revenue expenditure on the Changing Futures programme in Public Health which is fully grant funded by the Department of Levelling Up, Housing and

Communities (DLUHC), and the Lottery Fund as outlined in paragraphs 20-26 of this report.

4. Approve the transfer of the revenue surplus of Busbridge Infant School to the successor sponsored academy as outlined in paragraphs 27-28 of this report.
5. Approve the transfer of the closing surpluses of the two closed schools named in para 29 to the newly opened St Jude's CE Infant School, in order that the funds might continue to benefit the children and locality to which they were originally allocated.

#### Reason for Recommendations:

This report is to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval of any necessary actions.

#### Revenue Budget:

1. **At M10, the Council is forecasting a full year £0.6m surplus against budget.**
2. Table 1 below shows the forecast revenue budget outturn for the year by service.

Table 1 - Summary revenue budget forecast variances as of 31<sup>st</sup> January 2022

Directorate	2021/22	2021/22	21/22	Annual Budget	Forecast Variance	Change in forecast since last month
	YTD M10 - Budget	YTD M10 - Actual	Outturn Forecast at M10			
		£m	£m	£m	£m	£m
Adult Social Care	317.6	324.6	378.8	380.3	(1.5)	(4.2)
Public Service Reform & Public Health	26.5	26.0	34.1	34.1	0.0	0.0
Children, Families and Lifelong Learning	201.6	203.7	229.3	220.0	9.2	(0.5)
Comms, Public Affairs & Engagement	1.4	1.4	1.7	1.7	0.0	0.0
Community Protection Group	31.5	34.7	38.9	37.7	1.1	0.4
Customer & Communities	9.7	8.6	11.2	11.6	(0.4)	(0.0)
Environment, Transport & Infrastructure	112.5	106.2	129.4	135.0	(5.6)	0.0
People & Change	5.5	5.1	6.6	6.6	(0.0)	(0.1)
Prosperity Partnerships & Growth	1.1	1.0	1.3	1.3	0.0	0.0
Resources	58.8	62.2	71.2	70.8	0.4	(0.3)
Central Income & Expenditure	46.3	14.9	76.8	76.8	0.0	0.0
<b>Total before DSG High Needs Block Offset</b>	<b>812.5</b>	<b>788.3</b>	<b>979.3</b>	<b>976.0</b>	<b>3.4</b>	<b>(4.6)</b>
DSG High Needs Block Offset	0.0	0.0	35.0	32.8	2.2	0.0
<b>Total Budget Envelopes</b>	<b>812.5</b>	<b>788.3</b>	<b>1,014.4</b>	<b>1,008.8</b>	<b>5.6</b>	<b>(4.6)</b>
Central Funding	(815.4)	(817.2)	(1,015.0)	(1,008.8)	(6.2)	0.0
<b>Overall after central funding</b>	<b>(2.9)</b>	<b>(28.9)</b>	<b>(0.6)</b>	<b>0.0</b>	<b>(0.6)</b>	<b>(4.6)</b>

Note: Numbers have been rounded which might cause a difference.

3. The **forecast Directorate underspend of £0.6m** predominantly consists of:
  - **Adult Social Care (ASC)** : Forecasting an underspend of £1.5m in 2021/22, an improvement of £4.2m from M9. The £1.5m underspend is due to care package expenditure pressures driven primarily by the pandemic which are being offset by £10.6m of one-off or temporary net financial benefits. The £4.2m improvement is due largely to increased income from the NHS related to disputed Continuing Health Care cases, £4m of which is one-off.
  - **Children, Families and Lifelong Learning (CFL) Non DSG** – The £9.2m forecast overspend (£0.5m improvement from M9) mainly consists of £3.2m forecast overspend within Area and CWD staffing budgets, £2.3m increase in

Special Educational Needs and Disabilities (SEND) home to school transport due to numbers of pupils and inflationary increases since September ( SEND home to school transport is a non-DSG cost), 2.3m forecast overspend on external residential placements and £1.7m overspend in CWD care due to levels of demand. A CFL Finance Action Plan has been developed and a number of actions are either underway or being investigated to mitigate, as far as possible, the pressures within CFL outside of SEND. The focus is on staffing pressures and placement costs. Other mitigations being undertaken include the application of Troubled Families grant (£0.6m).

Risks were previously quantified and captured within monthly monitoring to give as early warning as possible around variations. Both the DSG High Needs block overspend (below), and Transport variances declared in Month 9 were previously identified as risks.

- **Community Protection Group (CPG):** The £1.1m overspend (£0.4m increase from M9) is primarily due to an unfunded national firefighters pay award and other Fire service pressures £0.6m, and historic and special inquest costs in the Coroner's service £0.6m.
- **Environment, Transport & Infrastructure (ETI):** The £5.6m forecast underspend (no change from M9) mainly relates to: £4.2m due to improved recycling prices, £2.5m Highways income and savings, offset by smaller pressures including bus service support and costs in the Environment service.
- **Resources :** The £0.4m forecast overspend (£0.3m improvement from M9) is due mainly to the non-achievement of efficiencies in Business Operations (part of the Orbis Joint Operating Budget) and ongoing pressures in Legal Services due to high external legal fees. These are partially offset by increased income in Finance, a projected underspend in IT&D and vacancies in the Transformation & Strategic Commissioning team.
- **DSG High Needs Block (HNB) –** The £2.2m forecast overspend (no change from M9) is mainly due to revised estimates of cost containment and in-year mitigations but also includes an additional £0.5m of costs linked to change in provision - mainly alternative provision with schools finding it difficult to settle children after absences, plus new placements likely to occur before year end.

Further details on the in-year position are set out below.

### DSG update

The table below shows the projected forecast year end outturn for the HNB. The forecast has not moved from month 9. The forecast remains in excess of the budgeted contingency so there is a variance in the Directorate.

**Table 2 - DSG HNB Summary**

2021/22 DSG HNB Summary	
	£'m
DSG High Needs Block Grant (exc Academies)	156.5
Forecast outturn	191.5
Deficit/(surplus)	35.0
Budgeted overspend	(23.8)
Deficit/(surplus)	11.2
High Needs Block contingency budget	9.0
Overspend after release of contingency budget	2.2

4. As well as the forecast variance, there remains a further risk of £1.4m for this financial year. That consists of £1.1m of mitigations and cost containment which may not be delivered and £0.3m linked to potential additional growth. The reason for the in-year overspend:
- £5.4m of cost containment is unlikely to be delivered, mainly the coming home project which has resulted in a reduction in social care rather than high needs costs, a team has been set up to develop plans for 2022/23 and this is reflected in the MTFs;
  - Partly offset by £3.3m of in year mitigations identified to offset reduced cost containment;
  - In year placement change and tribunal, which were contained to £4.8m compared to the estimated £7m to £9m;
  - Full Year effect of 2021/22 placements after budget setting of £4m

### Covid-19 update

5. For M10 the Directorates forecast a **gross impact from Covid-19 of £107.9m** (which is a £0.7m increase from M9)
6. This is offset by **£80.2m of specific grants** (a £0.9m increase from M9). The majority of the increase from M9 was due to a £0.8m increase in the Practical Support Payment grant.
7. Directorates can absorb £21.8m within existing budgets (unchanged from M9).
8. **A balance of £5.9m is therefore currently flagged as the net impact of Covid-19 on the budget** (a £0.2m decrease from M9). This will be absorbed within the Covid-19 funding released into Central Funding at M9.
9. The Covid-19 funding released from reserve will be held centrally to avoid changing Directorate budget envelopes in the closing stages of the year, and whilst the final Covid-19 outturn position is determined
10. The reset at M9 leaves £4.9m in reserve for future Covid-19 risks.

### Capital Budget

11. Forecast of £169.1m; £1.5m less than the reset budget of £170.6m. The net position at M10 mainly relates to slippage and reprofiling of £1.2m and an underspend of £0.3m

12. M9 forecasts were used to reset the budget for 2021/22 to provide a stable and deliverable budget for the remainder of the year after Strategic Capital Groups carried out detailed analysis of deliverability.
13. Table 3 below provides a summary of the forecast full-year outturn at M10.

**Table 3 - Summary Capital Budget**

Strategic Capital Groups	M10 Outturn Forecast £m	Budget Reset £m	Forecast Variance £m
<b>Property</b>			
Property Schemes	54.9	54.9	0.0
ASC Schemes	1.5	1.5	(0.0)
CFLC Schemes	0.5	0.5	0.0
<b>Property Total</b>	<b>56.9</b>	<b>57.0</b>	<b>(0.0)</b>
<b>Infrastructure</b>			
Highways and Transport	86.4	86.9	(0.5)
Infrastructure and Major Projects	5.1	5.7	(0.6)
Environment	5.0	5.4	(0.4)
Community Protection	1.9	1.9	0.0
<b>Infrastructure Total</b>	<b>98.5</b>	<b>99.9</b>	<b>(1.5)</b>
<b>IT</b>			
<b>IT Total</b>	<b>13.7</b>	<b>13.7</b>	<b>0.0</b>
<b>Total</b>	<b>169.1</b>	<b>170.6</b>	<b>(1.5)</b>

14. The variance of £1.5m from the Budget Reset / M9 mainly relates to:
- Infrastructure & Major Projects - £0.6 slippage on Farnham improvement schemes. The installation of traffic and HGV signs has been delayed pending investigation of lower cost alternatives, which are expected to be implemented in 2022/23.
  - Highways and Transport - £0.5m slippage, primarily schemes deferred pending a change in highway contractor.
  - Environment - £0.4m of which £0.3m slippage, mainly due to delayed commons consent for flood alleviation works.

### Empty Homes Proposal

15. On the 24 November 2020 Cabinet approved the Empty Homes proposal, which is aimed at reducing the number of empty properties across the county. It allows District and Borough Councils who change their empty homes policies to qualify for reimbursement of SCC's share of the additional council tax raised. We have received applications relating to 2019,2020 and 2021 from Guildford Borough Council with a total value of **£696,298**. In-line with the internal process "approval will be granted by SCC's S151 officer in consultation with the Executive Director and Cabinet Member responsible for the service that the proposal aligns with. In addition, applications in excess of £500k will be taken to Cabinet for formal ratification before being approved".

16. The proposals (covering the 3 years) consist of 2 elements:

a. **£480,000** for flood alleviation modelling

This is to progress flood modelling work with the Environment Agency (EA) and Surrey County Council (SCC) centred on Guildford Town. It involves considering design options for Flood Defences for the town centre, then moving onto options appraisals. This process results in a recommendation for an option(s) to be delivered. The EA will then develop the project in sufficient detail to allow a planning application to be made, to secure funding and to allow the award of a construction contract for works that will enable homes to be protected and the sites for new homes to be enabled.

The total budget for this work is £840,000 and will cover activities to summer 2023. The Environment Agency have asked the local authorities for a 50% contribution. SCC have agreed to contribute £50,000 given the role as Lead Local Flood Authority and Guildford Borough Council would like to contribute £480,000, which they would like to be funded through this empty properties bid.

b. **£216,298** for 3 smaller climate change projects which cover -

- i. Electric vehicle infrastructure at the Council depot to provide power points and cabling to help with fleet decarbonisation
- ii. Supporting a 2-year fixed term contract climate change officer
- iii. Development of a sustainability strategy to sit alongside the emerging Guildford Town Centre Masterplan. The need to progress this relates to the breach in air quality standards that means the town centre has been declared an Air Quality Management Area (AQMA).

17. All of the above are under the climate change priority and as such have been reviewed by staff including the Environment Group Commissioning Manager, the Executive Director for Environment Transport and Infrastructure and approved by the Cabinet Member for Environment.

18. Additional Council Tax was raised through these measures and the redistribution has been assumed within the budget for council tax income.

19. The application has also been approved from a Finance perspective by the Section 151 Officer and the Deputy Leader and Cabinet Member for Finance and Resources.

### **Changing Futures grant funded programme**

20. In reply to a national Expression of Interest (EOI) for a Changing Futures Programme issued by (DLUHC) and the Lottery Fund and the submission of Delivery Plan, Surrey and its system-wide partners were chosen from ninety-seven national proposals as one of fifteen areas to be awarded a Changing Futures grant. Surrey has been awarded £2.8m of funding to be spent by 31 March 2024.

21. The Changing Futures programme focuses on supporting people with multiple disadvantages who have three or more of the following adversities:

- substance misuse.

- mental health.
  - homeless or at risk of homelessness.
  - contact with criminal justice system.
  - victim or perpetrator of domestic abuse.
22. The programme is being co-ordinated by the Health and Wellbeing Team in SCC's Public Health service. The team will put in place local initiatives to monitor and evaluate progress towards improved outcomes for individuals with multiple disadvantages, as well as more broadly improve the services and systems to support them.
23. The Changing Futures programme directly supports Priority One of Surrey's Health and Wellbeing Strategy to improve health outcomes for those experiencing multiple disadvantages, and as such contributes to the overarching ambition of the council's strategy to reduce health inequalities so that "no-one is left behind".
24. The formulation of the programme has involved extensive consultation and engagement with the full range of partners and stakeholders involved with the areas of multiple disadvantages outlined above. This has included people with lived experience of multiple disadvantages, the voluntary, community and faith sector, NHS partners, Surrey's District and Borough councils, specialist support service providers, housing providers, the police and government institutions. Key areas of planned expenditure drawn up through this engagement include:
- Voluntary and Community Sector Workforce co-development regarding the introduction of a Trauma Informed Culture addressing stigma and including the appointment of a Clinical Psychologist and delivery of Trauma Informed Training Programme.
  - Co-developing a service specification, risk stratification and an Alliance Partnership Framework for the delivery of an innovative person-centred Trauma Informed Outreach Support Service ("Bridge the Gap") to be provided to an estimated 300 beneficiaries per annum through established homeless, mental health and domestic abuse charities (This element of the Changing Futures Delivery Plan will represent approx. 50% of the total funding).
  - Appointing an independent co-ordinator to provide leadership and develop a Changing Futures Outcomes Delivery Board with the voluntary and community alliance partners.
  - Resourcing to allow Surrey's wider system the opportunity to implement strategies for people including those with co-occurring mental health and substance misuse issues.
  - Using the local and national monitoring, reporting and evaluation of outcomes from the Changing Futures programme to inform sustainable local and national initiatives to reducing the numbers experiencing multiple deprivation who end up in crisis.
25. There are robust governance arrangements in place for the Changing Futures Programme, with regular reporting to:
- Surrey Adults Matters (SAM/ MEAM) Steering Group.

- Multi Agency Group for the Prevention of Homelessness and Rough Sleeping (MAG).
- Housing Needs Teams of the eleven Districts and Boroughs.
- Highlight reports are provided quarterly to the Prevention and Wider Determinants of Health Board and the Health and Wellbeing Board.
- National Changing Futures Programme Board.

26. Based on the Changing Futures Delivery Plan it is currently estimated that £1.5m of grant funds will be spent in the 2022/23 financial year and the remaining £1.3m in the 2023/24 financial year, although the timing of spending will vary to some extent as the programme continues to develop. The grant conditions dictate that all funds should be spent by 31 March 2024, although SCC's PH service will apply to funders for an extension beyond this date if this is considered necessary to ensure funding is utilised most effectively.

#### **Busbridge Infant academy conversion and approval of surplus balance transfer**

27. Busbridge Infant School is scheduled to convert to a sponsored academy on 1 April 2022, following an OFSTED judgement of Inadequate in October 2021. When a school converts to a sponsored academy in this way, the LA may, but is not automatically required to, transfer any revenue and capital surplus to the successor academy trust (whereas the transfer is mandatory where a school converts to an academy by choice). The school's estimated revenue surplus at the end of March 2022 is £78k and the estimated capital surplus is currently nil. Any surplus balances would have been retained and carried forward by the school had it not converted to a sponsored academy.
28. Cabinet is requested to approve the transfer of these surpluses to the successor academy. This will allow them to continue to be used for the benefit of the same school and community for which the funding was originally allocated and to support the school improvement activity required .

#### **Allocation of surplus of two closed schools to the newly opened St Jude's CE Infant School**

29. At the end of July 2021 two Surrey maintained schools were closed (Englefield Green Infant School and Christ Church CE Infant School) and a new Aided maintained school (St Judes CE Infant School) was opened on the site of the former Englefield Green Infant School. The estimated closing revenue surpluses of the two closing schools totalled £208k and the school finance regulations allow the LA to transfer the surpluses of closed schools to a new successor school, but do not compel the LA to do this. However, by transferring the surpluses to the successor school, the surpluses can be spent on the same children and community for which the funding was intended. The merger was intended to provide more sustainable local provision in an area where there was (and indeed remains) a significant number of unfilled places. Furthermore, there were costs involved with the merger and with the integration of the two former schools into one, which the schools have had to absorb.

30. It is recommended that the surplus of the two closed schools is allocated to the newly opened St Jude's CE Infant School, in order that they might continue to benefit the children and locality to which they were originally allocated.

#### **Consultation:**

31. Executive Directors and Cabinet Members have confirmed the forecast outturns for their revenue and capital budgets.

#### **Risk Management and Implications:**

32. Risk implications are stated throughout the report and each relevant director or head of service has updated their strategic and or service risk registers accordingly. In addition, the Corporate Risk Register continues to reflect the increasing uncertainty of future funding likely to be allocated to the Council and the sustainability of the Medium-Term Financial Strategy. In the light of the financial risks faced by the Council, the Leadership Risk Register will be reviewed to increase confidence in Directorate plans to mitigate the risks and issues.

#### **Financial and Value for Money Implications:**

33. The report considers financial and value for money implications throughout and future budget monitoring reports will continue this focus.

#### **Section 151 Officer Commentary:**

34. Although significant progress has been made to improve the Council's financial position, the medium term financial outlook beyond 2022/23 remains uncertain. With no clarity on central government funding in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.
35. The Council has a duty to ensure its expenditure does not exceed the resources available. The Section 151 Officer confirms the financial information presented in this report is consistent with the Council's general accounting ledger and that forecasts have been based on reasonable assumptions, taking into account all material, financial and business issues and risks.

#### **Legal Implications – Monitoring Officer:**

36. The Council is under a duty to set a balanced and sustainable budget. The Local Government Finance Act requires the Council to take steps to ensure that the Council's expenditure (that is expenditure incurred already in year and anticipated to be incurred) does not exceed the resources available whilst continuing to meet its statutory duties.
37. Cabinet should be aware that if the Section 151 Officer, at any time, is not satisfied that appropriate strategies and controls are in place to manage expenditure within the in-year budget they must formally draw this to the attention of the Cabinet and Council and they must take immediate steps to ensure a balanced in-year budget, whilst complying with its statutory and common law duties.

**Equalities and Diversity:**

38. Any impacts of the budget monitoring actions will be evaluated by the individual services as they implement the management actions necessary. In implementing individual management actions, the Council must comply with the Public Sector Equality Duty in section 149 of the Equality Act 2010 which requires it to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
39. Services will continue to monitor the impact of these actions and will take appropriate action to mitigate additional negative impacts that may emerge as part of this ongoing analysis.

**What Happens Next:**

The relevant adjustments from the recommendations will be made to the Council's accounts.

**Report Author:**

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**Consulted:**

Cabinet, Executive Directors, Heads of Service

**Annex:**

Annex 1 – Forecast revenue budget as at 31<sup>st</sup> January 2022

Forecast revenue budget as of 31<sup>st</sup> January 2022

Service	Cabinet Member	Year to date Budget £m	Year to date Actual £m	Year to date variance £m	Full Year Gross budget £m	Full year net budget £m	Full Year net forecast £m	Full year net forecast variance £m
Education and Lifelong Learning	D Turner-Stewart	38.5	42.3	3.8	199.7	21.9	22.0	0.0
Family Resilience	C Curran	28.3	25.6	(2.7)	36.2	33.3	35.7	2.4
Corporate Parenting	C Curran	85.0	84.3	(0.6)	116.6	103.7	108.0	4.3
Quality and Performance	C Curran	7.8	7.5	(0.3)	11.1	9.4	9.5	0.1
Commissioning	C Curran / D Turner-Stewart	42.1	44.3	2.2	132.4	51.9	54.3	2.4
CFLC Exec Director	C Curran	(0.1)	(0.3)	(0.2)	(0.2)	(0.2)	(0.3)	(0.1)
<b>Children, Families and Lifelong Learning</b>		<b>201.6</b>	<b>203.7</b>	<b>2.1</b>	<b>495.9</b>	<b>220.0</b>	<b>229.3</b>	<b>9.2</b>
Public Health	S Mooney	25.9	25.4	(0.5)	33.4	33.4	33.4	0.0
Insight & Analytics	S Mooney	0.6	0.6	0.0	0.8	0.7	0.7	0.0
<b>Public Health and PSR</b>		<b>26.5</b>	<b>26.0</b>	<b>(0.5)</b>	<b>34.2</b>	<b>34.1</b>	<b>34.1</b>	<b>0.0</b>
<b>Adult Social Care</b>	<b>S Mooney</b>	<b>317.6</b>	<b>324.6</b>	<b>6.9</b>	<b>517.6</b>	<b>380.3</b>	<b>378.8</b>	<b>(1.5)</b>
Highways & Transport	M Furniss	48.6	43.7	(4.9)	71.3	58.3	56.1	(2.2)
Environment	M Heath/ N Bramhall	61.3	58.0	(3.2)	75.9	73.5	69.8	(3.7)
Infrastructure, Planning & Major Projects	M Furniss	2.3	2.3	0.0	5.2	2.8	2.7	(0.1)
Leadership Team	M Furniss	0.3	0.6	0.3	0.4	0.4	0.8	0.4
<b>Environment, Transport &amp; Infrastructure</b>		<b>112.5</b>	<b>104.7</b>	<b>(7.8)</b>	<b>152.8</b>	<b>135.0</b>	<b>129.4</b>	<b>(5.6)</b>
Fire and Rescue	K Deanus	26.5	29.0	2.6	36.1	31.7	32.4	0.6
Trading Standards	K Deanus	1.7	1.6	(0.1)	3.9	2.0	1.9	(0.1)
Emergency Management	K Deanus	0.4	0.4	(0.1)	0.5	0.5	0.5	(0.0)
Health & Safety	K Deanus	0.2	0.3	0.1	0.7	0.3	0.3	(0.0)
Armed Forces & Resilience	K Deanus	0.1	0.1	0.0	0.1	0.1	0.1	0.0
Coroners	K Deanus	2.6	3.4	0.8	3.4	3.1	3.8	0.7
<b>Community Protection</b>		<b>31.5</b>	<b>34.7</b>	<b>3.2</b>	<b>44.6</b>	<b>37.7</b>	<b>38.9</b>	<b>1.1</b>
<b>People &amp; Change</b>	<b>T Oliver</b>	<b>5.5</b>	<b>5.1</b>	<b>(0.4)</b>	<b>6.7</b>	<b>6.6</b>	<b>6.6</b>	<b>(0.0)</b>
Communications, Public Affairs and Engag	T Oliver	1.4	1.4	(0.0)	1.7	1.7	1.7	0.0
PPG Leadership	T Oliver	0.2	0.2	0.0	0.3	0.3	0.3	0.0
Economic Growth	T Oliver	0.9	0.7	(0.1)	1.1	1.1	1.1	(0.0)
<b>Prosperity, Partnerships and Growth</b>		<b>1.1</b>	<b>1.0</b>	<b>(0.1)</b>	<b>1.3</b>	<b>1.3</b>	<b>1.3</b>	<b>0.0</b>
Community Partnerships	M Nuti	1.2	1.1	(0.1)	1.5	1.5	1.4	(0.1)
Customer Services	M Nuti	2.3	2.1	(0.2)	2.9	2.7	2.6	(0.2)
AD Culture & Active Surrey	M Nuti	6.1	5.3	(0.7)	17.2	7.2	7.1	(0.1)
Surrey Arts	M Nuti	0.1	0.1	0.0	0.1	0.1	0.1	0.0
<b>Customers and Communities</b>		<b>9.7</b>	<b>8.6</b>	<b>(1.0)</b>	<b>21.7</b>	<b>11.6</b>	<b>11.2</b>	<b>(0.4)</b>
Land and Property	N Bramhall	20.1	20.4	0.3	34.4	24.4	24.4	0.0
Information Technology & Digital	B Rush	8.9	8.8	(0.1)	11.4	10.7	10.5	(0.3)
Business Operations	B Rush	(0.1)	(0.4)	(0.3)	(0.1)	(0.1)	(0.2)	(0.1)
Joint Orbis	B Rush	14.0	16.5	2.4	16.9	16.9	17.6	0.8
Finance	B Rush	4.9	3.6	(1.3)	11.7	5.9	5.8	(0.2)
Legal Services	B Rush	4.1	4.5	0.5	5.3	4.9	5.3	0.5
Democratic Services	B Rush	3.0	3.0	0.0	3.8	3.6	3.6	(0.0)
Executive Director Resources	B Rush	2.1	4.5	2.4	2.6	2.5	2.5	0.0
Twelve15	B Rush	(1.7)	(1.9)	(0.2)	19.6	(1.9)	(2.1)	(0.1)
Corporate Strategy and Policy	B Rush	1.8	1.8	(0.1)	2.4	1.9	1.8	(0.1)
Transformation and Strategic Commissioning	B Rush	1.2	0.9	(0.3)	1.4	1.4	1.3	(0.1)
Performance Management	B Rush	0.2	0.1	(0.0)	0.2	0.2	0.2	(0.0)
PPE	B Rush	0.3	0.3	(0.0)	0.4	0.4	0.4	0.0
<b>Resources</b>		<b>58.8</b>	<b>62.2</b>	<b>3.3</b>	<b>109.9</b>	<b>70.8</b>	<b>71.2</b>	<b>0.4</b>
<b>Corporate Expenditure</b>	<b>B Rush</b>	<b>46.3</b>	<b>14.9</b>	<b>(31.5)</b>	<b>113.5</b>	<b>76.8</b>	<b>76.8</b>	<b>0.0</b>
<b>Total before DSG High Needs Block Offset</b>		<b>812.5</b>	<b>788.3</b>	<b>(24.2)</b>	<b>1,499.9</b>	<b>976.0</b>	<b>979.3</b>	<b>3.4</b>
<b>DSG High Needs Block Offset</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>32.8</b>	<b>32.8</b>	<b>35.0</b>	<b>2.2</b>
<b>Total Budget Envelopes</b>		<b>812.5</b>	<b>788.3</b>	<b>(24.2)</b>	<b>1,532.8</b>	<b>1,008.8</b>	<b>1,014.4</b>	<b>5.6</b>
<b>Central funding</b>		<b>(815.4)</b>	<b>(817.2)</b>	<b>(1.8)</b>		<b>(1,008.8)</b>	<b>(1,015.0)</b>	<b>(6.2)</b>
<b>Total Net revenue expenditure including DSG HNB</b>		<b>(2.9)</b>	<b>(28.9)</b>	<b>(26.0)</b>	<b>1,532.8</b>	<b>0.0</b>	<b>(0.6)</b>	<b>(0.6)</b>

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