

DETAILED REVENUE & CAPITAL BUDGET 2014 - 2019

Adult Social Care 2014-19

Our vision – Work collaboratively with our partners to ensure people have choice and control, so they can maximise their wellbeing and independence in their local community and remain safe

What we will focus on

- **Residents** – individuals, families and communities will have more influence, control and responsibility
- **Quality** – we will ensure the highest quality and encourage innovation
- **Value** – we will create public value by improving outcomes for residents
- **People** – we will develop and equip our officers and Members to provide excellent service
- **Partnerships** – we will work with our partners in the interests of Surrey
- **Stewardship** – we will look after the county's resources responsibly

Our priorities for 2014/15

- 1. Connect individuals with family, friends and community support networks so they can live independently and prevent or postpone the need for funded care and support services**
 - o Reduce the average monthly cost of individual care packages by maximising local support networks to enable people to live independent and safe lives
- 2. Collaborative working with health and other partners to deliver integrated community health and primary care services to improve the health and social care for people**
 - o Work with health and other partners to co-design and plan local models of integrated health and social care using the Better Care Fund
- 3. Provide leadership in the joint commissioning of health and social care services**
 - o Work with health partners to jointly commission a more integrated home based care service for Surrey residents based around local Health and Social Care economies

- 4. Offer universal advice and information services to all local people to promote their independence and wellbeing**
 - o Ensure all Surrey residents have access to local information and advice, so they understand the options available

- 5. Continue our commitment to personalisation, with all systems, processes, staff and services giving people choice and control over their lives**
 - o Prepare for the implementation of the new Care Bill cap on care costs which becomes effective from April 2016

Interim Strategic Director



Dave Sargeant

Cabinet Members




Mel Few,
Cabinet Member,
Adult Social Care

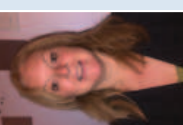


Steve Cosser,
Cabinet Associate,
Adult Social Care


Leadership team




Sonya Seller,
Interim Assistant Director - Personal Care and Support, Mid Surrey




Shelley Head,
North West Surrey



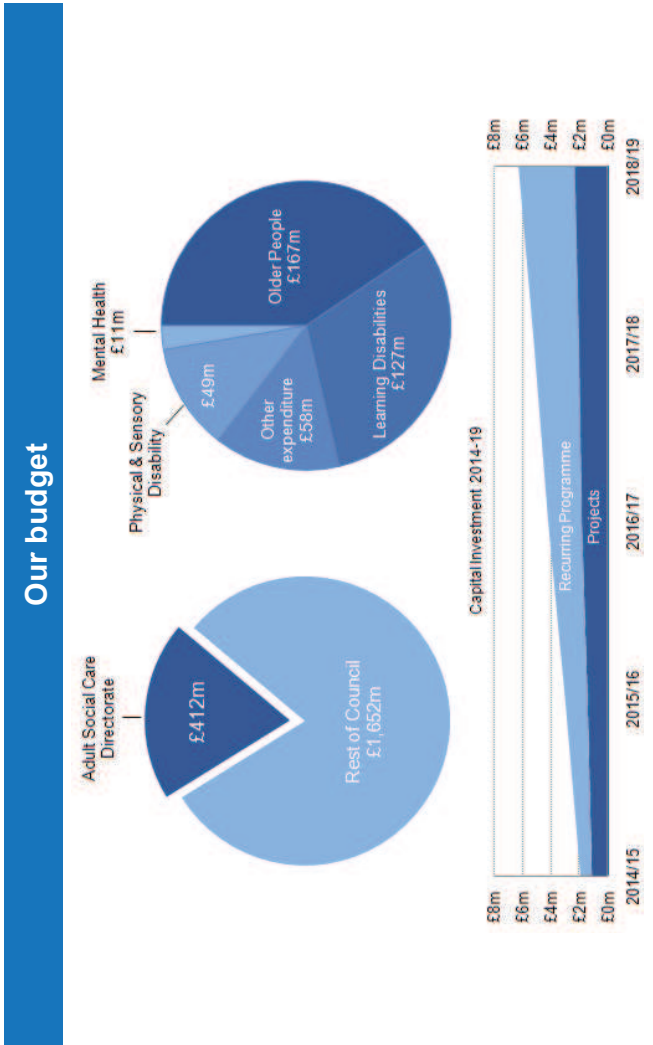
Liz Ullasz,
South West Surrey



Anne Butler,
Assistant Director, Commissioning



John Woods,
Assistant Director, Policy and Strategy



FINANCIAL COMMENTARY

- 2.1. The 2014/15 budget is £340m, an increase (after virements) of £2.1m (0.62%). This includes total pressures and funding changes of £44m (£58m excluding the contribution from reserves), and a savings target of £42m (12% of the budget).
- 2.2. 2014/15 poses exceptional financial challenges to Adult Social Care. The 2014/15 base revenue expenditure budget shows little change from that in 2013/14, a year in which savings of £46m were needed and in which an overspend of £6m is projected despite the use of considerable one-off support. That's because savings of £15m were not achieved in 2013/14 due to the slow implementation of the Friends, Family and Community programme (FFC), with the shortfall being largely offset by the use of one off provisions.
- 2.3. In recognition of the difficulties posed by that scale of challenge, the ASC budget will benefit on a one-off basis from £14m use of reserves in 2014/15.
- 2.4. Taking the £14m use of reserves into account, the Adults Service targeted savings for 2014/15 is now £42m of which £2.6m has yet to be identified. £14m of savings from the service has therefore been deferred to the 2015/16 financial year. This re-profiling of the timing of spending within the Council's overall budget recognises that Adult Social Care expects benefit of £25m to sustain social care services as a result of the Better Care Fund.
- 2.5. It is noted that the savings for 2014/15 are in excess of the savings levels of £30m typically achieved by the service over the period 2010-2014. 2.6 Key actions to achieve the savings of £42m in 2014/15 are:
- Achieve savings from FFC programme of £10m.
 - Identify programmes that will achieve £2.6m as yet unidentified.
 - Achieve savings of £29.4m which are mostly of an established nature, e.g. procurement, placement reviews and direct payment reclaims, but several do depend critically on tendering results or obtaining partnership agreements, the outcomes from which cannot be guaranteed at this stage.
 - To initiate longer-term actions which will set in train further new savings from 2015/16, especially given the one-off nature of additional support in 2014/15, which defers £14m of savings to the following year. That will include reviewing the balance between internal and external provision across a wide range of the Council's provision. In that context, the setting up of the Local Authority Trading Company (LATC) from 1 August 2014 is important, as it could provide a potential means of delivering differently.

- 2.6. Future years of the MTFP are also challenging with ambitious savings targets for the Family, Friends and Community programme of a further £25m in 2015-18, bringing the overall total to £35m. The financial risks associated with Care Bill implementation further underpin the need to move in advance to generate longer term areas of further savings, and emphasise the importance of working successfully with the Clinical Commissioning Groups (CCGs) in order to make best use of the Better Care Funding from 2015/16.
- 2.7. Partnership working is critical to the delivery of the ASC agenda. The private and voluntary sectors, the NHS, other local authorities, and other County Council directorates all underpin current means of delivery, and also form part of the wider health and social care system within which collaborative working is the best way to minimise total costs. As such, they are also vital as major contributors to the total resources to call on in making the Friends, Family and Community programme a deliverable reality.
- 2.8. Moreover, the specific partnership working with Clinical Commissioning Groups through the Better Care Fund (£71m in 2015/16) offers the best chance to put the system on a sustainable footing in the longer term by dealing with the demographic challenges faced. Consequently, the budget proposed sets out to protect the current prices and levels of support bound up in partnership arrangements on the grounds that reducing them would be not only problematic, but also counter-productive. An illustration of the costs of services that can be justifiably classified under the government's term "Protection of Social Care" – one of the intended uses of the Better Care Fund – is shown on page 24 of the MTFP.

INCOME & EXPENDITURE REVENUE BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
UK Government grants	(2,030)	(222)	(222)	(222)	(222)	(222)
Other bodies grants	(14,297)	(18,309)	(18,309)	(18,309)	(18,309)	(18,309)
Fees & charges	(38,173)	(41,957)	(43,281)	(45,211)	(47,464)	(50,705)
Joint working income	(11,971)	(10,003)	(9,753)	(9,503)	(9,253)	(9,003)
Reimbursement & recovery of costs	(1,071)	(1,771)	(1,771)	(1,771)	(1,771)	(1,771)
Other funding	(65,512)	(72,040)	(73,114)	(74,794)	(76,797)	(79,788)
Total funding	(67,542)	(72,262)	(73,336)	(75,016)	(77,019)	(80,010)
Expenditure:						
Employment	73,253	71,381	67,397	67,908	68,431	68,907
Running costs	6,051	5,727	5,847	5,971	6,097	6,225
Contracts & care packages	326,170	335,178	342,295	356,313	375,293	405,830
Total expenditure	405,474	412,286	415,541	430,192	449,821	480,962
Net budget supported by Council Tax, general government grants and reserves	337,932	340,024	342,205	355,176	372,802	400,952

	2013/14	2014/15
FTE's	2,187	2,145

The above FTEs excludes posts fully funded through external funding sources and temporary invest to save posts

POLICY BUDGET

8

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government Grants	(2,030)	(222)	(222)	(222)	(222)	(222)
Other Bodies Grants	(14,297)	(18,309)	(18,309)	(18,309)	(18,309)	(18,309)
Fees & Charges	(38,173)	(41,958)	(43,282)	(45,212)	(47,465)	(50,706)
Joint Working Income	(9,491)	(8,159)	(8,159)	(8,159)	(8,159)	(8,159)
Joint Funded Care Package Income	(2,480)	(1,843)	(1,593)	(1,343)	(1,093)	(843)
Reimbursements & recovery of costs	(1,071)	(1,771)	(1,771)	(1,771)	(1,771)	(1,771)
Total funding	(67,542)	(72,262)	(73,336)	(75,016)	(77,019)	(80,010)

Expenditure:**Older People**

Nursing General	19,306	20,385	22,851	26,131	29,312	33,146
Nursing Dementia	11,754	12,807	12,156	12,167	12,153	13,609
Residential General - External	36,796	38,548	38,202	39,089	40,019	42,048
Residential Dementia - External	13,164	12,578	12,360	12,455	12,539	13,307
Residential In-House Provision	7,209	7,528	4,816	4,883	4,955	5,015
Home Care - External	37,835	38,593	36,970	37,244	38,917	43,704
Reablement In-House Provision	8,096	7,374	7,516	7,570	7,617	7,656
Extra Care In-House Provision	1,186	1,393	1,403	1,406	1,407	1,409
Direct Payments	10,864	10,183	8,902	9,158	9,850	11,512
Day Care - External	2,649	2,846	2,790	2,807	2,872	3,043
Day Care In-House Provision	198	192	195	197	200	202
Respite Care	1,508	2,280	2,253	2,282	2,349	2,498
Transport Services	549	673	658	664	683	732
Other Care	7,561	11,221	10,664	10,155	9,679	9,275
Total Older People	158,675	166,602	161,735	166,208	172,551	187,157

Physical & Sensory Disabilities

Nursing General	3,543	3,067	3,341	3,631	3,908	4,160
Nursing Dementia	68	22	23	23	24	25
Residential General - External	4,848	5,499	5,658	5,788	5,956	6,168
Residential Dementia - External	105	152	156	161	165	170
Supported Living / Home Care	6,411	7,664	7,996	8,343	8,939	9,766
Direct Payments	16,870	17,481	18,585	18,906	19,736	21,037
Day Care - External	934	878	855	837	837	856
Day Care In-House Provision	539	549	558	564	572	580
Respite Care	221	278	265	255	254	262
Transport Services	302	249	242	236	239	250
Other Care - External	13,446	13,537	13,519	13,506	13,509	13,528
Total Physical & Sensory Disabilities	47,286	49,377	51,197	52,250	54,140	56,802

POLICY BUDGET (CONTINUED)

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
People with Learning Disabilities						
Nursing General	750	1,166	1,342	1,518	1,686	1,842
Nursing Dementia	201	278	286	297	307	316
Residential General - External	68,025	64,003	67,792	72,203	76,782	81,558
Residential Dementia - External	79	77	83	85	88	90
Residential In-House Provision	4,968	5,193	3,109	3,151	3,205	3,256
Supported Living / Home Care - External	19,333	23,097	23,702	24,445	26,159	29,142
Supported Living / Home Care In-House Provision	658	613	624	630	640	649
Direct Payments	12,704	14,111	15,815	17,646	20,113	23,191
Day Care - External	3,886	4,246	4,342	4,475	4,743	5,140
Day Care In-House Provision	6,175	6,267	6,369	6,431	6,506	6,578
Respite Care	2,410	2,228	2,400	2,594	2,876	3,237
Transport Services	1,490	1,886	2,103	2,341	2,656	3,040
Other Care - External	2,841	2,399	2,664	2,952	3,328	3,781
Other Care In-House Provision	1,401	1,496	1,521	1,537	1,551	1,565
Total People with Learning Disabilities	124,921	127,059	132,154	140,305	150,641	163,385
Mental Health & Substance Misuse						
Nursing General	415	592	792	988	1,174	1,344
Nursing Dementia	83	90	86	82	79	81
Residential General	2,152	2,050	2,100	2,166	2,229	2,285
Residential Dementia	0	22	20	21	22	22
Supported Living / Home Care	2,387	3,029	3,351	3,674	4,079	4,555
Direct Payments	332	669	685	704	745	809
Day Care	110	42	40	38	38	39
Respite Care	68	3	3	3	3	3
Transport Services	82	10	9	9	9	9
Other Care	4,429	4,582	4,575	4,570	4,569	4,574
Total Mental Health & Substance Misuse	10,059	11,089	11,662	12,254	12,946	13,720
Other Expenditure						
Assessment & Care Management	30,888	29,728	30,166	30,434	30,690	30,936
Management & Support	18,196	15,878	16,070	16,183	16,293	16,400
Housing Related Support	15,449	12,554	12,555	12,558	12,559	12,560
Total Other Expenditure	64,533	58,159	58,791	59,175	59,543	59,896
Total expenditure	405,474	412,286	415,541	430,192	449,821	480,962
Net budget	337,932	340,024	342,205	355,176	372,802	400,952

REVENUE SERVICE SUMMARY

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Funding and income by service:</u>						
Personal Care & Support	(44,121)	(46,819)	(47,893)	(49,573)	(51,576)	(54,567)
Service Delivery	(575)	(540)	(540)	(540)	(540)	(540)
Policy & Strategy	(2,214)	0	0	0	0	0
Commissioning	(20,633)	(24,903)	(24,903)	(24,903)	(24,903)	(24,903)
ASC Strategic Director	0	0	0	0	0	0
Total Funding	(67,542)	(72,262)	(73,336)	(75,016)	(77,019)	(80,010)
<u>Expenditure by service:</u>						
Personal Care & Support	298,684	306,151	313,966	328,361	347,686	378,539
Service Delivery	22,831	23,659	19,049	19,273	19,535	19,774
Policy & Strategy	3,509	2,975	3,003	3,021	3,039	3,056
Commissioning	80,038	79,531	79,552	79,566	79,588	79,619
ASC Strategic Director	412	(30)	(29)	(28)	(27)	(26)
Total Expenditure	405,474	412,286	415,541	430,192	449,821	480,962
Adult Social Care	337,932	340,024	342,205	355,176	372,802	400,952

BUDGET MOVEMENT SUMMARY

	2014/15	2015/16	2016/17	2017/18	2018/19	2014-19
	£000s	£000s	£000s	£000s	£000s	£000s
Prior year budget	337,932	340,024	342,205	355,176	372,802	337,932
Funding changes	-4,720	-1,074	-1,680	-2,003	-2,990	-12,467
Expenditure changes:						
Pressures & changes	48,764	42,036	33,358	32,608	38,439	195,204
Savings & reductions	-41,952	-38,781	-18,707	-12,978	-7,299	-119,717
Net expenditure change	6,812	3,255	14,652	19,629	31,140	75,487
Total budget movement	2,092	2,181	12,972	17,626	28,150	63,020
Revised budget	340,024	342,205	355,176	372,802	400,952	400,952

DETAILED BUDGET MOVEMENT

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Funding changes							
<u>Grant and specific income movements</u>							
Virements	(147)					(147)	
Additional Whole Systems funding	(4,011)					(4,011)	
End of Right to Control grant	165					165	
Reversal of draw down of unspent Social Care Reform Grant	1,865					1,865	
Loss of joint funded care package income	637	250	250	250	250	1,637	
Policy & Strategy project income changes	184					184	
Ongoing funding for individuals with primary health needs	(768)					(768)	
Changes to Service Delivery income streams	(40)					(40)	
Funding changes for Mental Health staff	215					215	
Changes to Commissioning Block Contracts & Grants income	1,065					1,065	
Changes to other income streams	(29)					(29)	
Total Grant and specific income movements	(865)	250	250	250	250	135	
<u>Optimising income</u>							
Changes to Fees & Charges income	(3,855)	(1,324)	(1,930)	(2,253)	(3,240)	(12,603)	A
Total funding changes	(4,720)	(1,074)	(1,680)	(2,003)	(2,990)	(12,467)	

DETAILED BUDGET MOVEMENT (CONTINUED)

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	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	Total £000s	RAG
Pressures and changes							
<u>Legislative, Policy & Functional changes</u>							
Virements	(841)					(841)	
Additional Whole Systems expenditure	4,011					4,011	
Reduced Right to Control expenditure	(165)					(165)	
Reversal of one-off corporate contribution for speeding personalisation	(1,000)					(1,000)	
Removal of transitional LATC set up budget	(250)					(250)	
Policy & Strategy projects expenditure changes	(131)					(131)	
Changes to Commissioning Block Contracts & Grants expenditure	(1,065)					(1,065)	
Transfers of Commissioning budgets to Personal Care & Support and Policy & Strategy	(238)					(238)	
Changes to Section 256 Mental Health costs	2					2	
Total changes	323	0	0	0	0	323	
<u>Service Pressures</u>							
Inflation	8,716	8,933	8,437	8,729	9,212	44,027	
Full year effect of existing care packages - Non-Transition	5,346	3,500	3,500	3,500	3,500	19,346	
Future year demand pressures - Non-Transition	7,477	6,977	6,477	5,977	5,477	32,386	
Full year effect of existing care packages - Transition	3,367	3,500	3,500	3,500	3,500	17,367	
Future year Transition cases	4,802	5,125	5,295	5,559	5,837	26,619	
Failure to achieve MTFP savings on an ongoing basis	27,717					27,717	
Replacement of one-off use of Whole Systems funding	2,850					2,850	
Replacement of one-off staffing savings	1,637					1,637	
Additional services from LATC	503					503	
ASC staffing changes	(201)					(201)	
Changes to Service Delivery in-house budgets	226					226	
One-off contribution	(14,000)	14,000				0	
Dilnot Commission	0		5,000	5,000	10,000	20,000	
Contingency for savings not achieved / additional pressures	0		1,150	342	912	2,404	
Total pressures	48,441	42,035	33,358	32,608	38,439	194,882	
Total pressures and changes	48,764	42,035	33,358	32,608	38,439	195,205	

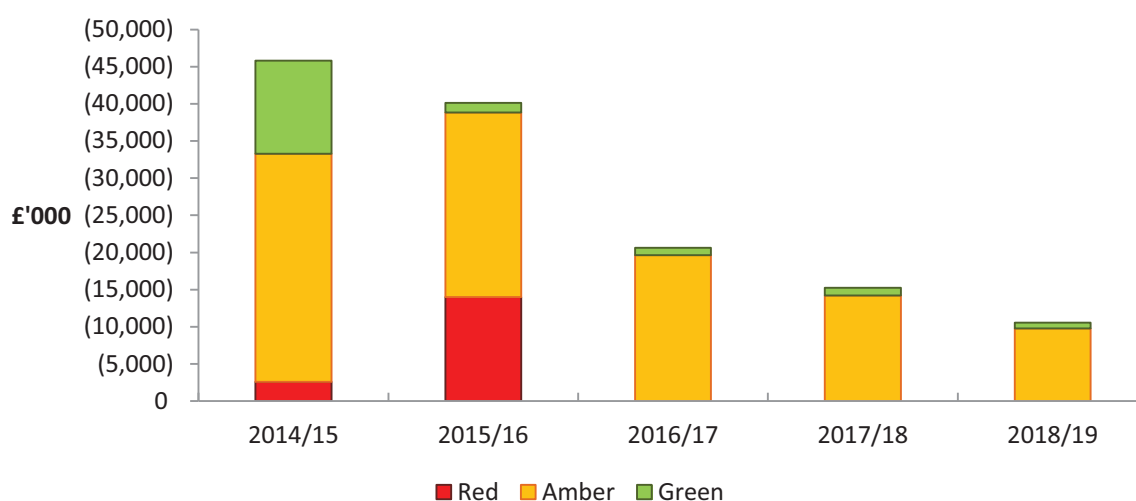
DETAILED BUDGET MOVEMENT (CONTINUED)

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Savings							
<u>Continuing Savings</u>							
Family, Friends and Community support	(10,000)	(10,000)	(10,000)	(5,000)		(35,000)	A
Section 256 client group savings	(1,500)	(1,250)	(1,000)	(1,000)	(750)	(5,500)	G
Optimisation of Transition pathways	(250)	(750)	(1,000)	(1,000)	(1,000)	(4,000)	A
Preventative savings through Whole Life Systems interventions & Telecare	(250)	(500)	(902)	(708)	(426)	(2,786)	A
Strategic shift from residential to community based provision	(118)	(237)	(237)	(237)	(236)	(1,066)	A
Optimisation of spot care rates	(4,005)	(2,062)	(589)	(307)	(2,315)	(9,278)	A
Learning Disabilities Public Value Review	(1,000)	(750)	(750)	(500)		(3,000)	A
Other commissioning strategies	(730)	(500)	(500)	(500)	(500)	(2,730)	A
Optimisation of main block contract rates	(433)	(417)	(425)	(433)	(441)	(2,149)	A
Optimisation of other block contract rates	(396)	(415)	(404)	(393)	(382)	(1,990)	A
Strategic supplier review ongoing savings	(750)	(250)	(250)	(250)		(1,500)	A
Strategic renegotiation of main block contracts	(1,400)					(1,400)	A
Recommission Supporting People contracts	(1,000)					(1,000)	G
"Protection" of Social Care through Whole Systems funding	(4,000)					(4,000)	A
Maximising income through partnership arrangements	(2,500)	(1,250)	(1,250)	(1,250)	(1,250)	(7,500)	A
Public Sector Transformation Network / Health Collaboration	(600)	(1,400)	(1,400)	(1,400)		(4,800)	A
Strategic review of In-house services	0	(5,000)				(5,000)	A
Savings through LATC	(700)					(700)	G
Management efficiency savings through restructuring	(300)					(300)	G
Management of team supplies, services and travel	(270)					(270)	G
Savings yet to be identified	(2,600)	(14,000)				(16,600)	R
Total Continuing Savings	(32,802)	(38,781)	(18,707)	(12,978)	(7,299)	(110,567)	
<u>One-off Savings</u>							
Direct payment reclaims	(3,000)					(3,000)	G
Overprojection due to breaks / one-off reductions in care services	(1,000)					(1,000)	G
Underusage of call offs	(500)					(500)	G
Strategic supplier review rebates	(750)					(750)	G
General In-house efficiencies	(400)					(400)	A
Manage costs below budget, e.g. vacancies	(3,500)					(3,500)	G
Total One-off Savings	(9,150)	0	0	0	0	(9,150)	
Total savings	(41,952)	(38,781)	(18,707)	(12,978)	(7,299)	(119,717)	

Residents – Value – Partnership

Quality – People - Stewardship

EFFICIENCIES RISK ANALYSIS



	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	Total £000s
Red	(2,600)	(14,000)	0	0	0	(16,600)
Amber	(30,687)	(24,855)	(19,637)	(14,231)	(9,790)	(99,200)
Green	(12,520)	(1,250)	(1,000)	(1,000)	(750)	(16,520)
	(45,807)	(40,105)	(20,637)	(15,231)	(10,540)	(132,320)

BETTER CARE FUNDING – ANALYSIS

	2014/15 £000s	2015/16 £000s
Universal advice and information to keep people independent	1,240	1,240
Preventative services		
Carers	6,544	6,544
Support via Districts and Boroughs	1,000	1,000
Voluntary sector grants	6,059	6,059
Housing Related Support	12,554	12,556
	26,157	26,159
Demographic pressures without changing eligibility 2014/15	20,992	20,992
Demographic pressures without changing eligibility 2015/16		19,105
Total	48,389	67,496

ANNUAL ACTIVITY VOLUMES

Budgeted MTFP Volumes	01-Apr-14	31-Mar-15	Surrey County Council Open Cases - Note 1
Older People			
Nursing Dementia	570	615	
Nursing General	725	778	
Residential Dementia	657	639	
Residential General	1,086	1,058	
Home Care/Reablement	4,078	4,121	
Direct Payments	1,117	1,140	
Other Community Care	895	895	
Total Older People	9,128	9,246	15,365
Physical & Sensory Disabilities			
Nursing Dementia	1	1	
Nursing General	58	62	
Residential Dementia	6	6	
Residential General	93	94	
Supported Living/Home Care	580	636	
Direct Payments	988	1,046	
Other Community Care	389	390	
Total PSD	2,115	2,235	3,240
People with Learning Disabilities			
Nursing Dementia	5	6	
Nursing General	10	10	
Residential Dementia	1	1	
Residential General	997	1,023	
Supported Living/Home Care	859	932	
Direct Payments	853	1,001	
Other Community Care	1,485	1,538	
Total PLD	4,210	4,511	3,692
Mental Health & Substance Misuse			
Nursing Dementia	1	2	
Nursing General	9	13	
Residential Dementia	1	1	
Residential General	43	43	
Supported Living/Home Care	127	149	
Direct Payments	140	151	
Other Community Care	54	54	
Total MH	375	413	Note 2
ASC Total Service Volumes	15,828	16,404	
Total Open Cases excluding Mental Health			22,297

Notes:

1: Open cases are as at beginning of February 2014. The difference between open cases and planned service volumes are equipment services, professional and local support services and assessed cases where no service is being received.

2: Surrey jointly manages the Mental Health service with Surrey & Borders partnership Foundation Trust - volume data for open cases is currently not available from the joint service.

CAPITAL BUDGET

8

Commissioning Budget Scheme	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	Capital Profiling
						Total £000s
Recurring programmes						
Major adaptations	800	800	800	800	800	4,000
Total recurring programmes	800	800	800	800	800	4,000
Projects						
Wellbeing centres	105					105
In-house capital improvement scheme	250	250	250	250	250	1,250
User led organisation hubs	100	100	100			300
Total projects	455	350	350	250	250	1,655
Total Capital Schemes	1,255	1,150	1,150	1,050	1,050	5,655

Utilising the asset budget

Commissioning budget	1,255	1,150	1,150	1,050	1,050	5,655
<u>Projects (held within Business Services)</u>						
Adults Social Care Infrastructure Grant	608					608
	608	0	0	0	0	608
Utilising budget	1,863	1,150	1,150	1,050	1,050	6,263

PERSONAL CARE & SUPPORT - INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: DAVID SARGEANT

8

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
UK Government grants	0	(67)	(67)	(67)	(67)	(67)
Other bodies grants	(1,169)	0	0	0	0	0
Fees & charges	(37,976)	(41,824)	(43,148)	(45,078)	(47,331)	(50,572)
Joint working income	(4,973)	(4,157)	(3,907)	(3,657)	(3,407)	(3,157)
Reimbursement & recovery of costs	(3)	(771)	(771)	(771)	(771)	(771)
Other income	(44,121)	(46,752)	(47,826)	(49,506)	(51,509)	(54,500)
Total funding	(44,121)	(46,819)	(47,893)	(49,573)	(51,576)	(54,567)
Expenditure						
Employment	43,132	39,831	40,470	40,797	41,100	41,383
Running costs	2,095	1,815	1,855	1,896	1,937	1,980
Contracts & care packages	253,457	264,505	271,641	285,668	304,649	335,176
Total expenditure	298,684	306,151	313,966	328,361	347,686	378,539
Net budget	254,563	259,332	266,073	278,788	296,109	323,972

PERSONAL CARE & SUPPORT - POLICY BUDGET

HEAD OF SERVICE: DAVID SARGEANT

8

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government Grants	0	(67)	(67)	(67)	(67)	(67)
Other Bodies Grants	(1,169)	0	0	0	0	0
Fees & Charges	(37,975)	(41,824)	(43,148)	(45,078)	(47,331)	(50,572)
Joint Working Income	(2,493)	(2,313)	(2,313)	(2,313)	(2,313)	(2,313)
Joint Funded Care Package Income	(2,480)	(1,843)	(1,593)	(1,343)	(1,093)	(843)
Reimbursements & recovery of costs	(3)	(771)	(771)	(771)	(771)	(771)
Total funding	(44,121)	(46,819)	(47,893)	(49,573)	(51,576)	(54,567)
Expenditure:						
Older People						
Nursing General	18,339	19,102	21,542	24,796	27,950	31,758
Nursing Dementia	11,754	12,807	12,156	12,167	12,153	13,609
Residential General - External	20,261	23,284	22,662	23,269	23,915	25,654
Residential Dementia - External	6,215	5,788	5,434	5,390	5,333	5,957
Home Care - External	36,158	37,125	35,502	35,777	37,450	42,236
Reablement In-House Provision	8,096	7,374	7,516	7,570	7,617	7,656
Extra Care In-House Provision	1,186	1,393	1,403	1,406	1,407	1,409
Direct Payments	10,864	10,183	8,902	9,158	9,850	11,512
Day Care - External	1,159	1,340	1,267	1,266	1,313	1,467
Respite Care	167	1,059	1,010	1,017	1,061	1,187
Transport Services	235	386	369	371	387	433
Other Care	533	920	862	853	876	972
Total Older People	114,967	120,761	118,624	123,041	129,312	143,850
Physical & Sensory Disabilities						
Nursing General	3,543	3,067	3,341	3,631	3,908	4,160
Nursing Dementia	68	22	23	23	24	25
Residential General - External	4,848	5,499	5,658	5,788	5,956	6,168
Residential Dementia - External	105	152	156	161	165	170
Supported Living / Home Care	6,411	7,664	7,996	8,343	8,939	9,766
Direct Payments	14,589	15,321	16,425	16,746	17,575	18,877
Day Care - External	623	560	537	518	519	537
Respite Care	221	278	265	255	254	262
Transport Services	292	239	232	226	229	240
Other Care - External	668	494	477	463	466	486
Total Physical & Sensory Disabilities	31,368	33,297	35,108	36,155	38,036	40,691

PERSONAL CARE & SUPPORT - POLICY BUDGET (CONTINUED)

HEAD OF SERVICE: DAVID SARGEANT

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
People with Learning Disabilities						
Nursing General	750	1,166	1,342	1,518	1,686	1,842
Nursing Dementia	201	278	286	297	307	316
Residential General - External	67,423	63,400	67,190	71,600	76,180	80,956
Residential Dementia - External	79	77	83	85	88	90
Supported Living / Home Care - External	19,333	23,097	23,702	24,445	26,159	29,142
Direct Payments	12,704	14,111	15,815	17,646	20,113	23,191
Day Care - External	3,886	4,246	4,342	4,475	4,743	5,140
Respite Care	2,410	2,228	2,400	2,594	2,876	3,237
Transport Services	1,490	1,886	2,103	2,341	2,656	3,040
Other Care - External	2,588	2,240	2,504	2,793	3,169	3,621
Total People with Learning Disabilities	110,864	112,728	119,768	127,794	137,976	150,575
Mental Health & Substance Misuse						
Nursing General	415	592	792	988	1,174	1,344
Nursing Dementia	83	90	86	82	79	81
Residential General	2,152	2,050	2,100	2,166	2,229	2,285
Residential Dementia	0	22	20	21	22	22
Supported Living / Home Care	2,387	3,029	3,351	3,674	4,079	4,555
Direct Payments	332	669	685	704	745	809
Day Care	110	42	40	38	38	39
Respite Care	68	3	3	3	3	3
Transport Services	82	10	9	9	9	9
Other Care	119	158	151	145	145	150
Total Mental Health & Substance Misuse	5,749	6,665	7,237	7,829	8,521	9,296
Other Expenditure						
Assessment & Care Management	26,477	24,293	24,709	24,958	25,194	25,421
Management & Support	9,259	8,407	8,520	8,584	8,646	8,706
Total Other Expenditure	35,736	32,700	33,229	33,542	33,840	34,127
Total expenditure	298,684	306,151	313,966	328,361	347,686	378,539
Net budget	254,563	259,332	266,073	278,788	296,109	323,972

SERVICE DELIVERY – INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: GRAHAM WILKIN

8

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
Fees & charges	(197)	(134)	(134)	(134)	(134)	(134)
Reimbursement & recovery of costs	(378)	(406)	(406)	(406)	(406)	(406)
Other income	(575)	(540)	(540)	(540)	(540)	(540)
Total funding	(575)	(540)	(540)	(540)	(540)	(540)
Expenditure						
Employment	19,845	20,782	16,099	16,249	16,435	16,597
Running costs	3,199	3,156	3,226	3,296	3,369	3,443
Contracts & care packages	(213)	(279)	(276)	(272)	(269)	(266)
Total expenditure	22,831	23,659	19,049	19,273	19,535	19,774
Net budget supported by Council Tax, general government grants and reserves	22,256	23,119	18,509	18,732	18,995	19,234

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Fees & Charges	(197)	(134)	(134)	(134)	(134)	(134)
Reimbursements & recovery of costs	(378)	(406)	(406)	(406)	(406)	(406)
Total funding	(575)	(540)	(540)	(540)	(540)	(540)
Expenditure:						
Older People						
Residential In-House Provision	7,209	7,528	4,817	4,883	4,955	5,015
Day Care In-House Provision	198	192	195	197	200	202
Total Older People	7,407	7,720	5,012	5,080	5,155	5,217
Physical & Sensory Disabilities						
Day Care In-House Provision	539	549	558	564	572	580
Total Physical & Sensory Disabilities	539	549	558	564	572	580
People with Learning Disabilities						
Residential General - External	603	603	603	603	603	603
Residential In-House Provision	4,968	5,193	3,109	3,151	3,205	3,256
Supported Living / Home Care In-House Provision	658	613	624	630	640	649
Day Care In-House Provision	6,175	6,267	6,369	6,431	6,506	6,578
Other Care In-House Provision	1,401	1,496	1,521	1,537	1,551	1,565
Total People with Learning Disabilities	13,804	14,171	12,227	12,352	12,506	12,651
Other Expenditure						
Assessment & Care Management	0	451	470	487	503	519
Management & Support	1,080	768	782	790	799	807
Total Other Expenditure	1,080	1,219	1,252	1,277	1,302	1,326
Total expenditure	22,831	23,659	19,049	19,273	19,535	19,774
Net budget	22,256	23,119	18,509	18,732	18,995	19,234

POLICY & STRATEGY – INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: JOHN WOODS

8

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
UK Government grants	(2,030)	0	0	0	0	0
Joint working income	(184)	0	0	0	0	0
Other income	(184)	0	0	0	0	0
Total funding	(2,214)	0	0	0	0	0
Expenditure						
Employment	2,395	2,235	2,260	2,274	2,289	2,303
Running costs	198	143	146	150	153	156
Contracts & care packages	916	597	597	597	597	597
Total expenditure	3,509	2,975	3,003	3,021	3,039	3,056
Net budget	1,295	2,975	3,003	3,021	3,039	3,056

POLICY & STRATEGY – POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Income:						
UK Government Grants	(2,030)	0	0	0	0	0
Joint Working Income	(184)	0	0	0	0	0
Total funding	(2,214)	0	0	0	0	0
Expenditure:						
Older People						
Other Care	0	597	597	597	597	597
Total Older People	0	597	597	597	597	597
Physical & Sensory Disabilities						
Other Care - External	(100)	0	0	0	0	0
Total Physical & Sensory Disabilities	(100)	0	0	0	0	0
Other Expenditure						
Assessment & Care Management	197	0	0	0	0	0
Management & Support	3,412	2,378	2,406	2,424	2,442	2,459
Total Other Expenditure	3,609	2,378	2,406	2,424	2,442	2,459
Total expenditure	3,509	2,975	3,003	3,021	3,039	3,056
Net budget	1,295	2,975	3,003	3,021	3,039	3,056

Residents – Value – Partnership

Quality – People - Stewardship

COMMISSIONING – INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: ANNE BUTLER

8

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
Local taxation						
UK Government grants	0	(154)	(154)	(154)	(154)	(154)
Other bodies grants	(13,128)	(18,309)	(18,309)	(18,309)	(18,309)	(18,309)
Joint working income	(6,814)	(5,846)	(5,846)	(5,846)	(5,846)	(5,846)
Reimbursement & recovery of costs	(691)	(594)	(594)	(594)	(594)	(594)
Other income	(20,633)	(24,749)	(24,749)	(24,749)	(24,749)	(24,749)
Total funding	(20,633)	(24,903)	(24,903)	(24,903)	(24,903)	(24,903)
Expenditure						
Employment	7,474	8,580	8,615	8,634	8,652	8,668
Running costs	554	597	604	612	620	628
Contracts & care packages	72,010	70,354	70,333	70,320	70,317	70,323
Total expenditure	80,038	79,531	79,552	79,566	79,589	79,619
Net budget	59,405	54,628	54,649	54,663	54,686	54,717

COMMISSIONING – POLICY BUDGET

HEAD OF SERVICE: ANNE BUTLER

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government Grants	0	(154)	(154)	(154)	(154)	(154)
Other Bodies Grants	(13,128)	(18,309)	(18,309)	(18,309)	(18,309)	(18,309)
Joint Working Income	(6,814)	(5,846)	(5,846)	(5,846)	(5,846)	(5,846)
Reimbursements & recovery of costs	(691)	(594)	(594)	(594)	(594)	(594)
Total funding	(20,633)	(24,903)	(24,903)	(24,903)	(24,903)	(24,903)
Expenditure:						
Older People						
Nursing General	967	1,283	1,308	1,335	1,361	1,389
Residential General - External	16,535	15,265	15,539	15,819	16,104	16,394
Residential Dementia - External	6,950	6,790	6,926	7,065	7,206	7,350
Home Care - External	1,677	1,467	1,467	1,467	1,467	1,467
Day Care - External	1,489	1,507	1,524	1,541	1,558	1,576
Respite Care	1,340	1,221	1,243	1,265	1,288	1,311
Transport Services	314	287	290	293	296	299
Other Care	7,028	9,704	9,204	8,705	8,205	7,705
Total Older People	36,301	37,524	37,502	37,490	37,486	37,493
Physical & Sensory Disabilities						
Direct Payments	2,280	2,160	2,160	2,160	2,160	2,160
Day Care - External	310	318	318	318	318	318
Transport Services	10	10	10	10	10	10
Other Care - External	12,879	13,043	13,043	13,043	13,043	13,043
Total Physical & Sensory Disabilities	15,479	15,531	15,531	15,531	15,531	15,531
People with Learning Disabilities						
Other Care - External	253	160	160	160	160	160
Total People with Learning Disabilities	253	160	160	160	160	160
Mental Health & Substance Misuse						
Other Care	4,310	4,424	4,424	4,424	4,424	4,424
Mental Health & Substance Misuse	4,310	4,424	4,424	4,424	4,424	4,424
Other Expenditure						
Assessment & Care Management	4,214	4,983	4,987	4,990	4,993	4,996
Management & Support	4,032	4,355	4,391	4,413	4,434	4,454
Housing Related Support	15,449	12,554	12,556	12,557	12,560	12,561
Total Other Expenditure	23,695	21,892	21,934	21,960	21,987	22,011
Total expenditure	80,038	79,531	79,552	79,566	79,588	79,619
Net budget	59,405	54,628	54,649	54,663	54,686	54,717

ASC STRATEGIC DIRECTOR - INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: DAVE SARGEANT

8

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
Total funding	0	0	0	0	0	0
Expenditure						
Employment	408	(47)	(46)	(45)	(45)	(44)
Running costs	4	17	17	17	18	18
Total expenditure	412	(30)	(29)	(28)	(27)	(26)
Net budget	412	(30)	(29)	(28)	(27)	(26)

ASC STRATEGIC DIRECTOR - POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Expenditure:						
Other Expenditure						
Management & Support	412	(30)	(29)	(28)	(27)	(26)
Total Other Expenditure	412	(30)	(29)	(28)	(27)	(26)
Total expenditure	412	(30)	(29)	(28)	(27)	(26)
Net budget	412	(30)	(29)	(28)	(27)	(26)

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