

One County One Team: Surrey County Council

Adult Social Care

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Adult Social Care

Strategic Director: Sarah Mitchell

Adult Social Care 2013-17

Cabinet Members

Strategic Director

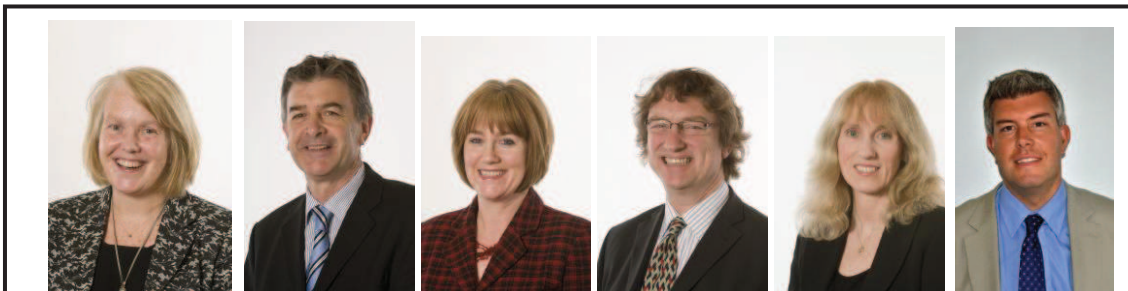


Mel Few
Adult Social Care

Steve Cosser
Adult Social Care

Sarah Mitchell
Strategic Director

Leadership Team



Anne Butler, Assistant Director for Commissioning; Dave Sargeant, Assistant Director Personal Care and Support; Debbie Medlock, Assistant Director for Service Delivery; John Woods, Assistant Director for Policy & Strategy; Melanie Bussicott, Assistant Director for District and Borough Partnerships, Simon Laker, Assistant Director for Health & Wellbeing - works jointly with Children's Services

What is our vision for 2017?

“Working with all our partners to make a difference to the lives of people, through trusted, personalised and universal social care support, so people have choice and control, and can maximise their wellbeing and independence in their local community”

What will we focus on?

To achieve our corporate vision there are six things we have to focus on and get right:

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

What difference will this make by 2017?

Adult Social Care will remain focused on ensuring that by 2017 people in Surrey:

- Live independently and safely.
- Have as much choice and control over their lives as possible.
- Live in their own home if they wish, or other accommodation of their choice.

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- Find out about the services and support available and how to access them.
- Get the support they need in local and community settings.
- Remain safe from abuse.

What are our priorities for 2013/14?

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. They reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions:

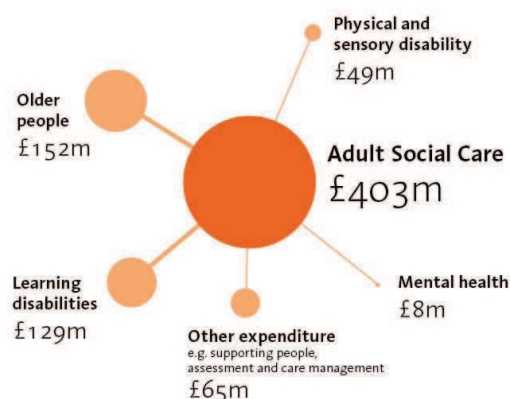
- Develop staff with the values, attitude, motivation, confidence, training, supervision and tools to facilitate the outcomes people who use services and carers want.
- Embed personalisation by working towards personal budgets for everyone eligible for ongoing social care, developing creative solutions and working with providers to ensure services are available
- Embrace a community-based approach, using the JSNA (Joint Strategic Needs Assessment), community budgets and joint working with partners to identify the needs of local communities, utilise available resources to best effect and deliver local, accessible and flexible services.
- Support all carers to balance their caring roles and maintain their independence and desired quality of life.
- Reduce hospital admissions, lengths of stay and support people to live in their homes by investing in a whole systems preventative approach with telecare, telehealth, reablement, virtual wards etc.
- Provide leadership in the health and social care system by ensuring a strong user voice and that people experience joined up services arranged around their needs.
- Operate integrated and effective health and social care pathways with our NHS community partners.
- Transform in-house services to deliver care and support which reflect local need, with robust pricing structures and governance arrangements, as part of a cost effective and sustainable service.
- Provide clear signposting for all Surrey residents, irrespective of their ability to pay, to social care and support services, so that they can lead more independent and fulfilled lives.
- Deliver efficiency savings identified in the Medium Term Financial Plan.

What will we spend money on?

Day to Day Spending (Revenue)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income	(£59.1m)	(£65.8m)	(£63.5m)	(£63.3m)	(£63.2m)	(£63.2m)
Expenditure	£390.6m	£403.7m	£414.5m	£431.5m	£449.4m	£473.5m
% Year Change		3.3%	2.7%	4.1%	4.1%	5.4%

Expenditure Budget 2013 / 14 by care groups



Purchasing / Building

Assets (Capital)

	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total 2013 / 18
Total Capital costs	£1.3m	£1.3m	£1.3m	£1.3m	£1.0m	£6.2m

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Financial Commentary

- 2.1. The Directorate faces pressures of £182m (£189m of movements, some of which are covered by new external funding) over the five year planning period, due mainly to the expected impact of increased numbers of people receiving services (£100m), inflation (£46m), the need to replace one-off savings (£15m) and a prudent view being taken of the possibility of a funding shortfall arising from the Government's planned implementation of reforms following on from the Dilnot Report (£20m). In that context, ASC is grateful for the additional corporate support proposed in 2013/14, which would reduce the savings requirement from £57m (were savings required to match all the pressures identified) to £46m in the first year of the strategy. The position remains extremely challenging, as the savings needed in 2013/14 are significantly greater than those required by the previous three years' budgets (£32m + £28m + £28m). However, the Directorate's success in 2010-13 does indicate that substantial savings can be made while the Directorate's performance continues to improve.
- 2.2. In practice, the main impact of the savings actions planned should be to reduce the effect of those pressures. A whole suite of measures is in place designed to prevent the cost and intensity of care needs from rising: to re-able those who do require help so that long term care is not needed; to review existing packages to ensure that the most cost-effective and personalised care is in place; to minimise the cost of new packages by maximising the use of social capital and applying personalisation in a more creative way; and to make the best of partnership working to reduce the Council's costs. Given the scale of the challenge, sharp monitoring mechanisms are being developed at locality and county levels to help see these actions through. It is hoped that inflation can be minimised (as it has been in 2010-13) by developing joint commissioning approaches with our contracting partners. It is also critical to work closely with the NHS to obtain best value from the new structures which come into place from 1 April 2013.
- 2.3. Overall then, it is expected that spending will be considerably less than it would have been had no such actions been in place. Realistically, however, some overspending is judged possible, as has been recognised corporately by the increase in the centrally-held risk contingency. Plans will continue to be overseen by an Implementation Board including a wide range of partner organisations and jointly chaired by the Cabinet Member for Adult Social Care and the Chairman of the Surrey Coalition, a consultative approach which has worked well to date.

Presentation of financial information

- 2.4. The revenue budgets have been rebased on the funding reporting strategy workstream recommendation from a net revenue expenditure position to a gross revenue expenditure position. The decision to change the presentation has been made in order to focus more on income and provide further transparency on the directorate's finances.
- 2.5. All expenditure is gross rather than netted off for non government grant and council tax income (fees & charges). Funding is now inclusive of all government grants and local taxation (business rates surplus and council tax).
- 2.6. Within the corporate (bright blue pages) there is a transition table on page 9 that starts with the MTPF 2012 – 17 revenue expenditure figures and leads to the gross expenditure 2013 – 18 figures.

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Income & Expenditure revenue budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	0	(2,730)	(700)	(700)	(700)	(700)
Other bodies grants	(10,161)	(14,297)	(14,297)	(14,297)	(14,297)	(14,297)
Fees & charges	(37,800)	(37,913)	(37,688)	(37,520)	(37,408)	(37,352)
Joint working income	(9,361)	(9,598)	(9,598)	(9,598)	(9,598)	(9,598)
Reimbursement & recovery of costs	(1,806)	(1,233)	(1,233)	(1,233)	(1,233)	(1,233)
Other income	(59,128)	(63,040)	(62,816)	(62,648)	(62,536)	(62,480)
Total income	(59,128)	(65,770)	(63,516)	(63,348)	(63,236)	(63,180)
Expenditure:						
Staffing	66,595	72,893	73,181	72,740	72,289	72,330
Premises	642	481	488	497	506	516
Supplies and services	2,247	2,633	2,648	2,704	2,761	2,819
Transport	2,875	3,029	3,068	3,136	3,205	3,275
Service provision	318,273	324,667	335,142	352,464	370,638	394,529
Non pay	324,037	330,809	341,347	358,801	377,110	401,139
Total expenditure	390,632	403,702	414,528	431,541	449,399	473,470
Net budget supported by Council Tax, general government grants and reserves	331,504	337,932	351,012	368,193	386,163	410,290

	2012/13	2013/14
FTE's ¹	2,116	2,187

¹ The above FTEs excludes posts fully funded through external funding source and temporary invest to save posts

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Policy budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Key Policy budgets						
Older People	162,491	152,396	156,861	164,300	171,766	184,231
Physical & Sensory Disabilities	44,853	48,857	50,204	51,740	53,196	54,592
People with Learning Disabilities	118,855	129,551	135,230	143,495	152,658	162,197
Mental Health & Substance Misuse	7,259	8,250	8,424	8,651	8,878	9,105
Other Expenditure	57,173	64,649	63,810	63,356	62,901	63,344
Income	(59,128)	(65,770)	(63,516)	(63,348)	(63,236)	(63,180)
	331,504	337,932	351,012	368,193	386,163	410,290

Budget by detailed policy line

Older People

Nursing General	20,219	17,332	17,779	19,300	20,781	23,204
Nursing Dementia	9,459	10,469	10,889	12,031	13,174	14,965
Residential General - External	40,519	35,995	35,149	34,910	34,761	35,032
Residential Dementia - External	12,170	12,489	12,762	13,439	14,138	15,200
Residential In-House Provision	6,962	7,209	7,359	7,316	7,271	7,226
Home Care - External	35,815	36,530	37,297	40,432	43,514	48,475
Reablement In-House Provision	8,196	8,096	8,258	8,425	8,595	8,768
Extra Care In-House Provision	1,233	1,186	1,210	1,234	1,259	1,285
Direct Payments	11,337	10,434	10,852	11,991	13,131	14,917
Day Care - External	2,462	2,618	2,657	2,751	2,848	2,990
Day Care In-House Provision	167	198	202	206	210	215
Respite Care	1,426	1,501	1,531	1,573	1,616	1,669
Transport Services	469	542	551	572	593	624
Other Care	12,057	7,795	10,365	10,120	9,875	9,662
Total Older People	162,491	152,396	156,861	164,300	171,766	184,231

Physical & Sensory Disabilities

Nursing General	3,529	3,530	3,669	3,829	3,986	4,138
Nursing Dementia	103	68	72	76	80	84
Residential General - External	6,261	4,858	4,905	4,917	4,863	4,766
Residential Dementia - External	112	104	108	112	116	121
Residential In-House Provision	0	0	0	0	0	0
Supported Living / Home Care	5,773	6,818	7,089	7,439	7,780	8,112
Direct Payments	13,005	17,469	18,093	18,818	19,534	20,240
Day Care - External	945	969	995	1,025	1,055	1,084
Day Care In-House Provision	540	553	564	575	587	599
Respite Care	513	292	303	316	330	343
Transport Services	358	306	318	331	344	357
Other Care - External	13,715	13,890	14,088	14,301	14,521	14,748
Other Care In-House Provision	0	0	0	0	0	0
Total Physical & Sensory Disabilities	44,853	48,857	50,204	51,740	53,196	54,592

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People with Learning Disabilities

Nursing General	479	766	765	768	771	769
Nursing Dementia	194	201	179	163	150	137
Residential General - External	66,237	68,623	69,183	71,965	75,354	78,981
Residential Dementia - External	75	79	78	77	77	77
Residential In-House Provision	5,053	4,968	5,071	4,914	4,754	4,590
Supported Living / Home Care - External	17,298	21,265	22,431	24,155	25,971	27,812
Supported Living / Home Care In-House Provision	732	614	628	644	659	675
Direct Payments	9,773	13,659	15,603	17,896	20,328	22,826
Day Care - External	4,604	3,839	4,053	4,296	4,545	4,797
Day Care In-House Provision	6,391	6,278	6,411	6,111	5,806	5,494
Respite Care	2,201	1,912	2,156	2,421	2,693	2,971
Transport Services	1,047	1,388	1,590	1,808	2,033	2,264
Other Care - External	3,376	4,616	5,712	6,880	8,095	9,350
Other Care In-House Provision	1,396	1,343	1,370	1,397	1,426	1,455

Total People with Learning Disabilities	118,855	129,551	135,230	143,495	152,658	162,197
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Mental Health & Substance Misuse

Nursing General	455	423	436	452	467	482
Nursing Dementia	47	85	88	91	95	99
Residential General	2,570	2,182	2,228	2,289	2,353	2,421
Residential Dementia	59	0	0	0	0	0
Supported Living / Home Care	2,293	2,587	2,669	2,781	2,891	2,999
Direct Payments	273	361	375	391	407	422
Day Care	59	119	124	129	134	139
Respite Care	1	74	77	80	83	87
Transport Services	11	89	92	96	100	104
Other Care	1,491	2,331	2,336	2,341	2,347	2,352

Total Mental Health & Substance Misuse	7,259	8,250	8,424	8,651	8,878	9,105
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Other Expenditure

Assessment & Care Management	25,927	31,071	30,311	29,928	29,538	29,640
Management & Support	15,492	18,164	18,477	18,799	19,127	19,462
Supporting People	15,755	15,415	15,021	14,628	14,235	14,242

Total Other Expenditure	57,173	64,649	63,810	63,356	62,901	63,344
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Gross Expenditure	390,632	403,702	414,528	431,541	449,399	473,470
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Income

UK Government grants	0	(2,730)	(700)	(700)	(700)	(700)
Other bodies grants	(10,161)	(14,297)	(14,297)	(14,297)	(14,297)	(14,297)
Fees & charges	(37,800)	(37,913)	(37,688)	(37,520)	(37,408)	(37,352)
Joint working income	(5,964)	(7,117)	(7,117)	(7,117)	(7,117)	(7,117)
Joint funded care package income	(3,396)	(2,480)	(2,480)	(2,480)	(2,480)	(2,480)
Reimbursements & recovery of costs	(1,806)	(1,233)	(1,233)	(1,233)	(1,233)	(1,233)

Total Income	(59,128)	(65,770)	(63,516)	(63,348)	(63,236)	(63,180)
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Total net budget	331,504	337,932	351,012	368,193	386,163	410,290
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Service summary	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
<u>Income budget by service</u>						
Personal Care & Support	(45,050)	(43,597)	(43,373)	(43,205)	(43,093)	(43,037)
Service Delivery	(736)	(601)	(601)	(601)	(601)	(601)
Policy & Strategy	0	(2,214)	(184)	(184)	(184)	(184)
Commissioning	(13,342)	(18,658)	(18,658)	(18,658)	(18,658)	(18,658)
Strategic Support	0	(700)	(700)	(700)	(700)	(700)
	(59,128)	(65,770)	(63,516)	(63,348)	(63,236)	(63,180)
<u>Expenditure budget by service:</u>						
Personal Care & Support	291,190	300,383	308,082	325,524	343,806	367,895
Service Delivery	20,471	20,281	20,706	20,246	19,777	19,299
Policy & Strategy	2,056	2,560	2,426	2,458	2,490	2,523
Commissioning	75,258	78,029	80,834	80,803	80,785	81,179
Strategic Support	1,657	2,449	2,479	2,510	2,541	2,573
	390,632	403,702	414,528	431,541	449,399	473,470
Adults Social Care	331,504	337,932	351,012	368,193	386,163	410,290

Budget movement summary	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2013-18 £000s
Prior year budget (2012/13 budget represented)	331,504	337,932	351,012	368,193	386,163	331,504
Funding changes	-6,643	2,254	168	112	56	-4,052
Expenditure changes:						
Pressures & changes	58,953	28,061	31,993	32,144	37,369	188,520
Savings & reductions	-45,882	-17,236	-14,980	-14,286	-13,298	-105,682
	13,071	10,825	17,013	17,858	24,071	82,838
Revised budget	337,932	351,012	368,193	386,163	410,290	410,290

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Total budget movements by year	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achievability
Funding changes							
Additional Whole Systems funding	(4,136)	0	0	0	0	(4,136)	
Local Reform and Community Voices grant	(700)	0	0	0	0	(700)	
Right to Control grant	(165)	165	0	0	0	0	
Draw down of Social Care Reform grant	(1,865)	1,865	0	0	0	0	
Changes to Commissioning block contracts & grants income	(1,212)	0	0	0	0	(1,212)	
Changes to Fees & Charges income	(505)	224	168	112	56	55	
Transformation projects income	(184)	0	0	0	0	(184)	
Loss of joint funded care package income	885	0	0	0	0	885	
Changes to other income streams	750	0	0	0	0	750	
Reduction in Section 256 Fees & Charges	343	0	0	0	0	343	
Reduction in Section 256 Mental Health income	148	0	0	0	0	148	
Total funding changes	(6,643)	2,254	168	112	56	(4,052)	
Pressures and changes							
Expenditure changes:							
Virements	33	0	0	0	0	33	
Additional Whole Systems expenditure	4,136	0	0	0	0	4,136	
Changes to Commissioning block contracts & grants expenditure	1,612	0	0	0	0	1,612	
Corporate contribution for speeding personalisation	1,000	(1,000)	0	0	0	0	
Transformation projects funded by Social Care Reform Grant	746	0	0	0	0	746	
Additional Local Reform and Community Voices grant expenditure	382	0	0	0	0	382	
Additional Right to Control expenditure	108	(165)	0	0	0	(57)	
Changes to Supporting People budgets	(400)	0	0	0	0	(400)	
Total expenditure changes	7,617	(1,165)	0	0	0	6,452	
Service pressures:							
Inflation	8,465	8,244	9,184	9,596	10,131	45,619	
Full year effect of existing care packages - Non Transition	9,350	2,895	2,836	2,836	2,836	20,753	
Future year demand pressures - Non Transition	8,123	7,623	7,123	6,623	6,123	35,617	
Full year effect of existing care packages - Transition	5,207	2,209	2,164	2,164	2,164	13,908	
Future year Transition cases	6,023	5,405	5,686	5,925	6,115	29,154	
Additional LLDD contributions	750	0	0	0	0	750	
Failure to achieve MTFP savings on an ongoing basis	12,058	0	0	0	0	12,058	
Replacement of planned one-off savings	0	2,850	0	0	0	2,850	
Establishment - additional corporate pressures	338	0	0	0	0	338	
Establishment - service pressures	948	0	0	0	0	948	
Dilnot Commission	0	0	5,000	5,000	10,000	20,000	
Other changes	73	0	0	0	0	73	
Total service pressures	51,335	29,226	31,993	32,144	37,369	182,068	

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Total pressures 58,953 28,061 31,993 32,144 37,369 188,520

Total budget movements by year	2013/14	2014/15	2015/16	2016/17	2017/18	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	Achiev ² -ability
Savings							
Absorption of demand pressures	(3,102)	(2,911)	(2,720)	(2,529)	(2,338)	(13,599)	A
Action to offset increased demand (incorporates apply RAS more consistently)	(15,483)	0	0	0	0	(15,483)	R
Optimisation of spot care rates	(5,237)	(1,352)	(1,992)	(2,122)	(2,290)	(12,994)	R
Maximising income through partnership arrangements	(2,500)	(2,500)	(500)	(500)	(500)	(6,500)	A
Strategic shift from residential to community based provision	(2,145)	(1,224)	(918)	(612)	(306)	(5,206)	A
Optimisation of Transition pathways	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)	A
Home Based Care retender	(400)	(400)	0	0	0	(800)	A
Efficiency savings through community budgets	(400)	(400)	(400)	(400)	(400)	(2,000)	R
Learning Disabilities Public Value Review	(2,000)	(2,000)	(500)	0	0	(4,500)	A
Section 256 client group savings	(1,500)	(1,500)	(1,250)	(1,000)	(1,000)	(6,250)	G
Preventative savings through Whole Life Systems interventions & Telecare	(750)	(750)	(1,000)	(1,250)	(1,500)	(5,250)	A
Strategic supplier review	0	(750)	(250)	(250)	(250)	(1,500)	A
Re-use of Whole Systems funding	(2,850)	0	0	0	0	(2,850)	R
Manage costs below budget, e.g. vacancies	(1,500)	0	0	0	0	(1,500)	G
Extract better value from block contracts	(1,000)	(434)	(442)	(450)	(458)	(2,784)	A
General In-house efficiencies, including shadow trading accounts	(400)	0	0	0	0	(400)	A
Further In-house savings	(400)	0	0	0	0	(400)	R
Other commissioning strategies	(300)	(300)	(300)	(300)	(300)	(1,500)	A
Optimisation of other block contract rates	(376)	(352)	(381)	(374)	(368)	(1,851)	A
Streamlining with NHS community provider	(200)	(200)	(1,000)	(1,000)	(500)	(2,900)	A
Social enterprise pilot	(100)	0	0	0	0	(100)	R
Additional efficiencies to be achieved in year	(4,239)	(263)	(527)	(699)	(688)	(6,415)	R
Apply Resource Allocation System more consistently	0	(500)	(500)	(500)	(500)	(2,000)	A
Recommission Supporting People contracts	0	(400)	(400)	(400)	0	(1,200)	G
Strategic review of In-house services	0	0	(900)	(900)	(900)	(2,700)	R
Total Savings	(45,882)	(17,236)	(14,980)	(14,286)	(13,298)	(105,682)	

Savings Risk Analysis

Red	(28,709)	(2,015)	(3,819)	(4,121)	(4,278)	(42,942)
Amber	(14,173)	(13,321)	(9,511)	(8,765)	(8,020)	(53,790)
Green	(3,000)	(1,900)	(1,650)	(1,400)	(1,000)	(8,950)

² The achievability ragging is for 2013/14 only
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Strategic Director: Sarah Mitchell

Annual Activity Volumes

MTFP Volumes	01-Apr-13	31-Mar-14	Surrey County Council Open Cases - Note ³
Older People			
Nursing Dementia	508	406	
Nursing General	714	558	
Residential Dementia	510	445	
Residential General	1,308	1,263	
Home Care/Reablement	3,927	3,405	
Direct Payments	1,134	948	
Other Community Care	541	491	
Total Older People	8,642	7,514	16,648
Physical & Sensory Disabilities			
Nursing Dementia	1	1	
Nursing General	66	64	
Residential Dementia	3	3	
Residential General	94	91	
Supported Living/Home Care	482	471	
Direct Payments	967	939	
Other Community Care	355	352	
Total PSD	1,967	1,922	2,836
People with Learning Disabilities			
Nursing Dementia	3	3	
Nursing General	12	12	
Residential Dementia	1	1	
Residential General	1,040	1,029	
Supported Living/Home Care	782	805	
Direct Payments	693	760	
Other Community Care	1,382	1,484	
Total PLD	3,913	4,094	3,258
Mental Health & Substance Misuse			
Nursing Dementia	2	2	
Nursing General	9	9	
Residential Dementia	0	0	
Residential General	55	54	
Supported Living/Home Care	113	112	
Direct Payments	135	135	
Other Community Care	44	43	
Total MH	358	355	4
ASC Total Service Volumes	14,880	13,885	

Notes:

³ Open cases are as at end of January 2013. 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.

⁴ 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 Listen – Responsible – Trust -Respect

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Capital budget

Scheme	2013/14	2014/15	2015/16	2016/17	2017/18	Capital Profiling
	£000s	£000s	£000s	£000s	£000s	Total £000s
Recurring programmes						
Major adaptations	700	700	700	700	700	3,500
Sub total	700	700	700	700	700	3,500
Projects						
Wellbeing centres	200	200	200	200		800
In-house capital improvement scheme	250	250	250	250	250	1,250
User led organisation hubs	150	150	150	150		600
	600	600	600	600	250	2,650
Total capital expenditure of ASC managed schemes	1,300	1,300	1,300	1,300	950	6,150

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Personal Care & Support

Head of Service: Dave Sargeant

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Other bodies grants	(1,150)	(1,169)	(1,169)	(1,169)	(1,169)	(1,169)
Fees & charges	(37,650)	(37,813)	(37,588)	(37,420)	(37,308)	(37,252)
Joint working income	(5,966)	(4,557)	(4,557)	(4,557)	(4,557)	(4,557)
Reimbursement & recovery of costs	(284)	(59)	(59)	(59)	(59)	(59)
Other income	(45,050)	(43,597)	(43,373)	(43,205)	(43,093)	(43,037)
Total Income	(45,050)	(43,597)	(43,373)	(43,205)	(43,093)	(43,037)
Expenditure						
Staffing	42,183	44,283	44,004	43,883	43,761	44,135
Premises	218	128	129	130	131	132
Supplies and services	670	731	710	726	742	758
Transport	1,354	1,352	1,358	1,388	1,418	1,450
Service provision	246,766	253,889	261,881	279,397	297,754	321,420
Non Pay	249,007	256,100	264,079	281,641	300,045	323,760
Total expenditure	291,190	300,383	308,082	325,524	343,806	367,895
Net budget	246,141	256,786	264,709	282,319	300,713	324,859

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Personal Care & Support

Head of Service: Dave Sargeant

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Older People						
Nursing General	19,250	16,366	16,793	18,294	19,755	22,158
Nursing Dementia	9,459	10,469	10,889	12,031	13,174	14,965
Residential General - External	23,806	19,460	18,317	17,776	17,320	17,279
Residential Dementia - External	5,605	5,539	5,677	6,217	6,776	7,694
Home Care - External	34,210	34,853	35,620	38,754	41,837	46,798
Reablement In-House Provision	8,196	8,096	8,258	8,425	8,595	8,768
Extra Care In-House Provision	1,233	1,186	1,210	1,234	1,259	1,285
Direct Payments	11,337	10,434	10,852	11,991	13,131	14,917
Day Care - External	1,136	1,129	1,151	1,228	1,308	1,433
Respite Care	64	161	167	184	202	229
Transport Services	177	228	234	251	269	298
Other Care	528	513	531	584	637	722
Total Older People	115,001	108,433	109,698	116,971	124,263	136,545
Physical & Sensory Disabilities						
Nursing General	3,529	3,530	3,669	3,829	3,986	4,138
Nursing Dementia	103	68	72	76	80	84
Residential General - External	6,261	4,858	4,905	4,917	4,863	4,766
Residential Dementia - External	112	104	108	112	116	121
Supported Living / Home Care	5,773	6,818	7,089	7,439	7,780	8,112
Direct Payments	12,268	15,334	15,958	16,683	17,399	18,104
Day Care - External	638	659	685	715	745	774
Respite Care	338	242	254	267	280	293
Transport Services	348	296	308	321	334	347
Other Care - External	1,152	1,064	1,264	1,479	1,701	1,930
Total Physical & Sensory Disabilities	30,521	32,973	34,311	35,838	37,285	38,670
People with Learning Disabilities						
Nursing General	479	766	765	768	771	769
Nursing Dementia	194	201	179	163	150	137
Residential General - External	66,237	68,623	69,183	71,965	75,354	78,981
Residential Dementia - External	75	79	78	77	77	77
Residential In-House Provision	1,522	1,730	1,764	1,800	1,836	1,873
Supported Living / Home Care - External	17,298	21,265	22,431	24,155	25,971	27,812
Direct Payments	9,773	13,659	15,603	17,896	20,328	22,826
Day Care - External	4,604	3,839	4,053	4,296	4,545	4,797
Respite Care	2,201	1,912	2,156	2,421	2,693	2,971
Transport Services	1,047	1,388	1,590	1,808	2,033	2,264
Other Care - External	3,120	4,363	5,459	6,626	7,839	9,094
Total People with Learning Disabilities	106,549	117,825	123,260	131,974	141,595	151,600

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Personal Care & Support

Head of Service: Dave Sargeant

Policy budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Mental Health & Substance Misuse						
Nursing General	455	423	436	452	467	482
Nursing Dementia	47	85	88	91	95	99
Residential General	2,570	2,182	2,228	2,289	2,353	2,421
Residential Dementia	59	0	0	0	0	0
Supported Living / Home Care	2,293	2,587	2,669	2,781	2,891	2,999
Direct Payments	273	361	375	391	407	422
Day Care	59	119	124	129	134	139
Respite Care	1	74	77	80	83	87
Transport Services	11	89	92	96	100	104
Other Care	143	129	134	140	145	151
Total Mental Health & Substance Misuse	5,911	6,048	6,222	6,449	6,676	6,903
Other Expenditure						
Assessment & Care Management	25,674	26,439	25,755	25,280	24,796	24,802
Management & Support	7,534	8,664	8,836	9,011	9,191	9,374
Total Other Expenditure	33,208	35,103	34,591	34,292	33,987	34,177
Gross Expenditure	291,190	300,383	308,082	325,524	343,806	367,895
Income						
Other Bodies Grants	(1,150)	(1,169)	(1,169)	(1,169)	(1,169)	(1,169)
Fees & Charges	(37,650)	(37,813)	(37,588)	(37,420)	(37,308)	(37,252)
Joint Working Income	(2,601)	(2,076)	(2,076)	(2,076)	(2,076)	(2,076)
Joint Funded Care Package Income	(3,365)	(2,480)	(2,480)	(2,480)	(2,480)	(2,480)
Reimbursements & recovery of costs	(284)	(59)	(59)	(59)	(59)	(59)
Total Income	(45,050)	(43,597)	(43,373)	(43,205)	(43,093)	(43,037)
Net budget	246,141	256,786	264,709	282,319	300,713	324,859

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Service Delivery

Head of Service: Debbie Medlock

Income & Expenditure budget

	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Income:						
Fees & charges	(150)	(100)	(100)	(100)	(100)	(100)
Reimbursement & recovery of costs	(586)	(501)	(501)	(501)	(501)	(501)
Other income	(736)	(601)	(601)	(601)	(601)	(601)
Total income	(736)	(601)	(601)	(601)	(601)	(601)
Expenditure						
Staffing	18,192	17,955	18,314	17,780	17,236	16,681
Premises	339	250	255	261	267	273
Supplies and services	1,349	1,441	1,470	1,502	1,535	1,569
Transport	1,415	1,473	1,502	1,535	1,569	1,604
Service provision	(825)	(838)	(836)	(833)	(830)	(827)
Non Pay	2,279	2,326	2,392	2,465	2,541	2,618
Total expenditure	20,471	20,281	20,706	20,246	19,777	19,299
Net budget	19,735	19,680	20,105	19,645	19,176	18,698

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Service Delivery

Head of Service: Debbie Medlock

Policy Budget	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Older People						
Residential In-House Provision	6,962	7,209	7,359	7,316	7,271	7,226
Day Care In-House Provision	167	198	202	206	210	215
Total Older People	7,129	7,407	7,561	7,522	7,481	7,440
Physical & Sensory Disabilities						
Day Care In-House Provision	540	553	564	575	587	599
Total Physical & Sensory Disabilities	540	553	564	575	587	599
People with Learning Disabilities						
Residential In-House Provision	3,531	3,239	3,307	3,114	2,918	2,717
Supported Living / Home Care In-House Provision	732	614	628	644	659	675
Day Care In-House Provision	6,391	6,278	6,411	6,111	5,806	5,494
Other Care In-House Provision	1,396	1,343	1,370	1,397	1,426	1,455
Total People with Learning Disabilities	12,050	11,473	11,715	11,266	10,808	10,341
Other Expenditure						
Management & Support	752	849	865	883	901	919
Total Other Expenditure	752	849	865	883	901	919
Gross Expenditure	20,471	20,281	20,706	20,246	19,777	19,299
Income						
Fees & Charges	(150)	(100)	(100)	(100)	(100)	(100)
Reimbursements & recovery of costs	(586)	(501)	(501)	(501)	(501)	(501)
Total Income	(736)	(601)	(601)	(601)	(601)	(601)
Net Expenditure	19,735	19,680	20,105	19,645	19,176	18,698

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Policy & Strategy

Head of Service: John Woods

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	0	(2,030)	0	0	0	0
Taxation & UK Government grants	0	(2,030)	0	0	0	0
Joint working income	0	(184)	(184)	(184)	(184)	(184)
Other income	0	(184)	(184)	(184)	(184)	(184)
Total income	0	(2,214)	(184)	(184)	(184)	(184)
Expenditure						
Staffing	1,732	1,593	1,622	1,653	1,684	1,716
Premises	0	0	0	0	0	0
Supplies and services	128	15	16	16	16	17
Transport	33	36	37	38	39	39
Service provision	162	916	751	751	751	751
Non Pay	323	968	804	805	806	807
Total expenditure	2,056	2,560	2,426	2,458	2,490	2,523
Net budget	2,056	346	2,242	2,274	2,306	2,339
Policy Budget						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Other Expenditure						
Assessment & Care Management	88	197	32	33	34	34
Management & Support	1,967	2,364	2,394	2,425	2,456	2,489
Total Other Expenditure	2,056	2,560	2,426	2,458	2,490	2,523
Gross Expenditure	2,056	2,560	2,426	2,458	2,490	2,523
Income						
UK Government Grants	0	(2,030)	0	0	0	0
Joint Working Income	0	(184)	(184)	(184)	(184)	(184)
Total Income	0	(2,214)	(184)	(184)	(184)	(184)
Net Expenditure	2,056	346	2,242	2,274	2,306	2,339

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Commissioning

Head of Service: Anne Butler

Income & Expenditure budget

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
Other bodies grants	(9,011)	(13,128)	(13,128)	(13,128)	(13,128)	(13,128)
Joint working income	(3,395)	(4,857)	(4,857)	(4,857)	(4,857)	(4,857)
Reimbursement & recovery of costs	(935)	(673)	(673)	(673)	(673)	(673)
Other income	(13,342)	(18,658)	(18,658)	(18,658)	(18,658)	(18,658)
Total income	(13,342)	(18,658)	(18,658)	(18,658)	(18,658)	(18,658)
Expenditure						
Staffing	2,877	7,474	7,623	7,776	7,931	8,090
Premises	85	102	104	106	109	111
Supplies and services	83	311	317	324	331	338
Transport	44	142	145	148	151	154
Service provision	72,170	70,001	72,645	72,449	72,263	72,485
Non Pay	72,381	70,555	73,211	73,027	72,853	73,089
Total expenditure	75,258	78,029	80,834	80,803	80,785	81,179
Net budget	61,916	59,370	62,176	62,145	62,126	62,521

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Service: Commissioning

Head of Service: Anne Butler

Policy Budget	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Older People						
Nursing General	970	967	986	1,006	1,026	1,046
Residential General - External	16,713	16,535	16,832	17,133	17,441	17,753
Residential Dementia - External	6,564	6,950	7,084	7,222	7,362	7,505
Home Care - External	1,605	1,677	1,677	1,677	1,677	1,677
Day Care - External	1,327	1,489	1,506	1,523	1,540	1,558
Respite Care	1,361	1,340	1,365	1,389	1,414	1,440
Transport Services	292	314	317	320	323	327
Other Care	11,529	7,283	9,834	9,536	9,238	8,940
Total Older People	40,361	36,555	39,601	39,807	40,021	40,246
Physical & Sensory Disabilities						
Direct Payments	737	2,135	2,135	2,135	2,135	2,135
Day Care - External	306	310	310	310	310	310
Respite Care	175	49	49	49	49	49
Transport Services	10	10	10	10	10	10
Other Care - External	12,863	12,926	12,926	12,926	12,926	12,926
Total Physical & Sensory Disabilities	14,092	15,431	15,431	15,431	15,431	15,431
People with Learning Disabilities						
Other Care - External	256	253	254	255	255	256
Total People with Learning Disabilities	256	253	254	255	255	256
Mental Health & Substance Misuse						
Other Care	1,349	2,202	2,202	2,202	2,202	2,202
Total Mental Health & Substance Misuse	1,349	2,202	2,202	2,202	2,202	2,202
Other Expenditure						
Assessment & Care Management	165	4,435	4,524	4,615	4,708	4,803
Management & Support	3,281	3,738	3,801	3,866	3,932	3,999
Supporting People	15,755	15,415	15,021	14,628	14,235	14,242
Total Other Expenditure	19,200	23,588	23,346	23,109	22,875	23,045
Gross Expenditure	75,258	78,029	80,834	80,803	80,785	81,179
Income						
Other Bodies Grants	(9,011)	(13,128)	(13,128)	(13,128)	(13,128)	(13,128)
Joint Working Income	(3,363)	(4,857)	(4,857)	(4,857)	(4,857)	(4,857)
Joint Funded Care Package Income	(31)	0	0	0	0	0
Reimbursements & recovery of costs	(935)	(673)	(673)	(673)	(673)	(673)
Total Income	(13,342)	(18,658)	(18,658)	(18,658)	(18,658)	(18,658)

One County One Team: Surrey County Council

Adult Social Care

Strategic Director: Sarah Mitchell

Net Budget	61,916	59,370	62,176	62,145	62,126	62,521
Service: Strategic Support						
Income & Expenditure budget						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government grants	0	(700)	(700)	(700)	(700)	(700)
Total income	0	(700)	(700)	(700)	(700)	(700)
Expenditure						
Staffing	1,611	1,588	1,617	1,647	1,677	1,708
Supplies and services	17	135	136	136	137	137
Transport	29	26	26	27	28	28
Service provision	0	700	700	700	700	700
Non Pay	46	861	862	863	864	865
Total expenditure	1,657	2,449	2,479	2,510	2,541	2,573
Net budget	1,657	1,749	1,779	1,810	1,841	1,873
Policy Budget						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Physical & Sensory Disabilities						
Other Care - External	(300)	(100)	(102)	(104)	(106)	(108)
Total Physical & Sensory Disabilities	(300)	(100)	(102)	(104)	(106)	(108)
Other Expenditure						
Management & Support	1,957	2,549	2,581	2,614	2,648	2,682
Total Other Expenditure	1,957	2,549	2,581	2,614	2,648	2,682
Gross Expenditure	1,657	2,449	2,479	2,510	2,541	2,573
Income						
UK Government Grants	0	(700)	(700)	(700)	(700)	(700)
Total Income	0	(700)	(700)	(700)	(700)	(700)
Net Expenditure	1,657	1,749	1,779	1,810	1,841	1,873