

Activity	Latest Budget	Projected Outturn	Variations Net Over/ (Under) Spends	Notes
	£000	£000	£000	
<u>CARE MANAGEMENT (MH)</u>				
1. Localities and Care Direct				
1a Locality Assessment Teams	18,467	18,324	(143)	Nursing Care +£269k; Home Care (£54k); Direct Payments +£43k; Employees +£84k; Interim Beds +£65k; Res Care (£39k); Voids (£232k), Winter Pressures funding (£257k); Respite Care (£51k); Other +£29k
1b Care Direct	533	613	80	
1c ECH	2,929	3,398	470	
1d Other costs	195	645	450	
Sub Total	22,124	22,980	857	Care Costs +£499k; NHS Reimbursement (£29k). MTFP Saving +£288k; Employees +£162k.
2. Hospitals, Safeguarding and Deprivation of Liberty				
2a Hospitals	9,196	9,184	(12)	
2b Other	431	336	(95)	
Sub Total	9,627	9,520	(107)	
3. PSI, Asylum, Transitions, Carers, Care Brokerage				
3a Physical and Sensory Impairment	10,345	10,544	199	Nursing Care (£109k); Residential Care (£35k); Home Care +£322k; Direct Payments +£127k; Employees (£108k); Community Support Services +£125k; The Bristol Contract (£84k); Other income (£93k); Other +£54k
3b Transitions	1,792	2,812	1,020	Recharges from CYPs +£450k, Residential Care +£253k, Community Support Services +£216k, Direct Payments +£58k, Respite +£46k; Other (£3k)
3c Asylum Seekers	773	723	(50)	
3d Carers	1,496	1,487	(9)	
3e Other	722	739	17	
Sub Total	15,128	16,305	1,177	
4. Property Income & Other	(1,393)	(1,393)	0	
	(1,393)	(1,393)	0	

DIRECTORATE Health & Social Care November 2012

Activity	Latest Budget	Projected Outturn	Variations Net Over/ (Under) Spends	Notes
	£000	£000	£000	
5. Learning Difficulties				
5a Locality Teams LD	33,622	35,065	1,443	Employees (£161k), Nursing Care (£252k), Income recovery (£101k), Home Care (£41k), Community Support Services +£1000k, Residential Care +£197k, Direct payments +£338k, Respite +£394k, Day Care +£70k, Accommodation based Support +£36k, Payments to OLAs (£37k). LD and Health Reform Grant (£692k) and interest (£26k)
5b LD Other	(16,297)	(17,015)	(718)	
Sub Total	17,325	18,050	725	
6. Mental Health AWP				
6a Mental Health Adults of Working Age	9,408	9,567	158	Residential Care +£425k, Home Care +£71k; Community Support Services (£76k), Employees (£289k); Other +£27k Residential Care +£73k, Home Care +£18k; Nursing Care (£79k), Daycare (£42k) Employees (£128k), Other (£30k)
6b Mental Health Older People	5,746	5,558	(188)	
Sub Total	15,154	15,125	(30)	
Divisional Total	77,965	80,587	2,622	
<u>CARE SERVICES (VB)</u>				
7. Dementia & SART				
7a Dementia	1,925	1,829	(96)	
	1,925	1,829	(96)	
8. Residential/Longer Term Services				
8a Residential Unit - School Rd	470	423	(47)	Employees (£370k). CHC income (£159k). Other +£11k Employees +£62k, service user contribution +£19k, other +£22k Employees (£143k), Meals Income (£68k), Other (£55k)
8b Residential Unit - Concord	922	909	(13)	
8c LD Day Centres	4,108	3,590	(518)	
8d Older People Day Centres	1,417	1,520	103	
8e Contracts and Catering	889	623	(266)	
8e Longer Term Other	97	106	9	
Sub Total	7,903	7,171	(732)	
9. Supporting People, Shared Lives & Stop				
9a Supporting People	118	33	(85)	Employees (£141k). Other (£16k)
9b Independent Living Service	2,078	1,921	(157)	
	2,196	1,954	(242)	

DIRECTORATE Health & Social Care November 2012

Activity	Latest Budget	Projected Outturn	Variations Net Over/ (Under) Spends	Notes
	£000	£000	£000	
10. Intermediate Care & Reablement				
10a Intermediate Care & Reablement	6,810	6,412	(398)	Employees (£316k), Supplies & Services (£36k), Transport (£26k), Recharges to PCT (£14k). Other (£6k)
Sub Total	6,810	6,412	(398)	
11. EPH's & Operations				
11a In House EPH/PWD Homes	9,044	9,412	368	Employees (£297k), Catering Supplies (£147k), Reduced SUC +£722k, MTFP +£78k. Other+£12k
11b EPH Other	332	370	38	
11c SART & Emas	120	120		
Sub Total	9,496	9,902	406	
Divisional Total	28,329	27,267	(1,062)	
<u>STRATEGIC PLANNING AND COMMISSIONING (NM)</u>				
1. Commissioning Manager Longer Term Services	153	192	39	
2. Strategic Commissioning Manager Reablement	590	585	(5)	
3. Strategic Commissioning Manager Prevention				
3a Supporting People	11,883	10,508	(1,375)	Payments to external providers (£1,208k), Income received (£73k), Other (£94k)
3b Other	328	355	26	
4. Strategic Commissioning Manager MH/PLD	1,740	1,743	3	
5. Strategic Planning Manager	510	504	(5)	
6. Performance and Standards Manager	357	265	(93)	
Divisional Total	15,561	14,151	(1,410)	

DIRECTORATE Health & Social Care November 2012

Activity	Latest Budget	Projected Outturn	Variations Net Over/ (Under) Spends	Notes
	£000	£000	£000	
<u>Other Services</u>				
1. The Director	604	625	21	
2 Finance	2,230	2,233	3	
3. Business Support	4,785	4,655	(130)	Premises (£67k); General office expenses (£68k), Other +£5k
4. ICT	2,022	1,979	(43)	
5. Legal Services	163	161	(2)	
6. Other Services	(5,937)	(5,819)	118	Interest shortfall +£84k, other +£34k
7. Transformation	187	187	0	
Divisional Total	4,053	4,021	(32)	
TOTAL - excluding capital charges	125,908	126,027	119	

DIRECTORATE Health & Social Care

Activity	Outturn Budget 2012/13	Inflation	Virements	Other Variations	Draft Budget 2013/14
	£000	£000	£000	£000	£000
CARE MANAGEMENT					
Localities and Care Direct					
Locality Assessment Teams	18,647	92	23	87	18,849
Care Direct	599		(66)	0	533
ECH	2,748		60	0	2,808
Other costs	255		(120)	152	287
Sub Total	22,249	92	(103)	239	22,477
Hospitals, Safeguarding and Deprivation of Liberty					
Hospitals	9,196	101	(114)	2	9,185
Other	431	1		(31)	401
Sub Total	9,627	102	(114)	(29)	9,586
PSI, Asylum, Transitions, Carers, Care Brokerage					
Physical and Sensory Impairment	10,118	38	224	(37)	10,343
Transitions	1,792	9		0	1,801
Asylum Seekers	773	4		0	777
Carers	1,452	1		(25)	1,428
Other	722			13	735
Sub Total	14,857	52	224	(49)	15,084
Property Income & Other	(1,393)			0	(1,393)
Learning Difficulties					
Locality Teams LD	33,622	267		191	34,080
LD Other	(16,301)			(6)	(16,307)
Sub Total	17,321	267	0	185	17,773
Mental Health AWP					
Mental Health Adults of Working Age	9,306	49	126	(213)	9,268
Mental Health Older People	5,766	50		12	5,828
Sub Total	15,072	99	126	(201)	15,096
Divisional Total	77,733	612	133	145	78,623
CARE SERVICES					
Dementia & SART					
Dementia	2,869		(947)	(1)	1,921
SART	120			0	120
	2,989	0	(947)	(1)	2,041
Residential/Longer Term Services					
Residential Unit - School Rd	470			0	470
Residential Unit - Concord	923			0	923
LD Day Centres	3,490		668	0	4,158
Older People Day Centres	1,417			0	1,417
Contracts and Catering	889	7		(1)	895
Longer Term Other	97			1	98
Sub Total	7,285	7	668	0	7,960
Supporting People, Shared Lives & Stop					
Supporting People	119			0	119
Independent Living Service	2,104		(550)	1	1,555
	2,223	0	(550)	1	1,674

DIRECTORATE Health & Social Care

Activity	Outturn Budget 2012/13	Inflation	Virements	Other Variations	Draft Budget 2013/14
	£000	£000	£000	£000	£000
Intermediate Care & Reablement	6,810	1	(291)	(5)	6,515
EPH's & Operations					
In House EPH/PWD Homes	8,930	17	81	(10)	9,018
EPH Other	298			0	298
Sub Total	9,229	17	81	(10)	9,317
Divisional Total	28,535	25	(1,039)	(15)	27,506
STRATEGIC PLANNING AND COMMISSIONING					
Commissioning Manager Longer Term Services	153			0	153
Strategic Commissioning Manager Reablement	588		(50)	0	538
Strategic Commissioning Manager Prevention					
Supporting People	11,858		377	(146)	12,089
Other	328			1	329
Strategic Commissioning Manager MH/PLD	1,740		(3)	(80)	1,657
Strategic Planning Manager	510			0	510
Performance and Standards Manager	357			(3)	354
Divisional Total	15,534	0	324	(228)	15,630
OTHER SERVICES					
The Director	604			4	608
Finance	2,230			(107)	2,123
Professional Development	4,788			15	4,803
ICT	2,022			(135)	1,887
Legal Services	163			0	163
Other Services	(5,937)		705	100	(5,132)
Transformation	235		(48)	0	187
Divisional Total	4,105	0	657	(123)	4,639
TOTAL - excluding capital charges	125,908	637	75	(221)	126,399
NHS Support				1,700	1,700
Proposed reductions				(6,996)	(6,996)
	125,908	637	75	(5,517)	121,103

Analysis of Other Variations

Central Recharges	(130)
Admin Buildings	(91)
Income from NHS - Support for Social Care	1,700
Proposed MTFP Savings	(6,996)
	<u>(5,517)</u>

MTFP savings proposals for 2013/14

	Proposed Change	Impact	Equalities Impact	Net Budget 12/13 £000	Proposal £000
HSC					
HSC1	To streamline care management processes to deliver improved and higher performing social work and adult safeguarding services, to service users and their carers.	Realignment of our workforce to deliver a more efficient, simplified and standardised customer journey, which gives people quicker answers and makes sure that people who need services get them when they need them.	HSC1	11008	833
HSC2	To implement the new model of day opportunities for all service user groups, which supports the delivery of self directed support.	This proposal has been publicly debated at length, and was agreed by the previous Cabinet in July 2012 . It will see an increased use of personal budgets across user groups, leading to a more creative and flexible model of day opportunities and will include the closure of 5 day care units in 13/14.	HSC2	6319	566
HSC3	To implement the 3-year plan for the delivery of residential care for older people	This proposal has also been publicly debated at length, and was agreed by the previous Cabinet in July 2012. As part of a 3 year programme two council homes closed in December 2012 another 3 homes will close in 13/14. Planning for the development of 3 new residential/nursing homes for people with dementia, in partnership with an external provider, is in progress.	HSC3	8710	1,732
HSC4	A co-ordinated approach to reducing the number of people in residential and nursing placements: - Review all high cost placements -Improve commissioning processes -Develop clear accommodation strategy	The focus on these 3 areas will increase the number of people living in their own accommodation with support, within their own communities.	HSC4	56618	1,100
HSC5	Improved commissioning of independent sector homecare through the introduction of a framework contract.	Good quality packages for service users delivered by care workers working locally. This will result in reduced travel time, increased reliability and improved outcomes for service users and their carers.	HSC5	9132	460
HSC6	Creating alternatives to residential/nursing care by expanding community supported living.	Increased community based living opportunities so people can access services more locally.	HSC4	2081	330
HSC7	Re-commissioning of Supporting People services	These services are in the process of being recommissioned, as part of a planned programme. This will release savings whilst minimising any negative impact on service users.	HSC10	11603	1,625
HSC9	Community Meals Service -remove part of the subsidy	By extending the range and number of customers, we will establish the service as self funding and not needing the subsidy. Costs to customers will be kept in line with inflation	HSC 9	392	250
HSC8	Streamlining of support functions.	Reduction in staffing numbers as functions are brought together.	CYPS14	2093	100
	Other			17952	
	TOTAL HSC			125908	6,996

Budget Scrutiny Questions

Directorate Generic Questions

1 What do you see as the principal risks in your service area budgets for 2013/14? and what action is planned to mitigate these risks?

- 1.1 For Health and Social Care, the budget and savings to be delivered for 13/14 are driven by the strategic approach set out in the November 2011 Cabinet paper, Delivering an Effective Social Care System and in subsequent papers to Cabinet in March and July 2012. These papers set out our stall as to how services will be delivered and forms the basis of our comprehensive 3 year change programme.
- 1.2 The Personalisation of adult social care services is at the heart of our transformation programme. There is overwhelming evidence that future service users want to exercise greater control over the way in which care and support is delivered. Our community engagement work supports the proposition that many current service users and potential service users would like to see services delivered in a different way, with users very much in the driving seat. The current service model does not support this agenda. The Council aspires to position itself as a top performer in terms of choice and control for residents and their carers and has embarked on a major programme of reform in support of this ambition.

Streamline our care management services (HSC1) (£0.8m)

- 1.3 We will reduce bureaucracy and ensure people get access to the best quality information and advice as early as possible. We aim to reduce duplication, provide assurance about safeguarding and ensure that there is an equitable service which identifies accurately the people who need a more intensive social care support service.
- 1.4 This will involve a new customer journey and a new staffing structure to deliver it as well as the implementation of a new database to more effectively support staff in delivering the new approach.
- 1.5 The key risks associated with this programme are the scale and complexity of change, which must be delivered whilst managing the critical services on a day-to-day basis. This is largely mitigated by a strong project management approach with clear milestones and a rigorous approach to risk and issue management.

Day Opportunities (HSC2) (£0.6m)

- 1.6 This 3 year plan was also approved by Cabinet in July 2012 and is being actively managed as part of the HSC change programme. This project will implement a new model of day opportunities for all service user groups by developing 3 community hubs across the City, and supports the delivery of self directed support; enabling greater choice and control for service users.
- 1.7 The impact would be an increased use of personal budgets across user groups leading to a more creative and flexible model of delivery. The budget assumption is that there will be 5 unit closures in 13/14.
- 1.8 The phasing of the programme may be subject to slippage, depending on whether the market is able to respond to increased demand and develop new services to meet the needs of service users.
- 1.9 There is also a risk that staff may choose to leave rather than work in the new service.
- 1.20 In order to mitigate risk commissioners have prioritised market stimulation and implementation of strategies to develop new services.
- 1.21 A comprehensive training, development and support programme has been developed to assist staff in the transition to the new service model.

Residential Care for Older People (HSC3)(£1.7m)

- 1.22 This 3-year plan was agreed at Cabinet in July 2012. It will double Resource Centre capacity, develop 3 homes for People with Dementia in partnership with a provider, and directly manage Redfield Lodge. All other BCC run residential homes will close by March 2015.
- 1.23 This project is being actively managed as part of the HSC change programme. The budget assumption is that there will be three home closures in 13/14.
- 1.24 The phasing of the project may be subject to adjustment depending on the speed of progress (e.g. due to the capacity of the market to respond to increased demand or families may choose to move residents in advance of indicative timescales).
- 1.25 In order to mitigate risk, commissioners are prioritising work to secure additional residential capacity to provide alternatives for current BCC residents. Of course no home can be closed without residents being appropriately placed where their needs can be met.

A co-ordinated approach to reducing the number of people in residential/nursing placements (HSC4) (£1.1m)

- 1.26 Benchmarking data shows that Bristol spends more on residential and nursing care than comparable authorities and that there is significant potential for delivering improved value for money. Savings are planned from:
- reviewing high cost care packages,
 - Ensuring the usage of standardised commissioning processes across all Health and Social Care commissioning activity and
 - creating alternatives to residential/nursing care by expanding community supported living.
- 1.27 This will see a move away from long term care in care home settings, towards community support and independent living.
- 1.28 In order to mitigate risk there is active project/programme management to ensure successful implementation of the savings plan and active monitoring of the department's reviewing strategy.

Supporting People (HSC7) (£1.6m)

- 1.29 These Services are being re-commissioned as part of a planned programme to ensure we invest in cost effective interventions and re-tendering to ensure best value. A significant proportion of these savings will already have been achieved at the start of the financial year.
- 1.30 In order to mitigate risk there is a revised commissioning strategy and early involvement of stakeholders to establish commissioning priorities.
- 1.31 Future demand and financial pressures. Demographic changes and financial pressures are combining to increase the imperatives to deliver services in the most efficient way to avoid budget overspends.
- 1.32 Action taken to mitigate risk – Improved demand modelling to enable better understanding of future demands on resources. Help people to be independent for as long as possible. Provide easy access to information and advice. Empower people to support themselves and take an active role in their community. Maximise resources by working in partnership with service users, family carers and providers. Build community capacity so that people can make use of informal support in the community.

1.33 Anticipated cost pressures e.g. care providers not accepting the annual inflationary increase to care packages. Early negotiation of price increases with providers will help to ensure both affordability and that adequate resources are in place.

2. What are the latest projected over/underspends for the current year (presumption November is the latest figures). In particular, are you on target to deliver your directorate's share of the savings this year and, if not, how are you managing spend to meet your overall approved budget?

2.1 HSC has delivered an under spend against budget in the previous two financial years.

2.2 The Department was required to make £4.9m savings in 12/13.

2.3 The Department is currently reporting a forecast overspend of £0.1m. This is 0.1% of the Department's net budget. There has been a regular monthly improvement in the financial position since September.

2.4 This is a demand led service but with regular monthly monitoring of both spend against budget and activity then any adverse trends can be identified and action taken to mitigate the impact.

2.5 We are confident that the department will again deliver within budget in 12/13.

3. What are the most significant pressures affecting your budgets (including any impacting this year)? and can you give assurances they have been fully accounted for in your proposals for 2013/14 and the MTFP?

3.1 The main forecast overspends in the current year relate to independent sector residential/nursing care, home care and independent sector community support services.

3.2 In next year's budget the ongoing adult purchasing commitments will be met by:

- the anticipated full year savings from MTFP savings in the current year,
- additional income from service users resulting from more service users being moved onto personal budgets and
- a provision for growth set aside corporately.

- 4. Is there any non-recurring one-off money supporting this year's budget which is not available next year?**
- 4.1 Social Care Reform Grant balances brought forward from previous years (£0.1m) are being used to support this year's budget but only to fund one-off costs.
- 4.2 Corporate reserves are being used to fund severance costs and other one-off costs associated with the HSC Transformation Programme.
- 5. Are any increases in fees and charges planned that are above inflation. If so, which areas?**
- 5.1 There are currently no increases planned that are above inflation.

Workbench Access: *Council and democracy*

Revision state: *Draft*

Current draft: Yes

Moderate:

Health and Social Care - what they do

On this page:

[Care management](#) | [Care services](#) | [Strategic Planning and Commissioning](#)

[Find out about Health and Social Care's budget proposals for 2013-14](#)

Care management

- Assessing social care needs and helping service users and carers to develop personal support plans. We can provide a service to all residents including people in hospital, older people, people who have mental health needs, disabled people, people with learning difficulties and asylum seekers
- We monitor and review support plans and care packages to ensure that they are still right to meet an individuals needs
- Ensure that the resources allocated to meet assessed needs are appropriate and used to meet the identified outcomes for service users and their carers. We can arrange a Direct Payment or can purchase services depending on the preference of the service user and carer
- Quickly responding to and investigating safeguarding concerns to ensure that vulnerable adults are supported by services that are safe



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Care services

- Jointly provides intermediate care and reablement services with Bristol Community Health to prevent avoidable admission to hospital or social care placement, facilitate discharge from hospital and allow service users to be more independent
- Directly provides outcome focussed day opportunities, preventative and residential care services, which promote independence

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Strategic Planning and Commissioning

- Provides strategic planning advice and support to support service and policy development.
- Facilitates engagement with service users, carers and the public in a multi-agency partnership context.
- Defines the direction, and outcomes needed from our care providers (in-house and independent sector) and monitors the quality of care delivered.
- Specifies and procures social care services for the local adult population.
- Monitors and reports on the performance of the Directorate.

Date for review: 18/12/2013 | Short link: <http://www.bristol.gov.uk/node/14419>

Health and Social Care - major budget proposals and what they do

On this page:

[Overall and planned expenditure by division](#)

[Major proposals to save money in 2013/14](#)

[Full budget proposals and Equalities Impact Assessment](#)

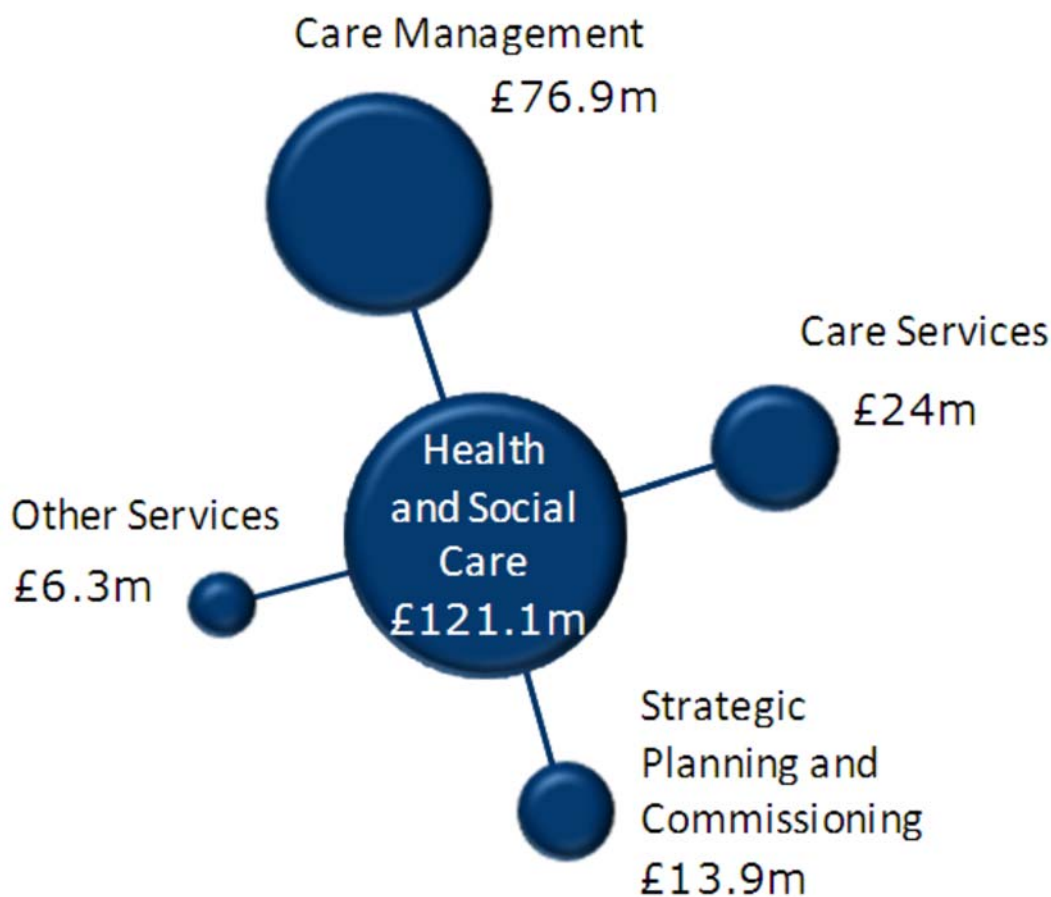
This page gives an overview of planned spending for the next financial year (2013/14) for Health and Social Care and highlights major budget proposals from this department.

[What Health and Social Care do](#)



Overall and planned expenditure by division

Health and Social Care overall planned spend (net budget) for 2013/14 is £121.1 million.



The following table is the text equivalent version of the above graphic.

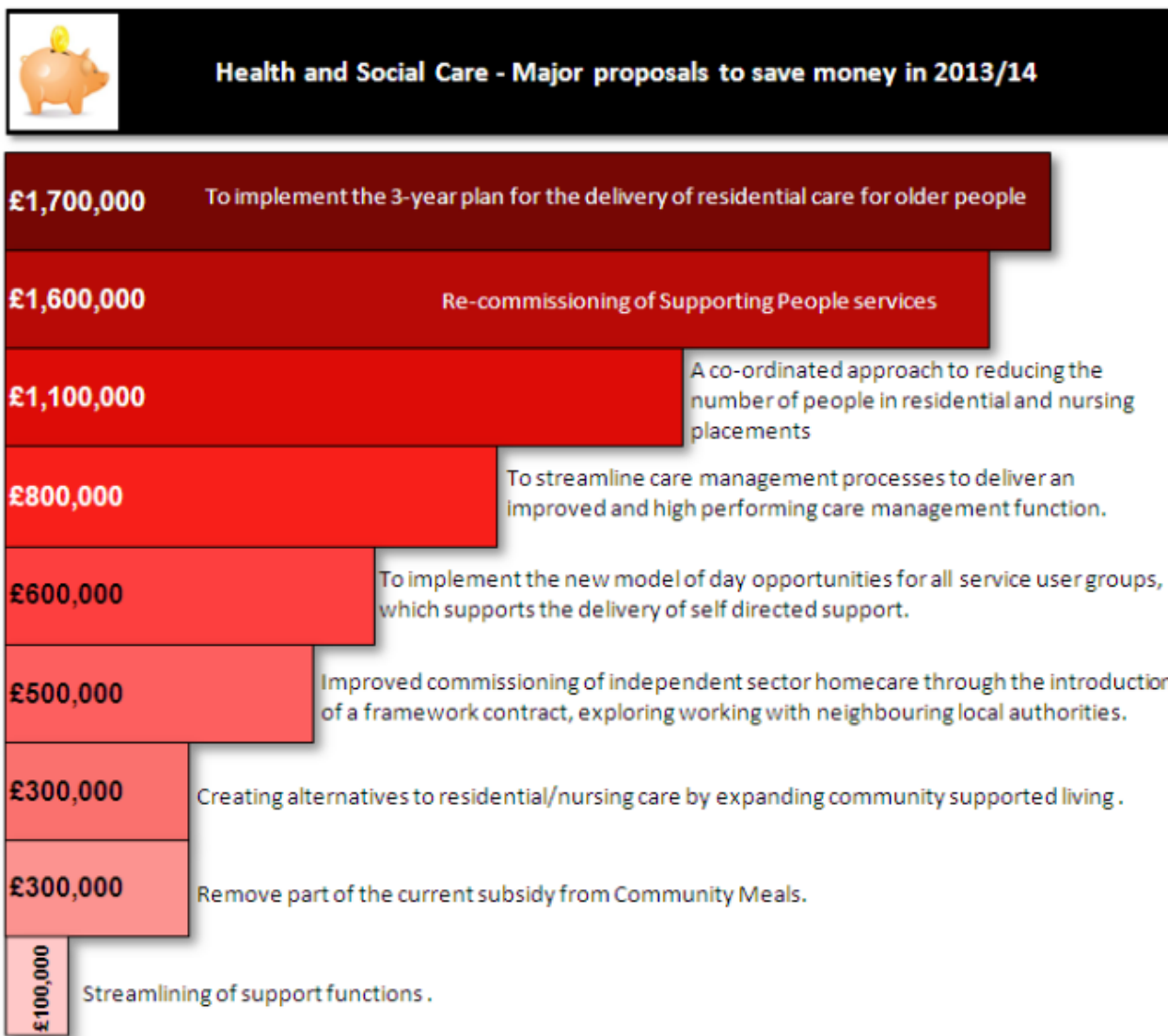
Name of division	Planned net spend in 2013/14 (£million)
Care Management	76.9m
Care Services	24m

Name of division	Planned net spend in 2013/14 (£million)
Strategic Planning and Commissioning	13.9m
Other Services	6.3m

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Major proposals to save money in 2013/14

These are the major proposals to save money - also [view the complete list of proposals \(pdf, 96 KB\)](#) for this service area



Text version of the above graph giving additional information.

To implement the 3-year plan for the delivery of residential care for older people	£1,700,000
Re-commissioning of Supporting People services	£1,600,000
A co-ordinated approach to reducing the number of people in residential and nursing placements: <ul style="list-style-type: none"> • Review all high cost placements • Improve commissioning processes 	£1,100,000

<ul style="list-style-type: none"> • Develop clear accommodation strategy 	
To streamline care management processes to deliver an improved and high performing care management function	£800,000
To implement the new model of day opportunities for all service user groups, which supports the delivery of self directed support	£600,000
Improved commissioning of independent sector homecare through the introduction of a framework contract, exploring working with neighbouring local authorities	£500,000
Creating alternatives to residential/nursing care by expanding community supported living	£300,000
Removing part of the current subsidy from Community Meals	£300,000
Streamlining of support functions	£100,000

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Full budget proposals and Equalities Impact Assessment

- [Download the full budget proposals for Health and Social Care \(pdf, 96 KB\)](#)
- [Download the Equalities Impact Assessment](#)

Date for review: 18/12/2013 | Short link: <http://www.bristol.gov.uk/node/14417>