



E-mail: democratic.services@wokingham.gov.uk

To:- All Committee Members

**EXTRAORDINARY COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY
COMMITTEE - TUESDAY, 29TH NOVEMBER, 2022**

I am now able to enclose, for consideration at the next Tuesday, 29th November, 2022 extraordinary meeting of the Community and Corporate Overview and Scrutiny Committee, the following papers that were marked as 'to follow' on the agenda sent out recently.

Agenda No Item

66. **Medium Term Financial Plan - Children's and Adult's Services Bids (Pages 3 - 52)**

MTFP Presentation and Children's Services bid sheets.

Yours sincerely

Susan Parsonage
Chief Executive

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MTFP 2023-26

Overview and Scrutiny Committee

29 November 2022

Revenue and Capital Budget
Adult Social Care
Children's Services

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WOKINGHAM
BOROUGH COUNCIL

Agenda Item 66.

Agenda

- Autumn Statement
- Challenges
- Adult Social Care – Revenue
- Adult Social Care – Capital
- ⁴ Children's Services – Revenue
- Children's Services – Capital



Autumn Statement

- Council Tax 3% per year from April 2023
- ASC Precept 2% per year from April 2023
- ASC Grant – Estimate c£500k 2023/24, estimate c£850k 2024/25
- Funding through BCF estimate c£800k 2023/24, estimate c£1.3m 2024/25
- Continuation of New Homes Bonus – uncertain
- National Living Wage 9.7% increase from £9.50 - £10.42, 2% inflation in ASC commissioning equates to 1% increase in Council Tax (3% inflation previously provided in Lockdown 1 assumptions)
- Social Rents – up to 7% cap
- £2.3bn national investment in Schools – impact unknown for WBC
- Still many unknowns – LGFS expected 21st December



Challenges

- Utilities inflation
- Construction inflation
- General inflation
- Adult social care reforms (delay of two years, full details not yet known)
- Local government finance settlement
- New homes bonus
- Impact of minimum wage increases
- Capital funding – cutting our cloth (CIL, MRP, inflation, existing gap)
- DSG – safety valve
- New burdens – e.g. Children’s Services
- Refugees
- Unaccompanied asylum-seeking children (UASC)



Adult Social Care Revenue



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ASC - Approach to Budget Setting

- ASC is c40% of the Council Budget. c£14m Staffing c£68m commissioned care c£22m income
- 2% inflation in ASC equals 1% on the council tax
- Growth has remained consistent from previous years and has not be increased
- Savings have been increased significantly on top of already challenging levels to the support corporate position
- Overall ASC is 0.7% net growth £469k on £61m Budget
- ∞ • Current Inflation ask is only £1.6m or c3%
- Our strategy has been to support the corporate position with the hope that more money for social care will come in the settlement or we will need to use one off funding to support position
- These bids were put together before the Autumn statement announcements



Key Pressures in ASC

- Inflation pressures in the market (LGA recommending 7-10% (£3.5-5m), only 3% (£1.6m) in the budget plan)
- On top of an underfunded Social Care system
- Unable to pay care workers in Wokingham the real living wage so huge workforce issues
- ASC WBC Vacancy rates currently at c15% and turnover is high
- Safeguarding alerts up 76% year on year
- Front door request up 35%
- Requests for community assessments up 55%
- Pressure from the NHS to discharge quickly
- ASC Budget requests needs to be consider in light of Autumn Statement



Revenue Summary

	2022/23 £'000
Adult Social Care - Total Budget	
Expenditure	82,615
Income	(21,367)
Total Net	61,248

	2023/24 £'000	2024/25 £'000	2025/26 £'000
Adult Social Care - Revenue			
Savings	(2,350)	(4,050)	(5,100)
Growth	2,819	5,129	7,229
Total Net Growth (cumulative)	469	1,079	2,129
Special Items - one off	300	200	500



Revenue Bids – Savings

	2023/24	2024/25	2025/26	
Adult Social Care - Savings	£'000	£'000	£'000	Lead Member
Demand management - strengthening the voluntary sector and community offer, redesigning the front door	(1,200)	(2,150)	(3,100)	David Hare
Learning disability review - better utilisation of contracts, recommissioning services and better use of accommodation	(100)	(200)	(200)	David Hare
Optalis review - improved commissioning and reduced overheads	(250)	(250)	(250)	David Hare
Maximising health income for residents	(350)	(700)	(700)	David Hare
High Cost Package Review - Mental Health	(50)	(50)	(50)	David Hare
Practice changes to reduce placement costs	(50)	(100)	(150)	David Hare
Extra Care - Decommission Background Support	(250)	(500)	(500)	David Hare
Utilising funding to maximise hospital discharge within the community	(100)	(100)	(150)	David Hare
Total Savings (cumulative)	(2,350)	(4,050)	(5,100)	



Revenue Bids - Growth

	2023/24	2024/25	2025/26	
Adult Social Care - Growth	£'000	£'000	£'000	Lead Member
Care & support - manage increasing demand in numbers and complexity	1,959	3,969	5,969	David Hare
People at the Heart of Care	300	500	500	David Hare
Prevention - investment in preventative services	100	200	300	David Hare
Staffing resource required to deliver continued demand management savings programme	460	460	460	David Hare
Total Growth (cumulative)	2,819	5,129	7,229	



Revenue Bids – Special Items

	2023/24	2024/25	2025/26	
Adult Social Care - Special Items	£'000	£'000	£'000	Lead Member
Demand management - resource investment to deliver change	300	200	0	David Hare
Older people dementia home - funding to cover running costs until optimal capacity is reached	0	0	500	David Hare
Total Special Items	300	200	500	



Adult Social Care Capital

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WOKINGHAM
BOROUGH COUNCIL

Capital Summary – Page 1

**Please note reprofiling budget was approved under 22/23 MTFP

Adult Social Care - Capital	Year 1			Year 2			Year 3			O&S Bid Ref	Lead Member Name
	2023/24			2024/25			2025/26				
Project Name	Reprofiled from Current Year 2022/23	MTFP / New Bids	Total	Reprofiled from Current Year 2022/23	MTFP / New Bids	Total	Reprofiled from Current Year 2022/23	MTFP / New Bids	Total		
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000		
Older People's Dementia Home	959	5,541	6,500	6,491	0	6,491	0	0	0	ASC.C1	David Hare
Accommodation Transformation	2,023	0	2,023	0	1,500	1,500	0	1,000	1,000	ASC.C2	David Hare
Mosaic Modernisation and Reimplementation - (incl. new business case)	283	500	783	0	0	0	0	0	0	ASC.C3	David Hare
Adult Social Care - Community Equipment - Note 1	0	729	729	0	731	731	0	737	737	ASC.C4	David Hare
Maximising day opportunities for vulnerable adults - (incl. new business case)	121	0	121	0	800	800	0	0	0	ASC.C5	David Hare
Adult Social Care Urgent Maintenance & Refurbishment - Note 2	0	50	50	0	50	50	0	50	50		David Hare
Suffolk Lodge - Fire Alarm replacement - Note 3	0	0	0	53	0	53	0	0	0		David Hare
	3,386	6,820	10,206	6,544	3,081	9,625	0	1,787	1,787		



Capital Summary – Page 2

**Please note reprofiling budget was approved under 22/23 MTFP

	Adult Social Care Capital	
Note	Project Name	Explanation as to why bid not presented
1	Adult Social Care - Community Equipment	Rolling programme to support our statutory duty to provide prevention, reduction and delay of long term care and support (as required under Care Act 2014) through the provision of equipment.
2	Adult Social Care - Urgent Maintenance & Refurbishment	Rolling Programme to support planned maintenance of Adult Social Care buildings
3	Suffolk Lodge - Fire Alarm replacement	£53k budget in 2024/25 to replace fire alarm at Suffolk Lodge

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Children's Services Revenue

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Children's Services - Approach to Budget Setting

- Key demand increases reviewed and modelled in detail to provide clarity on both cost drivers and opportunities for efficiencies / savings
- Growth includes:
 - Impact of increasing demand levels currently being experienced but not previously budgeted for
 - Securing permanence for areas previously funded non-recurrently - such as the Compass Team, that have been vital in delivering both service improvements and financial savings / mitigation of further growth
- Savings are challenging against a backdrop of continued service improvement, but recognise the support needed for the corporate position

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CS – Key Risks & Challenges

- Rising demand and complexity - Children in care & SEND
- Unaccompanied Asylum Seeking Children & the National Transfer Scheme
- Sufficiency – local, cost effective social care provision / housing / schools
- Home to School Transport
- Workforce

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Revenue Summary

	2022/23 £'000
Children's Services - Total Budget	
Expenditure	41,181
Income	(3,438)
Total Net	37,743

20	2023/24 £'000	2024/25 £'000	2025/26 £'000
Children's Services - Revenue			
Savings	(1,970)	(2,540)	(3,000)
Growth	4,535	5,523	6,263
Total Net Growth (cumulative)	2,565	2,983	3,263
Special Items - one off	1,395	845	250



Revenue Bids - Savings

	2023/24 £'000	2024/25 £'000	2025/26 £'000	Lead Member
Children's Services - Savings				
Placements - Strategy & Sufficiency	(570)	(640)	(800)	Prue Bray
Placements - Continuing Health Care	(300)	(300)	(300)	Prue Bray
Placements - LAC Charging Policy	(50)	(50)	(50)	Prue Bray
Corporate Transport Programme**	(500)	(500)	(500)	Prue Bray
Alternative Delivery Model for Children's Centres	(25)	(50)	(50)	Prue Bray
Transforming Children's Services**	(525)	(1,000)	(1,000)	Prue Bray
Operational Efficiency - Processes & Use of Technology	0	0	(100)	Prue Bray
Shared Services	0	0	(200)	Prue Bray
Total Savings (cumulative)	(1,970)	(2,540)	(3,000)	

** Some savings have been realigned to better reflect where reductions are required and will be presented at a later stage



Revenue Bids - Growth

	2023/24 £'000	2024/25 £'000	2025/26 £'000	Lead Member
Children's Services - Growth				
Growth in children in care and care leavers [placements]	1,295	1,763	2,073	Prue Bray
Home to School Transport	1,650	1,800	2,000	Prue Bray
Meeting & Managing Demand - Right Help, Right Place, Right Time	1,420	1,790	2,020	Prue Bray
School Place Planning & Fair Access Policy	170	170	170	Prue Bray
Total Growth (cumulative)	4,535	5,523	6,263	



Revenue Bids – Special Items

	2023/24 £'000	2024/25 £'000	2025/26 £'000	Lead Member
Children's Services - Special Items				
Meeting & Managing Demand - Right Help, Right Place, Right Time	850	400	0	Prue Bray
Procurement of Education System	195	195	0	Prue Bray
Transformation Programme	350	250	250	Prue Bray
Total Special Items	1,395	845	250	





Children's Services Capital

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WOKINGHAM
BOROUGH COUNCIL

Capital Summary

Childrens Services - Capital	Year 1		Year 2		Year 3		O&S Bid Ref	Lead Member Name
	2023/24		2024/25		2025/26			
Project Name	MTFP / New Bid	Total	MTFP / New Bid	Total	MTFP / New Bid	Total		
	£,000	£,000	£,000	£,000	£,000	£,000		
Mainstream School Sufficiency								
Basic Needs Secondary - Additional Places	4,500	4,500	6,500	6,500	4,500	4,500	CS.C1	Prue Bray
Sixth Form Expansion - Note 1	3,500	3,500	1,900	1,900	0	0	CS.C2	Prue Bray
FFE - Matthews Green Primary School	38	38	25	25	15	15		Prue Bray
FFE - Arborfield / Barkham Primary School	30	30	30	30	30	30		Prue Bray
FFE - Shinfield West Primary School	30	30	30	30	30	30		Prue Bray
FFE - Montegue Park Primary School	11	11	0	0	0	0		Prue Bray
Primary strategy - Spencer's Wood Primary School - Note 2	0	0	5,138	5,138	3,500	3,500		Prue Bray
Basic Needs Primary Programme - Note 3	0	0	500	500	1,500	1,500		Prue Bray
FFE - Spencer's Wood Primary School	0	0	0	0	52	52		Prue Bray
SEND Sufficiency								
SEND Sufficiency - new bid	662	662	20,800	20,800	13,200	13,200	CS.C4	Prue Bray
Other - Schools								
Schools Maintenance - Note 4	630	630	630	630	630	630		Prue Bray
Schools Devolved Formula - Note 5	375	375	375	375	375	375		Prue Bray
School Kitchens - Note 6	50	50	50	50	50	50		Prue Bray
Social Care Sufficiency								
Care Leaver accommodation	1,200	1,200	0	0	0	0	CS.C3	Prue Bray
Other								
Children with Disabilities Equipment - Note 7	200	200	200	200	200	200		Prue Bray
Education System	192	192	192	192	192	192	CS.C5	Prue Bray
Capitalisation of Business Analysts and Report Developers - Note 8	138	138	138	138	138	138		Prue Bray
ICT Equipment for children in care	22	22	22	22	22	22		Prue Bray
	11,578	11,578	36,530	36,530	24,434	24,434		



Capital Summary – Page 2

Children's Services Capital		
Note	Project Name	Explanation as to why bid not presented
1	Sixth Form Expansion	Following the Executive decision on 22/03/2022, Council officers, and the Bohunt Education Trust are working together to deliver a new sixth form at the Bohunt Wokingham School.
2	Spencer's Wood Primary School	New primary school required to be delivered to meet additional growth in demand expected from 2023/24. Additional budget also identified in year 3 (c£3.5m). Some budget funding from S106 (S106 getting close to expiry date). The Defence Nuclear Organisation have raised a number of issues associated with recent changes to the Detailed Emergency Planning Zone around the AWE Burghfield site. It is likely that it will not be possible to deliver this school, in this location, because of these new requirements.
3	Basic Needs Primary - Additional Places	The adopted masterplans for the SDLs include three additional primary schools. One is the Spencers Wood Primary (separately listed), the other two are second schools in the Arborfield and South Wokingham SDLs. These will be brought forward, in a timely manner, if it is apparent there will be sufficient demand to ensure they will be self sustaining.
4	Schools Maintenance	Rolling programme to meet annual planned maintenance on Council schools (e.g. heating and mechanical works, etc)
5	Schools Devolved Formula	Government grant allocated to individual schools for capital improvements. Allocations based on government formula. WBC passport money to Schools.
6	School Kitchens	Rolling programme to maintain standards of schools kitchens.
7	Children with Disabilities Equipment	Rolling Programme to purchase equipment for Children with Disabilities
8	Capitalisation of Business Analysts and Report Developers	Rolling Programme for Business Analysts and Report Developers



Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services
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Business Case Details

Business Case Type	Growth	Permanent increase in expenditure or reduction in income budget
Business Case Name	Growth in children in care and care leavers [placements]	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Forecast of demand driven costs for statutory service, in light of significant rise in number of children in care.	
	Detailed model worked through considering age / need profile of current cohort, expected pathways of those turning 18, and assumptions of demand over next 3 years.	
	The cost of placements for Children in Care is rising, partially due to a rise in demand and weekly rates, and partially due to a number of children and young people coming into our care with complex needs requiring high-cost support.	
Our number of children in care in Wokingham is relatively low compared to national and regional comparators. This means, however, that just one child coming into our care with complex needs, which is unanticipated, can have a large impact on overall costs, and the inability to predict such occurrences can make our budget needs difficult to forecast accurately.		
Supporting Evidence / Trend Analysis / Business Case		
Impact not successful / Options for mitigations	These are unavoidable costs for children and young people in receipt of statutory support to secure their safety and wellbeing.	
Additional comments		

Finance Information

		2022/23		
Total Budget for Activity		4,865,000		
		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	£1,295	£468	£310
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£1,295	£1,763	£2,073

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery			
	Amber	Some certainty on figures and project delivery			
	Red	Low certainty on figures and project delivery			
Select "RAG Status"	Amber				

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Jasmine Grimshaw
Assistant Director	Adam Davis, AD Social Work & Early Help
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services																
Business Case Details																	
Business Case Type	Growth																
Permanent increase in expenditure or reduction in income budget																	
Business Case Name	Home to School Transport																
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	<p>Home to School Transport is provided to children and young people who are eligible for this service due to the distance they live from their allocated school, or due to their particular special education and/or disability (SEND) need.</p> <p>The cost of this service is rising as the number of pupils entitled to transport grows, directly influenced by local demographics as new house building attracts additional families into the borough.</p> <p>A review of our Home to School Transport provision is ongoing as part of the Council's Corporate Transport Programme, and the Children's Services Transformation Programme however analysis of current cost and demand, along with demographic projections, indicate continued budget pressure in meeting future statutory need.</p>																
Supporting Evidence / Trend Analysis / Business Case																	
Impact not successful / Options for mitigations	These are unavoidable costs for children and young people in receipt of statutory support to secure their safety and wellbeing.																
Additional comments																	
Finance Information																	
2022/23																	
Total Budget for Activity	4,582,000																
	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;">Yr 1 2023/24</th> <th style="text-align: center;">Yr 2 2024/25</th> <th style="text-align: center;">Yr 3 2025/26</th> </tr> </thead> <tbody> <tr> <td style="background-color: #e0e0ff;">Expenditure</td> <td style="text-align: center;">£1,650</td> <td style="text-align: center;">£150</td> <td style="text-align: center;">£200</td> </tr> <tr> <td style="background-color: #e0e0ff;">Income</td> <td style="text-align: center;">£0</td> <td style="text-align: center;">£0</td> <td style="text-align: center;">£0</td> </tr> <tr> <td><i>Cumulative movement from 22/23 budget</i></td> <td style="text-align: center;">£1,650</td> <td style="text-align: center;">£1,800</td> <td style="text-align: center;">£2,000</td> </tr> </tbody> </table>		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26	Expenditure	£1,650	£150	£200	Income	£0	£0	£0	<i>Cumulative movement from 22/23 budget</i>	£1,650	£1,800	£2,000
	Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26														
Expenditure	£1,650	£150	£200														
Income	£0	£0	£0														
<i>Cumulative movement from 22/23 budget</i>	£1,650	£1,800	£2,000														
Amount needed per year																	
<i>Cumulative movement from 22/23 budget</i>																	
RAG Status (Certainty around financial request and project delivery)																	
Green	High certainty on figures and project delivery																
Amber	Some certainty on figures and project delivery																
Red	Low certainty on figures and project delivery																
Select "RAG Status"	Red																
Comments regarding RAG Status	Uncertainty around future demand/supply which could drive up costs.																
Benchmarking																	
Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)																	
Sign Off																	
Service Manager	Zoe Storey, School Admissions & Transport Manager																
Assistant Director	Sal Thirlway, AD Learning, Achievement & Partnerships																
Director	Helen Watson, Director of Children's Services																
Lead Member	Prue Bray																

Revenue Budget Setting 2023/24 to 2025/26

Directorate

Children's Services

Business Case Details

Business Case Type	Growth	Permanent increase in expenditure or reduction in income budget
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Business Case Name	Meeting & Managing Demand - Right Help, Right Place, Right Time	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	<p>The Children's Services Transformation Programme identified areas where additional staff were needed to manage demand through prevention of escalation of need, and through provision of additional support to Social Workers. These posts were funded for a limited time through one-off funds. It is now proposed that these posts form part of the permanent establishment.</p> <p>This includes: The compass "edge of care" team who avoid significant costs through prevention of escalation of need and placement breakdown.</p> <p>Practice assistants who support Social Workers so that they can focus on direct work with children and young people and complex planning and court work, resulting in increased satisfaction with work, less work-related stress, and better retention of staff.</p>	

Supporting Evidence / Trend Analysis / Business Case	
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Impact not successful / Options for mitigations	The budget requested is largely staffing, either supporting increased demand on key statutory services, or embedding new ways of working that are essential in delivering savings and the wider transformation programme. Not being successful would lead to non-delivery of planned savings, and undermine the ability of front line teams to deliver statutory services to vulnerable children and families.
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Additional comments	
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Finance Information

	2022/23
Total Budget for Activity	20,877

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£1,420	£370	£230
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£1,420	£1,790	£2,020

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery
	Select "RAG Status"	Amber

Comments regarding RAG Status	The portion of the bid based around teams and ways of working already in place and therefore costs are known. More uncertain is demand and therefore the exact resource needed internally and in commissioned services to meet need.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Children's Services Leadership Team
Assistant Director	Children's Services Leadership Team
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services
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Business Case Details

Business Case Type	Growth	Permanent increase in expenditure or reduction in income budget
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Business Case Name	School Place Planning & Fair Access Policy	
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Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	<p>There are currently single points of failure within the organisation of school place planning arrangements. With current school place capacity becoming increasing pressurised particular focus needs to be given to developing a range of approaches to support the LA in the delivery of its statutory duty to ensure that there are sufficient and appropriate school places available to children within the borough.</p> <p>£130k growth bid reflects additional staffing capacity to support place planning activity within the service, in recognition of the challenges currently faced.</p> <p>£40k growth bid reflects cost of Fair Access Protocol that is required as part of the school admissions code. Specific budget has not previously been held for this, and bid reflects the refresh of approach taken as part of necessary service improvements.</p>	
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Supporting Evidence / Trend Analysis / Business Case		
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Impact not successful / Options for mitigations		
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Additional comments		
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Finance Information

	2022/23
Total Budget for Activity	129,000

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£170	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£170	£170	£170

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery
Select "RAG Status"	Green	

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	N/A
Assistant Director	Sal Thirlway, AD Learning, Achievement & Partnerships
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
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Business Case Name	Placements - Strategy & Sufficiency	
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Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Opportunities to realise savings on placements for children and young people are focussed on the following areas: 1. Maximising Unaccompanied Asylum Seeking Children (UASC) grant income opportunities; 2. Achieving further savings through the work of the Compass team to prevent children coming into care and reduce the risk of placement breakdown; 3. Transforming the fostering team to improve the offer to and support for local foster carers; and 4. Improving the availability of appropriate care leaver accommodation and preparing care leavers for independence.	
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Supporting Evidence / Trend Analysis / Business Case		
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Impact not successful / Options for mitigations		
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Preparedness for implementation of savings	Significant work and focus has already delivered savings, both in terms of the those children supported to remain at home, and on the cost profile for those that do require to come in to care. The savings reflected here are the next phase of that work as the programme matures.	
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Finance Information

	2022/23
Total Budget for Activity	4,865,000

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	(£570)	(£70)	(£160)
	Income	£0	£0	£0
Cumulative movement from 22/23 budget		(£570)	(£640)	(£800)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery
Select "RAG Status"	Green	

Comments regarding RAG Status	Projects are underway and on track to deliver savings.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Jasmine Grimshaw
Assistant Director	Adam Davis, AD Social Work and Early Help
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
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Business Case Name	Placements - Continuing Health Care
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Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Assumption over increased health contributions to placement costs for small cohort of complex children with disabilities. £150k was included in savings targets for 2022/23. Increased savings target for 2023/24 set based on taking a refreshed approach, maximising opportunities as a result of the peer review and CHC transformation programme being undertaken by the ICB.
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Supporting Evidence / Trend Analysis / Business Case	
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Impact not successful / Options for mitigations	
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Preparedness for implementation of savings	
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Finance Information

2022/23

Total Budget for Activity	4,865,000
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		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	(£300)	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		(£300)	(£300)	(£300)

RAG Status (Certainty around financial request and project delivery)		Green	High certainty on figures and project delivery		
		Amber	Some certainty on figures and project delivery		
		Red	Low certainty on figures and project delivery		
Select "RAG Status"		Amber			

Comments regarding RAG Status	Successful delivery requires joint working with Health, and a significant change of position from them that has not been in evidence previously.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Jasmine Grimshaw
Assistant Director	Adam Davis, AD Social Work and Early Help
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
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Business Case Name	Placements - LAC Charging Policy	
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Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	<p>A review of the potential to charge wealthier parents a means tested contribution towards the costs of meeting care of their children when Looked After by the Council.</p> <p>Such a policy is allowed for under the Children Act 1989 and is intended to promote a sharing of responsibility for the child between the Council and the parents.</p> <p>Impact likely to be reduction of cost through that shared responsibility rather than income generation.</p>	
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Supporting Evidence / Trend Analysis / Business Case		
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Impact not successful / Options for mitigations		
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Preparedness for implementation of savings		
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Finance Information

	2022/23
Total Budget for Activity	4,865,000

		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	(£50)	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		(£50)	(£50)	(£50)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery
Select "RAG Status"	Amber	

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Jasmine Grimshaw
Assistant Director	Adam Davis, AD Social Work and Early Help
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
---------------------------	---------	---

Business Case Name	Corporate Transport Programme (Home to School Transport)	
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Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Saving opportunities identified for Home to School Transport break broadly into 2 categories: 1. Demand Management •Policy, Promotion, Process & Data Intelligence •Independent Travel Training •Personal Travel Budgets, •Independent Travel Training •Sufficiency of Local Provision 2. Efficient & Effective Commissioning •Route optimisation •Contract tender and supplier rationalisation •Earepayer Rate review •Provider responsibility review A programme of work underway, however significant challenges due to rising pupil numbers, inflation/cost of living and other sector/provider pressures.	
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Supporting Evidence / Trend Analysis / Business Case	A large influencer of transport costs comes from the number of pupils with SEND educated out of the borough. Analysis of this, and actions associated with the SEND Innovation & Improvement Programme, provide opportunities for children and young people to be educated within the borough, thereby reducing transport costs.	
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Impact not successful / Options for mitigations		
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Preparedness for implementation of savings	The Corporate Transport Programme is already underway, with savings plans progressing under the governance of the Programme Board.	
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Finance Information

	2022/23
Total Budget for Activity	4,582,000

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	(£500)	£0	£0
	Income	£0	£0	£0
Cumulative movement from 22/23 budget		(£500)	(£500)	(£500)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Red

Comments regarding RAG Status	Low certainty of savings achievement due to rising demand for school places in the borough, and inflationary pressures.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Zoe Storey, School Admissions & Transport Manager
Assistant Director	Sal Thirlway, AD Learning, Achievement & Partnerships
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
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Business Case Name	Alternative Delivery Model for Children's Centres
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Description Inc. (Reason, i.e. Demand / Legislative / Discretionary)	Small savings assumption through a review of activity and linking with partners and other agencies to deliver cost effective yet engaging services.
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Supporting Evidence / Trend Analysis / Business Case	
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Impact not successful / Options for mitigations	
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Preparedness for implementation of savings	
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Finance Information

2022/23

Total Budget for Activity	724,000
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		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	(£25)	(£25)	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		(£25)	(£50)	(£50)

RAG Status (Certainty around financial request and project delivery)	Select "RAG Status"	Amber
	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Kelli Scott
Assistant Director	Adam Davis, AD Social Care and Early Help
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
Business Case Name	Transforming Children's Services	
Description Inc. (Reason, i.e. Demand / Legislative / Discretionary)	As part of the Children's Services Transformation Programme, alternative models of delivery are being considered through and "invest-to-save" approach. Service design options are being developed to contain cost and meet savings targets whilst maintaining and improving outcomes for children, young people and families.	
Supporting Evidence / Trend Analysis / Business Case		
Impact not successful / Options for mitigations		
Preparedness for implementation of savings	The programme of work is already underway.	

Finance Information

2022/23

Total Budget for Activity	31,275,000
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		2022/23		
		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	(£525)	(£475)	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		(£525)	(£1,000)	(£1,000)

RAG Status (Certainty around financial request and project delivery)	Select "RAG Status"	Amber
	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Comments regarding RAG Status	Rising demand and inflationary (cost of living) pressures are requiring alternative approaches to be considered which have yet to be fully scoped.
--------------------------------------	--

Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Children's Services Leadership Team
Assistant Director	Children's Services Leadership Team
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
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Business Case Name	Operational Efficiency through Process Improvement & Use of Technology
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Description Inc. (Reason, i.e. Demand / Legislative / Discretionary)	Estimated further stretch staff savings over and above service transformation targets to be achieved through improved processes and use of technology to reduce manual effort and posts required.
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Supporting Evidence / Trend Analysis / Business Case	
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Impact not successful / Options for mitigations	
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Preparedness for implementation of savings	
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Finance Information

2022/23

Total Budget for Activity	19,598,000
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		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£0	£0	(£100)
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£0	£0	(£100)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery
Select "RAG Status"	Red	

Comments regarding RAG Status	Efficiencies not yet scoped.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Children's Services Leadership Team
Assistant Director	Children's Services Leadership Team
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
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Business Case Name	Shared Services	
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Description Inc. (Reason, i.e. Demand / Legislative / Discretionary)	Estimated potential saving over and above transformation targets achieved through sharing of operational / support services with other Local Authorities.	
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Supporting Evidence / Trend Analysis / Business Case		
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Impact not successful / Options for mitigations		
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Preparedness for implementation of savings		
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Finance Information

	2022/23
Total Budget for Activity	19,598,000

		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	£0	£0	(£200)
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£0	£0	(£200)

RAG Status (Certainty around financial request and project delivery)	Select "RAG Status"	Green	High certainty on figures and project delivery
		Amber	Some certainty on figures and project delivery
		Red	Low certainty on figures and project delivery

Comments regarding RAG Status	Efficiencies still to be scoped.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Children's Services Leadership Team
Assistant Director	Children's Services Leadership Team
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services
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Business Case Details

Business Case Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Business Case Name	Meeting & Managing Demand - Right Help, Right Place, Right Time	
Description Inc. (Reason, i.e. Demand / Legislative / Discretionary)	<p>This sees the continuation of a range of activity across Children's Services which is essential in delivering improved outcomes for children and families, and supporting delivery of savings plans for the Directorate.</p> <p>This includes: Recruitment & Retention Strategy - reducing the proportion of agency workers within the service so that they only cover short-term periods of planned or unplanned leave such as maternity or sick leave. This short-term funding, reducing year on year, is designed to cover the additional cost of agency workers whilst they are gradually replaced by permanent workers. This sits alongside other actions designed to support and develop the workforce as part of overall service improvements.</p> <p>Children in Care CAMHS - children in care are more likely than their peers to suffer difficulties with their emotional health due to their past experiences. Providing bespoke specialist emotional health support at the right time prevents escalation of need, reduces the complexity of support required, and improves the life chances of our most vulnerable children. This bid is to continue the post during the initial development stages, being picked up in permanent growth from 2023/24 onwards.</p>	

Supporting Evidence / Trend Analysis / Business Case	
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Impact not successful / Options for mitigations	
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Additional comments	<table border="1"> <thead> <tr> <th>Description</th> <th>2023/24 £,000</th> <th>2024/25 £,000</th> <th>2025/26 £,000</th> </tr> </thead> <tbody> <tr> <td>Meeting & Managing Demand - Right Help, Right Place, Right Time</td> <td>850</td> <td>400</td> <td>0</td> </tr> <tr> <td>Create Edge of Care / Placement Support Service</td> <td>50</td> <td>0</td> <td>0</td> </tr> <tr> <td>Parenting Assessments</td> <td>100</td> <td>0</td> <td>0</td> </tr> <tr> <td>Case Holding Workforce - Agency Factor</td> <td>450</td> <td>250</td> <td>0</td> </tr> <tr> <td>Recruitment & Retention Strategy</td> <td>250</td> <td>150</td> <td>0</td> </tr> </tbody> </table>	Description	2023/24 £,000	2024/25 £,000	2025/26 £,000	Meeting & Managing Demand - Right Help, Right Place, Right Time	850	400	0	Create Edge of Care / Placement Support Service	50	0	0	Parenting Assessments	100	0	0	Case Holding Workforce - Agency Factor	450	250	0	Recruitment & Retention Strategy	250	150	0
Description	2023/24 £,000	2024/25 £,000	2025/26 £,000																						
Meeting & Managing Demand - Right Help, Right Place, Right Time	850	400	0																						
Create Edge of Care / Placement Support Service	50	0	0																						
Parenting Assessments	100	0	0																						
Case Holding Workforce - Agency Factor	450	250	0																						
Recruitment & Retention Strategy	250	150	0																						

Finance Information

	2022/23
Total Budget for Activity	20,877,000

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£850	£400	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£850	£400	£0

RAG Status (Certainty around financial request and project delivery)	Select "RAG Status"	Green
	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Comments regarding RAG Status	Cost projections are based on past activity and forecast costs/demand.
--------------------------------------	--

Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Children's Services Leadership Team
Assistant Director	Children's Services Leadership Team
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services
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Business Case Details

Business Case Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Business Case Name	Procurement of Education System	
Description Inc. (Reason, i.e. Demand / Legislative / Discretionary)	<p>Procurement of a new Education System is expected to deliver contract efficiencies and opportunities to maximise capitalisation of costs. Previous MTFP savings assumed an early savings delivery profile. This Special Item supports the period until new contract in place.</p> <p>Following a consultation with the IMT team and users, it was established that an implementation of a new solution would involve a significant amount of data migration, design of the new solution, training of new users etc. and could potentially take 24 -35 months. It had been therefore agreed by the Executive Committee that a contract with Capita will be secured until 2026 to allow for sufficient time for engagement with users to capture all necessary functionalities of the software, recruit additional resources for the procurement and implementation (if a new software is to be implemented) and complete the full process. Initial user engagement had been completed and a first draft of the requirements have been produced, however, due to conflicting priorities and extensive workload, it may result in the specification not being fully fit for purpose (e.g. overlooking critical functionality, which then may need to be charged separately or over specifying and paying for additional functionalities that may not necessarily be beneficial to the Council).</p> <p>Over the last year, Childrens Services have been managing some of the activities with very limited resources. However, the complexity and the scale of this project would require a more systematic project management approach to ensure that all relevant stakeholders have been engaged, all essential and desirable functionalities have been captured and specified, appropriate evaluation methodology has been agreed providing for adequate assessment of the desired capabilities, all activities and tasks are completed on time and in the correct sequence to result in award of contract by an agreed date, allowing for sufficient implementation period.</p> <p>Procurement and implementation of any new solution is a lengthy and very complex process and will require investment of significant resources and funds.</p>	

Supporting Evidence / Trend Analysis / Business Case	
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Impact not successful / Options for mitigations	
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Additional comments	
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Finance Information

	2022/23
Total Budget for Activity	7,613,000

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£195	£195	£0
	Income	£0	£0	£0
Cumulative movement from 22/23 budget		£195	£195	£0

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	Cost estimates have been fully researched and are considered to be accurate.
--------------------------------------	--

Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Sudeshna Banerjee
Assistant Director	Rachel Oakley, AD Quality Assurance and Safeguarding
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Children's Services
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Business Case Details

Business Case Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Business Case Name	Transformation Programme Resource	
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Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Provision of essential fixed-term resource to support the improvement programme across Children's Services. This includes project management capacity and back-fill for Subject Matter Experts.	
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Supporting Evidence / Trend Analysis / Business Case		
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Impact not successful / Options for mitigations		
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Additional comments		
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Finance Information

	2022/23
Total Budget for Activity	31,275,000

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£350	£250	£250
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£350	£250	£250

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery
Select "RAG Status"	Green	

Comments regarding RAG Status	Costs have been fully researched and scoped.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Children's Services Leadership Team
Assistant Director	Children's Services Leadership Team
Director	Helen Watson, Director of Children's Services
Lead Member	Prue Bray

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Capital Business Case Template 2023 / 2026

Details

Directorate *	Children's Services	Lead Member *	Prue Bray - Children's Services
Assistant Director / Service *	Sal Thirlway / Learning, Achievement & Partnerships	Budget Manager *	Piers Brunning
Project Managed By *	TBC	Rolling Programme *	No
Project Title *	Secondary Basic Needs Programme - additional places		

Project Description *

This is a programme to ensure that there are sufficient local school places across the borough, and will be informed by the secondary school places strategy currently out to consultation.

Has Operational Property been consulted? (see guidance tab) Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Comments regarding RAG Status
 Action plans are being worked up with schools, but all bar one are Academies and they have no legal duty to co-operate with the Council or to work within council financial constraints. While they have a contractual duty to co-operate, this is through a contract with the DfE and there is no good reason to think the DfE's managing agent, the Regional Schools Commissioner, will be overly concerned with local authority financial constraints.

Please select the appropriate MTFP category for the Business Case *

MTFP Category	Children Services and Schools
MTFP Sub Category	Improvement to existing facilities

Outline Business Case

Wokingham has a statutory duty under the Education Act 1996 to ensure there are sufficient school places. This programme will ensure that the borough can continue to fulfil its duty. Schools are an important feature of the built environment and planned investment in the education estate will enhance the wider area. Creating school places where they are needed will help alleviate traffic congestion caused by families having to drive their children to school and support cost containment on budget areas such as Home to School Transport.

Equality Impact Considerations

Considered as part of secondary place planning, no impact identified at this time.

Budget Requested in £'000 **Total of scheme approval**

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Secondary Basic Needs Programme - additional places	4,894	4,500	6,500	4,500	2,835	5,250	23,585

Project Total (Info only) equals cell f70

Capital Business Case Template 2023 / 2026

Details

Directorate *	Children's Services	Lead Member *	Prue Bray - Children's Services
Assistant Director / Service *	Sal Thirlway / Learning, Achievement & Partnerships	Budget Manager *	Piers Brunning
Project Managed By *	TBC	Rolling Programme *	No
Project Title *	Secondary Basic Needs Programme - additional places		

Funding Identified *

Funding identified No

Are there external funding streams identified to contribute towards or fully fund this Business Case? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	23,585	23,585	23,585		
Funding Shortfall	23,585	23,585	23,585		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications (if applicable)

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs excluding financing	0	0	0	0	0	0
Annual on going revenue savings excluding financing	0	0	0	0	0	0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Creation of appropriate secondary school places will over time work to reduce home to school transport costs as the number of children living beyond statutory walking distance of a secondary school will be greatly reduced. Revenue costs of new schools will be met from DSG, not the General Fund.

Additional Details *

Additional Information

In the 2022/23 school year the borough will have insufficient planned places to comply with statutory duty. This shortfall in provision will peak in 2023/24 and demand will decline towards current levels towards the end of the decade, based on current projections. A complicating factor is the very few preferences expressed for the one boys schools in the borough. This has meant that although this school has vacancies the council cannot place girls there and has had to agree additional places at local co-educational schools. Until this issue is resolved (resolution is not in the Council's gift) additional capacity (on top of that required by rising rolls) is necessary to ensure girls can be offered school places. It may then be necessary to create lower standard accommodation (with risks to standards of teaching and learning) where it is possible to do so, rather than where it is required (leading to increased General Fund spend on home to school transport and increased levels of traffic congestion). In the short term the more likely risk is that families living in the south of the borough will not have access to local school places and will need to be transported across the borough.

The Council receive non ringfenced basic needs grant from the DfE (c£7.2m 21/22, c£5.3m 22/23, 23/24 onwards unknown) and will apply this funding to school related projects where appropriate.

Links to other useful documents (e.g. Business Cases)

Link	Comments

New Capital Business Case Template 2023 to 2026

Details

Directorate *	Childrens Services	Lead Member *	Prue Bray - Children's Services
Assistant Director / Service *	Sal Thirlway / Learning, Achievement & Partnerships	Budget Manager *	Piers Brunning
Project Managed By *	TBC	Rolling Programme *	No
Project Title *	Sixth Form Expansion		
Project Description *			

In line with a the decision by Wokingham's Executive on 22 / 03 / 2022, the Council is working with the Bohunt Education Trust to open a new sixth form at the Bohunt Wokingham School. This will provide circa 300 additional places, taking the schools capacity from 1,200 (11 to 16) places to 1,500 (11 to 19) places. The project is also intended to provide additional places for children of statutory school age (11 to 16) and to lead to enhanced support for children with special education needs at the school.

Has Operational Property been consulted? (see guidance tab)

Yes

Date consulted?

16/03/2022

Names of Operational Property Officer consulted

Arnab Mukherjee

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Amber

Comments regarding RAG Status

Please select the appropriate MTFP category for the Business Case *

MTFP Category	Children Services and Schools
MTFP Sub Category	

Outline Business Case

The new sixth form would reflect the council's original intention for the school, that in time it would become a 1,500 place 11 to 19 school. Sixth form numbers in the borough and surrounding communities are projected to increase as the larger cohorts that are now entering secondary schools age into the 16+ age groups. Most Wokingham sixth forms are sized to accommodate the number of sixth formers that could be generated by their 11 to 16 rolls. Currently most former pupils of the Bohunt Wokingham School and a significant number of students from other Wokingham schools go onto sixth form places outside the borough, but growth in communities near these out of borough schools and colleges create a significant risk that Wokingham students will be unable to secure places at these out of borough settings and so will wish to attend Wokingham sixth forms. In this event, there would be insufficient places locally to meet needs. Although colleges in neighbouring boroughs might be able to increase their capacity, these are not local (Reading and Bracknell and Wokingham Colleges are both circa 9 miles from the Bohunt Wokingham School site).

Equality Impact Considerations

Local provision of post 16 places will be beneficial to students with impaired mobility.

Budget Requested in £'000

Total of scheme approval

5,400

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Sixth Form Expansion	500	3,500	1,900	0	0	0	5,400

equals cell g75

Project Total (Info only) £'000

5,900

Funding Identified *

Funding identified?

No

Are there external funding streams identified to contribute towards or fully fund this Business Case? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	5,400	5,400	5,400		
Funding Shortfall	5,400	5,400	5,400		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Recurring revenue costs of sixth form capacity is funded through the national 16 to 19 funding formula linked to the Dedicated Schools Grant.

Additional Details *

Additional Information

This is a partnership scheme with the Bohunt Education Trust, which will contribute £2m towards project costs.

Links to other useful documents (e.g. Business Cases)

Link	Comments
1	
2	
3	

Capital Business Case Template 2023 / 2026

Details

Directorate *	Children's Services	Lead Member *	Prue Bray - Children's Services
Assistant Director / Service *	Adam Davis / Childrens Services Social Care	Budget Manager *	Adam Davis
Project Managed By *	Hayley Rees	Rolling Programme *	No
Project Title *	New Build - Care Leaver one-bedroom accommodation		

Project Description *	<p>Wokingham Borough Council (WBC) has identified the need to improve the housing offer for 2 groups of young people, care leavers aged 16 – 25 and homeless 16 and 17 year olds. Work has commenced to improve local supported accommodation provision but there is still a considerable shortage of one-bedroom social housing.</p> <p>Housing, Children's Services and People and Place Commissioning are all aware that there is an acute shortage of one-bedroom social housing generally. This also has a knock on effect of delaying moves for care leavers and young people from our supported accommodation schemes, even if they have the highest priority within the Allocations Scheme.</p> <p>The project aims to provide one-bedroom social housing flats for our care leavers and vulnerable young people within the borough. The outline requirements would be for 4 one-bedroom flats. These would be built as close to Wokingham Town centre as possible.</p>
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Has Operational Property been consulted? (see guidance tab)	No	Date consulted?	n/a
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Names of Operational Property Officer consulted	No
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RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *	Amber
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Comments regarding RAG Status	
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Please select the appropriate MTFP category for the Business Case *

MTFP Category	Children Services and Schools
MTFP Sub Category	New facilities

Outline Business Case

<p>Local authorities have various duties and powers to assist young people as they become young adults, including those young people who need help with housing and support to live more independently. Councils meet these responsibilities within an increasingly challenging environment, in which access to suitable and affordable housing is difficult to secure, particularly for young people on lower incomes and reliant on welfare benefits.</p> <p>Housing, Children's Services and People and Place Commissioning are all aware that there is an acute short of one-bedroom social housing generally: in recognition that this is delaying moves for vulnerable people, including young people, even if they have the highest priority within the Allocations Scheme.</p> <p>By way of context, there were 790 people on the Housing Register waiting for 1-bedroom properties at the end of March 2020. By January 2021 the number of people waiting for 1-bedroom properties had risen sharply to 1,398. In the 6 months October 2019 – March 2020, only 59 1-bedroom properties were let in Wokingham. Most of these were new build. Since then lettings have slowed due to the Covid-19 pandemic and demand is reported to have increased, partly due to the 'Everyone In' programme, which aims to offer social housing to rough sleepers. There is very little new 1-bedroom social housing being built this year.</p> <p>Lack of local one bedroom social housing is causing 'bed blocking' issues within our existing supported accommodation sites in Wokingham (Reading Road) and temporary accommodation.</p> <p>The law states that care leavers must be given 'suitable accommodation' which is defined as suiting a young person's needs and lifestyle (being near work, college, for example), have received checks from the local authority and follow health and safety regulations for rented accommodation.</p> <p>Each year somewhere between 12 and 15 young people leave care in WBC, most of whom do so on their 18th birthday when they become adults. One or two may leave care aged 16 or 17 but this is not a usual occurrence.</p> <p>There are numerous routes young people take when they leave care and each young person has a unique set of circumstances. However, there are some common features of leaving care in WBC. Of the 71 care leavers aged 18 – 25 and their accommodation types in March 2020 :</p> <ul style="list-style-type: none"> •32% were living independently •18% were living with parents or relatives •17% were 'staying put' with former foster carers •15.5% were in semi-independent supported accommodation •10% were in a community home/residential care setting, which may include a NHS establishment. Some of these young people may have disabilities or mental health issues <p>Between October 2019 and November 2020, almost 20% of the total cohort of care leavers were homeless in WBC and placed in TA. Whilst the Covid-19 pandemic may have increased this number to some degree, there is evidence which indicates the statutory homelessness route has been used routinely for several years.</p> <p>Local Authorities have a duty to support care leavers to access accommodation and support their transition to independence. In Wokingham there is difficulty finding one-bedroom social housing.</p> <p>As well as overall supply, affordability is a significant factor to those on low income and in particular for under 25 year old's, who have lower rates of benefit entitlement than older adults if they are single. Young people are reported to be failing affordability assessments with housing associations. This is causing 'silt up' in Reading Road supported housing. Managing on a very tight budget is difficult, and the risk of debt and rent arrears is high unless young people are given assistance and advice on how to manage, as well as assistance to find employment. It is positive however that care leavers will be exempt from payment of the Council Tax until they are 25 if they live in Wokingham.</p>
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Equality Impact Considerations

As part of the scope of this work an equality impact assessment will be undertaken.

Budget Requested in £'000

Total of scheme approval **1,200**

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2024/25 £'000	Year 2 2023/24 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Capital Scheme							
New Build - Care Leaver one-bedroom accommodation	940	1,200	0	0	0	0	1,200

Project Total (Info only) **2,140**

equals cell f70

Capital Business Case Template 2023 / 2026

Details

Directorate *	Children's Services	Lead Member *	Prue Bray - Children's Services
Assistant Director / Service *	Adam Davis / Childrens Services Social Care	Budget Manager *	Adam Davis
Project Managed By *	Hayley Rees	Rolling Programme *	No
Project Title *	New Build - Care Leaver one-bedroom accommodation		

Funding Identified *

Funding identified No

Are there external funding streams identified to contribute towards or fully fund this Business Case? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	1,200	1,200	1,200		
Funding Shortfall	1,200	1,200	1,200		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications (if applicable)

£'000
Net Revenue Impact (saving in brackets) * 0

Revenue Implications	Year 1 2024/25 £'000	Year 2 2023/24 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs excluding financing						0
Annual on going revenue savings excluding financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Ongoing revenue implications will be worked through as the project develops, and will be reflected in placement budget modelling. Potential for savings delivery will be contributory factor to placement savings already reflected in the MTFP.

Additional Details *

Additional Information

None

Links to other useful documents (e.g. Business Cases)

Link	Comments

Capital Business Case Template 2023 / 2026

Details

Directorate *	Children's Sevices	Lead Member *	Prue Bray - Children's Services
Assistant Director / Service *	Sal Thirlway / Learning, Achievement & Partnerships	Budget Manager *	Piers Brunning
Project Managed By *	TBC	Rolling Programme *	No
Project Title *	SEND Sufficiency - new bid		
Project Description *			

A key driver of the cost pressures in the local SEND system, and the Council's High Needs Block, is the lack of appropriate local provision to meet the needs of children and young people. Sufficiency of local provision is key to delivering financial sustainability, while also ensuring vulnerable children and young people are educated closer to home.

SEND Sufficiency Work has identified the following provision gaps:

- lack of special school provision
- currently no SEND units
- redevelopment and refocus of resource bases

Has Operational Property been consulted? (see guidance tab)

Yes

Date consulted?

Ongoing

Names of Operational Property Officer consulted

Arnab Mukerjee

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Red

Comments regarding RAG Status

Delivery of suitable provision requires engagement with schools, identification of appropriate sites and detailed build / renovation plans. Figures will therefore be developed and refined as the programme develops.

Please select the appropriate MTFP category for the Business Case *

MTFP Category	Children Services and Schools
MTFP Sub Category	New facilities

Outline Business Case

Currently a significant number of children and young people with SEND are educated out of borough in often expensive independent placements as no suitable provision is available locally. Around 33% of total High Needs Block funding is expected to be spent on independent and non-maintained special schools in the 2022/23 financial year, but for only around x% of overall pupils with an Education Health & Care Plan.

Local special schools are at capacity, and Wokingham currently does not have appropriate SEND Unit provision in place for those pupils who could be supported to remain linked to a mainstream setting.

Increasing local provision not only provides for cost savings per pupil, but also allow vulnerable children and young people to go to school closer to where they live. This in turn also reduces the cost of Home to School Transport.

Savings deliverable through increase local provision are key to the delivery of financial sustainability within Wokingham's High Needs Block, and forms a key part of the DSG Management Plan being developed in conjunction with the Safety Valve Programme.

Equality Impact Considerations

Local provision will be beneficial to those pupils with Special Educational Needs, ensuring appropriate education settings to meet need, closer to where they live.

Budget Requested in £'000

Total of scheme approval **40,662**

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Capital Scheme							
SEND Sufficiency - new bid	5,577	662	20,800	13,200	6,000		40,662

equals cell g75

Project Total (Info only) £'000 **46,239**

Funding Identified *

Funding identified?

No

Are there external funding streams identified to contribute towards or fully fund this Business Case? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Higher Needs Provision Capital Allocation (ringfenced grant)	662	TBC			
WAVE Fund / Additional HNPCA Grant (ringfenced)	40,000	TBC		Bid process underway - outcome not known	
Total Funding Available	40,662	0	0		
Total Project Costs	40,662	40,662	40,662		
Funding Shortfall	0	40,662	40,662		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Revenue implication modelled and included as part of DSG Management Plan and future projected High Needs Block spend.

Additional Details *

Additional Information

Links to other useful documents (e.g. Business Cases)

Link	Comments

1
2
3

Capital Business Case Template 2023 / 2026

Details

Directorate *	Children's Services	Lead Member *	Prue Bray - Children's Services
Assistant Director / Service *	Rachel Oakley / Quality Assurance & Safeguarding Standards	Budget Manager *	Rachel Oakley
Project Managed By *	Norman Horrocks	Rolling Programme *	Yes
Project Title *	Education System		

Project Description *

A range of system functionality is currently used by Children's Services in delivering key statutory duties including SEND, early years, school admissions, education welfare. The current system has been under a rolling contract for a number of years and a full re-tender is being taken forward for the 2023/24 financial year. This will allow a longer term, more cost effective procurement arrangement and as part of that costs will be capitalised appropriately.

Has Operational Property been consulted? (see guidance tab) Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Comments regarding RAG Status Costs are based on current experience, but will be subject to procurement process scrutiny during the retender exercise

Please select the appropriate MTFP category for the Business Case *

MTFP Category	Children Services and Schools
MTFP Sub Category	Service improvements

Outline Business Case

See project description. Procurement business case approved at Executive July 2022.

Equality Impact Considerations

Robust system functionality ensures identification of, and delivery of key services to, vulnerable children and young people. Service specification for the new contract will include appropriate equality impact assessment.

Budget Requested in £'000 **Total of scheme approval**

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Education System	0	192	192	192	192	192	960

Project Total (Info only) equals cell f70

Capital Business Case Template 2023 / 2026

Details

Directorate *	Children's Services	Lead Member *	Prue Bray - Children's Services
Assistant Director / Service *	Rachel Oakley / Quality Assurance & Safeguarding Standards	Budget Manager *	Rachel Oakley
Project Managed By *	Norman Horrocks	Rolling Programme *	Yes
Project Title *	Education System		

Funding Identified *

Funding identified

Are there external funding streams identified to contribute towards or fully fund this Business Case? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	960	960	960		
Funding Shortfall	960	960	960		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications (if applicable)

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs excluding financing						0
Annual on going revenue savings excluding financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Current contracted funded through a combination of sources, including the Central Schools Services Block of the DSG. The new contract will seek to ensure cost efficiencies for delivery of improved functionality, by fully testing the market. The ongoing revenue implications will be kept under review as the procurement process progresses.

Additional Details *

Additional Information

None

Links to other useful documents (e.g. Business Cases)

Link	Comments