

Revenue Budget Setting 2020/21 to 2022/23

Directorate: Adult Social Care & Health

Bid No.	Type	Bid Name	Cumulative movement from 20/21*			RAG Status
			2021/22	2022/23	2023/24	
ASC.1	Growth	Care & support - demand	£1,920,000	£4,114,000	£6,055,000	Green
ASC.3	Savings	Optalis review	(£700,000)	(£900,000)	(£1,000,000)	Green
ASC.4	Savings	Demand management	(£1,000,000)	(£2,000,000)	(£3,000,000)	Green
ASC.5	Savings	Review the application of Continued Health Care (CHC) claims	(£100,000)	(£200,000)	(£300,000)	Green
ASC.6	Savings	Learning disability review	(£100,000)	(£200,000)	(£300,000)	Green
ASC.8	Special Item	Additional staffing resource to deliver demand management	£500,000	£300,000	£300,000	Green
ASC.9	Special Item	Approved Mental Health Professional resource (AMHP)	£50,000	£0	£0	Green
ASC.10	Special Item	Transitions	£90,000	£90,000	£90,000	Green
		Total	£660,000	£1,204,000	£1,845,000	

Growth	£1,920,000	£4,114,000	£6,055,000
Invest to Save	£0	£0	£0
Savings	(£1,900,000)	(£3,300,000)	(£4,600,000)
Special Item	£640,000	£390,000	£390,000

* Special Items - Non Cumulative

Revenue Budget Setting 2021/22 to 2023/24

Directorate	Adult Social Care & Health
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
Bid Name	Care & support - demand	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	As part of budget planning, a review of individual care groups has been undertaken to establish patterns of growth and trends. This has been supported by the development of various Adult Social Care strategies. Based on this, an expected rise in the number of older people, those requiring support with their mental health, learning disability or physical disability has been modelled, alongside a recognition of rising costs as those with complex learning disabilities age.	
Supporting Evidence / Trend Analysis / Business Case ref	For older people this does not track a full demographic forecast which would produce a considerably higher growth requirement. Figures reflect the best estimation of those requiring social care funding, taking account of the number of local self funders. For those with a learning disability transitioning to adulthood, significant work done to support the Learning Disability strategy has provided an improved evidence base to underpin financial planning assumptions.	
Impact if bid not successful	The growth is required to meet statutory obligations under the Care Act 2014, ensuring local, vulnerable people are appropriately supported.	
Additional comments		

Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	£1,920,000	£2,194,000	£1,941,000
	Income	£0	£0	£0
<i>Cumulative movement from 20/21 budget</i>		£1,920,000	£4,114,000	£6,055,000

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	Detailed analysis shows local trends in Wokingham. There is a some degree of uncertainty from Covid-19.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc.)	Growth in Wokingham reflect a nation trend in increased demographic pressure for Adult Social Care statutory service. Further work is currently underway to review the cost of care in Wokingham and how this benchmarks against other authorities in the region. However, unit cost and demand is regularly reviewed by the leadership team.
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Sign Off

Service Manager	Helen Spokes / Lisa Evans / Godfrey Karambakuwa
Assistant Director	Simon Broad / Chris Dale
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member Briefed	Charles Margetts

Revenue Budget Setting 2021/22 to 2023/24

Directorate	Adult Social Care & Health
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
Bid Name	Optalis review	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The council has a contract with Optalis with a value of c£7m covering a range of services. This bid relates to efficiency through this contract over the life of the Medium Term Financial Plan. This is achievable because a new strategic direction has been set for Optalis focusing on efficiency, quality and innovation and organic growth. The efficiency will come over the next 3 years and this will come from a combination of reduction in overhead costs and improved commissioning and utilisation of services in the contract. This will not result in a reduction in quality or availability of these services.	
Supporting Evidence / Trend Analysis / Business Case ref		
Impact if bid not successful		
Preparedness for implementation of savings	Some savings have been delivered, the plan is underway and additional resource has been allocated.	

Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	(£700,000)	(£200,000)	(£100,000)
	Income	£0	£0	£0
<i>Cumulative movement from 20/21 budget</i>		(£700,000)	(£900,000)	(£1,000,000)

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	
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Benchmarking

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

Service Manager	Jenny Lamprell
Assistant Director	Wesley Hedger
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member Briefed	Charles Margetts

Revenue Budget Setting 2021/22 to 2023/24

Directorate	Adult Social Care & Health
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
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Bid Name	Demand management
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>The service has already put the building blocks in place to start and continue service transformation. Work carried out over the last 6 months has identified opportunities to influence demand across the customer journey and reduce long term care demand volumes and cost through strengthening the early intervention and prevention offer. This will include a reframed change programme focusing on the following areas over the next 12 months:</p> <ul style="list-style-type: none"> . Partnership, Voluntary and Community Sector: Strengthening the community offer that support independence in the community and increasing access to early intervention and short term support . Front Door: Focusing on the front door to ensure that it helps people at the first opportunity . Strengths Based Approach: Developing and embedding a consistent strength-based practice across teams to move from traditional forms of assessment, support and review and manage demand in a way that improves outcomes for people. . Operational Performance Framework: Developing a framework to track demand and supports staff to take actions as required. . Commissioning Strategy & Market Management: Ensuring our Commissioning strategy and market management is aligned with new ways of working and meets the changing needs of residents; helping maximise their independence by providing the right services at the right time.

Supporting Evidence / Trend Analysis / Business Case ref	A staff survey and case reviews showed that existing options are effective however there is an opportunity to develop further alternative options to long term support. Case reviews found that in 28% of cases reviewed it was certain or probable that by doing something different a person's long term care package could be reduced, delayed or prevented and maybe possible in a further 28% of cases.
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Impact if bid not successful	Increased demand for statutory services
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Preparedness for implementation of savings	Project governance has been established to ensure the delivery of the identified savings.
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Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	(£1,000,000)	(£1,000,000)	(£1,000,000)
	Income	£0	£0	£0
<i>Cumulative movement from 20/21 budget</i>		(£1,000,000)	(£2,000,000)	(£3,000,000)

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	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAS, etc.)	Demand-led change programmes are underway in many adult social care services and have helped improve residents' lives, sustainably save money and reduce demand for services. For example one London Borough has seen £4m directly saved through their demand-led change programme, a reduction in people contacting ASC and an increase in resident satisfaction with the amount of control people have over their daily lives.
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Sign Off

Service Manager	All Service Manager's in ASC
Assistant Director	All AD's in ASC
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member Briefed	Charles Margetts

Revenue Budget Setting 2021/22 to 2023/24

Directorate	Adult Social Care & Health
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget								
Bid Name	Review the application of Continued Health Care (CHC) claims									
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	To ensure the correct funding streams are identified and utilised to meet people's needs which are beyond the responsibility of Adult Social Care to provide.									
Supporting Evidence / Trend Analysis / Business Case ref	<p>The number of people living longer with complex health needs, children with complex disabilities and the number of people who are admitted into hospital under S117 of the Mental Health Act 1983, the Local Authority (LA) continues to challenge Berkshire Healthcare Foundation Trust and the Clinical Commissioning Group (CCG) where people should be either 100% health funded or a split funding arrangement between health and social care, including people who are eligible for Fast track funding at the end of their lives due to rapid deterioration.</p> <p>Benchmarking information on CHC: Quarter 1 2019/20 : the rate of CHC funded clients per 50k population for each CCG:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Area</td> <td>Rate per 50k population funded by CCG</td> </tr> <tr> <td>England</td> <td style="text-align: right;">28</td> </tr> <tr> <td>South East</td> <td style="text-align: right;">25</td> </tr> <tr> <td>Berkshire West CCG</td> <td style="text-align: right;">7</td> </tr> </table> <p>WBC has nearly the lowest rate of funding from our CCG of any LA in England.</p>		Area	Rate per 50k population funded by CCG	England	28	South East	25	Berkshire West CCG	7
Area	Rate per 50k population funded by CCG									
England	28									
South East	25									
Berkshire West CCG	7									
Impact if bid not successful	Increased pressure on budgets for adults and children, due to the complex nature of the people being considered for CHC funding or S117 after care, the cost of the services to provide the right support to meet the individuals needs is high for each person, therefore, if the funding is not obtained the impact would be considerable, in addition to this, the LA would be unlawfully funding health services.									
Preparedness for implementation of savings	Incorporated in the Adults continuous improvement programme.									

Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	(£100,000)	(£100,000)	(£100,000)
	Income	£0	£0	£0
<i>Cumulative movement from 2021 budget</i>		(£100,000)	(£200,000)	(£300,000)

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	Helen Spokes
Assistant Director	Simon Broad
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member Briefed	Charles Margetts

Revenue Budget Setting 2021/22 to 2023/24

Directorate	Adult Social Care & Health
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
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Bid Name	Learning disability review	
Description of Bid	WBC has developed its Learning Disability Strategy. This describes our ambition for our residents with a learning disability and what we will prioritise and do over the next 5 years to enable them to build a healthy and purpose driven future, where they can choose how they want to live.	
Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	It is envisaged that efficiencies can be achieved through a combination of better utilisation of contracts, recommissioning of services and better use of accommodation. The directorate has approved capital bids to support the delivery of this savings programme. This will enable the council to reduce its core costs and reduce commissioned support hours. Through an investment programme, savings in the region of £100K can be achieved in year one raising to £300K in year three.	

Supporting Evidence / Trend Analysis / Business Case ref	Wokingham has one of the highest prevalence of adults with a learning disability needing support in England. Wokingham is ranked 22nd highest out of 152 English councils with social care responsibilities and 2nd within the South East region in terms of people with a learning disability needing support.	
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Impact if bid not successful	Wokingham can expect an on-going and significant upward pressure in demand for support from adults with a learning disability, with a 10% increase in demand over the last 4 years compared to an England and South East average of 6%. Our analysis of projected demand confirms this additional pressure. This is based on the number of children currently supported by the council with a disability and who have an Education, Health and Care Plan (EHCP).	
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Preparedness for implementation of savings	The delivery of this project has been incorporated within the continuous improvement programme. This includes a schedule for delivery against the identified savings.	
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Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	(£100,000)	(£100,000)	(£100,000)
	Income	£0	£0	£0
<i>Cumulative movement from 2021 budget</i>		(£100,000)	(£200,000)	(£300,000)

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

Select "RAG Status"	Green
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Comments regarding RAG Status	Capital for the programme has been secured
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc.)	As stated above, Wokingham has one of the highest prevalence of adults with a learning disability needing support in England.
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Sign Off

Service Manager	Jenny Lamprell
Assistant Director	Wesley Hedger
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member Briefed	Charles Margetts

Revenue Budget Setting 2021/22 to 2023/24

Directorate	Adult Social Care & Health
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Bid Details

Bid 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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Bid Name	Additional staffing resource to deliver demand management	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Continuation and revision of previous Special Item (20/21 MTFP) to ensure the delivery of the Adult Social Care transformation programme over the medium term plan.	

Supporting Evidence / Trend Analysis / Business Case ref	To assist in ongoing service improvements and efficiencies (cashable and non-cashable) and the delivery of pre-mandated on-going savings in the directorates being supported by the improvement programme.	
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Impact if bid not successful	Failure to resource the team will mean that the programme will not proceed and the delivery of savings already mandated in the MTFP for Adult Social Care may not be achieved.	
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Additional comments		
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Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	£500,000	£300,000	£300,000
	Income	£0	£0	£0
<i>Cumulative movement from 20/21 budget</i>		£500,000	£300,000	£300,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
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Select "RAG Status"	Green
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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	
Assistant Director	
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member Briefed	Charles Margetts

Revenue Budget Setting 2021/22 to 2023/24

Directorate	Adult Social Care & Health
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Bid Details

Bid 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
Bid Name	Approved Mental Health Professional resource (AMHP)	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The bid is for an agency AMHP for 3 months. Since March COVID has had an impact on the availability of the workforce to carry out statutory duties under the Mental Health Act. The service was maintained with low numbers of AMHP's which put undue pressure on the workforce. Should we have a further peak in COVID this position will reoccur. We were granted an agency worker to cope in the current situation. The bid is a contingency plan.	
Supporting Evidence / Trend Analysis / Business Case ref	There is increasing demand on the AMHP's. Q1 data indicates that there was a 32% increase in assessments compared to the same Q1 period last year. The activity has been increasing each year for the last 3-4 years. In May this year the highest number of assessments were carried out since we started collecting the data in 2014. This was the result of COVID pressures.	
Impact if bid not successful	There is potential not to have sufficient workforce to meet demand and the statutory duties of the Council.	
Additional comments	The additional resource will be required to meet any future COVID peaks.	

Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	£50,000	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 20/21 budget</i>		£50,000	£0	£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	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc.)	The AMHP Lead has data which will provide information on increasing service demand
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Sign Off

Service Manager	Godfrey Karambakuwa
Assistant Director	Christine Dale
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member Briefed	Charles Margetts

Revenue Budget Setting 2021/22 to 2023/24

Directorate	Adult Social Care & Health
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Bid Details

Bid 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
Bid Name	Transitions	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Adult Social Care took over Transitions from Children`s Services in November 2019. Additional assessment capacity is required to identify and manage future demand. This funding will help to ensure that the needs and associated costs of more children are assessed and understood under the Care Act prior to transitioning to Adult Social Care.	
Supporting Evidence / Trend Analysis / Business Case ref	Young people with complex disabilities in Transition can attract significant costs specifically residential educational colleges. This support will assist the service in having tighter control on financial implications expected to be needed in the medium term.	
Impact if bid not successful	The service will not be able to be proactive in its approach which has significant financial impact.	
Additional comments		

Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	£90,000	£90,000	£90,000
	Income	£0	£0	£0
<i>Cumulative movement from 20/21 budget</i>		£90,000	£90,000	£90,000

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	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc.)	Wokingham has a higher than national average of people with learning disabilities and complex needs and the need for this area of work to be adequately resourced is imperative to manage budgets effectively.
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Sign Off

Service Manager	Lisa Evans
Assistant Director	Simon Broad
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member Briefed	Charles Margetts

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