

## Revenue Budget Setting 2020/21 to 2022/23

Directorate: Children's Services

Cumulative movement from 20/21\*

Bid No.	Type	Bid Name	2021/22	2022/23	2023/24	RAG Status
CS.1	Growth	Placements	£650,000	£1,075,000	£1,415,000	Amber
CS.2	Growth	Legal Costs - Social Care	£400,000	£400,000	£400,000	Amber
CS.3	Growth	Emergency Duty Service	£65,000	£65,000	£65,000	Green
CS.5	Growth	Home to School Transport	£400,000	£700,000	£850,000	Red
CS.8	Growth	Legal Costs - SEND	£100,000	£100,000	£100,000	Amber
CS.16	Savings	Home to School Transport	(£150,000)	(£250,000)	(£750,000)	Red
CS.15	Savings	Placements Review	(£530,000)	(£780,000)	(£1,280,000)	Amber
CS.17	Savings	Reconfiguration of Children's Services	(£400,000)	(£650,000)	(£2,000,000)	Amber
CS.18	Savings	Legal Review - Social Care & SEND	(£125,000)	(£150,000)	(£150,000)	Amber
		<b>Total</b>	<b>£410,000</b>	<b>£510,000</b>	<b>(£1,350,000)</b>	

£1,615,000	£2,340,000	£2,830,000
£0	£0	£0
(£1,205,000)	(£1,830,000)	(£4,180,000)
£0	£0	£0

\* Special Items - Non Cumulative

## Revenue Budget Setting 2021/22 to 2023/24

<b>Directorate</b>	Children's Services
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### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
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<b>Bid Name</b>	Placements
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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 (see evidence below), and the inability to predict such occurrences can make our budget needs somewhat difficult to forecast. This growth bid reflects an estimated 2% increase in numbers for year 1, rising to 4% in years 2 & 3, plus the known cost burden over the next three years of three complex cases who entered our care this year.

<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	<p style="text-align: center;"><b>New Placements 20/21: Weekly Rates</b></p> <p style="text-align: center;">Weekly Rate: New Placements 20/21</p>
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<b>Impact if bid not successful</b>	These are unavoidable costs for children and young people in receipt of statutory support to secure their safety and wellbeing.
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<b>Additional comments</b>	
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### Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	£650,000	£425,000	£340,000
	Income	£0	£0	£0
Cumulative movement from 20/21 budget		£650,000	£1,075,000	£1,415,000

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"	Amber
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<b>Comments regarding RAG Status</b>	The RAG status demonstrates the uncertainty around demand and complexity of cases.
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### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
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### Sign Off

Service Manager	Jasmine Grimshaw
Assistant Director	Adam Davis
Director	Carol Cammiss, Director of Children's Services
Lead Member Briefed	Cllr Ullakarin Clark

## Revenue Budget Setting 2021/22 to 2023/24

<b>Directorate</b>	Children's Services
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### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
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<b>Bid Name</b>	Legal Costs - Social Care
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	Some of our work to secure the safety and wellbeing of children and young people in Wokingham requires the intervention of courts and the support of legal professionals and there are costs associated with this. These costs have risen recently, partly as a result of market forces, and partially due to complex cases requiring expensive specialist legal advice. Financial modelling and forecasting of legal spend has concluded that these rises are unavoidable in the medium term, and need to be met through budget growth.

<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #d9ead3;"> <th></th> <th>2018/19 Actual £,000</th> <th>2019/20 Actual £,000</th> <th>2020/21 Forecast £,000</th> <th>2020/21 Recurring Budget £,000</th> <th>2021/22 Growth Bid £,000</th> <th>2021/22 Draft Budget £,000</th> </tr> </thead> <tbody> <tr> <td>Social Care</td> <td>498</td> <td>974</td> <td>830</td> <td>388</td> <td>400</td> <td>788</td> </tr> <tr> <td>SEND</td> <td>54</td> <td>126</td> <td>110</td> <td>0</td> <td>100</td> <td>100</td> </tr> </tbody> </table>		2018/19 Actual £,000	2019/20 Actual £,000	2020/21 Forecast £,000	2020/21 Recurring Budget £,000	2021/22 Growth Bid £,000	2021/22 Draft Budget £,000	Social Care	498	974	830	388	400	788	SEND	54	126	110	0	100	100
	2018/19 Actual £,000	2019/20 Actual £,000	2020/21 Forecast £,000	2020/21 Recurring Budget £,000	2021/22 Growth Bid £,000	2021/22 Draft Budget £,000																
Social Care	498	974	830	388	400	788																
SEND	54	126	110	0	100	100																

<b>Impact if bid not successful</b>	It is our statutory responsibility to safeguard children and young people, and these costs are unavoidable.
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<b>Additional comments</b>	
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### Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	£400,000	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 20/21 budget</i>		£400,000	£400,000	£400,000

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Amber
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<b>Comments regarding RAG Status</b>	The Amber RAG Rating reflects uncertainty over number and complexity of cases which may come into Children's Social Care, and which need legal input.
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### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
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### Sign Off

Service Manager	Estelle Kelleway
Assistant Director	Adam Davis
Director	Carol Cammiss, Director of Children's Services
Lead Member Briefed	Cllr Ullakarin Clark

## Revenue Budget Setting 2021/22 to 2023/24

<b>Directorate</b>	Children's Services
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### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	Emergency Duty Service	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	The Emergency Duty Service provides out of hours social work support for Children's and Adults' Services. This a Joint arrangement with a number of local authorities, hosted by Bracknell Forest Council, and has recently been reviewed in the face of increasing demand across the system. While this has delivered some reduction in costs for the next contract period, the existing budget had not kept pace with cost increases in recent years. This growth bid will meet the additional cost of the new contract over the next three years, and avoid overspend.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>		
<b>Impact if bid not successful</b>	The Emergency Duty Service provides statutory out of hours services and as such the cost cannot be avoided.	
<b>Additional comments</b>		

### Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	£65,000	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 20/21 budget</i>		£65,000	£65,000	£65,000

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Green
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<b>Comments regarding RAG Status</b>	
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### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
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### Sign Off

Service Manager	Estelle Kelleway
Assistant Director	Adam Davis
Director	Carol Cammiss, Director of Children's Services
Lead Member Briefed	Cllr Ullakarin Clark

## Revenue Budget Setting 2021/22 to 2023/24

<b>Directorate</b>	Children's Services
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### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
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<b>Bid Name</b>	Home to School Transport
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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. The cost of this service is rising and the additional burden in 2020/21 has added to ongoing budget pressure. A review of our Home to School Transport provision is ongoing as part of the Council's Community Transport Programme, however a review of cost and demand analysis to date continues to indicate rising budget pressures.

<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	Of £3.5m spent on Home to School Transport in 2019/20, over 80% was on SEND and mainstream Secondary arrangements
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Area of spend	Amount (£)
SEN out of Borough contracts	1,264,366.10
SEN Wokingham Borough contracts	856,995.00
Mainstream Secondary contracts	753,886.25
<b>SUBTOTAL</b>	<b>2,875,247.35</b>

<b>Impact if bid not successful</b>	This is a statutory service, and the costs cannot be avoided.
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<b>Additional comments</b>	
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### Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	£400,000	£300,000	£150,000
	Income	£0	£0	£0
<i>Cumulative movement from 20/21 budget</i>		£400,000	£700,000	£850,000

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Red
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<b>Comments regarding RAG Status</b>	A review of our Home to School Transport provision is ongoing, including development of a robust financial model that takes account of the large number of complex variables that impact on the cost of transport. This will include further interrogation of client and journey level data to inform financial planning assumptions.
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### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
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### Sign Off

Service Manager	-
Assistant Director	Sal Thirlway
Director	Carol Cammiss, Director of Children's Services
Lead Member Briefed	Cllr Ullakarin Clark

## Revenue Budget Setting 2021/22 to 2023/24

<b>Directorate</b>	Children's Services
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### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	Legal Costs - SEND	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	It is important that the needs of children with Special Educational Needs and Disabilities (SEND) are assessed accurately and provision is proportionate to need. In some cases legal advice and services are required to resolve differing opinions over the type and level of support to be included in the child's plan. Previously these legal costs have been met through budget overspend. This bid is to avoid recurrent overspend in the future.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>		
<b>Impact if bid not successful</b>	Engaging legal services is an integral and unavoidable part of ensuring statutory EHCPs are delivered which meet the needs of the child.	
<b>Additional comments</b>		

### Finance Information

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

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

<b>Select "RAG Status"</b>	Amber
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<b>Comments regarding RAG Status</b>	Further review activity is currently being undertaken to fully determine actual cost trends to inform growth expectation.
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### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
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### Sign Off

Service Manager	Sonia Aulak
Assistant Director	Sal Thirlway
Director	Carol Cammiss, Director of Children's Services
Lead Member Briefed	Cllr Ullakarin Clark

## Revenue Budget Setting 2021/22 to 2023/24

<b>Directorate</b>	Children's Services
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### Bid Details

<b>Bid Type</b>	Savings	Permanent reduction in expenditure or increase in income budget
<b>Bid Name</b>	Home to School Transport	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	Home to School Transport is currently subject to review to find efficiencies in provision of this statutory service for children and young people. Indicative savings as a result of this review are currently estimated as outlined here, although the review is still to be completed at the time of writing.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>		
<b>Impact if bid not successful</b>		
<b>Preparedness for implementation of savings</b>		

### Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	(£150,000)	(£100,000)	(£500,000)
	Income	£0	£0	£0
<i>Cumulative movement from 20/21 budget</i>		(£150,000)	(£250,000)	(£750,000)

<b>RAG Status</b> (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

<b>Comments regarding RAG Status</b>	Current review work is identifying that there may be some delay in delivery of the proposed savings. This is due to statutory consultation requirements affecting the project delivery timeline.
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### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
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### Sign Off

Service Manager	-
Assistant Director	Sal Thirlway
Director	Carol Cammiss, Director of Children's Services
Lead Member Briefed	Cllr Ullakarin Clark

## Revenue Budget Setting 2021/22 to 2023/24

<b>Directorate</b>	Children's Services
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### Bid Details

<b>Bid Type</b>	Savings	Permanent reduction in expenditure or increase in income budget
<b>Bid Name</b>	Placements Review	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	The placement strategy for children in care is currently under review. This, alongside the introduction of the Compass Team which is focussing on keeping children and young people out of the care system through provision of intensive wrap-round support, is currently estimating indicative savings on placements detailed in this bid.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>		
<b>Impact if bid not successful</b>		
<b>Preparedness for implementation of savings</b>		

### Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	(£530,000)	(£250,000)	(£500,000)
	Income	£0	£0	£0
<i>Cumulative movement from 20/21 budget</i>		(£530,000)	(£780,000)	(£1,280,000)

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

<b>Select "RAG Status"</b>	Amber
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<b>Comments regarding RAG Status</b>	
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### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
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### Sign Off

Service Manager	Jasmine Grimshaw
Assistant Director	Adam Davis
Director	Carol Cammiss, Director of Children's Services
Lead Member Briefed	Cllr Ullakarin Clark

## Revenue Budget Setting 2021/22 to 2023/24

<b>Directorate</b>	Children's Services
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### Bid Details

<b>Bid Type</b>	Savings	Permanent reduction in expenditure or increase in income budget
<b>Bid Name</b>	Reconfiguration of Children's Services	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	In order to deliver a balanced budget, a re-framing of how Children's Services are delivered is needed. Alternative ways of delivering support are currently being considered to address the need for savings whilst minimising the risk to delivery of positive outcomes for vulnerable children, young people and families.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>		
<b>Impact if bid not successful</b>		
<b>Preparedness for implementation of savings</b>		

### Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	(£400,000)	(£250,000)	(£1,350,000)
	Income	£0	£0	£0
<i>Cumulative movement from 20/21 budget</i>		(£400,000)	(£650,000)	(£2,000,000)

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

<b>Select "RAG Status"</b>	Amber
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<b>Comments regarding RAG Status</b>	As the outcome of work to scope alternative ways of providing services is delivered, achievable savings figures will become clearer.
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### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
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### Sign Off

Service Manager	-
Assistant Director	-
Director	Carol Cammiss, Director of Children's Services
Lead Member Briefed	Cllr Ullakarin Clark

## Revenue Budget Setting 2021/22 to 2023/24

<b>Directorate</b>	Children's Services
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### Bid Details

<b>Bid Type</b>	Savings	Permanent reduction in expenditure or increase in income budget
<b>Bid Name</b>	Legal Review - Social Care & SEND	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	A review of the way legal services which support Children's Services are commissioned and delivered is underway following observation of steeply rising costs in recent years. Initial indications suggest that there is scope for realisation of savings to the value of the amounts indicated in this bid.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>		
<b>Impact if bid not successful</b>		
<b>Preparedness for implementation of savings</b>		

### Finance Information

		Yr 1	Yr 2	Yr 3
		2021/22	2022/23	2023/24
Amount needed per year	Expenditure	(£125,000)	(£25,000)	£0
	Income	£0	£0	£0
Cumulative movement from 20/21 budget		(£125,000)	(£150,000)	(£150,000)

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Amber
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<b>Comments regarding RAG Status</b>	As the project progresses, there will be more clarity about the changes needed to deliver savings, and the actual value of those savings. Savings are subject to assumptions about increased demand, which, if surpassed, may lead to additional unavoidable legal costs which will impact savings opportunities.
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### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
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### Sign Off

Service Manager	Estelle Kelleway / Sonia Aulak
Assistant Director	Adam Davis / Sal Thirlway
Director	Carol Cammiss, Director of Children's Services
Lead Member Briefed	Cllr Ullakarin Clark