

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Adult Social Care & Health		
Business Case Details			
Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget	
Business Case Name	Demand management - strength based practice within social care and the voluntary sector		
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Building on the success of previous years, Adults Social Care will continue to deliver its efficiencies programme. Over the last two years, Adults Social Care has delivered through £2m over the last two years through demand management and strength based practice Work carried out over the recent times has identified opportunities to influence demand across the customer journey and reduce long term care demand volumes and costs 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: 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: Embedding 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		
Supporting Evidence / Trend Analysis / Business Case	Over the last few years Adult Social Care has had very challenging targets to meet in reducing demand on the service. The transformation work has embedded and changed practice to support this and the continuation of this work is essential to maintaining that trend.		
Impact not successful / Options for mitigations	If savings are not delivered this will ultimately lead to demand over stretching our budget and resulting in overspend on the contract.		
Preparedness for implementation of savings	Project governance has been established to ensure the monitoring and delivery of the identified savings.		
Finance Information			
		2022/23	
Total Budget for Activity	44,909,720		
	Yr 1	Yr 2	Yr 3
	2023/24	2024/25	2025/26
Amount needed per year	Expenditure	(£1,200)	(£950)
	Income	£0	£0
<i>Cumulative movement from 22/23 budget</i>	(£1,200)	(£2,150)	(£3,100)
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"	Amber		
Comments regarding RAG Status	Achievements within previous years may limit our ability to succeed against this target.		
Benchmarking			
Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Demand-led change programmes are being delivered in many adult social care services and have helped improve residents' lives, sustainably save money and reduce demand for services. Benchmarking information provided by the South East region ADASS shows that Wokingham performs well compared to other unitary boroughs within the region.		
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	David Hare, Executive Member for Health & Wellbeing and Adult Services		

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Adult Social Care & Health			
Business Case Details				
Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget		
Business Case Name	Learning disability review - better utilisation of contracts, recommissioning services and better use of accommodation			
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Adult Social Care has delivered a Learning Disability Strategy for Wokingham. This describes our ambition for our residents with a learning disability and what we will prioritise and do over the life of the strategy to enable them to build a healthy and purpose driven future, where they can choose how they want to live. 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. Adults Social Care has delivered against this ambition specialist accommodation programme to provide homes for vulnerable residents in the borough. These project will reduce the need for high cost placements within the private sector outside the borough.			
Supporting Evidence / Trend Analysis / Business Case	<p>Wokingham has one of the highest prevalence of adults with a learning disability needing support in England. Wokingham is ranked 2nd highest out of 152 English councils for the percentage of people in receipt of long term care in 2021-22 with Learning Disability as their primary reason for support.</p> <p>The Council is currently working with the LGA Housing Advisor Programme to understand how we can build on the success of the supported accommodation project to deliver further savings.</p>			
Impact not successful / Options for mitigations	Wokingham can expect an on-going and significant upward pressure in demand for support from adults with a learning disability, 12% increase comparing 2021-22 to 2017-18 for people with a long term package of care and LD as the primary support reason compared to an England and South East average of 4%. Our analysis of projected demand confirms this additional pressure. Additionally the number of children currently supported by the council with a disability and who have an Education, Health and Care Plan (EHCP) is increasing which will see demand on the services increase in future years.			
Preparedness for implementation of savings	The delivery of this project has been incorporated within the Adult Social Care transformation programme. This includes a schedule for monitoring and delivery against the identified savings.			
Finance Information				
		2022/23		
Total Budget for Activity	23,237,860			
	Yr 1	Yr 2	Yr 3	
	2023/24	2024/25	2025/26	
Amount needed per year	Expenditure	(£100)	(£100)	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>	<i>(£100)</i>	<i>(£200)</i>	<i>(£200)</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"	Green			
Comments regarding RAG Status	Capital for the programme is included within the medium term financial plan to support this.			
Benchmarking				
Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)				
Sign Off				
Service Manager	Jenny Lamprell, Category Manager, Adults Commissioning			
Assistant Director	Wesley Hedger, Assistant Director, People Commissioning			
Director	Matt Pope, Director of Adult Social Care & Health			
Lead Member	David Hare, Executive Member for Health & Wellbeing and Adult Services			

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Adult Social Care & Health								
Business Case Details									
Business Case Type	Savings Permanent reduction in expenditure or increase in income budget								
Business Case Name	Optalis review - improved commissioning and reduced overheads								
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	<p>The council has a contract with Optalis with a value of c£9m covering a range of services. This bid relates to efficiency through this contract. This will be achievable through our new strategic direction, focusing on efficiency, quality and innovation and organic growth. The efficiency will be delivered from a combination of reduction in overhead costs and improved commissioning and utilisation of services within the contract. This will not result in a reduction in quality or availability of these services.</p> <p>In March 2022, WBC signed a revised shareholder agreement. This has led to financial benefits for WBC through paying a more appropriate amount of the central management costs.</p>								
Supporting Evidence / Trend Analysis / Business Case	A significant benefit of our strategic partnership with Optalis is our ability to work with them to ensure that efficiencies are delivered within the local area. Optalis has supported WBC to achieve a number of efficiencies including our supported accommodation project and the delivery of high cost reviews.								
Impact not successful / Options for mitigations	If savings are not delivered this will ultimately lead to overspend within the service.								
Preparedness for implementation of savings	Savings have been delivered over the past few years, the plan is underway and resources have been allocated to support this objective.								
Finance Information									
2022/23									
Total Budget for Activity	7,482,560								
Yr 1 Yr 2 Yr 3									
2023/24 2024/25 2025/26									
Amount needed per year	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #d9ead3;">Expenditure</td> <td style="text-align: center;">(£250)</td> <td style="text-align: center;">£0</td> <td style="text-align: center;">£0</td> </tr> <tr> <td style="background-color: #d9ead3;">Income</td> <td style="text-align: center;">£0</td> <td style="text-align: center;">£0</td> <td style="text-align: center;">£0</td> </tr> </table>	Expenditure	(£250)	£0	£0	Income	£0	£0	£0
Expenditure	(£250)	£0	£0						
Income	£0	£0	£0						
Cumulative movement from 22/23 budget	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">(£250)</td> <td style="text-align: center;">(£250)</td> <td style="text-align: center;">(£250)</td> </tr> </table>	(£250)	(£250)	(£250)					
(£250)	(£250)	(£250)							
RAG Status (Certainty around financial request and project delivery)	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #d9ead3;">Green</td> <td>High certainty on figures and project delivery</td> </tr> <tr> <td style="background-color: #d9ead3;">Amber</td> <td>Some certainty on figures and project delivery</td> </tr> <tr> <td style="background-color: #d9ead3;">Red</td> <td>Low certainty on figures and project delivery</td> </tr> </table>	Green	High certainty on figures and project delivery	Amber	Some certainty on figures and project delivery	Red	Low certainty on figures 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	Like many social care providers, Optalis is experiencing significant cost pressures associated with inflation and workforce pressures which may affect their ability to deliver against these savings.								
Benchmarking									
Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)									
Sign Off									
Service Manager	Jenny Lamprell, Category Manager, Adults Commissioning								
Assistant Director	Wesley Hedger, Assistant Director, People Commissioning								
Director	Matt Pope, Director of Adult Social Care & Health								
Lead Member	David Hare, Executive Member for Health & Wellbeing and Adult Services								

Revenue Budget Setting 2023/24 to 2025/26**Directorate**

Adult Social Care & Health

Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
Business Case Name	Maximising health income for residents	
Description Inc. (Reason, i.e. Demand / Legislative / Discretionary)	Adults Social Care does not always receive an appropriate level of funding from our local health service to support vulnerable residents in Wokingham. To achieve savings through appropriate funding being granted for residents where it meets the criteria for health funding. This will be through appropriate challenge of the Integrated Care Board (ICB) for care packages currently funded through ASC for either full or part funding from health resources. These agreements are not always straight forward and this may lead to judicial review which will need investment to support the challenge. There is also a backlog of cases which need to be resolved which if resolved will support the achievement of this saving.	
Supporting Evidence / Trend Analysis / Business Case	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 work in partnership with Berkshire Healthcare Foundation Trust and the Integrated Care Board (ICB) to achieve the right funding levels for vulnerable residents, including people who are eligible for Fast track funding at the end of their lives due to rapid deterioration.	
Impact not successful / Options for mitigations	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	The delivery of this project has been incorporated within the Adult Social Care transformation programme. This includes a schedule for monitoring and delivery against the identified savings.	

Finance Information**2022/23****Total Budget for Activity** 44,909,720

		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	(£350)	(£350)	£0
	Income	£0	£0	£0
Cumulative movement from 22/23 budget		(£350)	(£700)	(£700)

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	Getting agreement on funding is often protracted and can be a difficult process.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Wokingham Borough Council is the lowest funded for continuing healthcare in the country.
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Sign Off

Service Manager	Anita Balmer, Head of Prevention and Support Service
Assistant Director	Simon Broad, Assistant Director, Adult Social Care
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member	David Hare, Executive Member for Health & Wellbeing and Adult Services

Revenue Budget Setting 2023/24 to 2025/26**Directorate**

Adult Social Care & Health

Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
Business Case Name	High Cost Package Review - Mental Health	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	The Community Mental Health Team (CMHT) has c55 people in Supported Living in the service, many of these are part funded from S117 (funding from Health). A review of packages will be undertaken to look for efficiencies in volumes and commissioning to try to appropriately reduce care costs.	
Supporting Evidence / Trend Analysis / Business Case	There has been a very high cost transition from Children's Services where there is a bespoke service which needs to be assessed and alternatives considered as the individual moves into adulthood. The transitions now come via the transitions team in adults are being monitored. Equally CMHT monitor transition cases coming through the health route are also monitored so that going forward costs can be forecasted.	
Impact not successful / Options for mitigations	Increased pressure on Mental Health budgets.	
Preparedness for implementation of savings	Work has already started and other placements are being sought by commissioning and the social work teams on potential options.	

Finance Information**2022/23****Total Budget for Activity** 1,863,430

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	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	Expected changes following reviews may not be achievable.
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Benchmarking

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

Service Manager	Godfrey Karambakuwa, Service Manager, Adult Mental Health
Assistant Director	Christine Dale, Assistant Director, Mental Health
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member	David Hare, Executive Member for Health & Wellbeing and Adult Services

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Adult Social Care & Health
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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	Practice changes to reduce placement costs	
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Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Refresh and update our placement practice to support and control spend on residential and nursing placements. As these are significant areas of spend it is essential that we have a practice which supports and controls demand within our local and adjoining markets. Efficiencies will be achieved through a more prescriptive care placement practice that enables us to secure care that meets the needs of vulnerable residents.	
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Supporting Evidence / Trend Analysis / Business Case	The practice review will include looking at placement boundaries trying to drive cost and create capacity for placements at reasonable costs and look at reducing and limiting placement choice for residential and nursing care homes. There is anecdotal evidence to suggest that other local authorities have achieved improved unit costs by discharging their duty through more percribed options to meet need. Any change may, however, lead to increases in challenges and complaints.	
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Impact not successful / Options for mitigations	Budgets for residential and nursing care will continue to be stretched.	
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Preparedness for implementation of savings	The delivery of this project has been incorporated within the Adult Social Care transformation programme. This includes a schedule for monitoring and delivery against the identified savings.	
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Finance Information

	2022/23
Total Budget for Activity	17,597,180

		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	(£50)	(£50)	(£50)
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		(£50)	(£100)	(£150)

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	All Service Manager's in ASC
Assistant Director	All AD's in ASC
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member	David Hare, Executive Member for Health & Wellbeing and Adult Services

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Adult Social Care & Health
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
Business Case Name	Extra Care - Decommission Background Support	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	It is proposed that Adults Social Care decommissions background support at the Council's four extra care facilities. This will mean changing the model that we use to deliver support from having significant presence at the facilities at all times to a more targeted approach of having care and support available where required.	
Supporting Evidence / Trend Analysis / Business Case	We currently have a number of customers in extra care who have very low or no care needs and therefore don't require support 24h per day. This means that the costs associated with the current model is high for those requiring support. Options for charges have been considered however this may be difficult to implement and changes may also be required to facilitate that option.	
Impact not successful / Options for mitigations	Costs associated with the running of our extra care facilities will remain high and will continue to deliver services for those who have low or no care needs.	
Preparedness for implementation of savings	Savings have been delivered over the past few years, the plan is underway and resources have been allocated to support this objective.	

Finance Information

2022/23

Total Budget for Activity	1,621,080
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		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	(£250)	(£250)	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		(£250)	(£500)	(£500)

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

Comments regarding RAG Status	Making changes in our extra care facilities also requires collaboration with the landlords at each of the sites. This could impact on the speed at which the delivery of the savings can be achieved.
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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, Category Manager, Adults Commissioning
Assistant Director	Wesley Hedger, Assistant Director, People Commissioning
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member	David Hare, Executive Member for Health & Wellbeing and Adult Services

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Adult Social Care & Health
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
Business Case Name	Utilising funding to maximise hospital discharge within the community	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Currently, the Better Care Fund (BCF) pays for a portion of the cost for Oak Wing at Suffolk Lodge care home. This service supports discharge, and will continue to be needed given ongoing pressures at the Royal Berkshire Hospital. If the level of service that is currently on offer needs to continue, then the Council will need to seek further BCF funding, as it cannot continue to offset this cost each year.	
Supporting Evidence / Trend Analysis / Business Case	The amount of clients that the service has supported this year has increased, the average length of stay has dropped to a number of days commensurate with reablement, rather than long term stays and the number of beds used and overall bed days has increased. This shows that the service is increasing efficiency and supporting discharge better.	
Impact not successful / Options for mitigations	Continued pressure on the placement budget	
Preparedness for implementation of savings	The service would continue, but an increase in funding would need to be made available.	

Finance Information

		2022/23		
Total Budget for Activity		1,910,250		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	(£100)	£0	(£50)
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		(£100)	(£100)	(£150)

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	No BCF guidance has been published, we are unaware of the uplift and the BCF is being shared in the coming year as an option to fund replacements for the Hospital Discharge Programme.
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Benchmarking

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

Service Manager	Lewis Willing, Head of Integration
Assistant Director	Ingrid Slade, Assistant Director, Population Health, Integration and Partnerships
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member	David Hare, Executive Member for Health & Wellbeing and Adult Services

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Adult Social Care & Health
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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	Care & support - manage increasing demand in numbers and complexity
Description Inc. (Reason. 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	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.
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Impact not successful / Options for mitigations	The growth is required to meet statutory obligations under the Care Act 2014, ensuring local, vulnerable people are appropriately supported.
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Additional comments	The Health and Social care reforms recently announcement by central government come into effect in October 2023 and are likely to have a significant impact on our growth assumptions. Once further details have been released further work will be completed to understand the likely impact on WBC.
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Finance Information

2022/23	
Total Budget for Activity	44,909,720

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£1,959	£2,010	£2,000
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£1,959	£3,969	£5,969

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	Detailed analysis shows local trends in Wokingham.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Growth in Wokingham reflects a national trend of increased demographic pressures for Adult Social Care statutory services. 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	All Service Manager's in ASC
Assistant Director	All AD's in ASC
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member	David Hare, Executive Member for Health & Wellbeing and Adult Services

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Adult Social Care & Health
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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	People at the Heart of Care	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	The People at the Heart of Care white paper will cause significant changes to the way Adult Social Care will need to support its residents and applying alterations in advance of the implementation date will allow the successful delivery of these changes in a timely manner. This funding will support the delivery of strategy, including assurance to inspection within Adults Social Care.	

Supporting Evidence / Trend Analysis / Business Case	
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Impact not successful / Options for mitigations	Delays in the implementation of the white paper, which will cause increased waiting lists and pressures within the service.
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Additional comments	
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Finance Information

	2022/23
Total Budget for Activity	13,811,330

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£300	£200	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		<i>£300</i>	<i>£500</i>	<i>£500</i>

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	
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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	David Hare, Executive Member for Health & Wellbeing and Adult Services

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Adult Social Care & Health
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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	Prevention - investment in preventative services	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	The clear focus going forward is to increase investment in prevention services to reduce demand for Adult Social Care services. The Adult Social Care Voluntary Sector Strategy sets out the need to invest in and integrate services across the Voluntary and Community Sector (VCS).	

Supporting Evidence / Trend Analysis / Business Case	Research shows that there is a return of circa £3 for every £1 invested in prevention services. The council's strategic direction is to have resilient communities and a stronger local VCS sector will contribute to meet this objective. There is also the opportunity to significantly increase the numbers of volunteers working with VCS partners - this was clearly evidenced in the COVID response and has been built upon. There is an opportunity to maximise the community response and address gaps in VCS provision.	
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Impact not successful / Options for mitigations	Adult Social Care demand will increase which will impact on the growth required by the service.	
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Additional comments		
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Finance Information

		2022/23		
Total Budget for Activity		1,639,020		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£100	£100	£100
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£100	£200	£300

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	
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Benchmarking

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

Service Manager	Lewis Willing, Head of Integration
Assistant Director	Ingrid Slade, Assistant Director Population Health, Integration and Partnerships
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member	David Hare, Executive Member for Health & Wellbeing and Adult Services

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Adult Social Care & Health
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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	Staffing resource required to deliver continued demand management savings programme	
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Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	As part of delivering the change management programme additional resources have been funded on a short term basis to support the overall delivery of the programme. This has enabled the delivery of the savings set out in the medium term financial plan. This funding will be used to make fixed term staffing permanent to support Adult Social Care in perpetuity. This includes additional support including social work practice consultants, commissioning, contract support and transitions staffing.	
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Supporting Evidence / Trend Analysis / Business Case	The identified resource is required to meet the financial challenges within the directorate and forthcoming demands in future financial years.	
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Impact not successful / Options for mitigations	Unable to meet the identified savings detailed in the medium term financial plan.	
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Additional comments		
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Finance Information

	2022/23
Total Budget for Activity	13,811,330

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£460	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£460	£460	£460

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
	Select "RAG Status"	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	All Service Manager's in ASC
Assistant Director	All AD's in ASC
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member	David Hare, Executive Member for Health & Wellbeing and Adult Services

Revenue Budget Setting 2023/24 to 2025/26**Directorate**

Adult Social Care & Health

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
Business Case Name	Demand management - resource investment to deliver change	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Continuation and revision of previous Special Item to ensure the delivery of the Adult Social Care transformation programme over the medium term plan.	
Supporting Evidence / Trend Analysis / Business Case	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.	
Impact not successful / Options for mitigations	Failure to resource the team will mean that the programme will not proceed and the delivery of savings already mandated in the medium term financial plan for Adult Social Care may not be achieved.	
Additional comments		

Finance Information**2022/23****Total Budget for Activity** 44,909,720

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£300	£200	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£300	£200	£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	

Comments regarding RAG Status**Benchmarking****Supporting benchmarking information** (Unit cost, demand stats, comparison to LAs, etc)**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	David Hare, Executive Member for Health & Wellbeing and Adult Services

Revenue Budget Setting 2023/24 to 2025/26**Directorate**

Adult Social Care & Health

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
Business Case Name	Older people dementia home - funding to cover running costs until optimal capacity is reached	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	It is not envisaged that the new dementia care home will reach the expected level of occupancy in its first year of operation in 2025/26. This will allow the safe transition of care to the new premises whilst accommodating new vulnerable residents at a rate that maintains quality. This funding will be used to offset contractual costs incurred associated with this transition period.	
Supporting Evidence / Trend Analysis / Business Case	We must ensure the occupancy levels are phased in a way that maintains safety and quality during the mobilisation of the new dementia care home.	
Impact not successful / Options for mitigations	Potential risk of overspend against the new contract as we will still be needing to purchase placements in the market whilst covering the costs associated with the new home whilst occupancy levels increase,	
Additional comments		

Finance Information**2022/23****Total Budget for Activity** 14,856,710

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£0	£0	£500
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£0	£0	£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"	Green	

Comments regarding RAG Status**Benchmarking**

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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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	David Hare, Executive Member for Health & Wellbeing and Adult Services

Revenue Budget Setting 2023/24 to 2025/26

Directorate

Adult Social Care & Health

Business Case Details

Business Case Type	Revenue Implication of Capital	Revenue growth or savings generated from a capital project to repay borrowing costs
Business Case Name	Older People Dementia Home	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	A new dementia care home for 68 older people within the borough of Wokingham increasing our in-house capacity by 31. This would replace the existing Suffolk Lodge (37 bed) home with a larger, more flexible, pure designed dementia home, that can also offer dementia nursing care. The new care home will provide additional affordable capacity within the borough, reducing our dependency on higher cost care within the private sector. This reduction in costs will initially be used to pay back costs involved in building the new care home.	
Supporting Evidence / Trend Analysis / Business Case	As suggested in our growth requirements there is a need for additional capacity of bedded care. This additional capacity will support the Adult Social Care service with meeting its statutory requirements into the future and provide that at an affordable rate supporting savings over ever increasing costs in the market.	
Impact not successful / Options for mitigations	The new care home is required to ensure market sufficiency in Dementia care as required in The Care Act. Additionally without providing additional in-house provision it will increase out need for future growth.	
Additional comments		

Finance Information

	2022/23
Total Budget for Activity	14,856,710

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£0	£0	(£337)
	Income	£0	£0	£0
Cumulative movement from 22/23 budget		£0	£0	(£337)

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	All Service Manager's in ASC
Assistant Director	All AD's in ASC
Director	Matt Pope, Director of Adult Social Care & Health
Lead Member	David Hare, Executive Member for Health & Wellbeing and Adult Services

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