

MTFP 2024-27

Overview and Scrutiny Committee

19th December 2023

Children's Services and Adult Social Care

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Agenda

- Updates since Summary Overview and Scrutiny Meeting
- Children's Services – Budget Strategy / Specific Risks
- Children's Services – Revenue
- Children's Services – Capital
- Adult Social Care – Specific Risks
- Adult Social Care – Revenue
- Adult Social Care – Capital

Update

- Since the Summary Overview and Scrutiny Committee on the 02/10/23 a need was identified to undertake an intense piece of analysis in both Adults and Children Services as to the required budget for 2024/25.
- Response to the significant in-year overspend position in Childrens and severe demand pressures in Adults
- Revisiting proposed growth and savings bids to identity the minimum requirement needed for realistic 2024/25 budget
- Significant work undertaken with a focus on Children's Services
- The attached bids are the revised set following all the additional work undertaken
- Many councils across the country are sighting significant pressures mainly relating to ASC and CS and we are no different

Changes

Figures Reported to O&S on 02/10/23			
	Growth 2024/25 £'000	Savings 2024/25 £000	Net 2024/25 £'000
Adult Social Care	3,200	(2,920)	280
Adult Social Care - Inflation	3,726	0	3,726
Children's Services	3,598	(1,236)	2,362

Changes following intensive Work			
∞	Growth 2024/25 £'000	Savings 2024/25 £000	Net 2024/25 £'000
Adult Social Care	0	0	0
Adult Social Care - Inflation	400	0	400
Children's Services	3,542	(700)	2,842

Revised Figures			
	Growth 2024/25 £'000	Savings 2024/25 £000	Net 2024/25 £'000
Adult Social Care	3,200	(2,920)	280
Adult Social Care - Inflation	4,126	0	4,126
Children's Services	7,140	(1,936)	5,204

- Children's Services shows a significant additional growth requirement and increased savings
- For Adult Social Care savings plans have been revised to be more deliverable but the value remains unchanged
- Adult Social Care has added an additional ask for inflation of 400k bringing the following autumn statement as the impact from the National Living Wage increase will put greater than anticipated impact on the care market

Children's Services

Budget Strategy

Children's Services Budget Strategy

- **Not destabilising the existing very low-cost base in Children Social Care, maintaining the 'protective' factors of early help and a workforce that effectively manages risk in the community**
- Working at reducing unit costs by better commissioning and developing in-house accommodation solutions
- Using the remainder of 23/24 and 24/25 to tackle and transform existing and growing high-cost base and deliver a new programme to manage demand in Children with Disabilities
- Improve and streamline our support functions
- Ensure Health Income flows in, at the very least, ensure parity with other Local Authorities
- Breaking the cycle of overspend. Honest and accurate about current and future pressures, resetting the direction of Childrens Services with an MTFP that is realistic, right and owned.

Children's Services

Specific Risks

Risks

- Changing numbers of Looked After Children - local numbers reducing, Unaccompanied Asylum-Seeking Children (UASC) increasing (allocations set by government)
- Wokingham having exceptionally low numbers of Children in care (currently at 2 year low) – other Councils are seeing increases
- Pace of National Reforms in Children's placement market very slow, continued market failure is increasing placement costs, particularly for the most complex
- National Policy on SEND unlikely to change in short-term impacting Home to School Transport and the number of children requiring support
- Securing health income continues to be difficult
- Unfunded migration costs of £1.2 m are only funded short term from reserves

Children's Services Revenue

Revenue Summary

	2023/24 £'000
Children's Services - Total Budget	
Expenditure	45,845
Income	(3,111)
Total Net	42,734

	Proposed 2024/25 £'000	Proposed 2025/26 £'000	Proposed 2026/27 £'000
Children's Services - Revenue			
Savings	(1,936)	(3,102)	(3,908)
Growth	7,140	9,407	11,824
Total Net Growth (cumulative)	5,204	6,305	7,916
Special Items - one off	2,225	1,305	800

Revenue Bids - Growth

	Proposed 2024/25 £'000	Proposed 2025/26 £'000	Proposed 2026/27 £'000	Business Case Reference	Lead Member
Children's Services - Growth					
Placement Growth	2,086	3,385	4,894	CS.R8	Prue Bray
Managing and Meeting demand in numbers and complexity	711	877	998	CS.R9	Prue Bray
Home to School Transport	4,018	4,465	5,043	CS.R10	Prue Bray
New Models of Support for Children with Disabilities	325	510	719	CS.R11	Prue Bray
Building a Permanent Social Worker Workforce	0	170	170	CS.R12	Prue Bray
Total Growth (cumulative)	7,140	9,407	11,824		

Revenue Bids - Savings

	Current MTFP 2024/25 £'000	Bid Type	Proposed 2024/25 £'000	Proposed 2025/26 £'000	Proposed 2026/27 £'000	Business Case Reference	Lead Member
Children's Services - Savings							
Transforming Children's Services	(259)	Changed	(500)	(800)	(800)	CS.R1	Prue Bray
Placements - Strategy & Sufficiency	(570)	Changed	(270)	(530)	(530)	CS.R2	Prue Bray
Home to School Transport	(766)	Changed	(500)	(500)	(500)	CS.R3	Prue Bray
Local care leaver accommodation	0	New	(416)	(572)	(728)	CS.R4	Prue Bray
New Models of Support for Children with Disabilities	0	New	0	(300)	(900)	CS.R5	Prue Bray
Building a Permanent Social Worker Workforce	0	New	(150)	(200)	(250)	CS.R6	Prue Bray
Securing health income for residents	(300)	Changed	(100)	(200)	(200)	CS.R7	Prue Bray
Total Savings (cumulative)	(1,895)		(1,936)	(3,102)	(3,908)		

Revenue Bids – Special Items

Children's Services - Special Items	Proposed 2024/25 £'000	Proposed 2025/26 £'000	Proposed 2026/27 £'000	Business Case Reference	Lead Member
Delay in Placement Delivery 2023/24	400	200	0	CS.R13	Prue Bray
Education Management System	195	0	0	CS.R14	Prue Bray
Transformation Programme	1,630	1,105	800	CS.R15	Prue Bray
Total Special Items	2,225	1,305	800		

Children's Services

Capital

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Please note – the following slides for Capital have been separated into MTFP items and a list of the Q2 carry forwards. Some projects will appear on both and therefore the budget request is the combined amounts. Notes have been added where this is applicable.

Children's Services – Capital MTFP

Lead Member	Project	Year 1 - 24/25 £,000	Year 2 - 25/26 £,000	Year 3 - 26/27 £,000	Funding	O&S Bid Ref
61 Prue Bray	SEND Sufficiency (2 new SEND schools)	13,400	13,000	6,000	Grant	
	Short Breaks and Longer Term Care for Children with Disabilities TOM	3,500	3,500	0	General	CS.C1
	SEND Resource Units, SEND Post 16 Provision and Specialist Early Years	3,171	0	0	Grant	CS.C4
	Basic Needs Secondary - Additional Places	2,894	3,962	0	General	
	Care Leaver Supported Accommodation: Seaford Court	2,470	530	0	S106 / General	
	Local Care Leaver Accommodation	2,000	0	0	General	CS.C2
	Sixth Form Expansion (Yr 1 budget from carry forward <i>see c/f slide</i>)	0	1,151	100	General	
	Schools Urgent Maintenance	630	630	630	General	
	Basic Needs Primary Programme	500	1,500	0	General	
	Schools Devolved Formula	250	250	250	Grant	
	Children in Care Equipment	200	200	200	General	
	Systems Contract (Capita)	192	192	192	General	
	Capitalisation of Business Analysts and Report Developers	138	138	138	General	

Children's Services – Capital MTFP Cont..

Lead Member	Project	Year 1 - 24/25 £,000	Year 2 - 25/26 £,000	Year 3 - 26/27 £,000	Funding	O&S Bid Ref
Prue Bray 20	School Kitchens	50	50	50	General	
	ICT Equipment for children in care	32	32	32	General	CS.C3
	Arborfield / Barkham Primary school (FFE)	30	30	30	General	
	Shinfield West Primary School (FFE)	30	30	0	General	
	Matthews Green Primary School (FFE)	25	15	15	General	
Children Services Total (excl. carry forwards)		29,512	25,210	7,637		

Children's Services – Capital Carry Forwards (from 23/24 current year)

Lead Member	Project	Year 1 - 24/25	Year 2 - 25/26	Year 3 - 26/27	Funding
		£,000	£,000	£,000	
21 Prue Bray	Sixth Form Expansion	3,499	0	0	General
	Care Leaver Supported Accommodation: Funding for renovation costs of Seaford Court	730	0	0	S106 / General
	Primary strategy - Spencer's Wood Primary School (New Build)	662	0	0	General
	Basic Needs Primary Programme	242	0	0	General
	Children in Care Website Upgrade	21	0	0	General
Children Services Total - Carry Forwards		5,155	0	0	

*Carry forwards based on estimated position at Q2 monitoring and subject to change throughout remainder of current financial year and will be reported as part of quarterly Executive capital monitoring reports.

Adult Social Care Specific Risks

Risks

- Inflation
- Workforce
- Market Sustainability
- National Living Wage
- Increased Need and Complexity
- Stressed and pressurised NHS
- Minimal net growth of £280k and less than 0.5% increase for increased volume and complexity

Adult Social Care Revenue

Revenue Summary

	2023/24 £'000
Adult Social Care - Total Budget	
Expenditure	89,094
Income	(23,169)
Total Net	65,925

	Proposed 2024/25 £'000	Proposed 2025/26 £'000	Proposed 2026/27 £'000
Adult Social Care - Revenue			
Savings	(2,920)	(4,440)	(5,155)
Growth	3,200	5,300	7,400
Total Net Growth (cumulative)	280	860	2,245
Special Items - one off	850	500	500

Revenue Bids - Growth

Adult Social Care - Growth	Proposed 2024/25 £'000	Proposed 2025/26 £'000	Proposed 2026/27 £'000	Business Case Reference	Member
Care & support - manage increasing demand in numbers and complexity	3,160	5,160	7,160	ASC.R7	David Hare
Prevention - investment in preventative services	40	140	240	ASC.R8	David Hare
Total Growth (cumulative)	3,200	5,300	7,400		

Revenue Bids - Savings

	Current MTFP 2024/25 £'000	Bid Type	Proposed 2024/25 £'000	Proposed 2025/26 £'000	Proposed 2026/27 £'000	Business Case Reference	Lead Member
Adult Social Care - Savings							
Demand management - review of existing packages and spend, utilisation of prevention services.	(1,200)	Changed	(1,335)	(2,335)	(2,850)	ASC.R1	David Hare
Learning disability review - better utilisation of contracts, recommissioning services and better use of accommodation	(100)	Existing	(100)	(200)	(200)	ASC.R2	David Hare
Securing health income for residents	(350)	Changes	(500)	(700)	(700)	ASC.R3	David Hare
Maximising integration funding to support delivery of hospital discharge services	0	New	(600)	(800)	(1,000)	ASC.R4	David Hare
Optalis Efficiencies	0	New	(100)	(120)	(120)	ASC.R5	David Hare
Maximimising appropriate benefits for all clients	0	New	(35)	(35)	(35)		David Hare
Minimum Income Guarantee (MIG) Changes to Charging	0	New	(250)	(250)	(250)	ASC.R6	David Hare
Total Savings (cumulative)	(1,650)		(2,920)	(4,440)	(5,155)		

Revenue Bids – Special Items

Adult Social Care - Special Items	Proposed 2024/25 £'000	Proposed 2025/26 £'000	Proposed 2026/27 £'000	Business Case Reference	Member
Demand management - resource investment to deliver change	700	500	500	ASC.R9	David Hare
Minimum Income Guarantee (MIG) Changes to Charging	150	0	0	ASC.R10	David Hare
Total Special Items	850	500	500		

Adult Social Care Capital

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Please note – the following slides for Capital have been separated into MTFP items and a list of the Q2 carry forwards. Some projects will appear on both and therefore the budget request is the combined amounts. Notes have been added where this is applicable.

Adult Social Care – Capital MTFP

Lead Member	Project	Year 1 - 24/25 £,000	Year 2 - 25/26 £,000	Year 3 - 26/27 £,000	Funding	O&S Bid Ref
30 David Hare	Adult Social Care Accommodation Transformation <i>(Note – some budget also available on carry forward slide)</i>	1,500	1,000	0	General	
	LD Day Services	800	0	0	General	
	Adult Social Care - Community Equipment	731	737	745	General	
	ASC Nursing Home - Nurse Call Bell System	350	0	0	I2S	ASC.C1
	Facilitation better health for residents of new development	400	200	200	S106	ASC.C2
	Adult Social Care - Maintenance & Refurbishment	50	50	50	General	
Adult Social Care Total (excl. carry forwards)		3,831	1,987	995		

Adult Social Care – Capital Carry Forwards (from 23/24 current year)

Lead Member	Project	Year 1 - 24/25 £,000	Year 2 - 25/26 £,000	Year 3 - 26/27 £,000	Funding
David Hare	Older People's Dementia Home	400	11,016	0	I2S
	Care Home Refurbishment	1,550	0	0	I2S
	Adult Social Care Accommodation Transformation	500	1,000	1,000	S106
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Adult Social Care Total - Carry Forwards		2,450	12,016	1,000	

*Carry forwards based on estimated position at Q2 monitoring and subject to change throughout remainder of current financial year and will be reported as part of quarterly Executive capital monitoring reports.

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