

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Adult Social Care
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Business Case Details

Business Case Type	Savings
Business Case Name	Demand management; Market management and commissioning efficiencies
Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design)	Review of existing packages and spend, review of placement practice and the utilisation of prevention services.
Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes	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: Commissioning strategy and 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. A review of our current placement practice to streamline our processes and ensure that Wokingham maximises market sufficiency across the region to secure the best placement at the right price. Review of high cost placement to ensure that the right level of care is being provided at the right time.
Detail the external and organisational implications if this is not successful.	Increased demand for statutory services

Finance Information

(all figures in £'000)

		2023/24		
Total Current Budget for Activity		£48,860		
		Yr 1	Yr 2	Yr 3
		2024/25	2025/26	2026/27
Amount needed per year	Expenditure	(£1,335)	(£1,000)	(£900)
	Income	£0	£0	£0
<i>Cumulative movement from 23/24 budget</i>		(£1,335)	(£2,335)	(£3,235)
		2024/25		
Total Revised Budget for Activity		£47,525		

Capital Investment Requirement

Capital Bid / MTFP Reference

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

RAG Status (Certainty around financial request and project delivery)

Select "RAG Status" Amber

Comments regarding RAG Status 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.

Proposed high level implementation timetable

Activity	Start Date	End Date
1		
2		
3		
4		

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Adult Social Care
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Business Case Details

Business Case Type	Savings
Business Case Name	Learning disability review - better utilisation of contracts, recommissioning services and better use of accommodation
Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design)	Better utilisation of contracts, recommissioning services and better use of accommodation.
Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes	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 medium term 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 is working in partnership with local housing associations and care providers to transform existing accommodation, creating more appropriate and cost-effective models of care. The de-registration process will enable the council to reduce its core costs and reduce commissioned support hours.
Detail the external and organisational implications if this is not successful.	The delivery of this project has been incorporated within the Directorates improvement programme. This includes a schedule for delivery against the identified savings.

Finance Information

(all figures in £'000)

Total Current Budget for Activity		2023/24		
		£25,686		
		Yr 1	Yr 2	Yr 3
		2024/25	2025/26	2026/27
Amount needed per year	Expenditure	(£100)	(£100)	£0
	Income	£0	£0	£0
<i>Cumulative movement from 23/24 budget</i>		(£100)	(£200)	(£200)
Total Revised Budget for Activity		2024/25		
		£25,586		
Capital Investment Requirement				
Capital Bid / MTFP Reference				
	Green	High certainty on figures and project delivery		
	Amber	Some certainty on figures and project delivery		
	Red	Low certainty on figures and project delivery		
RAG Status (Certainty around financial request and project delivery)				
Select "RAG Status"		Amber		

Comments regarding RAG Status	Capital for the programme has been secured
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Proposed high level implementation timetable

Activity	Start Date	End Date
1		
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4		

Sign Off

Service Manager	Head of Service, Strategic Commissioning - Jenny Lamprell
Assistant Director	Assistant Director of Children's and Adult's Strategy and Commissioning and Adult's Performance - Wesley Hedger
Director	Executive Director of Childrens, Adults and Health Services - Matt Pope
Lead Member	Executive Member of Health & Wellbeing and Adult Services - David Hare

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Adult Social Care		
Business Case Details			
Business Case Type	Savings		
Business Case Name	Securing health income for residents		
Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design)	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.		
Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes	WBC are facing challenges from Berkshire Healthcare Foundation Trust and the Integrated Care Board (ICB) over correct funding routes for those who should be either 100% health funded, a joint funding arrangement or fast track for end of life. 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 are increasing, yet WBC continues to receive the lowest success rate in accessing health funding Nationally. WBC are picking up costs from health due to their refusal to pay, placing considerable pressure on ASC budgets.		
Detail the external and organisational implications if this is not successful.	Increased pressure on Children and Adult Social Care Budgets. There is evidence that the complexity of customer needs are increasing therefore this pressure is set to grow. It is illegal for ASC to be paying for certain health and therapeutic interventions, it is therefore vital that the LA are clear about their responsibilities and challenge funding streams.		
Finance Information (all figures in £'000)			
		2023/24	
Total Current Budget for Activity		£48,860	
		Yr 1	Yr 2
		2024/25	2025/26
Amount needed per year	Expenditure	(£500)	(£200)
	Income	£0	£0
<i>Cumulative movement from 23/24 budget</i>		(£500)	(£700)
		2024/25	
Total Revised Budget for Activity		£48,360	
Capital Investment Requirement			
Capital Bid / MTFP Reference			
	Green	High certainty on figures and project delivery	
	Amber	Some certainty on figures and project delivery	
	Red	Low certainty on figures and project delivery	
RAG Status (Certainty around financial request and project delivery)			
Select "RAG Status"	Amber		
Comments regarding RAG Status			
Proposed high level implementation timetable			
Activity	Start Date		End Date
1. Challenges are being presented to the ICB from WBC Corporate Leadership Team levels around funding success . Legal advice being sought	15/11/2023		Ongoing
2. ICB review scheduled to look at data analysis and processes	Now		Mar-24
3. CHC consultant has been brought in to support with challenges and to increase the number of CHC/ joint funding applications	May-23		Mar-24
4. Locum support to increase number of CHC applications and training to staff	Dec-23		Mar-24
Sign Off			
Service Manager	All Service Manager's in ASC		
Assistant Director	Interim Assistant Director Adult Social Care - Lisa Evans		
Director	Executive Director of Childrens, Adults and Health Services - Matt Pope		
Lead Member	Executive Member of Health & Wellbeing and Adult Services - David Hare		

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Adult Social Care
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Business Case Details

Business Case Type	Savings
Business Case Name	Maximising integration funding to support delivery of hospital discharge services
Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design)	Hospital discharge services provide essential social and/or health related support to enable people to be discharged from hospital back to their home or to a care setting. These services are under increasing pressure due to a continuing increase in demand across the system. Hospital discharge services are well established across acute and community healthcare trusts and Local Authority social care services. The services are funded through a pooled budget contributed to by the Local Authority and the Integrated Care Board. The reporting of the services related to this pooled budget is into the Wokingham Integrated Partnership Board and the Board reports on the national metrics related to this programme of work to the Health and Wellbeing Board and to NHS England and the overall aim of the work of the integrated discharge services are to avoid admission and support discharge.
Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes	Services supporting hospital discharge delivered in the integration space have not be reviewed for some time. There are areas of service delivery where Wokingham is out of step with neighbouring local authorities. This work will review services to ensure that the local health and social care system is maximising the use of integration funding to support services that deliver hospital discharge.
Detail the external and organisational implications if this is not successful.	Hospital discharge services will not be maximised within the integrated funding available and demand for hospital discharge services will not be met.

Finance Information

(all figures in £'000)

		2023/24		
Total Current Budget for Activity		£13,051		
		Yr 1	Yr 2	Yr 3
		2024/25	2025/26	2026/27
Amount needed per year	Expenditure	(£600)	(£200)	(£200)
	Income	£0	£0	£0
<i>Cumulative movement from 23/24 budget</i>		<i>(£600)</i>	<i>(£800)</i>	<i>(£1,000)</i>
		2024/25		
Total Revised Budget for Activity		£12,451		
Capital Investment Requirement				
Capital Bid / MTFP Reference				
		Green	High certainty on figures and project delivery	
		Amber	Some certainty on figures and project delivery	
		Red	Low certainty on figures and project delivery	
RAG Status (Certainty around financial request and project delivery)				
Select "RAG Status"		Amber		

Comments regarding RAG Status	
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Proposed high level implementation timetable

Activity	Start Date	End Date
1		
2		
3		
4		

Sign Off

Service Manager	Head of Integration - Lewis Willing
Assistant Director	Director of Public Health - Ingrid Slade
Director	Executive Director of Childrens, Adults and Health Services - Matt Pope
Lead Member	Executive Member of Health & Wellbeing and Adult Services - David Hare

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Adult Social Care
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Business Case Details

Business Case Type	Savings
Business Case Name	Optalis Efficiencies
Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design)	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 achieved through driving private income and an efficient business structure that supports the Adult Social Care strategy and Optalis business model. The strategic direction has been set for Optalis focusing on efficiency, quality and innovation and organic growth. This will not result in a reduction in quality or availability of these services.
Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes	Optalis continues to support Adult Social Care through delivery of new services and finding efficient ways of working. The Optalis contract has been growing steadily over the past few years supporting the Council to deliver on its financial strategy.
Detail the external and organisational implications if this is not successful.	Optalis would not be able to deliver within the budget constraints.

Finance Information

(all figures in £'000)

		2023/24		
Total Current Budget for Activity		£9,151		
		Yr 1	Yr 2	Yr 3
		2024/25	2025/26	2026/27
Amount needed per year	Expenditure	(£100)	(£20)	£0
	Income	£0	£0	£0
<i>Cumulative movement from 23/24 budget</i>		(£100)	(£120)	(£120)

		2024/25		
Total Revised Budget for Activity		£9,051		
Capital Investment Requirement				
Capital Bid / MTFP Reference				
	Green	High certainty on figures and project delivery		
	Amber	Some certainty on figures and project delivery		
	Red	Low certainty on figures and project delivery		
RAG Status (Certainty around financial request and project delivery)				
Select "RAG Status"	Amber			

Comments regarding RAG Status	
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Proposed high level implementation timetable

Activity	Start Date	End Date
1		
2		
3		
4		

Sign Off

Service Manager	Head of Service, Strategic Commissioning - Jenny Lamprell
Assistant Director	Assistant Director of Children's and Adult's Strategy and Commissioning and Adult's Performance - Wesley Hedger
Director	Executive Director of Childrens, Adults and Health Services - Matt Pope
Lead Member	Executive Member of Health & Wellbeing and Adult Services - David Hare

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Adult Social Care
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Business Case Details

Business Case Type	Savings
Business Case Name	Minimum Income Guarantee (MIG) Changes to Charging (Linked to bid ASC.R10)
Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design)	The Minimum Income Guarantee (MIG) pension age at Wokingham Borough Council is currently 60 years old. This is out of step with the state pension age, which is at present 65 to 67 years old, dependent on date of birth. There are plans to increase the state pension age in the future to 68 years for those born after April 1977 (although no dates have been confirmed for this yet).
Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes	Wokingham Borough Council intend to bring the MIG pension age in line with the DWP state pension age, as with other local authorities in the surrounding area. This will bring the age range to 65-67 as it currently stands, then increasing with all future DWP changes.
Detail the external and organisational implications if this is not successful.	

Finance Information

(all figures in £'000)

		2023/24		
Total Current Budget for Activity		(£1,458)		
		Yr 1	Yr 2	Yr 3
		2024/25	2025/26	2026/27
Amount needed per year	Expenditure	(£250)	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 23/24 budget</i>		(£250)	(£250)	(£250)

		2024/25		
Total Revised Budget for Activity		(£1,708)		

Capital Investment Requirement			
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Capital Bid / MTFP Reference	
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Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

RAG Status (Certainty around financial request and project delivery)

Select "RAG Status"	Amber
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Comments regarding RAG Status	
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Proposed high level implementation timetable

Activity	Start Date	End Date
1		
2		
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4		

Sign Off

Service Manager	All Service Manager's in ASC
Assistant Director	Interim Assistant Director Adult Social Care - Lisa Evans
Director	Executive Director of Childrens, Adults and Health Services - Matt Pope
Lead Member	Executive Member of Health & Wellbeing and Adult Services - David Hare

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Adult Social Care
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Business Case Details

Business Case Type	Growth
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Business Case Name	Care & support - manage increasing demand in numbers and complexity
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Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design)	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.
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Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes	There are more requests for publicly funded social care in Wokingham. Similarly to the rest of the country as a whole, the majority of new requests for support come from older adults age 65 and over. The rate of new requests has remained fairly constant here in Wokingham for the past few years, but the level of complexity has increased (specifically demand in 65+ accessing long term support for physical support and memory and cognition).
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Detail the external and organisational implications if this is not successful.	The growth is required to meet statutory obligations under the Care Act 2014, ensuring local, vulnerable people are appropriately supported.
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Finance Information

(all figures in £'000)

2023/24

Total Current Budget for Activity	£48,860
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		Yr 1	Yr 2	Yr 3
		2024/25	2025/26	2026/27
Amount needed per year	Expenditure	£3,160	£2,000	£2,000
	Income	£0	£0	£0

Cumulative movement from 23/24 budget

£3,160

£5,160

£7,160

2024/25

Total Revised Budget for Activity	£52,020
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Capital Investment Requirement

Capital Bid / MTFP Reference

RAG Status (Certainty around financial request and project delivery)

Select "RAG Status"	Amber
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Comments regarding RAG Status	
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Proposed high level implementation timetable

Activity	Start Date	End Date
1		
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Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Adult Social Care
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Business Case Details

Business Case Type	Growth
Business Case Name	Prevention - investment in preventative services
Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design)	The clear focus going forward is to increase investment in prevention services to reduce, prevent and delay the demand for Adult Social Care services. The ASC Council Voluntary Sector Strategy sets out the need to invest in and integrate services across the VCS to support this prevention agenda. The first two years of this strategy has shown that integrated working with VCS partners is effective at supporting residents with ongoing needs in the community and reducing demand on formal services.
Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes	The number of people living longer with complex health needs and the number of people being discharged from hospital with an ongoing health and/or social care need continues to increase as does the cost of the care that is required. This continuing and increasing demand is a challenge for the Local Authority and system partners. Prevention remains a core mechanism to reduce demand on statutory services and the voluntary sector are well placed to deliver prevention work in the community to reduce prevent and delay the need for Local Authority provided services.
Detail the external and organisational implications if this is not successful.	ASC demand will continue to increase and will result in an increase in growth bids in future MTFPs.

Finance Information

(all figures in £'000)

		2023/24		
Total Current Budget for Activity		£1,628		
		Yr 1	Yr 2	Yr 3
		2024/25	2025/26	2026/27
Amount needed per year	Expenditure	£40	£100	£100
	Income	£0	£0	£0
<i>Cumulative movement from 23/24 budget</i>		£40	£140	£240
		2024/25		
Total Revised Budget for Activity		£1,668		
Capital Investment Requirement				
Capital Bid / MTFP Reference				
		Green	High certainty on figures and project delivery	
		Amber	Some certainty on figures and project delivery	
		Red	Low certainty on figures and project delivery	
RAG Status (Certainty around financial request and project delivery)				
Select "RAG Status"		Amber		

Comments regarding RAG Status	
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Proposed high level implementation timetable

Activity	Start Date	End Date
1		
2		
3		
4		

Sign Off

Service Manager	
Assistant Director	Director of Public Health - Ingrid Slade
Director	Executive Director of Childrens, Adults and Health Services - Matt Pope
Lead Member	Executive Member of Health & Wellbeing and Adult Services - David Hare

Revenue Budget Setting 2024/25 to 2026/27**Directorate**

Adult Social Care

Business Case Details

Business Case Type	Special Item
Business Case Name	Demand management - resource investment to deliver change
Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design)	Continuation and revision of previous Special Item, to ensure the delivery of the Adult Social Care transformation programme over the medium term plan.
Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes	Our improvement programme has been established to deliver against our efficiency programme. This has now been aligned to the ADASS roadmap for care and support called 'Time to Act' to ensure that the directorate builds upon the key drivers within the sector. Our transformation plan includes; Training & Development, Co-Producing Local Plans, Improving Work in Care & Support, Widening Access, Improving Assessment & Care Planning and Improving Choice & Shaping Provision.
Detail the external and organisational implications if this is 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.

Finance Information

(all figures in £'000)

Total Current Budget for Activity	2023/24			
	£48,860			
	Yr 1	Yr 2	Yr 3	
	2024/25	2025/26	2026/27	
Amount needed per year	Expenditure	£700	£500	£500
	Income	£0	£0	£0
<i>Cumulative movement from 23/24 budget</i>		£700	£500	£500
Total Revised Budget for Activity	2024/25			
	£49,560			
Capital Investment Requirement				
Capital Bid / MTFP Reference				
	Green	High certainty on figures and project delivery		
	Amber	Some certainty on figures and project delivery		
	Red	Low certainty on figures and project delivery		
RAG Status (Certainty around financial request and project delivery)				
Select "RAG Status"	Amber			

Comments regarding RAG Status**Proposed high level implementation timetable**

Activity	Start Date	End Date
1		
2		
3		
4		

Sign Off

Service Manager	All Service Manager's in ASC
Assistant Director	All Service Manager's in ASC
Director	Executive Director of Childrens, Adults and Health Services - Matt Pope
Lead Member	Executive Member of Health & Wellbeing and Adult Services - David Hare

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Adult Social Care
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Business Case Details

Business Case Type	Special Item
Business Case Name	Minimum Income Guarantee (MIG) Changes to Charging (Linked to bid ASC.R6)
Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design)	This special item is requested to support the partial year implementation of these new charges. The projected £250k savings are planned to be delivered for a full year in 25/26 and a part year from September 2024, for 2024/25. This Special Item seeks to reduce the saving expectation for that year only from £250k down to £100k.
Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes	This special item is sought to support the partial year implementation of the project.
Detail the external and organisational implications if this is not successful.	This would result in a funding gap which would have to be filled in another way.

Finance Information

(all figures in £'000)

		2023/24		
Total Current Budget for Activity		(£1,458)		
		Yr 1	Yr 2	Yr 3
		2024/25	2025/26	2026/27
Amount needed per year	Expenditure	£150	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 23/24 budget</i>		£150	£0	£0
		2024/25		
Total Revised Budget for Activity		(£1,308)		
Capital Investment Requirement				
Capital Bid / MTFP Reference				
	Green	High certainty on figures and project delivery		
	Amber	Some certainty on figures and project delivery		
	Red	Low certainty on figures and project delivery		
RAG Status (Certainty around financial request and project delivery)				
Select "RAG Status"		Amber		

Comments regarding RAG Status

Proposed high level implementation timetable

Activity	Start Date	End Date
1		
2		
3		
4		

Sign Off

Service Manager	All Service Manager's in ASC
Assistant Director	Interim Assistant Director Adult Social Care - Lisa Evans
Director	Executive Director of Childrens, Adults and Health Services - Matt Pope
Lead Member	Executive Member of Health & Wellbeing and Adult Services - David Hare