

Appendix A – Revenue and Capital Proposals

This appendix sets out by Lead Member Portfolio the following information:

Budget Pressures – This table provides information of the financial pressures that are emerging for 2022/23. The estimates are based on the latest evidence and intelligence. The additional budget provision will be built into the budget for 2022/23.

Budget Growth – This table provides information on the requests that have been put forward for increased budget in 2022/23 to fund increased service provision. The Council in March could choose not to agree this additional budget.

Budget Reductions – This table provides the full details of the proposed cost reductions and additional income for 2022/23. These are subject to consultation until 12 January 2022. Leadership Team will consider the feedback from the consultation in developing the final budget for 2022/23 that will be presented to Council in March for approval. These savings are required to achieve a balanced budget for 2022/23. Any reductions not approved will need to be replaced with alternatives on a £ for £ basis.

Capital Review - This table provides the outcome of the review of the existing capital programme. Some schemes are proposed for deletion, some are proposed to move to the pipeline and others for re-phasing to future years. This review process is ongoing. All schemes that remain in the programme will need to be underpinned by a robust business case setting out costs and timescales for delivery.

New Capital Investment - This table provides details of the bids that have been put forward for new capital investment. These are subject to consultation until 12 January 2022. Leadership Team will consider the feedback from the consultation in developing the final capital programme for 2021/22 to 2023/24 that will be presented to Council in March 2022 for approval. Some schemes are recommended for including in the programme and some in Capital Pipeline 1. All schemes that go into the programme will need to be underpinned by a robust business case setting out costs and timescales for delivery.

- A Adult Social Care and Public Health
- B Family and Children Services
- C Grenfell, Housing and Social Investment

- D Communities
- E Culture, Leisure and Community Safety
- F Planning, Place and Environment
- G Finance and Customer Delivery
- H Cross Cutting / Council Wide

B Cllr Josh Rendall – Family and Children’s Services

Budget Pressures

2022/23 £'000	Description
Children and Family Services	
180	Short Breaks – Increased pressures associated with the continued trend for rising numbers of children accessing services at St Quintin’s. This has resulted in the need for much greater use of sessional staff. This is coupled with pressures relating to the general staffing structure.
295	SEN Transport – Pressures resulting from the range of travel options needed to support children with more complex care needs. This is reflected in the increased average per person trip cost. The pressure is based on early estimate of the net costs associated with annual new starters/leavers, equating to 10% of the 2019/20 forecast outturn.
85	Placements – Cost pressures to support increasing numbers of more costly jointly-funded social care placements for those with more complex care needs. This is based on the average net cost of a jointly-funded placement (charged across Health, Social Care and Education).
250	Placements – Cost pressures associated with supporting Looked After Children (LAC) and Care Leavers - resulting in part from the age profile of the LAC cohort and the rate at which they are ageing into Care Leavers. The statutory requirement to provide support for those requesting support is up to the age of 25.
71	Part of the Virtual School Services for Looked After Children, previously charged to the Central Schools Block of the Dedicated Schools Grant (DSG) will now be funded from General Fund due to the reduction in the DSG funding.
881	

Proposed Budget reductions

Current Budget	2022/23 £'000	2023/24 £'000	2024/25 £'000	Description
Children and Family Services				
2,614	(50)	(70)	-	<p>Delivering Transport Differently: A review of Home to School travel focusing on maximising pupil independence and consideration of alternative travel options for short distance, low needs pupils, including:</p> <p>Independent Travel Training (ITT) – development and further promotion through Local Offer; and a review of needs following changes to circumstances.</p>
580	(31)	-	(50)	<p>Delivering Short Breaks Differently: A range of options for delivering the Short Breaks service – including:</p> <ul style="list-style-type: none"> • a review of the universal (core) and targeted preventative services offer; • consideration and implementation of options for delivering overnight accommodation locally or in-house for children with more complex care needs for whom finding suitable packages can be difficult and costly; and • an increase in take-up of Direct Payments <p>Children with more complex care needs can require overnight accommodation until transferring to Adult Social Care at 18-years old. Development of an in-house offer for overnight accommodation will require a level of capital investment, and this proposal is being scoped. Options to be considered include property purchase, or the repurposing of existing accommodation (2024/25 - £50k)</p>

Current Budget	2022/23 £'000	2023/24 £'000	2024/25 £'000	Description
834	(20)	(20)	(20)	<p>Rationalisation of Support Costs: Reduction of non-essential social care-related purchase/pre-paid card spend across Family Services. Saving is delivered through a review of buying behaviour within the service and improving how we purchase services. This is being facilitated through an internal audit and additional guidance on card usage to ensure that expenditure is within permitted parameters and controls are tightened.</p>
1,845	-	(30)	-	<p>Service Reviews – Early Help: Review of parenting support services across our internal and VCS provision to streamline and focus the offer on local need. This will include a review of parenting support services within Early Help alongside the parenting support commissioned from voluntary and community sector partners. The review will be informed by the new pre-birth to five pathway and a more streamlined delivery offer is anticipated which will lead to reduced costs.</p>

Current Budget	2022/23 £'000	2023/24 £'000	2024/25 £'000	Description
-	(220)	-	-	<p>Placements and Accommodation Transformation: Strategic work across Looked after Children (LAC) placements and Care Leaver (CL) accommodation to ensure appropriate funding from partners and value for money from commissioned providers. Includes:</p> <ul style="list-style-type: none"> • A review of Housing Options for Care Leavers to reduce the need for more costly Semi-Independent Living (SIL) arrangements by increasing availability of stock and renegotiating existing SIL rates • A review of commissioning and framework arrangements as well as commercial negotiations to driver greater efficiency • A review of high-cost placement arrangements and alignment of need with provision • Maximisation of Joint Funding Income (partner contributions to care packages) • Shared Services Review - to ensure the funding of our shared Fostering & Permanence Service is driven by demand
2,120	(70)	(150)	-	<p>Procurement and Commercial Services Review: A review of grants and contracts to identify opportunities to commission and procure more efficiently.</p>
7,993	(391)	(270)	(70)	

New Capital Investment – Recommended for inclusion in the capital programme

2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 and Beyond	Total	Description
Children and Family Services					
-	2,000	500	-	2,500	Schools Conditions Survey - Carry out essential work identified by the 2021 condition studies - Works to include Ashburnham, Avondale, Bousfield, Colville and Golborne – Part funded from £1.4m
-	3,000	1,000	-	4,000	Schools Conditions Survey - Carry out essential works and window replacements identified by 2021 condition studies - Works to include Bousfield, Colville and Park Walk
-	1,000	-	-	1,000	Schools Conditions Survey - Redevelop Ground Floor at Park Walk in order to significantly improve the safety and segregation of children and adults at the points of entry to the school and in the ground floor areas.
	6,000	1,500	-	7,500	

New Capital Investment – Recommended for inclusion in the capital pipeline

2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/14 and Beyond	Total	
Children and Family Services					
-	500	1,000	-	1,500	New Family Centre - Provide new family centre in one of the Council's new housing developments - Either remodel an existing building (e.g. Trellick) or provide a new facility within a new build – Council Funding. <u>Recommendation Capital Pipeline 1 until further developed into a proposal and site identified.</u>
-	500	1,000	-	1,500	