

Capital Business Case Template 2023 / 2026

Details

Directorate *	Adult Social Care	Lead Member *	David Hare - Health, Wellbeing and Adult Services
Assistant Director / Service *	Wesley Hedger	Budget Manager *	Wesley Hedger
Project Managed By *	Katie Meakin	Rolling Programme *	No
Project Title *	Older People's Dementia Home		

Project Description *

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. Population modelling indicates that there is insufficient capacity in the Wokingham Care Home Market as the population ages and Dementia sufferers increase. There is a gap in the market for functional, comfortable and homely accommodation that represents value for money for residents eligible for care under the Care Act. It is anticipated that Optalis would continue to provide the care as they do at Suffolk Lodge.

The commissioned care home will provide;

- A new care home scheme, based on up to date scheme design informed by academic work on dementia care environments.
- A flexible provision between residential and nursing care, providing 68 beds, but the assumption at this stage is that the initial offer will be 50% residential and nursing beds.
- Good value for money for the Council, when compared to the alternative of continuing with Suffolk Lodge (albeit that home is unsuitable for all the Council's needs) and the use of commissioned in provision.

The new care home will provide additional affordable capacity within the borough, reducing our dependency on higher cost care within the private sector.

Has Operational Property been consulted? (see guidance tab)

Yes

Date consulted?

Pre 2019

Names of Operational Property Officer consulted

Rodney Hing

RAG Status (Certainty around financial assessment and ability to deliver project)

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

Please select the appropriate MTFP category for the Business Case *

MTFP Category	Adult Social Care
MTFP Sub Category	New facilities

Outline Business Case

The number of older people who are expected to require residential and nursing care provision, funded by the council, is projected to rise from 160 to 190 by 2025, 222 by 2030 and 265 by 2035. While these figures are pre-pandemic, there are good reasons to think they are still relevant (although likely to be depressed). The greatest Covid impact on mortality has been on older people, and care residents in particular. Care home residency is normally short term (18 months for Nursing home residents and 30 months for Residential home residents) so Care Home residents at the point at which the new home is complete will be drawn from the larger population of older people who do not currently live in care homes.

This is based on:

- The projected numbers of older people, in 10 year age bands (65 to 74, 75 to 85 and 85+) taken from 2018 base ONS projections for Wokingham.
- The proportion of those residents expected to require residential care, derived from census data, adjusted for known actual occupancy levels.
- The proportion of those residents who are expected to require WBC support, based on the current proportion of the population requiring WBC support.
- The limited impact of Covid 19 on the pool of people from whom care home residents will be drawn in two years' time (in contrast to the substantial impact on the number of current care home residents).

Both current and longer-term financial pressures must be considered. The current data informs the analysis until the home opens. The longer-term analysis considers the impact of demography and trends in the care home market.

Further consideration must also be given to the forthcoming reforms to health and social care. It would appear that the announcement provides no additional funding to enable the Council to deal with the overwhelming workforce pressures and increased levels of need that are being experienced right now or to manage what is expected to be one of the most challenging winters on record.

The proposal is that the Council builds and directly commissions the management of a new care home, as a replacement for Suffolk Lodge. This will be a larger home with a focus on dementia care, to be built on Toutley Field, a green field site adjacent to the new Emmbrook Place (Matthews Green) housing development. It is intended to provide a "future proof" care home that supports the welfare of residents, but can be delivered within the council's financial constraints and at equivalent or lower cost to alternative provision.

It is anticipated (subject to the forthcoming reforms) that a proportion of beds will be made available to self-funding residents. These beds will be made available at a local market rate and will help ensure that the revenue budget for the home is sustainable.

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Assistant Director / Service *	Wesley Hedger	Budget Manager *	Wesley Hedger
Project Managed By *	Katie Meakin	Rolling Programme *	No
Project Title *	Older People's Dementia Home		

Equality Impact Considerations

It is not envisaged that this project will have a negative impact on any protected characteristics. The new care home will replace existing provision and due consideration will be made to support vulnerable residents in need of dementia care.

Budget Requested in £'000

Total of scheme approval **12,991**

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Older People's Dementia Home	1,125	6,500	6,491	0	0	0	12,991

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Project Total (Info only) £'000 **14,116**

Funding Identified *

Funding identified Yes

Are there external funding streams identified to contribute towards or fully fund this Business Case? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant references
Invest to Save (secured borrowing)	1,397	1,397	0	Annual revenue contribution of £337k	
Capital Receipt - Toutley East Residential Land Sale	10,384				
Capital Receipt - Suffolk Lodge Land Sale	1,210				
Total Funding Available	12,991	1,397	0		
Total Project Costs	12,991	12,991	12,991		
Funding Shortfall	0	11,594	12,991		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications (if applicable)

£'000

Net Revenue Impact (saving in brackets) *

816

Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	272	272	272	816
Annual on going revenue costs excluding financing						0
Annual on going revenue savings excluding financing						0
Net Revenue Implications (savings in brackets)	0	0	272	272	272	816

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Details of Net Revenue Implications

Revenue savings will contribute towards the cost of financing.

Additional Details *

Additional Information

Ensure market sufficiency in Dementia care as required in The Care Act. Secure a block of care home beds at a value for money rate for WBC. Generate income from private funders by providing a level of accommodation at a price point missing in the current market.

Links to other useful documents (e.g. Business Cases)

Capital Business Case Template 2023 / 2026

Details

Directorate *	Adult Social Care & Health	Lead Member *	David Hare - Health, Wellbeing and Adult Services
Assistant Director / Service *	Wesley Hedger	Budget Manager *	Wesley Hedger
Project Managed By *	Jenny Lamprell	Rolling Programme *	No
Project Title *	Adult Social Care Accomodation Transformation		

Project Description *

WBCs Learning Disability Strategy sets an ambition to supporting 90% of people we support with learning disabilities to live in home of their own within the community. Significantly reducing the number of client within institutional settings and care homes. This proposal seeks to support the delivery of this ambition, and MTFP efficiency target, through the restructuring of current provision. Supporting existing clients from residential accommodation to supported living where it is in their best interest.

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.

Our analysis of projected demand confirms this additional pressure. This project intends to manage the future demand by investing in additional supported living accommodation. ASC will require additional properties that will generate savings in the region of £100K pa (£50K accommodation costs plus a 15% reduction in care costs).

Has Operational Property been consulted? (see guidance tab)	Yes	Date consulted?	Pre 2020
Names of Operational Property Officer consulted	Rodney Hing		

RAG Status (Certainty around financial assessment and ability to deliver project)

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	

Please select the appropriate MTFP category for the Business Case *

MTFP Category	Adult Social Care
MTFP Sub Category	New facilities

Outline Business Case

Wokingham has one of the highest prevalence of adults with a learning disability needing support in England. Wokingham is ranked 22nd highest out of 152 English councils with social care responsibilities and 2nd within the South East region in terms of people with a learning disability needing support. Our Learning Disability Strategy tells us that;

- WBC spent £42.7 million on adult social care in 2018/19
- 42% of this was spent on services for people with a learning disability
- By comparison 44% of the council's spending on social care was on older people

Wokingham can also expect an on-going and significant upward pressure in demand for support from adults with a learning disability, with a 10% increase in demand over the last 4 years compared to an England and South East average of 6%.

Our analysis of projected demand confirms this additional pressure. This is based on the number of children currently supported by the council with a disability and who have an Education, Health and Care Plan (EHCP). This shows that in each of the next four years, at least 10 young people with a learning disability will need on going adult social care support.

Equality Impact Considerations

It is not envisaged that this project will have a negative impact on any protected characteristics. This strategy will support vulnerable adults to live in their own home where it is in their best interest.

Budget Requested in £'000 **Total of scheme approval** **4,523**

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Adult Social Care Accomodation Transformation	2,075	2,023	1,500	1,000	0	0	4,523

Project Total (Info only) £'000 **6,598**

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Capital Business Case Template 2023 / 2026

Details

Directorate *	Adult Social Care & Health	Lead Member *	David Hare - Health, Wellbeing and Adult Services
Assistant Director / Service *	Wesley Hedger	Budget Manager *	Wesley Hedger
Project Managed By *	Jenny Lamprell	Rolling Programme *	No
Project Title *	Adult Social Care Accomodation Transformation		

Funding Identified *

Funding identified No

Are there external funding streams identified to contribute towards or fully fund this Business Case? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
S106 (to be confirmed)	2,023				
Total Funding Available	2,023	0	0		
Total Project Costs	4,523	4,523	4,523		
Funding Shortfall	2,500	4,523	4,523		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications (if applicable)

	£'000					
Net Revenue Impact (saving in brackets) *	(£750)					
Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs excluding financing						0
Annual on going revenue savings excluding financing	(50)	(100)	(200)	(200)	(200)	(750)
Net Revenue Implications (savings in brackets)	(50)	(100)	(200)	(200)	(200)	(750)

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Details of Net Revenue Implications

Details of cost : Potential small revenue cost associated with any voids **Details of Savings :** Our analysis of projected demand confirms this additional pressure. This project intends to manage the future demand by investing in additional supported living accommodation. ASC will require additional ground floor properties that will generate savings in the region of £200K pa (£50K accommodation costs plus a 15% reduction in care costs). This project is based upon the assumption that four ground floor properties, one in year one, one in year two and two in year three, can be acquired to accommodate people currently in residential placements.

Additional Details *

Additional Information

Risk of not progressing with the bid : The lack of suitable property will result in increased costs, commissioned within the open market, and an increase in client being placed in more expensive residential care placements - contrary to the Learning Disability strategy (as above).

Links to other useful documents (e.g. Business Cases)

Link	Comments

New Capital Business Case Template 2023 to 2026

Details

Directorate *	Adult Social Care	Lead Member *	David Hare - Health, Wellbeing and Adult Services
Assistant Director / Service *	Sally Watkins	Budget Manager *	Glynn Davies
Project Managed By *	Simon Beasley	Rolling Programme *	No
Project Title *	Mosaic Modernisation and Reimplementation		

Project Description *

The Mosaic system is the key line of business application that underpins ASC and Children's Social Care. This product was upgraded in 2015, but no major review nor further medium to large scale modernisation has been undertaken. This project will look to move to a "best practice" configuration model that moves away from an overly configured platform, including integration to key systems, introducing modules for Billing making it easier to support and maintain the system longer term. It will also be focussed on introducing more customer facing elements, like GP and Citizen Portals, online calculators and processes to support the desire to channel shift where appropriate. In addition, the project will focus on having access to relevant information for Social Workers whilst out in the field, to remove the need to capture information multiple times. The capital requirement has been increased by £500k (expected to be fully funded from grant) to support the impending social care reforms to develop the software to cater for care accounts and metering towards the cap. The government has suggested that further implementation funding is due but the level is unknown so additional amount is an estimate until we get confirmation of what resources are available.

Has Operational Property been consulted? (see guidance tab) Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

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

Please select the appropriate MTFP category for the Business Case *

MTFP Category

MTFP Sub Category

Outline Business Case

The benefits will be more efficient processes for social work staff / Access to services by residents and GPs online / Mobile working for social care staff

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval**

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Capital Scheme							
Mosaic Modernisation and Reimplementation	317	783	0	0			783

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Project Total (Info only) £'000

Funding Identified *

Funding identified?

Are there external funding streams identified to contribute towards or fully fund this Business Case? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	783	783	783		
Funding Shortfall	783	783	783		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

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Details of Net Revenue Implications

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Additional Details *

Additional Information

Unable to introduce mobile working software on a heavily WBC configured system, impacts the ability to integrate to key systems and means any amendments will be smaller scale and longer to implement, if possible at all.

Links to other useful documents (e.g. Business Cases)

Link	Comments
1	
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New Capital Business Case Template 2023 to 2026

Details

Directorate *	Adult Social Care	Lead Member *	David Hare - Health, Wellbeing and Adult Services
Assistant Director / Service *	Simon Broad	Budget Manager *	Yogita Mistry
Project Managed By *	TBC	Rolling Programme *	Yes
Project Title *	Adult Social Care - Community Equipment		

Project Description *

To support statutory duty to provide prevention, reduction and delay of long term care and support (as required under Care Act 2014) through the provision of equipment. Provision of equipment has proven to improve customer outcomes, facilitate independence and, reduce cost of long term care and support. Increasing demand, and rising cost of equipment has created pressure on ASC over several years. In order to continue to meet needs we require capital investment.

Has Operational Property been consulted? (see guidance tab)

Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

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

Please select the appropriate MTFP category for the Business Case *

MTFP Category

MTFP Sub Category

Outline Business Case

Equality Impact Considerations

Budget Requested in £'000

Total of scheme approval 3,687

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Capital Scheme							
Adult Social Care - Community Equipment	1,736	729	731	737	745	745	3,687

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Project Total (Info only) £'000 5,423

Funding Identified *

Funding identified?

Are there external funding streams identified to contribute towards or fully fund this Business Case? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	3,687	3,687	3,687		
Funding Shortfall	3,687	3,687	3,687		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

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Details of Net Revenue Implications

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Additional Details *

Additional Information

Creates pressure in other ASC budget areas which may impact on other service areas/provision.
Under Care Act 2014, its a statutory obligation of social care services to provide preventative services and this includes the supply of equipment to prevent, reduce and delay long term care. Demand and cost of equipment has increased year on year and capital funding is required to ensure that we continue to meet cusotmers needs safely and appropriately in the community.

Links to other useful documents (e.g. Business Cases)

Link	Comments
1	
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3	

New Capital Business Case Template 2023 to 2026

Details

Directorate *	Adult Social Care	Lead Member *	David Hare - Health, Wellbeing and Adult Services
Assistant Director / Service *	Wesley Hedger	Budget Manager *	Piers Brunning
Project Managed By *	TBC	Rolling Programme *	
Project Title *	Maximising day opportunities for vulnerable adults		
Project Description *			

Directly commissioned Day Services in Wokingham are largely traditional in nature. The Council has block purchasing arrangements with its Trading Company, Optalis, to delivery services for people with Learning Disabilities and Physical Disabilities, currently from four bases; Westmead, Acorn, Earley and Woodley. Adults Social Care is seeking to develop its offer to support vulnerable residents in the borough. This project will review the assets within the borough in order to maximise utilisation across its day service provision.

Has Operational Property been consulted? (see guidance tab)	Yes	Date consulted?	
Names of Operational Property Officer consulted	Craig Hoggeth		

RAG Status (Certainty around financial assessment and ability to deliver project)

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

Select "RAG Status" *	Amber
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Comments regarding RAG Status	
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Please select the appropriate MTFP category for the Business Case *

MTFP Category	
MTFP Sub Category	

Outline Business Case

The future vision for Day Opportunities in Wokingham is to develop a clear pathway for people into employment and education and ultimately greater independence. People with the most complex needs will still be able to access building-based services, as will people who need a place to go to give their carers much needed respite, but the focus of Day Opportunities should be primarily to support people to be more independent through gaining skills, abilities and techniques for independence.

Equality Impact Considerations

Adult Services is seeking to enhance its offer vulnerable residents in the borough

Budget Requested in £'000

Total of scheme approval **921**

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Maximising day opportunities for vulnerable a	13	121	800				921

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Project Total (Info only) £'000 934

Funding Identified *

Funding identified?

Are there external funding streams identified to contribute towards or fully fund this Business Case? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	921	921	921		
Funding Shortfall	921	921	921		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Additional Details *

Additional Information

Links to other useful documents (e.g. Business Cases)

Link	Comments
1	
2	
3	