

WEST DUNBARTONSHIRE COUNCIL

Report by the Director of Community Health & Care Partnership

Community Health and Care Partnership Committee: 16th November 2011

Subject: Full Business Case for the Modernisation & Re-design Of Primary, Community Health & Social Care Services & Facilities for Alexandria

1. Purpose

1.1 The purpose of this report is to bring to the CHCP Committee's attention the completion and submission for submission for formal approval by both the NHSGGC Health Board and the Scottish Government Health Directorate Capital Investment Group (CIG) of the attached Extended Executive Summary of the Full Business Case. The CHCP Committee is asked to endorse this and support its approval by both the NHSGGC Health Board and the Scottish Government Health Directorate Capital Investment Group.

2. Background

2.1 A new health and care centre to serve the Vale of Leven area is the top capital development priority for the CHCP, and a key element of the delivery of the NHSGGC Vision for the Vale of Leven.

2.2 As has previously been reported to Committee, the Outline Business Case (OBC) for a new integrated Centre within the grounds of the Vale of Leven Hospital was approved in June 2010; and thereafter appointments were made of external Project Managers, Cost Advisers and a Private Supply Chain Partner (PSCP) to progress design and subsequent construction.

2.3 The CHCP Committee has been kept up-dated on the intensive work programme to deliver a robust Full Business Case for the Centre (as set out within the approved CHCP Strategic Plan 2011/12). This included the submission of a Planning Application for the Centre, which was approved by West Dunbartonshire Council Planning Committee on 6th September 2011.

3. Main Issues

3.1 As has previously been reported to Committee, the extensive engagement undertaken with local stakeholders has evidenced a unanimous and highly positive response to the Vision for the Centre and the proposed design scheme (with an accompanying impatience for its delivery) including:

- A high level of support for the overall design approach and accommodation layout having been based around how best to provide high quality and integrated services for patient/service users.
- Approval for all public services being easily accessible on the ground.

- Appreciation for how the design made use of the green space within the site, especially the views of parkland/trees available internally (including waiting areas) alongside high levels of natural light and ventilation.
- Enthusiasm for the 'modern' building shape.

3.2 The Full Business Case confirms that the Centre as proposed:

- Is both affordable and value-for-money.
- Will deliver on a range of national and local health and care priorities.
- Will bring leading-edge health and care services to communities that have high levels of persistent health needs.
- Will reflect a very high standard of design quality.
- Will be delivered in a manner that supports the physical, social and economic regeneration of the area as whole.

4. People Implications

- 4.1** There are no specific personnel issues associated with this report. Committee should be reassured that the content of the Full Business Case and the Centre as proposed has been informed by a comprehensive and on-going process of engagement with all relevant staff and services.

5. Financial Implications

- 5.1** It is proposed that the project is funded by treasury capital. Therefore the new Centre will be included in NHSGGC's Capital Resource Limit allocation from the Scottish Government; and the resultant asset will be included on NHSGGC's asset register. Provision for this expenditure has been made within the NHSGGC Capital Programme. It has been confirmed that the net increase in revenue costs (part year 2013/14, and full-year thereafter) can and will be provided for within the unallocated financial resource of NHSGGC.

6. Risk Analysis

- 6.1** The Office of Government Commerce (OGC) Gateway Process is now mandated for all programmes and projects within NHS Scotland over £5 million that have been identified as high risk/mission critical. The preparation of a full business case is aligned with Gate 3 (*investment decision*) Review within the Gateway Process. This Review investigates the Full Business Case and the governance arrangements for the investment decision to confirm that the project is still required, affordable and achievable. The Review also checks that implementation plans are robust. In keeping with CIG expectations, this FBC has benefited from the feedback/outputs of both an earlier Gate 2 Review (*procurement stage* - October 2010) and a more recent Gate 3 Review (*investment decision* - September 2011), the helpful feedback of the latter having informed its final content.

- 6.2** The Gate 3 Review for this project was undertaken during the Full Business Case preparation process, as the Review Team Leader had constructively suggested there being value in the Team having the opportunity to provide comments on a working draft of the FBC (rather than consider a full and final

version). This meant that the Gate 3 Review process has positively assisted with the construction of this FBC; but also precluded the project being technically able to be considered for a delivery confidence assessment of “green” (as such a rating would have been technically dependent on the Gate 3 Review having taken place when a full and final version of the FBC had been completed). The Review Team found that overall delivery confidence assessment at the time of their review as amber/green, i.e. successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.

- 6.4** The strategic risks identified for the project are detailed within Section 6.2 of the Full Business Case, along with the mitigating action that has been and is being undertaken.

7. Equalities Impact Assessment (EIA)

- 7.1** Section 1.3 of the Full Business Case confirmed that the content of this FBC has benefited from a formal Equality Impact Assessment. This EIA confirmed that there are no negative equality impacts anticipated from the proposal within; and that they are anticipated to generate a variety of positive equality impacts (particularly in relation to age, disability, sex, pregnancy and maternity).

8. Conclusions and Recommendations

- 8.1** The Gate 3 Review undertaken during the drafting of this Full Business Case confirmed that:
- There has been effective engagement and communication that have ensured full support from service staff and the local community (to the extent that no objections to the Planning Application were received).
 - That the effective engagement and communication have engendered a wide sense of ownership and pride amongst stakeholders which should carry forward into the commissioning phase.
 - Technically the project is in a good position having gone through a very sound design development process to arrive at an innovative and functionally efficient design that is well supported by all stakeholders and should enhance the area of the town in which it is to be constructed.
- 8.2** The CHCP is committed to delivering this Centre as a tangible example of the recognition of the needs and value of the people of the Vale of Leven, providing not just a showpiece health and care centre but a landmark building that engenders and reinforces a palpable sense of civic pride.
- 8.3** The CHCP Committee is asked to endorse this Full Business Case and support its approval by both the NMSGC Health Board and the Scottish Government Health Directorate Capital Investment Group.

Keith Redpath
Director of the Community Health & Care Partnership

Date: 3 November 2011

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Appendices: Extended Executive Summary of the Full Business Case
for the Modernisation & Re-design Of Primary,
Community Health & Social Care Services & Facilities for
Alexandria

Background Papers: Vision for the Vale of Leven:
http://www.nhsggc.org.uk/content/default.asp?page=home_valevision

West Dunbartonshire CHCP Strategic Plan 2011/12

Wards Affected: Ward 17 - Renton / Alexandria South
Ward 18 - Alexandria North / Tullichewan
Ward 19 - Balloch