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Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Canolbarth a Gorllewin Iachach

Cenedlaethau'r
dyfodol yn byw
bywydau iach



Appendix A2 Scoping Document

Cross Hands Health and Wellbeing Centre

Programme/ Project Business Case Scoping Document

This document should be completed by the Project Director and the Approving Authority prior to the commencement of the business case process.

Organisation/ Department	Hywel Dda University Health Board
Proposal Title	Cross Hands Well-Being Centre
Sponsor/ Senior Responsible Owner	Karen Miles, Director of Planning, Performance and Commissioning

Date	Version	Revision History	Document Reviewer
1 st November 2017	1.0	N/A	Claire Sinnett for CRM
22 nd January 2018	1.1		Claire Sinnett for CRM

<p>Nature of the proposed spend</p>	<p>The purchase of land and development of a new Wellbeing facility at Cross hands offers a solution to the continued provision of Health and Social Care services to Cross Hands and local area in a sustainable way. The site currently owned by Carmarthenshire County Council and proposed development offers significant improvements both in terms of physical access and service provision. Ongoing discussions with the Council, GP practices, WAST, Police and Third Sector, will lead to a truly integrated centre leading to significant improvements in patient pathways and community services in the future.</p> <p>The future building plan will need to be based on accommodating the following outline occupancy requirements:</p> <ul style="list-style-type: none"> - Clinical Services and support staff the Amman Gwendraeth area - District Nursing Teams - GP Practices (Tumble and Penygroes & generic accommodation to support wider cluster) - Existing staff currently based at Cross Hands Health Centre - WAST base (awaiting confirmation of accommodation requirements, likely to be APP accommodation only) - Police hub room (accommodation requirements confirmed subject to funding source) - Community Library (accommodation requirements confirmed subject to funding source) - Social Care Community facilities - Community Resource Team currently based in Ammanford - Out of Hospital clinics - Clinical Skills Training and Education (satellite Llanelli Wellness Village Swansea University Medical Education) (accommodation requirements and funding to be confirmed) - Third Sector - Dental and Pharmacy - Step up step down beds (subject to outcome of TCS)
	<p>Opportunities for housing following discussion with the LA have been excluded from the project scope at this stage</p> <p>A further multi- disciplinary Workshop was held 16th February 2018 to finalise the project scoping stage.</p>

<p>Anticipated Spend £</p>	<p>Land valuation £750k 3 acres (subject to scope need) Anticipated Capital development costs unknown at present and subject to scope being defined January 2018 Revenue costs to be defined as part of business case development.</p> <p>£6m included within ring fenced pipeline funding.</p> <p>A draft schedule of accommodation is currently being prepared to provide indicative capital/revenue costs for:</p> <ul style="list-style-type: none"> • HDUHB & GMS accommodation only • Accommodation requirements from partner organisations <p>The above cost estimates are required pre selection of SCP (May 2018) to determine project affordability within budget constraints</p>
<p>Anticipated procurement route</p>	<p>TBC –Meeting arranged with Ian Worby for 2nd March 2018 to discuss scope and way forward.</p>
<p>Agreed type of Business Case Programme (SOP); SOC/OBC/FBC; Single (BJC)</p>	<p>OBC and FBC</p>

The anticipated coverage of the Business Case should be agreed between the Project (Business Case Author) and Approving Authority (Business Case Reviewers) in order to calibrate the analysis required and expedite the business case review and approvals process.

<p>Strategic Case</p> <ul style="list-style-type: none"> - <i>Strategic context</i> - <i>Investment objectives</i> - <i>Case for change</i> 	<p style="text-align: center;"><i>What is practical, prudent and necessary?</i></p> <p><i>Strategic Context</i></p> <ul style="list-style-type: none"> - Care Closer to Home - Well Being of Future Generations Act - Transforming Clinical Services Strategy - The prudent healthcare principles - The five ways of working for public bodies in Wales - The Plan for a Primary Care Service for Wales up to March 2018 - Taking Wales Forward 2016 - 2021 <p><i>Investment Objectives</i></p> <ul style="list-style-type: none"> - Workforce sustainability - Community Well-being - Replacement – of infrastructure, not suitable for provision of 21st century healthcare - Compliance –will provide a compliant facilities for Primary and Community services - Opportunity to co-locate Primary and Community Services, development of new integrated models of care
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	<p>Case for Change</p> <ul style="list-style-type: none"> - Business case will detail opportunities available to reinforce/develop the current service model by colocating services - Strengthening workforce and service sustainability - Modern fit for purpose facilities
<p>Economic Case</p> <ul style="list-style-type: none"> - CSF's - Options & "do min" - Use of CBA & MCA 	<p>Critical Success Factors</p> <ul style="list-style-type: none"> - Deliver an Integrated Care Centre – co-located services - Improved environment for delivery of patient care - Multi-agency facility promotion of Well-being - Strengthen workforce/service sustainability <p>Options to be developed in partnership with other agencies</p>
<p>Economic Appraisals</p> <ul style="list-style-type: none"> - Evidence base - Benefits quantification - Optimism Bias & risk £ 	<p>Case for change</p> <p>Benefit Register & quantification to include baseline data to include if possible IT & Telehealth benefits GEM to be completed for preferred options</p>
<p>Commercial Case</p> <ul style="list-style-type: none"> - Procurement route - Potential Deal - Contract arrangements 	<p>Procurement Route TBC</p> <p>Business Case to include tendered costs</p> <p>Will need to include any information around changes to staff base</p> <p>Outline project programme attached. Note ambition based on Pipeline funding period ending 2020/21. Outline timeline attached.</p> <p>Challenging timelines</p>
<p>Financial Case</p> <ul style="list-style-type: none"> - Affordability envelope - Funding profile - Balance sheet 	<p>Will need to include</p> <ul style="list-style-type: none"> • Capital cost preferred option • Revenue costs compared to existing revenue costs to include the release of existing costs, will also include costs of staff moves such as home to base travel additional costs • Impact on Delegated Expenditure Limit(DEL) Depreciation • Annual Managed Expenditure(AME) Impact • Impact on Balance Sheet • Profile of capital & revenue costs
<p>Management Case</p> <ul style="list-style-type: none"> - MSP - Prince 2 - Assurance & Approvals - Post Evaluation 	<p>Will include</p> <ul style="list-style-type: none"> • Project Governance Arrangements • Post Project Evaluation • Benefit Realisation Monitoring • Risk Management • Will need to include any information around changes to workforce base

Completion of the IAAP	To be completed by Project Board
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Agreed Business Case Strategy:

Type of Business Case	Programme	Project
SOP		
SOC		
BJC		
OBC		
FBC		

Completed by:

Programme/ Project Representative:.....

Approving Authority's Representative.....

Date:

Date agreed for next Review:..... (if required)

Notes for the completion of the Business Case Scoping Document:

1. Type of Business Case Required:

This will be dependent upon the nature, anticipated spend, procurement route and the quality of the analysis already undertaken.

- a. A Strategic Outline Programme Business Case (SOP) should be prepared in support of items of spend comprising of multiple schemes, both large and small.
- b. The iterative production of the Business Case (Strategic Outline Case (SOC), Outline Business Case (OBC) and Full or Final Business Case (FBC) should be considered for larger, complex schemes requiring an OJEU procurement.
- c. Consideration may be given to combining the SOC and OBC where the case for change has already been made robustly and agreed as part of the SOP.
- d. Consideration may be given to combining the OBC and FBC where the intended procurement route has been pre-competed and firm prices are available in support of the spend proposal.
- e. A Business Justification Case (BJC) may be considered for smaller items of spend, which are NOT novel or contentious; within the organisational limit set and agreed for the use of one-off business cases (BJC); and can be procured from an existing precompeted arrangement.
- f. An over-arching Strategic Outline Programme Business Case (SOP) should be prepared in support of expenditure being approved through a series of BJC's.

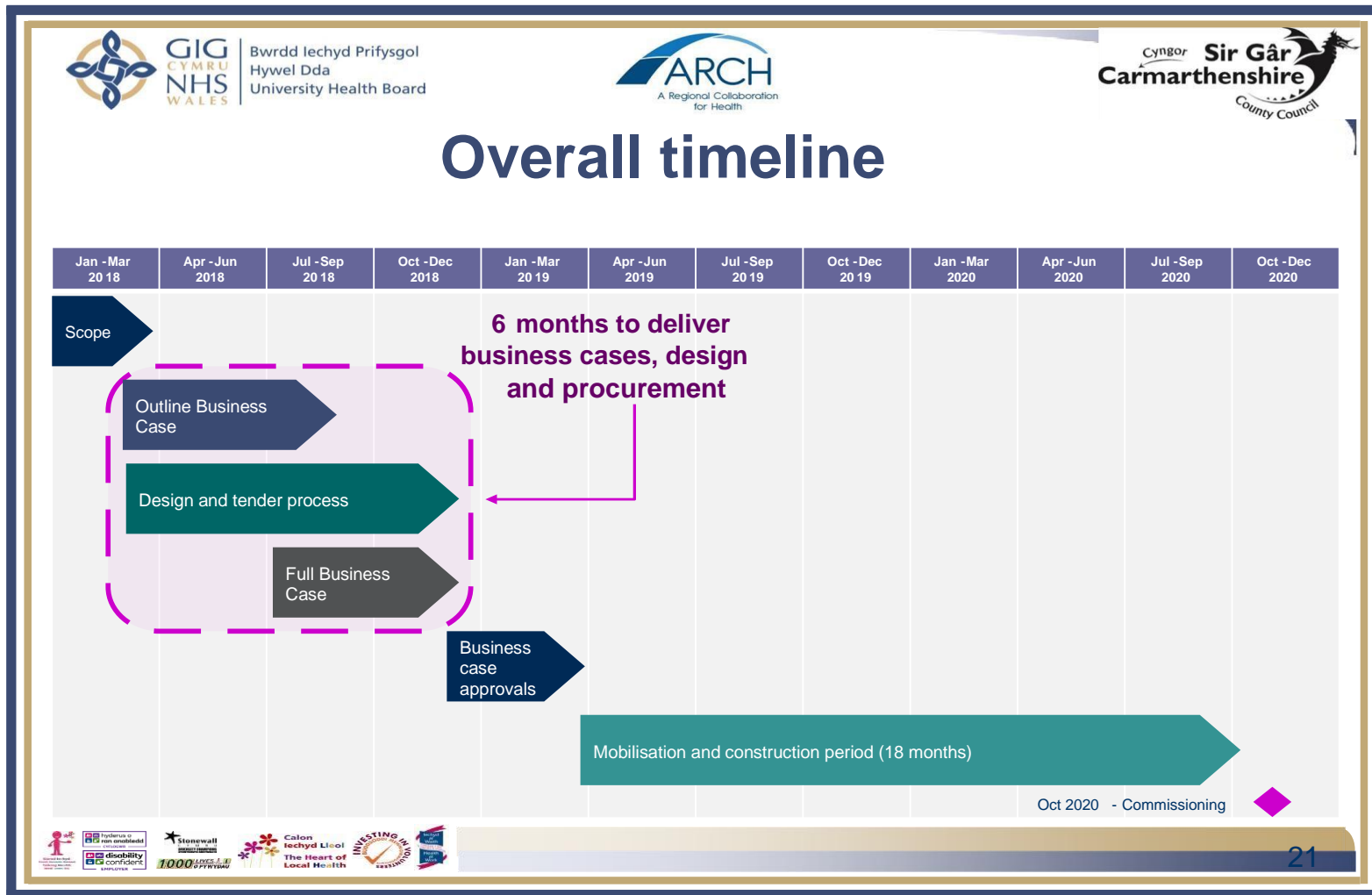
2. Anticipated coverage of the Business Case

The OGC Gateway Risk Profile Assessment (RPA) MUST be used to assess the “risks” associated with the scheme. The table below provides an overview of some of the key considerations:

High	<p>High Risk Small Scale</p> <p>Well defined Programme</p> <p>Consideration of combined SOC/OBC or OBC/FBC (for pre-competed procurements)</p> <p>Moderate CBA/MCA for Economic Appraisals, inc. optimism bias</p> <p>All Gates 0, 1 to 5</p>	<p>High Risk Large Scale</p> <p>Well defined Programme (SOP)</p> <p>Three stage project business case (SOC, OBC, FBC)</p> <p>Full CBA/MCA for Economic Appraisals, inc. optimism bias</p> <p>All Gates 0, 1 to 5</p>
Gate RPA	<p>Low/Medium Risk Small Scale</p> <p>Defined Programme</p> <p>Consideration of BJC for precompeted procurements</p> <p>Light CBA/MCA for Economic Appraisals</p> <p>Consideration of Gateway Health</p>	<p>Low/Medium Risk Large Scale</p> <p>Well defined Programme (SOP)</p> <p>Three stage project business case (SOC, OBC, FBC)</p> <p>Full CBA/MCA for Economic Appraisals, inc. optimism bias</p>

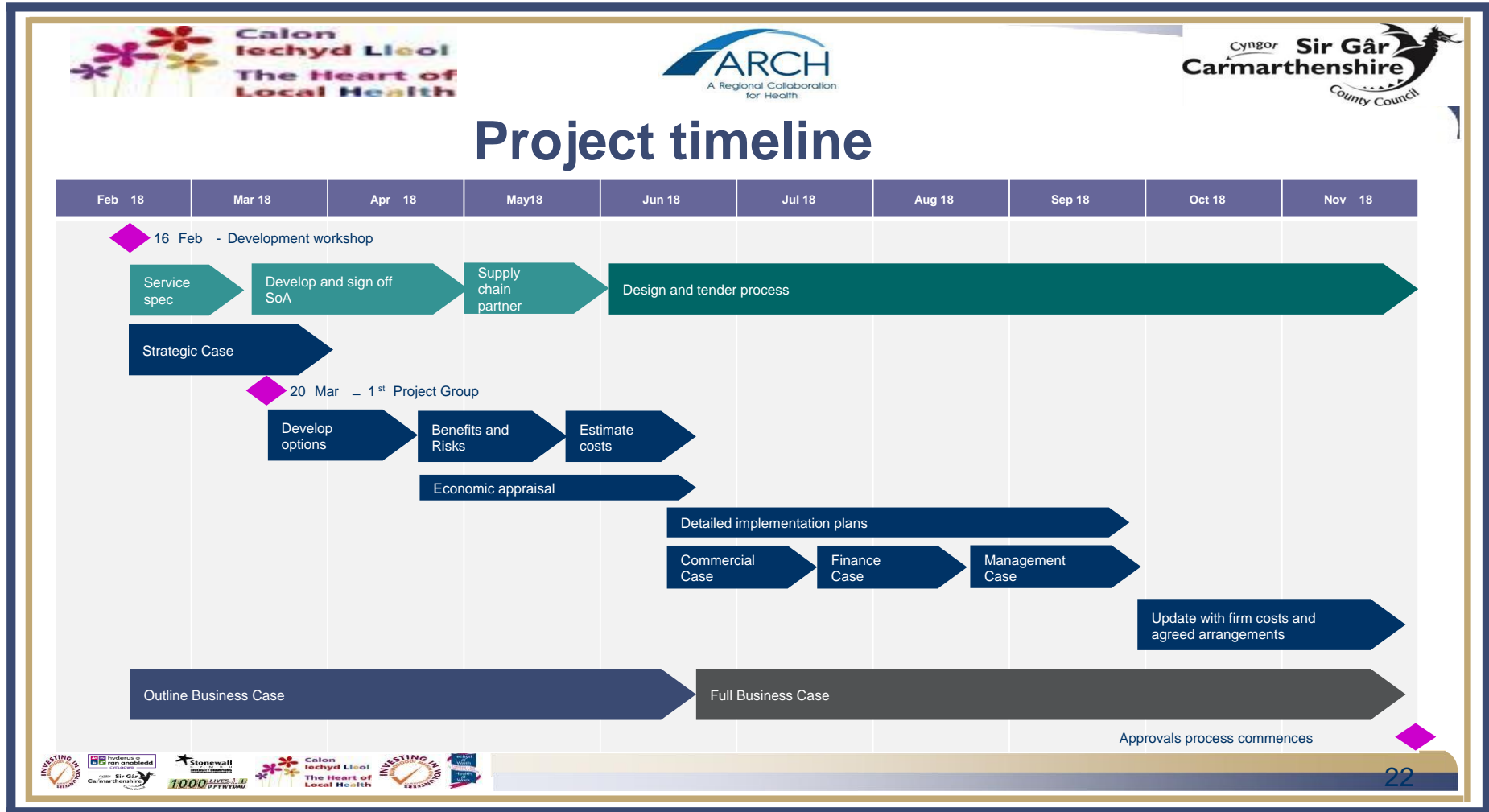
Low	Checks	Consideration of Gateway Health checks
	Small Scale (Whole life costs)	£ million Large

Programme/ Project Business Case Scoping Document



NB – Ambitious timescale for design and tender – likely to be 9 months

Programme/ Project Business Case Scoping Document



NB Design and Tender process likely to be 9 months

