

Dulwich Health Centre

Stage 1 Business Case

Executive Summary

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Executive Summary

Introduction

The new Dulwich Health Centre will play an essential part in the transformation of primary and community health and wellbeing services across south Southwark. Its development will allow the NHS to leave extremely outdated, inefficient and expensive 19th century premises, the release of much needed land for other public services, and the creation of a new building that will be fit for purpose as a local health and wellbeing hub. It will support the implementation of NHS Southwark CCG's primary and community strategy, the Five Year Forward View and the SE London Strategic Transformation Plan (STP).

The plans have been developed through extensive consultation with and the involvement of the local public, patients, clinicians and providers.

The business case demonstrates that the scheme described in section 3 provides scope for a true transformation in the delivery of healthcare, where clinicians from all sectors will work together, sharing central staff and hot desking facilities and with a legal occupation structure designed to enable boundaries to be porous in response to changing requirements. All of the stakeholders involved in developing this innovative solution are committed to creating a flexible, adaptable facility which will enable services to become more collaborative and patient centred.

The scheme is shown to be affordable to the CCG, mainly through refocusing resources from an inefficient and little used set of buildings which are no longer appropriate to modern healthcare, into a facility which will respond to patient needs for the next 25 years and more.

The CCG expects to invest a proportion of its growth money into improved services and facilities. The CCG has also bid for non-recurrent costs to be funded through the Estates and Technology Transformation Fund (ETTF) mechanism.

There is a scarcity of public sector capital for the NHS. Following analysis of the options and discussions with the Department of Health, Community Health Partnerships and NHS Property Services, the Department of Health decided that this should be a scheme developed through the NHS Local Investment Finance Trust programme.

This business case is produced in the approved format for NHS England assurance purposes and this summary is structured to highlight the key details provided in each of the required five cases.

Strategic Case

The Strategic Case demonstrates that:

- there is a strategic fit with the CCG's primary and community Strategy and SE London STP as well as key national policy drivers,
- the proposed development is consistent with the original PID,
- the proposed development is a cornerstone for the delivery of improved and enhanced services through the south Southwark Local Care Network.

- there is a clear case for change in terms of an improved built environment, and the creation of a local hub for services for long term conditions,
- the development aligns well with the direction of future service delivery model and particularly service transformation,
- the capacity planning and management for the development is robust. If demand increases or decreases beyond what is planned there is reasonable flexibility to manage this through either site flexibilities or changing the extent of the working week for any relevant service delivery.

It further confirms the strategic direction for pursuing the Dulwich site new build option within the progressive transformational service redesign across S E London.

Economic Case

It should be noted that a significant aspect of the business case review was undertaken during 2014/15. The Options Appraisal to determine the most appropriate and best value for money solution to the service need was prepared and approved at that time and has been reproduced verbatim in this document. The further development of the case has then been undertaken to support the continued development of the Preferred Option identified there, i.e. the building of a new health centre on the vacant area of the Dulwich Hospital site. It should be noted that this decision led to NHS Property Services disposing of the remainder of the site, removing the options involving the existing hospital buildings from any further consideration.

The case concludes by demonstrating that neither the circumstances nor the details of the scheme proposed have materially changed since the Options Appraisal document was approved.

The remainder of the site is being developed by the Charter Schools Trust as a secondary school using funding provided by the Education Funding Agency.

Scheme Proposals

The proposed scheme is described in detail, showing how it has been developed through user and public consultation to the point of submission for Full Planning Consent.

The scheme is described as providing accommodation in response to the CCG's Participants' Requirements for:

- GP services to meet a practice population of 20,000
- Diagnostic services
- Children's community outpatient services
- Outpatient clinics for long term conditions supported by physiotherapy services
- Outpatient clinics for short term conditions
- Renal dialysis (20 places)
- A commercial pharmacy

- Support facilities: group rooms, hot desking spaces for staff based off-site, space for voluntary sector support, staff changing and rest rooms, FM services.

Details are also included describing the implications of the future use of the neighbouring land by The Charter School Trust and how sustainability issues have been managed. Appendices are provided to indicate these items in more detail.

The scheme has been evaluated and the design advised using the tools available to the design team including:

- lessons learned have been applied from recent projects,
- service provider support to the scheme particulars
- the DQI process for assessing design
- a BREEAM pre-application report.

Commercial Case

The commercial case provides the information regarding the legal arrangements within which the project will be set up: this is a 25 year Land Retained Agreement (v5.1 Standard Form documentation) procured through the established LIFTCo serving Lambeth, Southwark and Lewisham healthcare organisations under the aegis of Community Health Partnerships. The details regarding these arrangements have been documented by the legal advisors Bevan Britten LLP who describe how the land will be leased to CHP for 25 years plus the construction period; CHP will provide the LIFTCo with a licence to operate and will also provide sub leasing and licensing agreements to service providers.

The case outlines the steps taken to assure the NHS that the financial arrangements put forward by the LIFTCo and detailed in the financial model (version 20) are appropriately structured and that all of the input costs have been subjected to an appropriate level of scrutiny.

The case concludes that in current uncertain economic conditions the level of cost within the financial model is both appropriate and prudent and should be subject to further evolution during the stage 2 development process.

Finance Case

The financial case sets out the CCG's financial position, indicating that it has the standing and resources to enable it to commit to the revenue costs associated with a development as described. It further indicates how it is able to fund these costs from identified resources. This is supported by financial data from CCG published documentation which is regularly reviewed within the organisation and the detailed costs required to deliver the project. A bid for ETTF funding has been separately submitted to fund both capital and non-recurrent revenue costs associated with the project but should this be unsuccessful the CCG will need public capital in support of the project.

Management Case

The management case demonstrates that there is an appropriate formal development and assurance process within the CCG, supported by NHS England as commissioners of primary and specialist care, CHP, the LIFTCo, the identified initial service provider organisations, service users and appropriate professional advisors.

This section of the business case demonstrates that the stakeholders have considered the project management responsibilities and developed a well-resourced process for undertaking the necessary arrangements within the LIFT model.

Conclusion and Recommendations

This is a key development for the transformation of health service delivery in south Southwark, and a central part of NHS Southwark's service and estate plans. It fulfils the requirements outlined in national and local strategies and is being procured through an approved and established process for health building projects.

Figure 1: Dulwich Health Centre - Proposed Services



