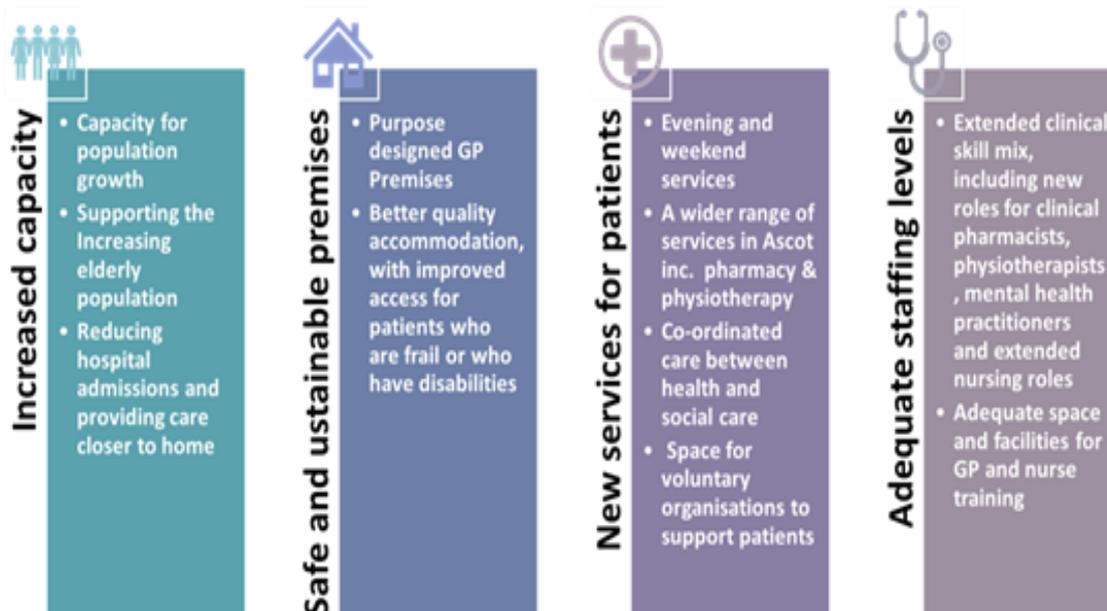


Primary Care Commissioning Committee									
<b>Date of Meeting</b>	14 <sup>th</sup> Nov 2018			<b>Paper Number</b>	7				
<b>Title</b>	Estates Technology and Transformation Fund – BEN Lynwood Development, Ascot – Outline Business Case								
<b>Sponsoring Director</b> (name and job title)	Fiona Slevin-Brown, Director for Strategy and Operations								
<b>Sponsoring Clinical / Lay Lead</b> (name and job title)									
<b>Author(s)</b>	Alex Tilley, Associate Director for Primary Care								
<b>Purpose</b>	Support for the submission of the Outline Business Case for capital investment from NHSE for the BEN Lynwood development in Ascot.								
<b>The Committee is required to (please tick)</b>									
<b>Decision</b>	<input checked="" type="checkbox"/>	<b>Review</b>	<input type="checkbox"/>	<b>Discuss</b>	<input type="checkbox"/>	<b>Note</b>	<input type="checkbox"/>	<b>Recommend</b>	<input checked="" type="checkbox"/>
<b>Risk and Assurance</b> <i>(outline the key risks / where to find mitigation plan in the attached paper and any assurances obtained)</i>	Detailed in the Primary Care Risk register presented in the PCCC papers in November 2018								
<b>Legal implications/regulatory requirements</b>	N/A								
<b>Has an equality impact screening been undertaken? If so please attach</b>	To be undertaken for the FBC in Feb 2019								
<b>Links to the NHS Constitution (relevant patient/staff rights)</b>									
<b>Strategic Fit</b>	Alignment with the Ascot Plan supported by the CCG as the future model of general practice in order to sustain services of a high standard in line with national and local strategic plans.								
<b>Commercial and Financial Implications</b> <i>(Identify how the proposal impacts on existing contract arrangements and have these been incorporated?)</i>  <i>Include date Deputy CFO has signed off the affordability and has this been incorporated within the financial plan. Include details of funding source(s)</i>	See the OBC  The Full Business Case will provide definitive financial implications on the CCG and all other stakeholders. The OBC provides high level economic and commercial cases for the investment.  Date Deputy CFO sign off on 7/11/2018								

<p><b>Quality Focus</b> <i>(Identify how this proposal impacts on the quality of services received by patients and/or the achievement of key performance targets)</i></p> <p><i>Include date the Director of Nursing has signed off the quality implications)</i></p>	<p>EIA to be completed in FBC</p> <p>Date Director of Nursing sign off.....</p>
<p><b>Clinical Engagement</b> <i>Outline the clinical engagement that has been undertaken</i></p>	<p>Significant clinical engagement in the development of the strategic case through the defined Ascot Plan (attached for background information). All four practices in Ascot have been directly influential and engaged in the development of this vision statement.</p>
<p><b>Consultation, public engagement &amp; partnership working implications/impact</b></p>	<p>Open meetings and presentations have been held with patients and residents to share the vision, overall feedback was the support for the vision and future services as described.</p>
<p><b>NHS Outcomes</b> <i>Please indicate (highlight) which Domain this paper sits within by highlighting or ticking below: Please note there may be more than one Domain.</i></p>	<p>Domain 1 Preventing people from dying prematurely;</p> <p>Domain 2 Enhancing quality of life for people with long-term conditions;</p> <p>Domain 3 Helping people to recover from episodes of ill health or following injury;</p> <p>Domain 4 Ensuring that people have a positive experience of care; and</p> <p>Domain 5 Treating and caring for people in a safe environment; and protecting them from avoidable harm.</p>
<p><b>Executive Summary (extract from OBC)</b></p> <p>1.1 <i>Introduction</i></p> <p>This Outline Business Case (OBC) sets out the case for the NHS England Estates Technology and Transformation Fund (ETTF) Funding into the proposed new build Medical Facility at Ben Lynwood Care Village and expands on the business case set out in the Project Initiation Document (PID) titled Transformation of Primary Care to the Ascot Population – Ben Lynwood (reference number 50402) submitted September 2017.</p> <p>We will provide a “new build” facility to accommodate Magnolia House Surgery and Kings Corner Surgery, enhanced Community Services, increased training capacity, consolidation of back office functions and integrated service provision in conjunction with the Heatherwood Hospital Hub (PID reference number 54901), thus creating the capacity to deliver an enhanced service for whole population of Ascot now an in the future.</p> <p>The new facility will be built on the BEN Lynwood Care Village site which is centrally located between Magnolia House and Kings Corner Surgeries.</p>	

The BEN Lynwood and Heatherwood PIDs have always been assessed in concert and it is recommended that the Outline Business Cases are assessed together and in alignment with the ICS bid associated with the Ascot plan. Whilst each site and element of the plan is being reviewed within its own funding stream and on its own merits technically, the dependency on between the schemes will result in an inability to deliver either proposed scheme, if any of the funding streams are refused.

The transformation of primary care services in Ascot is essential to delivering sustainable primary care services and improved health outcomes for our population. This scheme is an essential enabler to the Ascot Plan to deliver the outcomes as summarised in table 1 below:



Table

one; The Ascot Plan illustration

### 1.1.1 The Strategic Case

The case for change is driven by several key factors and challenges faced locally, these include:

- Pressures due to local demographic changes and growth
- Significant critical workforce challenges impacting on the availability of a skilled clinical workforce
- Primary care premises that are operating at capacity, unable to expand and not sustainable for the future
- Need for transformational change across primary care and in particular in the Ascot area, to respond to these challenges.

The original opportunity for the development of BEN Lynwood arose from the need for Magnolia House Surgery to look for new premises as their current building is a converted house built in 1911, cannot expand to cope with current capacity, the majority of the consultation and treatment rooms are located on the first floor, there is no lift, nor the capacity to provide one and the building has a backlog maintenance programme circa £0.75m.

Out of this initial project grew the opportunity for Kings Corner to be included in the proposed development as their current building is unable to be extended, plus consultation and treatment rooms are on the first floor, does not have a lift, nor the capacity to provide one.

The practices have worked closely with the CCG and BEN to come up with a scheme that will provide sustainable primary health care in this area of Ascot for the future.

### 1.1.2 Economic Case

The investment in this new building on this site offers a future-proofed solution for the local community and the practices. It is capable of being economically internally modified and/or externally extended within the site boundaries, offering additional accommodation to cater for changes in service delivery plans and increasing population numbers.

An options appraisal has been carried out that identified no alternative sites for development. The option appraised included consideration for dependencies and alignment with the plans for general practice on the Heatherwood site. A thorough site search was carried out to support planning applications across the local vicinity of the two practices, confirming the BEN proposal was the only viable option. The approach to the Ascot Plan has been to ensure that the best use is made of this development opportunity in such a highly sought after areas if east Berkshire.

#### The Ascot Vision and Options

Site	Heatherwood	Ben Lynwood	Green Meadows
<b>Practice home base + growth (GMS services)</b>			
<b>THE ASCOT VISION</b>	A mix of clinical and admin space for all practices available to all Ascot patients	A mix of clinical and admin space for all practices available to all Ascot patients	
<b>The First Step in the journey</b>			
<b>Option 1: 3 site solution</b>	Ascot Medical Centre	Magnolia House, Kings Corner	Green Meadows
<b>Option 2: 2 site solution (a)</b>	Ascot Medical Centre	Magnolia House, Kings Corner, Green Meadows	
<b>Option 3 2 site solution (b)</b>	Ascot Medical Centre & Green Meadows	Magnolia House, Kings Corner	
<b>Option 4 2 site solution (c)</b>	Ascot Medical Centre and Green Meadows Patient Facing	Magnolia House, Kings Corner, Plus Ascot Medical Centre and Green Meadows Back	

		office services	
<b>Option 5</b>	AMC	Magnolia House, Kings Corner, Green Meadows	
<b>2 site solution (d)</b>	Admin. Support all practices		

**BEN Lynwood Options and Options Appraisal**

	Option
1	<b>Magnolia House , Kings Corner and Green Meadows at Ben Lynwood</b>
2	<b>Magnolia House , Kings Corner at Ben Lynwood</b>
3	<b>Magnolia House and Kings Corner Patient Facing Plus Non Patient Facing for all four practices</b>  <b>THIS IS THE PREFERRED OPTION</b>
4	<b>Magnolia House and Kings Corner Plus patient Facing for Green Meadows</b>
5	Do Nothing

OPTION APPRAISAL SUMMARY	W'ting	1	2	3	4	5	Max
<b>A: Access to the facility and services</b>	15	33.00	51.00	45.00	30.00	37.5	75.00
<b>B: Range of Services for patients</b>	15	52.50	58.50	60.00	60.00	60.00	75.00
<b>C: Transformation in line with National and Local Strategies</b>	12.5	48.75	55.00	62.50	62.50	12.50	62.50
<b>D: Environment</b>	12.5	62.50	62.50	62.50	62.50	18.75	62.50
<b>F: Deliverability</b>	12.5	21.25	42.50	43.75	31.25	62.50	62.50
<b>G: Sustainability</b>	12.5	37.50	56.25	50.00	62.50	12.50	62.50
		<b>255.50</b>	<b>325.75</b>	<b>323.75</b>	<b>308.75</b>	<b>203.75</b>	<b>400</b>

63.9%   **81.4%**   **80.9%**   77.2%   50.9%

**Option 3 is the Preferred Option being the most in alignment with the Ascot plan and supports the delivery of the Heatherwood Business case.**

**GEM Extract for the Preferred Option**

**1.1.2.1 Funding Requirement**

CAPITAL	BEN	NHS Capital	TOTAL
BUILD			£ 7,392k
Capital Split	£6,392k	£1,000k	£ 7,392k
VAT on NHS contribution		£ 200k	
SDLT		TBA	
<b>NHS Construction Funding Requested ETTF</b>		<b>£625k</b>	
<b>Pre Project Funding</b>		£49k	
<b>GP IT</b>		£109k	
<b>TOTAL ETTF FUNDING</b>		<b>£783k</b>	
<b>NHS Construction Funding Requested ICS</b>		<b>£575k</b>	
<b>Total Funding</b>		<b>£1,358k</b>	

**1.1.3 Commercial Case**

Full responsibility for the build and building lies with BEN Lynwood Benevolent Trust who will retain ownership of the land and buildings.

The injection of £1.2m will contribute to give Magnolia House and Kings Corner surgeries and the local population a purpose built, state of the art medical facility within half a mile of their current premises.

The practices will sign a lease for an initial period of 25 years and it is currently being negotiated

“Working together to deliver excellent and sustainable healthcare”

that they will also have the opportunity to extend this to 40 years should they so wish.

The build is dependent on the success of this funding application and planning approval. The planning application has been submitted to the Royal Borough of Windsor and Maidenhead.

#### 1.1.4 Financial Case

The balance relating to the ETTF proportion of the capital requirement will be funded by BEN and recovered through abated rent as outlined by the District Valuer.

#### 1.1.5 Management Case

Responsibility for the construction of the building rests with BEN.

An ETTF Programme Board has been set up to take the project on to the next stage; there is also a BEN Working Group which includes the CCG and lead GPs. The Ascot Steering Group has been established to design and deliver the Ascot Plan across all four general practices in the town through a programme of transformation; this group consists of the CCG, project delivery expertise and practice members.

#### 1.1.6 Conclusion and Recommendation

This Outline Business Case provides a compelling case for the investment of £1.2m in the BEN Lynwood development, this business case demonstrates:

- The strategic need for change in line with national, local and organisational drivers
- The capital and revenue consequences of the options with a significant return on the investment
- The investment is moving forward the Primary Care transformation plans

This Outline Business Case is recommended to NHS England with a request to approve the bid.

#### Governance Arrangements

This OBC will be approved for submission by the Primary Care Co-Commissioning Committee (PCCCC) and the financial case has been signed off by our Associate Director of Finance.

Following submission, the business case is scheduled for NHSE ETTF Panel 17 December 2018 to allow for six weeks of key lines of enquiries (KLOEs) in which the CCG will update the business case accordingly.

There are three further OBCs to be submitted and these will need support at a specially convened PCCCC meeting in December – these OBCs are scheduled for ETTF Panel meetings in January 2019.

#### **Recommendation(s)**

PCCC to support the CCG in their application through OBC for NHSE capital investment in the BEN Lynwood premises development scheme. Submission made on 7<sup>th</sup> November.



**East Berkshire**  
Clinical Commissioning Group