



Item No: 12

Meeting Date: Wednesday 15th March 2017

Glasgow City Integration Joint Board

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FULL BUSINESS CASES FOR GORBALS AND WOODSIDE HEALTH AND CARE CENTRES

Purpose of Report:	To note the content of the final version Full Business Cases for the new Gorbals and Woodside Health and Care Centres, along with the associated project bundling paper. In doing so, to ensure members are sighted on key issues and are satisfied to approve the Full Business Cases (FBC).
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Recommendations:	The Integration Joint Board is asked to: a) approve both Full Business Cases; and b) note the opposing positions of the Health and Social Care Partnership Executive Team and GPs on the design of GP reception areas, and endorse the proposal that the HSCP undertakes a learning exercise from the recently opened Maryhill Health and Care Centre to inform whether there is a need to change any aspects of the open design of GP receptions currently planned for.
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Relevance to Integration Joint Board Strategic Plan:

The integration of health and social care services within the new facilities is consistent with the following ambitions and key principles set out within the Integration Joint Board Strategic Plan:

- Improving outcomes and reducing inequalities
- Person-centred care
- Early intervention, prevention and harm reduction
- Shifting the balance of care to better support people in the community
- Enabling independent living for longer and promoting recovery

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	Relevant to National Health & Wellbeing Outcomes 1-9
Personnel:	The new facilities will accommodate staff from existing health centres and staff transferring from other locations. The top floor of both new facilities has been designed to accommodate agile staff working to promote effective working practices and maximize the efficient use of space.
Carers:	No direct implications other than the wider benefit to service users and their carers who attend the new facilities.
Provider Organisations:	N/A
Equalities:	An equality impact action plan is set out within the FBCs.
Financial:	The overall cost of each project is within the agreed affordability cap. Glasgow City Council Executive Committee will consider the financial implications associated with the European System of National and Regional Accounts 2010 (ESA10). The financial implications of these new developments are detailed in the FBCs. Both projects are 'bundled' to maximize the opportunity for efficiency and the detailed rationale and costings associated with this are set out in the accompanying project bundling paper. The revenue costs of the scheme associated with the capital charges, lifecycle costs and hard facilities management costs will be mainly funded by the Scottish Government. Plans are in place to ensure that the additional operating revenue costs will be met from within existing HSCP budgets.
Legal:	Internal legal advice has been taken throughout and external legal advice taken on key documents.
Economic Impact:	The new facilities will be beneficial to the wider community, contributing to the regeneration of surrounding neighbourhoods and making a positive impact towards addressing the health inequalities experienced by many people in those neighbourhoods.
Sustainability:	The facilities will be designed to achieve BREEAM (sustainability assessment method) 'excellent' rating as a minimum, to support objectives on carbon and energy management. These projects will facilitate the provision of essential services within local communities.
Sustainable Procurement and Article 19:	N/A

Risk Implications:	The arrangements for managing risk and the risk registers are contained within the FBCs.
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Implications for Glasgow City Council:	Glasgow City Council Executive Committee will consider both FBCs for approval at its meeting on 2 nd March 2017, including the financial implications associated with ESA10.
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Implications for NHS Greater Glasgow & Clyde:	NHSGGC Board approved the Full Business Cases at its meeting on 20 th December 2016.
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Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	✓

1. Purpose of Report

- 1.1 To note the content of the final version Full Business Cases for the new Gorbals and Woodside Health and Care Centres, along with the associated project bundling paper. In doing so, to ensure members are sighted on key issues and are satisfied to approve the Full Business Cases (FBCs).

Note: due to their size, the Full Business Cases and appendices are not included, but can be viewed at the following link:

<https://www.glasgow.gov.uk/index.aspx?articleid=20377>

2. Approval Process and Timescales

- 2.1 The timescales for approval of both FBCs is as follows:

Meeting	Meeting Date	Status
NHS GGC Capital Planning Group	14 th December 2016	Approved
NHSGGC Board	20 th December 2016	Approved
Scottish Government Capital Investment Group (CIG)	10 th January 2017 and 7 th February 2017	Awaiting formal letter of approval
Glasgow City Council Executive Committee	2 nd March 2017	Submitted for consideration*
Glasgow City Integration Joint Board (IJB)	15 th March 2017	Submitted for consideration

*Note: This IJB paper has been issued in advance of the meeting of the Glasgow City Council Executive Committee. Notification of the Committee's decision to approve the Full Business Cases, or otherwise, will be confirmed to IJB members at their meeting on 15th March 2017.

- 2.2 The Hub Project Steering Group was appraised of the status of the FBCs and associated key issues at a specially convened meeting on 7th December 2016. The Project Boards for the Gorbals and Woodside developments have also been sighted on the content of the Full Business Cases.
- 2.3 Glasgow City Council has previously approved a capital contribution towards the cost of both Woodside and Gorbals projects. The implications of ESA10 now require that this be replaced by a unitary charge, with Scottish Futures Trust undertaking that, under the principle of 'no better, no worse', the Council will not be financially disadvantaged as a result of this change. This matter will require the approval of the Council's Executive Committee on 2nd March 2017.
- 2.4 In early January 2017 the funders for the project, Aviva, withdrew their offer of funding because they had reached the limit of their prescribed fund. They have been replaced by Nord LB, who is offering funding on very similar terms. Updated key dates are now Financial Close at March/April 2017, advance works starting on site in February/March 2017, and completion now expected September/October 2018.

3. Design of GP Reception Areas

- 3.1 The FBCs reference the concern expressed by GPs to the planned 'open' design of GP reception areas and that sign-off on room data sheets by GPs currently remains outstanding. (All 8 GP practices at Woodside and 2 of the 4 GP practices at Gorbals have opposed an open GP reception design.) The primary concern expressed by GPs is the safety of their reception staff, as well as concerns over confidentiality. Glasgow City HSCP Executive Team has considered the issue of reception areas and remains of the view that the new health and social care facilities should have open reception areas throughout to deliver a more welcoming environment for patients and service users and considers that health and safety or operational risks can be managed appropriately. This view was informed by the core design principles approved by NHSGGC's Capital Planning Group, which took into account national and local design guidance.
- 3.2 In the current absence of GP sign-off and for the purpose of both FBCs, the design of reception areas will proceed as currently planned (i.e. an open reception design) and Glasgow City HSCP will take responsibility for signing off GP room data sheets.
- 3.3 IJB members are asked to note the respective positions of the Glasgow City HSCP Executive Team and GPs on this issue and endorse a proposal for Glasgow City HSCP to undertake a learning exercise from the recently opened Maryhill Health and Care Centre. The learning exercise will review the use of open receptions at that facility, in the context of the concerns expressed by Woodside and Gorbals Health Centre GPs. In doing so, Glasgow City HSCP will also liaise with East Renfrewshire HSCP to share learning with regard to the newly opened Eastwood Health and Care Centre, which was chosen as the benchmark reference design for new primary care health centres.

- 3.4 Output from the learning exercise will guide whether there is a need for the Partnership to consider whether to alter the design of GP receptions for Gorbals and Woodside Health and Care Centres. It is proposed that the learning exercise be carried out between March and May 2017. Thereafter, the findings and recommendations from it will be brought back to the Glasgow City Integration Joint Board for final approval.

4. Recommendations

- 4.1 The Integration Joint Board is asked to:

- a) approve both Full Business Cases; and
- b) note the opposing positions of the Health and Social Care Partnership Executive Team and GPs on the design of GP reception areas, and endorse the proposal that Partnership undertakes a learning exercise from the recently opened Maryhill Health and Care Centre to inform whether there is a need to change any aspects of the open design of GP receptions currently planned for.

DIRECTION FROM THE GLASGOW CITY INTEGRATION JOINT BOARD

1	Reference number	150317-12-a
2	Date direction issued by Integration Joint Board	15 th March 2017
3	Date from which direction takes effect	15 th March 2017
4	Direction to:	Glasgow City Council and NHS Greater Glasgow and Clyde jointly
5	Does this direction supersede, amend or cancel a previous direction – if yes, include the reference number(s)	No
6	Functions covered by direction	Functions delivered and outlined within the two Full Business Cases for Gorbals and Woodside Health and Care Centres.
7	Full text of direction	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the Full Business Cases for Gorbals and Woodside Health and Care Centres as outlined within the Full Business Cases referenced within this report.
8	Budget allocated by Integration Joint Board to carry out direction	As detailed within the two Full Business Cases and as directed by the Chief Officer: Finance and Resources.
9	Performance monitoring arrangements	In line with the agreed Performance Management Framework of the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership.
10	Date direction will be reviewed	March 2018