

## Clinical Commissioning Group

### Governing Body

### Paper Summary Sheet

For: PUBLIC session  PRIVATE session

Date of Meeting: 26 September 2017

For: Decision  Discussion  Noting

<b>Agenda Item and title:</b>	GOV/17/09/10 Strategic Outline Programme (SOP) Interim Paper
<b>Author:</b>	Simon Yeo, Estates Advisor
<b>Lead Director/GP from CCG:</b>	Steve Perkins, Chief Financial Officer
<b>Executive summary:</b>	<p>The July meeting of Wiltshire CCG Governing Body approved the Strategic Outline Case (SOC) for Chippenham, Melksham and Trowbridge. This paper is in response to the Governing Body feedback about the strategic plan for other areas of the county.</p> <p>This is an interim paper as part of a developing Strategic Outline Programme (SOP) that will give an overall programme for the remainder of Wiltshire. It gives the Governing Body an update and identifies next steps prior to the final SOP that will go to the November 2017 Governing Body for a decision.</p> <p>The document gives initial and indicative information regarding the resource, phasing, programme and procurement to produce SOC's once the SOP has been approved.</p>
<b>Evidence in support of arguments:</b>	<p>Service demand increase Shortage of primary care estate Community estate in poor condition and underutilised Alignment with national and local strategies, including:</p> <ul style="list-style-type: none"> <li>• Wiltshire CCG vision</li> <li>• BSW STP</li> </ul>

	<ul style="list-style-type: none"> <li>• Five Year Forward View (2014) Next Steps on the NHS Five Year Forward View (2017)</li> <li>• GP Five Year Forward View (2016)</li> <li>• NHS Outcomes Framework 2016/17</li> </ul>
<b>Who has been involved/contributed:</b>	Steve Perkins, Chief Financial Officer Simon Yeo, Estates Advisor Alison Halmshaw, Gleeds
<b>Cross Reference to Strategic Objectives:</b>	Wiltshire CCG vision Wiltshire CCG commissioning strategy BSW STP Five Year Forward View (2014) Next Steps on the NHS Five Year Forward View (2017) GP Five Year Forward View (2016) NHS Outcomes Framework 2016/17 New care model Urgent and Emergency Care Networks CQC
<b>Engagement and Involvement:</b>	None to date
<b>Communications Issues:</b>	The Strategic Outline Programme, if agreed, will require a communication and engagement plan to be developed to ensure that stakeholders not covered through the SOC are informed of our intentions. If approved it is anticipated that this is developed in readiness for the November Governing Body.
<b>Financial Implications:</b>	<p>A procurement process will be required to appoint the supporting project team which would be undertaken via the commissioning support unit. In addition to this external resource some internal CCG staff will be required to support the programme(s), which will need to be organised to ensure maximum efficiency from staff inputs.</p> <p>Other NHS resource has been identified in the paper. Subject to phasing of the recommendations in the SOP and other estates related projects further resource may be necessary to support the CCG and its providers in order to deliver the projects that would follow an approved SOP. Indicative un-costed NHS resource requirements are shown in the paper.</p>
<b>Review arrangements:</b>	<p>Depending upon the phasing agreement decided by the Governing Body a further version of the SOP may need to go to the November Governing Body for review and decision.</p> <p>If the SOP is approved, updates on delivery of its recommendations will</p>

	<p>be given to the Governing Body at intervals to be agreed.</p> <p>Governance arrangements for delivering the recommendations in the SOP will be developed and put in place once the programme is agreed</p>
<b>Risk Management:</b>	<p>NHS commissioning and provider resource availability to deliver the programme. Mitigation – resource plan being developed.</p> <p>NHS organisational change resulting in changes in strategic priorities. Mitigation – this will be taken account of at the delivery stage.</p> <p>Phasing – inability to agree phasing. Mitigation – review phasing and potentially run the programme concurrently.</p>
<b>National Policy/ Legislation:</b>	<p>The following recent national policies and guidance have been used to inform the SOP:</p> <p>NHS England “Five Year Forward View” (Oct 2014)</p> <p>NHS England “Next Steps on the NHS Five Year Forward View” (March 2017)</p> <p>NHS England “GP Forward View” (April 2016)</p> <p>NHS Outcomes Framework 2016/2017</p> <p>“Operational productivity and performance in English NHS acute hospitals: Unwarranted variations – An independent report for the Department of Health by Lord Carter of Coles” (Feb 2016).</p>
<b>Public Health Implications:</b>	<p>No specific issues</p>
<b>Equality &amp; Diversity:</b>	<p>The SOP, when brought to the November meeting, will incorporate a completed equality impact assessment.</p>
<b>Other External Assessment:</b>	<p>It is not thought that this Strategic Outline Programme requires NHS England assessment prior to progressing the programme of works that would follow if approved by Wiltshire CCG. However this is an option that will be considered further by the Estates Steering Group and EMT as will give NHS England the ability to better understand and input into the preferred way forward.</p>
<b>What specific action re. the paper do you wish the Governing Body to take at the</b>	<p>The Governing Body are asked to confirm:</p> <ol style="list-style-type: none"> <li>1. Which of the different phasing and timescales put forward in the paper (section 2) they wish to support?</li> </ol>

<b>meeting?</b>	<p>The Governing Body are particularly asked to note:</p> <ol style="list-style-type: none"><li>1. The internal and external resource needed to deliver a programmes of SOC's</li><li>2. Next steps (section 6)</li></ol>
-----------------	---

**NHS Wiltshire CCG Governing Body  
Strategic Outline Programme (SOP)  
26<sup>th</sup> September 2017**

## **1 – Introduction**

A Strategic Outline Programme (SOP) is currently being prepared for Wiltshire CCG. The SOP will identify a high level strategic programme of works for the County. It is anticipated that this will be completed in late October for presentation to the November meeting of the Governing Body.

This document gives initial and indicative information regarding the resource that may be required to produce Strategic Outline Cases once the SOP has been approved. It also gives initial costs, programme and procurement details.

## **2. Programme**

There are 20 Localities within Wiltshire CCG these are:

- 1. Chippenham**
- 2. Melksham**
- 3. Trowbridge**
- 4. Devizes**
5. Corsham and Box
6. Calne
7. Cricklade / Purton
8. Royal Wootton Bassett
9. Malmesbury
10. East Kennet
11. Amesbury
12. Downton and Whiteparish
13. Durrington / Plain
14. Ludgershall
15. Salisbury City
16. Western
17. Wilton
18. Bradford on Avon
19. Warminster
20. Westbury

In terms of a strategic outline case, Chippenham, Melksham, Trowbridge has been completed and Devizes is not anticipated to need a Strategic outline case as it is already an advanced project.

This leaves 16 localities that need to be considered. It is assumed that up to 5 further SOC's may need to be produced, on the assumption that localities can be grouped. We anticipate that

it will be feasible to group further localities together as with Chippenham, Melksham and Trowbridge, but further work is required to confirm this.

A SOC may not be necessary for each locality and may therefore go straight to project/OBC stage or not require anything further. For the purposes of this paper it has been assumed that all areas (with the exclusion of Devizes) require a SOC. These will be determined by further work and will be better understood on delivery of the SOP.

The table below shows the timeline for the production of the Chippenham, Melksham and Trowbridge SOC, with 2 months for procurement, 9 months for delivery, and 1 month for approval.

	Aug 16	Sept 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	March 17	April 17	May 17	June 17	July 17
<b>Procurement</b>												
<b>Production of SOC</b>												
<b>Presentation to Governing Body</b>												
<b>Approval</b>												

It was originally anticipated that this SOC would be presented to the May Governing body, however this was delayed by 2 months due to Purdah for the national election and also due to the a change in personnel with our support partner.

Taking the above into consideration we believe that future SOC's can be delivered within a 7-8 month period. 2 months for procurement of a consultancy followed by 5-6 months for production of the SOC.

If the Governing body approve the Strategic Outline Programme at the end of November 2017, procurement for the first SOC would take place during Dec 2017 & Jan 2018. If the SOC's are to be delivered consecutively starting from Feb 2018 it would take approximately 28 months to complete all 5 SOC's with a final SOC delivery date of May 2020 – this assumes that a SOC is required for each grouping of localities.

This 28 month timeline assumes c6 months per SOC and that procurement for each subsequent SOC takes place during delivery of previous SOC's so that there are no gaps.

There are a number of other options that could be considered if the Governing Body would like to see the SOC's completed earlier than May 2020:

**Option A** 28 months to complete all 5 SOC's – All SOC's completed by May 2020

**Option B** 18 months to complete all 5 SOC's – All SOC's completed by July 2019 – by running two at the same time

Option B - Completion of SOC's 1 & 2 together, followed by 3 & 4 and then finally 5 – Completion July 2019 (yellow blocks show procurement periods)																				
SOC	Feb 18	Mar 18	April 18	May 18	June 18	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	April 19	May 19	June 19	July 19	Aug 19	Sep 19
1																				
2							Approval													
3																				
4													Approval							
5																			Approval	

**Option C** 6 months to complete all 5 SOC's – All SOC's completed by July 2018 – by running all at the same time

Option C – Completion of all SOC's together – Completion July 2018																				
SOC	Feb 18	Mar 18	April 18	May 18	June 18	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	April 19	May 19	June 19	July 19	Aug 19	Sep 19
1																				
2																				
3																				
4																				
5							Approval													

**Option D** 12 months to complete all 5 SOC's – All SOC's completed by Jan 2019 – by running two or more SOC's at the same time

Option D – Completion of SOC's 1 & 2 together followed by 3, 4 & 5 – Completion Jan 2019 (yellow blocks show procurement periods).

SOC	Feb 18	Mar 18	April 18	May 18	June 18	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	April 19	May 19	June 19	July 19	Aug 19	Sep 19
1	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Approval													
2	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Approval													
3					Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Approval							
4					Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Approval							
5					Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Approval							

**Option E** 14 months to complete all 5 SOC's – All SOC's completed by March 2019 – by running each SOC separately but with a greater overlap period

Option E – Procurement of each SOC to begin as the previous SOC starts – Completion March 2019 (yellow blocks show procurement periods)

SOC	Feb 18	Mar 18	April 18	May 18	June 18	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	April 19	May 19	June 19	July 19	Aug 19	Sep 19
1	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Approval													
2	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Approval												
3			Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Approval									
4				Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Approval							
5					Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Approval						

It should be noted for all options that the assumed start date of Feb 2018 allows a 2 month procurement period starting in Dec 2017 following approval of the Strategic Outline Programme (SOP). The Chippenham, Melksham and Trowbridge SOC was below the OJEU value. Further SOC's may need to be procured through the OJEU route dependent on value. We anticipate that this will extend the procurement period from 2 month to 3.

#### 4. Cost and resources

Currently it is assumed that an individual SOC would be of an equivalent cost to the Chippenham, Melksham and Trowbridge SOC. A programme of SOC's could result in cost reduction, but as yet this is un-tested.

The Chippenham, Melksham and Trowbridge SOC was funded through Estates and Technology Transformation Funding and the One Public Estate. External funding may not be available for further SOC's.

Indicative resource required for the production of one SOC of the scale and complexity of the Chippenham, Melksham and Trowbridge SOC:-

**NHS Project Director – 0.5 days per week**

**NHS Project Manager – 1 day per week**

**HS Admin Support – 1 day per week**

**External Health Care Planning Consultancy**

This resource could be provided by an external consultant.

It is likely that there will be a number of SOC's across the County and dependent on how these are phased resource will need to be adjusted to suit.

This resource plan for delivering a Strategic Outline Case excludes other NHS resource such as members of the NHS Commissioning and Provider Teams.

Other resource that were included in the Chippenham, Melksham and Trowbridge SOC includes but not limited to and anticipated to be needed for each further SOC:

- Wiltshire CCG including, but not limited to, SRO, Estates, Finance, Commissioners for Primary Care, Acute Care, Urgent Care, Community Care and Comms
- NHS England
- Primary Care Practices
- Wiltshire Council
- Wiltshire Health and Care
- RUH
- GWH
- AWP
- Oxford Health
- Virgin Care
- NHS Property Services
- Medvivo
- South Western Ambulance Service
- Health Watch Wiltshire
- MPs
- Councillors and Area Board Managers respective to areas identified in SOC
- Health and Well Being Groups for key SOC towns

If the decision is to undertake further SOC's concurrently the availability of NHS commissioner and provider personnel need to be considered. In any scenario it will be necessary to ensure that staff resources are best aligned to support available capacity.

## 5. Procurement

There are three potential procurement options to consider:-

**Option 1** – Each of the SOC's tendered individually based on the timescales noted above.

**Option 2** – Tender all of the SOC's as one package and appoint one consultant to carry out all of the works.

**Option 3** – Tender for a Healthcare planning framework.

We anticipate that the cost would be lower to let the work as one package and carryout 1 tender rather than 5 individual tenders. However the risk with this is if the appointed consultant does not perform adequately. To help to minimise this risk a framework could be set up, this would give guaranteed rates for a 3 year period and 3 different consultants to choose from. This tender process is not expected to be any more onerous than option 2 as they would both be carried out through OJEU, but is subject to advice from the CSU.

## 6. Next steps

A task and finish group will be established with the objective of putting forward recommendations in the November Strategic Outline Programme on:

1. Whether the recommendation is for a SOC, a Project or nothing by locality.
2. Grouping of localities for SOC's.
3. The order in which SOC's are undertaken.
4. Phasing of SOC's.
5. Procurement route as section 5 of this paper.
6. Further develop the resource plan.

Items 1 to 4 will be evaluated against:

- a. Alignment with STP priorities.
- b. Transfer of patients out of acutes to support flow.
- c. Population size and projected growth.
- d. Primary care growth.
- e. Primary care need.
- f. Military repatriation.
- g. One Public Estate and alignment to partner timelines.
- h. Existing estate condition.
- i. Estate disposals
- j. Void space

It is anticipated that other criteria will be identified as the work of the task and finish group progresses and will be added to the evaluation criteria as appropriate.

The members Governing Body are asked if they have any evaluation criteria to be included at this time?

Proposed membership of the task and finish group:

GP link / Clinician t.b.c.

Steve Perkins, Chief Financial Officer

Jo Cullen, Director of Primary and Urgent Care, Group Director West Wiltshire

Ted Wilson, Community and Joint Commissioning Director and Group Director - N&E Wiltshire Group

Christine Reid, Patient and Public Representative

Simon Yeo, Estates Advisor

## **7. Recommendation**

The Governing Body are asked to confirm

1. Which of the different phasing and timescales put forward in the paper (section 2) they wish to support?

The Governing Body are particularly asked to note:

1. The anticipated cost and internal and external resource needed to deliver a programmes of SOCs (section 4)
2. Next steps (section 6)