

## Lochaber Health & Social Care Redesign Stakeholders Group

Thursday, 2<sup>nd</sup> June 2022 at 2pm – 3pm  
Via MS Teams



<b>Present:</b>	Louise Bussell, Chief Officer Community Services, NHS Highland – Chair
	Alan Wilson, Director of Estates, Facilities and Capital Planning, NHS Highland
	Patricia Jordan, Secretary, Fort William Inverlochy & Torlundy Community Council
	Rebecca Weir, GP Partner, Glen Mor Medical Practice, Fort William
	Stuart MacPherson, Head of Strategic Projects, LSWR, Highlands & Islands Enterprise
	Ian Langley, Community Councillor, Spean Bridge, Roy Bridge and Achnacarry Community Council
	Brian Murphy, Chair of the Transport and Access Sub-Group
	Heather Cameron, Senior Project Manager, NHS Highland
	Iain Macniven, Chair Arisaig & District Community Council
	John Gillespie, Chair, Caol Community Council
	Emma Tayler, Assistant Wards Manager
	Josie Thomson, Clinical Advisor, Estates Team, NHS Highland
	Bryan Gregg, Voluntary Action Lochaber
	John Hutchison, Chair, Kilmallie Community Council
	Thomas Meadows, Project Manager Estates
	David Main, Project Manager, Estates
	Helen Brown (on behalf of Kate Forbes, MSP)
	Karen-Ann Wilson, District Manager Lochaber, NHS Highland
<b>Apologies:</b>	David Sedgwick, Belford Appreciation Group representative
	Denise Anderson, Sunart Community Council representative
	Malcolm Gillespie, Chair, Ewen's Room – Promoting Wellbeing and Mental Health
	Jo Cowan, Highland Senior Citizens Network and Age Scotland
<b>Minutes:</b>	Anna Chisholm, Meeting Administrator, Corporate Services

<b>1.</b>	<p><b>Welcome and apologies</b></p> <p>Louise welcomed everyone to the meeting and apologies were noted as above.</p> <p>It was agreed at the meeting that the HITRANS scoping report and initial agreement service solutions exert would be circulated to the group for your information. Also, the email from Derek Halden regarding the workshop on 14<sup>th</sup> June would be forwarded to the group for information as participation is welcomed by all to the event.</p>
<b>3.</b>	<p><b>Outline Business Case - next steps</b></p> <p>Heather confirmed the SCIM lifecycle and the next steps of the Outline Business Case:</p> <p>Initial Agreement (IA) Outline Business Case (OBC) Full Business Case (FBC)</p>

## Construction & Commissioning

### **Strategic Case**

Provide summary of strategic case from IA, including any updates.

Revisit and update details of current arrangements.

Re-confirm case for change and suitability of investment objectives.

Confirm that any changes to strategic case do not alter outcome of IA i.e. the preferred strategic / service solution.

### **Economic Case**

Identify a long list and then a short-list of practical options for implementing the preferred strategic / service option identified at IA stage.

Set out, and explain assumptions behind, the capital and revenue cost inputs used in the GEM model for each option.

Prepare whole life NPV costs for each option.

Carry out non-financial benefits appraisal for each option.

Carry out a risk appraisal of each option.

Carry out sensitivity analysis on the main assumptions behind the costs and benefits (scores and criteria weighting) to test how reactive the appraisal results are to changes in these assumptions.

Review NPV/NPC per benefit point.

Make decision on preferred implementation option and explain why.

### **Commercial Case**

Set out the various procurement routes to be followed and prepare a procurement plan for each one (i.e. the approach to procurement & selection either carried out or to be done).

Set out the scope of services, building works, and other works that will form part of the commercial arrangements.

Prepare a risk allocation table for the main project.

Set out the main principles behind the payment structure to be adopted for the project.

Reference the main contract to be used, the key contractual arrangements to be followed, and their current status.

Identify any personnel implications directly associated with the proposed contract e.g. transfer of undertakings, etc.

### **Financial Case**

Prepare the financial model for the preferred option along with details of assumptions made and how calculated, plus summary information on the financial differences with other options.

Prepare summary information on the capital and revenue impact of the preferred option.

Provide a clear statement on the affordability of the project in revenue and capital terms, including details of how this has been assessed.

Details of how any affordability gap has been, or will be, closed.

Provide the 'in principle' written support for this project from stakeholders.

### **Management Case**

Provide details of the full project team, using the competency framework where appropriate.

Also add recruitment needs to fill any gaps.

Provide details of the following project plans:

- Project delivery plan.
- Operational / services change management plan.
- Facilities change management plan.
- Stakeholder engagement & communication plan.
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Update project benefits register and add benefits realisation plan (including adding a Community Benefits project objective).

Review and update the project risk register, including adding any further construction related risks.

Outline the commissioning arrangements being planned for the project.

Outline the arrangements being planned for project monitoring and evaluation.  
The full guidance can be found at [Scottish Government Health Directorates Capital and Facilities Division](#).

It was confirmed the delay with receiving confirmation from the Capital Investment Group on approval of the IA is out with the control of NHS Highland however there is continued progress and work with the OBC.

A draft programme is currently being worked on by Heather and this will be confirmed as soon as this is available.

Further discussions are required regarding the rehabilitation unit and Heather updated the group of the ongoing work with the service planning team. This will be confirmed to the group as soon as information is available and further discussions are required.

The service solutions exert will be circulated to the group by email.

#### Transport and access

Heather confirmed of the ongoing assessment work Derek Halden is undertaking. The details of the workshop at 12 noon on 14<sup>th</sup> June at Voluntary Action Lochaber An Drochaid, Claggan Rd, Fort William PH33 6PH were confirmed and will be emailed to the group following the meeting.

Email from Derek Halden regarding the workshop:

The aim of the workshop will be to identify potential options to improve access to health and social care for Lochaber residents as part of the ongoing service redesign process being undertaken by NHS Highland and its partners including for the new Belford Hospital in Fort William.

The background to the redesign is described at the NHS Highland [website](#). At the meetings of the stakeholder consultation group the scope of the transport and access work has been discussed and Derek Halden Consultants are helping HITRANS to input to the transport and access elements of the redesign. The workshop on 14<sup>th</sup> June is a key part of this work to ensure that problems and opportunities are fully understood consistent with the aims of the NHS Highland [community engagement strategy](#).

The workshop is expected to last for 2 to 2.5 hours and sandwiches and refreshments will be provided. The agenda for the workshop will be:

1. Update on progress with the service redesign, with a focus on the review of current transport and access issues.
2. Opportunities to improving the location of health and social care provision locally, at regional centres and using e-appointments.
3. Opportunities through the service redesign to improve transport – roads, rail, bus, community transport, ferry, and other more specialised health transport options.
4. Specific resilience issues to enable access for remoter communities including ferry, community car/transport, and taxi options.
5. Summary and conclusions

The workshop findings will be written up and circulated to everyone who has been invited whether or not they were able to attend to enable a further opportunity for input to the work, even if you are unable to attend the workshop itself.

For further information the contact details of both Neil MacRae and Derek Halden are:

Neil MacRae [Neil.MacRae@hitrans.org.uk](mailto:Neil.MacRae@hitrans.org.uk)

Derek Halden [derek.halden@dhc1.co.uk](mailto:derek.halden@dhc1.co.uk)

4.	<p><b>Public engagement</b></p> <p>Marie was unwell and therefore was unable to attend the meeting.</p> <p>Heather confirmed on a conversation with Ruth Fry regarding the communication and engagement plan and working on the broad strategy which will be issued to the project team next week for discussion next week.</p> <p>There are ongoing discussions with the engagement team for opportunities for individuals to discuss what the service model means and any other enquiries they may have.</p> <p>Once the programme is available this can also be communicated.</p>												
5.	<p><b>AOCB</b></p> <p>Heather updated the group of a proposal in place around a feasibility study for a floating construction on the peat management area. This feasibility study will be completed when funding is available.</p> <p>Louise confirmed Tim Allison, Director of Public Health is currently working on a strategic needs assessment which will include each of the localities and this will be confirmed as soon as this is available.</p>												
6.	<p><b>Agenda items for the next meeting</b></p>												
7.	<p><b>Date of next meeting</b></p> <p>Thursday, 23<sup>rd</sup> June at 2pm - 3pm via MS Teams</p>												
8.	<p><b>Date of future meetings:</b></p> <table border="1" data-bbox="181 1279 1121 1487"> <tr> <td>Thursday, 21<sup>st</sup> July 2022</td> <td>2pm – 3pm</td> </tr> <tr> <td>Thursday, 18<sup>th</sup> August 2022</td> <td>2pm – 3pm</td> </tr> <tr> <td>Thursday, 22<sup>nd</sup> September 2022</td> <td>2pm – 3pm</td> </tr> <tr> <td>Thursday, 27<sup>th</sup> October 2022</td> <td>2pm – 3pm</td> </tr> <tr> <td>Thursday, 24<sup>th</sup> November 2022</td> <td>2pm – 3pm</td> </tr> <tr> <td>Thursday, 22<sup>nd</sup> December 2022</td> <td>2pm – 3pm</td> </tr> </table>	Thursday, 21 <sup>st</sup> July 2022	2pm – 3pm	Thursday, 18 <sup>th</sup> August 2022	2pm – 3pm	Thursday, 22 <sup>nd</sup> September 2022	2pm – 3pm	Thursday, 27 <sup>th</sup> October 2022	2pm – 3pm	Thursday, 24 <sup>th</sup> November 2022	2pm – 3pm	Thursday, 22 <sup>nd</sup> December 2022	2pm – 3pm
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