

NHS Shetland

Meeting:	Shetland NHS Board
Meeting date:	12 December 2023
Agenda reference:	Board Paper 2023/24/46
Title:	Programme Initial Agreement (PIA)
Responsible Executive/Non-Executive:	Prof Kathleen Carolan, Director of Nursing & Acute Services
Report Author:	Prof Kathleen Carolan, Director of Nursing & Acute Services

1 Purpose

This is presented to the Programme Board/Committee for:

- Awareness

This report relates to:

- Government policy/directive
- Legal requirement
- Local policy

This aligns to the following NHSScotland quality ambition(s):

The PIA governance arrangements are most closely aligned to the need to provide quality, effective and safe services, delivered in the most appropriate setting for the patient. And to redesign services where appropriate, in partnership, to ensure a modern sustainable local health service

2 Report summary

2.1 Situation

All NHS Boards in Scotland have now been advised that the Scottish Government (SG) is moving away from the consideration of individual capital, infrastructure projects to that of a whole system review process to identify capital requirements for individual Boards as set out in a Programme Initial Agreement (PIA) which will bring together Clinical Strategies with a local Property Strategy.

All NHS Boards have been asked to undertake a PIA, including any existing initial agreement projects that are under development. Once all Boards have submitted their prioritised PIA, decisions will be made by Scottish Government about which projects will be supported to proceed to the next phase and when that could take place.

2.2 Background

NHS Shetland is well placed to respond to this shift as we recently (June 2021) produced a ten year Clinical and Care Strategy which is a prerequisite of a Programme IA. Additionally the work undertaken in respect of the Strategic Assessment and Initial Agreement for the Gilbert Bain Refurbishment or Replacement (GBRR) Project, will contribute to the overall Programme IA. This work prompted a number of work streams critical to the Programme IA which have already been initiated, including the Residential Accommodation Strategy and Capital Asset (Property) Review. We have also developed a robust Public Engagement and Communications Strategy which will be adapted to support the development of the NHS Shetland Programme IA.

2.3 Assessment

The outline describes the key workstreams that will need to be completed during 2023 and 2024 to bring together a property strategy that reflects the future direction of clinical models as set out in the Clinical and Care Strategy 2021-2031. This in turn will be used to create a prioritised plan of our infrastructure requirements over the next 20 years which will form the PIA document.

The PIA will continue to include a proposal for the refurbishment or replacement of the Gilbert Bain Hospital as a priority for the property strategy to ensure the delivery of hospital based services in a facility that is fit for purpose.

The PIA Programme Board approved the proposed scope for the PIA work plan, governance arrangements and resource plan in April 2023. Work to develop the PIA is progressing well, with engagement events for the public and professionals being undertaken during 2023-24.

Whilst it was already included in the scope of the original PIA requirements, since the agreement of our original plan, the Scottish Government has asked Boards to develop a more comprehensive plan to set out the 'status quo' models within the PIA detail; so that there is clear rationale for the business case assumptions about capital investment with an equal level of analysis for each of the options set out in the case for change.

In light of the fact that this is now a workstream in its own right, the Project Management Team has revised the timeline for the completion of the PIA. It is now expected that the project will be completed towards the end of December 2024 and will come to a Board meeting thereafter. The Scottish Government has recognised the level of additional work required to complete this exercise and provided a funding extension.

2.3.1 Quality/ Patient Care

The HAI agenda focuses on reducing avoidable patient harm. Reporting HAI performance is part of the clinical governance arrangements for the Board and the focus is on meeting quality standards.

2.3.2 Workforce

We have employed a number of external technical experts as well as key local staff to support the development of the PIA through a project and programme management structure. The wider workforce have been involved in the PIA development through workshops and other stakeholder engagement events.

2.3.3 Financial

A resource plan has been developed that reflects the expected cost of developing the PIA and the various clinical and technical experts required in order to undertake this work.

The Board has secured a further allocation of £425,000 from Scottish Government to allow the programme IA to be delivered in 2024-25, for the additions originally not included in the PIA specification. This figure was based on the costs associated with the production of the original IA and extrapolated over the next year with uplift applied. This funding will support the release of internal Project Team members and payment of external contractors as per the attached draft Resource Schedule

2.3.4 Risk Assessment/Management

A risk register has been developed to assess internal and external risks associated with the delivery of the PIA.

2.3.5 Equality and Diversity, including health inequalities

EQIA is not required.

2.3.6 Other impacts

The development of the PIA will take into consideration, some of the wider Shetland Planning Partnership priorities including the ongoing place based discussions with communities.

2.3.7 Communication, involvement, engagement and consultation

Not applicable

2.3.8 Route to the Meeting

This report was approved by the Programme Initial Agreement Project Team on 15 November 2023

2.4 Recommendation

The Board is asked to approve the revised scope and timeline of the PIA and note the methodology, governance arrangements and proposed funding requirements. Noting the revised timeline for the production of the proposal for the options to replace the Gilbert Bain Hospital, which is incorporated into the PIA.

3 List of appendices

The following appendices are included with this report:

Appendix 1: Programme Schedule



NHS Shetland
 Programme Initial Agreement Outline
 Programme - October 2023

ID	Task Name	Duration	Start	Finish	Resource Names
1	NHS Shetland - Programme Initial Agreement	0 days	Mon 21/08/23	Mon 21/08/23	
2	1. Introduction	30 days	Mon 21/08/23	Fri 29/09/23	
3	Background and Context (scene setting)	6 wks	Mon 21/08/23	Fri 29/09/23	DW / KC
4	Implementation of the Clinical Strategy	6 wks	Mon 21/08/23	Fri 29/09/23	DW / KC
5	2. Development of the Programme Initial Agreement	25 days	Mon 21/08/23	Fri 22/09/23	
6	Governance & approval process & timeline	5 wks	Mon 21/08/23	Fri 22/09/23	DW / KC
7	Draft for review	5 wks	Mon 21/08/23	Fri 22/09/23	DW / KC
8	Issue draft for review	0 days	Fri 22/09/23	Fri 22/09/23	DW / KC
9	3. Our Population - Current Arrangements	50 days	Mon 21/08/23	Fri 27/10/23	
10	Map showing where localities are	6 wks	Mon 21/08/23	Fri 29/09/23	EB
11	What is currently from provided where within each locality	6 wks	Mon 21/08/23	Fri 29/09/23	EB
12	Update hospital data	6 wks	Mon 21/08/23	Fri 29/09/23	KP
13	Asset information	6 wks	Mon 21/08/23	Fri 29/09/23	DW
14	Draft section	4 wks	Mon 02/10/23	Fri 27/10/23	LC
15	Issue draft for review	0 days	Fri 27/10/23	Fri 27/10/23	LC
16	4. Need for change	60 days	Mon 21/08/23	Fri 10/11/23	
17	Summary of why change needed across 4 dimensions and whole system	6 wks	Mon 21/08/23	Fri 29/09/23	PMT
18	Update drivers for change from IA to ensure whole system and links with 4 dimensions - Place	6 wks	Mon 21/08/23	Fri 29/09/23	PMT+
19	Workshop to review & update drivers for change	6 wks	Mon 21/08/23	Fri 29/09/23	PT
20	Outputs from community & user engagement on opportunities	6 wks	Mon 21/08/23	Fri 29/09/23	EB/EMW
21	Draft section	6 wks	Mon 02/10/23	Fri 10/11/23	LC
22	Issue draft for review	0 days	Fri 10/11/23	Fri 10/11/23	LC
23	5. Changing care out of hospital	35 days	Thu 29/02/24	Wed 17/04/24	
24	Outputs from locality sub-group - what where & how service delivered in future	0 days	Thu 29/02/24	Thu 29/02/24	
25	Draft section	7 wks	Thu 29/02/24	Wed 17/04/24	DS
26	Issue draft for review	0 days	Wed 17/04/24	Wed 17/04/24	DS
27	6. Change to hospital-based services	35 days	Thu 29/02/24	Wed 17/04/24	
28	Cross check workshop to share outputs from Locality group with wider GBH group	0 days	Thu 29/02/24	Thu 29/02/24	
29	Draft section	7 wks	Thu 29/02/24	Wed 17/04/24	DS
30	Issue draft for review	0 days	Wed 17/04/24	Wed 17/04/24	DS
31	7. Change to support functions	35 days	Thu 29/02/24	Wed 17/04/24	
32	GBH workstream	0 days	Thu 29/02/24	Thu 29/02/24	
33	Outputs from accommodation workstream	0 days	Thu 29/02/24	Thu 29/02/24	
34	Draft section	7 wks	Thu 29/02/24	Wed 17/04/24	DW / DS
35	Issue draft for review	0 days	Wed 17/04/24	Wed 17/04/24	DW / DS
36	8. Strategic Objectives	20 days	Fri 29/03/24	Thu 25/04/24	
37	Workshop summary strategic objectives	0 days	Fri 29/03/24	Fri 29/03/24	
38	Draft section	4 wks	Fri 29/03/24	Thu 25/04/24	PT
39	Issue draft for review	0 days	Thu 25/04/24	Thu 25/04/24	PT
40	9. Delivering our new models	215 days	Mon 02/10/23	Fri 26/07/24	
41	Describe Baseline option - what; where & what required	75 days	Mon 04/03/24	Fri 14/06/24	DW / DS
42	Set out how get from Do Minimum to Baseline	211 days	Mon 02/10/23	Mon 22/07/24	DW / DS
43	Explore stretch opportunities for consideration in Preferred Way Forward	100 days	Mon 04/03/24	Fri 19/07/24	DW / DS
44	Draft section	1 wk	Mon 22/07/24	Fri 26/07/24	DW / DS
45	Issue draft for review	0 wks	Fri 26/07/24	Fri 26/07/24	DW / DS
46	10. Implementation of new models	180 days	Fri 29/12/23	Thu 05/09/24	
47	Capital & revenue cost each phase from Do Min to Preferred Way Forward	0 days	Fri 30/08/24	Fri 30/08/24	KW
48	Set out timeline assumptions	0 days	Fri 30/08/24	Fri 30/08/24	LC
49	Benefits/Risk registers	0 days	Fri 26/04/24	Fri 26/04/24	PT
50	Resource plan to develop & implement plan	0 days	Fri 29/12/23	Fri 29/12/23	LC / DW
51	Draft section	1 wk	Fri 30/08/24	Thu 05/09/24	LC
52	Issue draft for review	0 wks	Thu 05/09/24	Thu 05/09/24	LC
53	A. Service Solutions	15 days	Fri 05/07/24	Thu 25/07/24	
54	Do Minimum	3 wks	Fri 05/07/24	Thu 25/07/24	PT
55	Baseline	3 wks	Fri 05/07/24	Thu 25/07/24	PT
56	Preferred Way Forward	3 wks	Fri 05/07/24	Thu 25/07/24	PT
57	B. Prioritised Investment Plan	40 days	Fri 05/07/24	Thu 29/08/24	
58	Investment Required	8 wks	Fri 05/07/24	Thu 29/08/24	PT
59	Financial Appraisal	8 wks	Fri 05/07/24	Thu 29/08/24	PT
60	Prioritisation Process	8 wks	Fri 05/07/24	Thu 29/08/24	PT
61	Prioritisation Investments	8 wks	Fri 05/07/24	Thu 29/08/24	PT
62	C. Programme Management	40 days	Fri 05/07/24	Thu 29/08/24	
63	Investment Programme	40 days	Fri 05/07/24	Thu 29/08/24	LC / DW
64	Risk Management	40 days	Fri 05/07/24	Thu 29/08/24	LC / DW
65	Benefits Realisation	40 days	Fri 05/07/24	Thu 29/08/24	LC / DW
66					
67	Governance (Dates TBC)	75 days	Fri 06/09/24	Thu 19/12/24	
68	Programme Initial Agreement - Issue for Governance	2 wks	Fri 06/09/24	Thu 19/09/24	
69	Project Team Approval	3 wks	Fri 20/09/24	Thu 10/10/24	
70	Programme Board Approval	3 wks	Fri 11/10/24	Thu 31/10/24	
71	Capital and Asset Group	3 wks	Fri 01/11/24	Thu 21/11/24	
72	NHS Shetland Board Approval	4 wks	Fri 22/11/24	Thu 19/12/24	
73	Capital Investment Group	0 wks	Thu 19/12/24	Thu 19/12/24	

