SCOTTISH CAPITAL

INVESTMENT MANUAL

Initial Agreement

* summary of stages

# Overview

# What is the proposal about?

* Executive Summary

# What are the Current Arrangements?

* A description of the existing service / activity including:
	+ Description of the relevant service(s).
	+ Service location – geographically & departmental relationships.
	+ Location of service users / catchment areas.
	+ The functional size of service / activity.
* Existing service arrangements:
	+ Care pathways, patterns of working, service models, etc.
	+ Existing service capacity and current utilisation of this capacity.
	+ Service performance data, with reference to national or local key performance indicators.
	+ Existing service demand and/or supply throughput.
* Service provider(s) / organisation affected by this proposal and/or any particular workforce arrangements /issues.
* State of existing assets affected by this proposal. Property assets should use an AEDET review of existing facilities to describe their limitations.
* Confirmation that the current services are still needed, etc.

# Why is this proposal a good thing to do?

* The need for change:
	+ Public perception / opinion:
		- On existing arrangements.
		- Future expectations.
		- Any safety / other concerns.
		- Access preferences.
	+ Opportunities for improvement:
		- To enhance service provision?
		- Better use of technology?
		- Invest to save scheme?
		- Joint working for better outcomes?
	+ Problems with existing arrangements:
		- Any capacity issues?
		- Service delivery issues?
		- Poor service performance?
		- Poor accommodation / equipment etc?
	+ Other drivers:
		- National policy / strategy?
		- Local policy / strategy?
		- Economic / legislative change?
		- Social / demographic change?
* Summarising the Need for Change (from above):
	+ What is the cause?
	+ What effect/impact is this having / likely to have?
	+ Why action now?
* Identifying investment objectives:
	+ Against each effect / impact, ask “What has to be achieved to deliver the necessary change?”
* Benefits to be achieved, e.g.:
	+ Meets public expectations on:
		- Service delivery.
		- Accommodation.
		- Community enhancement, etc.
	+ From addressing the need:
		- Capacity able to meet demand.
		- Improved service performance.
		- Better accommodation.
		- Reduced backlog.
		- Etc.
	+ Supporting national outcomes, such as:
		- Quality outcome indicators.
		- HEAT / LDP standards.
		- SAFR performance indicators.
		- Other service indicators.
	+ Community benefits:
		- Employment.
		- Skills & training.
		- Environmental.
		- SME & 3rd sector.
* Risks of undermining success:
	+ Risks to organisation.
	+ Risks to service delivery.
	+ Risks to patients.
	+ Delivery risks.
	+ Financial risks.
	+ Etc
* Any constraints or dependencies?
	+ E.g. limitations on resources?
	+ E.g. anything that needs to occur to enable this project to progress.

# What is the preferred strategic / service solution?

* Summarise Do Nothing from ‘Current Arrangements’.
* Consider if there is a ‘Do Minimum’ option.
* Summarise current stakeholder engagement carried out.
* Develop & describe long list of proposed solutions:
	+ Can changes to the assumed functional size of service / activity provide different outcomes and/or benefits?
	+ Could changes to the presumed service activity, catchment area, or assumed demand, affect the proposed solution?
	+ Would changes to the scope of assumed outcomes change the proposed solution; ranging between delivering do minimum outcomes, essential future outcomes, and desirable or aspirational outcomes?
	+ Would changes to the arrangement and/or strategic location of services change the way in which services are provided?
	+ Could the service / activity be delivered differently whilst still meeting the investment objectives?
	+ Can alternative solutions be developed which deliver longer term sustainable benefits in health, social, community and environmental terms?
	+ Could a collaborative one public sector approach contribute to a place based solution with shared benefits?
* Prepare indicative costs for each proposed solution.
* Assess each proposed solution for its advantages (strengths & opportunities) and disadvantages (weaknesses & threats).
* Summarise assessment of each proposed solution meeting the project objectives in standard template.
* Confirm preferred strategic / service solution(s) and why chosen.
* Use NDAP & AEDET processes to confirm design objectives.

# Is the organisation ready to proceed with the proposal?

* Commercial Case:
	+ Procurement route & project timetable.
* Financial Case:
	+ Financial impact of proposed solution & affordability likelihood / funding needs.
* Management Case:
	+ Governance arrangements & support for project.
	+ Proposed project resources and competencies.
	+ Any need for external advisors.
	+ Next steps and project plan.