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.