**Service Change Planning**

**Outline Business Case (OBC)**

**Full Business Case (FBC)**

**Project Monitoring   
& Evaluation (PME)**

**Construction & Commissioning**

**Initial Agreement (IA)**

**Strategic Assessment (SA)**

Service Benefits Evaluation of:

* Achievement of benefits realisation plan
* How the facility meets stakeholder expectations
* Impact of service change
* Improvements to service activity & performance

Project monitoring throughout construction phase of:

* Costs
* Programme
* Health & Safety performance
* Changes to project scope
* Progress with design & technical standards
* Risk management issues

Prepare & submit final project monitoring report

**Strategic Case:** Strategic Case confirmed/updated

**Economic Case:**

* Economic Case confirmed or updated

**Commercial Case:**

* Detail each procurement selection process
* Confirm scope of procured works & services
* Confirm main contractual arrangements

**Financial Case:**

* Confirm financial implications of project and project & affordability
* Stakeholder sign-off

**Management Case:**

* Confirm details of management arrangements outlined in OBC to demonstrate that organisation is ready & capable of proceeding to contract award & implementation

Service change proposal identified.

Patient impact assessment carried out (as required).

Engagement plan with stakeholders & other public bodies agreed (as required).

Determine need for options appraisal with stakeholders / other public bodies.

Determine need for Ministerial approval of Major Service Change.

Strategic Assessment template completed which outlines:

* Current arrangements
* Need for change
* Benefits from addressing needs
* Links to NHSScotland’s priorities
* Solution being considered

Provides evidence of early stakeholder engagement

Provides links to investment proposals in PAMS & LDP

**Strategic Case:**

* Current arrangements outlined
* Evidence of need for change
* Investment objectives identified
* Benefits & risk registers prepared

**Economic Case:**

* Range of strategic / service solution(s) identified & preferred solution selected
* Design quality objectives identified

**Commercial, Financial & Management Cases:**

Early indication of:

* Procurement strategy timetable
* Financial consequences & affordability
* Project governance & management arrangements

**Strategic Case:** Strategic Case confirmed/updated

**Economic Case:**

* Identification of implementation options
* Economic appraisal on implementation options & VFM preferred option identified

**Commercial Case:**

* Procurement strategy for all aspects of project
* Scope of works & services to be procured

**Financial Case:**

* Financial model detailing capital & revenue consequences of preferred option
* Statement of project affordability
* Letters of support from stakeholders

**Management Case:**

* Project management plans for all aspects of project
* Service / operational change management plans
* Benefits realisation plan & risks register
* Outline plans for commissioning, and project monitoring & evaluation

Gateway Review 4 –

Readiness of service to use the facility

**Assurance Review Framework:**

Gateway Review 1 –

Business Justification before IA approval

Gateway Review 2 –

Delivery Strategy & readiness to proceed to procurement

Gateway Review 3 –

Investment decision review before contracts are placed

Gateway Review 5

Operations review & benefits realisation

Gateway Review 0 –

Strategic review of a programme

**Capital Projects:**

Pre-Financial Close

Pre-Preferred Bidder

Pre-Close of Dialogue

Pre-Invitation to Participate in Dialogue

Independent Design Review

Pre-OJEU

**Revenue Funded / NPD Projects:**

**Pre Stage 2 Submission**

**Pre Stage 1 Submission**

**Pre - NPR**

**Revenue Funded**

**Hub Projects:**

**Design Review:**

* AEDET target, and if existing service, set benchmark
* Specify NHS Guidance etc
* Design Statement (DS) incl.
  + list of non-negotiables
  + demonstrable benchmarks
  + evaluation process evaluating progress

AEDET on existing arrangements / properties and set target score for proposed design

Post project evaluation of impact of design to support shared learning, incl.   
Design Statement   
and AEDET

NDAP Review

Design Standards

Prepare

Review

Submit

NDAP Report

**NDAP: NHSScotland Design Assessment Process**

* Site appraisal analysis
* Concept design for OBC options
* OBC option AEDET/ DS self-assessment

NDAP Assessment

NDAP Assessment

NDAP Report

Submit

Prepare

NDAP Review

**7 – In Use**

**6 - Handover**

**5 - Construction**

**4 – Technical Design**

**3 – Developed Design**

**2 – Concept Design**

**1 – Preparation & Brief**

**0 – Strategic Definition**

**RIBA Design Stages:**

**L**

**Post Practical Completion**

* detailed design submission, incl. any derogation list
* AEDET & DS self assessment
* outline design submission
* AEDET & DS self assessment