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Report To and Date:	Commissioning, Planning & Population Health Committee – 11 January 2023
Report Title:	Upper Lighthorne Options Appraisal
Report From:	Alison Cartwright Chief Delivery and Performance Officer
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Previous Considerations and Engagement:	Detailed within the paper
Purpose:	For Approval

Contribution to meeting the aims of the ICS:

To deliver estates requirement for the significant population growth in Upper Lighthorne and thus provision of primary care services. It addresses access to services for rural population.

Key Points:

The Upper Lighthorne (UL) scheme is a key part of Stafford DC growth plan and will result in a population increase of circa 7,200 people.

To address the primary care needs of this population the ICB commissioned Arden Estates Partners (AEP and its partner gbpConsult) to undertake an options appraisal on potential estates solutions for primary care provision in UL. It builds on previous work that considered the impact of the UL development on local primary care estate. The purpose of this report is to provide a detailed appraisal of the following three options and to recommend a viable and deliverable preferred option the ICB can then take forward through NHS business case approval processes.

- Option 1 - Expand the capacity of established local GP practices whose practice catchment areas include the Upper Lighthorne settlement site.
- Option 2 - A new build GP practice on the Upper Lighthorne settlement site with no expansion of the current GP practices
- Option 3 - A 'hybrid solution'; expanding the capacity of some local GP practices and, potentially a smaller new building on the Upper Lighthorne settlement site

The overwhelmingly majority of stakeholders favour Option 2 – to build a new GP Practice on the Upper Lighthorne site as the preferred option

Following NHS England business case guidelines each of the options have been assessed on both a non-financial (benefits/risks) and financial basis. The pros, cons and risks were assessed for each option and a high-level financial analysis was undertaken to determine which of the options represents the best value for money. The report concludes Option 2 is the preferred option as it offers both the best value

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for money and a deliverable scheme. The report also provides a high-level assessment of procurement options for both the GP service and the estate solution.

Recommendation:

Commissioning Committee are asked to note the contents of the report and **APPROVE:**

- Option 2 - A new build GP practice on the Upper Lighthorne settlement site is progressed to outline business case.
- Support the procurement of a GP partner practice.

Implications							
Conflicts of Interest:	None declared						
Financial and Workforce:	A high level financial analysis is detailed within the paper. Further detailed financial analysis will be part of the business case process.						
Performance:	Investment in GP premises improvements/developments will support improved access to effective care.						
Quality and Safety:	Investment in GP premises improvements/developments will support an enhanced patient experience of general practice services.						
Inclusion: The Equality and Quality Impact Assessment (EQIA) tool can be found in the EQIA policy here	Has an EQIA been undertaken? An EQIA is required for new services or changes to service delivery. More detail on this can be found in the EQIA Policy.	Yes (attached or hyperlinked)		No		N/A	(✓)
Patient and Public Engagement:	Completed and detailed within the paper.						
Clinical and Professional Engagement:	All local general practices were engaged as part of the process.						
Risk and Assurance:	The business case development processes will incorporate risk appraisal.						

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Executive Summary

- 1.1 The report provides a detailed appraisal of three options to address the primary care estate issues arising from the Upper Lighthorne (UL) housing development and to recommend a viable and deliverable preferred option the ICB can then take forward through NHS business case approval processes.
- 1.2 In Autumn 2021, Coventry and Warwickshire CCG (CWCCG) commissioned Arden Estates Partnership (AEP) to undertake a feasibility and options appraisal regarding the Upper Lighthorne development of 3,000 dwellings, the impact of this development on existing primary care estate, and potential options to accommodate the population growth, either within the existing estate or whether an on-site solution was required at GLH.
- 1.3 The report was submitted to the CCG in November 2021, and subsequently presented to the CCG Primary Care Committee. It was agreed that a further engagement commission was required, to re-engage with the GP practices, PCN Leads, Stratford District Council and the two Parish Councils, to determine whether they were in agreement with the content and recommendations within the report. This work was concluded in May 2022, the results of which suggested that there were three potential options to investigate further in terms of their feasibility, viability and deliverability.
- 1.4 In autumn 2022, Coventry and Warwickshire ICB (Integrated Care Board) commissioned AEP to undertake a more detailed analysis of the three options below.

2. Background

- 2.1 The Upper Lighthorne (UL) housing development is a significant part of the Stafford district councils core strategy; 3,000 new homes will be built over the next 10 years, which could see an increase in the local population by more than 7,200 people. To date 251 homes have been built and are occupied (estimated population 587).
- 2.2 The existing residents of UL and the residents in the surrounding parishes access primary care services from existing GP practices in Wellesbourne, Kineton, Harbury, Bishops Itchington and Fenny Compton. This means local residents have to travel from 3.7 to 8.2 miles to see a GP. Public transport between Upper Lighthorne and the rural villages where the current practices are located is poor and in some cases non-existent.
- 2.3 Primary Care capacity for part of the UL residents was specifically considered and included within the Wellesbourne estates scheme which resulted in additional capacity within the new Hastings House practice. Hastings House and other local practices have registered patients that currently reside in UL.
- 2.4 The project has significant external interest from Parish Councils, District Councils, County Council and Local MP as well as local GP practices.

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3. Assessment

3.1 The report provides a detailed analysis of the following three options:

- Option 1 - Expand the capacity of established local GP practices whose practice catchment areas include the Upper Lighthorne settlement site;
- Option 2 - A new build GP practice on the Upper Lighthorne settlement site with no expansion of the current GP practices;
- Option 3 - A 'hybrid solution'; expanding the capacity of some local GP practices and, potentially a smaller new building on the Upper Lighthorne settlement site.

3.2 The preferred option must align with both national and local strategic plans including the NHS Long Term Plan and the more recently published Fuller Stocktake report and Next Steps for Integrating Primary Care, which outlines a new vision for primary care that reorientates the health and care system to a local population health approach through building neighbourhood teams, streamlining access and helping people to stay healthy. Recommending that ICSs focus on a system-wide approach to workforce, estates and data; and building more resilience within general practice.


3.3 In tandem with this deeper evaluation of the options, the ICB commissioned further stakeholder engagement in order to get feedback from the local practices, parish councillors and wider stakeholders. Key messages and Frequently Asked Questions were developed along with an online survey for distribution via the ICB website, the practice websites and social media, the parish councillor forums and through the Upper Lighthorne Community Champion via their Facebook pages.

3.4 This engagement resulted in 494 responses to a survey and well as feedback from parish councillors, the local MP, local residents, GPs, Trafford District Council, Healthwatch and housing developers via virtual meetings. The overwhelmingly majority of stakeholders favour Option 2 – to build a new GP Practice on the Upper Lighthorne site as the preferred option

3.5 There are other projects as part of this scheme and opportunities exist to discuss working with the Local Authority and develop a joint project with co-located health and community services.

4. Finance

4.1 The full report details a high level financial assessment and notes that funding as part of the S106 agreement is estimated at £2,131,204 (inflated in line with the conditions of the agreement). This results in an estimated funding shortage of £311,044 for the preferred option. The cashflow forecast (appendix D) for the 2 options identifies periods of key funding period gaps. For the preferred option assuming pre contract commencement in Q2 2023, between Q4 2023 and Q3 2024 of up to £801,055, then between Q4 2024 to Q4 2027 of up to £926,715. Financing by the identified developer will be required to cover insufficient budget and S106 funding release funding gap periods as prescribed by the conditions of the agreement.



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5. Outcome

5.1 Following NHS England business case guidelines each of the options have been assessed on both a non-financial (benefits/risks) and financial basis. The pros, cons and risks were assessed for each option and a high-level financial analysis was undertaken to determine which of the options represents the best value for money.

Having appraised the deliverability and costs of the three options and taking into account the survey feedback strongly supporting an on-site solution, **it is recommended that Option 2 is progressed and the ICB supports the work up an Outline Business Case (OBC)** on this basis.

5.2 The ICB will have to commission one of the local practices to provide GMS services from the location and become the lead party for the project and further papers will detail the approach for this.

6. Recommendation

6.1 The Committee is asked to note the contents of the report and **APPROVE:**

- Option 2 - A new build GP practice on the Upper Lighthorne settlement site is progressed to outline business case.
- Support the procurement of a GP partner practice.

End of report