

Case Study:

A new Healthy Living Centre for Kent and Medway ICB



Client: NHS Kent and Medway Integrated Care Board (ICB)

Project: Chatham Healthy Living Centre, to be located in a shopping centre

Services Provided: Delivery of a comprehensive Outline Business Case (OBC) and a Short Form Business Case (SFBC) for NHS England approval

Timescales: June 2022 – June 2024

Chatham town centre is one of the most deprived wards in Medway, with significant health needs and wider inequalities, projected housing growth and poor access to services. The Healthy Living Centre project has been in development over several years, with initial funding allocated via ETTF wave 4.

gbp consult has supported the ICB (and predecessor organisations) to develop, author and submit several business cases and approval documents. This has culminated in the final project being for the development of a Healthy Living Centre in the Pentagon Shopping Centre, in the heart of Chatham.

“gbp consult were instrumental in getting this programme over the line. Their extensive knowledge, experience and capability in developing complex technical capital business cases with multiple stakeholders was evident from the get-go.

Their approach to the whole programme – from SOC through OBC to final business case approval - was one of guiding, supporting and being completely responsive to our requirements. We simply would not have delivered this programme without their input. Would not hesitate in commissioning them again or recommending to other clients.”

**Mike Gilbert, Executive Director of Corporate Governance
NHS Kent and Medway ICB**



Activities undertaken by gbpartnerships:

- gbp consult were commissioned to deliver a comprehensive OBC to demonstrate the viability of a new Healthy Living Centre and consider the various options.
- The fully developed OBC was approved by the various ICB boards and governance fora. This was also supported by Medway Council, as well as other stakeholders to enable the progression to SFBC stage.
- The gbp team were further commissioned to develop the SFBC, which, together with the Value for Money template and supporting checklist, enabled the ICB to request formal approval from NHS England and obtain funding for the project.
- The full list of activities undertaken by the gbp team are detailed on the next page.



Our Impact:

- ✓ Our work has enabled the ICB to request formal approval from NHS England and obtain £13.2m of funding in support of the project.
- ✓ Through the development of long-term relationships, the gbp consult team has supported the ICB every step of the way in this significant and complex project.
- ✓ The team worked to strict deadlines and requirements, providing guidance and project management services during the various stages of the project, overcoming challenging hurdles along the way.
- ✓ Once completed, the project will deliver first class, patient focussed, integrated and effective primary and community healthcare services to the people of Chatham and surrounding areas through the provision of a locality hub.
- ✓ At the heart of the community will be over c. 3,250m² of healthcare space, providing a full suite of GP and community services, with capacity for further services to transfer from the local Acute provider.

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Activities undertaken by the gbp consult team:

- ✓ **Project management and development of the range of long and short-listed options** (in conjunction with the NHS Property Services (NHSPS) team at OBC stage) assessing costs, risks and benefits to determine the Preferred Option for development.
- ✓ **Facilitation of workshops and discussions of the Preferred Option** to develop the necessary supporting workings required for the economic analyses.
- ✓ **Provide support and analysis for the demand and capacity modelling**, supporting the development of the final designs.
- ✓ **Liaison with various stakeholders over the life of the project** including Medway Council, the local Community Service Provider, the local Acute trust, the various specialisms within the ICB, as well as NHSE Primary Care and Finance teams.
- ✓ **The gbp consult team provided critical continuity for the project**, because of their long-standing relationships and experience of the project, through various organisational and personnel changes.
- ✓ **Together with the NHSPS finance team, a fully compliant Comprehensive Investment Appraisal (CIA) model was developed** in support of the OBC Economic case and to ensure the Value for Money option was progressed.
- ✓ **For the SFBC, an NHS England (NHSE) Value for Money (VfM) assessment was completed**, to provide the necessary economic and financial analysis, as required by NHSE for approval, together with the completion of the requisite checklist.
- ✓ **The gbp consult team provided supplemental financial modelling** in terms of capital and revenue costs, leases and sensitivity analysis to support various discussions and submissions.
- ✓ **Significant work was undertaken to support the quantification of cash releasing, non-cash releasing and societal benefits** to support the business case.
- ✓ **The development of detailed workings were prepared in order to identify and quantify the various project risks** used in support of the Preferred Option.
- ✓ **Regular liaison with the NHSE teams, ensuring reports and submissions provided the right level of information** and detail for the various teams to approve.
- ✓ **Given delays and issues with the scheme, managing to strict timelines has been one of the key components for the successful delivery of the scheme**, which has required careful management and liaison over the life of the project.



The Power of Partnership



We develop and deliver partnerships with clients across health, local authorities and the wider public sector. Empowering people to change practices, processes and the use of physical assets, in order to embed long lasting organisational transformation.



Unlike other consultancy companies who only provide advisory services, gbpartnerships consult - as part of the gbpartnerships group - are able to apply the group's operational delivery experience in managed services, asset management, property development, and long-term partnerships with 14 local community and healthcare systems across England, to deliver grounded, end to end service transformation, change management and asset management services to clients.



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If you'd like to find out more or arrange an informal chat about our work, contact:
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