



REPORT TO:	Full Council – Boston Borough Council
DATE:	10.07.2023
SUBJECT:	Funding for Boston Integrated Health and Care Centre
PURPOSE:	To formally accept grant funding from the Lincolnshire Integrated Care Board (ICB), for the purposes of commissioning a Business Case and developing a strategy in partnership with the ICB, with the aim of facilitating the delivery of a new multi-service Health and Care centre for Boston.
KEY DECISION:	YES
PORTFOLIO HOLDER:	Cllr Dorrian
REPORT OF:	Mike Gildersleeves - AD – Planning & Strategic Infrastructure
REPORT AUTHOR:	Mike Gildersleeves - AD – Planning & Strategic Infrastructure
WARD(S) AFFECTED:	None directly affected at this stage.
EXEMPT REPORT?	No

SUMMARY

Working in partnership, the Council has been approached by the Lincolnshire Integrated Care Board (ICB) – to work collaboratively with them to develop a business case and strategy to support a proposal to facilitate the delivery of a new health facility (or facilities) for Boston Borough. This facility would be multi-service, and would support the continued delivery and advancement of health and well-being for the residents and communities of Boston. Focused on the delivery of primary care facilities; the proposals will also consider other healthcare and well-being opportunities to improve health and well-being outcomes for people, as well as contributing positively towards other objectives such as carbon reduction, and regeneration / place-shaping.

The ICB have secured national funding (£650k), which they wish to grant fund to the Council as revenue towards the commissioning and delivery of the business case. The Council and the ICB would be partners in this piece of work and it would be jointly resourced.

The aim is to deliver the necessary project outputs within the current financial year.

This project builds on existing work being undertaken with the ICB, NHS and Greater Lincolnshire One Public Estate (OPE). There are also links with other work the Council is leading on including

the successful Levelling Up bid and wider work relating to 'PE21', the Towns Fund investment (as set out in the published Town Investment Plan); the Government's proposed Levelling Up Partnership (announced in the spring budget); and other collaborations undertaken both by the Council and the wider South & East Lincolnshire Councils Partnership.

Council is requested to formally accept the grant funding (£650k), and agree the necessary amendments to the Councils budget; and offer 'in principle' support for the aims of the project.

RECOMMENDATIONS

Full Council is requested to:

1. Agree to formally accept the grant funding (£650k) from the Lincolnshire Integrated Care Board (ICB) and amend the Council's budget accordingly.
2. Note the purposes of the grant funding – for revenue funding towards delivery of a business case and associated strategy
3. Support in principle the project aims, for the benefit of residents of Boston Borough
4. Note that the subsequent revenue spend is a matter for the Cabinet; and that the contract award is subject of existing delegations to Officers.

REASONS FOR RECOMMENDATIONS

To enable the Council to formally accept the grant funding and progress the project to the next stage and move to commissioning.

OTHER OPTIONS CONSIDERED

Do nothing. This option would require the Council to reject the funding and return the money deposited to the Lincolnshire ICB – this would risk loss of the funding generally. In turn, this would then risk the ability to continue further, comprehensive work, in relation to the delivery of a significant improvement in health services for Boston.

The grant funding would provide the catalyst for the development of a capital scheme to deliver a new health facility (or facilities) which could provide for a range of health services. Such facilities would ensure the continued delivery of existing services, offer opportunities for improvement, or potential increase the range of services and facilities available.

For these reasons, it is recommended that the Council continues to engage with this aspiration and takes a lead role and actively works in partnership with health and other partners to deliver against this ambition. In addition, by accepting this grant funding and undertaking the commission, the Council has the position to influence the direction and outcomes of the work and provide a clear understanding of 'place' and how the proposals should fit spatially and strategically with other investments such as those through Levelling Up and Towns Fund. Equally, by accepting the funding, the Council is demonstrating its commitment as a credible and reputationally important partner – this is key in terms of accessing future funding opportunities and discussions with other agencies such as Government.

The project has potential for significant benefits for the residents of the Borough, and fits comfortably with the aspirations for Boston as established through: the successful Levelling Up

bid and wider work relating to 'PE21', the Towns Fund investment (as set out in the published Town Investment Plan); the Government's proposed Levelling Up Partnership (announced in the spring budget); and other collaborations undertaken both by the Council and the wider South & East Lincolnshire Councils Partnership.

Doing nothing and declining this funding opportunity would undermine the reputation of the Council as a partner organisation and could represent a missed opportunity, reinforcing a perceived lack of ambition and sense of decline in the local community.

As such, the do nothing option is not recommended.

1. BACKGROUND

1.1 The Council has, for a number of years, developed a partnership approach with colleagues within the NHS, specifically the Lincolnshire Integrated Care Board (ICB) with the aim of supporting the continued, and improved delivery of health facilities and services within Boston Borough. This partnership collaboration has also been supplemented by engagement with the Greater Lincolnshire One Public Estate (OPE), with a particular focus on the health facilities available in Boston.

1.2 Outcomes from this collaboration to date include:

- Support for the development of the Towns Fund Town Investment Plan - the Programme Director – Strategic Estates, Partnerships & Planning for the ICB is also a member of the Towns Fund Board;
- Support for the Levelling Up fund proposals, including the successful bid; Opportunity Development Fund (provided by Gov. Cabinet Office to OPE) to develop a pipeline of potential health and well-being interventions (including integrated health and care facilities) for Boston;
- The bringing forward of the A&E expansion at Pilgrim Hospital (which has secured Planning permission and is moving in to delivery phase);
- Development of the scheme for the Acute Inpatients facility at Norton Lea (subject of a current planning application); and
- Support for the development of a Community Diagnostic Centre (CDC) with Boston as one of 3 'hub' sites within Lincolnshire.

1.3 The focus of this work has also involved the opportunities relating to use of the public estate, and potential role in the 'PE21' regeneration area as an opportunity for the creation of a new integrated health and care offer. Hence the support of the ICB and OPE in relation to the Councils successful Levelling Up Fund (LUF) bid.

1.4 There is a clear ambition from partners to secure an improved health, well-being and care offer for Boston. There is awareness of the existing challenges (such as capacity and quality of existing facilities) and the associated evidence relating to the health and well-being impacts and implications for residents of the Borough; as well as the sub-regional role Boston plays within the health-care setting as a result of its location, size and presence of Pilgrim Hospital.

1.5 The grant funding award, and associated project development work are therefore relatively natural expansions of the ongoing ambition and general direction of travel that has been established through the ongoing collaboration between partners, and in particular would have a clear synergy with the recent LUF funding award, and the wider Levelling Up partnership announced by Government in the spring budget.

2. REPORT

2.1 Noting the background as summarised above, Officers were approached by colleagues from the ICB in late March 2023 in respect of the potential availability of grant funding from the ICB to the Council in relation to the development of a business case and strategy relating to the an integrated health and care facility (or facilities) for Boston.

2.2 The ICB have been able to access £650k, which they wish to passport to the Council, to enable the Council to commission the aforementioned work. This would be undertaken in partnership, and any commission would be jointly managed by the Council and ICB colleagues. The Council would be the lead procuring partner; and within the funding award, there would be funds set aside to contribute towards the Council's cost of managing the commission.

2.3 The grant would provide revenue funding, based on the following terms:

- Funding to be used only for the identified purposes, unless agreed by the partners;
- Funding to be spent/committed in the financial year 23/24, unless agreed by the partners;
- Any unspent/uncommitted/unrequired funding will be returned to the ICB, unless agreed by the partners;
- There are no other clawback arrangements, provided that the funding is utilised for the agreed purposes;
- There is no requirement for the Council to supplement the funding, other than contributions 'in kind' through staff time;
- The Council will manage the funding on behalf of the ICB through a joint procurement process to be agreed by the partners; utilising BBC procedures including appropriate frameworks available to BBC to ensure value for money. The final scope of the required works for this project will be agreed between the Council and ICB;
- Any other use of the money, in connection with the overall aims of the project, will be agreed between the parties.

2.4 Unfortunately, the Council were not notified early enough to enable the grant funding to be captured within the budget setting process for 23/24. However, given the need for an urgent decision to secure these funds, Officers informally agreed to accept the funds on the basis that the proposals aligned with the aims of the existing capital project approved in connection with the Levelling Up Fund (LUF) award. Subsequently the funds were received on 9th May 2023. Owing to the pre-election period it was not possible for the Council to formally accept the funding. A formal decision is required therefore to regularise the

receipt of these funds, and formally amend the Council's budget to reflect the additional revenue funding.

- 2.5 The reasons for accepting these funds are articulated throughout this report, noting in particular the challenges that Boston faces both in respect of the quality (and age) of some facilities, the challenges in respect of availability and sustainability of services, and the aspiration to deliver impactful health and well-being changes for the residents of Boston. The aims of the approach clearly align with the Councils Corporate Plan, and other plans and strategies adopted by the Council and across the SELCP, as well as other funding and partnership opportunities.
- 2.6 The 'do nothing' approach (aka declining to accept the funding) has been discounted for the reasons set out earlier in this report; but in essence this would undermine the partnership approach and would see the Council miss out on grant funding opportunities which could lead to an improvement for residents of the Boston area.
- 2.7 The terms of the grant funding are considered to be fair and reasonable, and are of very minimal risk to the Council. The Council is not required to supplement these funds other than through 'in kind' officer time/support, and it is noted that some of the funding may be used to off-set some of this additional cost and administrative support.
- 2.8 Hence recommendation 1 is that the Council formally accept the funding and amend the Councils budget for 23/24 accordingly, noting the grant funding conditions as set out above (recommendation 2).
- 2.9 Recommendation 3 of the report seeks to obtain the Councils support 'in principle' for the project aims as these would be for the benefit of residents of the Borough. The following paragraphs provide a summary of the key aims and ambitions of the project.

- "Mission Statement:

To deliver improved, integrated health and well-being facilities to serve Boston and the surrounding area, that are responsive to both existing challenges and future demands/trends.

The new facility/facilities should be seen as the basis of Phase 2 of the Levelling Up agenda for Boston, and should compliment the LUF Round 2, and Towns Fund outcomes, as well as being responsive to any new initiatives brought forward following the announcement of Boston as a 'Partnership Area' in the Spring 2023 budget. The prospective bidders should have awareness of both aspects, and the implications for a positive relationship between Government and the area."

- *"Working in partnership, The Lincolnshire Integrated Care Board (ICB) and Boston Borough Council (the Council) wish to develop an outline business case to support a deliverable proposal to provide a new health facility (or facilities) to support the continued delivery and advancement of health and well-being for the residents and communities of Boston. Focused on the delivery of primary care facilities; the proposals will also consider other healthcare and well-being opportunities to improve health and well-being outcomes for people, as well as contributing positively towards other objectives such as carbon reduction, and regeneration / place-shaping*

Boston has also been identified as a location for a new Community Diagnostic Centre (CDC) and this should be a core component of future provision. This work should build on the work and knowledge undertaken by other partners including One Public Estate.

- *The partners are seeking a multi-faceted piece of work which will deliver an Outline Business Case (OBC), with planning permission secured for any new building/buildings (up to RIBA Stage 3 minimum). The Business Case will be complemented by a NHS England (NHSE) completed OBC checklist identifying how each requirement has been met.*

The proposal should be able to “tell the story” and provide the narrative which brings together the Strategic Case through to a Deliverable proposal. It should provide an “oven-ready” scheme, that is able to be funded and delivered, or to be put forward for funding through Government funding streams such as Levelling Up Fund (LUF). It must demonstrate a robust and transparent process has been followed, with accompanying narrative that is resistant to challenge.

The Outline Business Case (based upon NHS and Green Book/5 case model requirements) process should be staged around the following:

- 1. Consideration of existing workstreams and baseline.*
- 2. Healthcare Planning stage – to define the requirements for any new facility/facilities – and develop a Schedule of Accommodation.*
- 3. Schedule of Accommodation shall then be used to inform and develop a design brief.*
- 4. Detailed designs to be developed and costed based on the design brief.*
- 5. Detailed scheme development, including supporting documentation, required to submit for and secure planning permission.*
- 6. Final costings and production of final version of Outline Business Case based on scheme which secures planning approval.”*

- 2.10 The project aims to bring forward the aforementioned in an accelerated timescale to make effective use of the identified funding and allow emerging and future opportunities to be maximised. Therefore the aim is to appoint a lead consultant, who would project manage and deliver the scheme on a phased basis. This would start by looking at the strategic case; before working down to a scheme level, wherein a detailed, costed proposal could be developed, with a view to a formal planning submission being made.
- 2.11 This work will also involve engagement with relevant partners/agencies operating in the health, care and well-being space; as well as the wider community; and engagement/consultation has been built in to the project brief. Furthermore, there would be an expectation that the appointed consultant will bring together various technical specialists with experience of delivery of similar proposals; and with expertise in relation to funding opportunities. As set out, the aim is to create an ‘oven ready’ proposal which could be taken on for future funding bids; delivery by the NHS/ICB, the public sector, or private investment.
- 2.12 Based on the Councils understanding of the existing evidence in relation to health needs in the area, the pressure on some services, and the quality (and age) of some existing facilities; it is recommended that the Council support ‘in principle’ the proposal and its aims. There is also a clear synergy with other Council aspirations, projects such as those in the LUF bid, the ambition for the ‘PE21’ development and wider SELCP aspirations to improve the sub-region and raise its profile. As such, Officers recommend that ‘in principle’ support is given as per recommendation 3.

- 2.13 Having informally accepted the funding, and noting the timescales involved, Officers have engaged with PSPS Procurement and have undertaken an open-tender exercise in relation to the work necessary. This has been well received, with numerous expressions of interest, and 10 submissions proceeding to formal evaluation. On initial review, these are of a high quality and standard, including from consultants or agencies that the Council and its partners have worked with previously. This gives general confidence that there is the ability for the necessary work to be delivered. At the time of writing of this report, those submissions are undergoing evaluation. The aim is to make an appointment as soon as practicably possible following the completion of evaluation and necessary due diligence, and the work is anticipated to commence in July/August 2023.
- 2.14 The final recommendation is that Council note that the associated revenue spend in connection with this grant funding would be a matter for the Cabinet, with existing delegations in place through the Contract and Procurement procedure rules for the contract award.

3. CONCLUSION

- 3.1 For the reasons set out in this report, Council is requested to formally accept the grant funding (£650k), and agree the necessary amendments to the Councils budget; and offer 'in principle' support for the aims of the project.
- 3.2 Members are therefore asked to support the recommendations identified and support this project moving forward.

EXPECTED BENEFITS TO THE PARTNERSHIP

Demonstrates to Government the ability of the partner Councils to deliver on key priorities at a sub-regional level, and work in partnership with both public and private sector partners, enhancing the reputation of the Partner Councils for future funding opportunities, and aligning with the aspirations of the SELCP.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

None arising out of this report, however in-directly this will link to the wider benefits of the Partnership by virtue of improving capacity to deliver, securing funding opportunities, and demonstrating to Government and our communities that there is a clear commitment to delivery of improvement and levelling-up which delivers beneficial outcomes.

CORPORATE PRIORITIES

This proposal would contribute to the following priorities of the Corporate Plan:

- Priority 1 - People Focused (Our Main Priority)
- Priority 2 - Future Prosperity, Regeneration and Inclusive Growth
- Priority 3 - Environmental Awareness and Accountability
- Priority 4 - Delivering high quality services and maximising use of technology to support residents

STAFFING

There will be a need to support this project with staffing resource as 'in kind' to support the project. Given the approach to partnership working to date, this is considered to be able to resourced in a similar fashion to the LUF bid development, and would be within the scope of existing resources available across the partnership.

However, should additional resource be required, it is considered that this can be facilitated at no additional revenue cost to the Council through temporary arrangements funded either through the grant funding, or as a supplement to additional resources being arranged to support the delivery of the LUF projects.

CONSTITUTIONAL AND LEGAL IMPLICATIONS

There are no implications arising. However, Members may wish to note the potential need for a contract award to take place within the 28day period for this 'Key' decision. However, it is considered that this is a low risk of challenge and can be appropriately managed.

DATA PROTECTION

None

FINANCIAL

The only financial implication relates to the acceptance of the grant funding of £650k which is the primary purpose of this report. The funding would be revenue based, and on the terms set out earlier in this report.

There is clear alignment with the existing capital programme in connection with the LUF funding, and a natural synergy between the projects.

The S151 Officer has been consulted throughout the process, and informally agreed that the funding could be accepted. Those funds have now been received, and a formal decision is required to amend the Councils budget accordingly.

Revenue spend in connection with the project would be within the agreed scope of the grant award (£650k) only.

There is no other requirement for financial commitment from the Council at this time.

RISK MANAGEMENT

The risks associated with the acceptance of the grant funding are negligible for the reasons set out in the report, in particular the grant terms.

Regarding the delivery of the project, a detailed breakdown of the risks would be undertaken by the appointed consultants and this would be managed by the project sponsors, namely the Councils officers and those of the ICB.

STAKEHOLDER / CONSULTATION / TIMESCALES

There is no requirement for formal public consultation at this time, although engagement and consultation is likely to be undertaken as part of the project delivery, the extent and timescales for this are not yet known.

REPUTATION

As indicated throughout the report, the grant funding opportunity has emerged as a result of partnership working; and there are clear synergies with the ambition of the Council, partners, the SELCP and Government.

As set out in the 'do nothing' option, declining this funding opportunity would undermine the reputation of the Council as a credible partner, and would also potentially harm the perception of the Council in the eyes of residents.

CONTRACTS

None beyond those discussed in the main body of this report.

CRIME AND DISORDER

None

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

None

HEALTH AND WELL BEING

This is the core driver of the grant funding and has been discussed within the main body of the report.

Boston's population has grown rapidly and local communities believe there is underinvestment in Boston as a place to support the level of inward migration and the impact on local services, as evidenced through the Town Deal consultation. In addition, the town is struggling with its health outcomes and is in the lowest third of all areas in England for this indicator (English Indices of Deprivation 2019). Other indicators include:

- The health of people in Boston is varied compared with the England average. About 15% (1,900) of children live in low income families. Life expectancy for me is lower than the England average.
- Life expectancy is 7.8 years lower for men and 3.2 years lower in the most deprived areas of Boston than in the least deprived.
- In year 6, 24.6% (178) of children are classified as obese, worse than the England average. The rate of alcohol specific hospital stays among those under 18 is 19. This represents 3 stays per year. Levels of teenage pregnancy, GCSE attainment, breastfeeding initiation and smoking are worse than the England average.
- Estimated levels of adult physical activity are worse than the England average and the rate of early deaths from cardiovascular diseases is worse than the England average.

Therefore, the proposals will seek to improve the facilities for a growing population and provide new, high quality, provision of leisure facilities designed to tackle and improve the health outcomes of Boston and the surrounding area.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None at this time, although it is anticipated that these will be reviewed as part of the project and the need for any resultant facility/facilities to be achieving the aspiration towards Net-Zero as established by the NHS's own funding requirements.

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

MISSIONS	
This paper contributes to the follow Missions outlined in the Government's Levelling Up White paper.	
Living Standards	By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
Education	By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.
Skills	By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
Health	By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
Wellbeing	By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
Pride in Place	By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.

ACRONYMS

NHS Lincolnshire Integrated Care Board – (ICB)

Greater Lincolnshire One Public Estate – (OPE)

Levelling Up Fund – (LUF)

Community Diagnostic Centre - (CDC)

Outline Business Case – (OBC)

APPENDICES

None

BACKGROUND PAPERS

None

CHRONOLOGICAL HISTORY OF THIS REPORT

A report on this item has not been previously considered by a Council body.

Name of body	Date

REPORT APPROVAL

Report author:	Mike Gildersleeves – AD Planning & Strategic Infrastructure
Signed off by:	Michelle Sacks – DCX Growth
Approved for publication:	Cllr Dorrian