

Case Study

Goldsworth Park Health Centre – Business Justification Case



Insight into the completion of the Business Justification PID for Goldsworth Park Health Centre

- Hampshire Estates Partnership were commissioned through Surrey Heartland ICB to develop a Business Justification Case (BJC) under tight turnaround times in response to NHS England's requirement for schemes exceeding £1m in capital expenditure.
- The BJC builds upon an earlier Project Initiation Document (PID) and expands the strategic, economic, financial, and commercial cases.
- The purpose of the BJC was to support the reconfiguration of 579.49m² of space at Goldsworth Park Health Centre to deliver 8 new clinical rooms and administrative areas.
- The document was produced using the NHS England Business Justification Case Template and included appendices such as financial tables and the VfM model.
- The final submission was aligned with the Surrey Heartlands Strategic Estates Plan and NHS Long Term Plan priorities.
- The BJC was endorsed by all three GP practices involved, NHS Property Services, and Surrey Heartlands ICB.



What we did:

Methodology

- Conducted a comprehensive review of existing documentation.
- Undertook desktop research to validate assumptions, including SHAPE data and appointment projections.
- Facilitated stakeholder engagement workshops to refine benefits and risks, ensuring alignment with clinical and operational needs.
- Developed detailed Economic, Financial, and Commercial cases, including cost analysis, lease implications, and funding sources.
- Applied the NHS VfM template and Green Book principles to model benefits and assess value for money.
- Coordinated with NHSPS and cost consultants to validate construction estimates and procurement strategy.
- Facilitated a detailed page-turn session with stakeholders.



Our Impact:

Expertise Delivered: Robust BJC in Two Weeks Unlocks £1.14m for NHS Transformation

- Robust BJC was produced in two weeks.
- The project is expected to enable the repurposing of underutilised NHS estate to deliver up to 48,000 additional appointments annually across three GP practices.
- Economic modelling indicates a Benefit: Cost Ratio of 2.6:1, suggesting strong value for money and long-term sustainability.
- It aims to support the strategic shift towards integrated, neighbourhood-based care models in Woking.
- Helped secure £1.14m in capital investment through the NHS Utilisation & Modernisation Fund (UMF).
- Once delivered, the scheme will improve access, reduce travel distances, and enhance the patient experience, particularly for underserved populations.
- The proposed improvements are designed to strengthen workforce retention and training capacity by providing modern, fit-for-purpose clinical and administrative space.
- The scheme is expected to reduce void space costs for the ICB and improve operational efficiency across the practices.