

*September 2004*

# **CLACKMANNANSHIRE COMMUNITY HEALTH SERVICES PROJECT**

## **Memorandum of Information**







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## Foreword

*Thank you for your interest in the exciting new healthcare development in Clackmannanshire. It is currently a very exciting time for health in Forth Valley. NHS Forth Valley has a comprehensive, integrated healthcare strategy, which will see acute hospital services centralised on one site in a new hospital in Larbert by 2009, supported by enhanced healthcare services in the various communities in Forth Valley.*

Within our strategy a new and dynamic role for Community Hospitals in Forth Valley is envisaged. In Clackmannanshire we intend to establish a new Community Hospital and a new health centre to replace facilities in the existing Alloa Health Centre. These include three GP practices, community nursing services and a range of other primary care facilities.

In Clackmannanshire our innovative model for the Community Hospital will include 45 in-patient beds; day services for older people and people with mental health problems; a base for community mental health teams, other community services, and Social Work Services.

Once complete the Clackmannanshire Community Hospital and replacement Alloa Health Centre will become the cornerstone of healthcare provision in Clackmannanshire for a population of more than 47,000.

Our Project Team has assembled a broad range of information in this document. A bidders day is planned for 1st October 2004 to give you more detailed information and an opportunity to discuss the project with members of the Project Board and NHS Board Members. We very much look forward to seeing you there.



*Mr Ian Mullen,  
Chairman*



*Miss Fiona Mackenzie,  
Chief Executive*



## Executive Summary

As part of its integrated healthcare strategy, NHS Forth Valley is committed to providing a new Clackmannanshire Community Hospital and a replacement for Alloa Health Centre on the site of Sauchie Hospital in Alloa in a project estimated at approximately £13 - £15 million.

The Community Hospital will be an important part of the healthcare economy in Forth Valley, and will provide services in line with a new more dynamic role for Community Hospitals agreed by NHS Forth Valley.

The Project was approved by Forth Valley NHS Board in January 2003 following a three month period of public consultation. A project structure was then put in place to oversee the development led by a project board, which includes representatives from NHS Forth Valley, Clackmannanshire Council and others. The Project team includes a range of professionals including specialist advisers on legal, technical, and financial matters.

An Outline Business Case was developed in partnership with Clackmannanshire Council and others and was approved by NHS Forth Valley and the Scottish Executive in June 2003.

The business case aims to build a new Community Hospital for Clackmannanshire together with a replacement for the existing Alloa Health Centre by mid 2007. The Community Hospital services to be accommodated in the new facilities will include 45 in-patient beds for physically frail older people,

mentally frail older people, including provision for intermediate care and rehabilitation, palliative care and continuing care for those with complex needs; day services for older people and people with mental health problems; team bases for community mental health and other community services including Social Work Services.

The new health centre will contain all the services currently at Alloa Health Centre including three GP practices, community nursing services, treatment room services, chiropody, dental, physiotherapy, acute out-patient clinics, other community services, and the potential for community pharmacy services.

NHS Forth Valley will follow the Procurement process set out in the Scottish Executive Health Department PPP/PFI guidance for projects less than £60m as outlined on page 13. There is a target date of mid 2007 for the completion of the Project, and the process begins with the OJEU advert being placed in October 2004.

NHS Forth Valley will seek innovative design solutions for the project which are sensitive to existing site features, and provide flexibility to allow for future changes in health needs.

The Facilities Management (FM) opportunities in this project extend to Hard FM, including energy management, IM & T infrastructure, Telecommunications, Security/Fire Systems etc and potentially some Soft FM services, primarily cleaning and domestic.

## Profile NHS Forth Valley

NHS Forth Valley serves a population of approximately 270,000 in the central belt of Scotland. Forth Valley is a mixture of urban and rural areas with the main centres of population in Alloa, Falkirk and Stirling. NHS Forth Valley employs around 8,000 staff, and has an annual budget of £329m (2003/4).

The NHS in Forth Valley operates as a single system. Clinical services are delivered through two operating divisions, namely a Primary Care Operating Division and an Acute Operating Division, reporting to a single NHS Board.

This Project has been led by Forth Valley Primary Care Operating Division which came into being on 1st April 2004. The Division is responsible for:

- Family Health Services such as GPs, dentists, pharmacists and opticians,
- Community health services such as District Nurses, Health Visitors and Community Child Health Services,
- Mental Health Services,
- Learning Disability Services,
- Services for Older People,
- Speech and Language Therapy, Nutrition and Dietetics, Creative Arts Therapies, Family Planning, Psychology, Disability Service and Continence Services.

### Role of the Division

- To provide support to local Primary Care Teams,
- To work in partnership with NHS Forth Valley, Forth Valley Acute Operating Division, the three Local Authorities and other Statutory and Voluntary Agencies to improve health,
- To work together with professionals to provide a team approach to care,
- To constantly seek improvements in standards of care,
- To support local schemes which address local health needs for example Carer Support Services.

### Operating Division Statistics

- Services are provided from 10 hospital sites, 7 day hospitals and 51 health centres and clinics,
- Over 4,000 people are involved in providing services in the Division. This includes 1,700 nurses, 207 GPs, 92 dentists, 42 opticians and 65 community pharmacists.



## Strategic Context

### NHS Scotland

At a national level NHS Scotland promotes the development of accessible patient centred services that are integrated so that referral, assessment and service delivery are as much as possible one process. National policy also supports the provision of services in modern settings, close to where people live.

The Scottish Executive White Paper "Partnership for Care"<sup>1</sup> places a strong emphasis on developing services in the community. The White Paper also promotes greater service integration between primary and specialist healthcare, and between the NHS and local authorities. The aim of this Project is closely in tune with the thrust of "Partnership for Care", and will make a reality in Clackmannanshire, of the vision outlined in the White Paper. Specific areas that the Project aims to address within the White Paper proposals are:-

- Developing primary care services,
- Service integration across the care spectrum – community through to acute care,
- Redesigning community based mental health services.

### NHS Forth Valley

NHS Forth Valley has an agreed integrated healthcare strategy and approved proposals for future provision of healthcare services following an extensive programme of public consultation. In 2002, NHS Forth Valley sought the public's views on options for the centralisation of acute hospital services on one site to be supported by an enhanced range of Primary Care Services, and the proposal for a new health centre for Alloa and a new community hospital for Clackmannanshire. These proposals were supported by the general public and subsequently approved by NHS Forth Valley in January 2003.

As the next phase of the Healthcare Strategy in 2004, NHS Forth Valley undertook a further round of public consultation on a range of short term and longer term changes to local health services. The result is that NHS Forth Valley now has a comprehensive health care strategy culminating in the provision of a new acute hospital in 2009. The key components of the strategy are primary care and community services, mental health, community hospitals and acute hospital services.

<sup>1</sup> Scottish Executive "Partnership for Care". 2003  
[www.scotland.gov.uk](http://www.scotland.gov.uk)



### Primary Care

The vision for primary care is: "What can be done safely and effectively in primary care should be done in primary care".

The main thrust is to locate as many services as possible close to local communities, with the GP practice as the key focal point. In future, services will be focused to support primary care and meet needs in local settings wherever possible.

### Community Hospitals

The healthcare strategy promotes community hospitals both as a resource for local communities and as a link between acute hospital services and care at home, providing additional support for rehabilitation and palliative care. The proposals for a new community hospital in Clackmannanshire are seen as the potential forerunner of a similar approach to developing local community services in Falkirk and Stirling, including opportunities for primary care modernisation.

### Mental Health Services

The strategy also envisages changes in adult mental health services with enhanced community support and preventative community services, integrated with social work services, and all acute admission beds located on the new acute hospital site in 2009. This is a change in the scope since the OBC for this Project was approved. It is not now envisaged the 15 acute mental health beds

at Clackmannan County Hospital will be included in the Project. The model is complemented by rehabilitation services and day hospital services integrated with social work.

### Acute Hospital Services

The healthcare strategy outlines a massive period of change within acute hospital services. By 2009 acute services at Falkirk and District Royal Infirmary and Stirling Royal Infirmary will be relocated in a new purpose built hospital on an existing NHS site in Larbert. Planning for the new hospital is at an advanced stage and it is envisaged the New Acute Hospital Project will be advertised in OJEU later this year. This Project was the subject of a separate OBC approved by the Scottish Executive in December 2003.

### Approvals

An Outline Business Case (OBC), for the Clackmannanshire Community Health Services Project was approved by NHS Forth Valley and the Scottish Executive in June 2003, following the public consultations outlined above. The OBC was developed in partnership with Clackmannanshire Council and other key stakeholders. The change in the scope of the OBC to exclude adult mental health beds has also been approved by the Scottish Executive.



## Scope of the Project

The aim of the Project is to provide a new Health Centre for Alloa and a new Community Hospital for Clackmannanshire on a site which is owned by NHS Forth Valley. The purpose is to establish an integrated health facility that meets the needs of the residents of Alloa and the wider population of Clackmannanshire.

The Project will replace services currently provided at Alloa Health Centre (primary care and community services), Clackmannan County Hospital (mental health services) and Sauchie Hospital (older people's services).

NHS Forth Valley will dispose of the Alloa Health Centre and Clackmannan County Hospital sites once the new facilities are operational. However this disposal does not fall within the scope of the current project.

The Project has an estimated capital cost of approximately £13 - £15 million.

The two key service features are set out below.

### Health Centre

The Project will provide a wide range of primary care services to serve a population of 25,000 people in Alloa and the surrounding areas. The aim is to focus primary care services in one easily accessible location. This will maximise patient access and encourage joint working within extended primary care teams, and between primary care and other services, such as acute outreach services.

There are clear benefits to be gained for patients by co-locating allied health professionals, other community services, and acute out-patients with primary care. The Project presents an ideal opportunity for NHS Forth Valley to realise its vision for primary and community services, and will be an early flagship development for future provision in other parts of Forth Valley.

### Community Hospital

The Project also aims to provide a range of community hospital services to serve the wider Clackmannanshire population (47,000). Services will include in-patient beds for physically frail older people, mentally frail older people and provision for intermediate care and rehabilitation, palliative care and continuing care for those with complex needs. Here the aim is to provide streamlined services for a number of care groups tailored to meet the needs of individuals. This will maximise the benefits of team working across care agencies to provide high quality modern services in appropriate settings.

The relocation of primary care and community hospital services onto one site means NHS Forth Valley can improve services by increasing patient access and developing integrated and seamless services with other agencies.



Specifically the services to be provided in the new facilities include: -

- **Health Centre**

All the services currently at Alloa Health Centre including three GP practices (18 GPs), community nursing services, treatment room services, chiropody, dental, physiotherapy, acute out-patient clinics, other community services and potential community pharmacy services (over 800 patient attendances per day).

- **Community Hospital**

45 in-patient beds for physically frail older people, mentally frail older people, including provision for intermediate care and rehabilitation, palliative care and continuing care of those with complex needs.

Day services for older people and people with mental health problems (40 places in total).

Team bases for community mental health teams (adults and older people) and other community services.

A base for Social Work Teams.

Accommodation for the GP practices and social work teams will be the subject of separate contracting arrangements involving NHS Forth Valley.



## Opportunities for the Private Sector

### Design

NHS Forth Valley will seek innovative design proposals to facilitate the planned integration of services, which complement and add value to NHS Forth Valley's overall clinical modernisation agenda. The design of the new facilities needs to be sensitive to and maximise existing site features. It is envisaged that the building will be of architectural significance and complement other new building developments in the Alloa area.

Proposals must provide flexibility to allow for adaptation for future changes in health needs, and health services as a result of changes in either national or local NHS policy.

### Operation

NHS Forth Valley has a committed workforce, which currently delivers high quality non-clinical services. The Facilities Management (FM) opportunities within this project include Hard FM, including energy management, IM & T infrastructure, Telecommunications, Security/Fire Systems etc, and potentially Soft FM services, primarily cleaning and domestic services. Catering will not be included in the Project as it is currently delivered from the Acute service. All Soft FM services will be tested for value for money as part of the procurement process through the use of a mandatory variant bid excluding Soft FM services combined with a commercially structured in-house bid for those services.

The private partner will be expected to include the supporting management and supervisory

infrastructure and a single point "help desk" facility within their proposals.

### Equipment

The equipment requirements for the Project are commensurate with other similar Community Hospitals and Health Centres. No major items of equipment are envisaged for the project. NHS Forth Valley are currently developing a detailed list of equipment requirements which will be issued at the ITN stage. In terms of risk allocation, it is envisaged that equipment provision will be a combination of NHS Forth Valley provided equipment and private sector provided equipment.

### Pharmacy Services

NHS Forth Valley is considering the provision of a dispensing pharmacy, predominately to support the health centre, and recognises the opportunity this might present for the Private Sector to widen this minimum requirement, and include a pharmacy retail outlet with a resulting potential for revenue generation. NHS Forth Valley are currently making their own assessment for such a service and how this could be provided. Further details will be included within the ITN documents.

### Variant Bids

Bidders will be encouraged to develop innovative proposals and NHS Forth Valley will consider variant bids in compliance with the Invitation to Negotiate (ITN).



## Staff Transfer Issues

### Scottish Executive / Scottish Trade Union Congress Protocol

NHS Forth Valley is committed to the principles laid down in the SE/STUC protocol<sup>2</sup>. The provisions of the protocol on staffing matters will apply to this Project.

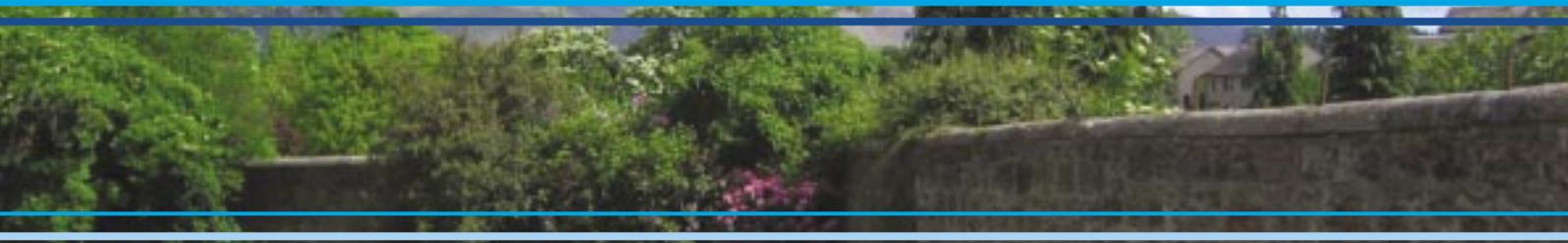
As described in the Section headed 'Procurement Process', it is envisaged that the decision whether to award a contract for the provision of certain Soft FM services will be the subject of a competition between an in-house team and the private sector bidders.

If the result of that competition is that Hard FM services only are to be provided by the private sector, NHS Forth Valley considers it unlikely that any staff currently performing such services would transfer under the PFI contract.

However, in the event that Soft FM services are to be provided by the private sector, NHS Forth Valley considers it likely that some staff will transfer. In this case, any transfer of employment will be made on the basis of the principles set out in the protocol, including the obligation to ensure that any new starts will be offered employment on fair and reasonable terms and conditions which are no less favourable overall than those of the transferred employees.

NHS Forth Valley has worked with staff to develop its approach to FM and staffing matters. Further details on how the procurement process will be structured to include an in-house bid for specified soft FM services will be included in the ITN.

<sup>2</sup>Scottish Executive "SE/STUC Protocol on Staffing Matters in Public Private Partnerships – Guidance on Scoping of Services and In-House bids", HDL (2003) 40, 23 October 2003



## Procurement Process

The former Forth Valley Primary Care NHS Trust obtained Scottish Executive Health Department approval of its Outline Business Case (OBC) in June 2003. NHS Forth Valley is now entitled to implement this approval.

NHS Forth Valley has placed a Prior Information Notice in the Official Journal of the European Union which was published on 31st August 2004 inviting applications for interested parties who can design, build, finance, maintain and operate the new facilities envisaged in this Project.

The contract will be awarded under the 1993 Public Services Contracts Regulations, adopting the negotiated procedure. The procurement will be conducted in accordance with the Bidding Conditions, which will be set out within the Pre Qualification Questionnaire (PQQ) documents.

The procurement process will follow SEHD guidance. In accordance with HDL (2003)58, NHS Forth Valley will adopt the Scottish NHS standard form contract, and in accordance with HDL (2002)68, will also adopt the standard documentation currently in use in the NHS in England, including the standard payment mechanism and output specifications. All documents will be adjusted to take into account project specific issues.

### The Selection Procedure

In accordance with HDL (2002)68, NHS Forth Valley is using a single stage ITN process. In summary, therefore, the procurement process will be a three-stage process as follows.

#### Stage 1

NHS Forth Valley will pre-qualify, and then select applicants on the basis of their responses to the PQQ.

#### Stage 2

NHS Forth Valley will issue an ITN to a maximum of three selected applicants.

#### Stage 3

NHS Forth Valley will appoint a preferred bidder, based on the responses to the ITN, with whom contract terms will be agreed.

#### Stage 1: Pre Qualification

Applicants wishing to participate in the competition should complete and return the PQQ. The PQQ will be available from NHS Forth Valley – please see Enquiries section for contact details. NHS Forth Valley will pre-qualify, and then select a maximum of three applicants based on their responses to the PQQ to proceed to Stage 2 in accordance with selection criteria that comply with Regulations 14 – 17 of the Public Services Contracts Regulations 1993.

### Stage 2: The ITN

NHS Forth Valley will issue an ITN to selected applicants. In the ITN, in accordance with HDL (2003) 50, NHS Forth Valley will seek two bids from the bidders. The first bid will contain detailed proposals for the design, building, finance and maintenance of the new facilities. The second bid will contain detailed proposals for the design, building, finance and maintenance of the new facilities, and will also contain detailed proposals for the provision of certain soft services at the new facilities. At the same time, NHS Forth Valley will seek a bid for the same soft services from an in-house team. NHS Forth Valley is developing proposals to enable it to maintain the confidentiality of the procurement process, and to enable it to assess the soft service bids from both bidders and the in-house team on an equal basis.

NHS Forth Valley will negotiate with bidders on the basis of their proposals, and then select as preferred bidder, the bidder making the most economically advantageous offer on the basis of evaluation criteria which will be set out in the ITN. At the same time, NHS Forth Valley will determine whether the in-house soft services bid or a bidder's soft services bid offers the best value for money to NHS Forth Valley.

NHS Forth Valley plans to hold a series of meetings with each of the bidders prior to submission of their bids. The ITN will contain more details on the proposed meetings. It is expected that the majority of these meetings will focus on the bidders' design and operational proposals.

### Stage 3: Preferred Bidder

NHS Forth Valley will appoint a preferred bidder on the basis of an appointment letter in accordance with the Standardisation of PFI Contracts Guidance. The preferred bidder will be appointed on the basis of either its first bid (which excludes soft services) or its second bid (which includes soft services).

At this stage, NHS Forth Valley expects the preferred bidder to prepare detailed designs, prepare an application for detailed planning consent, complete negotiations with NHS Forth Valley on the terms of the project agreement, the output specifications and the payment mechanism, and finalise all subcontract and financing documents.

NHS Forth Valley will then obtain approval of its Full Business Case, and award the contract.

### Contract Structure and Risk Allocation

The Project Agreement between NHS Forth Valley and the Private Sector Provider (PSP) will follow the most up-to-date standard form of contract for PFI projects. The only changes and developments will be those that relate to project specific issues.

Risks will be allocated on the basis of the most up-to-date NHS Guidance.

## Outline Timetable

<b>Task / Milestone</b>	<b>Target Date</b>
Bidders Conference & Issue of Memorandum of Information	October 2004
OJEU Advertisement	October 2004
Issue of Pre-Qualification Questionnaire	October 2004
Responses to Pre-Qualification Questionnaire	December 2004
Issue of Invitation to Negotiate (ITN) to up to three Bidders	January/February 2005
Response to ITN	May 2005
Selection of Preferred Bidder	September 2005
Full Business Case Approval and Financial Close	December 2005 – April 2006
Start on Site	Mid 2006
Facilities Fully Operational	Mid 2007



## Public Sector Comparator

### Output Specifications

NHS Forth Valley understand the importance of establishing early in the procurement process a clear statement of requirements within the output specifications, and that minimal changes occur thereafter. For this reason NHS Forth Valley has undertaken an extensive development process to draft the clinical and facility management output specifications. This has included significant stakeholder and user involvement. The resulting output specifications are approaching a final draft with limited changes expected prior to their issue in the ITN.

The content of the specifications has been continually reviewed and compared to the assumptions within the OBC to ensure that project affordability has been maintained.

The Services required on the site include:

- Hard Facility Management (including Estates, Pest Control, Helpdesk, Car Parking, Grounds and Gardens);
- Soft FM (Cleaning, Ward Hostess including associated food plating etc)

A full catering service is not required on the site, as meals will be delivered from an off-site location. Plating and distribution are however envisaged as part of the Ward Hostess Service.

### Public Sector Comparator Design

Using the above, NHS Forth Valley has developed a Public Sector Comparator design. The aims of this exercise were to:

- Test the practicality of the clinical output specifications on the site;
- Inform the stakeholder and user discussions;
- Support discussions with the local authority planners regarding constraints;
- Allow an AEDET assessment to be carried out on the benefits and limitations of the design, and to share this information with bidders; and
- Refine project costs and risk contingencies.

1:1250 scale layout options have been developed and discussed with the local authority planning department. This has identified a preferred layout which takes into account the priority elements identified by the planning department and NHS Forth Valley. 1:500 scale layout drawings and 1:200 scale drawings for selected areas are now being developed. Details from the PSC design exercise will be made available at the ITN stage.

### Affordability

The Scottish NHS organisational structure places commissioning and delivery responsibility in a single organisation (the NHS Board) giving a coherent management structure within which budgets and affordability can be agreed. The OBC identified that additional revenue in the order of £1.2m would be required to deliver the project and the NHS Board has confirmed that this is affordable.

The Project Director and the Project Team are undertaking a detailed review of project affordability in parallel with PSC design process, to ensure that an affordable scheme is offered to the market for procurement.



## Existing Property and Sites

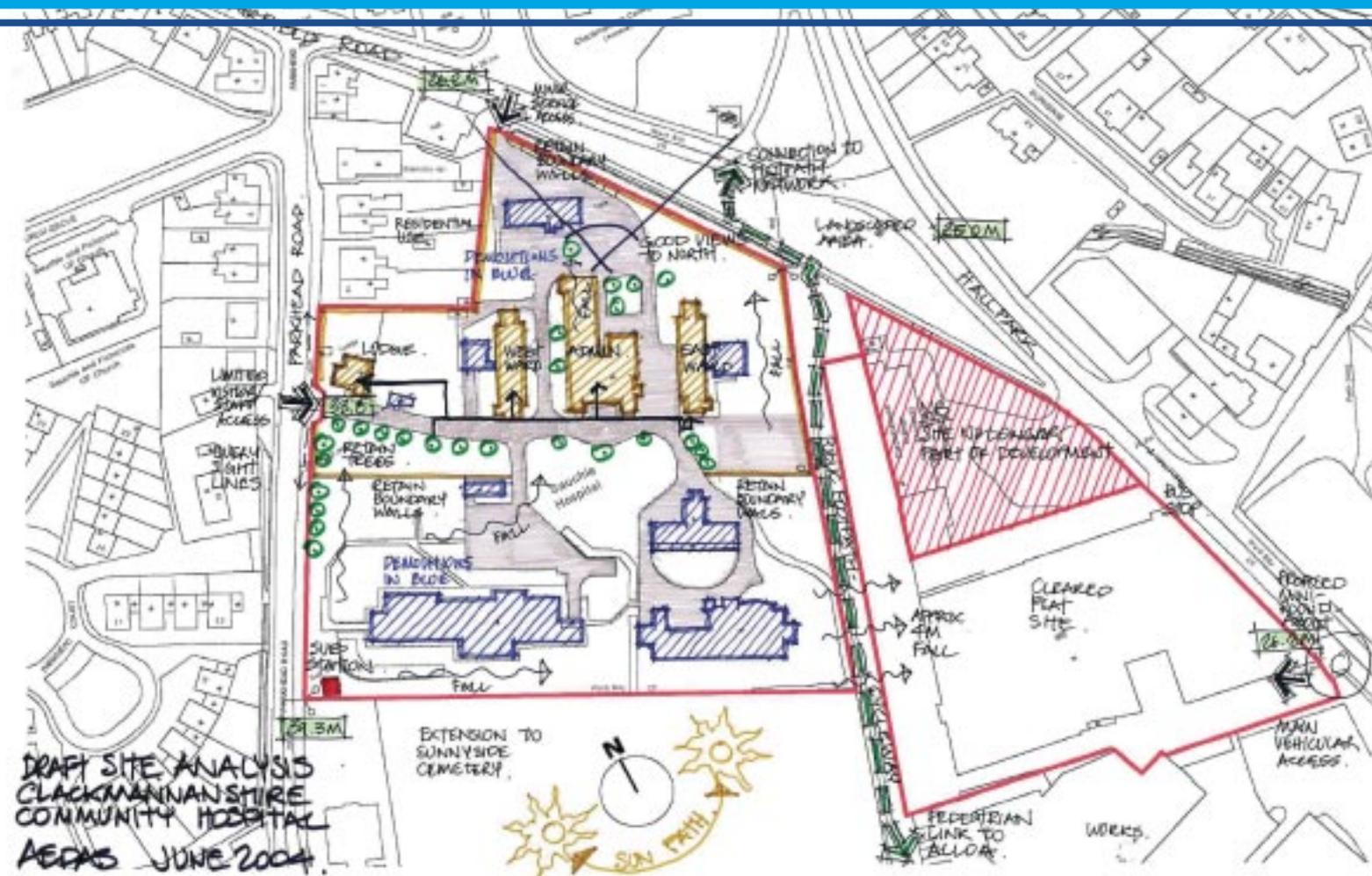
In line with NHS Forth Valley's intent to integrate and modernise of the delivery of primary care and community services, a preferred site has been agreed in Alloa for the development of new facilities. The site at Sauchie Hospital has been identified by NHS Forth Valley, following a process of feasibility study and option appraisal. The major portion of the site earmarked is presently occupied by the existing Sauchie Hospital and is in the ownership of NHS Forth Valley. It is accessed by vehicle from Parkhead Road. The balance of the available site is the former Glen Alva Mill, now demolished, and has been acquired by NHS Forth Valley.

### Design Features

The contemporaneous external boundary walls and stands of mature trees contribute to a peaceful and therapeutic ambience, which NHS Forth Valley is anxious, should remain within the overall design of the new facilities. The gate lodge is also to be retained, and could potentially form part of the development.

### Site Surveys

Topographical surveys are currently being commissioned and the resulting digital survey data will be made available at the ITN stage. A ground condition (geotechnical and contamination) desk study has been undertaken which has identified the need for intrusive surveys in order to inform the bidders of the in-situ ground risks. These investigations are currently being procured. It is anticipated that the survey results will be available at the ITN stage. The survey contracts will include suitable collateral warranties to the benefit for the successful bidder.



Sauchie Hospital and Glen Alva Mill Site

### Planning

The sites are designated within the Local Plan for healthcare use. In addition, NHS Forth Valley has undertaken extensive dialogue with Clackmannanshire Council Planning Department in relation to their anticipated planning requirements on the site. This will result in the production of an agreed development brief.

The development brief has identified a number of potential planning and environmental considerations that require to be addressed in the design, layout and treatment of the facilities. These include:

- Preservation of existing line of lime trees;
- The need for a sensitive façade treatment to reflect the prominence of the site; and
- The location of a pedestrian walkway and cycle track between the two parts of the sites;



NHS Forth Valley has developed a Public Sector Comparator Design partly to support discussions with the planners in relation to these issues.

In addition, a Traffic Assessment has been carried out to inform the junction and traffic management adjustments required as part of the development.

The results of the investigation and planning discussions are currently being reflected within a development brief, which will be made available at ITN stage and reflected within the ITN documents.

### Existing Hospital Services

While the majority of the existing Sauchie Hospital is unoccupied, one ward is still operational with approximately 25 beds in continuous use. NHS Forth Valley are currently reviewing their options for the decant of these services from the site. A number of options are open to NHS Forth Valley however no decisions have been made at this time. It is anticipated that all operations on the site will have decanted by the time that the successful private sector partner commences their construction activities.



## Project Management Arrangements

### Project Board

NHS Forth Valley has established a Project Board to take forward the Project. The Project Board includes representatives from NHS Forth Valley, the Staff Partnership Forum, Forth Valley Local Health Council, Clackmannanshire Council and the Scottish Executive.

The role of the Project Board is to establish:-

- The objectives for the project;
- The procurement process;
- The resources required; and
- The timetable for the procurement.

The Project Board reports to a wider group, chaired by the Division's Chief Executive, responsible for the development of the Forth Valley health care strategy for primary care and community services. The Project Board has delegated authority on behalf of NHS Forth Valley to pre-qualify potential bidders, issue the ITN and recommend the appointment of a preferred bidder to the NHS Board.

The Project Board is chaired by Robert Stewart, Project Director and Finance Director for the Primary Care Operating Division.

### Project Team

A Project Team has been appointed and includes representation from Finance, Capital Planning, Clinical Services, Estates and HR.

The Project Team is chaired by Hamish Battye, Project Manager, Primary Care Operating Division. The Project Team manages the Project with assistance from a Project Advisory Team comprising the following specialist appointed advisers:



Specialist Advice	Company
Legal	Brodies LLP
Financial	PricewaterhouseCoopers LLP
Technical	Mott MacDonald Limited
Property	Rydens

### **POLICIES AND PROCEDURES**

It is essential that the successful bidder and NHS Forth Valley work harmoniously together. This will require that policies and procedures are developed by the private partner in a context of consultation and liaison with NHS Forth Valley. This will ensure that the policies and procedures of both parties are in harmony to avoid misunderstanding and legal challenge. This will include, but is not confined to, security and implementation of safety and technical notices.

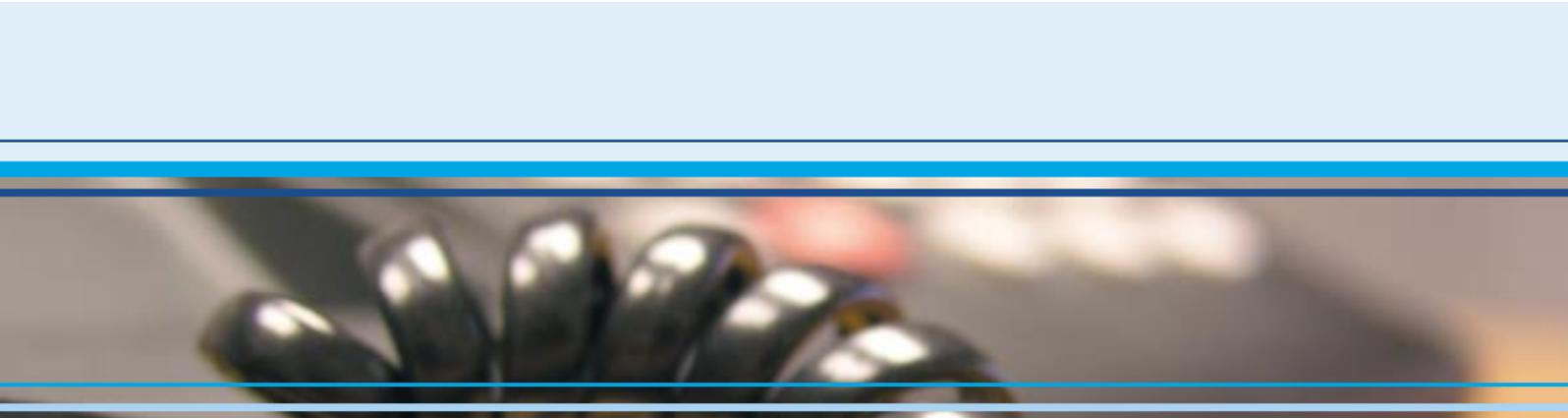


## Disclaimer

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## Enquiries

The PQQ documents will be available from NHS Forth Valley at the following address, once the OJEU notice has been placed.

Liz Hamilton  
Assistant Project Manager  
Primary Care Operating Division Headquarters  
Old Denny Road  
Larbert  
FK5 4SD

Telephone: 01324 404157  
Fax: 01324 562367  
E-mail: [liz.hamilton@fvpc.scot.nhs.uk](mailto:liz.hamilton@fvpc.scot.nhs.uk)

