

Bringing it all together

The BaS LIFT Prospectus - 2009/10







Foreword

Welcome to our Prospectus, which we hope you will find informative whether you are new to BaS LIFT or simply require an update on our progress and direction.

BaS LIFT is a business with enormous potential. It has demonstrated that it can deliver exciting new buildings to support the next generation of health and community services.

Just as important in these harsh economic times, it has done so while combining high quality with value for money.

This means we can offer NHS and local authority customers the opportunity to commission purpose designed yet affordable facilities to meet their most challenging service delivery needs.

We can also provide a highly effective vehicle for shared development – an approach which can make a powerful contribution to the regeneration of deprived neighbourhoods.

As we move to the next stage in the development of BaS LIFT, we look forward to working even more closely with our partners to improve services and facilities for communities in Birmingham and Solihull.

John Taylor, Chairman BaS LIFT



Working in partnership with



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*Photography courtesy of Marketing Birmingham, Stuart Parker, Christopher Cornwell, Phil James and Matt Dukes.
Scheme design visuals courtesy of One Creative Environments Ltd.*





Introducing BaS LIFT

our story so far...

Birmingham and Solihull LIFT Ltd (BaS LIFT) was established in 2004 to serve one of the largest and most diverse communities within the national LIFT programme.

While our initial focus was on developing buildings to support improved primary care provision, the move towards co-locating or integrating health with other public services, plus growing recognition of the positive impetus new landmark facilities can give to local regeneration, have allowed us to extend the value added by the LIFT model.

Today we can deliver schemes for our clients which are designed to meet a wide range of community needs in addition to those traditionally associated with primary care. Along with the latest facilities for consultation, diagnostics, treatment and therapy, a development could well incorporate an advice centre, community space, houses and shops. Garden allotments were included in a recent scheme.

One of the most valuable benefits of LIFT is its long-term nature which enables learning and experience gained on one project to be carried forward to the next. As schemes have grown in scope, ambition and imagination, we've continued to strengthen and refine the way we operate and the service we offer.

With many schemes successfully delivered, an expanding client base, and a substantial forward development programme, we're proud of our partnership's achievements over its first five years.

The following pages will provide further insight into how we work, what we can provide and our vision for the future.

Left: Finch Road Primary Care Centre

BaS LIFT milestones...

2004

Birmingham and Solihull LIFT Company Ltd approved as Second Wave Local Improvement Finance Trust.

Prime selected as development partner responsible for scheme delivery.

2005

Pilot primary care schemes completed for PCT partners at Chelmsley Wood and Woodgate Valley.

Both pilot schemes commended by the Commission for Architecture and the Built Environment (CABE).

2006

Restructuring enables introduction of flexible supply chain – keeping construction costs lower than LIFT benchmark.

Contracts reach financial close at a rate of one per month and construction work intensifies.

2007

Total number of schemes in the BaS LIFT pipeline valued at approximately £200m.

First multi-occupancy scheme established at Summerfield – including primary care, commercial and residential units.

2008

Total of 8 schemes operational, with 14 schemes in development or under construction.



Above: Colston Primary Care Centre, currently in development

The complete package

what we offer our customers

Procuring new community buildings can put commissioning organisations under great pressure. We've developed our service to remove as much of this pressure as possible.

Below we've picked out ten core benefits that BaS LIFT offers public sector commissioners.

TRIED AND TESTED

Our dependable and secure procurement vehicle enables clients to gain excellent new facilities at an agreed price to support their strategic service goals.

EXPERT SERVICE

Any public sector organisation with compatible aims can benefit from our expert consultancy, design, build and maintenance package.

See *'From strategy to delivery'* – page 14

INCLUSIVE DESIGN APPROACH

Our collaborative design process ensures service users, professionals and the wider community have real influence over scheme designs.

See *'Design workshops'* – page 5

ENHANCED USER EXPERIENCE

The partnership's central objective is always to create environments which provide a better experience for service users and professionals alike.

See *'More than just a building'* – page 18

COMMUNICATION SUPPORT

Our communication service helps clients keep all those affected by new schemes engaged and informed at every stage of development.



Right: Woodgate Valley Primary Care Centre



Left: Chelmsley Wood Primary Care Centre

LANDMARK BUILDINGS

Our landmark schemes often play lead roles in stimulating regeneration as well as providing communities with improved access to services.

See *'A growing portfolio'* – page 10

VALUE FOR MONEY

Flexible supply chain management and transparent competitive tendering ensures value for money and lower rental costs.

See *'Putting value to the test'* – page 17

FACILITIES MANAGEMENT

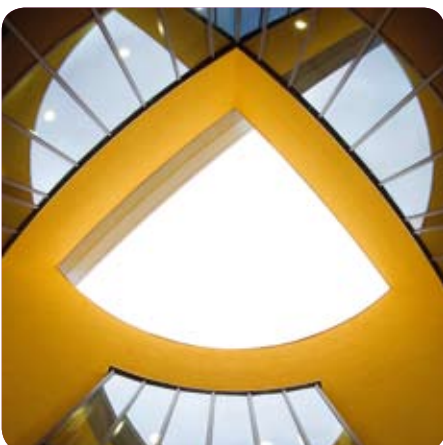
A comprehensive 25 year programme of reactive and planned preventive maintenance keeps buildings operating smoothly.

PERFORMANCE MONITORING

Regular contact with clients and building managers ensure buildings and facilities stay optimal as service needs change over time.

LEARNING AND IMPROVEMENT

Our long-term partnership allows shared learning and user feedback gained from previous schemes to benefit future projects.



Design workshops

We believe the early and effective involvement of building users and other interested parties in the design process results in better buildings that:

- meet building users' needs and aspirations more precisely
- are more likely to be 'owned' and valued by the local community.

Our development partner, Prime and design company, One Creative Environments, have evolved a workshop based collaborative design process which:

- enables representative groups to understand and appreciate the viewpoints of others
- allows planning and other constraints to be clearly communicated so that expectations are realistic
- avoids delays caused by initial misinterpretation and the consequent need to go 'back to the drawing board'
- gives those who will live with the finished building real influence over its final form.

A series of facilitated design workshops is held where service professionals, service users and members of the community can interact directly with the architects as the design is developed.

This approach has proved very effective in a wide range of pilot projects and is available to all BaS LIFT clients.



Partnership who's who

how our LIFT is organised

BaS LIFT is one of 47 Local Improvement Finance Trusts established in England and is a public private partnership.

The national LIFT programme was conceived to channel much-needed investment into new GP facilities and to support the provision of modern, integrated primary care services closer to people's homes. While this remains central to BaS LIFT's mission, our ability to deliver schemes which support wider social and community needs and contribute to local regeneration is equally important.

BaS LIFT is governed by a Strategic Partnering Agreement (SPA) which sets out how the LIFT company and other local partner organisations work together to achieve the best outcomes for the community. Compliance with the SPA is monitored by the Strategic Partnering Board which includes representatives of all the SPA signatories.

The main function of the Strategic Partnering Board (SPB) is to develop and agree a shared health and social care strategy for the area covered by BaS LIFT. The SPB is also responsible for vetting and approving all LIFT projects before they can go forward.

In addition to BaS LIFT, the SPB members are: Birmingham East and North Primary Care Trust, Heart of Birmingham Teaching Primary Care Trust, South Birmingham Primary Care Trust, Solihull NHS Care Trust, Birmingham City Council, and Solihull Metropolitan Borough Council. Any of these organisations can use BaS LIFT to deliver new community schemes.



Strategic Partnering Board

Members:

all signatories to the Strategic Partnering Agreement

develops strategy / monitors compliance / vets schemes



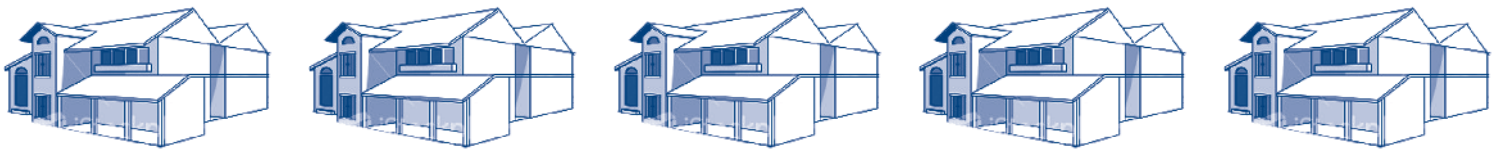
Shareholders:

Community Health Partnerships

NHS Trust Partners

Prime LIFT Investments Ltd

designs, constructs and maintains new buildings



BaS LIFT is a joint venture company with three groups of shareholders:

Community Health Partnerships (CHP) is wholly owned by the Department of Health and represents its strategic interests. CHP also provides guidance and enables sharing of experience and knowledge between LIFT companies. It has a 20 percent shareholding in BaS LIFT.

NHS Trust Partners are responsible for the strategic planning and commissioning of primary care facilities in their areas. These are: Birmingham East and North Primary Care Trust, Heart of Birmingham Teaching Primary Care Trust, South Birmingham Primary Care Trust, and Solihull NHS Care Trust. Together they have a 20 percent shareholding in BaS LIFT.

Prime LIFT Investments Ltd is the private sector partner and is itself a joint venture between Prime plc and Barclays European Infrastructure Ltd. The company has a 60 percent shareholding in BaS LIFT.



Building a vision...

for Birmingham and Solihull

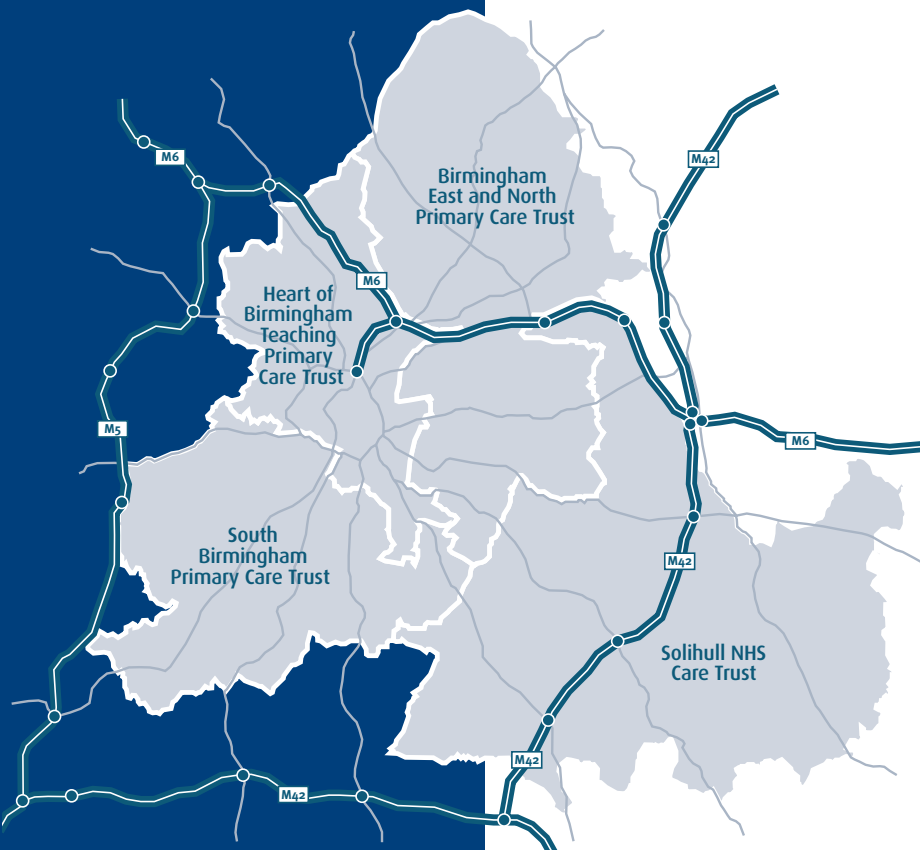
The diverse communities we serve include some of the most disadvantaged in the UK as well as some of the most affluent.

Every neighbourhood presents particular challenges to health and local authority service providers and one of our tasks as a LIFT company is to fully understand what these challenges are so we can address them effectively in the schemes we develop for our partners.

All our NHS trust partners have now published updated strategy documents detailing the service development objectives for their areas. Our community buildings will have a vital part to play in delivering these objectives.

While each partner has specific priorities, common themes include:

- Transfer of care from hospital to community settings closer to home
- Active promotion of healthier lifestyles and disease prevention
- Greater provision of short-term and intermediate care to help patients with progressive conditions to live more independently for longer
- Improved support for self management of chronic disease
- Continued reduction of health inequalities through more effective targeting of high-risk and hard-to-reach groups
- Increased co-location and integration of health and social care services
- Improved access to health advice and Citizens Advice Bureau services
- Greater community involvement in the planning of new services



Our local authority strategic partners in both Birmingham and Solihull have also published highly ambitious and exciting plans for the future.

Birmingham

Birmingham City Council is a member of Be Birmingham, the Local Strategic Partnership for Birmingham which brings together partners from the business, public, community, voluntary and faith sectors, to deliver a better quality of life in Birmingham. Be Birmingham and Birmingham City Council have developed Birmingham 2026, a long-term sustainable community strategy to shape the city's future.

The Birmingham 2026 Vision has five elements:

- Birmingham is the first sustainable global city in modern Britain. It is a great place to live, learn, work and visit: a global city with a local heart
- Birmingham people are healthy and enjoy living together
- Birmingham is a safe, clean and friendly city, tackling climate change and enhancing the local environment
- Birmingham people have high aspirations, skills and the opportunities they need to succeed
- Birmingham is globally competitive, contributing fully to the thriving, prosperous and sustainable region

BaS LIFT fully supports this vision and, together with our partners, will be actively involved in helping to make it a reality.

Solihull

The North Solihull Partnership, of which our strategic partner Solihull Metropolitan Borough Council is a member, has embarked on a regeneration programme which will affect the lives of 40,000 residents.

Taking in the wards of Chelmsley Wood, Kingshurst, Fordbridge and Smith's Wood, the 15 year programme intends to draw in £1.8 billion of public and private investment and will improve homes, shops and schools as well as health and community facilities.

One of BaS LIFT's first pilot schemes, the acclaimed Chelmsley Wood Primary Care Centre, played a key role in supporting an earlier phase of the regeneration effort in North Solihull and we are offering our services to support the current initiative.

A key strength of the North Solihull Partnership is its wholehearted commitment to involving local communities in the planning of new developments. This is an inherent part of our approach too and we believe it will provide firm foundations for this exciting programme.





A growing portfolio completed schemes

The great variety in scheme designs is becoming increasingly apparent as our tally of completed projects grows – evidence of the partnership's ability to develop buildings tailored to very particular needs and situations.

Chelmsley Wood Primary Care Centre

3100 square metres

Solihull NHS Care Trust

Opened in 2005 as one of the first two schemes completed by BaS LIFT, this bold landmark building received an excellent review from the Commission for Architecture and the Built Environment. Sited in a regeneration area, it brings together a wide range of health and social care services and includes minor surgery and endoscopy suites as well as a pharmacy.



Woodgate Valley Primary Care Centre

1742 square metres

South Birmingham Primary Care Trust

One of the first two schemes completed by BaS LIFT, the centre opened in June 2005 and was commended by the Commission for Architecture and the Built Environment for its non-institutional design. It has been put forward by CABE as a suitable exemplar to be featured on the Inspiring Design Excellence and Achievements (IDEAS) website.

Finch Road Primary Care Centre

3000 square metres

Heart of Birmingham Teaching Primary Care Trust

Lozells and East Handsworth is one of Birmingham's most deprived and ethnically diverse wards. The Finch Road scheme was an opportunity to bring investment into the area and create a building in which the community could take pride. Along with GP and PCT services it provides a base for Children and Adolescent Mental Health Services. Facilities include a multi-therapy area.



West Heath Primary Care Centre

700 square metres

South Birmingham Primary Care Trust

Making a big visual impact in a small space, this centre has become a local landmark with its bright red entrance canopy contrasting with a feature wall of blue glazed brick. The illuminated photographic artwork on the waiting area walls was developed by artists working with local school children and creates a mood of calm as well as a sense of community ownership.

Summerfield Primary Care Centre

3100 square metres

Heart of Birmingham Teaching Primary Care Trust

Sited next to a new supermarket, retail unit, and small social housing scheme, Summerfield Primary Care Centre is part of a mixed use development masterplanned by Bas LIFT to bring life to a community that had been written off by developers. With over 3,000 square metres of high quality accommodation, it offers a range of integrated services to more than 16,000 patients.



The Dove Primary Care Centre, Streetly

2100 square metres

Birmingham East and North Primary Care Trust

Located on Dovedale Road in the 90 acre Perry Common housing regeneration area, the landmark Dove Centre provides enhanced accommodation for a GP teaching practice and a wide range of PCT services. A minor surgical suite and a pharmacy are also included. A notable feature of the centre is its stunning community inspired artwork on floor and walls.



Stockland Green Primary Care Centre

3240 square metres

Birmingham East and North Primary Care Trust

This large, edge-of-city primary and community healthcare centre is designed to accommodate over 12 distinct service providers under one roof, including three GP practices. There is also a separate pharmacy. Sited next to the original centre, which was subsequently demolished, the need for temporary accommodation during construction was avoided, minimising service disruption.



Greenridge Primary Care Centre

835 square metres

South Birmingham Primary Care Trust

Serving almost 6,000 patients, this centre is located near to the old surgery premises it supersedes. The scheme includes excellent facilities for medical students with dedicated consulting and study rooms and GPs close at hand to offer advice. The building also has a number of innovative features such as wind catchers to circulate fresh air.



Richmond Primary Care Centre, Stechford

2769 square metres

Birmingham East and North Primary Care Trust

BaS LIFT inherited this project when a site and outline planning permission had already been secured by the PCT. However, following a detailed strategic review, an alternative site was found that would better suit future service needs. Currently under construction, the new centre is set to play an important role in local regeneration.





Sparkhill

In development projects in the pipeline

Our latest developments reflect the innovative approaches being pioneered by our strategic partners to bring new levels of service and support to communities. Here we've featured five schemes that will help to put these new ideas into practice.



Balsall Heath Primary Care Centre

3333 square metres

Heart of Birmingham Teaching Primary Care Trust

This distinctive scheme had to overcome some testing design challenges. These included a very constricted and busy urban site which limited the available building footprint, the requirement to accommodate four separate GP practices as well as a wide range of PCT services, and the need to avoid visually dominating the houses nearby.

By working in collaborative design workshops with highly engaged groups from the local community, along with service professionals and other user groups, an innovative solution was evolved. The 'snail-shell' form of the three storey building is cantilevered and stepped to include the necessary internal space while reducing its bulk where the site borders residential streets.

Saltley Primary Care Centre

3900 square metres

Birmingham East and North Primary Care Trust

In common with its sister development at Hodgehill, this is one of the new GP-led equitable access centres which bring health, well-being and social care services to areas where provision is poor. To meet the PCT's bidding, consultation and commissioning schedule, the project was developed within a very short timescale.

The facility will be open to all every day from 8am to 8pm and will offer a host of primary care services, including diagnostics and an urgent care centre. Community facilities will include rooms for further education classes, a welfare advice centre, a training café linked to the local college, and even some allotments for local vegetable growers.



Other projects in development include:

Sheldon Heath

Birmingham East and North Primary Care Trust

Hodgehill

Birmingham East and North Primary Care Trust

Sparkbrook – Farm Road

Heart of Birmingham Teaching Primary Care Trust

Sparkhill – Stratford Road

Heart of Birmingham Teaching Primary Care Trust



Colston Primary Care Centre

4500 square metres

Heart of Birmingham Teaching Primary Care Trust

This centre will provide spacious accommodation for two GP practices and a range of PCT services as well as a dental facility and pharmacy. It will also have space for community use. The design was heavily influenced by the views of community groups who wanted a building that stood out and inspired local pride.

Arranged on six storeys to optimise the site and keep in scale with surrounding development, the centre features coloured panels and striking graphics on its face. Internally the sense of space is enhanced with floor to ceiling glazing in some rooms and a glass atrium which rises the full height of the building.



Small Heath Primary Care Centre

2800 square metres

Heart of Birmingham Teaching Primary Care Trust

Housing GP and PCT services plus a pharmacy, this scheme presented many design challenges. These included the need to fit all the accommodation onto a compact site in a busy urban centre, the planners' stipulation that the building faced onto two streets rather than just one, and the requirement to have vehicular access from both streets.

Working closely with service professionals and local residents, the design team developed solutions which met these demands while keeping the building easy to access and use. The three storey scheme features some undercrofting, along with overhanging sections, colonnades and areas of public open space.

Partners in Health

2996 square metres

Birmingham East and North Primary Care Trust

Already referred to affectionately as the 'Jellybean Building' because of its twin-oval plan, this development will accommodate two major services: Partners in Health (PIH), which focuses on the management of long-term conditions; and the Child Development Centre, which supports children with autism or disabilities from birth to late teens.

The two storey scheme had to cater for the needs of two very distinct services. This was achieved by housing them in separate wings linked by a shared atrium. Flexibility is superb with creative spaces in the PIH wing allowing the creation of 'pod' spaces where different patient groups can be given health advice while they wait.



Handsworth Wood

Heart of Birmingham Teaching Primary Care Trust

North Arran Way – North Solihull

Solihull NHS Care Trust

Newtown

Heart of Birmingham Teaching Primary Care Trust

For the latest information about BaS LIFT schemes please visit www.baslift.co.uk

Craig Croft – North Solihull

Solihull NHS Care Trust

Kingshurst

Solihull NHS Care Trust

From strategy to delivery

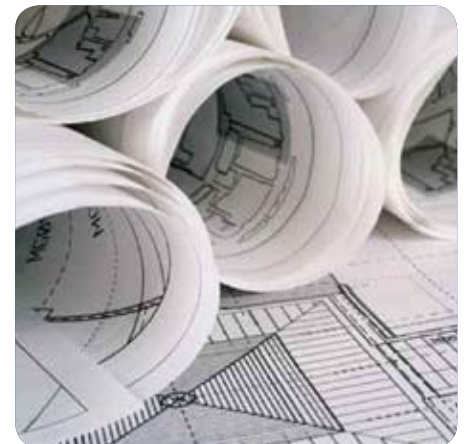
the teamwork behind new schemes

The delivery of all BaS LIFT buildings is undertaken by Prime UK Developments Ltd – part of the Prime plc Group.

Prime's main business focus is to work with public sector partners to provide better environments and support structures for service users and front-line professionals. One of the most experienced and effective investor-developers in its field, Prime is also the development partner of Prima 200, the North Staffordshire LIFT Company. Here we've outlined the activities and expertise involved in bringing a scheme together...

Engagement and communication support

With many developments completed across the UK, Prime has a wealth of experience and expertise that clients can draw upon to support their communication with a broad range of interest groups. Effective communication is vital to engage and inform people throughout the development process. It can involve awareness campaigns, media relations, community workshops, public meetings and presentations, feedback monitoring, patient information, and scheme progress updates.



Advice and design

Prime has a highly experienced in-house team of expert advisers, many with professional backgrounds in health and social care. Supported by the project architect and development team, they work very closely with clients to define the precise requirements of new schemes. With leases spanning twenty-five years, it is essential that buildings will not only meet current service demands but have sufficient flexibility to meet the changing needs of the future.

Development and planning submissions

The Prime development team is responsible for bringing together all the elements of a scheme to create a viable package. This can include locating and acquiring a suitable building plot; supporting the design process through close liaison with clients, the architect and specialist colleagues; managing the planning application process through regular contacts with planning authorities and local stakeholders; and achieving a contractual 'close' satisfactory to all parties.



The starting point

All the capital schemes offered to BaS LIFT are agreed with the Strategic Partnering Board through the development and approval of New Project proposals. The schemes are located in areas that the partners determine to be in greatest need.

As well as providing high quality facilities for service delivery, BaS LIFT buildings often play important roles in local regeneration programmes, their presence helping to draw in and encourage further investment.

Financial & legal support

Prime's financial and legal teams are involved through most of a project's development lifespan and play a key role in keeping schemes on track and free of bureaucratic delays. They ensure that structured finance is in place to match project timescales, that contracts and documentation are effective and uncomplicated, and that good relationships are maintained with regulatory bodies. They also offer advice to clients on accounting and VAT recovery to optimise the affordability of developments.



Facilities management

On handover of the completed building, BaS LIFT, in partnership with Prime, becomes responsible for 'hard' facilities management for the lifetime of the lease. This includes a full Planned Preventive Maintenance programme and a 24 hour reactive maintenance service accessed via a telephone helpdesk. The comprehensive support gives building managers confidence that any issues will be swiftly resolved, and regular reviews ensure that building performance continues to meet expectations.



Construction management

Unlike the majority of LIFT companies, BaS LIFT is not tied to a single contractor. Prime puts all construction work out to tender, inviting contractors to submit their best price for each project (see 'Putting value to the test' – Page 17). Prime's construction management team monitors the time, cost and quality performance of the selected contractor throughout the build programme. If a build is taking place on an existing operational site, Prime's expertise in construction phasing can often avoid major service disruption.



Construction tendering

To ensure best prices and full cost transparency, development partner, Prime, puts all construction work out to tender as follows:

- The design team works with the user group to develop a final building design and specification.
- After planning permission is granted, a shortlist of suitably qualified and experienced building contractors is prepared.
- Comprehensive tender packs are issued to all interested contractors. These provide the level of detail needed to price work accurately.
- The tender period is six weeks. Once tenders are received there is a two week clarification period in which any queries are resolved.
- All tenders are considered by the LIFT panel and the best value contractor is selected. A fixed price is then formally agreed with the chosen contractor.
- Financial close on the total scheme usually follows soon afterwards, allowing construction to proceed.





Putting value to the test

how flexibility reduces costs in tough times

Development partner, Prime UK Developments, has a flexible approach to supply chain management which lowers scheme costs, gives better value for money, and makes financial scrutiny easier for commissioners.

“BaS LIFT and their development partners Prime have been relentless in their pursuit of maximising value for money for the PCTs through their innovative use of market testing. This makes the matter of proving value for money at PCT Board level far easier than relying solely on benchmarking data because their methodology demonstrates that the best price has been achieved on each and every project.”

David Melbourne, Director of Finance,
Heart of Birmingham tPCT

As a specialist development and investment company, Prime has great flexibility in how it manages the supply chain that delivers the building. For example, it is not obliged to use a particular construction company for all projects – which is the norm for many LIFTs which have construction companies as shareholders. Instead, Prime is free to put out all construction contracts to competitive tender.

Prime’s tendering process is very tightly controlled and the tender pack specifications are very precise so that contractors have a clear picture of what is required. This means their tender prices do not have to be excessively loaded to allow for unknown factors. When the tenders have been received, they are made available to all the LIFT partners who collectively make the final choice of constructor.

This approach can have major impact on construction costs which often account for over fifty percent of the total project cost. When measured against Community Health Partnerships’ benchmarks for construction out-turn prices across the whole LIFT community, Prime’s were consistently in the lower quartile with savings in the region of fifteen to twenty percent below the LIFT mean.

Just as importantly for LIFT clients, lower construction costs feed through into lower rents. Within the LIFT programme rents are based on a composite of all the supply chain costs added together. While construction is not the only factor, as one of the largest elements in the supply chain, it can make a significant difference to rents and the affordability of schemes.

There are other benefits too. Because the partnership is not obliged to use the same contractor each time, it has the opportunity to select the best contractor for each job, matching skills and experience to the particular challenges of the project. The selected contractor also has a vested interest in maintaining quality as there is no guarantee of future work.

Along with keeping rental low and quality high, one of the biggest advantages of the Prime method is its transparency. Because the process is straightforward and all costs are out in the open, public sector commissioners can rapidly assess value for money and all decisions can be reached jointly and confidently by the partnership.



Above: Ron Poston and family outside West Heath Primary Care Centre.

THE SERVICE USER

Ron Poston has been using primary care services in West Heath since 1954 and over the years has seen his doctor in three different premises. While he considered the first two buildings to be reasonably nice, his initial visit to the third and latest premises, the new purpose-built, West Heath Primary Care Centre, was a revelation. "It was brilliant. When I first walked in, Christine, the practice manager, took me on a tour of the place before it actually opened and I was amazed with it. It's so much better – bigger, brighter, the reception area is excellent. Parking places are good – which we didn't have before. Everything about it is very, very good – I just can't say a bad word about the place."

Of course, however attractive the building may be, it's the quality of service that really matters to users. And with three generations of his family – including three daughters and four grandchildren – all using local health services, Ron is in a good position to judge performance. Here too, Ron has plenty of praise for the new West Heath facility.

"The staff are all very good – very helpful. If you phone up you can get in straightaway virtually. Another good point is you always know who you're going to see. Dr Arora is the only doctor I see at West Heath and we get on very well together. They look after you so well – I think we've got one of the finest health services in the world."



More than just a building
the people who determine our success

We never lose sight of the fact that the fundamental purpose of all our buildings is to help provide a better experience for people. These views illustrate just some of the wide ranging concerns and opinions that new schemes evoke.

THE COMMUNITY CHAMPION

Linda Hines doesn't like the term 'community champion' – but, as yet, nobody has come up with a better description for someone so committed to improving community life – dedication that has recently been recognised by an MBE. Her active involvement with the Perry Common community began following Birmingham City Council's decision to demolish 908 of the estate's houses due to structural defects caused by their 1920s' construction. To give local people real control over what happened to their estate as demolition proceeded, the Witton Lodge Community Association (WLCA) was formed as the main regeneration vehicle. It has been remarkably successful, securing funds to start the building of high quality homes and community facilities, and taking practical action to improve the environment and reduce crime.

As a founder member and Acting Chair of WLCA, Linda has a wealth of hard-won experience in community projects, and strong views on how to gain the involvement, trust and ownership of local people. "You have to be creative. For example, we set up an events group to engage people in practical activities like bulb planting or watering days. People came forward because they could see immediately what they'd achieved. You won't keep volunteers unless you have fun." Perry Common has seen a succession of new-build projects, including WLCA's own Sycamore Court extra-care housing scheme, the Perry Tree Centre for special care and, more recently, the BaS LIFT funded Dove Primary Care Centre which will offer a range of services to Perry Common residents.

One of the features Linda admires about the Dove is its use of artwork. "The PCT got a storyteller and a community artist to work with local schoolchildren and residents to capture their ideas and stories about Perry Common. From that they produced some really imaginative artwork for the play area floor in reception and also for light panels on the walls." Community interests feature outside too; land to the side of the Dove will form part of a 'green link' stretching from village green to recreation ground. "I wish I could visit the future to see how it all turns out," says Linda. But she cautions that even the best new schemes cannot flourish without strong local support. "It's vital that the community 'owns' the centre. It isn't 'all about the building', good personal relationships have to be built along with the bricks and mortar."



Above: Finch Road Primary Care Centre.



Above: Linda Hines MBE (right) and colleagues outside the new Dove Primary Care Centre in Streetly.

THE PPI MANAGER

As Patient and Public Involvement Manager for Heart of Birmingham Teaching PCT, Rehana Ahmed defines PPI as having two key strands: "One is ensuring that patients are always at the heart of NHS decision making, the other is that their experience of the NHS is as good as it can be." Getting people involved takes a variety of mechanisms. "We have a statutory duty to consult and so we conduct surveys, hold public meetings and set up patient networks where we get patients, local residents, GPs and nurses around a table to freely discuss local issues." Other channels are used to encourage the more reticent. "We have good links with voluntary groups and with local authority officers who work closely with neighbourhood fora. We also incorporate the feedback we receive from our Patient Advice and Liaison Service."

Rehana views PPI as central to the LIFT programme. "We're making massive changes to services and infrastructure and so we absolutely have to have that patient and public voice at the core of any LIFT scheme. That's why we've established steering group structures where local people are represented and able to influence how schemes are shaped." The introduction of a workshop based collaborative design process by BaS LIFT's development partner Prime, has also helped to strengthen community engagement. "Although we could draw on our consultation research to tell Prime what people are thinking and feeling about a scheme, the design workshops enable a direct dialogue between the public and the architects, and certainly you can see people's views reflected in the write-ups that follow."

The requirements and concerns expressed depend on local circumstances, but there are recurring themes. "People like bright airy spaces and natural materials," says Rehana. "They also want sensitively designed waiting areas that can cater for different age groups and reception arrangements that protect privacy. At Heart of Birmingham we're building in inner city areas and so a popular request is for some green space where you can sit and relax. All these factors, and countless others, affect the patient experience and have direct impact on design priorities." Finding common ground is not always easy, however. "Sometimes people express strongly opposing yet equally valid views about the use of space in a new scheme. In these cases we try to show both camps existing buildings which have addressed similar issues and this can help to resolve the problem."

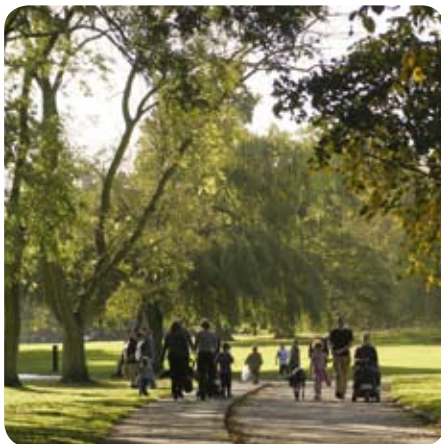


An exciting future

how we see our partnership developing

Ann Pursey, Chief Executive of BaS LIFT, looks at the opportunities and challenges ahead.

As this prospectus shows, BaS LIFT has made solid progress since it started work in 2004 and we are proud to have made a tangible contribution to raising the standard of service provision for Birmingham and Solihull communities. But how do we see the future unfolding over the next few years?



Our immediate task will be to fulfil the development programme of new build projects already agreed with our NHS and local authority partners. This is the central business of BaS LIFT and will continue to benefit from one of the inherent advantages of the LIFT model: the ability to incorporate lessons learned from earlier projects into new developments.

This philosophy is not limited to design and construction matters, it encompasses every aspect of our operations. For example, a major focus during 2009 will be on facilities management. This critical element of the BaS LIFT service is central to our aim to become an Excellent Landlord. We will be employing the same transparent market testing process we apply to construction tendering to ensure value for money and the very best FM service for our clients.



Sustainability will remain a key theme for us. The need to embed sustainable practice in the design, construction and use of our buildings has never been greater and the rising cost of energy has added an economic imperative that nobody can afford to ignore. Of course, good design is only part of the answer, we place just as much emphasis on working with building managers and staff to ensure they get the best from their new facility while keeping running costs low.

We must also continue our efforts to raise awareness of BaS LIFT and the real benefits we can offer public sector organisations facing the challenge of local regeneration or with responsibility for improving social and community facilities.

In a nutshell, we can provide a ready-made design, build and lease package that can be fully customised to clients' needs, which is fully transparent, and which is managed by people who understand the pressures acting on public sector bodies. We are particularly fortunate in our development partner, Prime, which not only provides BaS LIFT with all the expertise and experience required to deliver what can often be highly complex projects, but has based its business approach on supporting the public sector. Prime's consistent track record in achieving value for money for our public sector commissioners is just one way in which this commitment is demonstrated

While the LIFT programme has its roots in primary care, it has proved its worth across the country in schemes which co-locate and integrate health, social, educational, leisure and community facilities to make lasting positive impact on the quality of life. We are greatly encouraged by the imaginative ideas that are beginning to come forward in Birmingham and Solihull and, in accord with our prospectus theme, we will be using our skills at bringing all the elements together to help make these schemes a reality.

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We will continue to nurture the links that enable partnerships to function effectively and which produce schemes which communities can 'own' and take pride in. One area that we have been developing with our partners is the strengthening of community engagement with the design process. The introduction of collaborative design workshops (page 5) builds on the wider community involvement activities undertaken by our commissioning partners by giving local people real opportunity to influence building designs.

For example, the initial designs for our development at Balsall Heath (page 12) were significantly rethought following the input of local community groups who took a keen interest in the development and attended our design workshop programme. The highly innovative final design submitted for planning approval will be all the better for their involvement and the need for the architects to come up with a solution that met local concerns while still fulfilling the scheme's functional brief.

As our feature on page 18 shows, our buildings have to perform well on many levels. Every individual who has contact with them – whether as a service user, service professional, or as a neighbour – will judge them from a different personal perspective. Furthermore, our developments are always part of a much wider continuing effort to improve the overall quality and accessibility of community based public services. Consequently, they are also judged as part of a whole chain of experience.

There is no greater satisfaction for us than receiving positive feedback from people who visit our buildings – often at times in their lives when they are vulnerable or in need of support – and we remain determined to play our part in extending those positive experiences to many more communities in the years ahead.



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