

NHS Board Meeting
28 August 2019

Lanarkshire NHS Board
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SUBJECT: MONKLANDS REPLACEMENT PROJECT (MRP) – ACTION PLAN

1. PURPOSE

The Lanarkshire NHS Board met on 30th July 2019 to consider the action plan arising from the Monklands Project Independent Review and the subsequent correspondence between the Chair and the Cabinet Secretary for Health and Sport. This paper describes the progress of that action plan.

This paper is coming to the Board:

For approval	<input checked="" type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input type="checkbox"/>
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2. ROUTE TO THE BOARD

This paper has been:

Prepared	<input type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
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by the Corporate Management Team.

3. SUMMARY OF KEY ISSUES

3.1 Monklands Replacement Oversight Board (MROB)

The Board meeting on 30th July approved the appointment of Dr Lesley Thomson QC and Mrs Lillian Macer to the MROB. The Board are now asked to approve the additional appointments of Mr Brian Moore and Mr Michael Fuller to MROB.

Professor Sir Harry Burns (a former chief medical officer for Scotland and currently professor of global public health at the University of Strathclyde) has also agreed to join MROB, and the Board are asked to approve his appointment.

To complete the membership, the North and South Lanarkshire Public Patient Forums have each been asked for two representatives, and this is under their consideration.

Administrative support to MROB will be provided by the MRP Business Manager.

The Board are asked to agree that the draft terms of reference will be compiled by the MROB and submitted to the Cabinet Secretary, as requested in her letter to the Chair of 29th July 2019.

The Medical Director has scheduled a meeting with Dr Mike Higgins (former Medical Director, Golden Jubilee Foundation) to reach an agreement on his role within the Project.

3.2 Site Analysis

Further to the July Board meeting, North Lanarkshire Council's, (NLC), planning department has reviewed the availability of potential sites which might meet the criteria agreed by the Board and submitted to the Cabinet secretary. These criteria are:

Number	Benefit Criteria	Description
1	Location	Must sit within University Hospital Monklands unscheduled care catchment area
2	Size of available site	Must be a minimum of 40 developable acres
3	Impact on catchment areas	Site must have no detrimental impact on adjoining unscheduled catchment areas of hospitals in Lanarkshire, Glasgow or Forth Valley.
4	NLC Local Development Plan	Site must be designated to permit appropriate development
5	Road and Transport Infrastructure	Site must have sufficient road and transport infrastructure to support the development of a major hospital site

A small number of additional sites have been identified by NLC which they believe fall within our criteria 1, 2, 4 and 5. NLC has no view on the application of criterion 3, the impact on adjoining catchment areas. Work is now ongoing by NHSL analysts to understand how these additional sites reflect the agreed criteria, particularly with respect to the impact on catchment population and patient flow, and how that would translate into any shift (up or down) in bed numbers in the affected hospitals: our principal planning assumption is that the neighbouring hospitals in Lanarkshire, Forth Valley and Glasgow cannot be significantly impacted in such a fashion. The analysis of the degree of impact on catchment population will be considered further by the MROB. This will determine if any of the additional sites are shortlisted for further consideration. All analysis will then be published by NHSL.

Board Members should note that if any additional site or sites should become the highest scoring option then there may be a requirement to undertake further formal Consultation. Further discussions with the Scottish Health Council will take place in coming days to clarify whether this is the case. Such consultation would add a significant additional period to the MR programme.

3.3 Independent Engagement Advisors

The Consultation Institute have been engaged under an existing NHS framework agreement to undertake this work, and the methodology is being worked through with them. We have asked the Consultation Institute to make a clear recommendation on the timescale and resources needed to achieve the level of engagement within the IRP report and the Cabinet Secretary's letters, and this will be considered by MROB.

3.4 Re-use of the University Hospital Monklands Site

Preliminary meetings are scheduled with NLC and the University of Strathclyde to determine the form of partnership, its ambitions and membership. This will be brought to a future meeting of the Board for consideration, with the MRRP Fairer Scotland Duty assessment recommendations.

3.5 Transport Scotland

The Chief Executive has met with the Chief Executive of Transport Scotland to consider their support for the Project. They have agreed that Transport Scotland will work with us:

- a. As we re-evaluate the top two scoring options, in particular providing advice on accessibility issues affecting both sites, including changes to transport infrastructure and public transport, including:
 - assist us in a proportionate appraisal to establish the transportation information to be presented at our Option Appraisal event;
 - acting as a critical friend to review and highlight any areas which need to be strengthened in relation to the data which will be presented at the Option Appraisal;
 - review our planning assumptions in relation to costs related to any Motorway or Trunk Road infrastructure improvements; and
 - review and comment on our Public Transport Green Travel Assumptions.
- b. Thereafter, work collaboratively on statutory matters. This will specifically include:
 - A full transport assessment on the preferred site once we have concluded our revised option appraisal and
 - Any transport aspects which fall under the Section 75 requirements to be agreed once we have a confirmed site.

3.6 Ongoing work of the Monklands Replacement Team

The MRP team continue to progress the reference design with stakeholders, (staff and patients), architects and technical advisors. Work is ongoing to develop the design concept and masterplan which is site-independent, however some work remains on hold until site selection is confirmed.

The design workshops for the new hospital at departmental level (1:200) have been completed for the 10 key departments, with the remaining 9 areas being progressed over the next few months. Engagement with staff, patients and the public will continue to remain a priority as the reference design is progressed. The MR Project Director will present a project update to the PP&RC meeting on 25 September 2019, including current design work on the new hospital buildings.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives		AOP		Government policy	
Government directive		Statutory requirement		Achieving Excellence	
Urgent operational issue		Other			

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

The benefits which will derive from this Project are set out in the Initial Agreement.

7. FINANCIAL IMPLICATIONS

The financial implication as a result of the current delay was set out in the last update to the Planning, Performance and Resources Committee in April 2019. It was confirmed that the Outline Business Case cannot now be completed in 2019/20, and this delay means that future inflation will add between £1.5m and £3m per month to the overall Project cost.

The financial cost of the forthcoming engagement are not yet known, but it will be of a scale which can be managed through the existing MRP and Communications budget allocations for 2019/20.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The preparation of the business case to replace Monklands District General Hospital began in 2008/9 in recognition of the ongoing risk to the Board's ability to deliver clinical services on that site. Significant delay was created in 2017 with the requirement to describe in the business case a regional facility, rather than one solely replacing the current hospital services.

Further delay in the decision making process around the Monklands Replacement Project adds to the risks in relation to the infrastructure on the current University Hospital Monklands Site, and the inability to invest in other capital schemes across NHS Lanarkshire, due to the level of expenditure required to sustain the Monklands site.

Board Members were provided with a detailed presentation of the risks being managed on the Monklands site at the Planning, Performance and Resources Committee meeting held on 11 April 2019.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance Management	<input checked="" type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability Management	<input checked="" type="checkbox"/>				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

Revised EDIAs for each aspect of these proposals will be prepared by the MR Project Team for consideration by the newly constituted MR Oversight Board in due course

11. CONSULTATION AND ENGAGEMENT

The revised communications and engagement plan is will be brought to the meeting of the Planning, Performance & Resources Committee in September 2019.

12. ACTIONS FOR THE BOARD

The Board is asked to:

1. Agree to the appointment of Mr Brian Moore, Mr Michael Fuller and Professor Sir Harry Burns to the MROB;
2. Note that North and South Lanarkshire PPFs will make nominations for four further members of the MROB in due course;
3. Agree that draft MROB terms of reference will be submitted to the Cabinet Secretary;
4. Note the ongoing work to consider additional sites put forward by North Lanarkshire Council;
5. Note that the inclusion of additional sites for consideration may risk a significant further delay in the MR Project's programme;
6. Note that the Consultation Institute have been asked to provide recommendations on the timescale and resources needed to complete stakeholder engagement;
7. Note the continuing support to the Project from Transport Scotland; and
8. Agree that a further report will be submitted to the PP&RC in September.

13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact:

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14th August 2019