

**Monklands Replacement
Oversight Board**

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Note of the Monklands

Replacement Oversight Board

Held on Monday 28 October 2019

At 14.00pm in Seminar Room 1, University Hospital Monklands, Monkscourt Avenue, ML6 0JF,

CHAIR: Dr L Thomson QC, Non Executive Director

PRESENT: Mr B Moore, Non Executive Director
Dr M Higgins, Independent Medical Advisor
Prof. Sir H Burns, Professor of Global Health
Mrs L Macer, Employee Director
Mrs M Moncrieff, South Lanarkshire Health & Social Care Forum
Mr D Masterson, North Public Partnership Forum
Mr M Fuller, Non Executive Director

IN ATTENDANCE: Mr C Lauder, Director of Planning, Property and Performance
Mr G Reid, MRP Director
Mrs L Elliott, MRP Business Manager/ MROB Board Secretary
Mr J Duffy, North Public Partnership Forum
Mr C Brown, Director of Communications
Ms H Knox, Director of Acute Services/Deputy Chief Executive
Mr G Johnston, Head of Planning and Development
Dr R MacKenzie, Chief of Medical Services UHM
Mrs L Ace, Director of Finance
Mr S Brown, Principal Estates Director, Health Facilities Scotland
Mr I Buchan, Director, Buchan Associates
Mr D Ross, Director, Currie & Brown
Mr A Morrison, Health Finance Directorate, ScotGov
Ms Andrea Breen, Interim Manager Adult Services, North H&SCP
Dr A Cook, Medical Director North H&SCP

APOLOGIES: Mr D Wilson, Director of Information and Digital Technology
Mrs M Dendy, Interim Head of Planning Performance and Quality Assurance
NLC
Mrs C McLaughlin, Director of Health Finance. ScotGov
Mr C Cunningham, Head of Commissioning and Performance South H&SCP
Mr R Craig, Deputy Chair South Lanarkshire Health and Social Care Forum
Mr J Wilson, North Public Partnership Forum

14.00 **WELCOME**

Dr Thomson welcomed colleagues to the first formal meeting of the Monklands Replacement Oversight Board and introductions around the room followed to introduce new members. Dr Thomson advised the group; following discussion within the North Partnership Forum, North Public representatives will now be Mr John Wilson, Chair of the Glenboig/ North Corridor forum and Mr Donald Masterson, Cumbernauld Community forum member. Unfortunately, Mr Wilson had a prior engagement and Mr J Duffy, Shotts Community forum will be kindly deputising today.

Dr Thomson highlighted the lack of public representation from Airdrie and Coatbridge. Mr Lauder confirmed that, the North Public Partnership forum does not have a representative from Airdrie or Coatbridge. There are community councils set up in areas of Airdrie and Coatbridge. The board would welcome ideas on how/where to engage and recruit a MROB member from Airdrie or Coatbridge.

THE BOARD:

1. The board acknowledged the identified gap and agreed to consider additional public representation from Airdrie/Coatbridge localities

14.05 **DECLARATIONS OF INTEREST AND CONFIDENTIALITY OF PROCEEDINGS**

There were no declarations of interest.

Mr Lauder reported that the paper to be considered today on site selection contained information which was commercially sensitive at this stage in the process, and this information should not be shared to other parties. Dr Thomson confirmed that a process will require agreed to update board members when an item is no longer commercially sensitive.

THE BOARD:

1. The board acknowledged a process will be developed to update when information is no longer commercially sensitive.

14.10 **NOTE OF DEVELOPMENT DAY 24 SEPTEMBER 2019**

The note from the meeting was approved by the board members. This will be issued to the NHS Lanarkshire Board Secretary for formal filing as a governance group of the NHS Lanarkshire board.

14.15 **SITE SELECTION**

Mr Johnston gave an overview on the site selection process carried out by the North Lanarkshire Council Planning Dept in 2016, which provided 37 sites across Lanarkshire.

Mr Johnston gave a breakdown of the shortlisting procedure as referred to in the Site Selection Report. It was confirmed as instructed by the Cabinet Secretary, a re-evaluation of available sites for development was undertaken again in 2019 and this provided an additional eight sites for consideration which met four of the five agreed shortlisting criteria NHS Lanarkshire then undertook an assessment of impact on the unscheduled catchment areas (the fifth criterion) and concluded that, seven sites of the eight would have a detrimental impact on unscheduled catchment areas and consequently these locations were not suitable for the location of the new hospital.

Mr Johnston took the board through the detail on how the assessment of impact of unscheduled care catchment was undertaken and the direct impact on bed numbers. Mr Johnston offered to provide the detailed workings on the catchment assessment on request.

Mr Johnston concluded that based on the shortlisting criteria approved by the Cabinet Secretary and a further impact assessment only the Bargeddie (West Coatbridge) site would be put forward to the NHS Board for consideration and asks the MROB today to endorse this proposal.

Mrs Macer asked for clarity around the impact assessment, and was this only carried out for the additional eight sites and not for the original 37. -Mr Johnston confirmed, only two of the original 37 sites were shortlisted (Gartcosh and Glenmavis) and that they have also had a full unscheduled care impact assessment as detailed in the report. Mrs Macer highlighted that the board have to be content with the numbers; Mr Lauder provided assurance that a similar exercise was carried out for the closure of the Victoria Hospital in Glasgow and the same team were working on the data for this exercise.

Dr Thomson confirmed, the criteria is approved and remains unchanged. The marked difference this time is the process, we are more transparent in our workings and this will be shared publicly.

Dr Higgins highlighted that we must be prepared to justify the data set which supports the patient flow and reasoning behind the changes to the bed numbers depending upon site location. Mr Moore highlighted public confidence is of great concern and agreed a clear, descriptive and validated data sharing will support this.

Mr Fuller asked for confirmation that following a re-evaluation of all developable sites in North Lanarkshire the shortlist remains Gartcosh, Glenmavis and the addition of Bargeddie (West Coatbridge).

-Dr MacKenzie asked the board to note the concerns from clinical bodies and staff groups at University Hospital Monklands; this greater delay presents more risk to patients and staff. The time delay is a real issue in day to day operations and we lose confidence from staff as this continues; we must also take into account the cost complications of any delay.

Dr Higgins advised having the dataset sense checked by other boards may be

powerful.

Mr Johnston summarised by advising the board, the data set had already been shared with the Stakeholder Engagement group and has undergone a validation exercise by WSP, technical experts in Transportation and Infrastructure, Property & Buildings which will stand up to any scrutiny.

The board was advised that the public will be given an opportunity to provide feedback and suggest any other sites for consideration; the criteria will be shared publicly. Further detail on this will be provided in Mr Brown's item 9.

In response to Mrs. Macer, it was also that during appraisal of any options as per Scottish Capital Investment Manual guidance, a two-step process is undertaken in scoring which includes, an agreed benefits criteria and a financial scoring, which are then combined to provide a cost per benefit point. Further details of this process will be shared as the site selection process progresses.

Dr Thomson summarised that the board was in agreement on the clear and concise sharing of information and a method of doing this is by speaking in a currency the public understand such as beds, potential empty wards and the cost to build new wards to the public pocket.

Dr Thomson asked to board; if they wished to move forward and recommend the now three sites as a shortlist to the NHS Lanarkshire Board on Wednesday 30th October 2019.

THE BOARD:

1. Accepted the offer for Mr Johnston to share the data set.
2. Endorsed the recommendation for the Bargeddie (West Coatbridge) site by added to the original shortlist of two sites.

15.10

UPDATE FROM HFS ON NHS Lothian ACTIONS AND HFS GUIDANCE RESTRUCTURE.

Mr S Brown gave the board members an overview on the reviews taking place within other boards at the moment. The report covering ventilation and water from the Royal Hospital for Young People & Department of Clinical Neurosciences in NHS Lothian was published in August 2019; the outcome of the report presents some challenges as recommendations have been identified. Following publication of the first report, a further investigation has taken place to review the risks in other areas of the build including fire protection and electrical systems. The report is due to be published by ScotGov on Wednesday 30 October 2019.

Mr S Brown also advised the board, a centre of expertise is being set up which will be a collaboration of Health Facilities Scotland (HFS) and Health Protection Scotland (HPS) to review the risks within the built environment and what the scope is for large scale projects. There are nine different work streams under

consideration as part of the process and they will cover issues such as updating guidance, benchmarking, project structures, workforce planning, and data environments and built environment assurance to name just a few. There will also likely be additional reviews built in to the Scottish Capital Investment Programme (SCIM) processes and compliance sign off at each stage. Recruitment to support this work is underway with a blueprint deadline for ScotGov of March 2020 and official rollout following agreement.

Dr Thomson thanked Mr S Brown for the update and agreed this was a huge overhaul of the process which should support NHS Boards to comply with guidance and provide additional support. It is essential that we remain assured that, there are no unknown lessons learnt this board have not already considered. Mr S Brown assured Dr Thomson chair that the report on the 30 October would clarify any further items for consideration.

Dr Thomson asked the board members and Mr S Brown, should we consider any additional membership to this oversight board in terms of technical expertise.

Mr Reid asked the board to note and for the minute, this Project will be at the forefront of this process with HFS and HPS and a huge amount of Project time will be taken with this work.

THE BOARD:

1. Noted the update provided by Mr S Brown.
2. Noted the publication of the report from HFS on 30 October 2019.
3. Requested Mr S Brown considers the chairs proposal and make contact via the board secretary.

15.20 **RISK REGISTER PAPER WITH REPORT FOR NOTING**

Mr Reid presented the risk management paper which confirmed the approval of the Risk Register by the board members at the development day 24 September 2019. It was confirmed, following the formation of the board the assurance and governance sources within the reporting processes have been updated to reflect the new governance group.

Mr Reid advised the Risk Register is considered by the Project Team on a monthly basis and will undergo a detailed review on 17 December 2019.

Mr Moore requested the board consider the terminology as noted reference to the public is limited; the term stakeholder is used in most cases which is woolly. It was highlighted the risk register cover all Project and will evolve as new risk emerge as the programme progresses.

Dr Thomson thanked Mr Reid for the update and suggested the work plan be updated to include a longer risk session every second meeting of this board.

THE BOARD:

1. Noted the Risk Register and endorsed the change in the work plan to accommodate a longer risk item every second meeting.

15.25 **PROJECT FINANCIAL MANAGEMENT**

Mr Lauder gave an overview of the financial costs for this financial year and confirmed he will come back to a future meeting with a comprehensive breakdown of the long term costs including the effect any delays to have the cost profile due to inflation.

Mr Fuller asked for clarity on lead advisor and healthcare planner contracts, Mr Reid confirmed our advisors are appointed on an NEC contract with a specific charge for each stage of works. The current stage will be complete at acceptance of the Outline Business Case (OBC) The Project has a cost projection through to build for the lead advisor teams. The clinical modelling process has now concluded with the exception of a few small areas and we should expect to see the fees reduce in this area.

Ms Knox asked the board to note; it would be valuable for regular updates on the cost profiles and increases due to delay against programme.

Dr MacKenzie asked that the cost profile presented include links to a work plan and the dates programmed.

Dr Thomson thanked Mr Lauder for the update.

THE BOARD:

1. Noted that cost update and looks forward to the detailed cost profiles at 26 November meeting.

15.30 **COMMUNICATION AND ENGAGEMENT**

Mr Brown advised the group he would today share the communication and engagement plan and discuss the process moving forward. Prior to review of the paper Mr Brown asked to clarify a couple of points with the board.

1. The next general election is not due until 2022; however, the UK Prime Minister has requested an early election which could take place in December 2019 with a preferred date of 12 December 2019. The law requires that there is a gap of five weeks prior to polling day; this would mean that parliament would be dissolved from 6 November 2019. We may be limited in terms of engagement in this time as local government and MSPs will not be in session. Further details will be shared in due course.
2. There has been a lot of discussion around Engagement and Consultation and they are often referred to in the same context. Mr Brown thought it would be of benefit to clarify the key differences. Engagement is an ongoing process of sharing information, developing relationships and building partnerships. Consultation is a statutory requirement when

considering a proposal of change. The Cabinet Secretary has requested NHS Lanarkshire hold a programme of engagement and not a formal Consultation at this stage.

The board thanked Mr Brown for the clarification.

Mr Brown advised following tender, the Consultation Institute has been successfully appointed to support the engagement process and have validated the plan presented to the board today. It was advised this should bring additional assurance, as the Institute have a long standing reputation in this area. Mr Brown also advised an additional independent body would be appointed to facilitate the site selection process to allow the NHS Lanarkshire staff to be completely impartial once the data is complete. There will also be a peoples hearing process which will be chaired by Dr Thomson.

Mr Brown advised the group to note, there are no firm dates on the plan presented, as this is very much dependent upon the potential general election and approval of the third site by the NHS Lanarkshire Board. The board was also asked to note an allowance of fluidity within the plan, in case of unforeseen circumstances, which gives 24 weeks for the full engagement process and site selection. Mr Brown asked the board to note the plan and endorse the proposal of commencing the communication and engagement process Monday 4 November 2019.

Mrs Macer thanked Mr Brown for clarity on engagement and asked if Consultation is a statutory requirement, do we not have to Consult for a new site. Mr Lauder confirmed the requirement from the Cabinet Secretary was for further engagement at this stage.

Mrs Moncrieff asked for assurance that independent bodies are fully aware of all stakeholder groups and the close links the partnerships have with NHS Lanarkshire. It was also highlighted that South Health and Social Care partnership forum AGM was omitted from the plan. Mr Brown confirmed the plan is developed in conjunction with and sense checked by the NHS Lanarkshire communication team. The plan will be updated to ensure dates are added, as it is an indicative time line at this point.

Mr Fuller asked how the attendees of the peoples hearing would be selected. Mr Brown confirmed they would apply to take part themselves and would be given a chance to submit and evidence they felt contradictory to any presented by NHS Lanarkshire.

Mr Reid advised the board to note that purdah lasts until a new government is formed. This process may not end the day after polling day.

Dr MacKenzie expressed his concerns on the potential loss of confidence in the overall process by patients, staff and the public by continuing delays. Dr MacKenzie also highlighted the potential for purdah also presents a real and present danger to delaying this process starting until 2020. It is worth highlighting for the minute that we would be ten months post IRP with no

guarantee of an agreed site.

Dr Thomson thanked Mr Brown for his update.

Dr Thomson also thanked Dr MacKenzie, and assured that the feedback from the University Hospital site is being taken on board but that we must ensure our process for engagement is robust, to ensure we are not at risk of another review and further delays. Dr Thomson also confirmed that Cabinet Secretary regularly received updates on the Project progress via the NHS Lanarkshire Board Chair and suggested an agenda item on this.

Dr Thomson concluded by asking the board members if they are happy to endorse the communication and engagement plan with commencement Monday 4 November 2019.

THE BOARD:

Endorsed the recommendation to the NHS Board to move forward with communication and engagement plan on Monday 4 November 2019.

16.00 **MROB WORKPLAN 2019**

Mrs Elliott asked the board to note the work plan which is linked to the project programme. It was highlighted this is an indicative plan and there is a need for a fluidity as items may be prioritised as the programme changes.

Dr Thomson thanked Mrs Elliott for the update.

THE GROUP:

Approved the work plan for 2019.

16.05 **CALENDAR OF MEETINGS 2019/20**

Mrs Elliott asked the board to note the schedule of meetings for 2019/20. Mr Fuller asked for clarity on the January 2020 date and he had noted 14 January 2020, Mrs Elliott confirmed the meeting is the 15 January 2020.

Dr Thomson thanked Mrs Elliott for the update.

THE GROUP:

1. Noted the meeting schedule.

16.05 **ANY OTHER COMPETENT BUSINESS**

Mr Masterton thanked the chair for a very open board meeting and confirmed he will be advising his fellow North PPF members that, he was very impressed by the positive attitude of the board and it is clear, this body is not a tick box exercise and are committed to building the best hospital for people of

Lanarkshire.

16.10 **CLOSING REMARKS**

Dr Thomson thanked the group for coming today and apologised for the meeting running over on schedule. It was agreed the input and discussion today was valuable.

16.15 **DATE OF NEXT MEETING**

The next meeting of MROB will be held on Tuesday 26 November at 10.00pm in Seminar Room 1, University Hospital Monklands.