

NHS Board Meeting
24 February 2021

Lanarkshire NHS Board
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SUBJECT: MONKLANDS REPLACEMENT PROJECT UPDATE

1. PURPOSE

The purpose of this paper is to ask Board Members to note that:

1. The Board has received confirmation that the Cabinet Secretary is happy to approve the recommendation of Wester Moffat as the preferred site for the new University Hospital Monklands (Appendix 1);
2. The Cabinet Secretary is content for the Board to develop the Outline Business Case, which is the next phase in this process; and
3. Revised governance arrangements for the oversight of the Project will be presented to the NHS Board at their meeting on 31 March 2021.

2. ROUTE TO THE BOARD

This report has been prepared by Mr Colin Lauder, as Senior Responsible Officer for the Monklands Replacement Project.

3. SUMMARY OF KEY ISSUES

Site Selection

In December 2020, the NHS Lanarkshire Board unanimously approved the recommendation to the Cabinet Secretary for Health and Sport that Wester Moffat was the preferred site for the location of the new University Hospital Monklands.

The Cabinet Secretary responded by letter on 28 January 2021, and a copy of the letter is attached as Appendix 1.

This letter confirmed that the Cabinet Secretary was happy to approve the recommendation of Wester Moffat as the preferred site for the new University Hospital Monklands, and content for the Board to develop the Outline Business Case, which is the next phase in this process.

Governance arrangements

A further paper will be presented to the NHS Board on 31 March 2021 to reflect the fact that the Project is now entering a new phase, having completed the public engagement phase which led to the selection of a preferred site, and moving into a new phase, the development of an Outline Business Case. An oversight / governance group will require different Terms of Reference and Membership.

4. STRATEGIC CONTEXT

This paper links to the following:

| | | | | | |
|--------------------------|-------------------------------------|-----------------------|-------------------------------------|-------------------|-------------------------------------|
| Corporate objectives | <input checked="" type="checkbox"/> | AOP | <input checked="" type="checkbox"/> | Government policy | <input checked="" type="checkbox"/> |
| Government directive | <input checked="" type="checkbox"/> | Statutory requirement | <input checked="" type="checkbox"/> | AHF/local policy | <input type="checkbox"/> |
| Urgent operational issue | <input checked="" type="checkbox"/> | Other | <input type="checkbox"/> | | |

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 | <input checked="" type="checkbox"/> |
|------|-------------------------------------|-----------|-------------------------------------|----------------|-------------------------------------|

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"/> |

The Monklands Replacement Project will support the improvement of all aspects of Person-Centred, Safe and Effective Care.

6. MEASURES FOR IMPROVEMENT

The current objective of the Monklands Replacement Project is the completion of a series of business cases which, following approval by Scottish Government, will allow the construction of a new hospital to replace University Hospital Monklands which is no longer fit for purpose.

7. FINANCIAL IMPLICATIONS

The Monklands Replacement Project Team costs are being covered through specific allocations from the Scottish Government Health & Social Care Directorate. The recurring and non-recurring financial implications for the new hospital will be described within the Outline Business Case, which will be completed following approval of the site option by the Cabinet Secretary for Health and Sport.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The current University Hospital Monklands is no longer fit for purpose and is in urgent need of replacement. The NHS Board has to spend significant sums of money to maintain the fabric of the building, just to ensure that the hospital can continue to operate safely. However, a range of risks remain which will only be mitigated by replacing the existing facility. Regular updates are provided to the Board on the mitigation in place.

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. FAIRER SCOTLAND DUTY / EQUALITY IMPACT ASSESSMENT

These were undertaken and reported to the Board in December 2020.

11. CONSULTATION AND ENGAGEMENT

The Chair of MROB will be engaged in discussion about future governance arrangements, along with the Board Chair and Board Chief Executive.

12. ACTIONS FOR THE BOARD

The NHS Lanarkshire Board is asked to note that:

1. The Board has received confirmation that the Cabinet Secretary is happy to approve the recommendation of Wester Moffat as the preferred site for the new University Hospital Monklands (Appendix 1);
2. The Cabinet Secretary is content for the Board to develop the Outline Business Case, which is the next phase in this process; and
3. Revised governance arrangements for the oversight of the Project will be presented to the NHS Board at their meeting on 31 March 2021.

13. FURTHER INFORMATION

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

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