

## Report to: Lambeth Together Strategic Board

23 September 2020

<b>Report Title</b>	Lambeth Hospital Reconfiguration and Redevelopment Programme
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<b>Summary</b>	<p>The purpose of this report is to provide an update on the Lambeth Hospital redevelopment programme including consultation and engagement covering: a) the future use of the site and b) the relocation of acute services.</p> <p>The proposal to relocate the acute wards from Lambeth Hospital to the Maudsley Hospital into new purpose built accommodation was approved by the Lambeth and Southwark Joint Overview and Scrutiny Committee in June 2020. Subsequently the South East London Clinical Commissioning Group Governing Body took the decision to proceed on July 16<sup>th</sup> 2020, leading to the agreement on July 28<sup>th</sup> 2020 of the South London and Maudsley NHS Foundation Trust Board (SLaM) to move to implementation.</p> <p>Individual parallel consultation processes have also been conducted for the Ward In the Community and the Tony Hillis Unit, both currently accommodated on the Lambeth Hospital site. These two wards are multi-borough resources but it was agreed that Lambeth and Southwark Joint Overview and Scrutiny Committee would also have oversight of assurance these processes, on behalf of all potentially affected boroughs. Recommendations arising from both these specific consultation exercises were aligned to the recommendations and action plan for the wider Lambeth hospital services transfer. South East London CCG approved the decision to move forward with the proposals to relocate these wards on 16<sup>th</sup> September 2020. SLaM will now also proceed with this plans as part of the overall reconfiguration and redevelopment of the Lambeth Hospital site.</p> <p>As a result of these decisions, the Lambeth Hospital site will be vacated, and the planning process has started</p>

	<p>regarding the future use of the site. Planning and implementation is also underway for the relocation of services which includes delivery of the recommendations from the consultation process and the Joint Overview and Scrutiny Committee. The next meeting of the JHOSC will be in January 2021.</p> <p>A chronology is attached as appendix 1.</p>
<b>Recommendation(s)</b>	<p>For Information:</p> <p>The Lambeth Together Strategic Board is note the programme -encompassing consultation and engagement activities- pertaining to both the future use of the site and relocation of the acute and two specialist multi-borough units.</p>

### **Future use of the Lambeth Hospital site**

The planning public consultation commenced on July 23<sup>rd</sup> 2020 and ran until the planning submission to Lambeth Council on September 18<sup>th</sup> 2020. Pre briefing was provided to key stakeholders in advance of the opening of consultation, and the consultation included the feedback provided by residents during the service change consultation.

Consultations on the current proposals has been promoted widely using a number of methods and channels, including Facebook advertising, brochures delivered to 4,342 local residents and business addresses, newspaper advertising in the South London Press, and two online public events. The public events were well attended with 40 attendees at each event. A third online public event hosted with and chaired by the Director of Black Thrive, also took place on September 8<sup>th</sup> and this provided an additional opportunity for residents from Black and Minority Ethnic communities to find out more about the plans and input their views. Feedback from this meeting was in line the prior online events, and SLaM were able to provide reassurance that that they will take account of the comments as they take forward design and delivery of the scheme. Ward councillors have also been engaged, including: a meeting with Larkhall ward councillors who are also supporting the setup of a further residents meeting; and a meeting was also offered to Ferndale ward councillors.

Key themes which have come out of the consultation so far include concerns from local residents relating to:

- The height of the buildings
- Affordability and nature of tenure within the proposed development
- Pressure on local infrastructure
- Lack of car parking

Now that the planning submission has been made the Council is engaged in a statutory 21 day statutory public consultation, and the public will be able to comment up to the Planning Committee meeting on December 15<sup>th</sup> 2020.

SLaM and the Council have set up a Lambeth Estates Development Subgroup co-chaired by the Director of Regeneration and Housing Growth and SLaM Director of Estates and Facilities which will be key forum for ensuring ongoing engagement with local stakeholders and residents following the completion of the planning public consultation. The first meeting will take place in September following the planning submission.

Alongside this process SLaM are looking at various options for the commercialisation of the site, with the preference being that they develop it themselves, with the support of a procured development manager, and therefore maintain ownership of the site.

### **Relocation of acute services**

Following the decision to relocate the acute services to the Maudsley Hospital, the Full Business Case for Douglas Bennett House (DBH) went to the SLaM Board on September 22<sup>nd</sup> for approval and NHS England and Improvement are now completing final due diligence on the plans.

It is anticipated that construction will start on DBH in October 2020 and will be completed by September 2022, with the new wards opening to service users in January 2023.

Implementation planning for the programme is underway a programme plan will be shared once this has been finalised.

In addition, the consultation and the JHOSC made 15 recommendations regarding the programme, and the JHOSC has requested a follow up meeting in January 2021 to review a milestone plan for the recommendations and progress against it. The work to implement the recommendations covered within the chronology attached in appendix 1. However, areas of immediate work include:

- Recommendation 1: Development of a robust communications and engagement plan which be complete in early September; the setup of the Lambeth Estates Development Sub Group and its first meeting in September 2020
- Recommendation 8: The setup of the culturally appropriate inpatient care model project with Black Thrive, which will have terms of reference agreed in September. SLaM and Black Thrive have agreed and Memorandum of Understanding which includes agreement by SLaM to provide funding to Black Thrive for the project for an maximum 24 month period.
- Recommendation 10: Detailed and robust planning consultation
- Recommendation 14: Full Business Case approved by the SLaM Board 22 September 2020 for the programme included the full business case for the clinical and non-clinical support services
- Recommendation 15: the development of the MOU for S117 across SLaM boroughs is underway; a Southwark Estates Development Sub Group will be set up for October 2020

The development and delivery of the JHOSC recommendations will be overseen by the Lambeth and Southwark Oversight Group (LSOG) to ensure alignment across boroughs and a joint approach to the JHOSC meeting January. The Group will be co-chaired by the Director of Integrated Commissioning Adults- SEL CCG (Lambeth) and Lambeth Council, the interim SLaM Chief Operating Officer and the Managing Director of SEL CCG, Southwark. Discussion is underway with Southwark Council regarding their representation. The Director of Black Thrive has agreed to join as one of the core members of the LSOG to help us ensure that there is robust engagement and consultation with our local black communities as part of the process.

### **Additional Developments on the Maudsley Site**

There is also ongoing engagement with Southwark Council Council and residents with respect to the Michael Rutter Centre/Mapother house public planning consultation. The first Southwark Estates Development Group will be held in October 2020 following planning submission for this scheme. This group will include representatives of local stakeholders and residents and look to engage on an ongoing basis with 2 meetings prior the JHOSC review meeting in January 2021. SLaM will also be reaching out to councillors on the JHOSC and ward councillors. .



## Appendix 1: Lambeth Hospital changes chronology

Action	Type	Deadline	Owner	Notes
Public consultation for service change closed	Public consultation for service change	May 31 <sup>st</sup> 2020	SLaM/CCG	
JHOSC review of public consultation and approval	Governance	June 30 <sup>th</sup> 2020	JHOSC	Proposal approved
Approval to proceed with service change	Governance	July 16 <sup>th</sup> 2020	SEL CCG	Proposal approved at SEL CCG Governing Body
Agreement by SLaM to move to next steps	Governance	July 28 <sup>th</sup> 2020	SLaM	Approved by SLaM Board
Planning consultation for future use of Lambeth Hospital site opened.	Planning public consultation for Lambeth Hospital site	July 23 <sup>rd</sup> 2020	LCA/SLaM	Letters and materials sent to key stakeholders including councillors
Covers JHOSC recommendation 10	Planning public consultation for Lambeth Hospital site	July 28 <sup>th</sup> 2020	LCA/SLaM	Brochure and materials issued to partners and local community groups asking for promotion via networks and own communication and engagement channels
	Planning public consultation for Lambeth Hospital site	July 30 to Aug 6 <sup>th</sup> 2020	LCA/SLaM	<ul style="list-style-type: none"> <li>- Targeted social media advertising campaign on Facebook reaching 7,298 people</li> <li>- Trust service user advisory group engaged</li> <li>- Internal SLaM communication to staff</li> <li>- Advert in South London Press promoting consultation and public events</li> <li>- Brochure delivered to 4,342 local resident and business addresses</li> </ul>
	Planning public consultation for Lambeth Hospital site	Aug 6 <sup>th</sup> and 10 <sup>th</sup> 2020	LCA/SLaM	2 public events held with 40 attendees at each event
	Planning public consultation for Lambeth Hospital site	Aug 13 <sup>th</sup> 2020	LCA	Meeting with Larkhall ward councillors (Tim Windle and Tina Valcarcel); ongoing dialogue and they are supporting setting up of a further residents meeting

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	Planning public consultation for Lambeth Hospital site	Sept 2 <sup>nd</sup> 2020	LCA	Meeting with local residents arranged by Cllr Windle
	Planning public consultation for Lambeth Hospital site	Sept 3 <sup>rd</sup> 2020	LCA/SLaM	Meeting with Trust service user advisory group
	Planning public consultation Lambeth Hospital site	Sept 4 <sup>th</sup> 2020	CCG	Cabinet Member Briefing for Cllr Dickson and Cllr Adilypour
	Planning public consultation for Lambeth Hospital site	Sept 8 <sup>th</sup> 2020	LCA/SLaM	3rd Public event held in partnership with Black Thrive, final details being agreed.
Recommendation 1: Communication plan for 2 year period to opening of DBH developed	Consultation/JHOSC recommendation	Sept 2 <sup>nd</sup>	SLaM	Will include communication and engagement objectives, stakeholder mapping, key initiatives
Recommendation 8: Agreement of terms of reference for culturally appropriate inpatient care model project with Black Thrive	Consultation/JHOSC recommendation	Sept 11 <sup>th</sup> 2020	SLaM	
Planning submission for Lambeth Hospital site to Lambeth Council	Planning approval for Lambeth Hospital site	Sept 18 <sup>th</sup> 2020	SLaM	Planning application submitted to Lambeth. Lambeth will validate the documents submitted. Following on from validation, Lambeth will have a 16-week period to determine the planning application.
Council statutory engagement period for planning submission	Planning approval for Lambeth Hospital site	Dec 15 <sup>th</sup> 2020	Council	21 days statutory public consultation, but public can comment up to the planning committee date.
Planning Committee	Planning approval for Lambeth Hospital site	Dec 15 <sup>th</sup> 2020	Council	Lambeth's Planning Committee meet to determine the outcome of the planning application for the Lambeth site.
Recommendation 1: Ongoing engagement with Lambeth local stakeholders and residents	Consultation/JHOSC recommendation	Sept 2020	SLaM/Council	First meeting of Lambeth Estates Development Subgroup, co-chaired by SLaM Director of Estates and Facilities and Director of Regeneration at Lambeth Council. Subgroup will meet bimonthly throughout Lambeth Hospital changes and opening of Douglas Bennett House
Recommendation 15: Ongoing engagement with Southwark local	Consultation/JHOSC recommendation	Sept 2020	SLaM Director of Social Care	Meetings with Directors of Adult Social Care (Croydon, Southwark, Lambeth, Lewisham)

Action	Type	Deadline	Owner	Notes
stakeholders: MOU for S117 development				
Full Business Case for Douglas Bennett House (DBH) scheme to SLaM Board for approval	Governance	Sept 22 <sup>nd</sup> 2020	SLaM	
Recommendation 14: Full Business case for all clinical and non-clinical support services moving from Lambeth Hospital site	Consultation/JHOSC recommendation	Sept 22 <sup>nd</sup> 2020	SLaM	Part of Full Business Case for the scheme
Recommendation 15: Ongoing engagement with Southwark local stakeholders and residents  Recommendation 6: Information on green space on Maudsley site	Consultation/JHOSC recommendation	Oct 2020	SLaM/Southwark CCG	First meeting of Southwark Estates Development Sub Group including key stakeholders, councillors and local resident organisations. Co-chaired by SEL CCG, Southwark Managing Director and SLaM Director of Estates and Facilities. Subgroup will meet bimonthly throughout Maudsley Hospital changes and opening of Douglas Bennett House. Will cover JHOSC recommendation 15 re: bed availability in Southwark, and recommendation 6: information on green space on the Maudsley site
Construction starts on DBH scheme at Maudsley Hospital	Construction	October 12 <sup>th</sup> 2020	SLaM	Planned construction dates: Oct 12 <sup>th</sup> 2020 to 22 <sup>nd</sup> Sept 2022
Recommendation 8: First meeting of culturally appropriate inpatient care model project steering group	Consultation/JHOSC recommendation	Oct 2020	SLaM	Will co-develop milestone plan with SMART objectives
Recommendation 7: Expanding voluntary sector inreach offer to inpatient wards: review of pilot project outcomes and planned next steps	Consultation/JHOSC recommendation	Nov-Dec 2020	SLaM	Agreement on next steps via Living Well Network Alliance
JHOSC meeting to review progress on consultation/JHOSC recommendations  Includes information covering recommendations 9,11, 12 and 13	Governance	Jan 2021	SLaM/CCG	Information will be provided to cover: <ul style="list-style-type: none"> <li>- Recommendation 9: more detail on commercial aspect</li> <li>- Recommendation 11: scheme for Trust and partners to develop approx. 570 homes, of which 50% are affordable</li> <li>- Recommendation 12: clarification definition of affordable with a breakdown of units</li> </ul>

Action	Type	Deadline	Owner	Notes
				- Recommendation 13: assurance re: effective mix of risk and reward
Recommendation 2: Analysis of historic and projected demand relating to access to inpatient services	Consultation/JHOSC recommendation; part of implementation planning	March 2021	SLaM	Timing determined by implementation plan
Recommendation 3: Engagement with travel providers if travel analysis identifies significant issues	Consultation/JHOSC recommendation; part of implementation planning	June 2021	SLaM	Timing determined by implementation plan
Construction ends on DBH scheme at Maudsley Hospital	Construction	22 <sup>nd</sup> Sept 2022	SLaM	
Commissioning of DBH in preparation for service move	Construction	Oct 2022 to Jan 2023	SLaM	
Transition plan development for move to DBH (covers recommendations 4 and 5)	Consultation/JHOSC recommendation; part of implementation planning	March 2022	SLaM	- Recommendation 4: Development of welcome pack for all wards - Recommendation 5: Planning to support service users who will be moving to familiarise with the Camberwell area
Transition plan implementation	Service moves	March 2022 to Dec 2022	SLaM	
Acute wards, PICU and Tony Hillis Unit move from Lambeth Hospital to new DBH on Maudsley site	Service moves	Jan 2023	SLaM	