

**REPORT FOR: HEALTH AND WELLBEING BOARD**

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<b>Date of Meeting:</b>	11 May 2016
<b>Subject:</b>	Royal National Orthopaedic Hospital (RNOH) Redevelopment Phase 1 Project
<b>Responsible Officer:</b>	The Redevelopment Programme Sponsor and Responsible Officer for the Royal National Orthopaedic Hospital NHS Trust, Rob Hurd – Chief Executive
<b>Public:</b>	Yes
<b>Wards affected:</b>	Canons
<b>Enclosures:</b>	Grant of Outline Planning Permission

**Section 1 – Summary and Recommendations**

The RNOH site in Stanmore has obtained a Hybrid Planning Consent for the Redevelopment of the hospital and development of housing on two areas of land to be sold. This paper covers the first phase of the hospital Redevelopment.

**Recommendations:**

The Board is requested to: Endorse the proposal to build a 91 bed Inpatient Ward block as Phase 1 of the 10 Phase Hospital Redevelopment.

## Section 2 – Report

### Background

The RNOH was first established on the Stanmore site more than 100 years ago to provide a Countryside location for Children with long term musculoskeletal conditions being treated in Orthopaedic Hospitals in London. The hospital expanded significantly around the Second World War to treat injured Servicemen since when the same buildings have been in use for the provision of the RNOH Healthcare Services.

The RNOH will continuously improve its status as the UK's leading specialist orthopaedic provider, further enhancing its international profile for outstanding patient care, research and education in partnership with University College London (UCL).

The aim of the RNOH is to be *“the specialist orthopaedic hospital of choice by providing outstanding patient care, research and education through our staff”*. It is a world renowned specialist hospital for the diagnosis and treatment of neuro-musculoskeletal conditions which range from the most acute spinal injury, bone tumour and complex joint reconstruction to orthopaedic medicine and specialist rehabilitation for chronic back pain sufferers. The range of neuro-musculoskeletal services is unique within the NHS and attracts scientists and clinicians from all over the UK and abroad who are drawn by the unique experience and broad range of clinical conditions.

### Current situation

At present clinical excellence and innovation is being delivered in buildings constructed in the early 1940s, most of which were intended to only serve for a limited period. Years of indecision about the future of the hospital has resulted in staff and patients having to continue in this accommodation which has completed its useful lifecycle and which now impact negatively on the patient experience. It is a significant credit to the staff at the RNOH that high standards and innovation have still been achieved in these surroundings.

The RNOH NHS Trust has consulted widely and liaised with Department of Health and its various Agencies during the development of a redevelopment master plan for the site at Stanmore. It is proposed to vacate and dispose of the Western and Eastern zones of the site for which the Trust has obtained Outline Planning Consent. The land sale receipts will be invested for the redevelopment of the hospital on the Central zone immediately West of the existing hospital buildings. The Northern zone will be maintained, improved as open countryside with improved access for the public.

The hospital redevelopment proposals are also approved by the Planning Authority as part of the site wide Hybrid Approval requiring only approval of reserved matters to be obtained on a building by building basis.

It is proposed to submit this reserved matters Planning Application for the Phase 1 building Harrow Borough Council in the near future. The Trust has

finalised a Full Business Case which was approved by the Board On 30 March 2016. The case was submitted to the Trust Development Authority in April this year for approval to proceed anticipated in June. The Trust hopes, with all appropriate consents in place, to commence construction works during the third quarter of 2016.

The Trust hosted a Community Engagement Event at the hospital site to which the public, through Newspaper advertisement, were invited alongside Councillors from Harrow and adjacent Council areas plus a selection of local Agencies and Bodies such as the Stanmore Society and the Brockley Hill Residents Association. Previous Community Engagement events were well attended and overwhelming support was forthcoming for the redevelopment at the Master Planning stage. In excess of 100 people attend the event and other than expressing concerns about the traffic intensity during construction there was support for the redevelopment to proceed.

The Stanmore Society together with the Brockley Hill Residents Association held their own Community Engagement event to which the Trust Chief Executive was invited. Rob Hurd attended with our Director of Estates and Facilities and presented the proposals to 50 plus attendees.

## **Why a change is needed**

The buildings are a long way past their useful and economic life and being of a 'Nissen Hut' design were only ever meant to serve for a limited period of time. The Care Quality Commission, which regulates Healthcare Service delivery in the UK, has classified the clinical services provided at RNOH as outstanding but the buildings within which it is delivered as not fit for purpose.

## **Main options**

The main options considered over many decades include:

- Do Nothing
- Re-establish the Hospital elsewhere possibly merging with another NHS Trust, or
- Redevelop the Hospital on the existing site.

## **Other options considered**

The RNOH Trust has always wished to remain on the Stanmore site and redevelop it to meet modern day standards and many attempts have been made to implement such plans.

Plans were developed between 2001 and 2005 aimed at a comprehensive proposal to replace the entire hospital in one hit using a Public Finance Initiative (PFI) approach. This plan proved to be unaffordable and was abandoned.

A reduced scale plan was developed and placed on the PFI market in 2011 but was reduced further in scale during the Procurement stage to what is now

referred to as the Phase 1 Redevelopment Project which is the subject of this paper.

The Phase 1 building will accommodate an entrance foyer with reception and visitor facilities including toilets and changing facilities together with a Children's Activity Centre and consumables storage spaces at Ground Floor level. The First Floor will accommodate 27 beds for Children and Young Persons with Education, Play, Recreation and Therapy spaces and an external Playground.

## **Implications of the Recommendation**

Whilst the RNOH is not a general hospital but specialised it is not seen as a local service provider however it employs 1400 staff, many of whom live locally, and engages with local suppliers of goods and services where possible.

There will be little or no implications on site as the Trust is replacing 91 existing Inpatient beds which will see four existing wards close thus no increase in traffic or car parking provision is anticipated. When the redevelopment of the hospitals progresses further there are provisions contained within the Planning Consent for road and junction improvements to support safe access and egress for the hospital site and improved road safety and traffic flows.

The Health and Wellbeing Board is requested to endorse the proposal to redevelop the RNOH site in Stanmore and to engage with the Trust throughout the redevelopment programme planning and delivery phases.

## **Financial Implications/Comments**

There are no Financial Implications for the London Borough of Harrow arising from the redevelopment of the RNOH site in Stanmore, other than the positive contribution to the housing stock in the Borough following the sale and development of the RNOH surplus land.

There are no financial implications to Clinical Commissioning Groups that procure services from the RNOH Trust

## **Legal Implications/Comments**

There are no Legal implications for the London Borough of Harrow or Clinical Commissioning Groups arising from the redevelopment of the RNOH site in Stanmore.

## **Risk Management Implications**

The key risk associated with the Redevelopment Programme will be construction traffic however by adopting a phased approach and with expert traffic management planning and implementation this will be minimized to the greatest extent possible.

The other primary risk would be to see the Trust relocate to another hospital Trust site thus reducing local employment opportunities plus the removal of the very specialised status of RNOH and the exemplar reputation of the hospital.

## Equalities implications

Was an Equality Impact Assessment carried out?

Not specifically for this Phase 1 Redevelopment Project however all policy changes, projects and initiatives are planned and implemented in compliance with Trust policies including those concerning Equality, Diversity and Human Rights. When the Trust compiles the Operational Policies and Procedures for the Phase 1 building, matters of Equality, Diversity and Human Rights will be considered with Equality, Diversity and Human Rights will be considered to comply with Trust Policies and Values.

## Council Priorities

The Council's vision:

### **Working Together to Make a Difference for Harrow**

Please identify how the report incorporates the administration's priorities.

- **Making a difference for the vulnerable** - The RNOH provides highly specialised world class musculoskeletal healthcare services as a Tertiary Reference Centre of Excellence. These services are available to all residents of the UK and for patients referred from overseas. The hospital is, as such, not a local hospital like Northwick Park or Watford General Hospitals however residents of Harrow who require the RNOH specialist services can be referred to the hospital. The hospital offers surgical and rehabilitation services to patients enabling them to live as independently as possible given the conditions from which they are suffering.
- **Making a difference for communities** – The hospital site is greater in size that the Trust requires for the services it provided and plans to provide into the future and the surplus land identified will be sold for the development of housing to add to the stock available in the Borough. The sites to be developed for housing sit within a Countryside setting and will see the creation of pleasant environments within which to live. Planning consent has been obtained in outline for the housing development and remain subject to approval of reserved matters prior to the commencement of construction.

In addition there are Section 106 and other Planning Obligations attached to the site Planning Consent which will see road and traffic improvements in and around the site plus there are various contributions to be finalised for investment by the Council in local services.

The RNOH Trust operates within a set of Values comprising, Patients at the forefront of all we do, Excellence in all we do, Equality for all and Trust and Respect for all our staff, patients and visitors. The Trust has an open and active volunteering approach which complements Trust staff to ensure our patients and visitors are fully supported during their time at the hospital site.

The consultation undertaken for the preparation of the future site masterplan has been comprehensive and has influenced the future plans for the redevelopment of the site as a whole. The Trust hosted a Community Engagement Event on the 22<sup>nd</sup> to the 24<sup>th</sup> March to present and discuss the first phase of the hospital redevelopment which is the subject of this paper as cited above.

- **Making a difference for local businesses** – The RNOH Trust employs 1400 staff which benefits the local community in Harrow and neighbouring boroughs plus we use suppliers of goods and services from the local business community where appropriate.

The proposals for the hospital redevelopment are subject to Government approval and as such the Business Case for each phase of building has to be justified within the context of the Trust's Sustainability Plan which again is subject to the approval of the Department of Health. If the Trust Sustainability Plan is not deemed achievable and therefore approved the business case for redevelopment will not be approved thus ensuring that the Trust redevelopment proposals are sustainable going forward.

- **Making a difference for families** – Families will benefit from the redevelopment proposals for the RNOH site through employment opportunities, increased availability of local housing, improved roadways and traffic management in the vicinity of the site and through redevelopment contributions through Planning Obligations for investment by Harrow Borough Council in local services. These are in addition to the healthcare services of a highly specialised nature provided at RNOH should they be required by members of local families.

### **Section 3 - Statutory Officer Clearance (Council and Joint Reports)**

Not applicable to the RNOH site redevelopment.

<b>Ward Councillors notified:</b>	<b>YES – The Ward and all Local Councillors were invited to the Community Engagement Event that was hosted by the RNOH NHS Trust on the 22<sup>nd</sup> to the 24<sup>th</sup> of March where the project under discussion was presented and explained.</b>
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## **Section 4 - Contact Details and Background Papers**

**Contact:** Mr Frank Hennessy, Director of Redevelopment, Royal National Orthopaedic Hospital NHS Trust. Kaz Abedi: 0208 9095574.

### **Back ground Papers:**

*Double click link below* to open a copy of the Hybrid Planning Consent for the redevelopment of the Royal National Orthopaedic Hospital site in Stanmore *Hybrid Planning Consent P/3191/12*.