



Item No: 15

Meeting Date: Wednesday 12th December 2018

Glasgow City Integration Joint Board

Report By: Sharon Wearing, Chief Officer Finance and Resources
Contact: Gary Dover, Head of Planning
Tel: 0141 287 0381

NORTH EAST HEALTH AND SOCIAL CARE HUB

Purpose of Report:

The purpose of this report is to update the Integration Joint Board on our progress reached in developing the health and social care hub.

Background/Engagement:

Initial Agreement

The IJB has agreed previously that the development of a health and social care hub for the North East of Glasgow would be a priority for capital funding. Consequently, the Initial Agreement (the second stage of the development process for capital projects) was agreed by the IJB at its meeting on the 21 March 2018. The Initial Agreement was subsequently approved by the Board of NHS GG&C and the City Administration Committee of the Council. The Initial Agreement has now been approved by the Scottish Government/NHS Scotland (see letter from Paul Gray in appendix 1). The approval of the Initial Agreement by the four bodies means that we are now authorised to move to the Outline Business Case stage.

Site Option Appraisal

In line with the Scottish Government guidance on capital projects an option appraisal was undertaken to select the preferred site for the new hub. In appendix 2 of this report is a summary of the appraisal process and details of the outcome and recommendations from the process. The option analysis considered a long list of 13 sites in the north east and then reduced this to a short list of 4 sites. The report on the option appraisal concludes that:

	<ul style="list-style-type: none"> • Each one of the shortlisted sites has been assessed in line with the Scottish Capital Investment Manual guidance on a qualitative and quantitative basis. The HSCP has consulted with patients, staff & local community representatives through this process. [As appendix 3 demonstrates the consultation on the site options was part of a continuum of engagement with a wide range of stakeholders that has taken place since early 2017]. • Through the process Parkhead Hospital & Health Centre site has been identified as the preferred site, followed by the Tollcross Rd, Springfield Rd, and Lightburn Hospital. • The Parkhead Hospital & Health Centre site requires to be endorsed as the preferred site by the Project Board, NHS GGC and Glasgow City Council to allow the project to proceed to the next stage and develop design options for this site as part of the Outline Business Case (OBC) process.
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<p>Recommendations:</p>	<p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none"> a) note that the approval of the Initial Agreement by the IJB, Glasgow City Council, NHSGG&C and the Scottish Government allows us to move to the development of the Outline Business Case; and b) note the recommendations of the site option appraisal that the Parkhead Hospital and Health Centre site should be the preferred site for the new hub.
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Relevance to Integration Joint Board Strategic Plan:

<p>The Strategic Plan states (page 25) that the HSCP has aspirations <i>“to improve outcomes and reduce inequalities by providing easily accessible, relevant, effective and efficient services in local communities where possible and with a focus on anticipatory care, prevention and early intervention. We need to become less of a dependency based (and dependency creating) service, to one that delivers outcomes and is focussed on achieving the best possible outcomes for our population, service users and carers”</i>. The objectives for the Hub emulate the ambitions of the Strategic Plan</p>

Implications for Health and Social Care Partnership:

<p>Reference to National Health & Wellbeing Outcome:</p>	<p>The project will make a contribution to all 9 outcomes.</p>
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Personnel:	Staff will be required to relocate to the new hub or to alternative locations and there will be on-going engagement with them as part of the development process.
Carers:	Carers will benefit from the delivery of local services in an improved facility and through the integration and co-location of services.
Provider Organisations:	The Hub will provide a location for the delivery of services by provider organisations in partnership with the HSCP services.
Equalities:	We will undertake an EQIA of the proposals as we develop the Outline Business Case and ensure that we engage with a diverse cross section of the local community. The new building will be fully accessible for disabled people and we will make sure that the Hub is close to good public transport links. Inequalities were considered as part of the Initial Agreement.
Financial:	Details of the estimated costs of were included in the Initial Agreement. At this stage the cost of constructing the building is estimated to be in the range of £40m to £47m. More detailed and accurate costs will be available for the Outline Business Case.
Legal:	The normal legal issues for Glasgow City Council and the Health Board (such as building contracts) will arise from developing the Hub.
Economic Impact:	There will be positive economic and regeneration impacts at a local level in the new Hub as a consequence of consolidating public services alongside a wide range of existing shops and leisure facilities.
Sustainability:	We will reduce our reliance on out dated, poor quality buildings through the construction of a modern, state-of- the-art facility. We envisage a reduction in energy costs as a result of the new build facility.
Sustainable Procurement and Article 19:	The procurement process will meet all legislative requirements.
Risk Implications:	If Scottish Government funding is not made available the IJB will need to re-visit the accommodation strategy for the north east. Our properties will require an on-going investment programme to ensure that they remain viable in the longer term. In addition, we would not benefit from the service improvements which a modern facility would open up.

	<p>There are also public credibility risks associated with not progressing the project as there has been substantial publicity about our commitment to develop a Hub for the east end of Glasgow.</p> <p>To mitigate the risk that the outcome of the site selection process could be challenged a high priority was given to ensure that the selection process was clear, open and transparent. Scoring criteria were developed and agreed by the project board to reflect feedback from the pre-selection stakeholder engagement which took place. The site selection workshop was led by an independent facilitator and sites were scored individually by the wide range of stakeholders in attendance. A report on the process of site selection and the outcomes has been produced by the independent facilitator.</p>
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<p>Implications for Glasgow City Council:</p>	<p>The development of the integrated health and social care hub is part of a wider accommodation strategy for the north east which will see the rationalisation of Council owned and leased buildings and the relocation of services to the one site. The major implication is the requirement to seek finance for the construction of the building. However, there are many positive aspects to the development of the new hub and these were outlined in the Initial Agreement.</p>										
<p>Implications for NHS Greater Glasgow & Clyde:</p>	<p>In line with the Health Board's Moving Forward Together Programme it is proposed that some of the outpatient clinics and service, currently based in hospital locations, could be delivered more effectively through improved partnership working with community health and social care services. This would involve re-designing existing pathways of care so that these outpatient services could be delivered in a community based location, such as a health and social care hub.</p>										
<p>Direction Required to Council, Health Board or Both</p>	<table border="1"> <tr> <td data-bbox="564 1317 1434 1424">Direction to:</td> <td data-bbox="1434 1317 1495 1424"></td> </tr> <tr> <td data-bbox="564 1424 1434 1473">1. No Direction Required</td> <td data-bbox="1434 1424 1495 1473">✓</td> </tr> <tr> <td data-bbox="564 1473 1434 1523">2. Glasgow City Council</td> <td data-bbox="1434 1473 1495 1523"></td> </tr> <tr> <td data-bbox="564 1523 1434 1572">3. NHS Greater Glasgow & Clyde</td> <td data-bbox="1434 1523 1495 1572"></td> </tr> <tr> <td data-bbox="564 1572 1434 1603">4. Glasgow City Council and NHS Greater Glasgow & Clyde</td> <td data-bbox="1434 1572 1495 1603"></td> </tr> </table>	Direction to:		1. No Direction Required	✓	2. Glasgow City Council		3. NHS Greater Glasgow & Clyde		4. Glasgow City Council and NHS Greater Glasgow & Clyde	
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1. Purpose

- 1.1 The purpose of this report is to update the Integration Joint Board on our progress reached in developing the health and social care hub.

2. Background

2.1. The Integration Joint Board approved the Initial Agreement for the Hub at its meeting on 21 March 2018 and this was subsequently approved by the Health Board's Finance and Planning Committee on 5 June 2018 and by the full board of NHSGG&C on 26 June 2018. The City Administration Committee of Glasgow City Council approved the Initial Agreement on 17 May 2018. The Initial Agreement has recently been approved by the Scottish Government/NHS Scotland (see letter from Paul Gray in appendix 1).

3. Approval of Initial Agreement and Progression to Outline Business Case

3.1. The approval of the Initial Agreement by the four bodies means that we are now authorised to move to the Outline Business Case stage.

3.2. The purpose of the **Outline Business Case (OBC)** is to identify the preferred option for implementing the proposals that were confirmed at the Initial Agreement stage. It should demonstrate that the preferred option optimises value for money and is affordable. Furthermore, it will set out the supporting commercial and management arrangements to be put in place to successfully implement that option. During the OBC stage the design team is appointed to prepare the design and detailed costs for the building.

3.3. A summary of the key stages is shown below:

- Strategic Assessment – approved
- Initial Agreement – approved
- **Outline Business Case (October 2018 to October 2019)**
- Full Business Case
- Construction phase
- Monitoring and evaluation

4. Outcome of Site Option Appraisal Process

4.1 In line with the Scottish Government guidance on capital projects an option appraisal was undertaken to select the preferred site for the new hub. Attached as appendix 2 is a report explaining the appraisal process and details of its outcome and recommendations. The option analysis considered a long list of 13 sites in the north east and then reduced this to a short list of 4 sites.

4.2 The summary report on the option appraisal concludes that:

- Each one of the shortlisted sites has been assessed in line with the Scottish Capital Investment Manual guidance on a qualitative and quantitative basis. The HSCP has consulted with patients, staff & local community representatives through this process. [As appendix 3 demonstrates the consultation on the site options was part of a continuum of engagement with a wide range of stakeholders that has taken place since early 2017].

- Through the process Parkhead Hospital & Health Centre site has been identified as the preferred site, followed by the Tollcross Rd, Springfield Rd, and Lightburn Hospital.
 - The Parkhead Hospital & Health Centre site requires to be endorsed as the preferred site by the Project Board, NHS GGC and Glasgow City Council to allow the project to proceed to the next stage and develop design options for this site as part of the Outline Business Case (OBC) process.
- 4.3 The North East Hub Project Board and the HSCP Capital Planning Group have both endorsed the findings and recommendations of the site option analysis.
- 4.4 Given that the site and buildings are owned by NHSGG&C the preferred site needs to be supported by the health board.¹

5. Recommendations

5.1 The Integration Joint Board is asked to:

- a) note that the approval of the Initial Agreement by the IJB, Glasgow City Council, NHSGG&C and the Scottish Government allows us to move to the development of the Outline Business Case; and
- b) note the recommendations of the site option appraisal that the Parkhead Hospital and Health Centre site should be the preferred site for the new hub.

¹ At the time of writing this report the Finance and Planning Committee of NHSGG&C had still to discuss the recommendations of the site selection process and was expected to do this at its meeting on the 4 December 2018.

Director-General Health & Social Care and
Chief Executive NHSScotland
Paul Gray



Scottish Government
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Jane Grant
Chief Executive
NHS Greater Glasgow and Clyde
J B Russell House
Gartnavel Royal Hospital
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G12 0XH

17 October 2018

Dear Jane

NHS Greater Glasgow and Clyde – Improving Services in North East Glasgow – Initial Agreement

The above Initial Agreement was considered by the Health Directorate's Capital Investment Group (CIG) initially at its meeting of 15 August and then again at the meeting of 11 October where representatives from NHS GG&C presented to CIG members on the vision of the project. Following group discussion, the CIG recommended approval and I am pleased to inform you that I have accepted that recommendation and now invite you to submit an Outline Business Case.

A public version of the document should be sent to the CIG mailbox (NHSCIG@gov.scot) within one month of receiving this approval letter. It is a compulsory requirement within the Scottish Capital Investment Manual, **for schemes in excess of £5 million**, that NHS Boards set up a section of their website dedicated specifically to such projects. The approved Business Cases / contracts should be placed there, together with as much relevant documentation and information as appropriate. Further information can be found at <http://www.pcpd.scot.nhs.uk/Capital/scimpilot.htm>

I would ask that if any publicity is planned regarding the approval of the business case that NHS Greater Glasgow and Clyde liaise with SG Communications colleagues regarding handling.

As always, CIG members will be happy to engage with your team during the development of the Outline Business Case and to discuss any issues which may arise. In the meantime, if you have any queries regarding the above please contact Alan Morrison on 0131 244 2363 or e-mail Alan.Morrison@gov.scot.

Yours sincerely

Paul Gray



NHS Greater Glasgow & Clyde Glasgow North East Hub Site Selection Summary Report

Executive Summary

The proposals to improve health and care services in North East Glasgow are described in the Initial Agreement (IA) which has been approved by the NHSGG&C Health Board and was approved by the Scottish Government (SG) on 17th October 2018.

The IA concluded that the preferred option, to deliver the required improvements, is to develop a new health & social care hub in the North East of the city. The Site Options Appraisal is an important next step, in determining the best location to develop the hub. In accordance with Scottish Capital Investment Manual (SCIM) guidelines the development of any new infrastructure project requires a full Site Options Appraisal. This consists of a qualitative assessment and a financial assessment to arrive at the best value for money option.

During the summer of 2018 NHS Greater Glasgow & Clyde appointed Property Advisers, Architects, Designers and Cost Advisers to carry out options appraisals on a series of sites identified as suitable to accommodate a new health and social care hub for the North East of Glasgow. The four sites under consideration had been shortlisted from a long list using criteria identified and agreed by the Project Board chaired by Gary Dover, Head of Planning & Strategy Children's & Families and North East Sector, Glasgow City HSCP. The criteria were developed to reflect the outcome of consultation with local stakeholders after a number of stakeholder and community meetings held since 2017 and discussions at the NE Hub Project Board and HSCP Capital Group..

Following this process the highest scoring option, and best value for money option was identified as the site of Parkhead Hospital & Health Centre. The final ranking from the process is:

1. Site of Parkhead Hospital & Health Centre
2. Site of former bus depot, Tollcross Road
3. Development site at Springfield Road/London Road
4. Site of Lightburn Hospital

It is recommended that the Parkhead Hospital & Health Centre site is endorsed as the preferred site by the Project Board, Glasgow City IJB and NHS GGC to allow the project to proceed to the next stage and develop design options for this site as part of the Outline Business Case (OBC) process.

1. Introduction

The proposals to improve health and care services in North East Glasgow are described in the Initial Agreement (IA) which has been approved by the NHSGG&C Health Board and Scottish Government (SG). The IA concluded that the preferred option to deliver the required improvements is to develop a new health & social care hub in the North East of the city. In accordance with Scottish Capital Investment Manual (SCIM) guidelines the development of any new infrastructure project requires a full Site Options Appraisal. This consists of a qualitative assessment and a financial assessment to arrive at the best value for money option.

2. Site Options Appraisal Process

During the summer of 2018 NHS Greater Glasgow & Clyde appointed Property Advisers, Architects, Designers and Cost Advisers to carry out options appraisals on a series of sites identified as suitable to accommodate a new health and social care hub for the North East of Glasgow. The four sites under consideration had been shortlisted from a long list using criteria identified and agreed by the Project Board chaired by Gary Dover, Head of Planning & Strategy Children's & Families and North East Sector, Glasgow City HSCP. The criteria were developed in consultation with local stakeholders after a number of stakeholder and community meetings held since 2017 and discussions at the NE Hub Project Board and HSCP Capital Group..

The Long-list of sites was developed by Property Advisers carrying out a market search of available sites alongside discussions with Glasgow City Council and other public sector bodies. The sites were required to fall within the environs of Glasgow City HSCP North East sector and be capable of accommodating a building footprint of circa 3,000m² and parking for circa 300 cars. The finalised long list consisted of:

- Site of Parkhead Health Centre & Hospital
- Vacant land at East Wellington St
- Former bus depot at Tollcross Rd
- Former industrial units at Old Shettleston Rd
- Vacant land Biggar St
- Development plot at Springfield Rd / London Road
- Vacant land at Todd St
- Vacant land at Dalmarnock Rd
- Vacant land at Clyde Gateway Rd
- Vacant land at Downiebrae Rd / Dalmarnock Rd
- Site of Lightburn Hospital
- Vacant land at London Rd
- Vacant land at Duke St

A set of criteria were agreed and applied to the sites that included capacity, access, deliverability, topography, and town planning status. This resulted in the following shortlist (in alphabetic order):

- Lightburn Hospital
- Parkhead Hospital & Health Centre
- Springfield Rd
- Tollcross Rd

A set of Benefits Criteria were developed by the Project Board based upon the feedback provided from the stakeholder engagement events. . The over-riding concern centred on the ease of access to get to the location of the facility. This was reflected in the scoring criteria agreed by the Project Board. These proposed criteria were taken to the HSCP Capital Group in September 2018 and agreed there also. The agree criteria were:

- Public & Staff Access (35%)

- Parking (20%)
- Co –location (20%)
- Local Regeneration (15%)
- Environmental Quality (10%)

A workshop was held in the Calton Heritage & Learning Centre, located on London Rd on Thursday 27th September 2018. The event was attended by a total of 57 people, and the following groups or organisations were represented:

- Local Community Groups
- Allied Health Professionals
- GP Practices inc GPs
- CAMHS
- Specialist Children’s Services
- Social Work
- NHS Health Improvement
- Local Housing Associations
- Kelvin College
- Strathclyde Partnership for Transport
- Scottish Fire & Rescue Service
- NHS Business Support
- NHS Estates

The event was independently facilitated by Norman Sutherland of Higher Ground Health Care Planning Ltd. NORR Architects gave a detailed presentation on each of the shortlisted sites, which highlighted Site Location, Transport links, Environmental Conditions, and Site Development potential. A total of 48 attendees were eligible to take part in the scoring exercise, where each individual was asked to score each Benefit Criteria against each site from 1 to 10 (1 = Very Poor. 10 = Excellent). A more detailed account of the event and scoring process is recorded in the report from Higher Ground Health & Care Planning Ltd.

The scoring process took account of the qualitative elements of each site in relation to the Benefits Criteria. As summary of the outturn scores for the sites are noted in the table below;

Site Options Appraisal Workshop						
Site Options Scoring Sheet						
Criteria	Weighting	Lightburn Hospital	Parkhead Hospital\HC	Springfield Rd	Tollcross Rd	
		Weighted Score	Weighted Score	Weighted Score	Weighted Score	
Public / Staff Access	35%	10.86	30.11	14.51	26.61	
Parking Facilities	20%	8.63	13.88	11.67	15.25	
Co-Location	20%	7.63	15.42	10.08	13.00	
Local Regeneration	15%	5.13	11.66	8.28	9.81	
Enviromental Quality	10%	5.08	5.50	4.75	6.98	
Total	100%	37.32	76.56	49.29	71.66	

1. Site of Parkhead Hospital & Health Centre site 76.56 points
2. Site of former bus depot at Tollcross Rd 71.66 points
3. Development site at Springfield Road/London Road 49.29 points
4. Site of Lightburn Hospital 37.32 points

The Parkhead Hospital & Health Centre site emerged from the workshop session as highest scoring option in terms of the qualitative site assessment.

A series of detailed costs were developed for each of the four shortlisted sites. These were based on the information collated by the design team including desktop site information, environmental conditions, and discussions with Glasgow City Council Planning Dept. Each of the costs included abnormal costs arising from known site conditions and site development requirements. These costs were then utilised, using standard methodologies to develop a 25 year projection of costs and worked back into a Net Present Value (NPV). Taking this into account a ranking was developed using the standard cost/benefit point process and this is detailed as follows:

	Option 1 Lightburn	Option 2 Parkhead	Option 3 Springfield Rd	Option 4 Tollcross
Non-Financial benefits score (a)	37.32%	76.56%	49.29%	71.66%
Rank	4	1	3	2
NPV results £'000 (b)	61,734	64,682	60,948	63,860
Cost per benefit point (b/a)	£165,418	£84,486	£123,652	£89,115
Rank	4	1	3	2

The above table illustrates the cost per benefit point for each site. This is the acknowledged measure for analysing value for money in the cost/benefit options appraisal process. The final combined scores are therefore as follows:

1. Site of Parkhead Hospital & Health Centre £84,486 per benefit point
2. Site of former bus depot at Tollcross Rd £89,115 per benefit point
3. Development site at Springfield / London Rd £123,652 per benefit point
4. Site of Lightburn Hospital £165,418 per benefit point

3. Scoring Sensitivity

During the early stages of a project there are uncertainties in the absence of detailed site condition information and project specifics. As such the financial element of the appraisal is based on the information available. An assessment has been made of the additional costs that would need to be incurred at Parkhead Hospital site (development costs) before Tollcross would become the highest scoring option. The Parkhead costs would need to increase by circa £3.6m before this would occur. Set against this the site acquisition costs for Tollcross are based on the advice of the Property Adviser. There remains a risk that a higher figure may be required to secure this site, and this would widen the gap between the top two sites.

Conclusion

Each one of the shortlisted sites has been assessed in line with the Scottish Capital Investment Manual guidance on a qualitative and quantitative basis. The HSCP has consulted with Patients, Staff & Local Community representatives through this process.

Through the process Parkhead Hospital & Health Centre site has been identified as the preferred site, followed by the Tollcross Rd, Springfield Rd, and Lightburn Hospital.

It is recommended that the Parkhead Hospital & Health Centre site is endorsed as the preferred site by the Project Board, Glasgow City IJB and NHS GGC to allow the project to proceed to the next stage and develop design options for this site as part of the Outline Business Case (OBC) process.

John Donnelly

NHS Greater Glasgow & Clyde
Property & Capital Planning
22/11/2018

NE HUB – STAKEHOLDER ENGAGEMENT 2017/18 and 2018/19

Examples of activities that have been undertaken are shown below:

- Face to face meetings with local people and local organisations
- Community councils and other local groups
- Community planning, housing groups and other local network meetings
- Sought views of local college students
- Held stalls in local supermarkets
- Held stalls in health centre and our other offices to speak to patients, service users and our staff
- Issued newsletters and leaflets
- On line and paper based survey questionnaire
- Asked local organisations to send out the questionnaire to their members
- Held workshops and public meetings
- Regularly provided updates to our Locality Engagement Forum
- Local people and staff are members of the NE Hub Project Board
- Used Twitter to promote events.
- Local newspapers published articles

During 2017 following organisations contacted via telephone/email and visits to be arranged and/or questionnaires to be circulated for completion

Organisation	Update
MacMillan Cancer Care (within libraries)	Meeting with coordinator 23 March and information disseminated
East Community Addiction Forum	Contact made and information disseminated
Parkinson's East End Support Group	Made contact
Saint Rollox Outreach (Integration Network)	Made contact
Royal Voluntary Service	Made contact
GAMH	Information sent Friday 7 April. Will be sent to NE service and carers team. Survey monkey also distributed
Recovery Groups	Info sent for dissemination 10 April
Urban Fox	Info disseminated
North East Carers Centre	Info sent for dissemination 4 April
Parkhead/Dalmarnock Thriving Places Organisations	Information sent for dissemination. Questionnaires distributed to parents and carers attending Café Stork (Parkhead Congregational Church), Family meal/homework club (Quarrybrae, Dalmarnock and Sacred Heart primary schools), Play Café (Parkhead and Calton Parish Church)
Parkhead Library – Adult Literacy Group/ESOL Group/Conversation Café	Groups contacted
Playbusters – received info via PHA	Contacted- displayed poster in window and local people dropping into office will be asked to complete questionnaire
Parkhead Women's Aid	Distributed information
Parkhead Women's Support Project (Simon Community)	Distributed information
LGBT community	City wide group contacted. Sandyford central re information at reception area

Chronological List of Events, Activities and Meetings

21 September 2016	Integrated Joint Board	
15 February 2017	Integrated Joint Board	
28 February 2017	Community Planning Partnership Area Senior Officers Group	
8 March 2017	North East Strategic Youth Alliance	
14 March 2017	Presentation at Essential Connections Forum (RSLs)	
20 March 2017	Parkhead Community Council	
22 March 2017	Stall in Parkhead Health Centre	
23 March 2017	North East Public Engagement Forum	
28 March 2017	Presentation to Registered Social Landlords at housing event	
29 March 2017	Stall in Tesco Parkhead	1.30pm - 3.30pm
29 March 2017	Lightburn Hospital – Information stall	
30 March 2017	Parkhead Adult Literacy Group	
7 April 2017	Stall in Asda	10am – 2pm
13 April 2017	Stall in Asda	1.30pm – 3.30pm
19 April 2017	Baillieston Community Council, Church Street	7.30pm
24 April 2017	Stand at Reception - Templeton Business Centre Information	
27 April 2017	Community Council – Hope Hall Auchenshuggle/Tollcross	7.30pm
28 April 2017	Carers' Forum – Templeton Business Centre	10am – 12noon
8 May 2017	Stall in Newlands Social Work Office for Children's Services	
15 May 2017	Stall in Anvil Community Mental Health	
19 May 2017	Meeting with students at Glasgow Kelvin College	
29 May 2017	Drop in Session: Parkhead Nazarene Church	
13 June 2017	NE Hub Project Board	
19 June 2017	Stall in Parkview Resource Centre	
22 June 2017	Open meeting at Parkhead Housing Association	
	Parkhead Participatory Budgeting Event (Quarry Brae Primary)	
24 August 2017	Visit to Maryhill Community Health and Social Care Hub for local people	
5 September 2017	NE Hub Project Board	
12 September 2017	NE Hub Design Workshop	9.30am – 4pm
27 September 2017	Presentation to IJB Public Engagement Committee Meeting	9am – 12noon
6 October 2017	NE Hub Design Workshop	9.30am – 4pm
26 October 2017	Locality Engagement	6.30pm – 8pm
27 October 2017	NE Carers Forum	10am -12noon
7 November 2017	NE Hub Design Workshop	1pm – 5pm
18 January 2018	Locality Engagement Forum	6.30pm – 8pm
23 January 2018	NE Hub Project Board	
24 January 2018	Cranhill Community Council	6.30pm – 7pm
22 February 2018	Locality Engagement Forum	6.30pm – 8pm
3 March 2018	NE Hub Project Board	

5 March 2018	Public Meeting Presentation Hub Proposals	10am - 1pm
16 March 2018	Property and Land Services Steering Group	
21 March 2018	Integrated Joint Board	
5 April 2018	Locality Engagement Forum	6.30pm – 8pm
17 April 2018	NE Hub Project Board	
10 May 2018	Locality Engagement Forum	6.30pm – 8pm
17 May 2018	City Administration Committee	
29 May 2018	NE Hub Project Board	
14 June 2018	Locality Engagement Forum	6.30pm – 8pm
3 July 2018	NE Hub Workshop	1.30pm - 4.30pm
17 July 2018	NE Hub Project Board	
21 August 2018	NE Hub Project Board	
29 August 2018	Presentation to IJB Public Engagement Committee	10am -1pm
11 September 2018	East Bank Academy drop in session on hub and site options	12noon -1pm
12 September 2018	Lightburn Hospital drop in session on hub and site options	12noon - 1pm
13 September 2018	Parkhead Health Centre drop in session on hub and site options	12noon - 1pm
26 September	Attendance at Lightburn Hospital to speak to patients and staff	
27 September 2018	Hub Site Options Meeting	9am – 2.30pm
6 November 2018	Locality Engagement Forum	6pm – 7pm
14 November 2018	NE Locality Engagement Forum	6pm – 7pm
8 October 2018	Mental Health Forum Focus Group	1pm - 3pm
1 November 2018	NE Hub Project Board	
13 November 2018	NE Hub Project Board	