

Monklands Replacement Project

Amended Governance Structure

28 April 2021

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1. Introduction

NHS Lanarkshire is progressing the development of a new hospital as a replacement for the current University Hospital Monklands, the Monklands Replacement Project (MRP).

The reporting and governance arrangements were presented to the NHS Board in November 2019 and approved. Due to the passage of time and following site selection confirmation by the Cabinet Secretary, the Project is moving to a new phase and so it is now appropriate to review these arrangements. In particular, the respective roles of executive directors, non-executive directors and public/staff stakeholders now needs to be focussed on the development and submission of the Outline Business Case (OBC). This cannot be achieved without changing the current governance structure.

The proposals set out in this paper have been developed following discussion with Board Members at a briefing session held in February 2021. This was held to ensure that Board Members were sighted on the issues that needed to be addressed in revising the governance arrangements, and to gather the views of Board Members on the next steps. The next steps were set out in a paper to the Board in March 2021, in particular, the need to consult with Members of the Monklands Replacement Oversight Board, and the Stakeholder Engagement Group, in shaping these proposals.

Public engagement in the development of the hospital design and site selection has been crucial to date, the Monklands Replacement Oversight Board and the Stakeholder Engagement Group both played a key role in that process.

However, it is proposed that, in taking account of the requirement to steer the Project through to the completion of an Outline Business Case, that the role of the Monklands Replacement Oversight Board, (MROB) in providing assurance in the site selection process has been successfully concluded. Ongoing oversight and scrutiny of the outline business case development will be provided within a new structure agreed by the NHS Lanarkshire Board through the Planning, Performance & Resources Committee (PPRC). However, the NHS Lanarkshire Board will remain the decision making body for the Project.

The role previously undertaken by the Monklands Replacement Oversight Board in terms of scrutiny and assurance should be undertaken by an expanded and expressly remitted Planning, Performance and Resources Committee, which will be the Project Sponsor. The Committee will require a new set of Terms of Reference, and expanded Membership, with ongoing advice from the independent clinical advisors to the Project. This will require PPRC to run with two discrete agendas: normal business as per current terms of reference, plus a specific agenda relating to the MRP business case development process.

A new forum for stakeholder engagement will be established - the Monklands Engagement Forum (MEF) - to provide the focus of public/patient and stakeholder engagement with the Project. This new Forum will comprise representatives from the local community, and those public representatives who sat on the Monklands Replacement Oversight Board will be invited to consider joining this new Group, to provide a degree of continuity and preserve organisational memory. It will also comprise voluntary & third sector representatives. The MEF will also require a new set of Terms of Reference.

The task of constructing the Business Case will be allocated to the project team which will be augmented by the membership of Executive Board Directors and other technical advisors. This will be called the Monklands Replacement Project Leadership Group, and this Group will report to the Planning, Performance and Resources Committee, and will be accountable to the NHS Lanarkshire Board.

2. Background

Appropriate staffing and governance arrangements for the project are vital if successful and timeous delivery of the Outline Business Case, development thereafter a Full Business Case (FBC), and the new hospital are to be achieved.

Further, the governance arrangements put in place by the MRP will be assessed at OBC stage by external parties to give the Scottish Government assurance that the project has the skills, capabilities and resources to deliver a project of this scale.

3. Governance

The proposed updated governance structure of the Monklands Replacement Project is set out in the Appendix.

3.1 External Assessment of Governance Arrangements

Whilst the main role of any assurance group is to provide assurance to the NHS Lanarkshire Board, the project governance arrangements will also be reviewed by a number of external parties. These will include:

- Scottish Government at OBC/FBC submission,
- Gateway Review team,
- NHS Assure (Scottish Centre for Reducing Infection and Risks in the Healthcare Built Environment Programme).

The management case within the OBC will set out how NHS Lanarkshire proposes to ensure appropriate resources and governance arrangements are in place to deliver the project.

There is no formal guidance within the Scottish Capital Investment Manual (SCIM) detailing who should oversee any project, however a number of informal points are understood. These include avoiding over duplication of roles between project team and any project oversight and those involved having a financial/clinical understanding & authority to make decisions.

3.2 Comparable Projects

It is worth comparing our governance arrangements to those of other major acute healthcare projects in Scotland. Below is details on those members of the project boards or equivalent for the Queen Elizabeth University Hospital (QEUH) and the current NHS Grampian Baird and Anchor Project.

QEUH:

- 6 NHSGG&C executive members

- Chief Executive (chair)
- Director of Finance
- Head of Finance
- COO Acute Division
- Medical Director
- Nurse Director
- External – Scottish Futures Trust (SFT)
- Observers – SG x2, Audit Scotland

Baird and Anchor (essentially 2 projects)

- 8 NHSG executive members
 - Director of Finance (chair)
 - Assistance Director of Finance
 - Director of Facilities and Estates
 - Chief Officer, Acute Services
 - Employee Director
 - Divisional Clinical Director
 - Medical Director
 - Director of Nursing and Midwifery
- External – Scottish Futures Trust (SFT)
- Observers – SG Finance and HFS

It is of note that both projects had external membership/attendance from Scottish Government and external independent membership. Neither project had/has public membership but both projects developed stakeholder engagement arrangements which informed the Project Board (or equivalent) in its decision making.

3.3 Proposed Revised Governance and oversight arrangements

Over the past two years, the primary focus of the MROB has been to provide the Board with assurance around the process for the selection of a preferred site for the new Hospital. With the site selection process complete, the next major tasks for the project include:

- completing the clinical and non-clinical design of the hospital,
- undertaking planning process,
- developing the procurement strategy for the new hospital,
- signing off the workforce proposals,
- Finance – signing off the capital construction cost of the proposed hospital,
- Finance – signing off the revenue cost of the proposed hospital, both workforce cost and general recurring costs (heating, lighting, ongoing maintenance etc.),
- Providing technical assurance that the project has undertaken sufficient work to progress to Outline Business Case submission (including NHS Assure and other mandatory reviews),
- Signing off the Outline Business Case document.

On reviewing these tasks, it is believed that stronger executive membership of the Monklands Replacement Project Leadership Group is required to provide appropriate understanding of the issues.

3.4 Proposed Monklands Replacement Project Leadership Group

The proposed Monklands Replacement Project Leadership Group for discussion and agreement is set out below:

- NHSL Executive Members
 - Director of Planning, Performance and Property (Chair)
 - Board Chief Executive
 - Director of Finance
 - Director of Acute Services
 - Medical Director

- Director for Nursing, Midwifery and Allied Health Professionals
- Director of Information and Digital Technology

- Project Director – MRP
- Staff side representative

University Hospital Monklands Site team, other staff and the Project Technical Advisors will attend meetings as required.

3.5 Public Engagement

Engagement with patient and public stakeholders remains a key part of the project. Patient and public stakeholders have provided advice to the Project to date through the Stakeholder Engagement Group. This was supplemented by the public membership of MROB during the site selection process.

In order to maintain this focus it is proposed that a new Monklands Engagement Forum I established, and in order to ensure continuity public members from MROB and other patient/public representative bodies will be invited to join this new Forum to ensure this is representative of our population as a whole. The MEF will be chaired by the Director of Planning, Property and Performance with the support of the NHSL communications team. It will meet monthly. This Forum will provide input to the Monklands Project Leadership Group.

The Forum will also be engaged in the establishment and monitoring of the Project's communications and engagement plan. It is proposed that where the Monklands Project Leadership Group submit papers to PPRC that these will be supplemented by the views and advice from the Monklands Engagement Forum, where appropriate, to the matter in hand.

3.6 Indicative timescales

The development of the Outline Business Case will be divided into 5 segments, and it is intended that segments will be reviewed, before the Outline Business Case, in its entirety, is

submitted to the NHS Board for final approval. The 5 segments are the strategic, economic, commercial, financial, and management cases of the OBC. The target date for the Outline Business Case to be presented to the NHS Board for approval is late November 2021.

The Monklands Project Leadership Group will meet in advance of any PPRC meetings or NHS Board meetings where MRP business is to be discussed to agree and approve relevant papers.

Proposed Board/PPRC MRP Sessions for 2021

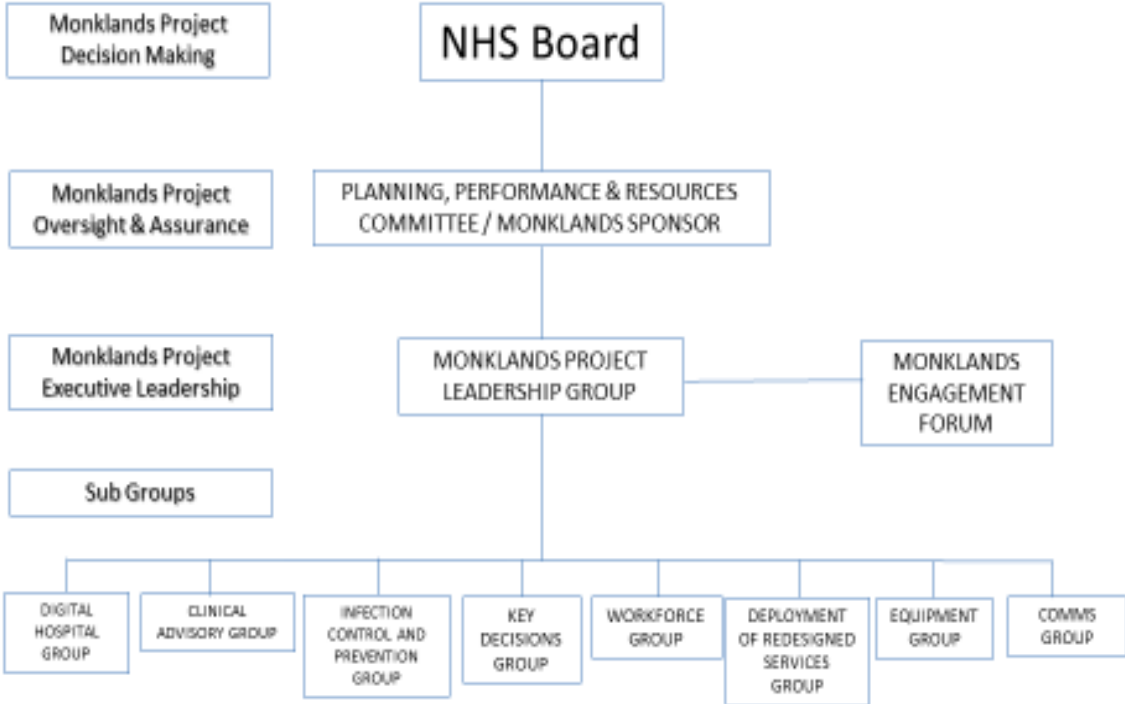
Design and Risks Review Workshop	26 th May PPRC
Strategic & Management Cases	28 th July PPRC
Financial & Commercial Cases	29 th September PPRC
Full document review session	Late October/early November PPRC
Full Board approval of the OBC	Late November NHS Board

4.0 Recommendations

It is proposed that:

- The governance arrangements set out in this paper, and in Appendix 1, are adopted;
- The establishment of a Monklands Replacement Project Leadership Group as set out in this paper is agreed as part of the revised project governance arrangements;
- The establishment of a Monklands Engagement Forum is agreed and the membership and terms of reference constructed to reflect its role as the primary public advisory route for the Project, to be agreed by the Board in due course.
- The Planning, Performance and Resources Committee is stood up and that the terms of reference and agenda for the Committee reflect its new role in providing feedback on the Outline Business Case as it is developed;
- The recruitment of a Non Executive Board member with capital expertise and skills will also support the Board in its oversight and assurance role; and
- These arrangements will be subject to review and any further learning from the reviews into public sector building projects.

**NHS Lanarkshire – Governance Structure
Monklands Replacement Project
1 April 2021**



1 April 2021