

NHS Board Meeting
28 April 2021

Lanarkshire NHS Board
Kirklands
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SUBJECT: MONKLAND REPLACEMENT PROJECT - GOVERNANCE ARRANGEMENTS

1. PURPOSE

The purpose of this paper is to

1. Provide Board Members with an update on discussions held with Members of the Monklands Replacement Oversight Board and the Stakeholder Engagement Group on the revised governance arrangements for the Project;
 - Approve the recommendations made within the attached paper, namely that
 - A Monklands Replacement Project Leadership Group is established;
 - A Monklands Engagement Forum is established with the membership and terms of reference constructed to reflect its role as the primary public advisory route for the Project;
 - The Planning, Performance and Resources Committee be 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.
2. Note that there will be a Development Session after the Board meeting on the development of an Outline Business Case; and
3. Provide an update on the Place Based initiative (the future use of the existing Hospital site).

2. ROUTE TO THE BOARD

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

3. SUMMARY OF KEY ISSUES

Discussions

In a paper to the March 2021 Board meeting, it was agreed that discussions should be taken forward with Members of the Monklands Replacement Oversight Board, and the Stakeholder Engagement Group, on the shape of future governance arrangements for the development of the Outline Business Case.

These discussions have been concluded and the proposals set out in the attached paper were endorsed by Members of both groups.

Development Session

This will take place after the Board meeting, from 2.00pm – 4.00pm, and a separate agenda has been issued to Board Members.

Place Based Update

Board Officers have been working with colleagues in North Lanarkshire Council on the use of the existing site once the Hospital is fully commissioned at Wester Moffat, and Council colleagues have already started the process of engaging with the local community.

A Joint Planning Group is being established and the Director of Planning, Property and Performance will be meeting with Council officials to discuss the initiative during May. A further update will be provided at the May 2021 Board meeting.

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"/>		<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"/>
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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 type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input 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"/>

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.

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.

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 type="checkbox"/>	Equality	<input type="checkbox"/>
Sustainability Management	<input checked="" type="checkbox"/>				

10. EQUALITY IMPACT ASSESSMENT / FAIRER SCOTLAND DUTY

Not Applicable.

11. CONSULTATION AND ENGAGEMENT

The new arrangements will be consistent with the Community Engagement and Participation Guidance issued by the Scottish Government on 11 March 2021, *Planning with People*. www.gov.scot/publications/planning-people

An assessment of the full impact of *Planning with People* is being undertaken by the Director of Communications, and a report will be brought to the Board in May 2021.

12. ACTIONS FOR THE BOARD

Approve	<input checked="" type="checkbox"/>	Accept the assurance provided	<input type="checkbox"/>	Note the information provided	<input checked="" type="checkbox"/>
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The Board is asked to

- Note the update on discussions held with Members of the Monklands Replacement Oversight Board and the Stakeholder Engagement Group on the revised governance arrangements for the Project;
- Approve the recommendations made within the attached paper, namely that
 - A Monklands Replacement Project Leadership Group is established;
 - A Monklands Engagement Forum is established with the membership and terms of reference constructed to reflect its role as the primary public advisory route for the Project;

- The Planning, Performance and Resources Committee be 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.
3. Note that there will be a Development Session after the Board meeting on the development of an Outline Business Case;
 4. Note the update on the Place Based initiative (the future use of the existing Hospital site), and the intention to bring a further update to the May 2021 Board meeting; and
 5. Note that an assessment of the full impact of *Planning with People* is being undertaken by the Director of Communications, and a report will be brought to the Board in May 2021.

13. FURTHER INFORMATION

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

Colin Lauder
Director of Planning, Property & Performance