

NHS Board Meeting
31 March 2021

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

1. PURPOSE

The purpose of this paper is to

1. provide Board Members with an update on how revised governance arrangements are being taken forward in discussion with members of the Monklands Replacement Oversight Board and the Stakeholder Engagement Group, and
2. seek agreement to hold a Development Session on 28 April 2021 (after the Board meeting) on the development of an Outline Business Case.

2. ROUTE TO THE BOARD

This paper has been prepared by Graham Johnston, Head of Planning & Development, on behalf of Colin Lauder, Senior Responsible Officer for the Monklands Replacement Project.

3. SUMMARY OF KEY ISSUES

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 arrangements to govern how the preferred site was to be selected and recommended to the Cabinet Secretary were presented to the NHS Board in November 2019, and approved. 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.

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

As the project transitions to a new and fast moving phase (development of an Outline Business Case (OBC)) and recognising the need to reflect increased scrutiny and oversight of the development of the Outline Business Case by non-executive and executive directors, new arrangements need to be put in place for project oversight and assurance, project executive leadership and stakeholder engagement.

In order to inform the redesign of the governance structure supporting the Monklands Replacement Project, it is proposed to canvas the views of the members of the Monklands Replacement Oversight Board and the Stakeholder Engagement Group before bringing a paper to the April Board, which will set our revised governance arrangements for the Project, for at least the duration of the development of the Outline Business Case.

It is therefore proposed that work with MROB and SEG members is taken forward during April 2021 with the objective of developing these proposals for consideration by the NHS Board at their April 2021 meeting.

In addition, it is proposed to hold a Development Session for NHS Board Members, after the NHS Board meeting on 28th April 2021, to take the opportunity to fully describe the OBC process and to work through the key sections of this documentation in advance of each element of the OBC being considered later this year.

The OBC process is set out in significant detail in the Scottish Capital Investment Manual (SCIM) and forms a major element of work. Provision of clarity on the purpose of each section will ensure that final decision making processes are robust, clear and transparent. Once completed, the full OBC document will be considered by the NHS Board prior to submission to the Scottish Government, in late 2021.

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"/>		

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

1. Note that discussions will 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; and
2. Agree to hold a Development Session after the Board meeting on 28 April 2021, to take the opportunity to fully describe the OBC process and to work through the key sections of this documentation in advance of each element of the OBC being considered later this year.

13. FURTHER INFORMATION

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

Colin Lauder
Director of Planning, Property & Performance