Lochaber Redesign

Project Governance Structure

Version No.	Purpose/Change	Page No.	Author	Date
v9	Update to membership Groups	7-16	Elspeth Skinner, Heather Cameron, Senior Programme Manager	31/03/25
v10	Update to reflect changes to reporting structure/quoracy	4 & 9	Heather Cameron, Senior Programme Manager	01/05/25
v11	Update of reflect change to reporting structure	4	Heather Cameron, Senior Programme Manager	24/06/25
V12	STAG removed from governance structure, update to membership groups	4, 7-16	Mairi Simpson-Taylor, Project Administrator	11/03/26
v13	Amendment to governance structure, removal of Infrastructure Delivery Group, and PB membership update.	4, 7	Heather Cameron, Senior Programme Manager	27/3/26

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Introduction

NHS Highland have instigated a programme of service redesign within the Lochaber area, in particular to address the shortcomings of the current Belford Hospital, a rural general hospital in Fort William.

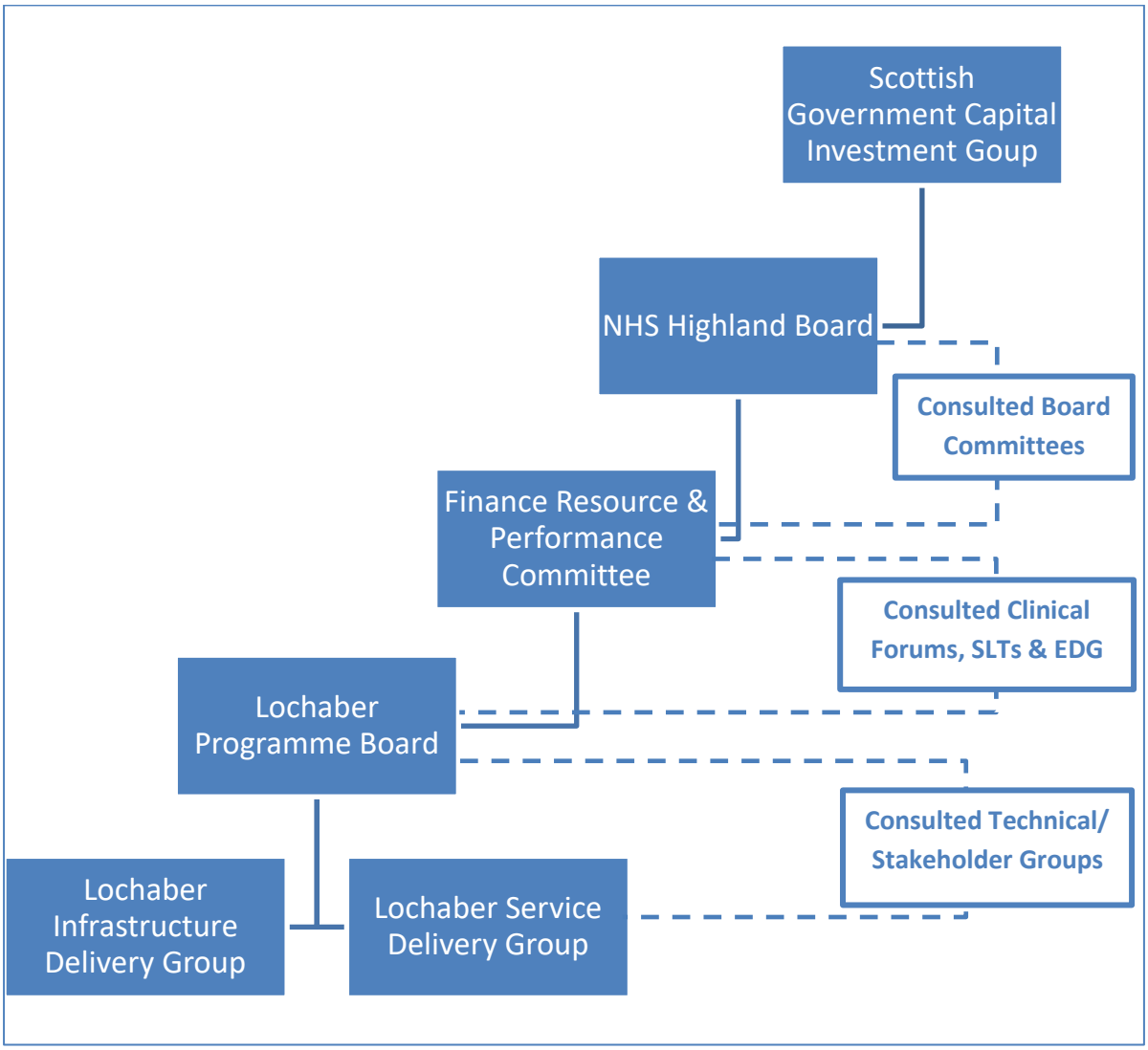
This document sets out the governance structure for the project which will ensure:

- Clear and accountable decision making
- Appropriate and meaningful stakeholder engagement
- Delivery of an effective and efficient service model
- Delivery of a functionally suitable new infrastructure, delivered on time, to budget and to agreed quality standards.

Reporting Structure

The following governance structure will be followed to ensure the project is delivered on time, on budget and to the required quality standard.

Figure 1 – Formal Approval and Governance Structure



Additional groups will be consulted on key documents as indicated by a dotted line on the diagram above, with comments submitted via an appropriate forum in the formal governance structure. These groups will include:

- Highland Health & Social Care Committee
- Capital & Asset Management Group
- Executive Directors Group
- Acute and Highland Senior Leadership Teams

Governance Group	Remit
NHS Highland Board	▪ Ensure that a valid, viable and affordable business case exists for the project; ▪ Authorise allocation of funds to the project; ▪ Oversee programme board performance. ▪ *Meets bi-monthly*
Programme Board	▪ To ensure that the project is delivered within the agreed scope and in line with SCIM guidance; ▪ To ensure the Delivery Team delivers the project to programme, within agreed budget and quality standards; ▪ To ensure a robust business case is developed and appropriate governance route is followed; ▪ To ensure that Delivery Team manages project risks effectively and delivers required project benefits. ▪ *Meets quarterly / more frequently as required*
Service Delivery Team	▪ To deliver robust inputs required to develop the business case for the project; ▪ To deliver the service change in line with SCIM guidance within the scope, programme, budget and quality standards agreed by the Programme Board; ▪ To effectively manage project risks and maintain the project risk register; ▪ To ensure that the benefits of the project are realised; ▪ To establish and direct task groups as required to achieve project objectives. ▪ *Meets monthly*
Infrastructure Delivery Team	▪ To develop a robust business case for the project and present this through required governance route; ▪ To deliver the Infrastructure in line with SCIM guidance and NHS Scotland Assure assurance frameworks, and within the scope, programme, budget and quality standards agreed by the Programme Board; ▪ To effectively manage project risks and maintain the project risk register; ▪ To establish and direct task groups as required to achieve project objectives. ▪ *Meets monthly*
Assurance	**Remit**
Finance, Resource and Performance Committee	▪ Accountable to the NHS Highland Board for board-wide financial position and use of resources; ▪ Ensures Value for Money. ▪ *Meets monthly*

Consultees	Remit
Lochaber Community Stakeholder Group	▪ To represent community stakeholders; ▪ To comment on and influence proposals; ▪ To comment on and advise on communications and engagement with stakeholders. *Meets monthly or bi-monthly*
Executive Director's Group	▪ Provides executive leadership on key board priorities, transformation programmes and operational issues. ▪ Ensures effective working and collaboration on board-wide projects *Meet fortnightly*
Capital Asset Management Group (CAMG)	▪ Ensure board-wide co-ordination and decision making of proposed asset investment / disinvestment ensuring consistency with policy and the strategy; ▪ Agree allocation of funds within delegated limits. ▪ *Meets monthly*
Highland Health and Social Care Committee	▪ Board wide co-ordination and implementation of the NHS Highland strategy and operational plan; ▪ Internal assurance re: major service change process. ▪ *Meets bi-monthly*
Directorate Senior Leadership Teams	▪ To ensure directorate-wide leadership and delivery of key objectives and projects. ▪ *Meet monthly*

Programme Board

Terms of Reference

Membership, Role and Remit

The membership, role and remit of the Programme Board are outlined below.

Membership:

Name	Role	Organisation/Group
Louise Bussell	Senior Responsible Officer/ Nurse Director (Chair/Sponsor)	NHS Highland
Richard MacDonald	Director of Estates, Facilities & Capital Planning/ Deputy SRO (Infrastructure)	NHS Highland
Katherine Sutton	Director of Acute Services/ Deputy SRO (Service)	NHS Highland
Alan Morrison	Deputy Director, Health Infrastructure and Sustainability	Scottish Government
Evan Beswick	Chief officer A&B	NHS Highland
Arlene Johnstone	Chief Officer Highland HSCP	NHS Highland
Boyd Peters	Medical Director	NHS Highland
Jennifer Davies	Director of Public Health & Policy	NHS Highland
Heledd Cooper	Director of Finance	NHS Highland
Gareth Atkins	Director of Human Resources and Organisational Development	NHS Highland
Gavin Smith	Staff Representative	NHS Highland
Iain Ross	Head of eHealth	NHS Highland
Emma Oates	RGH Manager	NHS Highland

Reporting Roles:

Heather Cameron	Senior Programme Manager (Infrastructure & Programme Management)	NHS Highland
Elspeth Skinner	Senior Programme Manager (Service)	NHS Highland
Elaine Ward	Finance Lead	NHS Highland

Role & Remit

The Programme Board will supervise the specification and procurement of the project, including:

- Ensure the project direction meets with the overall strategic direction of NHS Highland;
- Agreeing the scope and supervising development and delivery of the project;
- Approval of key project documents, in particular the business case, service model and briefing documentation;
- Assuring the project remains within the framework of the overall strategy, scope, timescale and budget;
- Assuring business continuity during project implementation;
- Assuring appropriate communication and engagement with stakeholders.
- Resolution of risks and issues escalated by the Delivery Teams
- Advising Delivery Teams of any developments external to the project which need to be considered.

Reporting

The Delivery Teams are required to report to the Programme Board on the following;

- Status of project in respect of time, scope and costs. Should this be out-with the agreed parameters, the delivery team should outline what corrective action is being taken;
- Activities and milestones achieved during last reporting period, and planned activities and milestones for next period in relation to realising the agreed project objectives and benefits;
- Highest risks to project delivery and the actions taken to mitigate these. New risks or any changes to the rating of existing risks will be identified;
- Issues requiring escalation.
- Update on progress – for information; and
- Update on stakeholder communication and engagement – for information.

Administration

- The Programme Board will meet quarterly, or more frequently if required at key decision-making points.
- Papers will be circulated by email one week prior to each meeting date;
- A draft note of the meeting will be circulated to members by email within 2 weeks of the meeting date.
- Once ratified, meeting notes will be made available to the public on the NHS Highland website.
- Papers and notes can be provided to members in hard copy on request.

- Decisions will be made by consensus where possible and by majority vote in any other circumstances.
- Nominated deputies should attend if the member is unable to.
- To be considered quorate, the following (or their appointed Deputies) shall be present:
    - The SRO and deputy SROs
    - One representative from Acute Services
    - One representative from Community/HSCP services
    - One representative from Finance

Review

12 months

Service Delivery Team

Terms of Reference

Membership, Role and Remit

The membership, role and remit of the Service Delivery Team are outlined below.

Membership

Name	Role	Organisation/Group
Katherine Sutton	Director of Acute Services/ Deputy SRO (Service)	NHS Highland
Elspeth Skinner	Senior Programme Manager (Acute)	NHS Highland
Kay Cooper	Service Delivery Programme manager	NHS Highland
Mike Hayward	Deputy Chief Officer Acute Services	NHS Highland
Michelle Johnston	Area manager –North & West	NHS Highland
Emma Oates	Rural General Hospital Manager	NHS Highland
Elaine Henry	Deputy Medical Director	NHS Highland
Elaine Ward	Deputy Director of Finance	NHS Highland
Caroline Robertson	Senior manager A&B	NHS Highland
Andrew Devlin	Interim Head of Communications	NHS HIghland
Evelyn Gray	Associate Nurse Director - Acute	NHS Highland
Jo McBain	Director for Allied Health Professionals	NHS Highland
Carolyn Hunter Rowe	Public Health	NHS Highland
Gordon MacLeay	Clinical Advisor	NHS Highland
Heather Cameron	Senior Programme Manager	NHS Highland
Claire Copeland	Deputy Medical Director	NHS Highland
Muriel Crout	People and Culture lead	NHS Highland

Role & Remit

The Service Delivery Team will deliver all aspects of the Service Model, including:

- Managing the successful delivery of the Service Model within the framework of the overall strategy, scope and budget, reporting regularly on progress;
- Identify and coordinate activities required to deliver the project and monitor delivery against programme;
- Develop robust inputs as required for the business case for approval by relevant parties;
- Implement the cultural and workforce changes required to support the project;
- Ensure effective ongoing engagement and communication with both internal and external stakeholders;
- Quantify and measure benefits;
- Identify and manage risks and escalate to Project Board as required;
- Develop a clear and appropriate clinical and service brief for the project which meets the needs of the service, and, once approved, monitor and control changes.
- Set up and supervise sub-groups as required, ensuring deliverables are completed on time and to the required standard.

Administration

- The delivery team will meet monthly, or more frequently if required;
- Papers will be circulated one week prior to each meeting date;
- A record of the meeting will be included in the Programme Board papers for information

Workstream groups

There will be several subgroups to the Service Delivery Group tasked with specific deliverables around planning and delivery:

- Comms and engagement (lead/s: Nicki Sturzaker)
- Service / workforce planning (lead/s: Mike Hayward /Emma Oates/ Karen-Ann Wilson)
- Soft landings (lead/s: Emma Oates with support from Gordon MacLeay)
- People and culture planning (lead/s: Emma Oates/Murial Crout)
- Finance (lead/s: Susan Clifton)

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Infrastructure Delivery Team

Terms of Reference

Membership, Role and Remit

The membership, role and remit of the Infrastructure Delivery Team are outlined below.

Membership

Name	Role	Organisation/Group
Richard MacDonald	Director of Estates, Facilities & Capital Planning/ Deputy SRO (Infrastructure)	NHS Highland
Heather Cameron	Technical Lead/ Senior Programme Manager	NHS Highland
Gordon MacLeay	Programme Manager/ Clinical Advisor	NHS Highland
Donna Fraser	Project Manager	NHS Highland
Eric Green	Senior Programme Manager	NHS Highland
Kevin Richard	Commissioning & Change Manager/ Technical Lead	NHS Highland
Norry Thom	Head of Technical Services, eHealth	NHS Highland
Mairi Simpson-Taylor	Project Administrator	NHS Highland
Allan Ross	Estates Operations Manager (Lochaber)	NHS Highland
Brian Johnstone	Sustainability Champion (Technical)	NHS Highland
Elspeth Skinner	Service Delivery Programme Manager	NHS Highland
Melanie Fecker	Project Manager	Thomson Gray
Laurence Casserly	Project Manager	Axiom Project Services Limited
Ross Lovatt	Cost Advisor	Thomson Gray

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Role & Remit

The Infrastructure Delivery team will carry out the specification and procurement of the Infrastructure elements of the project, including:

- Managing the successful delivery and technical commissioning of the Infrastructure project within the framework of the overall agreed strategy, scope and budget, reporting regularly on progress;
- Identify and coordinate activities required to deliver the project and monitor delivery against programme;
- Develop a clear and appropriate technical brief for the project which meets the needs of the service, and, once approved, monitor and control changes.
- Ensure the Infrastructure development will meet the needs of the agreed service model and technical brief, and is affordable and maintainable into the future.
- Ensure effective ongoing engagement and communication with internal and external stakeholders, feeding back information to respective teams as required;
- Develop a robust business case for approval by relevant parties;
- Quantify and measure benefits;
- Identify and manage risks and escalate to Programme Board as required;
- Set up and supervise sub-groups as required, ensuring deliverables are completed on time and to the required standard.

Administration

- The Infrastructure Delivery Team will meet monthly, or more frequently if required;
- Papers will be circulated one week prior to each meeting date;
- A record of the meeting will be included in the Programme Board papers for information

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Lochaber Community Stakeholder Group

Terms of Reference

Membership, Role and Remit

The proposed membership, role and remit of the stakeholder group are set out below and the remit for other key groups and committees summarised (Appendix 1, *Table 1*).

Membership

Name	Role	Organisation
Louise Bussell	Nurse Director (Chair)	NHS Highland
Richard MacDonald	Director of Estates, Facilities and Capital Planning (Vice-Chair)	NHS Highland
Katherine Sutton	Chief Officer, Acute (SRO?)	NHS Highland
Community Stakeholders		
Arthur Cowie	Representative	Lochaber Disability Access Panel
Arthur Whittaker	Representative	Community Representative
Brian Murphy	Community Member	Chair, Transport & Access Group
Carol MacLean		Glen Mor Medical Practice
Carol Thomas	Representative	Ewens Room
Chris Steel	Representative	
David Sedgwick	Community Member	Belford Appreciation Group
Denise Anderson	Representative	Sunart Community Councillor
Dot Ferguson	Senior Ward Manager	Highland Council
Dr Michael Foxley	Representative	University of Highlands & Islands
Emma Churchill	Representative	NHS Healthcare Improvement Scotland
Fiona Malcolm	Chief Officer – Integrated People Services	Highland Council
Gavin Sell	Project Manager	Highland Council
Helen Brown	Communications Manager	Kate Forbes MSP
Helen Fairlie	Representative	
Ian Langley	Community Councillor	Spean Bridge, Roy Bridge and Achnacarry Community Council
Jenni Hodgson	Representative	
Jo Cowan	Representative	

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John Gillespie	Representative	Chair, Caol Community Council
John Grafton	Councillor	Highland Council
John Hutchison	Representative	Public Representative
Kate Forbes	Constituency of Lochaber	MSP
Lyn Kilpatrick	Representative	Voluntary Action Lochaber
Malcolm Gillespie	Representative	
Marit Behner-Coady	Representative	Ewens Room
Michael Foxly	Representative	University of Highlands & Islands
Neil Wright	Representative	Craig Nevis Surgery
Patricia Jordan	Representative	Secretary, Fort William Inverlochy & Torlundy CC
Thomas MacLennan	Councillor	Highland Council
Reporting Roles:		
Andrew Devlin	Communications Manager	NHS Highland
Anna Chisholm	Administrator (minute)	NHS Highland
Arlene Johnstone	Chief Officer, HHSCP	NHS Highland
Bobbi Urquhart	Lead Analyst	NHS Highland
Carolyn Hunter-Rowe		NHS Highland
Duncan Scott	Consultant	NHS Highland
Elaine Henry	Deputy Medical Director	NHS Highland
Elaine Ward	Deputy Director of Finance	NHS Highland
Elspeth Skinner	Senior Programme Manager (S&T)	NHS Highland
Emma Oates	Hospital Manager, Belford Hospital	NHS Highland
Evelyn Gray	Associate Nurse Director – Acute	NHS Highland
Heather Cameron	Senior Project Manager, Estates Team	NHS Highland
Josie Thomson	Clinical Advisor - Estates	NHS Highland
Julie Gilmore	Associate Nurse Director - HSCP	NHS Highland
Karen Anne Wilson	Area and District Manager, Lochaber	NHS Highland
Kay Cooper	Service Delivery Programme Manager (S&T)	NHS Highland
Marie McIllwraith	Project Manager for Community Engagement	NHS Highland
Michelle Johnstone	Interim Head of Service, HHSCP	NHS Highland
Mike Hayward	Deputy Chief Officer – Acute services	NHS Highland

Neil Simpson	Lead Analyst	NHS Highland
Nicki Sturzaker	Head of Comms and Engagement	NHS Highland
Peter Cook		NHS Highland
Sammy Clark	Intelligence Manager (S&T)	NHS Highland
Willem Nel	Emergency practitioner _A&E	NHS Highland

Other NHS staff will attend as required in a reporting role.

Role & Remit

- To act as a forum for two-way communication between the local community, wider stakeholders and NHS Highland, in respect of the project.
- To advise of local developments that may impact the project.
- Provide advice on appropriate level of communications and engagement to ensure that service users, carers, community and other stakeholders are communicated with, engaged and involved in the process.
- To nominate members to represent the community in other groups as may be required.

Administration

- Meetings will be held every month and planned in blocks of six months
- A note will be issued after each meeting within two weeks
- Actions agreed will be specified setting out owners and timescales
- Any agenda items should be sent to the chair for consideration at least seven working days in advance.
  Agenda to be sent out at least one week in advance, including supporting papers wherever possible to save meeting time and aid efficient working.

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