

Appendix AE - UHL RECONFIGURATION PROGRAMME BOARD

Terms of Reference

Purpose of the Reconfiguration Programme Board

1. The UHL Reconfiguration Programme Board will oversee the programme to reconfigure services from three hospitals sites to two as part of 'Becoming the best' UHL's 3 year Quality Strategy and Priorities.
2. The UHL Reconfiguration Programme Board will set the direction and oversee the delivery of the programme, including leadership and advice.
3. Under the delegation of the Executive Strategy Board, the Reconfiguration Programme Board will have the authority to:
 - a. Make decisions and hold SROs and project / work-stream leads to account
 - b. Ensure each of the identified project's benefits and objectives are delivered in a robust, open and transparent manner.
4. The Reconfiguration Programme Board will report to the Executive Strategy Board on a monthly basis, advising on:
 - The progress of the programme in line with scope, budget and timescales
 - The programme risks and mitigations; including management of project and programme interdependencies

Responsibilities

5. The UHL Reconfiguration Programme Board is responsible for providing overall direction and is accountable for the delivery and success of the programme.
6. In order to achieve its purpose, the Reconfiguration Programme Board has responsibility to:
 - Oversee development and appraisal of the Reconfiguration Programme and associated business cases including; PCBC, DMBC, SOC, OBC's and FBC's, prior to submission to the Executive Strategy Board and Trust Board for approval and signoff
 - Ensure that the correct resources are available to the programme
 - Verify the continuing validity of the clinical vision, business benefits and the programme components to ensure successful delivery
 - Ensure that risks are being identified and appropriately managed, in line with the programme Risk Register (and wider Trust risk management processes)
 - Provide assurance for operational stability and effectiveness throughout the lifetime of the programme
 - Resolve strategic and directional issues between projects, which need the input and agreement of senior stakeholders to ensure the progress of the programme

- Oversee the programme Communication Plan and be assured that the communication channels are effective for all stakeholders
- Ensure appropriate links are made with other work-streams and groups within UHL, Better Care Together, the Sustainability & Transformation Plan and LLR.

7. The Director of Estates and Facilities as the Reconfiguration Senior Responsible Owner (SRO) will chair the meetings and have the executive responsibility for decisions relating to the programme.
8. Each member of the Programme Board will provide and commit support to the SRO for the areas of the business that they represent.

Membership & Quorum

9. The membership of the UHL Reconfiguration Programme Board is outlined in the tables below. The lead for each work-stream may request one or more of their deputies attend the meetings either with the lead, or in their place if the lead is not able to attend.
10. The UHL Reconfiguration Programme Board will be quorate only if there is a representative from each work-stream present:

Role / Work-stream	Lead	Deputies
Reconfiguration SRO	Director of Estates & Facilities	Director of Strategy and Communication Reconfiguration Programme Director
Programme Director	Reconfiguration Programme Director	Head of Reconfiguration PMO Senior Project Manager
Operations	Chief Operating Officer	Deputy Chief Operating Officer Director of Operational Improvement
Medical & Nursing	Medical Director Chief Nurse	Deputy Medical Director Deputy Chief Nurse
Finance	Director of Operational Finance	Reconfiguration Project Accountant
Estates & Facilities Management	Deputy Director of Estates	Head of Estates

11. Additional members are invited to each meeting as below:

Role	Lead
Programme Management Office	Head of Reconfiguration PMO

Planning & STP Lead	Deputy Director of Strategy
Information Management & Technology	Head of Projects and Programmes

12. A range of projects will be required at different stages throughout the lifetime of the programme to deliver the outcomes and benefits, some of which will be grouped and governed by an overarching project board. The SRO / Project Executive for each project board will also be a member of the UHL Reconfiguration Programme Board. These are listed below:

Project Board	Project (s) / Work-stream	SRO / Lead
Children's Hospital Project Board	EMCHC LRI Children's Hospital	Director of Strategy and Communication
Women's Project Board	Maternity Hospital LRI Gynaecology Project	Chief Nurse
GH Expansion Project Board	GH New Build (including Treatment Centre and new wards)	Deputy Medical Director
ICU Project Board	LRI & GH ICU Expansion	Deputy Medical Director & Deputy Chief Operating Officer
Diagnostics and Clinical Support Project Board	LRI Support Functions (pharmacy & mortuary) GH Support Functions (pharmacy)	Clinical Director
Internal Refurbishment Project Board	<ul style="list-style-type: none"> •LRI Ward Refurbishments •GH Ward Refurbishments •GH Surgical Admissions Unit •LGH Works (including works to LPT Evington Centre to relocate Stroke services) 	TBC
Infrastructure Project Board	LRI and GH infrastructure	TBC
Corporate Back Office / Training and Education Project Board	Back Office Reconfiguration	Director of People
LGH Rationalisation Programme Board	<ul style="list-style-type: none"> •Clinical Reference •Estates, Technical and IT 	Director of Estates

<i>(remit wider than reconfiguration)</i>	• Workforce, OD and Engagement	
Surgical Care Programme Board <i>(remit wider than reconfiguration)</i>	• Efficiencies • Safety • Reassessment • Transformation	Chief Operating Officer

13. If an individual who is not a member of the UHL Reconfiguration Programme Board has submitted an item to the meeting agenda, they will be invited to the meeting to present their specific item.

Members' Roles & Responsibilities

14. UHL Reconfiguration Programme Board members should be able to:

- Understand the Programme (and work-stream(s)) plans, the project(s) they are involved in and monitor progress against the plan
- Own and communicate the Reconfiguration Programme purpose
- Understand and act on those factors that affect the successful delivery of the Programme and its work-streams / projects
- Broker relationships with stakeholders within and outside the programme
- Provide delegated authority, as required, to ensure the programme meets its objectives
- Identify and escalate risks to the Board and seek to employ mitigating actions

Meetings

15. The UHL Reconfiguration Programme Board will meet monthly.

Reporting

16. A summary paper on the UHL Reconfiguration Programme will be submitted to the Executive Strategy Board and Trust Board on a monthly basis. Ad hoc reports will also be submitted to Capital Monitoring & Investment Committee, Trust Board Thinking Day and Audit Committee when required.

Glossary of Terms

UHL	University Hospitals of Leicester	FBC	Full Business Case
SRO	Senior Responsible Owner	LLR	Leicester, Leicestershire and Rutland
PCBC	Pre Consultation Business Case	LRI	Leicester Royal Infirmary
DMBC	Decision Making Business Case	GH	Glenfield Hospital
SOC	Strategic Outline Case	LGH	Leicester General Hospital
OBC	Outline Business Case	ICU	Intensive Care Unit
		OD	Organisational Development