

Lanarkshire NHS Board

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Minute of Meeting of the Planning,  
Performance and Resources Committee  
held on Wednesday 30 November 2022  
at 9.30am

**CHAIR:** Mr M Hill, Non Executive Director

**PRESENT:** Mrs L Ace, Director of Finance  
Mr A Boyle, Non-Executive Director  
Dr J Burns, Medical Director  
Mr P Couser, Non-Executive Director  
Mr N Dar, Non Executive Director  
Mr E Docherty, Executive Nurse Director  
Mr N Findlay, Non-Executive Director  
Mrs M Lees, Chair, Area Clinical Forum  
Councillor E Logan, Non-Executive Director  
Mrs L Macer, Employee Director  
Mr B Moore, Non Executive Director  
Ms L McDonald, Non-Executive Director  
Mr J Muir, Non-Executive Director  
Dr L Thomson, Non-Executive Director  
Mr D Reid, Non-Executive Director  
Mrs S White, Non-Executive Director

**IN ATTENDANCE:** Mr C Brown, Director of Communications  
Mr P Cannon, Board Secretary  
Mr R Coulthard, Deputy Director of Acute Services  
Professor J Gardner, Chief Executive (designate)  
Mr C Lauder, Director of Planning, Property and Performance  
Mr R McGuffie, Chief Officer, North Lanarkshire Health & Social Care Partnership  
Mr I Patterson, Digital  
Mr G Reid, Project Director, Monklands Replacement Project  
Mrs K Sandilands, Director of Human Resources  
Mr S Sengupta, Director, South Lanarkshire Health & Social Care Partnership  
Mr D Wilson, Director of Information & Digital Technology

**APOLOGIES:** Councillor M Coyle, Non-Executive Director  
Ms H Knox, Chief Executive  
Mr C Lee, Non-Executive Director  
Professor J Pravinkumar, Director of Public Health

PPRC/2022/70

**WELCOME**

Mr Hill welcomed colleagues to the meeting.

PPRC/2022/71

**DECLARATIONS OF INTEREST**

There were no declarations of interest.

PPRC/2022/72

**MINUTES**

The minutes of the meeting held on 28<sup>th</sup> September 2022 were submitted for approval.

**THE COMMITTEE:**

1. Approved the minutes of the meeting held on 28<sup>th</sup> September 2022.

PPRC/2022/73

**MATTERS ARISING**

In relation to the fire incident at University Hospital Hairmyres, Mrs Park indicated that a number of local actions had been identified and agreed, and specialist support was in place for staff. A protocol for staff support had been developed and was in place in the event of a similar incident. In particular, she highlighted the support provided by Mr Boyle.

In relation to the Strathclyde University modelling work, Professor Pravinkumar indicated that she would bring this forward when service pressures allowed.

**J Pravinkumar**

Mr Hill reported that the Action Log would be updated.

**THE COMMITTEE:**

1. Noted the Matters Arising update.

PPRC/2022/74

**CONSENT AGENDA**

In order to better organise the business of the meeting, a number of papers that were for information or noting were listed under the Consent agenda section and these were not discussed in detail. These were

- Service Pressures and Performance Updates
- Corporate Performance Management Report Quarter 2
- Interim Corporate Objectives – midyear report 2022/23
- PPRC Risk Register
- Annual Fire Safety Report 2021/2022
- Public Sector Climate Change Report
- Our Health Together – engagement update
- Finance Report for the period 31 October 2022
- Workforce Update Q2
- Workplan 2022/23
- Calendar of Meetings 2022/23

**DIGITAL PLAN**

Committee Members noted a report which provided an update on the engagement work underway to develop our new Digital Plan, and Mr Wilson introduced Mr Paterson who took Committee Members through a PowerPoint presentation to highlight the extent of the engagement to date, the linkages with the development of Our Health Together, the five-year vision and the key themes within the Plan.

Mr Lauder emphasised the linkages with the emerging Our Health Together, and Mr Couser was pleased to see that the Plan would underpin this Strategy. He was also pleased to acknowledge the extent of the consultation and engagement undertaken and the focus on a data driven approach. Mr Wilson indicated that in terms of investment and affordability, digital infrastructure was increasingly being funded from revenue streams, rather than capital. He also highlighted that the Board's plan was developed in conjunction with the National Delivery Plan and many of the developments were aligned specifically to national platforms.

Professor Gardner welcomed the Plan and asked that the mapping to national initiatives might be more explicitly referenced on the final version of the Plan. Mr Wilson agreed to take Professor Gardner through the Plan in detail before this is finalised, to provide her with an opportunity to influence the content and direction of the final version, which will come to the NHS Board for formal approval.

Mr Hill asked that wherever possible the opportunities be taken to link with General Practice and other independent contractor systems.

**THE COMMITTEE:**

1. Welcomed the Plan and noted that this would be presented to the NHS Board in due course for formal approval.

**D Wilson****FINANCIAL PLANNING 2023 AND BEYOND**

Committee Members were provided with a PowerPoint presentation, delivered by Mrs Ace, which sought to provide an early assessment of the likely impacts of the Scottish Government budget announcements in December 2022.

Mrs Ace took Members through a series of assumptions and projections, and outlined where specific financial pressures were impacting on the Board revenue position. Mrs Ace also highlighted ongoing Covid costs, which were being discussed with Scottish Government, focussed on agency nurse spending, and areas where increases in spending exceeded the 2% allocation uplift.

Mrs Ace emphasised the need to look at all levels of expenditure and reduce any overspend to a minimum. Mrs Park indicated that reduction in funding for Planned Care was also having an impact on the Board's expenditure profile and our ability to start to recover planned care services and reduce waiting lists.

It was acknowledged that there needed to be a refocussed effort on controls and measures to reduce spending in discretionary areas,

Mrs Ace indicated that there were plans to establish a small group to identify areas where further savings might be made, and develop a structure within which these discussions could be taken forward. **L Ace**

### **THE COMMITTEE**

1. Noted the update from Mrs Ace.

PPRC/2022/77

### **ANY OTHER COMPETENT BUSINESS**

No items raised.

PPRC/2022/79

### **REFLECTIONS AND RISK**

The NHS Board did not consider that any other new emerging risks should be considered for addition to the Corporate Risk Register, or that any existing risks needed to be re-assessed following discussion at this meeting.

PPRC/2022/80

### **DATE OF NEXT MEETING**

Wednesday 22 February 2022 at 9.30am.

*The meeting ended at 11.05am*

Due to the confidential nature of the information contained in the Outline Business Case papers, the Chair closed the Committee meeting and the Board went into special public session. The Chair also indicated that the commercial costs were not being shared in the public domain, albeit that the Board Members had seen these details.

B/2022/159

### **MONKLANDS REPLACEMENT PROJECT - OUTLINE BUSINESS CASE**

Board Members received and noted a paper which set out the Outline Business Case (OBC) for the Monklands Replacement Project.

Mr Hill stated that the Outline Business Case marked a major milestone for the Monklands Replacement Project and for the patients and staff of the existing hospital. The project will provide the potential to develop a world class hospital at Wester Moffat, Airdrie, free from the constraints and challenges of the current building and will allow NHS Lanarkshire to treat patients with the best care in a building suitable for healthcare in the 21st century.

Board Members noted that the Monklands Replacement Project had been subject to a number of delays, cost pressures and external challenges during the development phase and since the Initial Agreement was approved over 5 years ago.

The project was subject to an NHS Assure cost review in January 2022 and although a number of recommendations were made, the review found that the cost planning process undertaken by NHS Lanarkshire's advisors for the construction works was in line with industry best practice. The Cost Sub-Group has monitored the action plan to address the recommendations and approved this work on 25 November.

The NHS Assure review also noted that since the Initial Agreement in 2017, a number of significant geopolitical and external events have occurred including, Brexit, Covid Pandemic, War in Europe (Ukraine), the Climate Emergency announcement and the Hospital Public Inquiry & NHS Assure creation. These had impacted on project timescales and costs.

Mr Lauder stated that the project timescale and spend profile had more recently been adapted following discussions with the Scottish Government recognising risks to capital funding and the lack of enabling monies leading to a longer timescale before opening.

Following discussions with Scottish Government colleagues, the potential for undertaking significant advance works has been removed from the project programme. This resulted in a revised timescale for the groundworks and main construction works at Wester Moffat. Assessment of the project programme shows an impact on the estimated completion date for the project which is likely to move from 2028 to 2031. The final programme timescales will be agreed when the Full Business Case is submitted in late 2024.

In addition, Mr Lauder asked Board Members to note that significant work on developing the detailed cost estimate and construction programme will require to be undertaken as part of the Full Business Case. This will allow the project team to engage with the construction market and give opportunities to mitigate both overall cost and timeframe of the new hospital. NHS Lanarkshire continue to work with advisors and industry partners to mitigate the cost of the project and deliver a value for money project for NHS Lanarkshire and NHS Scotland.

Mr Lauder assured the Board that the relevant governance steps had been taken and assurances sought from a variety of national and regulatory partners, including NHS Assure (Gateway Reviews), Healthcare Improvement Scotland, West of Scotland NHS Health Boards, and the Scottish Ambulance Service.

Mr Reid provided a PowerPoint presentation which reminded Board Members of the earlier stages of the development of the Outline Business Case and the community and local benefits being sought.

Dr Thomson indicated that this had been discussed already with the Monklands Replacement Project Governance Committee who were fully supportive of the approach being adopted and commended the Outline Business Case to the Board for approval and submission.

In relation to communications, Mr Brown indicated that a media release would be circulated this afternoon, and would be followed up by site meetings with clinical staff.

Mr Hill thanked Board Members for their support of this project and emphasised the need to maintain momentum.

**THE BOARD:**

1. Approved the Outline Business Case for the Monklands Replacement Project; and
2. Agreed that the Outline Business Case should be submitted to Scottish Government.

*The meeting ended at 12.30pm*

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