

Unapproved Minutes



Meeting: NHS Lanarkshire Extraordinary Board
Date: Friday, 26th June 2026 10:30am-11:00am
Venue: Meeting Room 10, Board Headquarters,
Kirklands Hospital

Chair Katharina Kasper (Board Chair)

Members Phillip Couser, Non-Executive Director (MS Teams)
Michael Coyle, Non-Executive Director (MS Teams)
Jane Duffty, Non-Executive Director (MS Teams)
Claire James, Non-Executive Director
Scott Haldane, Non-Executive Director (MS Teams)
Louise Long, Chief Executive
Trudi Marshall, Executive Nurse Director (MS Teams)
Brian Moore, Non-Executive Director (MS Teams)
James Muir, Non-Executive Director (MS Teams)
Fiona McEwan, Director of Finance (MS Teams)
Donald Reid, Non-Executive Director and Vice Chair

In Attendance Calvin Brown, Director of Communications
Jennifer Haynes, Board Secretary
Ben Hannan, Director of Transformation, Planning and
Performance
Lucy Munro, Medical Director, North HSCP
Jacqui McGeough, Interim Director of Property and Planning
Allison McLean, Corporate Business Manager (Minute Taker)
Michael McLuskey, Deputy Director of Finance
Paul O'Neill, Head of Health, South Lanarkshire HSCP
Claire Rae, Chief Officer, North Lanarkshire HSCP
Graeme Reid, Monklands Replacement Project Director
Arwel Williams, Director of Acute Services (MS Teams)
Donald Wilson, Director of Digital Services

Apologies Chris Deighan, Executive Medical Director
Jacqui Jones, Director of HR and Deputy Chief Executive
Colin Lee, Non-Executive Director
Eileen Logan, Non-Executive Director
Lesley McDonald, Non-Executive Director
Josephine Pravinkumar, Director of Public Health
Soumen Sengupta, Chief Officer, South Lanarkshire HSCP
Sylvia Stewart, Employee Director / Non-Executive Director
Siobhan White, Non-Executive Director

1. Preliminaries

1.1 Welcome and Apologies

Katharina Kasper opened the extraordinary meeting of the NHS Lanarkshire Board and welcomed members, officers and those observing the meeting. Apologies were noted. The Chair confirmed that the meeting was quorate.

The Chair noted that the meeting had been convened at short notice following the Scottish Government announcement regarding the Monklands Replacement Project, which had been made the previous afternoon. She recognised the importance of the matter for patients, staff, local communities and partners, and emphasised that it was appropriate for the Board to consider the position formally and transparently in public session.

The Chair welcomed the large number of colleagues, members of staff and members of the public who had joined the meeting. She advised that, while the Board would seek to be as transparent as possible, contractual matters and matters that may be commercially confidential could not be discussed in the public session. It was noted that the Board would have the opportunity to consider any such matters in private session.

1.2 Declarations of Interest

Members were invited to declare any interests or connections in relation to the item on the agenda. No declarations of interest were made.

2. Monklands Replacement Project

2.1 Monklands Replacement Project: Scottish Government Announcement and Project Reset

Louise Long introduced the paper and provided members with an update following the Scottish Government announcement that the Monklands Replacement Project business case had not been approved due to value for money concerns, and that the project would now enter a reset phase. She thanked Ben Hannan for preparing the paper at short notice and advised that the paper reflected the information available to NHS Lanarkshire at that point in time.

Louise Long advised that NHS Lanarkshire welcomed the Cabinet Secretary's reaffirmed commitment to a new hospital for Monklands. She explained, however, that the reset would be broader than the hospital rebuild and would require consideration of the whole Lanarkshire system, including wider community considerations, acute capacity, workforce planning, estates planning and working with colleagues through West of Scotland sub-national planning arrangements. It was noted that the future model was likely to link to wider service redesign, including community hubs, GP walk-in facilities, virtual capacity and regional service reconfiguration.

The Board was advised that the reset represented a shift from a capital approval process to a whole-system redesign. Louise Long noted that this created opportunities to think differently about how and where care is delivered but also presented challenges in relation to governance and risk management. She advised that the Board's immediate focus should be on maintaining patient safety, supporting staff wellbeing, seeking clarity on the reset mandate and understanding who would take that mandate forward.

Louise Long recognised the significant disappointment that would be felt by staff working within the Monklands Replacement Project team and more widely across Lanarkshire. It was noted that Arwel Williams and Trudi Marshall were on site at Monklands and would be meeting staff later that day. The Board was advised that the current project team comprised 26 staff and that the intention would be to support the team to pivot towards the new whole-system planning and reset process.

The Board noted the concerns of staff and the public regarding the condition of the existing infrastructure. Louise Long advised that, although the project had not been due for completion until 2031, NHS Lanarkshire had already received additional capital funding from Scottish Government to support investment in the current site. She highlighted that further capital funding would be required to support the hospital to open safely until a new hospital is delivered.

The Board noted that maintaining safe services at University Hospital Monklands throughout the reset period would be essential. Assurance would be required in relation to infrastructure resilience, backlog maintenance, statutory compliance, capacity, fire, water and ventilation risks, infection prevention and control, and the timing of any necessary investment. Louise Long confirmed that an updated paper would be brought to the next scheduled Board meeting. She further advised that NHS Lanarkshire would work with Scottish Government to understand the lessons that could be learned through the process, to support the reset and inform other capital builds across Scotland.

Louise Long concluded by recognising the work of staff across NHS Lanarkshire who continue to provide high-quality services every day, including within an ageing building and challenging circumstances at Monklands. She reassured the public that staff would continue to provide safe, compassionate care throughout this period.

Katharina Kasper thanked Louise Long and colleagues for preparing the paper at very short notice and invited questions from Board members.

In opening the discussion, Katharina Kasper asked whether the reset should be viewed as a refinement of the existing proposal or as the start of a new phase requiring more detailed consideration of scope and clinical model. Louise Long advised that a meeting with Scottish Government was scheduled for later that day and that the precise scope of the reset was not yet known. She confirmed that work had commenced that morning to establish a programme board with a number of workstreams, including reset, communication and engagement, and that further information would be shared once available.

Brian Moore thanked colleagues for the overview and for the preparation of the paper, recognising that there were no immediate answers to some of the issues raised. He highlighted the concern that the announcement would cause for the public, staff and partners across Lanarkshire and reflected that the Board had, over a number of years, been kept informed of the challenges at the current Monklands site and the investment required. Referring to the Scottish Government letter's reference to targeted investment, he sought clarity on whether this would be sufficient to address longstanding issues at the existing site, or whether the reset would involve a more significant redesign or reshaping of the site.

In response, Louise Long advised that one of the workstreams would focus on business continuity for the current site. She confirmed that the team had been working with cost advisers to identify high-risk areas within the business continuity plans and to understand the costs associated with retaining the current site for a longer period until the new hospital is built. This would form part of the programme of work and would be discussed further with Scottish Government.

Jane Duffy emphasised the significant impact of the announcement on staff at Monklands, describing the position as devastating given the level of anticipation and engagement around the project. She welcomed the fact that Arwel Williams, Director of Acute Services, and Trudi Marshall, Executive Nurse Director, would be meeting staff and highlighted the importance of openly acknowledging the impact on those affected. She also noted that, while the involvement of West of Scotland sub-national planning arrangements could create opportunities, NHS Lanarkshire would need to retain a strong voice and led the process in order to advocate for the patients of Lanarkshire. She sought further clarity, in due course, on governance arrangements and on the core services that would be retained at Monklands, including the Emergency Department.

Louise Long acknowledged the points raised and advised that the Monklands Replacement Project team and staff had undertaken a significant amount of work over a number of years to understand clinical models. She emphasised that this work would not be lost and would provide a foundation to build on during the reset phase. She confirmed that she would work with colleagues in sub-national planning and Scottish Government to understand the governance route and would provide an update to the Board at the next scheduled meeting.

Katharina Kasper also emphasised the importance of establishing clarity around roles, accountabilities and governance arrangements at the outset. She noted that Lesley McDonald had submitted questions in advance, including on the need to move quickly, particularly in the context of the forthcoming parliamentary recess. She stressed the importance of maintaining momentum and confirmed her commitment to working with Louise Long and Scottish Government to ensure arrangements were established as quickly as possible. Arwel Williams advised that he and Trudi Marshall were on site at Monklands and would be meeting staff later that day. He confirmed that early discussions

with staff had already taken place and that staff were clearly disappointed. He emphasised that staff wanted to understand the next steps and gave a public commitment that staff would be kept as informed as possible over the coming days and weeks as the position developed.

Louise Long added that communication would be a priority not only for staff but also for the public. She advised that Calvin Brown had been asked to consider how the website could be used to provide regular updates and that the organisation would quickly consider how best to engage with staff and the public as part of the developing programme.

Michael Coyle thanked members of the Monklands Replacement Project team for the considerable work undertaken to date. He advised that he had received feedback from constituents and staff who work at Monklands, reflecting concern and uncertainty following the announcement, particularly given the expectations that had developed around progression of the new hospital.

Katharina Kasper acknowledged the comments and reiterated the Board's thanks to the project team. She emphasised that the work undertaken would not be lost, having formed the foundation for the case for change, which remained clear. The people of Lanarkshire continued to need a new hospital, and it was important to move forward quickly, constructively and collaboratively, ensuring that any lessons learned were factored into the next phase.

Donald Reid expressed thanks for the response from Board members and the executive team following receipt of the Scottish Government announcement the previous day. He noted the significant work undertaken overnight and considered that the paper set out a balanced response to a difficult position. Recognising the resilience of the team and the positive approach being taken to identify opportunities for service improvement and redesign, he sought further clarity on the shape of the reset and how the decision-making process would be embedded. In particular, he highlighted the potential for decision-making to shift into a regional or national space through West of Scotland sub-national planning arrangements, while NHS Lanarkshire would remain accountable locally for patient safety, staff confidence, Board assurance routes and statutory responsibilities. The Board would therefore need to understand decision rights, escalation routes and how local leadership would be maintained throughout the reset phase.

Louise Long reiterated that the Cabinet Secretary had committed to a new hospital for Monklands. She advised that the process for the reset was not yet known, but that NHS Lanarkshire would work with Scottish Government colleagues to understand this and to seek to expedite the process, recognising the time already taken to reach the current stage. She agreed that the shape of the reset and the associated governance arrangements were key issues and confirmed that further information would be shared with the Board as soon as it became available.

Louise Long suggested that the Board may wish to hold an event once further information was available, enabling the public and staff to attend, ask questions

and discuss the position directly with Board members. Katharina Kasper welcomed the proposal and noted that, while the position remained at an early stage and the organisation was working from the ministerial statement and information in the public domain, a programme of work had been initiated and individual workstreams were being stood up. She encouraged questions to be submitted to the executive team and emphasised the need for a comprehensive engagement programme with staff, patients, stakeholders and partners. A series of events would support open discussion as further information emerged and help address gaps in understanding.

There being no further questions from Board members, Katharina Kasper reiterated that the Board did not wish to close down discussion or debate but noted that the formal governance meeting and public session limited the extent to which wider engagement could take place at that point. The meeting would therefore move into private session to allow Board members to consider any contractual or commercially sensitive matters. She reaffirmed the Board's commitment to transparency and to sharing as much information as possible, as quickly as possible, before thanking those who had joined to participate or observe and closing the public session.

3 Forward Look

3.1 Any Other Competent Business

There was no other competent business raised.

3.2 Date and Time of Next Meeting

The next meeting of the NHS Lanarkshire Board is scheduled for 29th July 2026 at 10:00am in Meeting Room 10, Kirklands.