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Planning and Delivery Committee

25 June 2026

Dear colleagues

## **University Hospital Monklands Replacement Project**

Following my statement to Parliament on 25 June 2026, and your discussion with the Director-General Health and Care, I am writing to confirm next steps for the Monklands Replacement Project.

From the outset, I am keen to reiterate the Government's commitment to deliver a new Monklands Hospital has not changed.

I recognise the significant work undertaken by NHS Lanarkshire to bring the project to this stage. The development of the Full Business Case has required substantial effort and commitment from NHS Lanarkshire, clinicians and the project team over a number of years. That work has been instrumental in establishing both the case for change and the importance of delivering a modern facility for the people of Lanarkshire. I want to thank you, the Board and all of your staff who have worked on the project to date and who have faced a substantial wait for a new hospital. I appreciate today's statement will be disappointing.

However, as you are aware, I have concluded that the Full Business Case cannot be approved in its current form. This reflects the scale of the proposal and the need to ensure that any investment is affordable and deliverable and aligns with the future direction of care. In the interests of value for money, the current cost of upwards of £2.1bn is unaffordable and would represent the single largest health capital investment in Scotland, surpassing the costs of other major projects such as the Queen Elizabeth University Hospital and HMP Glasgow.

In light of this, the programme should move into a formal reset phase. The purpose of this next stage is to develop a revised approach that delivers a new hospital as part of an affordable, more sustainable, whole-system model of care across Lanarkshire and the wider West of Scotland.

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Given the scale and implications of this work, this next phase will be supported by the Scottish Government and will be taken forward through West of Scotland sub-national planning arrangements. This reflects the need to consider service configuration, capacity and investment across the wider regional system.

I want to be clear that NHS Lanarkshire will continue to play a central and critical role in this process. NHS Lanarkshire's clinical leadership, local knowledge and project expertise will be essential to shaping a revised model and ensuring it can be delivered effectively. We recognise the importance of maintaining appropriate capability and continuity as the programme moves into the next phase.

The expertise and experience developed within the current project team will be an important consideration as we establish arrangements for the redesign. Officials will work with you to provide further clarity on roles and next steps as this is developed.

We will also continue to work with NHS Lanarkshire to ensure that the existing Monklands site is supported appropriately, including targeted investment to maintain safe and effective services during this period. I am keen that current infrastructure pressures are addressed.

Detailed governance and programme arrangements for the reset phase will be established at pace and my officials will engage closely with you as these are put in place. My expectation is that this work will be completed over the next 12 months, with revised options brought forward for Ministerial consideration thereafter.

I recognise that this represents a significant change in approach and the implications this may have for you and your teams. However, I believe that this provides the best opportunity to secure a sustainable and deliverable solution for Monklands and for the wider system. I also believe this represents an opportunity for Monklands to act as a blueprint for how we will deliver better services into the future.

I have written to local MSPs, North Lanarkshire Council and the North Lanarkshire IJB. I am keen that we work collaboratively together as this project develops and I have committed to keeping stakeholders updated over the coming year. I ask that you work closely with my officials to ensure we maintain a collaborative approach which seeks to deliver a hospital that meets the needs of the local community.

Thank you for your understanding and your continued engagement and leadership. I look forward to working closely with you as we take this forward.

Yours sincerely



**ANGELA CONSTANCE**

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