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Email chain	Description of email chain
01	<b>E-mails establishing meetings in 2023 between NTC Lanarkshire project team and NTC Programme</b>
02	<b>NHS Lanarkshire Strategic Assessment submission to NTC Programme Director</b>
03	<b>SG response to strategic assessment submission to NTC Programme Director</b>
04	<b>Strategic Assessment and covering letter submission to CIG</b>
05	<b>Change control form template e-mail</b>
06	<b>NTC Lanarkshire update to Scottish Parliament Information Centre Financial Scrutiny Unit</b>
07	<b>NHS Scotland Delivery Plan Guidance</b>
08	<b>CIG Monklands Business Case Written Comments from CIG</b>
09	<b>Capital Investment Group Meeting 2023</b>
10	<b>NTC Stocktakes email for December 22 returns</b>
11	<b>NTC December stocktake report follow up email</b>
12	<b>NTCP Operational delivery group update</b>

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13	<b>NTC Lanarkshire NTC Programme SRO Intro</b>
14	<b>NTC Lanarkshire Assurance Return</b>
15	<b>Project resource requirement email</b>

## 01 Email Chains setting up NTC Lanarkshire Quarterly meetings

**From:** [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>  
**Sent:** 24 February 2023 13:32  
**To:** [Redacted] <[Redacted]@nhs.scot>  
**Subject:** RE: NTC Lanarkshire quarterly meetings set up

Tuesday the 19<sup>th</sup> would be fine

Thanks

[Redacted]

**From:** [Redacted] <[Redacted]@nhs.scot>  
**Sent:** 24 February 2023 13:29  
**To:** [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>  
**Subject:** RE: NTC Lanarkshire quarterly meetings set up

Hi [Redacted],

Would either of the slot work on your side for September:

19 Sept 11.00 – 11.45

20 Sept 11.15 – 11.45?

Best regards,

[Redacted]

[Redacted]

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**Project Support Officer**

**National Treatment Centres Programme**

**email:** [Redacted]@nhs.scot

**From:** [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>

**Sent:** 24 February 2023 11:45

**To:** [Redacted] <[Redacted]@nhs.scot>

**Subject:** RE: NTC Lanarkshire quarterly meetings set up

Hi [Redacted]

Jacqui was not expecting another meeting until end of May beginning of June so have given dates for June onwards.

June 6<sup>th</sup> – 11am

June 7<sup>th</sup> 11.15am

September – [Redacted] is on annual leave first 2 weeks in Sept poss to move in to 3<sup>rd</sup> week?

December – 5<sup>th</sup> at 10.15am or 6<sup>th</sup> at 11.15am

Thanks

[Redacted]

**[Redacted]** | PA to Colin Lauder, Director of Planning, Property and Performance & Jacqui McGeough, Deputy Director of Planning, Property & Performance, NHS Lanarkshire | Kirklands | Fallside Road | Bothwell | G71 8BB | Phone: [Redacted]

Email: [Redacted]@lanarkshire.scot.nhs.uk

**From:** [Redacted] <[Redacted]@nhs.scot>

**Sent:** 24 February 2023 10:19

**To:** [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>

**Cc:** [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>

**Subject:** NTC Lanarkshire quarterly meetings set up

Hi [Redacted],

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As discussed yesterday, NTC project meetings will take place quarterly, below are available time slots:

April 2023:

11 April 13.30 – 14.00

12 Apr 15.15 – 15.45

14 Apr 11.00 – 12.00

June 2023:

6 June 11.00 – 11.30, 13.30 – 14.00

7 June 11.15 – 12.15

13 June 13.30 – 14.00

14 June 13.30 – 14.00

September 2023:

5 Sept 13.30 – 14.00

6 Sept 13.30 – 14.00, 15.30 – 16.00

8 Sept 15.15 – 16.15

11 Sept 13.30 – 14.00

13 Sept 13.30 – 14.00

December 2023:

5 Dec 10.15 – 11.45

6 Dec 11.15 – 11.45, 13.30 – 14.00

13 Dec 13.30 – 14.00

14 Dec 15.00 – 15.30

Best regards,

[Redacted]

[Redacted]

**Project Support Officer**

**National Treatment Centres Programme**

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**email:** [Redacted]@nhs.scot

**From:** [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>  
**Sent:** 09 December 2022 11:58  
**To:** [Redacted] <[Redacted]@nhs.scot>  
**Cc:** [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>  
**Subject:** RE: NTC Programme - Boards Meetings with SRO Alan Gray

Hi [Redacted]

Jacqui and the team can do anytime from 3.30pm onwards on 13<sup>th</sup> Jan or alternatively 31<sup>st</sup> January between 10am and 11am.

Attendees for the meeting will be Jacqui, [Redacted]- [Redacted]@lanarkshire.scot.nhs.uk, [Redacted] - [Redacted]@lanarkshire.scot.nhs.uk.

Kind Regards

[Redacted]

**[Redacted]** | PA to Colin Lauder, Director of Planning, Property and Performance & Jacqui McGeough, Deputy Director of Planning, Property & Performance, NHS Lanarkshire | Kirklands | Fallside Road | Bothwell | G71 8BB | Phone: [Redacted]

Email: [Redacted]@lanarkshire.scot.nhs.uk

**From:** [Redacted] <[Redacted]@nhs.scot>  
**Sent:** 08 December 2022 09:35  
**To:** McGeough, Jacqui <Jacqui.McGeough@lanarkshire.scot.nhs.uk>  
**Cc:** [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>  
**Subject:** RE: NTC Programme - Boards Meetings with SRO Alan Gray

Hi [Redacted],

Please find below suggested time slots for 30 mins meeting with new NTC Programme SRO [Redacted] in January 2023:

1mtg	30 mins		
11-Jan	11.30 - 12.00	15.30 - 16.00	
13-Jan	13.30 - 14.00	15.30 - 17.00	
16-Jan	10.30 - 11.00	13.30 - 14.00	16.00 - 17.00

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<b>18-Jan</b>	11.00 - 12.00		
<b>23-Jan</b>	14.30 - 15.00	16.00 - 17.00	
<b>24-Jan</b>	10.00 - 10.30		
<b>25-Jan</b>	12.00 - 12.30	14.30 - 15.00	16.00 - 17.00
<b>27-Jan</b>	13.30 - 14.30	15.00 - 17.00	
<b>30-Jan</b>	16.00 - 17.00		
<b>31-Jan</b>	10.00 - 11.30	13.30 - 14.00	

Best regards,

[Redacted]

[Redacted]

**Project Support Officer**

**National Treatment Centres Programme**

email: [Redacted]@nhs.scot

**From:** [Redacted]

**Sent:** 05 December 2022 14:13

**To:** McGeough, Jacqui <Jacqui.McGeough@lanarkshire.scot.nhs.uk>

**Cc:** [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>

**Subject:** NTC Programme - Boards Meetings with SRO [Redacted]

Hi Jacqui,

Please find below suggested time slots for 30 mins meeting with new NTC Programme SRO Alan Gray in January 2023:

<b>1mtg</b>	<b>30 mins</b>		
<b>11-Jan</b>	11.30 - 12.00	14.30 -15.00	15.30 - 16.00
<b>13-Jan</b>	13.30 - 14.00	15.00 - 17.00	
<b>16-Jan</b>	10.30 - 11.00	13.30 - 14.00	16.00 - 17.00
<b>17-Jan</b>	13.30 - 14.00		
<b>18-Jan</b>	11.00 - 12.00		
<b>23-Jan</b>	14.30 - 15.00	16.00 - 17.00	

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<b>24-Jan</b>	10.00 - 10.30		
<b>25-Jan</b>	12.00 - 12.30	14.30 - 15.00	16.00 - 17.00
<b>27-Jan</b>	13.30 - 14.30	15.00 - 17.00	
<b>30-Jan</b>	16.00 - 17.00		
<b>31-Jan</b>	10.00 - 11.30	13.30 - 14.00	

Best regards,

[Redacted]

[Redacted]

**Project Support Officer**

**National Treatment Centres Programme**

email: [Redacted]@nhs.scot

**From:** [Redacted]

**Sent:** 05 December 2022 12:51

**To:** [Redacted]< [Redacted]@nhslothian.scot.nhs.uk>; [Redacted]  
<[Redacted]@nhslothian.scot.nhs.uk>; [Redacted] (NHS Grampian)  
<[Redacted]@nhs.scot[Redacted] (NHS Grampian) <[Redacted]@nhs.scot>; [Redacted]  
<[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>;  
McGeough, Jacqui <Jacqui.McGeough@lanarkshire.scot.nhs.uk>; [Redacted]  
<[Redacted]@lanarkshire.scot.nhs.uk>; [Redacted] <[Redacted]@aapct.scot.nhs.uk>; [Redacted]  
(NHS Ayrshire & Arran) <[Redacted]@aapct.scot.nhs.uk>

**Cc:** NTCProgrammeMailbox@gov.scot; [Redacted] <[Redacted]@nhs.scot>; [Redacted]@gov.scot;  
[Redacted]@gov.scot

**Subject:** RE: NTC Programme - communicating the programme team resource changes with the boards

Dear All,

Following recent communication from [Redacted]– new NTC Programme SRO, we'll be cancelling December and January meetings with Boards scheduled previously and will come back to you shortly with suggested time slots for 30 mins Introduction and Progress Check meetings for January.

Best regards,

[Redacted]

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[Redacted]

**Project Support Officer**

**National Treatment Centres Programme**

**email:** [Redacted]@nhs.scot

**From:** [Redacted]@gov.scot <[Redacted]@gov.scot> **On Behalf Of**

NTCPprogrammeMailbox@gov.scot

**Sent:** 30 November 2022 14:45

**To:** [Redacted] <[Redacted]@aapct.scot.nhs.uk>; [Redacted] <[Redacted]@aapct.scot.nhs.uk>; [Redacted] <[Redacted]@aapct.scot.nhs.uk>; [Redacted] (NHS FIFE) <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] (NHS FIFE) <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] (NHS FIFE) <[Redacted]@nhs.scot>; [Redacted] (NHS Fife) <[Redacted]@nhs.scot>; [Redacted] (NHS FIFE) <[Redacted]@nhs.scot>; [Redacted] (NHS Forth Valley) <[Redacted]@nhs.scot>; [Redacted] (NHS Forth Valley) <[Redacted]@nhs.scot>; [Redacted] (NHS Forth Valley) <[Redacted]@nhs.scot>; [Redacted] (NHS Forth Valley) <[Redacted]@nhs.scot>; [Redacted] (NHS Forth Valley) <[Redacted]@nhs.scot>; [Redacted] (NHS Forth Valley) <[Redacted]@nhs.scot>; [Redacted] (NHS Forth Valley) <[Redacted]@nhs.scot>; [Redacted] (NHS Forth Valley) <[Redacted]@nhs.scot>; [Redacted] (NHS Forth Valley) <[Redacted]@nhs.scot>; [Redacted] (NHS GOLDEN JUBILEE) <[Redacted]@gjn.scot.nhs.uk>; [Redacted] (NHS GOLDEN JUBILEE) <[Redacted]@gjn.scot.nhs.uk>; [Redacted] (NHS GOLDEN JUBILEE) <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] (NHS Grampian) <[Redacted]@nhs.scot>; [Redacted] (NHS Grampian) <[Redacted]@nhs.scot>; [Redacted] (NHS Grampian) <[Redacted]@nhs.scot>; [Redacted] (NHS Grampian) <[Redacted]@nhs.scot>; [Redacted] (NHS Highland) <[Redacted]@nhs.scot>; [Redacted] (NHS Highland) <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@thomsongray.com>; [Redacted] (NHS Highland) <[Redacted]@nhs.scot>; McGeough, Jacqui <Jacqui.McGeough@lanarkshire.scot.nhs.uk>; [Redacted] - Head of Planning <[Redacted]@lanarkshire.scot.nhs.uk>; [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>; [Redacted] - Head of Planning <[Redacted]@lanarkshire.scot.nhs.uk>; [Redacted] (WG) Consultant Surgeon <[Redacted]@lanarkshire.scot.nhs.uk>; [Redacted] <[Redacted]@nhslothian.scot.nhs.uk>; [Redacted] <[Redacted]@nhslothian.scot.nhs.uk>; [Redacted] <[Redacted]@nhslothian.scot.nhs.uk>; [Redacted] <[Redacted]@nhslothian.scot.nhs.uk>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>

**Cc:** [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] (Health) <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Sherwood M (Margaret) <margaret.sherwood@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@scotland.gsi.gov.uk>; [Redacted] <[Redacted]@gov.scot>; [Redacted]@gov.scot

**Subject:** NTC Programme - communicating the programme team resource changes with the boards



## Official Sensitive

Dear colleagues

There have been a number of changes within the National Treatment Centres (NTC) Programme Team at Scottish Government and I want to make you aware of these.

As many of you will know, Gordon James will be joining NHS Golden Jubilee as Interim Chief Executive at the beginning of December and I'm happy to let you know that I have taken over as the Senior Responsible Officer (SRO) for this NTC Programme. I'm sure you'll also be aware that Margaret Sherwood, Programme Director, is retiring very soon and I wanted to thank Margaret and Gordon for their leadership of the programme over recent years.

In addition [Redacted], Capacity Management Lead and [Redacted] (Workforce) from the team are moving on to new roles too, again we will ensure any outstanding activities are taken forward by other members of the team and would thank James and Marie-Therese for their invaluable support.

I look forward to meeting with you virtually at the monthly state of readiness meeting that the Programme Team are currently rescheduling. These meetings will take place from next month with the four NHS Boards where the NTCs are due to open next year, including NHS Fife, Forth Valley, Golden Jubilee and Highland. I plan to meet with the remaining boards at the end of January / beginning of February 2023 to discuss progress.

I would give assurance that myself and the Programme Team will continue to provide direction and support across the programme going forward and that we will use the forthcoming meetings to set out some proposed changes, including revisions to the monitoring returns for your respective programmes.

I look forward to working with you and to delivery of the benefits of the programme.

Kind regards.

[Redacted]

Senior Responsible Officer

National Treatment Centres Programme

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### 02 NHS Lanarkshire Strategic Assessment

**From:** McGeough, Jacqui <Jacqui.McGeough@lanarkshire.scot.nhs.uk>  
**Sent:** 07 October 2022 17:18  
**To:** Sherwood M (Margaret) <margaret.sherwood@gov.scot>  
**Cc:** [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>; [Redacted] - Head of Planning <[Redacted]@lanarkshire.scot.nhs.uk>  
**Subject:** NHSL NTC - Strategic Assessment

Hi Margaret

I have attached our Strategic Assessment high level document which was signed off at the Boards PPRC.

Presumably this will be submitted to the National CIG meeting via your team. If not I'd be grateful if you would advise what we need to do to have it formally submitted.

Thanks

Jacqui

Jacqui McGeough

Deputy Director of Planning, Property and Performance

Tel: 07929 076764

### 03 SG response to strategic assessment

**From:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>  
**Sent:** 11 October 2022 08:59  
**To:** [Redacted] (Health) <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

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**Cc:** [Redacted] <[Redacted]@gov.scot>

**Subject:** FW: NHSL NTC - Strategic Assessment

[Redacted], [Redacted] – can you advise on the next steps please?

I'm assuming we need more than 1 sheet??

Thanks

-----

**From:** [Redacted] <[Redacted]@gov.scot>

**Sent:** 14 October 2022 12:10

**To:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; [Redacted] <[Redacted]@gov.scot>

**Cc:** [Redacted] <[Redacted]@gov.scot>

**Subject:** RE: NHSL NTC - Strategic Assessment

Hi Margaret,

The Strategic Assessment has a relatively low-key status with us so we do not insist on too much detail. Its main purpose is for the project team to demonstrate that they are clear in their own mind on the scope and purpose of this proposed project, and also once submitted to us it becomes recognised as a live project. With regards to the latter, we would normally expect to see this accompanied with a short note, normally 1-2 pages, which explains some of the statements made. Furthermore, one of the roles of the IA will be to provide the evidence behind some of these statements, so they will thus be validated at the next stage of planning.

Once they have done this then I would expect this to be sent to the CIG mailbox, whilst separately copying in both myself and [Redacted].

Hope that helps.

[Redacted]

Head of NHS Strategic Capital Investment

Mobile: [Redacted]

**From:** Margaret.Sherwood@gov.scot <Margaret.Sherwood@gov.scot>

**Sent:** 20 October 2022 14:52

**To:** McGeough, Jacqui <Jacqui.McGeough@lanarkshire.scot.nhs.uk>

**Subject:** FW: NHSL NTC - Strategic Assessment

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Jacqui, as discussed yesterday

**From:** McGeough, Jacqui  
**Sent:** 20 October 2022 15:36  
**To:** [Margaret.Sherwood@gov.scot](mailto:Margaret.Sherwood@gov.scot)  
**Subject:** RE: NHSL NTC - Strategic Assessment

Thanks Margaret

Jacqui McGeough  
Deputy Director of Planning, Property and Performance  
Tel: 07929 076764

### **04 Strategic Assessment and covering letter submission to CIG**

From: McGeough, Jacqui <Jacqui.McGeough@lanarkshire.scot.nhs.uk>  
Sent: 10 November 2022 08:45  
To: NHSCIG@gov.scot  
Cc: [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>; [Redacted] - Head of Planning <[Redacted]@lanarkshire.scot.nhs.uk>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Sherwood M (Margaret) <margaret.sherwood@gov.scot>  
Subject: Strategic Assessment and Cover paper for consideration

Please find attached the Strategic Assessment (completed SCIM template) and a short covering paper for Lanarkshire's NTC. I would be grateful if this could be formally noted through CIG as a live project.

Kind Regards

Jacqui

Jacqui McGeough  
Deputy Director of Planning, Property and Performance

Official Sensitive

Tel: 07929 076764

**Attached 04 SCIG SA Submission NHS Lanarkshire 091122v1 (002)**

**05 Change control form template e-mail**

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** NTCProgrammeMailbox@gov.scot

**Sent:** 17 November 2022 15:36

**To:** [Redacted] <[Redacted]@nhs.scot>; [Redacted] (NHS Grampian) <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] (NHS Forth Valley) <[Redacted]@nhs.scot>; [Redacted] (NHS FIFE) <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhslothian.scot.nhs.uk>; [Redacted] (NHS GOLDEN JUBILEE) <[Redacted]@gjn.scot.nhs.uk>; [Redacted] <[Redacted]@aapct.scot.nhs.uk>; McGeough, Jacqui <Jacqui.McGeough@lanarkshire.scot.nhs.uk>

**Cc:** NTCProgrammeMailbox@gov.scot

**Subject:** NTCP - Change Control Form

Dear All

Please find attached a copy of the NCTP Change Control Form.

It is now necessary for NHS Boards and National Workstreams (Inc. the Capacity Management Development Group and the NTC Workforce Group), to submit a Change Control Form to the NTC Programme Board to either notify of them of an upcoming change or to request approval for a proposed change.

The threshold for a Change Control Form to be submitted is laid out below:

1. An increase or decrease to:
  - a. Scope / Activity – A change in the scope of services as agreed in the OBC/FBC and/or change in the agreed annual activity volumes by speciality
  - b. Costs – A change in either the Capital or Revenue costs of the programme agreed at OBC/FBC
  - c. Workforce requirements – A change in the workforce model post agreement of workforce plan as defined via the model calculations and approval process
  
2. A change to proposed or approved design (previously submitted for approval via OBC or FBC)

Please circulate this to your project team members as appropriate. Change control forms should always be submitted via the NTC Mailbox.

Kind regards

[Redacted]

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[Redacted]

National Treatment Centres Programme - Business Manager

Scottish Government

[Redacted]@gov.scot

Tel: 0131 244 1472 or 07818016867

\*\*\*Please note my working week is Tuesday, Wednesday and Thursday\*\*\*

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**Attached change control form template [out of scope]**

**06 NTC Lanarkshire update to Nicola Hudson**

**From:** [Redacted] <[Redacted]@parliament.scot>

**Sent:** 17 January 2023 14:29

**To:** McGeough, Jacqui <Jacqui.McGeough@lanarkshire.scot.nhs.uk>

**Subject:** NHS Lanarkshire - National Treatment Centre



Official Sensitive

Dear Jacqui

I was wondering whether you might be able to provide an update on the NHS Lanarkshire NTC? The August 2021 NHS recovery plan listed the project as being due for completion in 2026: <https://www.gov.scot/publications/nhs-recovery-plan/pages/6/>, however in this article the centre is now being listed as TBC: <https://www.bbc.co.uk/news/uk-scotland-62192568>

I see that the September 2022 infrastructure investment plan programme update states that it is “at the early stage of planning and will progress towards an Initial Agreement”. It is also in the September 2022 project pipeline, with a budget of £50 million. My understanding is that, if it appears in the project pipeline, there will also be an Outline Business Case – are you able to direct me towards that document?

Would you be able to provide an update on the timescales and any further detail available on the scope of the proposed centre?

Many thanks

[Redacted]

[Redacted]

**Senior Analyst  
Financial Scrutiny Unit  
Scottish Parliament Information Centre (SPICe)  
The Scottish Parliament  
Edinburgh EH99 1SP**

**[www.scottish.parliament.uk](http://www.scottish.parliament.uk)**

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**From:** McGeough, Jacqui <Jacqui.McGeough@lanarkshire.scot.nhs.uk>  
**Sent:** 18 January 2023 13:53  
**To:** [Redacted] <[Redacted]@parliament.scot>  
**Cc:** [Redacted] - [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>; [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>  
**Subject:** RE: NHS Lanarkshire - National Treatment Centre

## Official Sensitive

Hi [Redacted]

We have now commenced our planning for the new centre, and having gone through a fairly protracted procurement process we finally secured the services of Healthcare Planning Support via Archus who joined us in early December. The information available at this stage is fairly limited as we are currently going through a review of data for the potential specialties we consider to be in scope for the centre. We also recruited our project management support and she has supported the establishment of our Delivery Group and completion of the Strategic Assessment. This was submitted to SCIG in November and I have attached a copy of our submission for your information.

In terms of the timeline, we are currently working to our NTC being operational by 2028, but I would flag that the timeline is particularly challenging. We are aiming to produce our Initial Agreement by the end of this calendar year and are already behind schedule due to the extended Healthcare planner procurement process timeline. We are still way off submission of our OBC.

I have attached a copy our initial thinking around our timeline from October for the various SCIM processes so you have this to hand, although as indicated we are already seeing some slippage due having only recently had our HCP support in place.

From a financial perspective our funding in the current year is limited to funding for our Health Care Planner, Project Manager and there may be a small spend against project admin.

If you need any further info please don't hesitate to contact me.

Kind Regards

Jacqui

Jacqui McGeough

Deputy Director of Planning, Property and Performance

Tel: 07929 076764

## 07 NHS Scotland Delivery Plan Guidance

**From:** [Redacted] (NHS GOLDEN JUBILEE) <[Redacted]@gjn.scot.nhs.uk>

**Sent:** 21 March 2023 11:56

**To:** CfSD Governance <cfsdgovernance@gjn.scot.nhs.uk>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <DED@gov.scot>; [Redacted] [Redacted]@gov.scot>; Grant, Jane [Chief Exec] <Jane.Grant@ggc.scot.nhs.uk>; '[Redacted]' <[Redacted]@lanarkshire.scot.nhs.uk>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@ggc.scot.nhs.uk>; [Redacted]



## Official Sensitive

(NHS GOLDEN JUBILEE) <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@phs.scot>; Speirs P (Paula) <Paula.Speirs@gov.scot>; Anna Dominiczak <anna.dominiczak@glasgow.ac.uk>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] (NHS Healthcare Improvement Scotland) <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@nhs.scot>; WALSH Timothy <timothy.walsh@ed.ac.uk>; [Redacted] - PA to Chair and Chief Executive, NHS Lanarkshire <[Redacted]@lanarkshire.scot.nhs.uk>; Gardner, Jann <Jann.Gardner@lanarkshire.scot.nhs.uk>; [Redacted] (NHS GOLDEN JUBILEE) <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>; Gordon James (NHS GOLDEN JUBILEE) <gordon.james2@gjnh.scot.nhs.uk>; [Redacted] (NHS Healthcare Improvement Scotland) <[Redacted]@nhs.scot>; [Redacted] (NHS Grampian) <[Redacted]@nhs.scot>; Barnstaple N (Nicola) <Nicola.Barnstaple@gov.scot>; Sara Baumert <Sara.Baumert@glasgow.ac.uk>; [Redacted] (NHS GOLDEN JUBILEE) <[Redacted]@gjnh.scot.nhs.uk>; [Redacted] [Redacted] <[Redacted]@gov.scot>  
**Subject:** NHS Scotland Delivery Plan Guidance - Circulation

Dear colleagues,

Please find attached NHS Scotland Delivery Planned Guidance, circulated in respect of Paula Speirs' action from the last meeting of the IDA.

I have been further asked to highlight the approach below, which is being taken to develop a more coherent planning and delivery framework across NHS Scotland, including how innovation is approached.

“To support ongoing improvement and resilience, we are moving to the next phase of our Remobilisation, Recovery & Redesign work and will focus on ‘recovery and renewal’. In doing so, we have developed 10 recovery drivers that span across the work of NHS Scotland (two of which are digital and innovation). Concurrently, we continue planning work for longer term redesign/renewal and transformation of services, which will seek to position ourselves for sustainable delivery of healthcare that also improves population health and reduces health inequalities.”

Many thanks,

[Redacted]

**[Redacted] (he / him)**

Senior Corporate Administrator

PA to National Director & Strategic Adviser

**National Centre for Sustainable Delivery**

NHS Golden Jubilee

Beardmore Street

Clydebank

G81 4HX

t: [Redacted]

e: [Redacted]@gjn.scot.nhs.uk



Home to the:

- Golden Jubilee National Hospital
- NHS Scotland Academy
- National Centre for Sustainable Delivery
- Golden Jubilee Research Institute
- Golden Jubilee Conference Hotel

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## Delivering care through collaboration

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**Attached NHS Scotland Delivery Plan Guidance 2023**

## **08 CIG Monklands Business Case Written Comments from CIG**

**From:** Gardner, Jann <Jann.Gardner@lanarkshire.scot.nhs.uk>

**Sent:** 16 December 2022 12:44

**To:** Lamb C (Caroline) <Caroline.Lamb@gov.scot>; [Redacted] <[Redacted]@gov.scot>

**Cc:** Gardner, Jann <Jann.Gardner@lanarkshire.scot.nhs.uk>; Hill, Martin - Chair NHS Lanarkshire <Martin.Hill@lanarkshire.scot.nhs.uk>

**Subject:** Letter from Chair and Chief Executive, NHS Lanarkshire re MRP Outline Business Case

Official Sensitive

**On behalf of Martin Hill, Chair and Jann Gardner, Chief Executive, NHS Lanarkshire**

Good afternoon Ms Lamb

Please find attached a letter from Mr Martin Hill, Chair and Professor Jann Gardner, Chief Executive NHS Lanarkshire together with a copy of the MRP Outline Business Case and supporting Appendices.

Kind regards

**[Redacted]**

**Jann Gardner** | Chief Executive, NHS Lanarkshire | Kirklands | Fallside Road | Bothwell | G71 8BB | Tel: 01698 752870 | Email: [jann.gardner@lanarkshire.scot.nhs.uk](mailto:jann.gardner@lanarkshire.scot.nhs.uk)

**[Redacted]** | PA to Chief Executive, NHS Lanarkshire | Kirklands | Fallside Road | Bothwell | G71 8BB | Tel: [Redacted] | Email: [Redacted]@lanarkshire.scot.nhs.uk

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**From:** [Redacted]@gov.scot <[Redacted]@gov.scot> **On Behalf Of** NHSCIG@gov.scot  
**Sent:** 13 January 2023 11:51  
**To:** Gardner, Jann <Jann.Gardner@lanarkshire.scot.nhs.uk>; Hill, Martin - Chair NHS Lanarkshire <Martin.Hill@lanarkshire.scot.nhs.uk>  
**Cc:** [Redacted] <[Redacted]@gov.scot>  
**Subject:** RE: Letter from Chair and Chief Executive, NHS Lanarkshire re MRP Outline Business Case

[Redacted],

I'm organising the Capital Investment Group meeting which is to take place on 22 February. The intention is that CIg will consider the Monklands business case at that meeting. I wasn't sure if the NHS Lanarkshire team were already aware of that? Would you be able to let me know who from NHS Lanarkshire will attend that meeting?

Kind regards,

[Redacted]

**[Redacted]**

Head of Local Care Infrastructure

[Redacted]

## Official Sensitive

**From:** Gardner, Jann <Jann.Gardner@lanarkshire.scot.nhs.uk>

**Sent:** 13 January 2023 12:44

**To:** NHS CIG <NHSCIG@gov.scot>; Hill, Martin - Chair NHS Lanarkshire <Martin.Hill@lanarkshire.scot.nhs.uk>

**Cc:** [Redacted] <[Redacted]@gov.scot>; Lauder, Colin - Director of Planning, Property & Performance <Colin.Lauder@lanarkshire.scot.nhs.uk>; [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>;

[Redacted] - PA to Chair and Chief Executive, NHS Lanarkshire <[Redacted]@lanarkshire.scot.nhs.uk>

**Subject:** RE: Letter from Chair and Chief Executive, NHS Lanarkshire re MRP Outline Business Case

Hi [Redacted]

Many thanks for your email below re the Capital Investment Group on 22<sup>nd</sup> February 2023. Jann had made me aware of the meeting on 22<sup>nd</sup> and her intention to attend this.

I have copied in to this email, Mr Colin Lauder, Director of Planning, Property and Performance as I know Colin is also keen to attend as MRP falls within his Directorate responsibility.

**Colin** – would you be able to advise David of the wider list of those attending from Lanarkshire as I know you will have this information.

Kind regards

[Redacted]

[Redacted] | PA to Chair and Chief Executive, NHS Lanarkshire | Kirklands | Fallside Road  
| Bothwell | G71 8BB | Tel: [Redacted] | Email: [Redacted]@lanarkshire.scot.nhs.uk

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** NHS CIG

**Sent:** 13 January 2023 16:47

**To:** Gardner, Jann <Jann.Gardner@lanarkshire.scot.nhs.uk>; NHS CIG <NHSCIG@gov.scot>; Hill, Martin - Chair NHS Lanarkshire <Martin.Hill@lanarkshire.scot.nhs.uk>

**Cc:** [Redacted] <[Redacted]@gov.scot>; Lauder, Colin - Director of Planning, Property & Performance <Colin.Lauder@lanarkshire.scot.nhs.uk>; [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>;

[Redacted]- PA to Chair and Chief Executive, NHS Lanarkshire <[Redacted]@lanarkshire.scot.nhs.uk>

**Subject:** RE: Letter from Chair and Chief Executive, NHS Lanarkshire re MRP Outline Business Case

Thanks [Redacted],

## Official Sensitive

I'll take this opportunity to set out the process from now until the meeting.

The meeting will be a Teams meeting. It will start at 9:30am on 22 February and the finish time is 12 pm.

CIG members will consider the business case in advance of the meeting. They may have some comments which I will send to you in writing on Monday 6 February. Please send your responses to those written comments to me by Friday 17 February and I will forward them to CIG members.

The meeting itself will start with the project team giving a presentation on the business case to CIG. The presentation should be no longer than 20 minutes. It's up to you to decide what the presentation should cover, usually such presentations involve a brief summary of the business case and points that you think might benefit from emphasis or elaboration, you might use CIG's written comments as a guide to what to include in the presentation.

The presentation will be followed by a discussion in which CIG members will ask questions about the business case. Once the discussion is finished the project team will leave the meeting and CIG will discuss the business case in private. A decision will then be made and communicated to the project team after the meeting.

The Monklands OBC will be the only business case CIG will consider at the meeting, so you won't be competing for time with another project.

Finally, I've not been able to locate a business case submission form for this OBC. It's standard for all business cases. If one has not been completed could the project team please complete the attached form and send it back to me?

Kind regards

[Redacted]

[Redacted]

Head of Local Care Infrastructure

[Redacted]

**From:** [Redacted]@gov.scot <[Redacted]@gov.scot> **On Behalf Of** NHSCIG@gov.scot

**Sent:** 06 February 2023 16:50

**To:** Gardner, Jann <Jann.Gardner@lanarkshire.scot.nhs.uk>; Hill, Martin - Chair NHS Lanarkshire <Martin.Hill@lanarkshire.scot.nhs.uk>; [Redacted] <[Redacted]@gov.scot>; Lauder, Colin - Director of Planning, Property & Performance <Colin.Lauder@lanarkshire.scot.nhs.uk>; [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>; [Redacted]- PA to Chair and Chief Executive, NHS Lanarkshire <[Redacted]@lanarkshire.scot.nhs.uk>; Reid, Graeme - MRR Project Director

## Official Sensitive

<Graeme.Reid2@lanarkshire.scot.nhs.uk>

**Subject:** CIG - Monklands Business Case - Written Comments from CIG

Dear all,

Please find attached written comments from CIG members.

I'd be grateful if you could put your responses to the written comments in the template attached. Please send the completed template and any further documents to me and Alan Morrison by the end of the day on Friday 17 February.

Please could you also send me a list of project team attendees so I can send them a Teams invite.

Thanks,

[Redacted]

**[Redacted]**

Head of Local Care Infrastructure

[Redacted]

**From:** Reid, Graeme - MRR Project Director <Graeme.Reid2@lanarkshire.scot.nhs.uk>

**Sent:** 17 February 2023 15:17

**To:** NHS CIG <NHSCIG@gov.scot>; [Redacted] <[Redacted]@gov.scot>

**Cc:** Gardner, Jann <Jann.Gardner@lanarkshire.scot.nhs.uk>; Hill, Martin - Chair NHS Lanarkshire <Martin.Hill@lanarkshire.scot.nhs.uk>; Lauder, Colin - Director of Planning, Property & Performance <Colin.Lauder@lanarkshire.scot.nhs.uk>; [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>; [Redacted]- PA to Chair and Chief Executive, NHS Lanarkshire <[Redacted]@lanarkshire.scot.nhs.uk>

**Subject:** RE: CIG - Monklands Business Case - Written Comments from CIG

[Redacted],

Please find attached the template completed with NHS Lanarkshire's response to the comments raised. This document is large with additional information included as embedded documents. If you need native copies of these document, please let me know.

I also attach a separate document which has been developed to address questions 22-27, 66 and 68.

Graeme

Graeme Reid

**MRP - Project Director**

## Official Sensitive

University Hospital Monklands

Mobile: 07967 775 792

### Attached 06 CIG - Monklands Replacement OBC - Comments Feb 2023 - NHSL Response FINAL

## 09 Capital Investment Group Meeting 2023

**From:** [Redacted] <[Redacted]@gov.scot>

**Sent:** 17 February 2023 16:12

**To:** [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@scottishfuturetrust.org.uk>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

**Cc:** [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

**Subject:** RE: Capital Investment Group Meeting 2023

Dear all,

Please find attached NHS Lanarkshire's responses to CIG members' written comments.

The document is large with additional information included as embedded documents. If you have problems accessing the documents let me know. I also attach a separate document which has been developed to address questions 22-27, 66 and 68.

Also attached is a letter containing the regional planning group response to the project OBC.

Kind regards,

[Redacted]

[Redacted]



## Official Sensitive

Head of Local Care Infrastructure

[Redacted]

-----Original Appointment-----

**From:** [Redacted] <[Redacted]@gov.scot>

**Sent:** 16 February 2023 17:34

**To:** [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; NHS CIG; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]; [Redacted]

**Cc:** [Redacted]; Lauder, Colin - Director of Planning, Property & Performance; Reid, Graeme - MRR Project Director; [Redacted]; [Redacted]; Ace, Laura - Director of Finance; Gardner, Jann; [Redacted]; Hill, Martin - Chair NHS Lanarkshire; Deighan, Chris - Executive Medical Director; [Redacted] - Non-Exec Board Member; [Redacted]@lanarkshire.scot.nhs.uk; [Redacted]@lanarkshire.scot.nhs.uk

**Subject:** Capital Investment Group Meeting 2023

**When:** 22 February 2023 09:30-12:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** Microsoft Teams Meeting

Exchange Server re-created a meeting that was missing from your calendar.

---

## 10 NTC Stocktakes email for December 22 returns

**From:** [Redacted]

**Sent:** 21 November 2022 10:14

**To:** [Redacted] ([Redacted]@nhs.scot) <[Redacted]@nhs.scot>; [Redacted] ([Redacted]@nhslothian.scot.nhs.uk) <[Redacted]@nhslothian.scot.nhs.uk>; [Redacted] ([Redacted]@nhs.scot) <[Redacted]@nhs.scot>; [Redacted] ([Redacted]@nhs.scot) <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhslothian.scot.nhs.uk>; [Redacted] ([Redacted]@aapct.scot.nhs.uk) <[Redacted]@aapct.scot.nhs.uk>; [Redacted] ([Redacted]@nhs.scot) <[Redacted]@nhs.scot>; [Redacted] ([Redacted]@nhs.scot) <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhslothian.scot.nhs.uk>; [Redacted] ([Redacted]@nhs.scot) <[Redacted]@nhs.scot>; Jacqui McGeough <Jacqui.McGeough@lanarkshire.scot.nhs.uk>; [Redacted] ([Redacted]@nhs.scot) <[Redacted]@nhs.scot>; [Redacted] ([Redacted]@nhs.scot) <[Redacted]@nhs.scot>; [Redacted] ([Redacted]@nhslothian.scot.nhs.uk) <[Redacted]@nhslothian.scot.nhs.uk>; [Redacted] ([Redacted]@aapct.scot.nhs.uk) <[Redacted]@aapct.scot.nhs.uk>; [Redacted] ([Redacted]@gjn.scot.nhs.uk) <[Redacted]@gjn.scot.nhs.uk>; [Redacted] ([Redacted]@nhs.scot) <[Redacted]@nhs.scot>; [Redacted] ([Redacted]@nhs.scot) <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@thomsongray.com>; [Redacted] ([Redacted]@nhs.scot) <[Redacted]@nhs.scot>; [Redacted] ([Redacted]@nhs.scot) <[Redacted]@nhs.scot>; [Redacted] ([Redacted]@nhs.scot) <[Redacted]@nhs.scot>

## Official Sensitive

<[Redacted]@nhs.scot>; [Redacted] <[Redacted]@gjh.scot.nhs.uk>; [Redacted]  
([Redacted]@nhs.scot) <[Redacted]@nhs.scot>  
**Cc:** [Redacted] <[Redacted]@nhs.scot>; [Redacted] ([Redacted]@gov.scot) <[Redacted]@gov.scot>  
**Subject:** NTC Stocktake reports due

Good Morning,

Please find attached a copy of the NTC Project Stocktake template. This is to be returned by close of business 01 December so these can be collated and shared with the National Treatment Centres Programme Team ahead of the Status and Progress meetings which are to be held from 06 December to 15 December.

[Redacted]

[Redacted]

National Treatment Centres Programme – Programme Support Officer | Scottish Government | Atlantic Quay 5 | Glasgow | G2 8LU

### 11 NTC December stocktake report follow up email

Good Afternoon,

Just a gentle reminder that the NTC Stocktakes are due tomorrow December 1<sup>st</sup> at COP.

Many Thanks

[Redacted]

[Redacted]

National Treatment Centres Programme – Programme Support Officer | Scottish Government | Atlantic Quay 5 | Glasgow | G2 8LU

### 12 NTCP Operational delivery group update

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** NTC Programme Mailbox

**Sent:** 19 January 2023 17:40

**To:** NTC Programme Mailbox <NTCProgrammeMailbox@gov.scot>; [Redacted]

<[Redacted]@gov.scot>; [Redacted]@nhs.scot; [Redacted]@nhslothian.scot.nhs.uk;

[Redacted]@nhs.scot; [Redacted]@nhs.scot; [Redacted]@nhs.scot;

[Redacted]@nhslothian.scot.nhs.uk; [Redacted]@aapct.scot.nhs.uk; [Redacted]@nhs.scot; Frame G

(Gordon) <Gordon.Frame@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted]@nhs.scot;

[Redacted]@nhslothian.scot.nhs.uk; [Redacted] <[Redacted]@gov.scot>; [Redacted]@nhs.scot;

## Official Sensitive

[Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted]@nhs.scot;  
[Redacted]@nhs.scot; [Redacted]@nhslothian.scot.nhs.uk; [Redacted]@aapct.scot.nhs.uk;  
[Redacted]@aapct.scot.nhs.uk; [Redacted] <[Redacted]@gov.scot>; [Redacted]@nhs.scot;  
[Redacted]@gjn.scot.nhs.uk; [Redacted]@gjn.scot.nhs.uk; [Redacted]@nhs.scot;  
[Redacted]@nhs.scot; [Redacted]@gjn.scot.nhs.uk; [Redacted]@nhs.scot; [Redacted]@nhs.scot;  
[Redacted]@nhs.scot; [Redacted] <[Redacted]@gov.scot>; [Redacted]@gjn.scot.nhs.uk;  
[Redacted]@nhs.scot; [Redacted]@nhs.scot; [Redacted] (NHS Highland) <[Redacted]@nhs.scot>;  
[Redacted]@nhs.scot; [Redacted]@thomsongray.com; [Redacted] (NHS Highland  
<[Redacted]@nhs.scot>; [Redacted]@nhs.scot; [Redacted]@nhs.scot; [Redacted]  
<[Redacted]@nhs.scot>; [Redacted] (NHS FIFE <[Redacted]@nhs.scot>; [Redacted] (NHS FIFE  
<[Redacted]@nhs.scot>; [Redacted] (NHS FIFE <[Redacted]@nhs.scot>; [Redacted] (NHS FIFE  
<[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted]@nhs.scot;  
[Redacted]@nhs.scot; [Redacted]@nhs.scot; [Redacted]@lanarkshire.scot.nhs.uk; McGeough, Jacqui  
<Jacqui.McGeough@lanarkshire.scot.nhs.uk>; Montgomery N (Nicholas) <[Redacted]@gov.scot>;  
[Redacted]@nhs.scot; [Redacted]@nhs.scot; [Redacted]@nhs.scot

**Subject:** NTCP Operational Delivery Group

Many thanks to everyone that has responded regarding the future arrangements for the NTCP Operational Delivery Group. We have also internally reviewed the purpose and objectives of this meeting to ensure it is fit for purpose.

We realise the value of having all the projects in attendance at the one time is beneficial to aid shared learning however, we all have many diary commitments and we want to ensure that we are providing a forum/group that is useful to everyone.

We have therefore decided, in light of the current demands and pressures on the Health Boards and the impending opening of some NTCs, that it would be wise to put these on hold until later in the year.

With some centres opening in the next few months we thought it would be appropriate timing to organise a Learning Event around May/June. This would allow the programme and projects to present their learning and experiences over the first few months of opening and provide valuable information for those centres in development. Following this event we can then review the requirement for other similar events or reintroduction of a refreshed operational delivery group.

In the meantime, we will still be engaging with all projects at the status and progression meetings and can be available at other project meetings on request. We will be in touch with some of you over the next few months as we develop the Learning Event. A date for your diary will be circulated shortly and we would encourage you to share this with your project team and wider team colleagues as appropriate.

Kind regards

[Redacted]

**13 NTC Lanarkshire NTC Programme SRO Intro**

## Official Sensitive

### Issued on behalf of [Redacted] – Infrastructure Planning Lead, NHS Strategic Capital Investment, Scottish Government

Dear Jacqui and Project Team,

First of all best wishes for 2023 and looking forward to catching up with regarding the NTC programme. I have attached a short agenda, with the primary purpose of the meeting to introduce myself, discuss some changes we are making to the programme team arrangements and to understand the current position of your project.

The intro meeting will give us an opportunity to discuss next steps and how we would propose to work with you in the coming months.

Kind regards

[Redacted]

NTC Programme - SRO

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## Microsoft Teams meeting

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Passcode: hVS46W

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### Join with a video conferencing device

[28485375@t.plcm.vc](mailto:28485375@t.plcm.vc)

Video Conference ID: 121 314 517 8

[Alternate VTC instructions](#)

### Or call in (audio only)

[+44 20 3443 8791,517223329#](tel:+442034438791,517223329#) United Kingdom, London

## Official Sensitive

Phone Conference ID: 517 223 329#

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**Attached: 07 2023 01 10 NTC Lanarkshire Introductory Meeting 31 Jan 2023 Agenda**

### 14 NTC Lanarkshire Assurance Return

**From:** [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>  
**Sent:** 12 December 2022 15:29  
**To:** NTC Programme Mailbox <NTCProgrammeMailbox@gov.scot>  
**Cc:** McGeough, Jacqui <Jacqui.McGeough@lanarkshire.scot.nhs.uk>  
**Subject:** NHSL assurance return

Hi,

With apologies for the delay, please see attached NHSL assurance return.

Best,

[Redacted]

**[Redacted]** | NHS Lanarkshire | Project Manager

Planning and Development Department | Kirklands Hospital | Fallside Road | Bothwell | G71 8BB |  
**Phone:** [Redacted] (ext [Redacted]) | [Redacted] | **email:** [Redacted]@lanarkshire.scot.nhs.uk

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**Attached NHS Lanarkshire Assurance return**

## 15 Project resource requirement email

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** NTC Programme Mailbox

**Sent:** 23 February 2023 10:11

**To:** Jacqui.McGeough@lanarkshire.scot.nhs.uk; [Redacted] <[Redacted]@lanarkshire.scot.nhs.uk>; NTC Programme Mailbox <NTCProgrammeMailbox@gov.scot>

**Subject:** Project Resource Requirement

Hi Jacqui / [Redacted]

I'm forwarding on this document as you discussed that you are looking at your project resources. You may have already seen it. We collated the information based on returns from all the projects on what their resources were so as to inform other projects coming on the types of resources that may be required throughout the lifetime of the project.

I'll be leaving the programme at the end of March so I wish you well in the development of your NTC. If you need any help in the interim please let me know.

Kind regards

[Redacted]

[Redacted]

National Treatment Centres Programme - Business Manager

# Official Sensitive

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\*\*\*Please note my working week is Tuesday, Wednesday and Thursday\*\*\*

**Attached 09 Project Resource requirement**