

Email Chain	Document title
<p><b>01</b></p>	<p><b>Email chain</b> FW National Treatment Centre Programme Update 22 February 2022 1630 Contains draft Ministerial Submission- Programme Slippage – February not submitted to CabSec</p> <p>Invitation to National Treatment Centre Programme update on 02 March 2022 with attached document on programme slippage</p>
<p><b>02</b></p>	<p><b>Email chain 02</b> FW 1000-1030 Discussion on National Treatment Centre Programme 02 March 2022 0828 contains <b>Document 02</b> NTC Update for Cab Sec on slippage March 2022</p> <p>Copy of presentation for attendees National Treatment Centre Programme update on 02 March 2022</p>
<p><b>03</b></p>	<p><b>Email chain 03</b> Briefing Cabinet Secretary Visit to University Hospital Ayr- NTC Ayrshire announcement 08 April 1753 Contains <b>Document 03</b> 2022-04-13 Ministerial Visit Cabinet Secretary HSC doc <b>Document 04</b> 2022-04-13 Ministerial Visit Cabinet Secretary HSC ppt <b>Document 05</b> Cab Sec Brief - NTC Ayrshire - 13 April 2022 Briefings relating to Cabinet Secretary’s visit to Ayr Hospital on 13 April 2022</p>
<p><b>04</b></p>	<p><b>Email chain 04</b> FW NHS Assure meeting with Cabinet Secretary 26 April 2022 1343</p> <p>Email chain organising meeting between Cabinet Secretary NTC Programme and NHS Assure 12<sup>th</sup> May 2022</p>
<p><b>05</b></p>	<p><b>Email chain 05</b> FW NTC Highland - FOI 4 28 April 2022 1748 Attached <b>Document 06</b> Ministerial Submission - NTC Highland Update - April 2022</p> <p>Briefing related to Update to Cabinet Secretary on NTC Highland</p>
<p><b>06</b></p>	<p><b>Email chain 06</b> FW NTC Highland 04 May 2022 1142 Document Capital Spending Review Next Steps - May 2022 doc attached withheld under s.29</p>

	Briefing related to Update to Cabinet Secretary on NTC Highland
<b>07</b>	<p><b>Email chain 07</b> FW NTC Highland 22 June 2022</p> <p>Discussion between NTC Highland and Cabinet Secretary about project delays</p>
<b>08</b>	<p><b>Email chain 08</b> RE EIR - 202200280090 - SG and NHS Highland 17 May 16:13 Contains NTCP - Ministerial - Submission - EIR - 202200280090 - 27 April 2022 with held under s.29</p> <p>Discussion with Cabinet Secretary relating to EIR on NTC Highland</p>
<b>09</b>	<p><b>Email chain 09</b> RE s6w-08529 22 May 2022 1307</p> <p>Feedback from Cabinet Secretary relating to response to written Parliamentary Question</p>
<b>10</b>	<p><b>Email chain 10</b> Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022 30 May1605</p>
<b>11</b>	<p><b>Email chain 11</b> Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022 26 May 2135</p> <p>Discussion regarding Ground-breaking ceremony for NTC Forth Valley</p>
<b>12</b>	<p><b>Email chain 12</b> Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022 30 May 1516</p> <p>Response to invitation to Ground-breaking ceremony for NTC Forth Valley</p>
<b>13</b>	<p><b>Email chain 13</b> FW Quote for clearance ground-breaking of Forth Valley National Treatment Centre -2nd June 2022 01 June 2022 1729</p> <p>Discussion with Comms team related to a statement for Ground-breaking ceremony for NTC Forth Valley</p>

<b>14</b>	<p><b>Email chain 14</b> FW 2022-23 - Health Finance - Capital Spending Review - Next Steps - May 2022 12 June 2022 1932 attached Capital Spending Review Next Steps - May 2022 doc withheld under s.29</p> <p>Email to organise meeting on impact on NTCs of Capital Spending Review</p>
<b>15</b>	<p><b>Email chain 15</b> FW Cabinet Secretary - NTC Programme Deep Dive 16 June 1717</p> <p>Discussion about NTC programme deep dive and the related agenda.</p>
<b>16</b>	<p><b>Email chain 16</b> 1400-1600 NTC Programme Deep Dive 16 June 1433</p> <p>Update to meeting time for NTC programme deep dive</p>
<b>17</b>	<p><b>Email chain 17</b> FW NTC Highland operational dates 23 June 2022 1604 <b>Document 07</b> Ministerial - Submission - NTC Highland Update June</p> <p>Update to details of NTC Highland projects construction</p>
<b>18</b>	<p><b>Email chain 18</b> RE NTC Highland operational dates 29 June 2022 0816</p> <p>Discussion about briefing related to NTC Highland meeting with Cabinet Secretary</p>
<b>19</b>	<p><b>Email chain 19</b> Cab Sec meeting with NHS Highland re NTC 1107 06 July 2022 1210</p> <p>Discussion relating to scope of Cabinet Secretary NHS Highland meeting</p>
<b>20</b>	<p><b>Email chain 20</b> RE Cab Sec meeting with NHS Highland re NTC 1107 06 July 2022 1431</p> <p>Discussion establishing the function of upcoming NTC Highland meetings</p>

<p><b>21</b></p>	<p><b>Email chain 21</b> RE Cab Sec meeting with NHS Highland re NTC 1107 07 July 2022 0941</p> <p>Request to clarify scope of NTC Highland meeting and if capital build element is an agenda item</p>
<p><b>22</b></p>	<p><b>Email chain 22</b> RE Cab Sec meeting with NHS Highland re NTC 1107 07 July 2022 1000</p> <p>Clarification of NTC Highland meetings scope</p>
<p><b>23</b></p>	<p><b>Email chain 23</b> RE: 14:00-16:00 National Treatment Centre Programme Deep Dive 08 July <b>Document 08</b> NCTP - Cab Sec Seep Dive Session - July 2022 v4 ppt attached</p> <p>Slide pack for Cabinet secretary deep dive</p>
<p><b>24</b></p>	<p><b>Email chain 24</b> FW 1400-1600 National Treatment Centre Programme Deep Dive 11 July 2022 2049 <b>Document 11</b> NTCP - Ministerial Submission Programme update July 2022</p> <p>Written submission on NTC workforce for cabinet secretary deep dive</p>
<p><b>25</b></p>	<p><b>Email chain 25</b> RE Delays to network of NHS Scotland's treatment centres 05 August 2022 1733 <b>Document 10</b> Ministerial Submission NTC Programme FM update August 2022</p> <p>Final version of NTC programme update</p>
<p><b>26</b></p>	<p><b>Email chain 26</b> RE Delays to network of NHS Scotland's treatment centres 05 August 2022 1720</p> <p>Enquiry about sharing NTC update with FM</p>
<p><b>27</b></p>	<p><b>Email chain 27</b> Delays to network of NHS Scotland's treatment centres 05 August 2022 1801 Attached <b>Document 10</b> Ministerial Submission NTC Programme FM update August 2022</p> <p>Briefing to FM on NTC programme</p>

<b>28</b>	<b>Email chain 28</b> FW Delays to network of NHS Scotland's treatment centres 04 August 2022 1615 <b>Document 08</b> NCTP - Cab Sec Seep Dive Session - July 2022 v4  Slide deck from Cab Sec deep dive proposal to share with FM
<b>29</b>	<b>Email chain 29</b> Delays to network of NHS Scotland's treatment centres- First Minister response - 8 August 2022 1307 <b>Document 10</b> Ministerial Submission NTC Programme FM update August 2022  Request for regular project updates from FM

[Official Sensitive]

# **Email Chain 1 FW National Treatment Centre Programme Update 22 February 2022 1630 Contains NTCP - Ministerial - Submission - Update on Slippage to Programme - February 2022 (1)**

From: Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>

Sent: 22 February 2022 16:30

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

Cc: Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; >; James G (Gordon) <Gordon.James@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

Subject: RE: National Treatment Centre Programme Update

Hello [Redacted]

I would be grateful if invites for this meeting could be sent to those listed below and who I have also copied in to this email.

Thanks, Margaret

[Official Sensitive]

## **Email Chain 2 FW 1000-1030 Discussion on National Treatment Centre Programme 02 March 2022 0828 contains NTC Update for Cab Sec on slippage March 2022**

From: Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>

Sent: 02 March 2022 08:28

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; 'humza.yousaf.msp@parliament.scot' <humza.yousaf.msp@parliament.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@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>;

Subject: RE: 10:00-10:30 Discussion on National Treatment Centre Programme

Hello – please find attached reference slides for this morning's meeting.

Best wishes, Margaret

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

From: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

Sent: 22 February 2022 16:32

To: Cabinet Secretary for Health and Social Care; 'humza.yousaf.msp@parliament.scot'; >; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@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>; Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>

Subject: 10:00-10:30 Discussion on National Treatment Centre Programme

When: 02 March 2022 10:00-10:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: MS Teams

Please accept this calendar invitation into diaries for a discussion on the National Treatment Centre Programme.

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Microsoft Teams meeting

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**Email Chain 3 Briefing Cabinet Secretary Visit to University Hospital Ayr- NTC Ayrshire announcement 08 April 1753 contains 2022-04-13 Ministerial Visit Cabinet Secretary HSC doc 2022-04-13 Ministerial Visit Cabinet Secretary HSC ppt contains Cab Sec Brief - NTC Ayrshire - 13 April 2022**

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

Sent: 08 April 2022 17:53

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

Cc: Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Sherwood M (Margaret) <Margaret.Sherwood@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]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

Subject: RE: Briefing: Cabinet Secretary Visit to University Hospital Ayr - NTC Ayrshire announcement

Apologies for clogging up mailboxes, please see attached briefing from NHS Ayrshire & Arran which has just come through.

Thanks

[Redacted]

[Redacted]

Team Leader – Planned Care Policy & Performance | Directorate for Health Performance and Delivery | Scottish Government | Atlantic Quay 5 | Glasgow | G2 8LU | 0300 244 9306

[Official Sensitive]

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

Sent: 08 April 2022 17:25

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

Cc: Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; ames G (Gordon) <Gordon.James@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Sherwood M (Margaret) <Margaret.Sherwood@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]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

Subject: Briefing: Cabinet Secretary Visit to University Hospital Ayr - NTC Ayrshire announcement

P/S Cabinet Secretary Health & Social Care

Please see attached briefing for the Cab Sec's visit to University Hospital Ayr to announce the purchase and redevelopment of Carrick Glen Hospital as a National Treatment Centre. A further briefing from NHS Ayrshire & Arran will be sent up on Monday.

A draft press release will also be sent up for clearance ahead of the visit.

Thanks

[Redacted]

[Redacted]

Team Leader – Planned Care Policy & Performance | Directorate for Health Performance and Delivery | Scottish Government | Atlantic Quay 5 | Glasgow | G2 8LU | 0300 244 9306

[Official Sensitive]

## Email Chain 4 FW NHS Assure meeting with Cabinet Secretary 26 April 2022 1343

From: [Redacted] <[Redacted]@gov.scot> On Behalf Of Cabinet Secretary for Health and Social Care

Sent: 26 April 2022 13:30

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [Redacted] <[Redacted]@gov.scot>

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

Subject: RE: NHS Assure meeting with Cabinet Secretary

Hi [Redacted],

Thanks for the confirmation on the 12th of May. I would be grateful if officials could share with me the list of email addresses for attendees (both SG and external).

Kind regards,

[Redacted]

Diary Secretary (Assistant Private Secretary)

Cabinet Secretary for Health and Social Care

Scottish Government

From: [Redacted] <[Redacted]@gov.scot> On Behalf Of Cabinet Secretary for Health and Social Care

Sent: 25 April 2022 16:32

To: [Redacted] <[Redacted]@gov.scot>

Cc: Sherwood M (Margaret) Margaret.Sherwood@gov.scot; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

Subject: RE: NHS Assure meeting with Cabinet Secretary

[Official Sensitive]

Yes [Redacted]. The session could be held over Teams.

Kind regards,

[Redacted]

Assistant Private Secretary

Cabinet Secretary for Health and Social Care

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

Please note I am currently working from home.

All e-mails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such e-mails or attachments.

Scottish Ministers, Special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See [www.lobbying.scot](http://www.lobbying.scot)

Apologies for this not having been brought to your attention earlier.

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

Sent: 25 April 2022 15:56

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

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

Subject: RE: NHS Assure meeting with Cabinet Secretary

Good Afternoon ,

Ailsa has confirmed that the May 12th time works for the NSS attendees. Can you confirm if the session could be held over Teams?

Many Thanks

[Official Sensitive]

[Redacted]

[Redacted]

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

From: [Redacted] <[Redacted]@gov.scot> On Behalf Of Cabinet Secretary for Health and Social Care

Sent: 25 April 2022 13:30

To: [Redacted] <[Redacted]@gov.scot>

Cc: Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; [Redacted] <[Redacted]@nhs.scot>;  
[Redacted] <[Redacted]@gov.scot> Cabinet Secretary for Health and Social Care  
<CabSecHSC@gov.scot>

Subject: RE: NHS Assure meeting with Cabinet Secretary

Hi [Redacted],

I can offer the following slots:

Thursday 12th May 13:15 – 13:45

Thursday 26th May 09:30 – 10:00

Please can you let me know if any of these timings suit?

Kind regards,

[Redacted]

Assistant Private Secretary

Cabinet Secretary for Health and Social Care

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

[Official Sensitive]

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

Sent: 25 April 2022 12:45

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [Redacted] <[Redacted]@gov.scot>

Cc: Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@gov.scot> Subject: NHS Assure meeting with Cabinet Secretary

Good Afternoon,

During the visit to Ayr the Cabinet Secretary mentioned they were keen to talk with NHS Assure about the process that the NTC projects will go through and wishes to meet with some of the Assure team over the next few weeks.

Can you please confirm some times and dates when they would be available to have this discussion.

Many Thanks

[Redacted]

[Redacted]

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

## Email Chain 5 FW NTC Highland - FOI 4 28 April 2022 1748 Attached NTCP - Ministerial - Submission - NTC Highland Update - April 2022 (003)

**From:** Sherwood M (Margaret) <[Margaret.Sherwood@gov.scot](mailto:Margaret.Sherwood@gov.scot)>

**Sent:** 28 April 2022 17:48

**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>

**Cc:** Burns J (John) <[John.Burns@gov.scot](mailto:John.Burns@gov.scot)>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <[Gordon.James@gov.scot](mailto:Gordon.James@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>

**Subject:** NTC Highland

Cabinet Secretary,

Please find attached briefing update on the National Treatment Centre, Highland.

Please let me know if you need any further information.

Margaret

**Margaret Sherwood**

**National Treatment Centre Programme Director**

**Scottish Government**

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

[Redacted]

[Redacted]

[Official Sensitive]

# **Email Chain 6 FW NTC Highland 04 May 2022 1142 NTCP - Ministerial - Submission - NTC Highland Update - April 2022 (003)doc attached**

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

Sent: 28 April 2022 17:48

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

Cc: Burns J (John) <John.Burns@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>

Subject: NTC Highland

Cabinet Secretary,

Please find attached briefing update on the National Treatment Centre, Highland.

Please let me know if you need any further information.

Margaret

Margaret Sherwood

National Treatment Centre Programme Director

Scottish Government

Email: [Redacted]

Work Mobile: [Redacted]

Personal Mobile: [Redacted]



[Official Sensitive]

## **Email Chain 7 FW NTC Highland 22 June 2022**

**From:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>  
**Sent:** 03 May 2022 14:24  
**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Cc:** Burns J (John) <John.Burns@gov.scot> [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>  
**Subject:** RE: NTC Highland

Thank you [Redacted].

We are already in the process of establishing an assurance group to provide further governance of the NTC programme and expect the group to have the inaugural meeting next week. I will keep Mr Yousaf updated on this development.

I will update Mr Yousaf on the Highland project as soon as I have further information.

Best wishes

Margaret

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 03 May 2022 1  
**To:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Cc:** Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@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>  
**Subject:** RE: NTC Highland

Hi Margaret,

Mr Yousaf states, as officials and NHS Highland can imagine he is very exercised by any further delay in the Highland NTC programme. He will await further advice on the timetable, he may well decide to speak to the contractor and understand in greater detail the reasons for the delays.

On the wider NTC programme he is concerned at the slippage in the programme. He does not need to stress to officials how vital the NTC programme is to our recovery. He wants John Burns to consider the governance around the NTC programme, and whether we need to create an assurance group to ensure we have grip over the

[Official Sensitive]

programme. Officials can feed in some advice to Mr Yousaf in the next week about this.

Grateful for a reply as soon as possible.

Kind regards,

[Redacted]

**[Redacted]**

Deputy Private Secretary - Cabinet Secretary for Health and Social Care, Humza Yousaf MSP

Scottish Government, Room 1.E.10 St Andrews House, Regent Road, Edinburgh, EH1 3DG

[Redacted]

E-mail: [CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)

[Official Sensitive]

## Email Chain 8 RE EIR - 202200280090 - SG and NHS Highland 17 May 16:13

Hi [Redacted],

Mr Yousaf states that we can release the documents, but redact information relating to the new opening date, as this is still a matter under discussion with the Health Board for which he is expecting some free and frank advice.

Kind regards,

[Redacted]

[Redacted]

Deputy Private Secretary - Cabinet Secretary for Health and Social Care, Humza Yousaf MSP

Scottish Government, Room 1.E.10 St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted]

E-mail: [CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)

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

**Sent:** 16 May 2022 14:18

**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>

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

**Subject:** FW: EIR - 202200280090 - SG and NHS Highland

Good afternoon

I'm writing to check if there has been any update to this case EIR - 202200280090 - SG and NHS Highland.

Many Thanks

[Redacted]

[Official Sensitive]

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 28 April 2022 17:51  
**To:** [[Redacted] <[Redacted]@gov.scot>; Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>  
**Cc:** [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>  
**Subject:** RE: EIR - 202200280090 - SG and NHS Highland

Hi [Redacted],

Mr Yousaf is going to consider some of the detail over the course of the weekend, if you come back to him next week he can give you a finalised position.

Kind regards,

[Redacted]

**[Redacted]**

Deputy Private Secretary - Cabinet Secretary for Health and Social Care, Humza Yousaf MSP  
Scottish Government, Room 1.E.10 St Andrews House, Regent Road, Edinburgh, EH1 3DG  
Tel: [Redacted]  
E-mail: [CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)

**From:** [Redacted] <[Redacted]@gov.scot>  
**Sent:** 28 April 2022 17:33  
**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>  
**Cc:** [Redacted] <[Redacted]@gov.scot>[Redacted] <[Redacted]@gov.scot>  
**Subject:** RE: EIR - 202200280090 - SG and NHS Highland

Good Afternoon,

I have yet to hear back regarding this I've discussed the issue raised regarding Document 10 (and documents 11& 13 which have similar information) in a separate

[Official Sensitive]

comms meeting with [Redacted] and will apply regulation 10(5)(f) to these. I was wondering if there was any update in order to progress the enquiry.

Many Thanks

[Redacted]

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care

**Sent:** 27 April 2022 19:37

**To:** [Redacted] <[Redacted]@gov.scot>; Cabinet Secretary for Health and Social Care  
<[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>

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

**Subject:** RE: EIR - 202200280090 - SG and NHS Highland

Hi [Redacted],

Mr Yousaf will discuss this with [Redacted] tomorrow, PO will arrange 5 minutes for him to pop in to his office. He leans more towards release of most of the documents, as the delayed opening date is in the public domain and he can see nothing in here which would cause any major concerns. His only exception to this is Document 10 which references the proposed date for the NTC treating its first patients, that is still a matter of policy formulation and discussion between the SG and NHS Highland. Officials can correct him if wrong but he does not think that's a date we have put out in to the public domain?

Grateful for confirmation as soon as possible please.

Kind regards,

[Redacted]

[Redacted]

Deputy Private Secretary - Cabinet Secretary for Health and Social Care, Humza Yousaf MSP  
Scottish Government, Room 1.E.10 St Andrews House, Regent Road, Edinburgh, EH1 3DG

[Redacted]

[Official Sensitive]

E-mail: [CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)

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

**Sent:** 27 April 2022 17:07

**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>

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

**Subject:** EIR - 202200280090 - SG and NHS Highland

Good Afternoon

Please find attached a ministerial submission relating to EIR 202200280090 and it's review 202200291872. There is a difference of opinion between the FoI team and the Special Advisors as to whether to the apply an exception under s.10(4)(e) with one party being of the opinion that the material in scope classes as internal communications between SG and NHSH on a national project, while the other states that this exception is not applicable in these circumstance. As 202200291872 has a completion date of April 28<sup>th</sup> we would appreciate if this case could be dealt with in a timely manner.

Many Thanks

[Redacted]

[Redacted]

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

[Redacted]

## Email Chain 9 RE s6w-08529 22 May 2022 1307

Hi [Redacted]

Thank you for the comments. All responses have been updated as advised.

Best wishes, Margaret

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 20 May 2022 18:14  
**To:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>  
**Cc:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Subject:** s6w-08529

Hi Margaret (me again!),

Regarding the above PQ, as with s6w-08528, Mr Yousaf has said we shouldn't reference the 2025 date as he understands that is being reviewed.

Kind regards,

[Redacted]

**[Redacted]**

Assistant Private Secretary

Cabinet Secretary for Health and Social Care

Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

Email: [CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)

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## Email Chain 10 Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022 30 May 1605

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

**Sent:** 30 May 2022 16:05

**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>

**Subject:** RE: Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022

Thanks for getting back to me and I look forward to receiving a quote from Mr Yousaf which we will include in our local media release.

[Redacted]

**[Redacted]**

Head of Communications

NHS Forth Valley

[Redacted]

[Redacted]

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** [CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)

**Sent:** 30 May 2022 15:15

**To:** [Redacted] <[Redacted]@nhs.scot>; [CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)

**Subject:** RE: Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022

Dear [Redacted],

Many thanks for the invitation to the Cabinet Secretary of Health and Social Care to attend your event on the 2<sup>nd</sup> of June. Unfortunately, due to other commitments, Mr Yousaf is unable to attend on this occasion.

Mr Yousaf is, of course, happy to provide a message of support. This is being drafted currently and I will have this with you as soon as I can.

Kind regards,



[Official Sensitive]

[Redacted]

**Diary Secretary** (Assistant Private Secretary)

Cabinet Secretary for Health and Social Care

Scottish Government

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

**Sent:** 26 May 2022 17:10

**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>

**Subject:** Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022

NHS Forth Valley is planning a short event on the morning of Thursday 2<sup>nd</sup> June between 9 am and 10am to mark the start of construction work on the new inpatient ward for the National Treatment Centre in Forth Valley.

We would be delighted if the Health Secretary would be able to join us or, if this is not possible due to diary commitments, we can hopefully include a message of support from the Health Secretary in the media release which will be issued after the event.

I have also listed below a short update on the work undertaken so far in NHS Forth Valley to develop this important national treatment facility.

Kind regards

[Redacted]

[Redacted]

Head of Communications

NHS Forth Valley

[Redacted]

[Redacted]

Update on National Treatment Centre – Forth Valley

Work to develop the new National Treatment Centre for Forth Valley is progressing well with many elements of this expansion programme already in place. A second MRI scanner was installed in Forth Valley Royal Hospital in July 2019 and two additional operating theatres opened in June 2019 and May 2021 to increase diagnostic and surgical capacity.

The final part involves the construction of a new 30 bedded ward to create the extra inpatient capacity to meet the planned increase in orthopaedic activity (mainly hip and knee joint replacement surgery).

Construction of the new inpatient ward (which is being developed at the rear of the hospital between the Mental Health Unit and the Emergency Department) is due to start at the beginning of June 2022 and should be completed by the end of the year.

Recruitment to support this expansion programme has also been very successful and, at the end of March 2022, we had recruited 90 of the 99 additional posts across a number of specialties including include theatre nurses, consultant anaesthetists, consultant orthopaedic surgeons as well as theatre practitioners, healthcare support workers and clinical team leaders.

It is estimated that up to 1500 additional operations, both day and inpatient procedures, will now be able to be carried annually to support local and national plans. The major £17 million investment forms part of national plans to reduce waiting times and increase capacity across NHS Scotland.

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## Email Chain 11 Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022 26 May 2135

**From:** Yousaf H (Humza) <[Humza.Yousaf@gov.scot](mailto:Humza.Yousaf@gov.scot)>  
**Sent:** 26 May 2022 21:35  
**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>  
**Subject:** RE: Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022

I am unable to do this but happy to send a message of support.

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 26 May 2022 17:23  
**To:** Yousaf H (Humza) <[Humza.Yousaf@gov.scot](mailto:Humza.Yousaf@gov.scot)>  
**Cc:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>  
**Subject:** FW: Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022

Cab Sec, for consideration:

To flag, this is a public holiday. We have nothing else scheduled for this day.

**From:** [Redacted] <[Redacted]@nhs.scot>  
**Sent:** 26 May 2022 17:10  
**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>  
**Subject:** Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022

NHS Forth Valley is planning a short event on the morning of Thursday 2<sup>nd</sup> June between 9 am and 10am to mark the start of construction work on the new inpatient ward for the National Treatment Centre in Forth Valley.

We would be delighted if the Health Secretary would be able to join us or, if this is not possible due to diary commitments, we can hopefully include a message of support from the Health Secretary in the media release which will be issued after the event.

I have also listed below a short update on the work undertaken so far in NHS Forth Valley to develop this important national treatment facility.

Kind regards

[Redacted]

[Redacted]

Head of Communications

NHS Forth Valley

[Redacted]

[Redacted]

### Update on National Treatment Centre – Forth Valley

Work to develop the new National Treatment Centre for Forth Valley is progressing well with many elements of this expansion programme already in place. A second MRI scanner was installed in Forth Valley Royal Hospital in July 2019 and two additional operating theatres opened in June 2019 and May 2021 to increase diagnostic and surgical capacity.

The final part involves the construction of a new 30 bedded ward to create the extra inpatient capacity to meet the planned increase in orthopaedic activity (mainly hip and knee joint replacement surgery).

Construction of the new inpatient ward (which is being developed at the rear of the hospital between the Mental Health Unit and the Emergency Department) is due to start at the beginning of June 2022 and should be completed by the end of the year.

Recruitment to support this expansion programme has also been very successful and, at the end of March 2022, we had recruited 90 of the 99 additional posts across a number of specialties including theatre nurses, consultant anaesthetists, consultant orthopaedic surgeons as well as theatre practitioners, healthcare support workers and clinical team leaders.

It is estimated that up to 1500 additional operations, both day and inpatient procedures, will now be able to be carried annually to support local and national plans. The major £17 million investment forms part of national plans to reduce waiting times and increase capacity across NHS Scotland.

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## Email Chain 12 Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022 30 May 1516

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 30 May 2022 15:16  
**To:** [Redacted] <[Redacted]@gov.scot>; Cabinet Secretary for Health and Social Care  
<[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>  
**Subject:** RE: Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022

Hi [Redacted],

I've gone back on the original email now to confirm he is unable to attend. In hindsight, should have done this more promptly.

Also happy for you to share the news with the comms team.

Kind regards,

[Redacted]

**Diary Secretary** (Assistant Private Secretary)

Cabinet Secretary for Health and Social Care

[Scottish Government](#)

**From:** [Redacted] <[Redacted]@gov.scot>  
**Sent:** 30 May 2022 14:53  
**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>  
**Subject:** RE: Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022

Hi [Redacted], the board comms team were just on asking if the Cab Sec is able to make this on Thursday. Am I ok to let them know that he sends his apologies?

Thanks

[Redacted]

[Official Sensitive]

[Redacted]

Team Leader Communications Health and Social Care  
Scottish Government

[Redacted]

[Redacted] <[Redacted]@gov.scot>

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care

**Sent:** 30 May 2022 12:19

**To:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>

**Cc:** [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

**Subject:** FW: Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022

Hi folks,

We have received the following from NHS Forth Valley. Mr Yousaf is unable to attend but I would be grateful for policy to draft a message of support for their press release as described below.

Grateful if this could be with PO by COP tomorrow (31<sup>st</sup> of May).

Kind regards,

[Redacted]

**Diary Secretary** (Assistant Private Secretary)

Cabinet Secretary for Health and Social Care

[Scottish Government](#)

[Official Sensitive]

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

**Sent:** 26 May 2022 17:10

**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

**Subject:** Invitation to Ground-breaking event for Forth Valley National Treatment Centre - 2nd June 2022

NHS Forth Valley is planning a short event on the morning of Thursday 2<sup>nd</sup> June between 9 am and 10am to mark the start of construction work on the new inpatient ward for the National Treatment Centre in Forth Valley.

We would be delighted if the Health Secretary would be able to join us or, if this is not possible due to diary commitments , we can hopefully include a message of support from the Health Secretary in the media release which will be issued after the event.

I have also listed below a short update on the work undertaken so far in NHS Forth Valley to develop this important national treatment facility.

Kind regards

[Redacted]

**[Redacted]**

Head of Communications

NHS Forth Valley

[Redacted]

[Redacted]

Update on National Treatment Centre – Forth Valley

Work to develop the new National Treatment Centre for Forth Valley is progressing well with many elements of this expansion programme already in place. A second MRI scanner was installed in Forth Valley Royal Hospital in July 2019 and two additional operating theatres opened in June 2019 and May 2021 to increase diagnostic and surgical capacity.

The final part involves the construction of a new 30 bedded ward to create the extra inpatient capacity to meet the planned increase in orthopaedic activity (mainly hip and knee joint replacement surgery).

Construction of the new inpatient ward (which is being developed at the rear of the hospital between the Mental Health Unit and the Emergency Department) is due to start at the beginning of June 2022 and should be completed by the end of the year.

Recruitment to support this expansion programme has also been very successful and, at the end of March 2022, we had recruited 90 of the 99 additional posts across a number of specialties including theatre nurses, consultant anaesthetists, consultant orthopaedic surgeons as well as theatre practitioners, healthcare support workers and clinical team leaders.

It is estimated that up to 1500 additional operations, both day and inpatient procedures, will now be able to be carried annually to support local and national plans. The major £17 million investment forms part of national plans to reduce waiting times and increase capacity across NHS Scotland.

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## Email Chain 13 FW Quote for clearance groundbreaking of Forth Valley National Treatment Centre -2nd June 2022 01 June 2022 1729

From: [Redacted] <[Redacted]@gov.scot> On Behalf Of Cabinet Secretary for Health and Social Care

Sent: 01 June 2022 17:29

To: [Redacted] <[Redacted]@gov.scot>; Cabinet Secretary for Health and Social Care  
<CabSecHSC@gov.scot>

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

Subject: RE: Quote for clearance: groundbreaking of Forth Valley National Treatment Centre - 2nd  
June 2022

Hi [Redacted]

Mr Yousaf is content.

Kind regards

[Redacted]

[Redacted]

Private Secretary to the Cabinet Secretary for Health and Social Care – Humza Yousaf

The Scottish Government

1st Floor | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

[Redacted]

[Official Sensitive]

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

Sent: 01 June 2022 17:09

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

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

Subject: Quote for clearance: groundbreaking of Forth Valley National Treatment Centre - 2nd June 2022

PO,

NHS Forth Valley have asked for a quote from the Cab Sec for their release (copied at the foot of this email) to announce the start of construction on the new inpatient ward for their National Treatment Centre.

We have agreed the quote below with officials and Spads.

Is the Cab Sec content?

Health Secretary Humza Yousaf said:

"I am pleased construction has now commenced on the inpatient ward for the National Treatment Centre (NTC) in Forth Valley, which is a significant milestone for the programme.

"We know that the pandemic has taken its toll on services like orthopaedics, but the network of NTCs - including the new centre in Forth Valley - will help address this and be central to NHS recovery.

"I would like to thank the NHS Forth Valley team for their continued dedication and commitment to this project during a time of continued significant pressure."

Thanks

[Redacted]

Senior Media Manager | Communications Health | Scottish Government

Tel – [Redacted]

## WORK STARTS ON FINAL STAGE OF NEW NATIONAL TREATMENT CENTRE IN FORTH VALLEY

Construction work has started to create a new inpatient ward at Forth Valley Royal Hospital, marking the final stage in the development of a new National Treatment Centre at the Larbert hospital. The National Treatment Centre - Forth Valley will form part of a network of new National Treatment Centres being developed to increase capacity and reduce waiting times across NHS Scotland.

The new 30 bedded ward is part of a £17m national investment that has also funded the opening of two additional operating theatres (bringing the total number to 16) and the installation of a second state-of-the-art MRI scanner. This has increased surgical and diagnostic capacity and created more flexibility for managing both planned and emergency surgery. The specialist MRI scanner, which is used to take images of all parts of the body including the brain, spinal cord, heart and blood vessels and internal organs, is housed in a customised room within the hospital's Radiology Department, complete with backlit picture wall and ambient lighting to help patients relax in calming and less clinical surroundings.

The National Treatment Centre ward, which is being developed at the rear of the hospital between the Mental Health Unit and the Emergency Department, will create extra inpatient capacity to care for the increasing numbers of patients who require orthopaedic surgery. Along with the additional theatre and MRI scanning capacity, it will enable around 1,500 additional operations to be carried out every year (mainly hip and knee joint replacement surgery), supporting the delivery of local and national plans.

Recruitment to support the development of the new National Treatment Centre has been very successful and, so far, more than 90 additional staff have been recruited across a number of specialties. These include theatre nurses, anaesthetists, orthopaedic surgeons as well as theatre practitioners, healthcare support workers, staff nurses and clinical team leaders.

Cathie Cowan, Chief Executive of NHS Forth Valley, said: "Staff across the organisation have worked incredibly hard over the last few years to deliver this major expansion programme and I'm delighted that we are now marking the beginning of the final stage in this important national development.

"This will ensure we are able to keep pace with increased demand and reduce waiting times for the thousands of patients who require hip or knee surgery every year."

[Official Sensitive]

# **Email Chain 14 FW 2022-23 - Health Finance - Capital Spending Review - Next Steps - May 2022 12 June 2022 1932 attached 2022-23 - Health Finance - Capital Spending Review - Next Steps - May 2022 doc**

From: [Redacted] <[Redacted]@gov.scot> On Behalf Of Cabinet Secretary for Health and Social Care

Sent: 12 June 2022 19:32

To: [Redacted] <[Redacted]@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

Cc: [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

Subject: RE: 2022-23 - Health Finance - Capital Spending Review - Next Steps - May 2022

Hi [Redacted]

The Cab Sec has noted and thinks a discussion would be helpful. He's nervous about delaying any elements of the NTC programme, given its criticality in our recovery.

I'll pop something in diaries for this coming week.

Thanks,

[Redacted]

[Redacted]

Deputy Private Secretary to the Cabinet Secretary for Health and Social Care – Humza Yousaf

Scottish Government

E: CabSecHSC@gov.scot

T: [Redacted]

M: [Redacted]

[Official Sensitive]

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

Sent: 10 June 2022 15:42

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

Cc: [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

Subject: 2022-23 - Health Finance - Capital Spending Review - Next Steps - May 2022

[Redacted]

See attached paper sent on behalf of [Redacted] on the refresh of the Capital Spending Review (CSR). Understandably the focus in recent weeks has been on the Resource Spending Review (RSR), but the conclusion of the CSR and the ongoing challenges of the RSR, has prompted us to rethink next steps on [Redacted], NTCs and indeed our entire capital investment programme. We think these issues and the proposed actions are worthy of a conversation with the Cabinet Secretary and we would be keen to discuss potential next steps with him.

Regards

[Redacted]

[Redacted]

Health Infrastructure, Investment and PPE

Scottish Government Health and Social Care Directorates

[Redacted]

[Official Sensitive]

## Email Chain 15 FW Cabinet Secretary - NTC Programme Deep Dive 16 June 1717

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 16 June 2022 17:17  
**To:** James G (Gordon) <Gordon.James@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Cc:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>  
**Subject:** RE: Cabinet Secretary - NTC Programme Deep Dive

Hi folks,

The Cabinet Secretary is content for the agenda to be structured such that will allow NHS Assure colleagues to drop off the call.

Kind regards,

[Redacted]

**Diary Secretary** (Assistant Private Secretary)

Cabinet Secretary for Health and Social Care

[Scottish Government](#)

**From:** James G (Gordon) <Gordon.James@gov.scot>  
**Sent:** 16 June 2022 17:06  
**To:** [Redacted] <[Redacted]@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Cc:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>  
**Subject:** RE: Cabinet Secretary - NTC Programme Deep Dive

Hi [Redacted],

I agree that I do not think that we should include NHS Assure colleagues in the discussion around revenue and capital finance. One of the areas I was responsible (in my old life) was the establishment of NHS Assure including HFS and ARHAI Scotland so happy to discuss with CabSec as required on role / scope requirement.

Thanks

Gordon

[Official Sensitive]

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

**Sent:** 16 June 2022 15:18

**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

**Cc:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>

**Subject:** RE: Cabinet Secretary - NTC Programme Deep Dive

Thanks [Redacted], we will develop the agenda and briefing pack. We're proposing to cover the revenue and capital finance position and CS may wish for NSS colleagues to drop off the call before we have that discussion so we'll structure the agenda to allow for this.

[Redacted]

[Redacted]

Team Leader – Planned Care Policy & Performance | Directorate for Health Performance and Delivery | Scottish Government | Atlantic Quay 5 | Glasgow | G2 8LU | 0300 244 9306

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care

**Sent:** 16 June 2022 14:34

**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [Redacted] <[Redacted]@gov.scot>

**Subject:** RE: Cabinet Secretary - NTC Programme Deep Dive

Hi [Redacted],

As you may have seen from the invitation, the new day is confirmed as okay for NHS Assure so I've moved the meeting now to 14:00-16:00 on **Monday 11<sup>th</sup> of July**.

Kind regards,

[Redacted]

**Diary Secretary** (Assistant Private Secretary)

Cabinet Secretary for Health and Social Care

[Scottish Government](#)

[Official Sensitive]

**From** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 16 June 2022 13:37  
**To:** [Redacted] <[Redacted]@gov.scot>; Cabinet Secretary for Health and Social Care  
<CabSecHSC@gov.scot>  
**Subject:** RE: Cabinet Secretary - NTC Programme Deep Dive

Hi [Redacted],

[Redacted] from NHS Assure confirmed she is on leave WC 4<sup>th</sup> of July so I have offered 11<sup>th</sup> of July as an alternative. Awaiting confirmation from her but will update you and the calendar invite as soon as I hear.

Kind regards,

**[Redacted]**

**Diary Secretary** (Assistant Private Secretary)

Cabinet Secretary for Health and Social Care

[Scottish Government](#)

**From:** [Redacted] <[Redacted]@gov.scot>  
**Sent:** 16 June 2022 13:35  
**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Subject:** RE: Cabinet Secretary - NTC Programme Deep Dive

Great, thanks [Redacted].

[Redacted]

[Redacted]

Team Leader – Planned Care Policy & Performance | Directorate for Health Performance and Delivery | Scottish Government | Atlantic Quay 5 | Glasgow | G2 8LU | 0300 244 9306



[Official Sensitive]

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 16 June 2022 12:52  
**To:** [Redacted] <[Redacted]@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Subject:** RE: Cabinet Secretary - NTC Programme Deep Dive

Hi [Redacted],

Happy to confirm I've secured 14:00-16:00 on **Monday 4<sup>th</sup> of July** for the deep dive and issued the calendar invite.

I've included all the attendees below internal and external.

Kind regards,

[Redacted]

**Diary Secretary** (Assistant Private Secretary)

Cabinet Secretary for Health and Social Care

[Scottish Government](#)

**From:** [Redacted] <[Redacted]@gov.scot>  
**Sent:** 14 June 2022 18:07  
**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Subject:** FW: Cabinet Secretary - NTC Programme Deep Dive

Hi [Redacted]

As agreed, I've notified the relevant people about CS request for NTC Programme deep dive session on the NHS Assure call yesterday. Grateful if you could include the below people and [Redacted]@nhs.scot and [Redacted]@nhs.scot from NHS Assure in the meeting invite once you manage to find a suitable slot.

Thanks

[Redacted]

[Redacted]

Team Leader – Planned Care Policy & Performance | Directorate for Health Performance and Delivery | Scottish Government | Atlantic Quay 5 | Glasgow | G2 8LU | 0300 244 9306

[Official Sensitive]

## Email Chain 16 1400-1600 NTC Programme Deep Dive 16 June 1433

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 16 June 2022 14:33  
**To:** [Redacted] <[Redacted]@nhs.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Subject:** RE: 14:00-16:00 National Treatment Centre Programme Deep Dive

Dear [Redacted],

Many thanks for being so accommodating. I've now reissued the calendar invite for the 11<sup>th</sup> of July.

Kind regards,

[Redacted]

**Diary Secretary** (Assistant Private Secretary)

Cabinet Secretary for Health and Social Care

[Scottish Government](#)

**From:** [Redacted] <[Redacted]@nhs.scot>  
**Sent:** 16 June 2022 13:39  
**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Subject:** RE: 14:00-16:00 National Treatment Centre Programme Deep Dive

Thanks, I would need to move some other stuff but could do so. – And I have checked with Julie that she is available then

Best wishes, [Redacted]

[Redacted]

Chief Executive

[Official Sensitive]

**NHS National Services Scotland**

Gyle Square  
1 South Gyle Crescent  
Edinburgh, EH12 9EB  
tel: [Redacted]

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** CabSecHSC@gov.scot  
**Sent:** 16 June 2022 12:57  
**To:** [Redacted] <[Redacted]@nhs.scot>  
**Cc:** [CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)  
**Subject:** RE: 14:00-16:00 National Treatment Centre Programme Deep Dive

Hello [Redacted],

I am sorry to hear this date doesn't work. Does the same time of 14:00-16:00 on **Monday 11<sup>th</sup> of July** work for you?

Kind regards,

[Redacted]

**Diary Secretary** (Assistant Private Secretary)

Cabinet Secretary for Health and Social Care

[Scottish Government](#)

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

**From:** [Redacted] <[Redacted]@nhs.scot>  
**Sent:** 16 June 2022 12:52  
**To:** Cabinet Secretary for Health and Social Care  
**Cc:** [Redacted] <[Redacted]@nhs.scot> [Redacted] <[Redacted]@nhs.scot>  
**Subject:** Declined: 14:00-16:00 National Treatment Centre Programme Deep Dive  
**When:** 04 July 2022 14:00-16:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.  
**Where:** MS Teams

I am really sorry but I am on leave that week and will be out of the country. Could another date please be found?

Thanks, [Redacted]

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[Official Sensitive]

# Email Chain 17 FW NTC Highland operational dates 23 June 2022 1604 NTCP - Ministerial - Submission - NTC Highland Update - June 2022

From: Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>

Sent: 23 June 2022 16:04

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

Cc: [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@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>

Subject: NTC Highland operational dates

Cabinet Secretary

Please find attached the updated details of the construction completion and operational dates for the National Treatment Centre in Inverness.

Please let me know if you need any further information.

Best wishes

**Margaret**

Margaret Sherwood

National Treatment Centre Programme Director

Scottish Government

Email: margaret.sherwood@gov.scot

Work Mobile: [Redacted]

Personal Mobile: [Redacted]

## Email Chain 18 RE NTC Highland operational dates 29 June 2022 0816

Thanks [Redacted]. Yes, I will send a briefing paper to Mr Yousaf before we meet with the Highland Team.

Margaret

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 28 June 2022 17:22

**To:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

**Cc:** [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@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>

**Subject:** RE: NTC Highland operational dates

Hi Margaret,

Many thanks for this. I've now issued a calendar invite with MS Teams link over to [Redacted] at NHS Highland. I've asked they forward the meeting to other senior team members as required to save of the back and forth.

I've also popped you on the invitation in the short term though appreciate official support may vary closer to the time.

Can I confirm will any papers be provided for this meeting please?

Kind regards,

[Redacted]

**Diary Secretary** (Assistant Private Secretary)

Cabinet Secretary for Health and Social Care

[Scottish Government](#)

[Official Sensitive]

**From:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>

**Sent:** 28 June 2022 16:22

**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

**Cc:** [Redacted] <[Redacted]@gov.scot>; [Redacted] Burns J (John) <John.Burns@gov.scot>; <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@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>

**Subject:** RE: NTC Highland operational dates

Hello [Redacted]

I've spoken to Pam Dudek, Chief Executive of NHS Highland and she has confirmed that 11:30-12:00 on Monday 11<sup>th</sup> of July is suitable to meet with Mr Yousaf to discuss the revised timescales for NTC Highland.

Pam has advised that her senior team who will attend will be able to answer any questions on the construction project.

Please let me know if you need any further information.

Thanks, Margaret

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care

**Sent:** 27 June 2022 11:39

**To** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; Cabinet Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

**Cc:** [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@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>

**Subject:** RE: NTC Highland operational dates

Hello Margaret,

Mr Yousaf is very frustrated by this further slippage. Mr Yousaf would like a meeting with NHS Highland to discuss this and if necessary it can include the contractors.

[Official Sensitive]

I am holding 11:30-12:00 on **Monday 11<sup>th</sup> of July** to facilitate this. Grateful if this can be explored with the board for availability.

Kind regards,

[Redacted]

**Diary Secretary** (Assistant Private Secretary)

Cabinet Secretary for Health and Social Care

[Scottish Government](#)

**From:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>

**Sent:** 23 June 2022 16:04

**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

**Cc:** [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@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>

**Subject:** NTC Highland operational dates

Cabinet Secretary

Please find attached the updated details of the construction completion and operational dates for the National Treatment Centre in Inverness.

Please let me know if you need any further information.

Best wishes

Margaret

[Margaret Sherwood](#)

[National Treatment Centre Programme Director](#)

[Scottish Government](#)

**Email:** [margaret.sherwood@gov.scot](mailto:margaret.sherwood@gov.scot)

**Work Mobile:** [Redacted]

**Personal Mobile:** [Redacted]



## **Email Chain 19 Cab Sec meeting with NHS Highland re NTC 1107 06 July 2022 1210**

Hello – can I clarify if Mr Yousaf only wants to discuss the construction timeline of NTC Highland at this meeting or is he also wanting to discuss the wider project?

Thanks in advance, Margaret

**Margaret Sherwood**

**National Treatment Centre Programme Director**

**Scottish Government**

**Email: [margaret.sherwood@gov.scot](mailto:margaret.sherwood@gov.scot)**

**Work Mobile: [Redacted]**

**Personal Mobile: [Redacted]**

## **Email Chain 20 RE Cab Sec meeting with NHS Highland re NTC 1107 06 July 2022 1431**

Hi [Redacted]

We have 2 meetings re NTC programme on Monday 11<sup>th</sup>. The first one is with NHS Highland as requested by cab sec and is in relation to the later planned opening date of April 2023. This is scheduled for 11:30 on Monday and it's this meeting that I'm asking if cab sec wants to extend the discussion to cover other areas such as workforce rather than just the construction timetable.

We then have a 2<sup>nd</sup> meeting re NTC 14:00 – 16:00 where we will be presenting an overview of all the NTCs both in construction and those still in business case development.

Please give me a call if you want any further information.

Thanks, Margaret

[Official Sensitive]

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 06 July 2022 13:24  
**To:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Subject:** RE: Cab Sec meeting with NHS Highland re NTC 11/07

Hi Margaret,

Thanks for your email, the Cabinet Secretary would also appreciate an update on the four that are due to open in the next year. Mr Yousaf would also like any update you may have on Tayside.

Kind regards,

[Redacted]

**Diary Secretary** (Assistant Private Secretary)

Cabinet Secretary for Health and Social Care

[Scottish Government](#)

**From:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>  
**Sent:** 06 July 2022 12:10  
**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Subject:** Cab Sec meeting with NHS Highland re NTC 11/07

Hello – can I clarify if Mr Yousaf only wants to discuss the construction timeline of NTC Highland at this meeting or is he also wanting to discuss the wider project?

Thanks in advance, Margaret

**Margaret Sherwood**

**National Treatment Centre Programme Director**

**Scottish Government**

**Email:** [margaret.sherwood@gov.scot](mailto:margaret.sherwood@gov.scot)

**Work Mobile:** [Redacted]

**Personal Mobile:** [Redacted]

[Official Sensitive]

## Email Chain 21 RE Cab Sec meeting with NHS Highland re NTC 1107 07 July 2022 0941

Hi [Redacted] – apologies for the confusion.

It's the meeting with NHS Highland that I'm referring to. I just want to clarify if cab sec only wants to discuss the capital build element of NTC Highland or if he wants to discuss other areas such as the clinical model and workforce in relation to the Highland centre.

Thanks, Margaret

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 06 July 2022 17:42  
**To:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Subject:** RE: Cab Sec meeting with NHS Highland re NTC 11/07

Cab Sec, apologies to ask for your reconsideration on this. Policy's email was not explicit so want to ensure we capture your requirements accurately.

There are two meetings on Monday 11<sup>th</sup> of July, one is with NHS Highland (11:30-12:00) requested in response to the submission RE 'further slippage' on the NTC.

The other is the deep dive on NTCs.

Officials are querying if you are looking to move the scope of the NHS Highland meeting beyond Highland specifically. They will, of course, give an overview as requested during the deep dive.

**From:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>  
**Sent:** 06 July 2022 14:31  
**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>  
**Subject:** RE: Cab Sec meeting with NHS Highland re NTC 11/07

Hi [Redacted]

We have 2 meetings re NTC programme on Monday 11<sup>th</sup>. The first one is with NHS Highland as requested by cab sec and is in relation to the later planned opening date of April 2023. This is scheduled for 11:30 on Monday and it's this meeting that I'm asking if cab sec wants to extend the discussion to cover other areas such as workforce rather than just the construction timetable.

We then have a 2<sup>nd</sup> meeting re NTC 14:00 – 16:00 where we will be presenting an overview of all the NTCs both in construction and those still in business case development.

Please give me a call if you want to any further information.

[Official Sensitive]

Thanks, Margaret

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 06 July 2022 13:24  
**To:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>  
**Subject:** RE: Cab Sec meeting with NHS Highland re NTC 11/07

Hi Margaret,

Thanks for your email, the Cabinet Secretary would also appreciate an update on the four that are due to open in the next year. Mr Yousaf would also like any update you may have on Tayside.

Kind regards,

**[Redacted]**  
**Diary Secretary** (Assistant Private Secretary)  
Cabinet Secretary for Health and Social Care  
[Scottish Government](#)

**From** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>  
**Sent:** 06 July 2022 12:10  
**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>  
**Subject:** Cab Sec meeting with NHS Highland re NTC 11/07

Hello – can I clarify if Mr Yousaf only wants to discuss the construction timeline of NTC Highland at this meeting or is he also wanting to discuss the wider project?

Thanks in advance, Margaret

**Margaret Sherwood**  
**National Treatment Centre Programme Director**  
**Scottish Government**  
**Email:** [margaret.sherwood@gov.scot](mailto:margaret.sherwood@gov.scot)  
**Work Mobile:** [Redacted]  
**Personal Mobile:** [Redacted]

[Official Sensitive]

## Email Chain 22 RE Cab Sec meeting with NHS Highland re NTC 1107 07 July 2022 1000

That's great. Thanks [Redacted]. I will let NHS Highland team know that the discussion will be broader than just the NTC construction.

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 07 July 2022 09:57  
**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>; Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>  
**Subject:** RE: Cab Sec meeting with NHS Highland re NTC 11/07

Hi Margaret,

The Cabinet Secretary comments that he would like to discuss all relevant aspects related to the completion of the NHS Highland NTC at the meeting with NHS Highland.

Hopefully that answers your query? If not, let me know. 😊

Kind regards,

**[Redacted]**  
**Diary Secretary** (Assistant Private Secretary)  
Cabinet Secretary for Health and Social Care  
[Scottish Government](#)

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 07 July 2022 09:50  
**To:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>  
**Subject:** RE: Cab Sec meeting with NHS Highland re NTC 11/07

Hi [Redacted],

Apologies for missing your call. I must have recess brain, the below should have gone to the Cab Sec to explain your query.  
I'll fire across now and flag for response asap.

Kind regards,

**[Redacted]**  
**Diary Secretary** (Assistant Private Secretary)  
Cabinet Secretary for Health and Social Care  
[Scottish Government](#)

**From:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>  
**Sent:** 07 July 2022 09:41  
**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>  
**Subject:** RE: Cab Sec meeting with NHS Highland re NTC 11/07

[Official Sensitive]

Hi [Redacted] – apologies for the confusion.

It's the meeting with NHS Highland that I'm referring to. I just want to clarify if cab sec only wants to discuss the capital build element of NTC Highland or if he wants to discuss other areas such as the clinical model and workforce in relation to the Highland centre.

Thanks, Margaret

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care

**Sent:** 06 July 2022 17:42

**To:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

**Subject:** RE: Cab Sec meeting with NHS Highland re NTC 11/07

Cab Sec, apologies to ask for your reconsideration on this. Policy's email was not explicit so want to ensure we capture your requirements accurately.

There are two meetings on Monday 11<sup>th</sup> of July, one is with NHS Highland (11:30-12:00) requested in response to the submission RE 'further slippage' on the NTC.

The other is the deep dive on NTCs.

Officials are querying if you are looking to move the scope of the NHS Highland meeting beyond Highland specifically. They will, of course, give an overview as requested during the deep dive.

**From:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>

**Sent:** 06 July 2022 14:31

**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

**Subject:** RE: Cab Sec meeting with NHS Highland re NTC 11/07

Hi [Redacted]

We have 2 meetings re NTC programme on Monday 11<sup>th</sup>. The first one is with NHS Highland as requested by cab sec and is in relation to the later planned opening date of April 2023. This is scheduled for 11:30 on Monday and it's this meeting that I'm asking is cab sec wants to extend the discussion to cover other areas such as workforce rather than just the construction timetable.

We then have a 2<sup>nd</sup> meeting re NTC 14:00 – 16:00 where we will be presenting an overview of all the NTCs both in construction and those still in business case development.

Please give me a call if you want to any further information.

Thanks, Margaret

[Official Sensitive]

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 06 July 2022 13:24  
**To:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>  
**Subject:** RE: Cab Sec meeting with NHS Highland re NTC 11/07

Hi Margaret,

Thanks for your email, the Cabinet Secretary would also appreciate an update on the four that are due to open in the next year. Mr Yousaf would also like any update you may have on Tayside.

Kind regards,

**[Redacted]**

**Diary Secretary** (Assistant Private Secretary)  
Cabinet Secretary for Health and Social Care  
[Scottish Government](#)

**From:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>  
**Sent:** 06 July 2022 12:10  
**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>  
**Subject:** Cab Sec meeting with NHS Highland re NTC 11/07

Hello – can I clarify if Mr Yousaf only wants to discuss the construction timeline of NTC Highland at this meeting or is he also wanting to discuss the wider project?

Thanks in advance, Margaret

**Margaret Sherwood**  
**National Treatment Centre Programme Director**  
**Scottish Government**  
**Email:** [margaret.sherwood@gov.scot](mailto:margaret.sherwood@gov.scot)  
**Work Mobile:** [Redacted]  
**Personal Mobile:** [Redacted]





[Official Sensitive]

Burns J (John) John.Burns@gov.scot; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>

Subject: 14:00-16:00 National Treatment Centre Programme Deep Dive

When: 11 July 2022 14:00-16:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: MS Teams

UPDATE: Moving to a 14:00 start on Monday 11th of July to help accommodate diaries.

Subject: Deep dive into the National Treatment Centre programme.

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Microsoft Teams meeting

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# Email Chain 24 FW 1400-1600 National Treatment Centre Programme Deep Dive 11 July 2022 2049 NTC Workforce - NTC Programme Deep Dive 11 July 2022 V3 word doc attached

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

**Sent:** 11 July 2022 11:56

**To:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

**Subject:** RE: 14:00-16:00 National Treatment Centre Programme Deep Dive

Apologies – please use the attached version.

[Redacted]

Programme Support Officer

Sponsorship and Infrastructure

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

**Sent:** 11 July 2022 11:11

**To:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

**Subject:** RE: 14:00-16:00 National Treatment Centre Programme Deep Dive

Cabinet Secretary,

[Official Sensitive]

Apologies for sharing this at short notice. Please find attached an update on the NTC Workforce position and recruitment progress ahead of the deep dive this afternoon.

Kind regards,

[Redacted]

[Redacted]

Programme Support Officer

Sponsorship and Infrastructure

**From:** Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>

**Sent:** 08 July 2022 20:49

**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] James G (Gordon) <Gordon.James@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

**Subject:** RE: 14:00-16:00 National Treatment Centre Programme Deep Dive

Cabinet Secretary

Apologies for the late submission of this information prior to our meeting on Monday.

I have attached a briefing slide pack together with a paper outlining more detailed information on the capital programme and the capital and revenue position.

I will also forward an update on the workforce and recruitment position prior to the start of the meeting.

Best wishes

Margaret

[Official Sensitive]

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

**From:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

**Sent:** 16 June 2022 12:51

**To:** Cabinet Secretary for Health and Social Care; Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@nhs.scot>; [Redacted] <[Redacted]@nhs.scot>

**Subject:** 14:00-16:00 National Treatment Centre Programme Deep Dive

**When:** 11 July 2022 14:00-16:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** MS Teams

**UPDATE:** Moving to a 14:00 start on Monday 11<sup>th</sup> of July to help accommodate diaries.

**Subject:** Deep dive into the National Treatment Centre programme.

---

## Microsoft Teams meeting

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**Email Chain 25 RE Delays to network of NHS  
Scotland's treatment centres 05 August 2022 1733  
Ministerial Submission - NTC Programme Update to  
FM - August 2022 (2)**

Hi [Redacted]

Paragraph 6 added as requested.

[Redacted]

**Email Chain 26 RE Delays to network of NHS  
Scotland's treatment centres 05 August 2022 1720**

Thanks [Redacted],

We will send on when we have received.

Thanks,

[Redacted]

[Redacted]

Private Secretary to the Cabinet Secretary for Health and Social Care – Humza Yousaf

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

07721 111012

[Official Sensitive]

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

**Sent:** 05 August 2022 17:19

**To:** Cabinet Secretary for Health and Social Care <[CabSecHSC@gov.scot](mailto:CabSecHSC@gov.scot)>

**Cc:** Burns J (John) <John.Burns@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; (Margaret) <Margaret.Sherwood@gov.scot>

**Subject:** RE: Delays to network of NHS Scotland's treatment centres

Thanks [Redacted]

We will update now. Shall we send on to FM's office or will Cab Sec's PO send on?

[Redacted]

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care

**Sent:** 05 August 2022 17:17

**To:** [Redacted] <[Redacted]@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

**Cc:** Burns J (John) <John.Burns@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>

**Subject:** RE: Delays to network of NHS Scotland's treatment centres

Hi [Redacted] and Margaret,

Mr Yousaf has noted, and asked for a paragraph either in the beginning or end that says he had had a deep dive session with officials and expressed his concern about the slippage in the NTC programme, and that we are working with Health Boards and Assure to further continue to scrutinise timescales. He is content with the rest of the submission.

Thanks,

[Redacted]

[Official Sensitive]

[Redacted]

Private Secretary to the Cabinet Secretary for Health and Social Care – Humza Yousaf  
The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

[Redacted]



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

**Sent:** 05 August 2022 16:12

**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

**Cc:** Burns J (John) <John.Burns@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>;  
[Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Sherwood M (Margaret)  
<Margaret.Sherwood@gov.scot>

**Subject:** FW: Delays to network of NHS Scotland's treatment centres

**Importance:** High

Hi [Redacted]

As discussed yesterday with FM's office can you clear this note with Cab Sec and send on to FM. This is essentially based on the update Cab Sec received during the deep dive session a week or so ago.

[Redacted], programme director, can provide more advice if required.

Thank you

[Redacted]

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

**Sent:** 04 August 2022 09:28

[Official Sensitive]

**To:** Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

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

**Subject:** Delays to network of NHS Scotland's treatment centres

**Importance:** High

Health colleagues,

See below BBC article, reported this morning, relating to delays within NHS Scotland Treatment Centres programme, which FM would welcome a full update on. More broadly, FM would like a focus on what it will take to get all these centres back on track given how essential they are to our NHS recovery plan.

<https://www.bbc.co.uk/news/uk-scotland-62192568>

Grateful for both confirmation of this being in hand and also an indication of when the requested update will be available, if not today.

Thanks,

[Redacted]

**[Redacted]**

**Deputy Private Secretary to the First Minister**

**Office of the First Minister**

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | 0131 244 7515



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## Email Chain 27 Delays to network of NHS Scotland's treatment centres 05 August 2022 1801 Attached Ministerial Submission - NTC Programme Update to FM - August 2022 (2) doc

Hi all,

Grateful if you can use this copy list going forward. Apologies for any confusion.

Thanks,

[Redacted]

[Redacted]

Private Secretary to the Cabinet Secretary for Health and Social Care – Humza Yousaf

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

[Redacted]



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

**Sent:** 05 August 2022 17:48

**To:** First Minister <firstminister@gov.scot>

**Cc:** Deputy First Minister and Cabinet Secretary for Covid Recovery <DFMCSCR@gov.scot>;

[Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; James G (Gordon)

[Official Sensitive]

<Gordon.James@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Sherwood M (Margaret)  
<Margaret.Sherwood@gov.scot>; [Redacted] <[Redacted]@gov.scot>  
**Subject:** Delays to network of NHS Scotland's treatment centres

Hi [Redacted],

Please see attached submission for the First Minister's consideration from the Cabinet Secretary on delays within NHS Scotland Treatment Centres programme to address concerns.

Please let me know if FM would like a conversation with Mr Yousaf next week to address any subsequent concerns/questions.

Thanks,

[Redacted]

[Redacted]

Private Secretary to the Cabinet Secretary for Health and Social Care – Humza Yousaf  
The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

[Redacted]



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## **Email Chain 28 FW Delays to network of NHS Scotland's treatment centres 04 August 2022 1615 NCTP - Cab Sec Seep Dive Session - July 2022 v4**

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

Sent: 04 August 2022 15:39

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

Cc: [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>; [Redacted] <[Redacted]@gov.scot>

Subject: RE: Delays to network of NHS Scotland's treatment centres

Hi [Redacted]

As you know, we had a comprehensive deep dive session with Cab Sec on 11 July where we ran through the status and progress of each of the projects and provided an update on the workforce, capital and revenue finance position. We would propose to share this slidedeck with FM, giving reassurance that you have been fully briefed on with the latest position with each of the centres, that we are working closely with the Boards to deliver the NTCs as soon as possible and officials meet regularly with the project teams to review status and progress. An in person meeting is in diaries for 12 August with NHS Grampian, which is currently sitting at Red.

Grateful if you could seek Cab Sec's views on this approach.

Thanks

[Redacted]

[Redacted]

[Official Sensitive]

Team Leader – Planned Care Policy & Performance | Directorate for Chief Operating Officer, NHS Scotland | Scottish Government | Atlantic Quay 5 | Glasgow | G2 8LU | 0300 244 9306

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

Sent: 04 August 2022 12:26

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [Redacted] <[Redacted]@gov.scot>; First Minister <firstminister@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Sherwood M (Margaret) <Margaret.Sherwood@gov.scot> [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>

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

Subject: RE: Delays to network of NHS Scotland's treatment centres

Hi [Redacted]

I've picked this up, we'll come back to you shortly on what we are proposing to put up to FM.

Thanks

[Redacted]

[Redacted]

Team Leader – Planned Care Policy & Performance | Directorate for Chief Operating Officer, NHS Scotland | Scottish Government | Atlantic Quay 5 | Glasgow | G2 8LU | 0300 244 9306

From: [Redacted] <[Redacted]@gov.scot> On Behalf Of Cabinet Secretary for Health and Social Care

Sent: 04 August 2022 12:24

To: [Redacted] <[Redacted]@gov.scot>; First Minister <firstminister@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>

[Official Sensitive]

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

Subject: RE: Delays to network of NHS Scotland's treatment centres

Hi [Redacted],

Grateful to know who is leading on this please.

Kind regards,

[Redacted]

[Redacted]

Deputy Private Secretary - Cabinet Secretary for Health and Social Care, Humza Yousaf MSP

Scottish Government, Room 1.E.10 St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted]

E-mail: CabSecHSC@gov.scot

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

Sent: 04 August 2022 09:31

To: First Minister <firstminister@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; [Redacted] <[Redacted]@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>

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

Subject: RE: Delays to network of NHS Scotland's treatment centres

Hi [Redacted]

Extending cc list to inc [Margaret Sherwood](#), [Redacted] and other key colleagues.

[Official Sensitive]

[Redacted]

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

Sent: 04 August 2022 09:28

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>

Cc: [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; First Minister <firstminister@gov.scot>

Subject: Delays to network of NHS Scotland's treatment centres

Importance: High

Health colleagues,

See below BBC article, reported this morning, relating to delays within NHS Scotland Treatment Centres programme, which FM would welcome a full update on. More broadly, FM would like a focus on what it will take to get all these centres back on track given how essential they are to our NHS recovery plan.

<https://www.bbc.co.uk/news/uk-scotland-62192568>

Grateful for both confirmation of this being in hand and also an indication of when the requested update will be available, if not today.

Thanks,

[Redacted]

[Redacted]

Deputy Private Secretary to the First Minister

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | 0131 244 7515

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## **Email Chain 29 Delays to network of NHS Scotland's treatment centres- First Minister response - 8 August 2022 1307 attached Ministerial Submission - NTC Programme Update to FM - August 2022 (2)**

Thanks everyone for pulling together this update in short order – FM was grateful. Having digested the update, FM has again reiterated that these NTCs are essential to NHS recovery and elective sustainability. Getting them completed and open on track - where necessary challenging boards to make up time and reduce delay - must be a priority. FM would like to ensure that this is reflected in our planning.

Moreover, FM would like regular project updates on progress and for Cab Sec to update Cabinet on a regular basis as part of the revised approach we are taking to monitoring key targets across government. On my latter point, I've copied both Perm Sec and Alison Irvine who can assist where required on ensuring this is actioned appropriately within a Cabinet planning space.

Thanks,

[Redacted]

[Redacted]

**Deputy Private Secretary to the First Minister**

**Office of the First Minister**

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | 0131 244 7515



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[Official Sensitive]

**From:** [Redacted] <[Redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care  
**Sent:** 05 August 2022 18:01

**To:** First Minister <firstminister@gov.scot>

**Cc:** Deputy First Minister and Cabinet Secretary for Covid Recovery <DFMCSCR@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; [Redacted] <[Redacted]@gov.scot>

**Subject:** Delays to network of NHS Scotland's treatment centres

Hi all,

Grateful if you can use this copy list going forward. Apologies for any confusion.

Thanks,

[Redacted]

[Redacted]

Private Secretary to the Cabinet Secretary for Health and Social Care – Humza Yousaf

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

[Redacted]



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

**Sent:** 05 August 2022 17:48

**To:** First Minister <firstminister@gov.scot>

**Cc:** Deputy First Minister and Cabinet Secretary for Covid Recovery <DFMCSCR@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; James G (Gordon) <Gordon.James@gov.scot>; [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>; Sherwood M (Margaret) <Margaret.Sherwood@gov.scot>; [Redacted]



[Official Sensitive]

<[Redacted]@gov.scot>

**Subject:** Delays to network of NHS Scotland's treatment centres

Hi [Redacted],

Please see attached submission for the First Minister's consideration from the Cabinet Secretary on delays within NHS Scotland Treatment Centres programme to address concerns.

Please let me know if FM would like a conversation with Mr Yousaf next week to address any subsequent concerns/questions.

Thanks,

[Redacted]

[Redacted]

Private Secretary to the Cabinet Secretary for Health and Social Care – Humza Yousaf

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

[Redacted]



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# NTCs open by December 2023

NTC	Scheduled opening date	Specialty	Annual full year Capacity*
GJNH 1	November 2020	Ophthalmology	10137
FV	December 2022	Orthopaedics	1680
Fife	January 2023	Orthopaedics	750
Highland	Q1 2022/23	Ophthalmology	2168
Highland		Orthopaedics	896
GJNH 2	June 2023	Orthopaedics	4118
GJNH 2		General Surgery	1200
GJNH 2		Endoscopy	7600
A&A	December 2023	Orthopaedics	1500
<b>NHS Scotland</b>	<b>December 2023</b>	<b>All Specialties</b>	<b>30049</b>

\*NTC Projected Additional IPDC Activity by Board/Site and Specialty at 5 day working over 48 weeks @100%

# NHS Grampian

- **Recovery Plan opening - 2025**
- **Current planned opening date - Q1 2025/26 to Q4 2025/26**

## Timeline to Date

- **October 2019 - OBC approved**
- **December 2020 - Ministerial submission to pause the project**
  - Increased capital costs of 20% from £52m to £82m
  - Further assessment of risks associated with linking to existing infrastructure
  - Acknowledgement that NHS Grampian is benefitting from £233m to support the Baird & Anchor project
  - Opportunity to review the lessons learned from the COVID pandemic to explore other site options
- **May 2021 – Clinical Review (delayed from Jan 2021 due to Covid)**
- **November 2021 – Options scoring event delayed to 02 March 2022 due to Omicron**
- **April 2022 - Preferred option decision**
- **December 2023 – MRI at Dr Grays operational**

- **Recovery Plan opening - 2025**
- **Current planned opening date Q4 2025/26**
- **Updated planned opening date after NZC redesign Q3 2026/27**

**Timeline to Date**

- **September 2018 – Initial Agreement approved**
- **October 2018 – May 2019**
  - NTC proposal was paused until clarity on the clinical strategy for acute services had been agreed and aligned to the Transforming Tayside Programme (May 2019)
- **April 2019 – Feb 2020**
  - Core project team established focussing on NTC at PRI site
  - Project mobilisation and clinical brief developed and approved
- **March 2020 – Project activity scaled down due to Covid**
- **November 2020 – Project remobilised**
- **February 2021**
  - SG published infrastructure investment plan for Scotland (2021-26) which set out the revised estimated delivery timetables for all five national elective care centres. For Tayside, this meant an estimated operational date in the last quarter of 2024 rather than 2023
- **June 2021** - NHS Assure advise that NTC–T would be the first capital project to undertake NHS Assure, Key stage assurance review at OBC stage.
- **August 2021**
  - NHS Assure raise KSAR concerns re NHS Tayside Sustainability Strategy not being in place. Work commissioned to develop a PRI Site Wide Energy Strategy and provide support to the project design team to incorporate realistic deliverables for the NTC T project
- **Oct 2021** – New Sustainability / Net Zero Carbon guidance and legislation announced which the NTC-T designs do not comply with. Impact analysis commenced – Design Paused.
- **November 2021** – New Sustainability / Net Zero Carbon guidance and legislation announced which the NTC-T designs do not comply with. Design Paused.
- **Jan – Feb 2022** – Options review undertaken. Only viable option will add circa 9 months to the plan

- **Recovery Plan opening - 2025**
- **Current planned opening date - April 2027**
- **Replacement Eye Centre current planned opening date - June 2027**

**Timeline to Date**

- **July 2019 - OBC not approved due to 20% rise in costs**
- **Aug – Nov 2019** - NHS Lothian carried out a review of options and reviewed activity projections. This exercise demonstrated that the original business case assumptions were still valid
- **March 2020 – OBC approved in principle**
- **March 2020 – Feb 2021** – Conclusion of Capital Spending Review meant a replacement for the Princess Alexandra Eye Pavilion (PAEP) was not affordable within the Health portfolio's budget allocation until 2025/26, Scottish Government asked NHS Lothian to assess whether surgical elements of their ophthalmology service could be incorporated within the proposed design for NHS Lothian's NTC.
- **Feb 2021** - NHS Lothian instructed a feasibility study to be undertaken to assess whether the service model would work and what the impact would be on the physical designs of the NTC at St Johns. Report issued April 2021.
- **May 2021** - Manifesto commitment to replace the PAEP. This project has now been incorporated into the governance arrangements of the National Treatment Centre Programme.
- **June 2021 – Present** The above events have resulted in delays with significant design processes still to be undertaken for the NTC at St John's and the replacement eye facility with both designs still at OBC stage although the business cases are progressing to FBC.

# Looking Ahead

- **Various factors have contributed to the revised timescales**
  - Ensuring value for money
  - Additional assurance processes
  - Policy decisions
  - Net Zero Carbon legislation
- **Need to ensure appropriate time for design and business case development to reduce risk**
- **Continue regular engagement with local project teams and national assurance organisations to ensure programmes progress to agreed timescales**
- **Early warning alerts of potential slippage**
- **NHS Lanarkshire project at very early stage**
- **Current planned construction start dates**
  - NTC Lothian – October 2024
  - NTC Lothian Eye Centre – January 2025
  - NTC Tayside – Q3 2024/25
  - NTC Grampian - Q4 (2022/2023) to Q3 (2023/2024)

# Ministerial Visit Cabinet Secretary HSC Wednesday 13<sup>th</sup> April 2022 10am - 12pm

## University Hospital Ayr KA6 6DX

[Out of Scope]

[Out of Scope]

[Out of Scope]

[Out of Scope]

Timings	Details	Lead/ Attendees <i>Job titles available on page 3.</i>	Venue
10:00 – 10:10 hrs	<b>Introductions</b> <i>[Out of Scope]</i>	<b>Lesley Bowie, Claire Burden,</b> [Redacted]	Board Room, UHA
10:10 – 10:30 hrs	<b>National Treatment Centre</b>	[Redacted]/ [Redacted]	Board Room, UHA
[Out of Scope]	[Out of Scope]	[Redacted]  [Redacted]  <b>NHSAA Comms</b> [Redacted] [Redacted] Medical Photography  <b>SG Comms</b> STV, BBC cameraman (Background)  <b>Journalists</b> BBC STV Bower (Radio West FM Interview)	[Out of Scope]
[Out of Scope]	<i>[Out of Scope]</i>	[Redacted]	[Out of Scope]

	[Out of Scope] [Out of Scope]	[Redacted]	
	[Out of Scope] [Out of Scope]	[Redacted] [Redacted]	
[Out of Scope]	[Out of Scope] [Redacted]	[Redacted], [Redacted], [Redacted], [Redacted]	[Out of Scope]
<b>12.00</b>	<b>Formal Close</b>	<b>Lesley Bowie, Claire Burden,</b> [Redacted]	[Out of Scope]

**Notes**

NHSAA Communication rep: [Redacted], [Redacted]  
 Photographer: all pictures to maintain a level of social distance.  
 Timings TBC

**Contact numbers:**

**CEO office** [Redacted]

**SG Contact**

[Redacted]  
 Team Leader – Planned Care Policy & Performance | Directorate for Health Performance and Delivery | Scottish Government | Atlantic Quay 5 | Glasgow | G2 8LU | [Redacted]  
 [Redacted]@gov.scot



NHS Ayrshire and Arran attendanceScotland Government attendance

<b>Lesley Bowie</b> Board Chair	<b>Humaz Yousaf MSP</b> Cabinet Secretary for Health and Social Care
<b>Claire Burden</b> Chief Executive	Policy Officer TBC
<b>[Redacted]</b> Vice Chair	SG Communications Officer TBC
<b>[Redacted]</b> Director of Infrastructure and Support Services	
<b>[Redacted]</b> General Manager, Surgical Services	
<b>[Redacted]</b> Head of Capital Planning	
<b>[Redacted]</b> Nurse Consultant Digital Services	
<b>[Redacted]</b> Programme Manager	
<b>[Redacted]</b> Head of Systems, Development and Implementation	
<b>[Redacted]</b> Consultant Anaesthetist	
<b>[Redacted]</b> Lead Nurse	
<b>[Redacted]</b> Communications Assistant	
<b>[Redacted]</b> Communications Assistant	

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# *National Treatment Centre*



# National Treatment Centre



**NHS**  
Ayrshire  
& Arran

**Balfour Beatty**  
**NORR**



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# Key milestones achieved

- Strategic Initial Agreement approved by Scottish Government Capital Investment Group (CIG) on 15th October 2021.
- PSCP appointed end October 2021
- Options Appraisal completed in February 2022
- Economic Case approved by CIG on 7th March 2022
- Carrick Glen Hospital acquired from Circle Healthcare (BMI) on 25th March 2022.
- Patient and Staff consultation completed
- NDAP and AEDET Workshops undertaken
- 1:200 design layouts completed, GIFA circa 3450sqm
- SDaC process commenced, Net Zero Carbon targets set and assessment underway



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# Key features of design

- Two operating theatres
- One enhanced treatment room
- 10 Peri-operative rooms
- 11 ensuite in-patient bedrooms
- Staff and visitor facilities
- Dedicated parking for staff and visitors
- Courtyard design and garden setting
- Embodied carbon benefits due to re-use of existing building
- Location protects service from acute hospital pressures



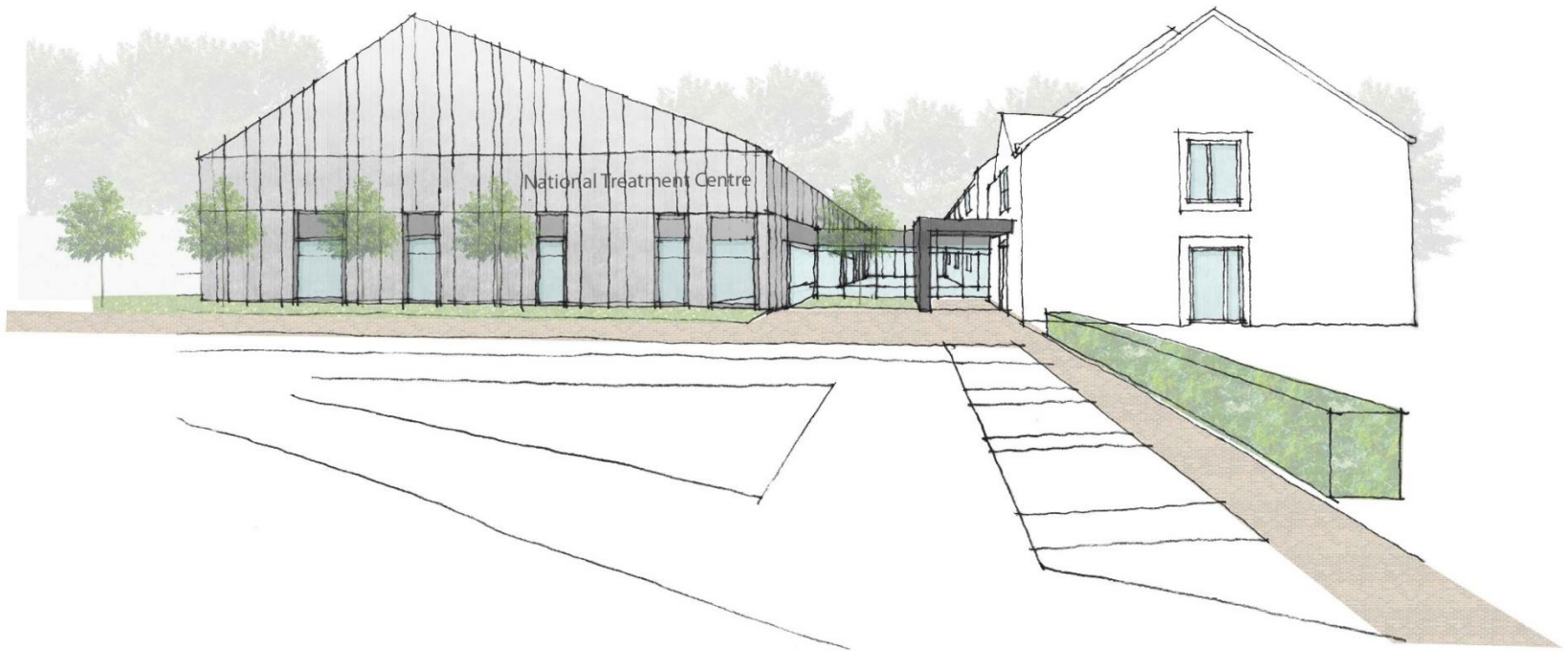
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## Key features of service delivery

- 800 arthroplasty
- 1200 day case procedures
- 700 local anaesthetic cases
- Capacity for local anaesthetic cases from other specialties
- Workforce Recruitment has commenced for posts which require lead in time for training



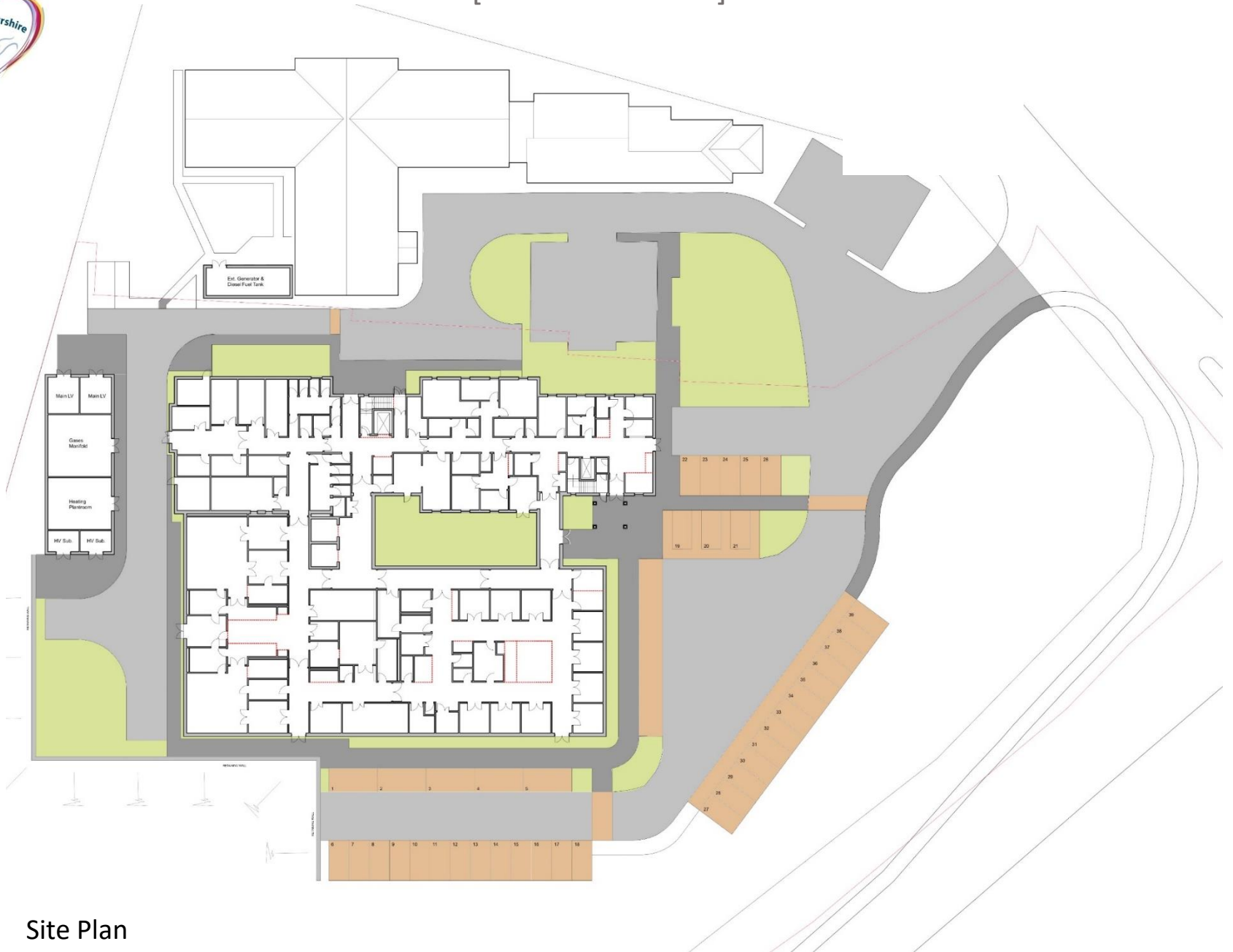
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External View



[Official Sensitive]



Site Plan



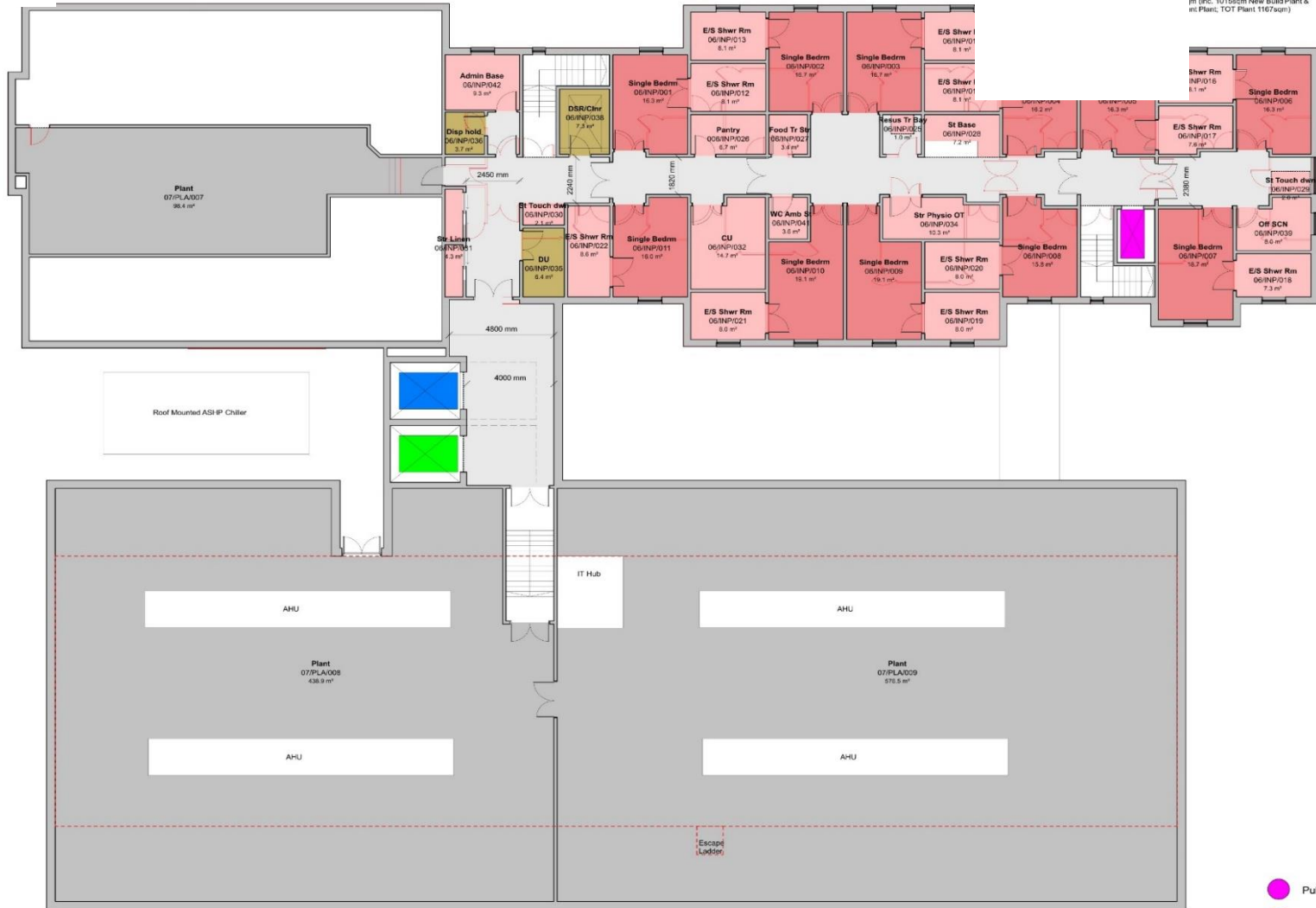




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## GROSS AREAS

Ground Floor New Build - 1238sqm  
 Ground Floor Refurbishment - 844sqm  
 First Floor New Build - 1112sqm  
 First Floor Refurbishment - 634sqm  
 G/A GF - 2083sqm  
 G/A FF - 1746sqm  
 ...communication - 1010sqm  
 m (inc. 1015sqm New Build Plant &  
 int Plant; TOT Plant 1167sqm)



- Public Lifts
- Patients and Staff Lift
- FM Lifts

First Floor



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Internal View



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Internal Views



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## A&A Elective Service

- Centre of Excellence for Elective Orthopaedic is based at University Hospital Ayr (UHA) from a 22 bedded ward
- Pre Covid-19 pandemic UHA highest performing hospital delivering a 4 joint day
- Performance against the British Association of Day Surgery Targets in Q3 2021 was 93.7%
- Team embrace enhanced recovery programme, same day admission and working towards same day discharge for joint replacement

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# Summary

- Optimise delivery of elective orthopaedic activity by improving and enhancing access to theatre sessions
- Enhancing all existing surgical and associated journeys through a whole scale review and redesign of processes, services, staffing and accommodation.
- Significant increase in number of orthopaedic operations
- Significant investment in staffing in all staff groups (role and skill development)
- Right size and capacity for current and future demand
- Support the recovery of the Orthopaedic elective service following the impact of the pandemic
- Release capacity at Golden Jubilee Hospital for other Boards usage.