

**Official Sensitive**

**First Minister**

**Copy: Deputy First Minister of Scotland and Cabinet Secretary for Finance  
Cabinet Secretary for NHS Recovery, Health and Social Care**

**Health Infrastructure/ Capital Investment – Deep Dive**

**[Out of Scope]**

Annex A

Manifesto/Public Priorities		Risks / Comments
[Out of Scope]	[Out of Scope]	▪ [Out of Scope]
National Treatment Centres	[Redacted s.30(b)(i)]	▪ Policy commitment to increasing elective capacity to meet future population growth
[Out of Scope]	[Out of Scope]	▪ [Out of Scope]
[Out of Scope]	[Out of Scope]	
[Out of Scope]	[Out of Scope]	

## HEALTH INFRASTRUCTURE PROJECTS FMQ

- **[Out of Scope]**
- This impacts all projects and there are no exceptions, [Out of Scope], National Treatment Centres and the Eye Pavilion are all affected.
- [Out of Scope]

### TOP LINES

**There have been significant levels of construction inflation which has resulted in a reduction in our spending power.**

- [Out of Scope]
- We are investing £314 million in 2024/25 in health infrastructure allowing all major projects in construction to be completed – [Out of Scope] the Golden Jubilee Expansion Phase 2.
- In 2023 we opened two National Treatment Centres in NHS Fife and NHS Highland, with two further centres opening in 2024 in NHS Forth Valley and the Golden Jubilee Hospital.
- [Out of Scope]

From: [Redacted s.38(1)(b)] / [Redacted s.38(1)(b)]  
Directorate of Chief Operating Officer, NHS Scotland

First Minister  
Deputy First Minister and Cabinet Secretary for Finance  
Cabinet Secretary for NHS Recovery, Health & Social Care

## **PLANNED CARE RECOVERY (INCLUDING NATIONAL TREATMENT CENTRES)**

### **Priority and purpose**

1. Routine. Following the meeting with the First Minister, Deputy First Minister and the Cabinet Secretary on 18 December, a subsequent submission was requested that set out the implications of the 2024/25 Scottish Budget for the planned care recovery plan and next phase of the National Treatment Centre (NTC) programme and communication thereof.

### **Background**

2. [Redacted s.30(b)(i)]. As set out in the Budget this will require hard choices, greater efficiencies and savings to be made for health and social care. [Redacted s.29(1)(a)] .
3. The requirement for additional planned care capacity to fulfil Ministers' commitment to reduce waiting lists year-on-year was set out in a submission on 6 October which highlighted [Redacted s.30(b)(i)] – in addition to the productive opportunities being taken forward through CfSD and the 20,000 additional procedures annually which the NTCs in construction or already opened will deliver. [Redacted s.30(b)(i)].
4. As set out in previous submissions, the NTC programme was established in 2015 to increase capacity for planned care given the long term forecasts for increased demand. Since 2015, there have been a series of significant events which have impacted on planned care and the NTC programme, including BREXIT, COVID, the war in Ukraine and rising inflation, construction and energy costs. [Redacted s.30(b)(i)].
5. [Redacted s.30(b)(i)].

### **Planned Care Recovery**

6. [Redacted s.30(b)(i)]. This funding will be required to support the recurring baseline funding allocated to support NHS Boards for waiting times improvement (£103m), together with the funding of the five new NTC centres [Out of Scope]. [Redacted s.30(b)(i)].
7. [Redacted s.30(b)(i)].
8. [Redacted s.30(b)(i)]:
  - [Redacted s.30(b)(i)]
  - [Redacted s.30(b)(i)]

- [Redacted s.30(b)(i)]

9. [Out of Scope]

10. [Redacted s.30(b)(i)]:

- [Redacted s.30(b)(i)]
- [Redacted s.30(b)(i)]
- [Redacted s.30(b)(i)]
- [Redacted s.30(b)(i)]

11. [Out of Scope]

12. Given the scenario we are now facing, [Redacted s.30(b)(i)]:

- [Out of Scope]
- [Redacted s.30(b)(i)].

### **National Treatment Centres**

13. The NHS Recovery Plan 2021-26 committed to the completion of the NTC programme and increased capacity for 40,000 additional procedures to be delivered annually. Five of the ten planned centres will be opened by the end of 2023/24 and will provide an additional 20,000 procedures per annum by 2025/26. It should be noted that the activity model was based on a Monday to Friday two theatre session day.

14. [Redacted s.30(b)(i)].

15. [Redacted s.30(b)(i)]:

- [Redacted s.30(b)(i)].
- [Redacted s.30(b)(i)].

16. [Redacted s.30(b)(i)].

### **Communications and handling**

17. [Redacted s.30(b)(i)]:

- [Redacted s.30(b)(i)]
- [Redacted s.30(b)(i)]
- [Redacted s.30(b)(i)].

18. [Redacted s.29(1)(a)]

19. In relation to the NTC programme this will remain a long term strategic commitment, unless not deemed VfM [Redacted s.29(1)(a)], [Redacted s.30(b)(i)].

### **Financial and Legal Considerations**

20. [Redacted s.29(1)(a)].

21. [Redacted s.30(b)(i)].

### **Sensitivities and Risks**

22. [Redacted s.30(b)(i)].

### **Quality Assurance**

23. This submission has been approved by Douglas McLaren, Deputy Chief Operating Officer.

### **Summary & recommendation**

24. Ministers are invited to:

- [Redacted s.30(b)(i)]
- [Out of Scope]
- [Redacted s.29(1)(a)].

**[Redacted s.38(1)(b)]/ [Redacted s.38(1)(b)]**  
**Directorate of Chief Operating Officer, NHS Scotland**

<b>Cabinet Secretaries and Ministers Copy List</b>	<b>For Action</b>	<b>For Information Portfolio interest</b>	<b>For Information Constituency interest</b>	<b>For Information General awareness</b>
First Minister	X			
Deputy First Minister and Cabinet Secretary for Finance	X			
Cabinet Secretary for NHS Recovery, Health and Social Care	x			

<b>Officials Copy List</b>
<p>DG Health and Social Care  Chief Operating Officer  Douglas McLaren, DCOO – Performance and Delivery  [Redacted s.38(1)(b)] – Performance and Delivery  [Redacted s.38(1)(b)] – Planned Care Policy  [Redacted s.38(1)(b)] – Planned Care Policy  [Redacted s.38(1)(b)] – Planned Care Policy  [Redacted s.38(1)(b)] – Strategic Performance  [Redacted s.38(1)(b)] – Planned Care Policy  [Redacted s.38(1)(b)] – Infrastructure Planning  Alan Morrison – Infrastructure and Sustainability  [Redacted s.38(1)(b)] - Communications  [Redacted s.38(1)(b)] – Communications  Communications NHS Recovery, Health and Social Care  Strategic Briefing Unit for Health  Jennie Gollan – SpAd  Deputy Director Infrastructure and Investment  [Redacted s.38(1)(b)] – Infrastructure and Investment  [Redacted s.38(1)(b)] – Analytical Unit  [Redacted s.38(1)(b)] – Analytical Unit  [Redacted s.38(1)(b)] – Sponsorship &amp; Infrastructure  [Redacted s.38(1)(b)] – Capacity Building &amp; Recruitment  Richard McCallum –Digital and Governance</p>

[Out of Scope]

**Impact of Inpatient / Daycase Productive Opportunities and NTC on Backlog**

**IP/DC demand and capacity**

[Redacted s.29(1)(a)]

**[Redacted s.29(1)(a)]**

**Background**

[Out of Scope]

The Scottish Government remains committed to reduce both waiting list sizes and average time for treatment. In order to meet this objective, [Redacted s.29(1)(a)].

[Redacted s.30(b)(i)].

[Out of Scope]

## Emails from Deputy First Minister

### Email 01 Budget discussion: Health Infrastructure & NTC

[Out of Scope]

**From:** [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Finance

**Sent:** Monday, February 19, 2024 11:15 AM

**To:** Alan Morrison <Alan.Morrison@gov.scot>; First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; Heather Darling <Heather.Darling@gov.scot>

**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthandSocialCare@gov.scot>

**Subject:** RE: Budget discussion: Health Infrastructure & NTC

Morning all,

Using this chain for ease.

<https://www.bbc.co.uk/news/uk-scotland-68227448>

DFM would like a note / additional lines on the above article published on BBC this morning.

Grateful for conformation this has been picked up and for a response by **COP 21 Feb.**

Many thanks,

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[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

**Deputy Private Secretary to the Deputy First Minister and Cabinet Secretary for Finance – Shona Robison MSP**

**The Scottish Government**

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

**M:** [Redacted s.38(1)(b)] | **Email:** DFMCSF@gov.scot

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**From:** Alan Morrison <Alan.Morrison@gov.scot>

**Sent:** Monday, February 5, 2024 1:21 PM

**To:** First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>

**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; Luke Anderson <Luke.Anderson@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.McCaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b)@gov.scot>

**Subject:** RE: Budget discussion: Health Infrastructure & NTC

Attached is a short paper in advance of Wednesday's meeting.

## Official Sensitive

I will prepare a 5 or 6 slide presentation to help frame the discussion, but happy to decide on the day whether it is necessary or not.

Regards

Alan

Alan Morrison  
Health Infrastructure and Sustainability

Scottish Government Health and Social Care Directorates  
0131 244 2363

07981 282 004

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

**From:** First Minister <FirstMinister@gov.scot>

**Sent:** Monday, February 5, 2024 10:55 AM

**To:** First Minister; First Minister; Cabinet Secretary for NHS Recovery, Health and Social Care; Deputy First Minister and Cabinet Secretary for Finance; Alan Morrison; Richard McCallum; DG Health & Social Care; Caroline Lamb; [Redacted s.38(1)(b)] ; Heather Darling

**Cc:** Colin McAllister; Luke Anderson; Jennie Gollan; David Hutchison; Callum McCaig

**Subject:** Budget discussion: Health Infrastructure & NTC

**When:** 07 February 2024 16:20-17:05 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** SAH

**Attached 2023-24 - DFM- Monklands Status - February 2024**  
**[Withheld under s.30 (b)(i)]**

**Email 02 : RE: Meeting: FM / DFM / Mr Matheson - Health Infrastructure and National Treatment Centres**

[Out of Scope]

## Official Sensitive

**From:** [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>

**Sent:** Wednesday, February 7, 2024 10:25 AM

**To:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Cc:** Deputy Director Infrastructure and Investment

<DeputyDirectorInfrastructureAndInvestment@gov.scot>; Heather Darling

<Heather.Darling@gov.scot>; Director of Budget and Public Spending

<Directorofbudgetandpublicspending@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>;

Jamie MacDougall <Jamie.MacDougall@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>;

Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>;

[Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>;

John Burns <John.Burns@gov.scot>

**Subject:** RE: Meeting: FM / DFM / Mr Matheson - Health Infrastructure and National Treatment Centres

[Redacted s.38(1)(b)]

Please find attached additional briefing for the DFM to support this afternoon's discussion on Health Infrastructure.

Thanks

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Finance

**Sent:** Monday, February 5, 2024 11:08 AM

**To:** Deputy Director Infrastructure and Investment

<DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b)

@gov.scot>; Heather Darling <Heather.Darling@gov.scot>

**Cc:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Subject:** Meeting: FM / DFM / Mr Matheson - Health Infrastructure and National Treatment Centres

Good morning,

The meeting between FM / DFM / Mr Matheson is now taking place 16:20 – 17:05 on Wednesday 7<sup>th</sup> February in St Andrew's House to discuss Health Infrastructure and National Treatment Centres. I have asked FMPO to extend the invitation to you but please let me know if anybody else should be invited.

We would be grateful if a briefing note could be prepared for DFM to speak to at this meeting. Please can we have this by **4pm tomorrow afternoon**.

Many thanks,

[Redacted s.38(1)(b)]

**Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Finance – Shona Robison MSP**

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### The Scottish Government

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

Email: DFMCSF@gov.scot

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## Attached Capital Budget - additional material for Health Deep Dive 070224 [Withheld under s.30 (b)(i)]

### Email 03 RE: Submission - Planned Care & NTCs

**From:** [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot> **On Behalf Of** First Minister

**Sent:** Monday, February 5, 2024 11:32 AM

**To:** Douglas McLaren <Douglas.McLaren@gov.scot>; First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Strategic Briefing Unit for Health <SBUHealth@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Fiona Bennett <Fiona.Bennett@gov.scot>

**Subject:** RE: Submission - Planned Care & NTCs

## Official Sensitive

**This email is for the official record and confirms a Ministerial Decision. This email must be placed in the official record (eRDM) by your team in line with SG records management policy.**

Dougie,

The First Minister will discuss this with the DFM and Cab Sec during their Health Infrastructure meeting this week, [Redacted s.29(1)(a)]. [Redacted s.30(b)(i)]. In doing so this will allow us to say that we have to pause any further work on remaining NTCs given our Capital Budget has been cut by 10% but in order to meet, and exceed, our Recovery Plan targets of creating additional capacity we are putting £100m additional resource towards cutting waiting lists.

[Redacted s.30(b)(ii)]

Many thanks,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

**Deputy Private Secretary**

**Office of the First Minister**

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [Redacted s.38(1)(b)]

**The First Minister's box closes at 2pm, Monday to Friday.** Further details, including preferences, can be found [here](#).

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

**From:** Douglas McLaren <Douglas.McLaren@gov.scot>

**Sent:** Friday, January 26, 2024 4:38 PM

## Official Sensitive

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** David Hutchison <David.Hutchison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Strategic Briefing Unit for Health <SBUHealth@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <s.38(1)(b) @gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Fiona Bennett <Fiona.Bennett@gov.scot>

**Subject:** Submission - Planned Care & NTCs

PS FM / DFM / Cab Sec,

Please find attached a routine submission on Planned Care Recovery (including NTCs) following the ministerial discussion on 18 Dec.

Thanks,

Dougie.

**Douglas McLaren** | NHS Scotland Deputy Chief Operating Officer – Performance & Delivery | The Scottish Government | 2E St Andrew's House, Regent Road, Edinburgh, EH1 3DG | 0785 496 7018 | douglas.mclaren@gov.scot

*PLEASE NOTE: I am sending this email at a time that suits my working arrangements, and am not seeking a response outwith your own normal working hours.*

**Attached 03 SUBMISSION - FM DFM and Cab Sec - Planned Care 26.01.24 - FINAL**

**Official Sensitive**  
**Cabinet Secretary for NHS Recovery, Health and Social Care**

**Budget 2024-25 Baseline Multi-Year Capital Allocations**

**[Out of Scope]**

4. Within that agreed allocation, the CSR priorities were to:
  - [Out of Scope]
  - Complete the National Treatment Centre (NTC) Programme (£320 million)
  - [Out of Scope]
5. Shortly after the CSR was published, the 2021 SNP manifesto made a commitment to invest £10 billion in health infrastructure over the next decade, though it was noted that '*the bulk of the new buildings will be delivered in the second half of the decade*'. Connected to that policy was a manifesto commitment to invest in projects such as:
  - [Out of Scope]
  - Specialist facilities - the east of Scotland regional cancer centre, Edinburgh Eye Pavilion [Out of Scope]
  - Two further National Treatment Centres in Cumbernauld and Ayrshire.

[Out of Scope]

19. Separate briefing has been provided on the NTC programme, [Redacted s.30(b)(i)].

[Out of Scope]

27. [Redacted s.30(b)(i)]

Alan Morrison  
**Deputy Director Health Infrastructure and Sustainability**  
**3 November 2023**

## Portfolio Allocation

[illegible]

[Out of Scope]

[Out of Scope]

[Out of Scope]

[Out of Scope]

[Out of  
Scope]

[Out of  
Scope]

[Out of  
Scope]

## **Official Sensitive**

### **Cabinet Secretary for NHS Recovery, Health and Social Care**

#### **Major Capital Projects and Programmes Reporting**

##### **Priority and Purpose**

1. To update the Cabinet Secretary on the latest position regarding reporting to the Parliament's Public Audit Committee (PAC) on Major Capital Projects.

##### **Background**

2. The Scottish Government is due to provide the six monthly report to the Public Audit Committee on major capital projects at the end of January. For the first time, this report will formally report that all NHS capital projects in development have been paused and we expect there may be some Comms interest in this position.

##### **Current Position**

3. Following the publication of the Draft Capital Budget on 19 December 2023, the health portfolio's capital allocation allows for formula capital to be maintained at 2023-24 levels, all major projects in construction to be completed ([Out of Scope] and Jubilee Phase 2), [Out of Scope].
4. However, given the challenging settlement we are managing, the Scottish Government is not prepared to fund development costs for any new projects, [Redacted s.30(b)(i)]. The update to the PAC will inform them that all NHS projects in development have been stopped. This includes:
  - NHS Grampian – National Treatment Centre
  - NHS Lothian - National Treatment Centre
  - NHS Lothian - Reprovision of Eye Services (Eye Pavilion)
  - NHS Ayrshire and Arran - National Treatment Centre - Ayrshire and Arran
  - [Out of Scope]
5. The report, for all projects, will say:

*'In common with all health capital investment projects in development, this business case has been paused until the necessary capital funding to complete the project becomes available. The ongoing review of the infrastructure projects pipeline will determine whether this continues to be part of this reporting'.*

[Out of Scope]

##### **Quality Assurance**

8. The Deputy Director of Health Infrastructure and Sustainability has approved this submission.

##### **Conclusions and next Steps**

9. The Cabinet Secretary is asked to note that the Parliamentary Public Audit Committee will be sent an update on the progress of Major Capital Projects at the end of January, which will include a note that the projects in paragraph 4 have been paused.

**Alan Morrison**

**Deputy Director Health Infrastructure and Sustainability**

16 January 2024

T: 0300 244 4000  
E: [scottish.ministers@gov.scot](mailto:scottish.ministers@gov.scot)

Shona Robison  
Deputy First Minister and Cabinet Secretary for Finance

8 November 2023

Dear Shona,

**[Out of Scope]**

**Delivery Plan**

We have been asked to start to prepare a delivery plan for our portfolio and rank the remaining spending commitments that are not funded through the baseline in order of priority. I have separated the investments that will provide improvements in the short term such as increased maintenance and the medium to longer term benefits such as the National Treatment Centre (NTC) programme

[Out of Scope]

**Delivery Plan – Medium/Long Term Benefits**

[Out of Scope]

- **National Treatment Centre (NTC) Programme [Redacted s.30(b)(i)]** – separate briefing has provided, but the increased capacity in elective activity will not become evident until after 2028 when the additional centres complete construction.

**[Out of Scope]**

**MM**

## Annex 1

[illegible]



Official Sensitive

From: [Redacted s.38(1)(b)]

Directorate for Health and Social Care Finance and Governance

**First Minister**

**Deputy First Minister**

**Cabinet Secretary for NHS Recovery, Health and Social Care**

## **National Treatment Centre (NTC) Programme**

### **Priority and Purpose**

- 1. Priority** – Routine. This update sets out the status of each of the NTC programmes not yet in construction and the additional activity associated with each option set out in the 6 December submission.

#### **Purpose**

- In October 2015, the Scottish Government announced a major capital investment to deliver a network of elective, diagnostic and treatment centres across Scotland. The original plan, was for six National Treatment Centres to be built in Lothian, Tayside, Grampian, Highland and two centres at the Golden Jubilee National Hospital. The original estimate was that these six Centres would cost £200 million in total and be completed by 2021. Subsequent to the original announcement, the programme was expanded to include further centres in Forth Valley, Ayrshire and Arran, Lanarkshire and Fife as well as the replacement of the Eye Pavilion in Edinburgh<sup>1</sup>.
- Since the NTC programme was first initiated, there have been a number of significant events which have impacted on elective care and the capacity requirements within NHS Scotland – not least the Covid pandemic, Brexit and the global economic challenges, particularly in relation to Ukraine. In this context, it is also apparent that the Capital DEL settlement from the UK Government has given additional challenge.
- [Redacted s.30(b)(i)]
- [Redacted s.30(b)(i)]
- [Redacted s.30(b)(i)]
- A summary of the status of each of the NTC projects in development is set out in Appendix 1. **Official Sensitive**

<sup>1</sup> The NTCs were to deliver additional capacity for CT and MRI, outpatients, main theatre, day surgery and short-stay theatre procedures for specialties including orthopaedics, ophthalmology and general surgery.

## Additional capacity under each option

8. As requested a summary of the additional capacity under each of the options in the submission of 6 December is noted below:

Option	Additional capacity	
[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]

9. [Redacted s.30(b)(i)]. The optimisation of existing infrastructure and capacity remains a focus for all Boards and this will continue as a key element of the planned care programme. [Redacted s.30(b)(i)].

## Financial and Legal Considerations

10. [Redacted s.30(b)(i)]

## Bute House Agreement Implications

11. None.

## Sensitivities

12. [Redacted s.30(b)(i)]

## Quality Assurance

13. This Submission has been reviewed by the Director of Health and Social Care Finance, Digital & Governance.

## Conclusions and next Steps

14. To be informed by discussion scheduled for 12 December.

[Redacted s.38(1)(b)] - NTC SRO (11 December 2023)

<sup>2</sup> [Redacted s.30(b)(i)]. The NHS Scotland Recovery plan was to have 40,000 additional procedures being undertaken by 2025/26 in the NTCs.

## Status of each NTC project

## Annex 1

At present the status of each of the individual projects is as follows:

Projects in construction or complete NTC	Status	Additional Activity Delivered
Golden Jubilee Phase 1	Opened December 2020	12,500 ophthalmology procedures
Highland	Opened April 2023	1,586 orthopaedic procedures
Fife	Opened March 2023	546 orthopaedic procedures
Golden Jubilee Phase 2	Provisional date – February 2024	Forecast 2,900 additional orthopaedic and general surgery procedures from 1 April 2024 (rising to 3,500 from 1 April 2025)
Forth Valley	TBC (subject to resolution of NHS Assure actions)	Existing commissioned theatres will deliver over 1,400 additional medical and surgical procedures in 2023/24. Once new ward opening NTC FV has the potential to undertake 1,000 – 1,500 orthopaedics procedures

**Official : Sensitive**

<b>Projects not yet in construction NTC</b>	<b>Stage</b>	<b>Forecast additional activity</b>
Lothian (Livingston)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Tayside (Perth)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
A&A (Ayr – Carrick Glen)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Grampian (Aberdeen)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Dr Gray's MRI (Elgin)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Lanarkshire (Cumbernauld)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Edinburgh Eye Pavilion	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]

<b>Cabinet Secretaries and Ministers Copy List</b>	<b>For Action</b>	<b>For Information Portfolio interest</b>	<b>For Information Constituency interest</b>	<b>For Information General awareness</b>
First Minister		X		
Deputy First Minister		X		
Cabinet Secretary for NHS Recovery, Health and Social Care		X		

**Officials Copy List**  
Permanent Secretary  
DG Health and Social Care  
Richard McCallum  
[Redacted s.38(1)(b)]  
Paul Mortimer  
John Burns  
Alison Cumming  
Daniel Hinze

**Official : Sensitive**

Kat White  
Davie Hutchison  
Jennie Gollan  
Davie Hutchison  
Callum McCaig  
Nuala Gormley  
Jamie MacDougall

From: [Redacted s.38(1)(b)]

Directorate for Health and Social Care Finance and Governance

**First Minister**

**Cabinet Secretary for NHS Recovery, Health and Social Care**

**National Treatment Centre (NTC) Programme**

**Priority and Purpose**

**1. Priority** – Routine. This submission sets out an update in relation to the National Treatment Centres not yet in construction and the proposed next steps that could be taken, based on the:

- The need for the immediate priority to address current waiting lists and ensure system and resources are focused on tackling the immediate challenge, using current facilities as effectively and efficiently as possible; and
- The fact that the Health and Social Care Portfolio does not have the capital [Redacted s.30(b)(i)] funding to take forward the next phase of the NTC programme and confirmation that additional funding will not be allocated over the period of this spending review.

**Purpose**

2. Based on the need to focus resource on immediate waiting lists challenge and likely outcome of the capital spending review, this submission sets out the proposed next steps for the national treatment centre programme.
3. The impact of any change in timescale for the NTC programme could be mitigated by the commitment by Ministers to provide an additional £100 million per annum of revenue finance to source additional capacity to tackle waiting times. [Redacted s.30(b)(i)].

**Recommendations**

4. At this point, further development and design work on the National Treatment Centres not yet in construction is not progressing due to the challenging capital and revenue position in the Health and Social Care Portfolio, with both budgets overcommitted in this financial year. For information a summary of the current status of each project is provided at Annex 1. [Redacted s.30(b)(i)].
5. Following a discussion with the Deputy First Minister and Cabinet Secretary for NHS Recovery, Health and Social Care a number of actions were proposed:

- [Redacted s.30(b)(i)].

<sup>1</sup> [Redacted s.30(b)(i)].

## Official Sensitive

- [Redacted s.30(b)(i)].
- [Redacted s.30(b)(i)].

6. Since the NTC programme was first initiated, there have been a number of significant events which have impacted on elective care and the capacity requirements within NHS Scotland – not least the Covid pandemic, Brexit and the global economic challenges, particularly in relation to Ukraine. In this context, it is also apparent that the Capital DEL settlement from the UK Government has given additional challenge.
7. Noting these factors, it would be an appropriate point to [Redacted s.30(b)(i)].
8. If agreement of this decision, officials will meet with each of the Boards [Redacted s.30(b)(i)].

### **Financial and Legal Considerations**

9. The change in timescale for the programme will impact on Boards in three ways [Redacted s.30(b)(i)]. The Scottish Government Health finance team will work with each Board to agree a plan to minimise the cost of pausing the programme and mitigate the financial risk where possible.

### **Bute House Agreement Implications**

10. None.

### **Sensitivities**

11. The sensitivities relate to the delaying of a Scottish Government policy to establish a network of National Treatment Centres. [Redacted s.30(b)(i)].

### **Quality Assurance**

12. This Submission has been discussed with the Director of Health and Social Care Finance, Digital and Governance

**Conclusions and next Steps**

14. The recommendations above are made in the context of the likely outcome of the Scottish Government capital spending review, [Redacted s.30(b)(i)].
15. Officials would work with each Board impacted by the decision.

[Redacted s.38(1)(b)]  
NTC SRO  
29 November

## Official Sensitive

### Annex 1 Status of each NTC project

At present the status of each of the individual projects is as follows:

<b>NTC</b>	<b>Stage</b>
Lothian (Livingston)	[Redacted s.30(b)(i)]
Tayside (Perth)	[Redacted s.30(b)(i)]
A&A (Ayr – Carrick Glen)	[Redacted s.30(b)(i)]
Grampian (Aberdeen)	[Redacted s.30(b)(i)]
Dr Gray's MRI (Elgin)	[Redacted s.30(b)(i)]
Lanarkshire (Cumbernauld)	[Redacted s.30(b)(i)]
Edinburgh Eye Pavilion	[Redacted s.30(b)(i)]

From: [Redacted s.38(1)(b)]

Directorate for Health and Social Care Finance and Governance

**First Minister**

**Deputy First Minister**

**Cabinet Secretary for NHS Recovery, Health and Social Care**

## **National Treatment Centre (NTC) Programme**

### **Priority and Purpose**

1. **Priority** – Routine. This submission sets out a number of options for the National Treatment Centres not yet in construction and the trade-offs required.

#### **Purpose**

2. Based on the need to focus resource on immediate waiting lists challenge and likely outcome of the capital spending review, this submission sets out potential options for consideration.
3. Under all the options in this submission [Redacted s.30(b)(i)].
4. Since the NTC programme was first initiated, there have been a number of significant events which have impacted on elective care and the capacity requirements within NHS Scotland – not least the Covid pandemic, Brexit and the global economic challenges, particularly in relation to Ukraine. In this context, it is also apparent that the Capital DEL settlement from the UK Government has given additional challenge.
5. Noting these factors, [Redacted s.30(b)(i)]
6. [Redacted s.30(b)(i)]
7. As noted previously, the impact of the any change in timescale for the NTC programme could be mitigated by the commitment by Ministers to provide an additional £100 million per annum of revenue finance to source additional capacity to tackle waiting times. This would be a vital reference point, given the next phase of the NTC programme will not deliver any additional capacity before the end of this parliamentary term.

### **Options for consideration**

**[Redacted s.30(b)(i)]**

8. [Redacted s.30(b)(i)]

9. [Redacted s.30(b)(i)]

10. [Redacted s.30(b)(i)]

**[Redacted s.30(b)(i)]**

11. [Redacted s.30(b)(i)]

2024/25		2025/26		2026/27
Capital	15.4		30.6	4.8
[Redacted s.30(b)(i)] <sup>1</sup>	3.0		4.0	5.0

<sup>1</sup> [Redacted s.30(b)(i)]

12. [Redacted s.30(b)(i)]

13. [Redacted s.30(b)(i)].

**b. [Redacted s.30(b)(i)]**

14. [Redacted s.30(b)(i)]

**[Redacted s.30(b)(i)]**  
15. [Redacted s.30(b)(i)]

- [Redacted s.30(b)(i)]
- [Redacted s.30(b)(i)]<sup>2</sup>.
- [Redacted s.30(b)(i)]

**a. [Redacted s.30(b)(i)]**

16. [Redacted s.30(b)(i)]

**b. [Redacted s.30(b)(i)]**

17. [Redacted s.30(b)(i)]

<sup>2</sup> [Redacted s.30(b)(i)].

### Financial and Legal Considerations

18. The change in timescale for the programme will impact on Boards in three ways [Redacted s.30(b)(i)]. The Scottish Government Health finance team will work with each Board to agree a plan to minimise the cost of pausing the programme and mitigate the financial risk where possible.

### Bute House Agreement Implications

19. None.

### Sensitivities

20. The sensitivities relate to the delaying of a Scottish Government policy to establish a network of National Treatment Centres. [Redacted s.30(b)(i)].

### Quality Assurance

21. This Submission has been reviewed by Deputy First Minister and is based on advice provided by Scottish Government Central Finance and Scottish Government Health Finance.

### **Conclusions and next Steps**

22. Clarity on the NTC programme is required given the costs that Boards have already incurred in relation to these projects and that at this stage no further design or development work is progressing.

23. The options above are made in the context of the likely outcome of the Scottish Government capital spending review and the trade-offs that may be possible. It is acknowledged that the above options may be impacted by budget allocations yet to be confirmed.

24. The preferred option for the Health and Social Care Directorate is Option 3. This view is supported by the Deputy First Minister.

25. [Redacted s.30(b)(i)].

[Redacted s.38(1)(b)]

NTC SRO

6 December 2023

**Official:Sensitive**

At present the status of each of the individual projects is as follows: **NTC**

Lothian (Livingston)	[Redacted s.30(b)(i)]
Tayside (Perth)	[Redacted s.30(b)(i)]
A&A (Ayr – Carrick Glen)	[Redacted s.30(b)(i)]
Grampian (Aberdeen)	[Redacted s.30(b)(i)]
Dr Gray's MRI (Elgin)	[Redacted s.30(b)(i)]
Lanarkshire (Cumbernauld)	[Redacted s.30(b)(i)]
Edinburgh Eye Pavilion	[Redacted s.30(b)(i)]

<b>Cabinet Secretaries and Ministers Copy List</b>	<b>For Action</b>	<b>For Information Portfolio interest</b>	<b>For Information Constituency interest</b>	<b>For Information General awareness</b>
First Minister		X		
Deputy First Minister		X		
Cabinet Secretary for NHS Recovery, Health and Social Care		X		

**Officials Copy List**

Permanent Secretary  
 DG Health and Social Care  
 Richard McCallum  
 [Redacted s.38(1)(b)]  
 Paul Mortimer  
 John Burns  
 Alison Cumming  
 Daniel Hinze  
 Kat White  
 Davie Hutchison  
 Jennie Gollan  
 Davie Hutchison  
 Callum McCaig  
 Nuala Gormley  
 Jamie MacDougall

## WAITING TIMES FUNDING MEETING

**Deputy First Minister & Cabinet Secretary for Finance  
Cabinet Secretary for NHS Recovery, Health & Social Care**

Thursday 16 November 16:30 – 17:00

### AGENDA

<b>Item 1:</b>	<b>POLICY AND FUNDING PROPOSITION</b>  Background/reference papers enclosed: <ul style="list-style-type: none"><li>• [Out of Scope]</li><li>• NTC programme (submission, 10-Oct)</li><li>• [Out of Scope]</li></ul>
<b>Item 2:</b>	<b>DELIVERY ASSURANCE</b>  [Out of Scope] Alignment with NTC programme – next phase

[Out of Scope]

From: [Redacted s.38(1)(b)]  
Directorate of Chief Operating Officer, NHS Scotland  
21 November 2023

1. Cabinet Secretary for NHS Recovery, Health & Social Care
2. Deputy First Minister

## **NATIONAL TREATMENT CENTRE PROGRAMME / PLANNED CARE RECOVERY**

### **Priority and purpose**

1. Routine. Following the meeting with the Deputy First Minister and the Cabinet Secretary on 20 November, a subsequent short submission was requested that set out the [Out of Scope] and proposed next steps in relation to the national treatment centre programme.

### **Background**

2. The NHS Recovery Plan 2021-26 committed to the completion of the NTC programme and increased capacity for 40,000 additional procedures to be delivered by the end of this Parliamentary term. Five of the ten planned centres will be opened by end 2023 and will provide an additional 20,000 procedures per annum by 2025/26.
3. However, since the NTC programme was established in 2015 the capital costs have increased significantly [Redacted s.30(b)(i)]. There is no capacity in the health budget to progress any NTC not yet in construction either from a capital [Redacted s.30(b)(i)] perspective and [Redacted s.30(b)(i)]
4. Following the FM's announcement last month regarding additional investment of £300 million over three years, this will provide the resources necessary to source the additional capacity required from 2024/25 to support the reduction of waiting lists and to stabilise and sustain service provision [Redacted s.30(b)(i)].

### **National Treatment Centre programme**

5. With the exception of NTC Lothian, all the NTC projects (not yet in construction) are at a point where they are paused at a key decision point (OBC or FBC) or where funding has not been allocated to fund further development costs (due to the budgetary position within the Directorate). These projects are NTC Tayside, NTC Grampian, Dr Gray's Hospital (Elgin), NTC Lanarkshire, NTC Ayrshire and Arran and Edinburgh Replacement Eye Pavilion.
6. Given the challenge at this point of funding being able to be allocated through the Capital Spending Review for the next phase of the NTC programme the following next steps are proposed:
  - [Redacted s.30(b)(i)].
  - [Redacted s.30(b)(i)].

- [Redacted s.30(b)(i)].

### **Planned Care – Recovery**

7. [Redacted s.30(b)(i)].

8. [Redacted s.30(b)(i)].

[Out of Scope]

### **Summary & recommendation**

16. Ministers are invited to:

- i. [Out of Scope]
- ii. [Out of Scope]
- iii. [Redacted s.30(b)(i)]
- iv. [Redacted s.30(b)(i)]
- v. [Out of Scope]
- vi. [Redacted s.30(b)(i)]

### **[Redacted s.38(1)(b)]**

Head of Performance and Delivery  
Directorate of Chief Operating Officer, NHS Scotland

From: Cabinet Secretary for NHS Recovery, Health & Social Care  
22 November 2023

First Minister

**National Treatment Centre (NTC) Programme Update – Golden Jubilee Phase 2 (GJ) and Forth Valley (FV)**

**Priority and Purpose**

1. Routine. To advise the First Minister on the status of the National Treatment Centres at the Golden Jubilee (Phase 2) and Forth Valley, highlighting the risks in relation to these centres and the likely postponed opening until 2024.

**Recommendation**

2. Recommends that you note the current position set out. A further update will be provided as discussions progress with NHS FV and NHS GJ.

**Context and Issues**

3. The two remaining Centres in this phase of the NTC programme were scheduled to open by end 2023. NTC FV, [Redacted s.30(b)(i)]. GJ Phase 2[Redacted s.30(b)(i)].

**NTC Golden Jubilee Phase 2**

4. [Redacted s.30(b)(i)]
5. [Redacted s.30(b)(i)].

**NTC Forth Valley**

6. [Redacted s.30(b)(i)]
7. [Redacted s.30(b)(i)]
8. [Redacted s.30(b)(i)]
9. [Redacted s.30(b)(i)]

**Options Considered for additional procedures**

10. Despite the delay to the NTC, NHS GJ is ahead of plan in core activity for 23/24 and will continue to maximise planned care activity until the end of March 2024.
11. NHS FV's original plan for 2023/24 was to deliver an additional 1,086 orthopaedic procedures. To date NHS FV have been using the previously commissioned new theatres to provide medical and surgical speciality support to other NHS Boards. Whilst not formally opened as an NTC, the pathways to enable provision

of mutual support to other Boards are well established within NHS FV. This has resulted in NHS FV having undertaken a significant number of additional procedures (1,367) for a range of patients since the start of this financial year.

12. Given the delay to the opening of the new ward, NHS FV are
- a. evaluating the potential to use existing ward capacity until the NTC opens;
  - b. discussing with clinical teams the range of procedures that could be undertaken in FV Royal Hospital; and
  - c. discussing, with NHS Greater Glasgow and Clyde, additional procedures that could be undertaken before 31 March 2024.
13. In this respect, the delivery of additional capacity is being fulfilled at FV Royal Hospital, albeit the new ward once open will further enhance the range of procedures that can be undertaken in the already commissioned theatres.

### **Bute House Agreement Implications**

14. The NTC programme has no implications for the Bute House Agreement.

### **Verity House Agreement Implications**

15. The NTC programme has no implications for the Verity House Agreement.

### **Financial and Legal Considerations**

16. There are no financial or legal considerations for the Scottish Government as a result of the NTC delays.

### **Sensitivities**

17. The delayed opening of both facilities may be subject to Parliamentary scrutiny. Policy and media officials will develop reactive lines in case these are required; focusing on the 23/24 activity already being undertaken by NHS FV and the GJ.

### **Conclusions and next Steps**

18. I have advised officials to continue working closely with both NHS FV and NHS GJ to agree a revised programme for the opening of the new facilities and ensure that further additional activity, where possible, can be delivered in this financial year.

**Michael Matheson**  
**Cabinet Secretary for NHS Recovery, Health and Social Care**

OFFICIAL SENSITIVE – MINISTERIAL ADVICE

Cabinet Secretaries and Ministers Copy List	For Action	For Information Portfolio interest	For Information Constituency interest	For Information General awareness
Deputy First Minister		X		

From: [Redacted s.38(1)(b)]  
Directorate of Chief Operating Officer, NHS Scotland  
6 October 2023

1. Cabinet Secretary for NHS Recovery, Health & Social Care
2. First Minister and Deputy First Minister

## RECOVERY ROAD MAP – PLANNED CARE

### Priority and purpose

1. [Out of Scope].

### Recommendation

2. Ministers are invited to:
  - i. [Out of Scope]
  - ii. [Redacted s.30(b)(i)].
  - iii. [Redacted s.30(b)(i)].

### Summary

3. [Out of Scope] [Redacted s.30(b)(i)] [Out of Scope]

- **Demand will continue to exceed capacity**
- **Productive Opportunities and NTC capacity combined would not be enough to stop growth in the backlog for inpatients / daycase / cancer and waiting lists will continue to grow**
- **The commitment to reduce waiting times year on year will not be met**

[Out of Scope]

6. [Redacted s.30(b)(i)].
7. [Redacted s.30(b)(i)].
8. [Redacted s.30(b)(i)]:
  - I. [Redacted s.30(b)(i)]
  - II. [Redacted s.30(b)(i)].

[Out of Scope]

### *National Treatment Centres*

17. The NHS Recovery Plan 2021-26 committed to the completion of the NTC programme and increased capacity for 40,000 additional procedures to be delivered. Five of the ten planned centres will be opened by end 2023 and will provide an additional 20,000 procedures per annum by 2025/26. See **Annex D** for detail. It should be noted that the activity model was based on a Monday to Friday 2 theatre session day.

18. [Redacted s.30(b)(i)]:

NTC	Est Capital Cost	Est Revenue Cost
Lothian (Livingston)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Tayside (Perth)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
A&A (Ayr – Carrick Glen)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Grampian (Aberdeen)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Dr Gray's MRI (Elgin)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Lanarkshire (Cumbernauld)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Edinburgh Eye Pavilion	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
<b>Total</b>	<b>[Redacted s.30(b)(i)]</b>	<b>[Redacted s.30(b)(i)]</b>

19. The current waiting list funding is fully committed to supporting existing capacity and the operating costs of the five treatment centres which will be open by the end of this year (Golden Jubilee Phase 1 and 2, NTC Fife, Forth Valley and Highland).

20. The scenario models show that there is a need to increase capacity now to reduce waiting times more immediately. This submission is proposing that we continue with the commitment to invest additional revenue funding. This would support maximising the capacity in the existing 5 NTCs as well as other regional and local capacity in Boards across Scotland.

21. [Redacted s.30(b)(i)].

22. [Redacted s.30(b)(i)].

23. [Redacted s.30(b)(i)].

24. [Redacted s.30(b)(i)].

### **[Out of Scope]**

34. [Redacted s.30(b)(i)].

35. [Out of Scope].

### **Sensitivities and Risks**

36. [Out of Scope].

37. [Out of Scope].

38. The FM's prospectus in April committed by 2026 to have "delivered year on year reductions in waiting lists with new National Treatment Centres (NTCs) in NHS Highland,

NHS Forth Valley, NHS Golden Jubilee and further NTCs in development”. [Redacted s.30(b)(i)].

39. [Redacted s.30(b)(i)].

[Out of Scope]

40. Ministers are invited to:

[Out of Scope]

iii. [Redacted s.30(b)(i)]

iv. [Redacted s.30(b)(i)]

**[Redacted s.38(1)(b)]**

Head of Performance and Delivery

Directorate of Chief Operating Officer, NHS Scotland

**ANNEX A**

**Backlog**

[Out of Scope]

**ANNEX B**

**IP/DC Impact on Backlog**

[Redacted s.30(b)(i)]

**ANNEX C**

**Targeted Investment & Actions**

- [Out of Scope]
  - Maximise use of NTCs through extended sessions
    - Consider increased sessions per day / weekend such as 3 session days midweek and 2 sessions at weekend
- [Out of Scope]

**ANNEX D**

**NTC Projected Activity**

[Redacted s.30(b)(i)]

**ANNEX E**

**Sensitivities & Risks**

- [Out of Scope]

**Policy commitments**

- The proposals set out in this paper will pause the development of the next phase of the NTC programme and the PfG commitment to open 10 NTCs (plus the replacement Edinburgh Eye Pavilion)

Cabinet Secretary for NHS Recovery, Health and Social Care

## National Treatment Centre Programme

### Priority and Purpose

1. **Priority** – Routine. [Redacted s.30(b)(i)].

### Purpose

2. [Redacted s.30(b)(i)]:

NTC	Est Capital Cost	Est Revenue Cost
Lothian (Livingston)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Tayside (Perth)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
A&A (Ayr – Carrick Glen)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Grampian (Aberdeen)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Dr Gray's MRI (Elgin)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Lanarkshire (Cumbernauld)	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
Edinburgh Eye Pavilion	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]
<b>Total</b>	<b>[Redacted s.30(b)(i)]</b>	<b>[Redacted s.30(b)(i)]</b>

### Recommendation

3. [Redacted s.30(b)(i)].
4. [Redacted s.30(b)(i)].
5. Following a pause in the next phase of the NTC programme [Redacted s.30(b)(i)]
6. [Redacted s.30(b)(i)].

### Rationale for strategic review

7. Since the NTC programme was first initiated, there have been a number of significant events which have impacted on elective care and the capacity requirements within NHS Scotland:
  - COVID pandemic – which has had a fundamental impact on the waiting lists for new outpatient appointments and treatment, with changes in unscheduled care significantly impacting on the level of 'protected' capacity available for elective care.
  - BREXIT – which has had an impact on the movement of labour, with a projected decline in Scotland's working age population likely to impact on workforce supply in the medium to long term.
  - Ukraine (and global economic position) – which has had an impact on the supply and cost of key building materials; this together with general economic inflation has significantly increased the capital and running costs of the Centres not yet in construction.

### Official Sensitive

8. In addition to the above there are also challenges in developing and growing the required workforce to support the next phase of the programme (which is predominately focused on Centres in the East and North East of Scotland) and the availability of capital and revenue funding to support the programme.

9. [Redacted s.30(b)(i)]

### Financial and Legal Considerations

10. [Redacted s.30(b)(i)].

### Bute House Agreement Implications

11. None.

### Sensitivities

12. [Redacted s.30(b)(i)].

[Out of Scope]

### Conclusions and next Steps

14. [Redacted s.30(b)(i)].

15. In mitigation of this step,

- [Out of Scope]
- [Redacted s.30(b)(i)]

### [Redacted s.38(1)(b)]

Senior Responsible Officer, National Treatment Centre Programme

[Redacted s.38(1)(b)]

Cabinet Secretaries and Ministers Copy List	For Action	For Information Portfolio interest	For Information Constituency interest	For Information General awareness
Cabinet Secretary for NHS Recovery, Health and Social Care	X			

Officials Copy List
DG Health and Social Care Richard McCallum [Redacted s.38(1)(b)] Paul Mortimer John Burns Alison Cumming Daniel Hinze Kat White Jennie Gollan Nuala Gormley Jamie MacDougall

Official:Sensitive

## Emails from NTC SRO

### Email 01 FM submission - National Treatment Centre programme

**From:** [Redacted s.38(1)(b)]

**Sent:** Thursday, November 30, 2023 10:17 AM

**To:** First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** DG Health & Social Care <DGHSC@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; John Burns <John.Burns@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Jamie MacDougall <Jamie.MacDougall@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; Permanent Secretary <PermanentSecretary@gov.scot>

**Subject:** FM submission - National Treatment Centre programme

FM / CS

As requested please find attached an updated briefing in relation to the National Treatment Centres in construction.

I shall be happy to provide any further information required.

Kind regards

[Redacted s.38(1)(b)]

NTC - SRO

**Attached 09 2023-24 - Submission - National Treatment Centre decision - FM - 30 November - Final**

**From:** [Redacted s.38(1)(b)] <Redacted.s.38(1)(b) @gov.scot>  
**Sent:** Tuesday, January 23, 2024 6:30 PM  
**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Cc:** Kevin Pringle <Kevin.Pringle@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Subject:** FOR CLEARANCE: Media query: NTCs on hold - P&J

Good evening

Officials, comms and spads have agreed on the following line, grateful to know if Mr Matheson is content please? Thanks

A Scottish Government spokesperson said:

“Our Infrastructure Investment Plan (2021-22 to 2025-26) identified the priority health capital projects for funding within that period. As a result of the cut in our capital budget, a revised

## Official:Sensitive

pipeline of infrastructure investment will be published in Spring 2024. All due consideration will be given to what projects can be included within that revised plan to ensure it is affordable and deliverable. In the interim, boards have also been advised to pause any new capital projects."

### Query

*A late update on this one but NHS Grampian have confirmed the new national treatment centre in Aberdeen is now on hold as a result of this freeze. Ellon and Banchory health centres are not relevant they say, as they didn't yet have funding secured, so I'm leaving that aspect out.*

**Capital spending update** *In December, the Scottish Government announced their budget and outlined a very challenging picture for public sector spending. One area which is seeing the impact of this very quickly is capital spending - spending on large building projects. Scottish Government have confirmed that, based on budget allocation for 2024/25 and medium-term funding outlook, work on the National Treatment Centre - Grampian Project, including an MRI for Dr Gray's Hospital, will not progress further at this time and all project activity will stop. This will be the position until there is certainty on funding. Plans to refurbish the mental health ward at Dr Gray's which were planned to take place at the same time as the MRI construction, will now be reviewed alongside wider NHS Grampian infrastructure investment plans.*

*Clearly, this news is hugely disappointing, not only for those who have worked on this project, but for the wider organisation and for everyone living and working in Grampian. We want to emphasise our ongoing commitment to these projects, and we hope both will proceed at some point in the future. It is worth noting any capital funds we receive will be directed towards maintenance of the existing estate and essential equipment replacement programmes.*

*It would be good to have comment from the government on what this means for the wider NTC plans.*

[Redacted s.38(1)(b)]

Media Manager

Scottish Government

Communications Health and Social Care

[Redacted s.38(1)(b)]

**Please note: my non-work day is a Monday**

**Email 03 FOR MINISTERIAL CLEARANCE: Media Query - NHS  
NTCs & RAAC Projects**

PO,

With thanks to policy I have drafted the below. [Redacted s.30(b)(i)].

Grateful to know if Mr Matheson is content ASAP.

Many thanks,  
[Redacted s.38(1)(b)]

**Official:Sensitive**

**Lines**

"As set out in our draft budget the capital funding position is extremely challenging. The UK Government did not inflation-proof its capital budget which has resulted in nearly a 10% real-terms cut in the Scottish Government's capital funding over the medium-term between 2023-24 and 2027-28. Our emphasis for the immediate future will therefore be on addressing backlog maintenance and essential equipment replacement.

"Our Infrastructure Investment Plan (2021-22 to 2025-26) identified the priority health capital projects for funding within that period. As a result of the cut in our capital budget, a revised Infrastructure Investment Plan will be published in Spring 2024 and all due consideration will be given to what projects can be included within that revised Plan.

"Our focus on the existing estate includes taking action to mitigate the risk of RAAC. Any RAAC found in the NHS estate is managed in line with the advice of the Institution of Structural Engineers."

**Query**

I'm following this story up about cuts to the NHS capital budget and have the following questions? I would be grateful for a response for a piece I am writing for the Times today.

**Ministers halt NHS construction projects for**

In late September last year, Audit Scotland raised the question of whether the remaining six of eleven NHS national treatment centres, which were already delayed and awaiting business approval cases, would go ahead. Given the Finance minister's statements regarding the capital budget, can you confirm these projects will be delayed further and will not start during this parliamentary term.

Can you separately give me a statement regarding any projects that have been identified under the process identifying those NHS buildings with RAACs, and whether there will be available funding for these ?

**Official:Sensitive**

Follow up query

Can you also say this capital moratorium means for the idea of an eye pavilion in Edinburgh.

[Redacted s.38(1)(b)]

News | Media Manager

Communications Health and Social Care

The Scottish Government, St Andrew's House, Edinburgh  
Portfolio Media inquiries: 0300 244 9021

[www.gov.scot/news](http://www.gov.scot/news)



## Email 04 FW: NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Friday, November 17, 2023 11:53 AM

**To:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Cc:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Subject:** FW: NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

Hi [Redacted s.38(1)(b)],

Please see request below from Jennie for immediate consideration.

Kind regards,

[Redacted s.38(1)(b)]

**Official:Sensitive**

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecNRHSC@gov.scot

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**From:** Jennie Gollan <Jennie.Gollan@gov.scot>

**Sent:** Friday, November 17, 2023 11:52 AM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Subject:** RE: NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

Thanks. [Redacted s.38(1)(b)] says there are meetings happening this week, so could you please send a chaser today to ask for an update following these meetings? If you could also ask for a note to be prepared for cab sec to send to FM (they can probably just repurpose much of below)

Jennie

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Friday, November 17, 2023 11:50 AM

**To:** Jennie Gollan <Jennie.Gollan@gov.scot>

**Cc:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Subject:** FW: NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

Hi Jennie,

Latest below.

Kind regards,

**Official:Sensitive**

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecNRHSC@gov.scot

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**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)] @gov.scot>

**Sent:** Tuesday, November 14, 2023 5:50 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Subject:** RE: NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

[Redacted s.38(1)(b)]

Thanks for note.

[Redacted s.33(1)(b)]. Until these discussions are complete and actions agreed we do not have a revised programme. We continue to press for a plan and new date for opening and will advise as soon as we have a confirmed position.

Kind regards

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)] @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Tuesday, November 14, 2023 3:56 PM

**To:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)] @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Official:Sensitive**

**Cc:** John Burns <John.Burns@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; [Redacted s.38(1)(b)] Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>

**Subject:** RE: NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

Hi [Redacted s.38(1)(b)]

Mr Matheson has noted, thanks. He asks, when do we expect NTC FV to be ready?

Grateful for a response ASAP please.

Kind regards,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

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

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecHSC@gov.scot

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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Tuesday, November 14, 2023 9:31 AM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Richard McCallum

## **Official:Sensitive**

<Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)]  
<Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health  
& Social Care <DGHSC@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>  
**Subject:** NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

## **CS**

[Redacted s.33(1)(b)] The impact of these further issues is likely to result in both centres not opening until 2024.

We continue to work with both Boards to confirm revised programmes and will provide a further update at the earliest opportunity.

[Redacted s.38(1)(b)]

NTC - SRO

## **Priority and Purpose**

1. ROUTINE – to advise the Cabinet Secretary on the status of the programme for the National Treatment Centres at Golden Jubilee (Phase 2) and Forth Valley and to highlight the specific risks in relation to these centres which is now likely to delay opening until 2024. Whilst there is a delay to the opening of both centres, NHS Forth Valley will deliver additional procedures in this financial year using the previously commissioned new theatres and Golden Jubilee are ahead of plan in core activity in the current year.

## **Recommendation**

2. Officials recommend that you note the position set out below and that a further update will be provided following further discussions with NHS Forth Valley and Golden Jubilee Phase 2 in relation to revised programmes.

## **Context and Issues**

3. The two remaining Centres in this phase of the NTC programme were scheduled to open by December 2023[Redacted s.33(1)(b)]

## Official:Sensitive

### NTC Forth Valley

4. The Forth Valley NTC (new ward) was due to open in December 2023 and we have been working closely with the Board as the programme has progressed.
5. [Redacted s.33(1)(b)].
6. As the project progresses through the latter stages of construction, the Board continues to work closely with NHS Assure to ensure that the building meets the required standards. In this respect, [Redacted s.33(1)(b)] At this stage the impact on the programme of any changes that maybe required are unknown and may take several weeks to conclude. There is a clear understanding from all parties of the importance to concluding on this matter. It is however anticipated that the new NTC ward will not now open in December 2023.
7. Whilst the original plan for 2023/24 was to deliver any additional 1,086 orthopaedic procedures, NHS Forth Valley have been using the previously commissioned new theatres to provide support to other NHS Boards across medical and surgical specialties. Whilst not formally opened as an NTC, the pathways to enable provision of mutual support to other Boards are well established within NHS Forth Valley. This has resulted in NHS Forth Valley having undertaken a significant number of additional procedures (1,367) for a range of patients since the start of this financial year. Discussions are also ongoing with NHS Greater Glasgow and Clyde in relation to other procedures which could be undertaken before 31 March 2024. In this respect the delivery of additional capacity is being fulfilled at Forth Valley Royal Hospital, albeit the new ward once open will further enhance the range of procedures that can be undertaken in the already commissioned theatres.
8. Final plans for the opening of the new ward will be confirmed following a risk assessment of options supported by guidance from technical advisors and NHS Assure.

### Golden Jubilee Phase 2

9. We had previously advised of a delay to the opening of the Phase 2 building from 1 to 15 December. Since the last update the Board have flagged a further potential risk to the opening of the Centre by end of 2023. [Redacted s.33(1)(b)]. This further delay, which is unavoidable, may mean first patient treatment does not occur until early 2024. Officials will update as soon as we have a fuller understanding of the impact which we hope to be in a position to do following a meeting scheduled later this week.

### Conclusions and next steps

**Commented [ES1]:** Bit of a concern as above that we are noting building concerns that impact companies.

**Commented [TS2R1]:** Can we edit this to soften language to say installation delays and this work is being progress rather than point the finger? Has Alan g offered a view?

**Official:Sensitive**

10. The Cabinet Secretary is invited to note the update regarding the Forth Valley NTC and Golden Jubilee Phase 2 projects and actions being taken. Officials will work closely with both Boards to agree a revised programme for the opening of the new facilities and to ensure that further additional activity where possible can be delivered in this financial year.

**Email 05 FW: NTC FV and Golden Jubilee Phase 2 - update**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Wednesday, November 29, 2023 12:34 PM  
**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>  
**Cc:** Jennie Gollan <Jennie.Gollan@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Subject:** FW: NTC FV and Golden Jubilee Phase 2 - update

Hi [Redacted s.38(1)(b)],

Please see FM feedback below.

Kind regards,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecNRHSC@gov.scot

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**Official:Sensitive**

Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such e-mails or attachments.

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** First Minister  
**Sent:** Wednesday, November 29, 2023 11:02 AM  
**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; First Minister <FirstMinister@gov.scot>  
**Cc:** Jennie Gollan <Jennie.Gollan@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>  
**Subject:** RE: NTC FV and Golden Jubilee Phase 2 - update

[Redacted s.38(1)(b)],

The First Minister has noted. He added it should go without saying that we require these projects to be opened at the earliest, and safest, opportunity.

Many thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

**Deputy Private Secretary**

**Office of the First Minister**

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [Redacted s.38(1)(b)]

The First Minister's box closes at 2pm, Monday to Friday. Further details, including preferences, can be found [here](#).

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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Wednesday, November 22, 2023 5:13 PM  
**To:** First Minister <FirstMinister@gov.scot>

**Official:Sensitive**

**Cc:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Subject:** NTC FV and Golden Jubilee Phase 2 - update

FMPO

cc DFMPPO

Please find attached a routine submission to advise the First Minister on the status of the National Treatment Centres at the Golden Jubilee (Phase 2) and Forth Valley, highlighting the risks in relation to these centres and the likely postponed opening until 2024.

Kind regards,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecNRHSC@gov.scot

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## Email 06 Health Capital Position

**From:** Alan Morrison <Alan.Morrison@gov.scot>

**Sent:** Thursday, December 21, 2023 6:09 PM

**Official:Sensitive**

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Cc:** DG Health & Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Kevin Pringle <Kevin.Pringle@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>  
**Subject:** Health Capital Position

[Redacted s.38(1)(b)]

I thought it was important that I update the Cabinet Secretary on the latest position on our capital investment programme following the publication of the Draft Budget.

[Out of Scope]

[Redacted s.30(b)(i)] we may receive follow up questions looking to clarify the situation on whether we are progressing with the Eye Pavilion, [Out of Scope], the wider NTC programme and other health projects in development.

[Out of Scope]

Regards

Alan

Alan Morrison  
Health Infrastructure and Sustainability  
Scottish Government Health and Social Care Directorates  
0131 244 2363  
07981 282 004

**Email 07 NTC FV and GJ Phase 2 - update on projects in construction**

**Official:Sensitive**

**From:** [Redacted s.38(1)(b)]

**Sent:** Thursday, March 21, 2024 12:45 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>

**Subject:** NTC FV and GJ Phase 2 - update on projects in construction

**CS**

As requested please find below a further update on the status of NTC Forth Valley and Golden Jubilee Phase 2 projects following review meetings with officials this week.

Kind regards

[Redacted s.38(1)(b)]

NTC - SRO

**Priority and Purpose**

1. ROUTINE – to update the Cabinet Secretary on the status of the programme for the National Treatment Centres at Golden Jubilee (Phase 2) and Forth Valley and advise on the outcome of review meetings undertaken this week.

**Recommendation**

2. Officials recommend that you note the position set out below and that a further update will be provided following the completion of the work set out below.

**Context and Issues**

**Official:Sensitive**

#### **NTC Forth Valley**

3. [Redacted s.33(1)(b)].
4. [Redacted s.30(b)(i)].
5. Given the delay in completion of the new ward facility, NHS FV have utilised the previously commissioned new theatres and NTC funded workforce capacity to provide support to other NHS Boards across a range of medical and surgical specialties. A plan to access temporary bed space on the FVRH site which will provide 60% of the activity agreed for NTC-FV, has been developed and the steps to create the physical capacity have been put in place in March. The enactment of the plan will be determined by the pressures for unscheduled care on site and access to beds across the site. It is proposed that the Board will pilot the patient pathway prior to acceptance of NHSGGC patients.

**Commented [ES3]:** First time this will be public information

**Commented [TS4R3]:** That is a positive at least

#### **Golden Jubilee Phase 2**

6. [Redacted s.33(1)(b)].
7. [Redacted s.30(b)(i)] The Board are also assessing the impact on activity that the delay may have and considering options to mitigate the loss of capacity.

#### **Conclusions and next steps**

8. The Cabinet Secretary is invited to note the update regarding the Forth Valley NTC and Golden Jubilee Phase 2 projects and actions being taken. Officials will continue to work closely with both Boards to agree revised programmes for both facilities and to implement mitigating actions. A further update will be provided following completion of the work highlighted above.

## **Email 08 NTC FV and Golden Jubilee Phase 2 - project updates**

**From:** [Redacted s.38(1)(b)]

**Sent:** Thursday, March 14, 2024 1:07 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** Alan Morrison <Alan.Morrison@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; John Burns <John.Burns@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Subject:** NTC FV and Golden Jubilee Phase 2 - project updates

**Official:Sensitive**

**CS**

As requested please find below an update on the status of NTC Forth Valley and Golden Jubilee Phase 2 projects which are part of the national treatment centre programme.

A further update will be provided following meetings with the respective Boards scheduled for next week.

Kind regards

[Redacted s.38(1)(b)]

NTC - SRO

#### **Priority and Purpose**

1. ROUTINE – to advise the Cabinet Secretary on the status of the programme for the National Treatment Centres at Golden Jubilee (Phase 2) and Forth Valley. Whilst there is a delay to the opening of NTC FV, Forth Valley have delivered significant additional procedures in this financial year using the theatre capacity previously commissioned and opened as part of the NTC programme.

#### **Recommendation**

2. Officials recommend that you note the position set out below and that a further update will be provided following further discussions with NHS Forth Valley and Golden Jubilee project leads scheduled for week commencing 18 March 2024.

#### **Context and Issues**

##### **NTC Golden Jubilee Phase 2**

**Official:Sensitive**

3. The extension to the existing Golden Jubilee hospital will add new operating theatres (orthopaedics and general surgery), additional endoscopy and decontamination capacity and is largely complete.
4. [Redacted s.33(1)(b)].
5. [Redacted s.33(1)(b)].
6. Officials are scheduled to discuss the outcome of the latest water sampling next week, after which a further update can be provided.

**NTC Forth Valley**

7. The NTC FV (new ward), originally due to open in September 2023, [Redacted s.33(1)(b)].
8. [Redacted s.33(1)(b)]
9. Whilst not formally opened as an NTC, the pathways to enable provision of mutual support to other Boards are well established within NHS FV and this has resulted in NHS FV undertaking a significant number of additional procedures for a range of patients since the start of this financial year. In this respect, the delivery of additional capacity is already being fulfilled at FV Royal Hospital, albeit the new ward once open will further enhance the range of procedures that can be undertaken in the already commissioned theatres.

**Conclusions and next steps**

10. The Cabinet Secretary is invited to note the update regarding the Forth Valley NTC and Golden Jubilee Phase 2 projects and mitigating actions being taken. Officials will continue to work closely with NHS Forth Valley to agree a programme for the opening of the new ward and will continue to work with both Boards to ensure that additional activity where possible can be delivered in this financial year. A further update will be provided following the respective meetings with each Board scheduled for next week.

**Email 09 NTC FV and Golden Jubilee Phase 2 - update**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Wednesday, November 22, 2023 5:13 PM

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

**Cc:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Subject:** NTC FV and Golden Jubilee Phase 2 - update

**Official:Sensitive**

FMPO

cc DFMPO

Please find attached a routine submission to advise the First Minister on the status of the National Treatment Centres at the Golden Jubilee (Phase 2) and Forth Valley, highlighting the risks in relation to these centres and the likely postponed opening until 2024.

Kind regards,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecNRHSC@gov.scot

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**Attached 13 Submission - NTC programme - November 2023**

**Email 10 NTC FV and Golden Jubilee Phase 2 – update**

**From:** [Redacted s.38(1)(b)]

**Sent:** Tuesday, November 21, 2023 9:35 AM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Subject:** NTC FV and Golden Jubilee Phase 2 - update

CS

### **Official:Sensitive**

As requested I have noted below an update on NTC FV and Golden Jubilee Phase 2. We will continue to work closely with both Boards and provide further updates as actions are progressed and a revised programme agreed. We would also highlight the additional activity that is being undertaken in the recently commissioned theatres at Forth Valley which is providing significant additional capacity to Boards across Scotland already.

Kind regards

[Redacted s.38(1)(b)]

### **Priority and Purpose**

1. ROUTINE – to advise the Cabinet Secretary on the status of the programme for the National Treatment Centres at Golden Jubilee (Phase 2) and Forth Valley and to highlight the specific risks in relation to these centres which is now likely to delay opening until 2024. Whilst there is a delay to the opening of both centres, NHS Forth Valley will deliver additional procedures in this financial year using the previously commissioned new theatres and Golden Jubilee are ahead of plan in core activity in the current year.

### **Recommendation**

2. Officials recommend that you note the position set out below and that a further update will be provided following further discussions with NHS Forth Valley and Golden Jubilee Phase 2 in relation to revised programmes.

### **Context and Issues**

3. The two remaining Centres in this phase of the NTC programme were scheduled to open by December 2023. [Redacted s.33(1)(b)].

### **NTC Forth Valley**

4. The Forth Valley NTC (new ward) was due to open in December 2023 and we have been working closely with the Board as the programme has progressed.

### **Official:Sensitive**

5. As indicated in the earlier briefing on 9 October we highlighted [Redacted s.33(1)(b)].
6. [Redacted s.30(b)(i)] [Redacted s.33(1)(b)].
7. [Redacted s.30(b)(i)] [Redacted s.33(1)(b)]. [Redacted s.30(b)(i)].
8. There is a clear understanding from all parties of the importance to concluding on this matter and identifying a solution and/or mitigating actions. It is however anticipated that the new NTC ward will not now open in December 2023.
9. Whilst the original plan for 2023/24 was to deliver any additional 1,086 orthopaedic procedures, NHS Forth Valley have been using the previously commissioned new theatres to provide support to other NHS Boards across medical and surgical specialties. Whilst not formally opened as an NTC, the pathways to enable provision of mutual support to other Boards are well established within NHS Forth Valley. This has resulted in NHS Forth Valley having undertaken a significant number of additional procedures (1,367) for a range of patients since the start of this financial year.
10. Given the delay to the opening of the new ward, NHS Forth Valley are actively evaluating the potential to use existing ward capacity until the new facility is open. Discussions are ongoing with the respective clinical teams in NHS Forth Valley to review this option which could increase the range of procedures that could be undertaken [Redacted s.30(b)(i)]. In this respect the delivery of additional capacity is being fulfilled at Forth Valley Royal Hospital, albeit the new ward once open will further enhance the range of procedures that can be undertaken in the already commissioned theatres.
11. Final plans for the opening of the new ward will be confirmed following a risk assessment of options supported by guidance from technical advisors and NHS Assure. Officials will be receiving weekly updates on progress with the above actions.

### **Golden Jubilee Phase 2**

12. We had previously advised of a delay to the opening of the Phase 2 building from 1 to 15 December. Since the last update the Board have flagged a further potential risk to the opening of the Centre by end of 2023. [Redacted s.33(1)(b)].

### **Conclusions and next steps**

13. The Cabinet Secretary is invited to note the update regarding the Forth Valley NTC and Golden Jubilee Phase 2 projects and actions being taken. Officials will work closely with both Boards to agree a revised programme for the

**Official:Sensitive**

opening of the new facilities and to ensure that further additional activity where possible can be delivered in this financial year.

## **Email 11 NTCs - timelines for opening - Cab Sec advice**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Tuesday, March 12, 2024 8:23 AM

**To:** Alan Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>

**Cc:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>

**Subject:** NTCs - timelines for opening - Cab Sec advice

Hi all,

Mr Gray would like advice on progress for the opening of NTC Forth Valley and phase 2 of the Golden Jubilee.

I'd be grateful if you can share the latest dates and expected timelines (plus some background on the projects and why they were delayed) this week please.

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Neil Gray  
MSP

Scottish Government

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

CabSecforNRHSC@gov.scot

[Redacted s.38(1)(b)]



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## **Email 12 RE: 16:30 - 17:00 Meeting: DFM / Mr Matheson - Waiting Lists**

**Official:Sensitive**

**From:** Douglas McLaren <Douglas.McLaren@gov.scot>  
**Sent:** Tuesday, November 14, 2023 4:48 PM  
**To:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>  
**Cc:** Jennie Gollan <Jennie.Gollan@gov.scot>  
**Subject:** RE: 16:30 - 17:00 Meeting: DFM / Mr Matheson - Waiting Lists

Please see attached proposed agenda and three background papers for Thursday's meeting.

Thanks,  
Dougie.

**Douglas McLaren** | NHS Scotland Deputy Chief Operating Officer – Performance & Delivery | The Scottish Government | 2E St Andrew's House, Regent Road, Edinburgh, EH1 3DG | 0785 496 7018 | douglas.mclaren@gov.scot

*PLEASE NOTE: I am sending this email at a time that suits my working arrangements, and am not seeking a response outwith your own normal working hours.*

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

**From:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>  
**Sent:** Friday, October 13, 2023 1:32 PM  
**To:** Deputy First Minister and Cabinet Secretary for Finance; 'shona.robison.msp@parliament.scot'; John Burns; [Redacted s.38(1)(b)]; [Redacted s.38(1)(b)]; Callum McCaig; David Hutchison; DG Health & Social Care; Director of Budget and Public Spending  
**Cc:** Cabinet Secretary for NHS Recovery, Health and Social Care; Douglas McLaren  
**Subject:** 16:30 - 17:00 Meeting: DFM / Mr Matheson - Waiting Lists  
**When:** 16 November 2023 16:30-17:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.  
**Where:** Microsoft Teams Meeting

Setting up this meeting as requested to discuss the attached submission.

Please prepare an agenda and provide Private Office with any relevant supporting materials by **4pm on Friday 10<sup>th</sup> November** .

**It is the responsibility of supporting policy officials to produce a minute or note of Ministerial meetings for the corporate record** – this should be submitted

**Official:Sensitive**

to Private Office within 5 working days of the meeting in line with published guidance.

Please **do not** forward on this invite - if you require anyone else to be invited, please let Private Office know.

Please call to discuss if you have any queries or are likely to miss the deadline.

Thank you very much,

**DFM Private Office**

---

## Microsoft Teams meeting

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[Download Teams](#) | [Join on the web](#)

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**Attached 11 DFM & Cab Sec - Waiting Times Funding  
Meeting Agenda 16 November 2023, 14 Cab Sec Submission  
- Waiting Times Proposition Paper - September 2023 (004)  
(002), 15 2023-24 - Ministers - National Treatment Centre  
decision - October v1 & 07 2023-24 - Cabinet Secretary**

Official:Sensitive

## Health - Response to Deputy First Minister - Capital Review - 8 November 2023

### Email 13 RE: Briefing - National Treatment Centres

**From:** [Redacted s.38(1)(b)]

**Sent:** Thursday, November 2, 2023 12:23 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>

**Subject:** RE: Briefing - National Treatment Centres

Thanks

The submission I provided on 30 October covers the main points for discussion. If there are any further questions arising from this submission I will be delighted to respond in advance of the meeting.

Kind regards

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Thursday, November 2, 2023 12:16 PM

**To:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Cc:** DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Subject:** RE: Briefing - National Treatment Centres

Thank you [Redacted s.38(1)(b)]

A meeting has been scheduled for 15:00 -15:30 on 7<sup>th</sup> November 2023.

I would be grateful if I could commission briefing papers to support this meeting and arrange official support. It would be appreciated if said briefing could with PO by COP 4<sup>th</sup> November.

**Official:Sensitive**

We would appreciate if this ask could be acknowledged as lifted.

Kind regards,

**[Redacted s.38(1)(b)]**

Diary Secretary

Office of Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

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

E-mail: <CabSecNRHSC@gov.scot>

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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Thursday, November 2, 2023 11:29 AM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>

**Subject:** RE: Briefing - National Treatment Centres

[Redacted s.38(1)(b)]

Thanks would suggest myself (as NTC SRO), Richard McCallum and Alan Morrison but to also extend invite to Caroline (DG) and John (Chief Operating Officer) as they may wish to join the meeting.

Kind regards

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Thursday, November 2, 2023 11:24 AM

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Nuala Gormley

**Official:Sensitive**

<Nuala.Gormley@gov.scot>; Jamie MacDougall <Jamie.MacDougall@gov.scot>

**Subject:** RE: Briefing - National Treatment Centres

Hi [Redacted s.38(1)(b)] ,

Mr Matheson is content to have a meeting with officials. Grateful if you can send a list of suitable officials to PO and we will arrange/commission briefing if required once the date is set.

Kind regards,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecNRHSC@gov.scot

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**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)] @gov.scot>

**Sent:** Monday, October 30, 2023 10:40 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Nuala Gormley <Nuala.Gormley@gov.scot>; Jamie MacDougall <Jamie.MacDougall@gov.scot>

**Subject:** Briefing - National Treatment Centres

CS

**Official:Sensitive**

Please find attached the requested submission setting out the position regarding the next phase of NTCs not yet in construction. This cover the NTCs in Lothian, Lanarkshire, Ayrshire & Arran, Tayside and Grampian plus the MRI project at Dr Gray's Hospital (linked to NTC Grampian) and the replacement Eye Pavilion.

Redacted s.30(b)(i)]

We would welcome the opportunity to discuss.

Kind regards

[Redacted s.38(1)(b)]

NTC – Senior Responsible Officer

**Email 14 : RE: Briefing Pack - Cabinet Secretary media interview - 20 February**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Tuesday, February 20, 2024 10:58 AM

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Cc:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Strategic Briefing Unit for Health <SBUHealth@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Fiona Bennett <Fiona.Bennett@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>

**Subject:** RE: Briefing Pack - Cabinet Secretary media interview - 20 February

[Redacted s.38(1)(b)],

As requested, just picking out the key topics here.

I think it would be useful for the Cab Sec to read the lines below.

1

Despite these challenges, we have made significant progress with the National Treatment Centres programme in the last year. We opened NTCs Fife and Highland last Spring, and NTC Forth Valley and the second phase expansion of NTC Golden Jubilee Hospital will open this year.

Richard

**Email 15 RE: For action - Ministerial Budget Workshops - November 2023**

**Attached 07 2023-24 - Cabinet Secretary Health - Response to Deputy First Minister - Capital Review - November 2023**

[Out of Scope]

**Sent:** Tuesday, January 23, 2024 6:30 PM

[illegible]

## Official:Sensitive

@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Subject:** FOR CLEARANCE: Media query: NTCs on hold - P&J

Cab Sec, PO

Good evening

The P&J have come on with a late query regarding the future of the NTC programme

Officials, comms and spads have agreed on the following line, grateful to know if Mr Matheson is content please? Thanks

### Lines

A Scottish Government spokesperson said:

"As set out in our draft budget the capital funding position is extremely challenging. The UK Government did not inflation-proof its capital budget which has resulted in nearly a 10% real-terms cut in the Scottish Government's capital funding over the medium-term between 2023-24 and 2027-28. Our emphasis for the immediate future will be on addressing backlog maintenance and essential equipment replacement.

"Our Infrastructure Investment Plan (2021-22 to 2025-26) identified the priority health capital projects for funding within that period. As a result of the cut in our capital budget, a revised pipeline of infrastructure investment will be published in Spring 2024. All due consideration will be given to what projects can be included within that revised plan to ensure it is affordable and deliverable. In the interim, boards have also been advised to pause any new capital projects."

### Query

*A late update on this one but NHS Grampian have confirmed the new national treatment centre in Aberdeen is now on hold as a result of this freeze. Ellon and Banchory health centres are not relevant they say, as they didn't yet have funding secured, so I'm leaving that aspect out.*

**Capital spending update** *In December, the Scottish Government announced their budget and outlined a very challenging picture for public sector spending. One area which is seeing the impact of this very quickly is capital spending - spending on large building projects. Scottish Government have confirmed that, based on budget allocation for 2024/25 and medium-term funding outlook, work on the National*

**Official:Sensitive**

*Treatment Centre - Grampian Project, including an MRI for Dr Gray's Hospital, will not progress further at this time and all project activity will stop. This will be the position until there is certainty on funding. Plans to refurbish the mental health ward at Dr Gray's which were planned to take place at the same time as the MRI construction, will now be reviewed alongside wider NHS Grampian infrastructure investment plans.*

*Clearly, this news is hugely disappointing, not only for those who have worked on this project, but for the wider organisation and for everyone living and working in Grampian. We want to emphasise our ongoing commitment to these projects, and we hope both will proceed at some point in the future. It is worth noting any capital funds we receive will be directed towards maintenance of the existing estate and essential equipment replacement programmes.*

*It would be good to have comment from the government on what this means for the wider NTC plans.*

[Redacted s.38(1)(b)]

Media Manager

Scottish Government

Communications Health and Social Care

[Redacted s.38(1)(b)]

**Please note: my non-work day is a Monday**

**Email 17 RE: FOR MINISTER CLEARANCE PLEASE: Delays to NHS capital projects - Global, The Sun, Record, The Times, Daily Mail, STV, Healthcare Design & Management, Daily Express - by 4.50pm**

[Out of Scope]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Monday, February 19, 2024 5:08 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>;

Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

<CommunicationsNHSRecoveryHealthandSocialCare@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Alison Strath <Alison.Strath@gov.scot>; Fiona Bennett <Fiona.Bennett@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHC@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Emily Mackintosh <Emily.Mackintosh@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>

Private Office

With help from SpAds and officials we've updated the capital funding lines, below, as a response to queries from Global Radio, the Sun, Record, Times, STV, Heathcare Design and Management and the Express.

Best wishes

## Response

A Scottish Government spokesperson said:

**Official:Sensitive**

“The UK Government did not inflation-proof its capital budget which has resulted in nearly a 10% real-terms cut in the Scottish Government’s capital funding over the medium-term between 2023-24 and 2027-28.

“The result of this cut is that new health capital projects have currently been paused. Our emphasis for the immediate future will be on addressing backlog maintenance and essential equipment replacement.

“We are investing £314 million in 2024/25 in health infrastructure allowing all major projects in construction to be completed – this includes the [Out of Scope] the Golden Jubilee Expansion Phase 2.

"In 2023 we opened two National Treatment Centres in NHS Fife and NHS Highland, with two further centres opening in 2024 in NHS Forth Valley and the Golden Jubilee Hospital."

[Redacted s.38(1)(b)]

News | Media Manager

## Communications Health and Social Care

The Scottish Government, St Andrew's House, Edinburgh

Mobile: [Redacted s.38(1)(b)] | Portfolio Media inquiries: 0300 244 9021

[www.gov.scot/news](http://www.gov.scot/news)



[Out of Scope]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Monday, February 19, 2024 5:08 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>;

Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Cc:** Communications NHS Recovery, Health and Social Care

<CommunicationsNHSRecoveryHealthandSocialCare@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)]

**Subject:** FOR MINISTER CLEARANCE PLEASE: Delays to NHS capital projects - Global, The Sun, Record, The Times, Daily Mail, STV, Healthcare Design & Management, Daily Express - by 4.50pm

CC/Deputy First Minister and Cabinet Secretary for Finance

Grateful to know if the Minister is content.

[Redacted s.38(1)(b)]

A Scottish Government spokesperson said:

**Official:Sensitive**

“The UK Government did not inflation-proof its capital budget which has resulted in nearly a 10% real-terms cut in the Scottish Government’s capital funding over the medium-term between 2023-24 and 2027-28.

“The result of this cut is that new health capital projects have currently been paused. Our emphasis for the immediate future will be on addressing backlog maintenance and essential equipment replacement.

“We are investing £314 million in 2024/25 in health infrastructure allowing all major projects in construction to be completed – [Out of Scope] and the Golden Jubilee Expansion Phase 2.

“In 2023 we opened two National Treatment Centres in NHS Fife and NHS Highland, with two further centres opening in 2024 in NHS Forth Valley and the Golden Jubilee Hospital.”

[Redacted s.38(1)(b)]

News | Media Manager

Communications Health and Social Care

The Scottish Government, St Andrew's House, Edinburgh

Mobile: [Redacted s.38(1)(b)] | Portfolio Media inquiries: 0300 244 9021

[www.gov.scot/news](http://www.gov.scot/news)



**Email 18 RE: FOR MINISTER CLEARANCE PLEASE: Media query - pause of Elective Surgery Unit - Perth Royal Infirmary - Tay FM**

**Official:Sensitive**

[Out of Scope]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Monday, February 19, 2024 7:11 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Cc:** Communications NHS Recovery, Health and Social Care

<CommunicationsNHSRecoveryHealthandSocialCare@gov.scot>; Mairi Macpherson

<Mairi.Macpherson@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Alan

Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>;

[Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)

@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Fiona Bennett

<Fiona.Bennett@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Paul Mortimer

<Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted

s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; John Burns <John.Burns@gov.scot>; DG Health & Social

Care <DGHSC@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Emily Mackintosh

<Emily.Mackintosh@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>

**Subject:** FOR MINISTER CLEARANCE PLEASE: Media query - pause of Elective Surgery Unit - Perth Royal Infirmary - Tay FM

Private Office

Tay FM have asked for a response to criticism from Murdo Fraser on the pausing of the development of Perth National Treatment Centre:

We have a line from Murdo Fraser about the elective surgery unit at Perth Royal Infirmary being put on hold.

Murdo is referencing the elective surgery unit on hold after the news that all new NHS building projects in Scotland have been put on hold due to budget constraints. Murdo said that the government has broken its promise to the people of Perthshire after it the project was pledged a number of years ago.

With help from SpAds and officials we've drafted the response, below.

Grateful to know if the Minister is content.

best wishes

[Redacted s.38(1)(b)]

**Response**

A Scottish Government spokesperson said:

"As set out in our draft budget the capital funding position is extremely challenging. The UK Government did not inflation-proof its capital budget which has resulted in nearly a 10% real-terms cut in the Scottish Government's capital funding over the medium-term between 2023-24 and 2027-28. Our emphasis for the immediate future will be on addressing backlog maintenance and essential equipment replacement.

**Official:Sensitive**

“Our Infrastructure Investment Plan (2021-22 to 2025-26) identified the priority health capital projects for funding within that period. As a result of the cut in our capital budget following the UK Government’s Autumn Statement, a revised Infrastructure Investment Plan will be published this spring and all due consideration will be given to what projects can be included within that revised Plan. In the interim, boards have also been advised to pause any new capital projects.”

Thanks

[Redacted s.38(1)(b)]

Senior Media Manager | Communications Health | Scottish Government  
Tel – 0131-244-3069 / 07467 447 253 | [Redacted s.38(1)(b)]@gov.scot

**Email 19 RE: FOR MINISTERIAL CLEARANCE: Media Query -  
Ellon Health Centre - P&J**

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>  
**Sent:** Tuesday, January 23, 2024 4:49 PM  
**To:** Kevin Pringle <Kevin.Pringle@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Cc:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>  
**Subject:** RE: FOR MINISTERIAL CLEARANCE: Media Query - Ellon Health Centre - P&J

Hi Kevin,

See below. We’ve now been asked about the impact on NTCs. I am going to policy with it now and will be back in touch with proposed lines.

Thanks,

[Redacted s.38(1)(b)]

**Capital spending update** In December, the Scottish Government announced their budget and outlined a very challenging picture for public sector spending. One area which is seeing the impact of this very quickly is capital spending - spending on large building projects. Scottish Government have confirmed that, based on budget

**Official:Sensitive**

allocation for 2024/25 and medium-term funding outlook, work on the National Treatment Centre - Grampian Project, including an MRI for Dr Gray's Hospital, will not progress further at this time and all project activity will stop. This will be the position until there is certainty on funding. Plans to refurbish the mental health ward at Dr Gray's which were planned to take place at the same time as the MRI construction, will now be reviewed alongside wider NHS Grampian infrastructure investment plans.

Clearly, this news is hugely disappointing, not only for those who have worked on this project, but for the wider organisation and for everyone living and working in Grampian. We want to emphasise our ongoing commitment to these projects, and we hope both will proceed at some point in the future. It is worth noting any capital funds we receive will be directed towards maintenance of the existing estate and essential equipment replacement programmes.

[Redacted s.38(1)(b)]

News | Media Manager

Communications Health and Social Care

The Scottish Government, St Andrew's House, Edinburgh  
Portfolio Media inquiries: 0300 244 9021

[www.gov.scot/news](http://www.gov.scot/news)



[Out of Scope]

## Email 20 RE: Golden Jubilee Ortho Visit - Monday 6 November

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Thursday, November 2, 2023 12:00 PM

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Official:Sensitive**

**Cc:** Douglas McLaren <Douglas.McLaren@gov.scot>; John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>

**Subject:** RE: Golden Jubilee Ortho Visit - Monday 6 November

Good Afternoon [Redacted s.38(1)(b)],

Mr Matheson has indicated he is content to postpone the visit to Golden Jubilee in light of the below and has noted the potential risk to the opening of the NTC.

Kind regards,

[Redacted s.38(1)(b)]

Diary Secretary

Office of Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

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

E-mail: <CabSecNRHSC@gov.scot>

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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Wednesday, November 1, 2023 4:43 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

[illegible]

**Subject:** Golden Jubilee Ortho Visit - Monday 6 November

P/S Cabinet Secretary for NHS Recovery, Health and Social Care

[Out of Scope]

In addition, with regards to the NTC Programme, Golden Jubilee Phase 2, they have flagged a further potential risk to the opening of the Centre by end of 2023. [Redacted s.30(b)(i)]. With opening planned for 15 December this further delay which is

**Official:Sensitive**

unavoidable may mean first patient treatment does not occur until 2024. Officials will update as soon as we have a fuller understanding of the impact which we hope to be in a position to do next week.

Grateful for an update on Mr Mathesons preference for the Monday visit and we will take that forward as necessary.

Best wishes

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Head of Planned Care Policy

Mobile: [Redacted s.38(1)(b)]

Please note: I work Monday (am) and Tuesday –Thursday (all day)

**Email 21 RE: Major capital projects and programmes reporting - draft report for AO agreement**

[Out of Scope]

**From:** Alan Morrison <Alan.Morrison@gov.scot>

**Sent:** Thursday, January 11, 2024 2:38 PM

**To:** DG Health & Social Care <DGHSC@gov.scot>

**Cc:** Richard McCallum <Richard.McCallum@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Subject:** RE: Major capital projects and programmes reporting - draft report for AO agreement

[Redacted s.38(1)(b)]

My team provided the updates, so I am content with the reported position, but there are a couple of issues that are worth highlighting:

- There are minor delays and / cost increases in a number of projects – NTCs in Forth Valley and Jubilee, [Out of Scope]. Obviously it is not great, but the changes are not significant.
- [Out of Scope]
- Projects being paused – for a number of projects we are saying '*In common with all health capital investment projects in development, this business case has*

**Official:Sensitive**

*been paused until the necessary capital funding to complete the project becomes available. The ongoing review of the infrastructure projects pipeline will determine whether this continues to be part of this reporting'*. This includes the NTCs in Grampian, Lothian, Ayrshire plus the Eye Pavilion and Barra. [Redacted s.30(b)(i)]

- [Out of Scope].

The Public Audit Committee will take evidence from officials (not Ministers) on 7 March, I would be surprised if an invitation is not extended to myself or Richard to attend that session.

The highlighted section above is obviously the key passage. The Cabinet Secretary is aware of the situation (as he cleared Richard's post-budget letter), but I can arrange a short briefing for him and SpAds on this matter, if you think it would be helpful.

Regards

Alan

[Out of Scope]

## **Attached 06 2023-24 - Cabinet Secretary Health - Major Projects report to PAC - January 2024**

## **Email 22 RE: National Treatment Centres - Forth Valley and Golden Jubilee Phase 2 revised programmes**

**From:** [Redacted s.38(1)(b)]

**Sent:** Thursday, November 9, 2023 2:32 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Subject:** RE: National Treatment Centres - Forth Valley and Golden Jubilee Phase 2 revised programmes

[Redacted s.38(1)(b)]

Thanks for the note – I was proposing to provide a further update following ongoing discussion with FV and GJ. We are due to have another round of discussions tomorrow and can provide an update on Monday if that would be in order

Kind regards

[Redacted s.38(1)(b)]

**Official:Sensitive**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Thursday, November 9, 2023 2:28 PM  
**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Cc:** John Burns <John.Burns@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>  
**Subject:** RE: National Treatment Centres - Forth Valley and Golden Jubilee Phase 2 revised programmes

Hi [Redacted s.38(1)(b)],

Appreciate there have been various chains and a discussion on this topic recently, however, I'd be grateful if you can share a note specifically on the delays for FV and GJ. Once Cab Sec has had sight this may be used to update the FM on the latest position.

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

Scottish Government

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

[Redacted s.38(1)(b)]



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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Tuesday, October 10, 2023 2:49 PM

**Official:Sensitive**

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Cc:** John Burns <John.Burns@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Subject:** RE: National Treatment Centres - Forth Valley and Golden Jubilee Phase 2 revised programmes

Hi [Redacted s.38(1)(b)],

Mr Matheson has noted, thanks. He states that this is too long a delay and can we look at having this shortened?

Grateful for a reply as soon as possible please.

Kind regards,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

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

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecHSC@gov.scot

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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Monday, October 9, 2023 2:15 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Official:Sensitive**

**Cc:** John Burns <John.Burns@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Subject:** RE: National Treatment Centres - Forth Valley and Golden Jubilee Phase 2 revised programmes

[Redacted s.38(1)(b)]

Many thanks for the follow up question. If the remedial work was required to be undertaken we do not have a firm revised programme yet from the contractor. Based on initial discussions, if this option was pursued the opening of the NTC at Forth Valley would likely be delayed to March / April 2024. We will however revert back as soon as we have a confirmed plan and position from Forth Valley

Thanks

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Monday, October 9, 2023 2:00 PM  
**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Cc:** John Burns <John.Burns@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Subject:** RE: National Treatment Centres - Forth Valley and Golden Jubilee Phase 2 revised programmes

Thanks [Redacted s.38(1)(b)],

Mr Matheson has asked how long will this delay the FV NTC?

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

**Official:Sensitive**

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

Scottish Government

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

[Redacted s.38(1)(b)]



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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Monday, October 9, 2023 11:25 AM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Subject:** National Treatment Centres - Forth Valley and Golden Jubilee Phase 2 revised programmes

CS

See below an update on the two remaining NTC centres in construction – highlighting a risk to the Forth Valley NTC opening date (and steps being progressed) and revision to opening date for GJ Phase 2.

Kind regards

[Redacted s.38(1)(b)] – NTC Senior Responsible Officer

**Priority and Purpose**

11. ROUTINE – to advise the Cabinet Secretary on the status of the programme for the National Treatment Centres at Golden Jubilee (Phase 2) and Forth Valley and to highlight the specific risk in relation to the Forth Valley new ward being opened by end of December 2023.

## **Official:Sensitive**

### **Recommendation**

12. Officials recommend that you note the position set out below and that a further update will be provided following further discussions with [Redacted s.30(b)(i)]

### **Context and Issues**

13. The two remaining Centres in this phase of the NTC programme are scheduled to open by December. [Redacted s.33(1)(b)]

#### **NTC Forth Valley**

14. The Forth Valley NTC was due to open in December 2023. [Redacted s.33(1)(b)].
15. This review has identified two main options:
  - [Redacted s.33(1)(b)]
  - [Redacted s.33(1)(b)].
16. [Redacted s.33(1)(b)].
17. Final plans for the opening of the new ward and activity for 2023/24 will be confirmed following a risk assessment of options supported by guidance from technical advisors and NHS Assure.

#### **Golden Jubilee Phase 2**

18. [Redacted s.33(1)(b)]. This will impact on the NHS Golden Jubilee commissioning period and requires the operational date to be rescheduled from 1st December to 15th December 2023.

### **Conclusions and next steps**

19. The Cabinet Secretary is invited to note the update regarding the Forth Valley NTC and Golden Jubilee Phase 2 projects and mitigating actions being taken. Officials will work closely with NHS Forth Valley to agree a programme for the opening of the new ward and to ensure that a plan is agreed regarding the activity that can be delivered to support NHS Greater Glasgow and Clyde.

**Official:Sensitive**

## **Email 23 RE: Note from DFM - Capital Spending Review - NHS Recovery, Health and Social Care**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Wednesday, November 8, 2023 9:47 AM  
**To:** Alan Morrison <Alan.Morrison@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Cc:** Minister for Public Health & Women's Health <MinisterPHWH@gov.scot>; Minister for Social Care, Mental Wellbeing & Sport <MinisterSCMWS@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; John Burns <John.Burns@gov.scot>  
**Subject:** RE: Note from DFM - Capital Spending Review - NHS Recovery, Health and Social Care

Hi Alan,

For awareness, the note has been sent to DFM this morning.

Kind regards,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecNRHSC@gov.scot

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**Official:Sensitive**

**From:** Alan Morrison <Alan.Morrison@gov.scot>  
**Sent:** Tuesday, November 7, 2023 5:37 PM  
**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Cc:** Minister for Public Health & Women's Health <MinisterPHWH@gov.scot>; Minister for Social Care, Mental Wellbeing & Sport <MinisterSCMWS@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; John Burns <John.Burns@gov.scot>  
**Subject:** RE: Note from DFM - Capital Spending Review - NHS Recovery, Health and Social Care

Louise

Following our discussion with the Cabinet Secretary, I have updated the response to DFM which reflects the following changes he requested:

- I have expanded on why we need a certain level of capital to deliver short term benefits – maintenance, equipment replacement, support services etc
- [Redacted s.30(b)(i)]
- [Redacted s.30(b)(i)].

Regards

Alan

Alan Morrison  
Health Infrastructure and Sustainability  
  
Scottish Government Health and Social Care Directorates  
0131 244 2363  
  
07981 282 004

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Tuesday, November 7, 2023 2:05 PM  
**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>  
**Cc:** Minister for Public Health & Women's Health <MinisterPHWH@gov.scot>; Minister for Social Care, Mental Wellbeing & Sport <MinisterSCMWS@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; John Burns <John.Burns@gov.scot>  
**Subject:** RE: Note from DFM - Capital Spending Review - NHS Recovery, Health and Social Care

**Official:Sensitive**

Hi Alan,

Following up on this – Mr Matheson has reconsidered and would like this to be amended.

The Cab Sec is not content with points 18, 19 or 20 – NTCs are a priority (as noted by the FM) so it needs to be redrafted to reflect [Out of Scope]. It therefore follows that the recommendation also needs redrafted please.

In addition, can this be worked into a submission or response format to go to DFM please?

Many thanks for your help on this.

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

Scottish Government

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

[Redacted s.38(1)(b)]



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[Out of Scope]

**Attached 05 2023-24 - Cabinet Secretary briefing - Health  
Multi-Year Capital Budget - November 2023**

**Official:Sensitive**

## **Email 24 RE: NTC - update on NTC Forth Valley and Golden Jubilee Phase 2**

**From:** [Redacted s.38(1)(b)]  
**Sent:** Friday, November 17, 2023 12:02 PM  
**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Cc:** Jennie Gollan <Jennie.Gollan@gov.scot>  
**Subject:** RE: NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

[Redacted s.38(1)(b)] / Jennie

Thanks for note and will prepare an update to submission when I have the further feedback from meetings which are happening in FV today. [Redacted s.33(1)(b)].

We have met with GJ team this week and have a latest position from them and an indicative revised plan.

Will forward on the revised update on Monday.

Kind regards

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Friday, November 17, 2023 11:53 AM  
**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Cc:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Subject:** FW: NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

Hi [Redacted s.38(1)(b)] ,

Please see request below from Jennie for immediate consideration.

Kind regards,

**Official:Sensitive**

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecNRHSC@gov.scot

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**From:** Jennie Gollan <Jennie.Gollan@gov.scot>

**Sent:** Friday, November 17, 2023 11:52 AM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Subject:** RE: NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

Thanks. [Redacted s.38(1)(b)] says there are meetings happening this week, so could you please send a chaser today to ask for an update following these meetings? If you could also ask for a note to be prepared for cab sec to send to FM (they can probably just repurpose much of below)

Jennie

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Friday, November 17, 2023 11:50 AM

**To:** Jennie Gollan <Jennie.Gollan@gov.scot>

**Cc:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Subject:** FW: NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

Hi Jennie,

Latest below.

**Official:Sensitive**

Kind regards,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecNRHSC@gov.scot

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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Tuesday, November 14, 2023 5:50 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Subject:** RE: NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

[Redacted s.38(1)(b)]

Thanks for note.

There are further meetings ongoing this week between NHS FV, [Redacted s.33(1)(b)]. Until these discussions are complete and actions agreed we do not have a revised programme. We continue to press for a plan and new date for opening and will advise as soon as we have a confirmed position.

Kind regards

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Tuesday, November 14, 2023 3:56 PM

**Official:Sensitive**

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Cc:** John Burns <John.Burns@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>  
**Subject:** RE: NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

Hi [Redacted s.38(1)(b)]

Mr Matheson has noted, thanks. He asks, when do we expect NTC FV to be ready?

Grateful for a response ASAP please.

Kind regards,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

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

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecHSC@gov.scot

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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Tuesday, November 14, 2023 9:31 AM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)]

## **Official:Sensitive**

<Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>

**Subject:** NTC - update on NTC Forth Valley and Golden Jubilee Phase 2

## **CS**

As requested a further update on the programmes for NTC FV and Golden Jubilee Phase 2 is noted below. [Redacted s.33(1)(b)]. The impact of these further issues is likely to result in both centres not opening until 2024.

We continue to work with both Boards to confirm revised programmes and will provide a further update at the earliest opportunity.

[Redacted s.38(1)(b)]

NTC - SRO

## **Priority and Purpose**

1. ROUTINE – to advise the Cabinet Secretary on the status of the programme for the National Treatment Centres at Golden Jubilee (Phase 2) and Forth Valley and to highlight the specific risks in relation to these centres which is now likely to delay opening until 2024. Whilst there is a delay to the opening of both centres, NHS Forth Valley will deliver additional procedures in this financial year using the previously commissioned new theatres and Golden Jubilee are ahead of plan in core activity in the current year.

## **Recommendation**

2. Officials recommend that you note the position set out below and that a further update will be provided following further discussions with NHS Forth Valley and Golden Jubilee Phase 2 in relation to revised programmes.

## **Context and Issues**

3. The two remaining Centres in this phase of the NTC programme were scheduled to open by December 2023. [Redacted s.33(1)(b)].

## **Official:Sensitive**

### **NTC Forth Valley**

4. The Forth Valley NTC (new ward) was due to open in December 2023 and we have been working closely with the Board as the programme has progressed.
5. As indicated in the earlier briefing on 9 October we highlighted the technical compliance issues [Redacted s.33(1)(b)].
6. As the project progresses through the latter stages of construction, the Board continues to work closely with NHS Assure to ensure that the building meets the required standards. [Redacted s.33(1)(b)].
7. Whilst the original plan for 2023/24 was to deliver any additional 1,086 orthopaedic procedures, NHS Forth Valley have been using the previously commissioned new theatres to provide support to other NHS Boards across medical and surgical specialties. Whilst not formally opened as an NTC, the pathways to enable provision of mutual support to other Boards are well established within NHS Forth Valley. This has resulted in NHS Forth Valley having undertaken a significant number of additional procedures (1,367) for a range of patients since the start of this financial year. Discussions are also ongoing with NHS Greater Glasgow and Clyde in relation to other procedures which could be undertaken before 31 March 2024. In this respect the delivery of additional capacity is being fulfilled at Forth Valley Royal Hospital, albeit the new ward once open will further enhance the range of procedures that can be undertaken in the already commissioned theatres.
8. Final plans for the opening of the new ward will be confirmed following a risk assessment of options supported by guidance from technical advisors and NHS Assure.

### **Golden Jubilee Phase 2**

9. We had previously advised of a delay to the opening of the Phase 2 building from 1 to 15 December. Since the last update the Board have flagged a further potential risk to the opening of the Centre by end of 2023. [Redacted s.33(1)(b)]. This further delay, which is unavoidable, may mean first patient treatment does not occur until early 2024. Officials will update as soon as we have a fuller understanding of the impact which we hope to be in a position to do following a meeting scheduled later this week.

### **Conclusions and next steps**

10. The Cabinet Secretary is invited to note the update regarding the Forth Valley NTC and Golden Jubilee Phase 2 projects and actions being taken. Officials will work closely with both Boards to agree a revised programme for the

**Official:Sensitive**

opening of the new facilities and to ensure that further additional activity where possible can be delivered in this financial year.

## **Email 25 RE: NTC FV and Golden Jubilee Phase 2 - project updates**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Sent:** Wednesday, March 20, 2024 10:38 AM  
**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>  
**Subject:** RE: NTC FV and Golden Jubilee Phase 2 - project updates

[Redacted s.38(1)(b)]

The results of [Redacted s.30(b)(i)] will be reviewed today by the local project team and contractors and we are meeting at 9am tomorrow to discuss the outcome and whether we can progress to the commissioning phase.

Will aim to provide a short note following the meeting and send across tomorrow morning.

Thanks

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Wednesday, March 20, 2024 10:26 AM  
**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>  
**Subject:** RE: NTC FV and Golden Jubilee Phase 2 - project updates

Thanks [Redacted s.38(1)(b)] ,

Did the meeting yesterday (highlighted below) go ahead, and if so [Redacted s.30(b)(i)]

**Official:Sensitive**

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Neil Gray  
MSP

Scottish Government

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

[CabSecforNRHSC@gov.scot](mailto:CabSecforNRHSC@gov.scot)

[Redacted s.38(1)(b)]



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**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Sent:** Wednesday, March 20, 2024 10:14 AM

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

**Subject:** RE: NTC FV and Golden Jubilee Phase 2 - project updates

[Redacted s.38(1)(b)]

Many thanks for the follow up to the CS note.

Meetings are being held with both Forth Valley and Golden Jubilee this week after which I was proposing to issue a further update on the two remaining NTC projects. This should be available by Tuesday next week.

We have also agreed to provide a regular monthly update on all capital projects in construction and are aiming to issue this in the first week on each month.

Hoping the above approach is in order.

Kind regards

[Redacted s.38(1)(b)]

**Official:Sensitive**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Tuesday, March 19, 2024 7:23 PM  
**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>  
**Cc:** Alan Morrison <Alan.Morrison@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; John Burns <John.Burns@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Subject:** RE: NTC FV and Golden Jubilee Phase 2 - project updates

Hi [Redacted s.38(1)(b)] ,

Appreciate [Redacted s.38(1)(b)] came back directly confirming Mr Gray had noted the below, however, I'd be grateful for sight of the further update on next steps please. The Cab Sec is keen to see urgent movement on both NTCs as soon as possible.

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Neil Gray  
MSP

Scottish Government

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

CabSecforNRHSC@gov.scot

[Redacted s.38(1)(b)]



**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Thursday, March 14, 2024 1:56 PM  
**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery,

**Official:Sensitive**

Health and Social Care <CabSecforNRHSC@gov.scot>

**Subject:** RE: NTC FV and Golden Jubilee Phase 2 - project updates

Hi [Redacted s.38(1)(b)] ,

Mr Gray has noted, thanks and states that we need to see movement in both as soon as possible, please.

Kind regards,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Neil Gray  
MSP

Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecforNRHSC@gov.scot

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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Thursday, March 14, 2024 1:09 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Subject:** FW: NTC FV and Golden Jubilee Phase 2 - project updates

Apologies resent to the new address

KR

**From:** [Redacted s.38(1)(b)]

**Sent:** Thursday, March 14, 2024 1:07 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Official:Sensitive**

**Cc:** Alan Morrison <Alan.Morrison@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; John Burns <John.Burns@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Subject:** NTC FV and Golden Jubilee Phase 2 - project updates

**CS**

As requested please find below an update on the status of NTC Forth Valley and Golden Jubilee Phase 2 projects which are part of the national treatment centre programme.

A further update will be provided following meetings with the respective Boards scheduled for next week.

Kind regards

[Redacted s.38(1)(b)]

NTC - SRO

**Priority and Purpose**

1. ROUTINE – to advise the Cabinet Secretary on the status of the programme for the National Treatment Centres at Golden Jubilee (Phase 2) and Forth Valley. Whilst there is a delay to the opening of NTC FV, Forth Valley have delivered significant additional procedures in this financial year using the theatre capacity previously commissioned and opened as part of the NTC programme.

**Recommendation**

2. Officials recommend that you note the position set out below and that a further update will be provided following further discussions with NHS Forth Valley and Golden Jubilee project leads scheduled for week commencing 18 March 2024.

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## **Context and Issues**

### **NTC Golden Jubilee Phase 2**

3. The extension to the existing Golden Jubilee hospital will add new operating theatres (orthopaedics and general surgery), additional endoscopy and decontamination capacity and is largely complete.
4. [Redacted s.33(1)(b)].
5. [Redacted s.33(1)(b)].
6. [Redacted s.33(1)(b)].

### **NTC Forth Valley**

7. The NTC FV (new ward), originally due to open in September 2023, has been [Redacted s.33(1)(b)].
8. Since the last project update discussions in relation to required changes have been progressed with representatives from Portakabin, Forth Health, NHS Assure and NHS FV [Redacted s.33(1)(b)].
9. Whilst not formally opened as an NTC, the pathways to enable provision of mutual support to other Boards are well established within NHS FV and this has resulted in NHS FV undertaking a significant number of additional procedures for a range of patients since the start of this financial year. In this respect, the delivery of additional capacity is already being fulfilled at FV Royal Hospital, albeit the new ward once open will further enhance the range of procedures that can be undertaken in the already commissioned theatres.

## **Conclusions and next steps**

10. The Cabinet Secretary is invited to note the update regarding the Forth Valley NTC and Golden Jubilee Phase 2 projects and mitigating actions being taken. Officials will continue to work closely with NHS Forth Valley to agree a programme for the opening of the new ward and will continue to work with both Boards to ensure that additional activity where possible can be delivered in this financial year. A further update will be provided following the respective meetings with each Board scheduled for next week.

## **Email 26 RE: NTC FV and Golden Jubilee Phase 2 - update**

**From:** [Redacted s.38(1)(b)]

**Sent:** Wednesday, November 29, 2023 1:18 PM

**Official:Sensitive**

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Subject:** RE: NTC FV and Golden Jubilee Phase 2 - update

[Redacted s.38(1)(b)]

Thanks for passing on and we will provide further updates as we are advised on progress from the project teams.

Kind regards

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Wednesday, November 29, 2023 12:34 PM

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>

**Cc:** Jennie Gollan <Jennie.Gollan@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Subject:** FW: NTC FV and Golden Jubilee Phase 2 - update

Hi [Redacted s.38(1)(b)],

Please see FM feedback below.

Kind regards,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted s.38(1)(b)]

## Official:Sensitive

E-mail: CabSecNRHSC@gov.scot

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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** First Minister  
**Sent:** Wednesday, November 29, 2023 11:02 AM  
**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; First Minister <FirstMinister@gov.scot>  
**Cc:** Jennie Gollan <Jennie.Gollan@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>  
**Subject:** RE: NTC FV and Golden Jubilee Phase 2 - update

[Redacted s.38(1)(b)],

The First Minister has noted. He added it should go without saying that we require these projects to be opened at the earliest, and safest, opportunity.

Many thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

**Deputy Private Secretary**

**Office of the First Minister**

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [Redacted s.38(1)(b)]

The First Minister's box closes at 2pm, Monday to Friday. Further details, including preferences, can be found [here](#).

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**Official:Sensitive**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Wednesday, November 22, 2023 5:13 PM  
**To:** First Minister <FirstMinister@gov.scot>  
**Cc:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>  
**Subject:** NTC FV and Golden Jubilee Phase 2 - update

FMPO

cc DFMPPO

Please find attached a routine submission to advise the First Minister on the status of the National Treatment Centres at the Golden Jubilee (Phase 2) and Forth Valley, highlighting the risks in relation to these centres and the likely postponed opening until 2024.

Kind regards,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecNRHSC@gov.scot

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**From:** [Redacted s.38(1)(b)]  
**Sent:** Wednesday, November 22, 2023 2:46 PM

**Official:Sensitive**

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Cc:** Jennie Gollan <Jennie.Gollan@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>;  
[Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Subject:** RE: NTC FV and Golden Jubilee Phase 2 - update

[Redacted s.38(1)(b)]

Thanks for confirmation and as requested we have put this update to the CS in a form he may now wish to share with FM

Kind regards

Alan

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Wednesday, November 22, 2023 12:15 PM  
**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Cc:** John Burns <John.Burns@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Subject:** RE: NTC FV and Golden Jubilee Phase 2 - update

Hi

Mr Matheson has noted, thanks.

Kind regards,

[Redacted s.38(1)(b)]

**Official:Sensitive**

**[Redacted s.38(1)(b)]**

Deputy Private Secretary - Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP

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

Tel: [Redacted s.38(1)(b)]

E-mail: CabSecHSC@gov.scot

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**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)] @gov.scot>

**Sent:** Tuesday, November 21, 2023 9:35 AM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)] @gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)] @gov.scot>

**Subject:** NTC FV and Golden Jubilee Phase 2 - update

CS

As requested I have noted below an update on NTC FV and Golden Jubilee Phase 2. We will continue to work closely with both Boards and provide further updates as actions are progressed and a revised programme agreed. We would also highlight the additional activity that is being undertaken in the recently commissioned theatres at Forth Valley which is providing significant additional capacity to Boards across Scotland already.

Kind regards

Alan

**Priority and Purpose**

1. ROUTINE – to advise the Cabinet Secretary on the status of the programme for the National Treatment Centres at Golden Jubilee (Phase 2) and Forth

### **Official:Sensitive**

Valley and to highlight the specific risks in relation to these centres which is now likely to delay opening until 2024. Whilst there is a delay to the opening of both centres, NHS Forth Valley will deliver additional procedures in this financial year using the previously commissioned new theatres and Golden Jubilee are ahead of plan in core activity in the current year.

### **Recommendation**

2. Officials recommend that you note the position set out below and that a further update will be provided following further discussions with NHS Forth Valley and Golden Jubilee Phase 2 in relation to revised programmes.

### **Context and Issues**

3. The two remaining Centres in this phase of the NTC programme were scheduled to open by December 2023. [Redacted s.33(1)(b)]. The note below sets out the risk relating to the opening of the Forth Valley NTC and the likely further delay to the planned opening date for the Golden Jubilee Phase 2.

### **NTC Forth Valley**

4. The Forth Valley NTC (new ward) was due to open in December 2023 and we have been working closely with the Board as the programme has progressed.
5. As indicated in the earlier briefing on 9 October we highlighted the technical compliance [Redacted s.33(1)(b)].
6. As the project progresses through the latter stages of construction, the Board continues to work closely with NHS Assure to ensure that the building meets the required standards. [Redacted s.33(1)(b)].
7. [Redacted s.33(1)(b)].
8. There is a clear understanding from all parties of the importance to concluding on this matter and identifying a solution and/or mitigating actions. It is however anticipated that the new NTC ward will not now open in December 2023.
9. Whilst the original plan for 2023/24 was to deliver any additional 1,086 orthopaedic procedures, NHS Forth Valley have been using the previously commissioned new theatres to provide support to other NHS Boards across medical and surgical specialties. Whilst not formally opened as an NTC, the pathways to enable provision of mutual support to other Boards are well

### **Official:Sensitive**

established within NHS Forth Valley. This has resulted in NHS Forth Valley having undertaken a significant number of additional procedures (1,367) for a range of patients since the start of this financial year.

10. Given the delay to the opening of the new ward, NHS Forth Valley are actively evaluating the potential to use existing ward capacity until the new facility is open. Discussions are ongoing with the respective clinical teams in NHS Forth Valley to review this option which could increase the range of procedures that could be undertaken. NHS Forth Valley are also continuing discussions with NHS Greater Glasgow and Clyde in relation to other procedures which could be undertaken before 31 March 2024. In this respect the delivery of additional capacity is being fulfilled at Forth Valley Royal Hospital, albeit the new ward once open will further enhance the range of procedures that can be undertaken in the already commissioned theatres.
11. Final plans for the opening of the new ward will be confirmed following a risk assessment of options supported by guidance from technical advisors and NHS Assure. Officials will be receiving weekly updates on progress with the above actions.

### **Golden Jubilee Phase 2**

12. We had previously advised of a delay to the opening of the Phase 2 building from 1 to 15 December. Since the last update the Board have flagged a further potential risk to the opening of the Centre by end of 2023. [Redacted s.33(1)(b)].

### **Conclusions and next steps**

13. The Cabinet Secretary is invited to note the update regarding the Forth Valley NTC and Golden Jubilee Phase 2 projects and actions being taken. Officials will work closely with both Boards to agree a revised programme for the opening of the new facilities and to ensure that further additional activity where possible can be delivered in this financial year.

## **Attached 13 Submission – NTC programme – November 2023**

### **Email 27 Re: SPAD VIEW: media query: NTC check**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Wednesday, November 1, 2023 7:12 PM

**To:** Jennie Gollan <Jennie.Gollan@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Official:Sensitive**

**Cc:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Subject:** Re: SPAD VIEW: media query: NTC check

Thanks for note

Briefing was provided to Cab Sec on 9 October re the potential for a delay to the opening of FV NTC beyond December.

We continue to work closely with the Board and have a formal review meeting set for next week.

We have also briefed CS today on the GJ Phase 2 where we were notified on Monday [Redacted s.30(b)(i)]. We did a site visit yesterday and should have a further update next week once a second round of water sampling is undertaken

KR

[Redacted s.38(1)(b)]

---

**From:** Jennie Gollan <Jennie.Gollan@gov.scot>  
**Sent:** Wednesday, November 1, 2023 6:21:51 PM  
**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Cc:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Subject:** RE: SPAD VIEW: media query: NTC check

[Redacted s.30(b)(i)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Sent:** 01 November 2023 17:02  
**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>  
**Cc:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Subject:** RE: SPAD VIEW: media query: NTC check

No issues with suggested drafting and happy with the proposal

Have a nice evening and thanks for your support

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Sent:** Wednesday, November 1, 2023 4:44 PM  
**To:** Jennie Gollan <Jennie.Gollan@gov.scot>  
**Cc:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Subject:** SPAD VIEW: media query: NTC check  
Thanks [Redacted s.38(1)(b)],

**Official:Sensitive**

**Jennie** – NHS Forth Valley have let us know of an approach from [Redacted s.38(1)(b)] this week who has asked for an update on their National Treatment Centre.

Dawn has contacted most Boards, including Ayrshire & Arran, Lanarkshire, NHS Golden Jubilee and Grampian for similar updates.

Forth Valley have advised they intend to state in their response that their centre will only fully open in the new year – missing the commitment to be open before the end of 2023.

We have suggested they tweak their response as below, any issues with this?

**Tweaked response:**

The additional staffing required to deliver new and enhanced capacity to reduce national waiting lists is in already place. Patients are already being seen in the existing theatres with additional staffing as part of the first phase of the project. It will be fully completed when the new building is operational and this is expected to happen early in the new year - further enhancing the range of procedures that can be offered to patients in the Forth Valley National Treatment Centre.

**Forth Valley intended response:**

The additional staffing required to deliver new and enhanced capacity to reduce national waiting lists is in already place and NHS Forth Valley have been providing treatment to patients in other Board areas in line with the national clinical pathway throughout this financial year. The new modular ward which is expected to open early in the new year will further enhance the range of procedures that can be offered to patients in the Forth Valley National Treatment Centre.

Thanks

[Redacted s.38(1)(b)]

Senior Media Manager | Communications Health | Scottish Government

Tel – [Redacted s.38(1)(b)] | [Redacted s.38(1)(b)]@gov.scot

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Sent:** Wednesday, November 1, 2023 4:05 PM

**To:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Subject:** FW: media query: NTC check

Should had said in the earlier email that we have briefed the Cab Sec on the issues relating to FV and the fact that the opening of the ward is likely to be delayed beyond end of December. [Redacted s.33(1)(b)].

Thanks

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Sent:** Wednesday, November 1, 2023 3:52 PM

**To:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Cc:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Subject:** RE: media query: NTC check

Thanks [Redacted s.38(1)(b)],

Just bringing in [Redacted s.38(1)(b)] as we think we need to make Spads and Cab Sec aware of the issues here.

## Official:Sensitive

Could we suggest some amends to the FV response, perhaps along the lines of the below?

The additional staffing required to deliver new and enhanced capacity to reduce national waiting lists is in already place. Patients are already being seen in the existing theatres with additional staffing as part of the first phase of the project. It will be fully completed when the new building is operational and this is expected to happen early in the new year - further enhancing the range of procedures that can be offered to patients in the Forth Valley National Treatment Centre.

Thanks

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Wednesday, November 1, 2023 1:13 PM

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Subject:** RE: media query: NTC check

[Redacted s.38(1)(b)]

The NTC at Forth Valley comprises additional theatres commissioned in the existing Forth Valley Royal Hospital and these are open and have been staffed to provide additional capacity for patients across NHS Scotland.

The NTC will be complete and officially opened when the new ward block is commissioned as an extension to the Hospital. It was been procured as a modular ward – which is largely built off site and then put together on site in a series of stages.

The key point for NTC FV is that patients from across Scotland are already being seen in Forth Valley hospital using the enhanced staffing capacity and that once the ward is open this will allow the activity to be directed toward orthopaedic patients which is our priority group at this point.

FV will be able to share details of the current procedures being undertaken and the extent of Boards accessing this.

Hope this helps

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Wednesday, November 1, 2023 12:55 PM

[illegible]

**Cc:** Communications NHS Recovery, Health and Social Care  
<CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>

**Subject:** RE: media query: NTC check

Thanks  
Dawn Thompson

**Sent:** Wednesday, November 1, 2023 11:30 AM

**Cc:** Communications NHS Recovery, Health and Social Care  
<CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>

The current position is that

1. There is a review of all capital projects ongoing at present across Scottish Government
2. The outcome of this review will confirm the position regarding future funding for health and social care infrastructure investment, including the National Treatment Centres.
3. The confirmation of funding should then create certainty regarding the NTC programme – dates for opening of any new Centres will be agreed at the point the full business case is agreed.

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Wednesday, November 1, 2023 10:52 AM

**Cc:** Communications NHS Recovery, Health and Social Care  
<CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>

**Subject:** RE: media query: NTC check

Thanks [Redacted s.38(1)(b)],  
Another issue to flag – [Redacted s.38(1)(b)] has contacted NHS Ayrshire and Arran for an update on their NTC plans:  
*Hi [Redacted s.38(1)(b)] and team.*

## Official:Sensitive

*I hope you're well. I wondered if you could please tell me what the latest estimate for the NTC being open to patients is? I'm asking all boards where NTCs are being planned.*

They have issued the below lines, is there anything in here that is new and not already in the public domain? I expect we will get approached by [Redacted s.38(1)(b)] for comment once she has all her responses.

Thanks

*[Redacted s.38(1)(b)]*

Senior Media Manager | Communications Health | Scottish Government  
Tel – [Redacted s.38(1)(b)] | [Redacted s.38(1)(b)]@gov.scot

**National Treatment Centre Ayrshire & Arran**

**Statement by Nicola Graham, Director of Infrastructure and Support Service**

The Full Business Case (FBC) for the National Treatment Centre Ayrshire & Arran was due to be submitted for approval at the Ayrshire and Arran NHS Board meeting in May this year.

However, following consultation with the Scottish Government Health Directorates Capital Investment Group (CIG), this was deferred.

We do not currently have a new date for the FBC to be submitted to Board. Following Board approval, the FBC will be submitted to CIG. FBC approval by CIG is required to allow the building contract to be awarded and the project delivered.

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Wednesday, November 1, 2023 10:08 AM

To: [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)]<[Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot>

**Cc:** Communications NHS Recovery, Health and Social Care  
<CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>

**Subject:** RE: media query: NTC check

Hi [Redacted s.38(1)(b)] – I believe there is a meeting next Friday with Forth Valley, and we can updated thereafter, I don't think we have a firm date as yet given but Alan will be able to confirm.

## Thanks

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Head of Planned Care Policy

Mobile: [Redacted s.38(1)(b)]

Please note: I work Monday (am) and Tuesday –Thursday (all day)

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Wednesday, November 1, 2023 10:05 AM

[illegible]

**Cc:** Communications NHS Recovery, Health and Social Care

**Official:Sensitive**

<CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>

**Subject:** RE: media query: NTC check

Hi, can I just piggy back on this to see if there's any update on when a potential official opening of Forth Valley NTC might happen? I think we had it pencilled in for mid-November.

Thanks

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Team Leader Communications Health and Social Care

Scottish Government

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]@gov.scot

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Wednesday, November 1, 2023 10:04 AM

To: [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)]<Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)]<Redacted s.38(1)(b)@gov.scot>

**Cc:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>

**Subject:** RE: media query: NTC check

Thanks [Redacted s.38(1)(b)] – nothing contentious in there from my opinion – copying Alan to ensure he is also content.

## Thanks

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Head of Planned Care Policy

Mobile: [Redacted s.38(1)(b)]

Please note: I work Monday (am) and Tuesday –Thursday (all day)

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Wednesday, November 1, 2023 9:59 AM

To: [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)]<Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Cc:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>

**Subject:** media query: NTC check

Hi folks,

Couple of things to flag today re NTCs, firstly this ask from NHS Grampian comms – are you happy with this holding response to the query outlined in the email below?

'We are currently in the process of updating the web pages. The latest information on our NTC project is summarised in this newsletter: [ntc-g\\_newsletter\\_issue\\_5.pdf](#) ([nhsgrampian.org](#)) and we hope to have further updates to share in the next few weeks.'

Thanks

*[Redacted s.38(1)(b)]*

Senior Media Manager | Communications Health | Scottish Government

**Official:Sensitive**

Tel – 07464981475 | [Redacted s.38(1)(b)]@gov.scot

[Out of Scope]

## Email 28 RE: Submission - National Treatment Centres

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Sent:** Thursday, November 23, 2023 5:31 PM  
**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Subject:** RE: Submission - National Treatment Centres

Thanks [Redacted s.38(1)(b)]

[Redacted s.38(1)(b)] – copied for ease of reference.

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Sent:** Thursday, November 23, 2023 5:00 PM  
**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Cc:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Subject:** RE: Submission - National Treatment Centres

[Redacted s.38(1)(b)]

Many thanks.

The note that came from [Redacted s.38(1)(b)] on Tuesday at 18.03 covers the implications for the next phase of the NTC programme following discussion with DFM and CS that afternoon. This submission was to form the basis of discussion with FM.

Hoping this addresses the requirement but happy to draft a separate paper if required.

Kind regards

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Thursday, November 23, 2023 2:25 PM  
**To:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Cc:** Permanent Secretary <PermanentSecretary@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum

**Official:Sensitive**

<Richard.McCallum@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Callum McCaig <Callum.McCaig@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Nuala Gormley <Nuala.Gormley@gov.scot>; Jamie MacDougall <Jamie.MacDougall@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>

**Subject:** RE: Submission - National Treatment Centres

Hi [Redacted s.38(1)(b)],

Just following up on the below for completeness. Many thanks again for the note to FM this morning on FV and Golden Jubilee. I'd be grateful if a note to FM can be worked up on the below – outlining wider long-term implications around capital investment in the NTC programme.

Grateful for sight early next week please. Any issues please let me know.

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

Scottish Government

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

[Redacted s.38(1)(b)]



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**From:** [Redacted s.38(1)(b)]<[Redacted s.38(1)(b)]@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Finance

**Sent:** Monday, November 20, 2023 1:49 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Cc:** Permanent Secretary <PermanentSecretary@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Callum McCaig <Callum.McCaig@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Nuala Gormley <Nuala.Gormley@gov.scot>; Jamie MacDougall <Jamie.MacDougall@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>

**Subject:** RE: Submission - National Treatment Centres

All,

**Official:Sensitive**

DFM has noted the below comments from the FM.

DFM would like a very clear note drafted on the implications of this decision – it may be worth raising this ask from DFM on the call later this afternoon, to clarify exactly what she is looking for.

Many thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

**Deputy Private Secretary to the Deputy First Minister and Cabinet Secretary for Finance – Shona Robison MSP**

**The Scottish Government**

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

**M:** [Redacted s.38(1)(b)] | **Email:** DFMCSF@gov.scot

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**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Friday, November 17, 2023 5:48 PM

**To:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** Permanent Secretary <PermanentSecretary@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Callum McCaig <Callum.McCaig@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Nuala Gormley <Nuala.Gormley@gov.scot>; Jamie MacDougall <Jamie.MacDougall@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>

**Subject:** RE: Submission - National Treatment Centres

Thanks [Redacted s.38(1)(b)],

The First Minister has had sight of this submission.

He is clear that the £100m announced is for additional resource spending - we should ensure this is spent entirely on helping to reduce the backlogs, so the additional Capital required for the National Treatment Centres needs to be made available.

**Official:Sensitive**

[Redacted s.30(b)(i)]

Grateful if the above can be considered from a health perspective. I'll be back in touch with further info on Monday evening.

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

Scottish Government

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

[Redacted s.38(1)(b)]



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**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Sent:** Wednesday, November 15, 2023 10:25 AM

**To:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** Permanent Secretary <PermanentSecretary@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Callum McCaig <Callum.McCaig@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Nuala Gormley <Nuala.Gormley@gov.scot>; Jamie MacDougall <Jamie.MacDougall@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>

**Subject:** Submission - National Treatment Centres

**DFM / CS**

Please find attached a submission in relation to the National Treatment Centre programme in advance of the scheduled meeting tomorrow to discuss planned care. This submission replaces the earlier document that was circulated yesterday.

Kind regards

[Redacted s.38(1)(b)]

**NTC - SRO**

**Official:Sensitive**

## **Email 29 RE: Submission - NTC programme - recommended next steps and trade offs**

**From:** [Redacted s.38(1)(b)]

**Sent:** Monday, December 11, 2023 5:18 PM

**To:** First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Cc:** DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.McCaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; [Redacted s.38(1)(b)]<Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Subject:** RE: Submission - NTC programme - recommended next steps and trade offs

FM / DFM / CS

Please find attached a short submission responding to the queries noted below.

Hoping the attached is of assistance and have attached the original submission for ease of reference

Kind regards

[Redacted s.38(1)(b)]

NTC - SRO

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** First Minister

**Sent:** Monday, December 11, 2023 2:26 PM

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; Douglas McLaren

**Official:Sensitive**

<Douglas.McLaren@gov.scot>

**Subject:** RE: Submission - NTC programme - recommended next steps and trade offs

Thanks [Redacted s.38(1)(b)],

I'm happy to amend to a hybrid meeting but given both Ministers will be in SAH if there are any officials able to attend in person that would be preferable. The diary team will issue a Teams link now for those who are only able to dial in and I'll share your update with the First Minister when received later.

[Redacted s.38(1)(b)] – as below do let me know re. someone attending for Finance.

Many thanks,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

**Deputy Private Secretary**

**Office of the First Minister**

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [Redacted s.38(1)(b)]

**The First Minister's box closes at 2pm, Monday to Friday.** Further details, including preferences, can be found [here](#).

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**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Sent:** Monday, December 11, 2023 1:10 PM

**To:** First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>

**Subject:** RE: Submission - NTC programme - recommended next steps and trade offs

**Official:Sensitive**

[Redacted s.38(1)(b)]

Due to various meetings being attended by colleagues outwith SAH tomorrow – could this meeting be arranged by Teams. That would be really appreciated.

Officials who would attend would be – myself, Richard McCallum, John Burns, Douglas McLaren and Alan Morrison ([Redacted s.38(1)(b)] if you wish for any of the Central Finance team to attend happy for you to advise FM office)

We will forward an update later today responding to the queries FM raised on Friday

Thanking you in advance for your support

Kind regards

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot> **On Behalf Of** First Minister  
**Sent:** Monday, December 11, 2023 12:04 PM  
**To:** First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>  
**Cc:** DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.McCaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; Heather Darling <Heather.Darling@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>  
**Subject:** RE: Submission - NTC programme - recommended next steps and trade offs

[Redacted s.38(1)(b)],

As discussed given the FM and Mr Matheson are already meeting in SAH tomorrow we'll extend this session to allow for a discussion on NTCs (1700-1720).

**Official:Sensitive**

I'd be grateful if officials can confirm who will join please?

**DFMPO** – let me know if DFM would also like to attend.

Many thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

**Deputy Private Secretary**

**Office of the First Minister**

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [Redacted s.38(1)(b)]

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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** First Minister

**Sent:** Friday, December 8, 2023 7:21 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Cc:** DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.McCaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Heather Darling <Heather.Darling@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Subject:** RE: Submission - NTC programme - recommended next steps and trade offs

**Official:Sensitive**

**This email is for the official record and confirms a Ministerial Decision. This email must be placed in the official record (eRDM) by your team in line with SG records management policy.**

[Redacted s.38(1)(b)], [Redacted s.38(1)(b)]

The First Minister would like the Cab Sec and officials to talk him through more of the detail of the proposed approaches outlined in the submission. [Redacted s.30(b)(i)]. He has asked what is the status of the other NTCs outstanding, and how do we handle what will be (another) commitment we are seen to be rolling back from?

I expect this meeting may need to take place next week given budget implications but grateful if finance officials could confirm and we'll prioritise the meeting accordingly.

Many thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

**Deputy Private Secretary**

**Office of the First Minister**

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [Redacted s.38(1)(b)]

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**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Friday, December 8, 2023 5:51 PM

**To:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard

**Official:Sensitive**

McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.McCaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; [Redacted s.38(1)(b)]<Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Subject:** RE: Submission - NTC programme - recommended next steps and trade offs

**This email is for the official record and confirms a Ministerial Decision. This email must be placed in the official record (eRDM) by your team in line with SG records management policy.**

Hi Redacted s.38(1)(b)],

For completeness, Mr Matheson is content with this note.

Thanks,

Redacted s.38(1)(b)]

Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

Scottish Government

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

[Redacted s.38(1)(b)]



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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Wednesday, December 6, 2023 3:34 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care

**Official:Sensitive**

<CabSecNRHSC@gov.scot>

**Cc:** DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.McCaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; [Redacted s.38(1)(b)]<Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Subject:** Submission - NTC programme - recommended next steps and trade offs

FM

As requested I have attached a submission following recent discussions with DFM and CS [Redacted s.30(b)(i)].

I hope that the attached addresses the feedback from earlier submissions and would happy to respond to any further comments or queries you may have.

Kind regards

[Redacted s.38(1)(b)]

NTC SRO

**Attached 09 2023-24 - Submission - National Treatment Centre decision - FM - 30 November – Final & 10 2023-24 - Submission to FM - National Treatment Centre decision - final - 6 December**

**Email 30 RE: Submission - Planned Care & NTCs**

**From:** [Redacted s.38(1)(b)]<Redacted s.38(1)(b)@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Finance

**Sent:** Tuesday, February 6, 2024 8:26 AM

**To:** First Minister <FirstMinister@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; David Hutchison <David.Hutchison@gov.scot>;

**Official:Sensitive**

Jennie Gollan <Jennie.Gollan@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Strategic Briefing Unit for Health <SBUHealth@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Fiona Bennett <Fiona.Bennett@gov.scot>  
**Subject:** RE: Submission - Planned Care & NTCs

**This email is for the official record and confirms a Ministerial Decision. This email must be placed in the official record (eRDM) by your team in line with SG records management policy.**

Dougie/[Redacted s.38(1)(b)],

DFM has had sight of the submission, and the First Ministers comments below.

[Redacted s.30(b)(i)]

Grateful for clarity in a timely manner.

Many thanks,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

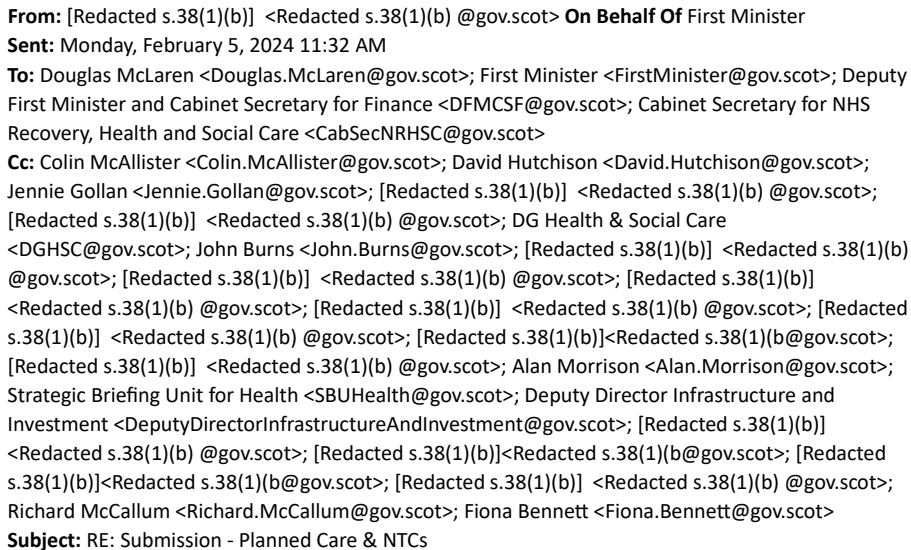
**Deputy Private Secretary to the Deputy First Minister and Cabinet Secretary for Finance – Shona Robison MSP**

**The Scottish Government**

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

**M:** [Redacted s.38(1)(b)] | **Email:** DFMCSF@gov.scot

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Dougie,

Many thanks,

**Official:Sensitive**

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

**Deputy Private Secretary**

Office of the First Minister

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [Redacted s.38(1)(b)]

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**From:** Douglas McLaren <Douglas.McLaren@gov.scot>

**Sent:** Friday, January 26, 2024 4:38 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

Cc: David Hutchison <David.Hutchison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; Alan Morrison <Alan.Morrison@gov.scot>; Strategic Briefing Unit for Health <SBUHealth@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; Richard McCallum <Richard.McCallum@gov.scot>; Fiona Bennett <Fiona.Bennett@gov.scot>

**Subject:** Submission - Planned Care & NTCs

PS FM / DFM / Cab Sec.

**Official:Sensitive**

Please find attached a routine submission on Planned Care Recovery (including NTCs) following the ministerial discussion on 18 Dec.

Thanks,  
Dougie.

**Douglas McLaren** | NHS Scotland Deputy Chief Operating Officer – Performance & Delivery | The Scottish Government | 2E St Andrew's House, Regent Road, Edinburgh, EH1 3DG | 0785 496 7018 | douglas.mclaren@gov.scot

*PLEASE NOTE: I am sending this email at a time that suits my working arrangements, and am not seeking a response outwith your own normal working hours.*

**Attached 03 SUBMISSION - FM DFM and Cab Sec - Planned Care 26.01.24 - FINAL**

**Email 31 RE: Topical Q S6T-01801 - 20/02**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Tuesday, February 20, 2024 11:48 AM  
**To:** Alan Morrison <Alan.Morrison@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Shiree [Redacted s.38(1)(b)] <Shiree.[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Cc:** DG Health & Social Care <DGHSC@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>  
**Subject:** RE: Topical Q S6T-01801 - 20/02

Thanks [Redacted s.38(1)(b)],

Can the version on the tracker be updated to the below answer please:

*The twin challenge of a UK Government cut to our capital grant over the next five years and unprecedented levels of inflation caused by Brexit, Ukraine and the handling of the UK economy has impacted our ability to fund capital projects.*

*The 10% real terms cut to our capital budget is equivalent to a reduction of around £540 million a year by 2027-28, and a cumulative reduction of £1.6 billion over the period.*

**Official:Sensitive**

*Unfortunately this has meant that all NHS capital projects, including the National Treatment Centre in Ayr, will be paused. Our emphasis now has to be on addressing backlog maintenance and essential equipment replacement.*

*All capital projects are now under review and I expect the Deputy First Minister to set out the results of that review in the coming weeks. The Deputy First Minister will also be writing to the Chancellor ahead of the Budget asking him to reverse the cuts to our capital investment budget.*

We're also waiting for final confirmation of the supplementary for this Q. **This will likely focus on finance – [Redacted s.38(1)(b)] can you provide an answer to the below please as soon as possible and any additional relevant background points.**

TBC: As the Cab Sec has touched on, the UK Government's disastrous autumn statement slashed the Scottish Government's capital budget. The UK Government's reckless spending decisions will have a substantial impact on capital investment and it is clear that we need to see the Chancellor rectify this in his spring budget. Can the Cab Sec provide any update regarding the Scottish Government's latest engagement with the UK Government in this regard?

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Neil Gray  
MSP

Scottish Government

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

[CabSecforNRHSC@gov.scot](mailto:CabSecforNRHSC@gov.scot)

[Redacted s.38(1)(b)]



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**Official:Sensitive**

**From:** Alan Morrison <Alan.Morrison@gov.scot>  
**Sent:** Tuesday, February 20, 2024 10:55 AM  
**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Shiree [Redacted s.38(1)(b)]Ily <Shiree.[Redacted s.38(1)(b)]Ily@gov.scot>  
**Cc:** DG Health & Social Care <DGHSC@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>  
**Subject:** RE: Topical Q S6T-01801 - 20/02

[Redacted s.38(1)(b)]

Our emails crossed.

Attached is the sub we put up to Mr Matheson on the whole system plan, but for a more condensed summary see paras 8-11 in the FM deep dive briefing I sent over. [Redacted s.30(b)(i)].

[Out of Scope]

We share the Cabinet Secretary's concern about capacity and productivity and have highlighted the risks associated with an equipment base that is in desperate need of modernisation. If additional money was to become available, we would prioritise spend on replacing equipment, upgrading digital systems and undertaking essential maintenance, all of which would help productivity and capacity.

Regards

[Redacted s.38(1)(b)]

[Out of Scope]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care  
**Sent:** Monday, February 19, 2024 5:40 PM  
**To:** Alan Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>  
**Cc:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>; DG

**Official:Sensitive**

Health & Social Care <DGHSC@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>

**Subject:** Topical Q S6T-01801 - 20/02

**Importance:** High

Hi all,

As discussed with Alan, we have received the below topical Q which will be answered tomorrow at 1410:

**1. Carol Mochan: To ask the Scottish Government whether it will provide an update on the reported decision to delay the progress of all new NHS capital projects for up to two years, including the Ayr National Treatment Centre. (S6T-01801)**

I'd be grateful for an answer, widespread background info on this topic and any potential follow-up Qs you think may be asked. Grateful for sight ASAP please.

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Neil Gray MSP

Scottish Government

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

CabSecforNRHSC@gov.scot

[Redacted s.38(1)(b)]



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Official:Sensitive

## Attached 01 2023-24 - First Minister - Deep Dive - Health Capital Investment - February 2024

### Email 32 RE: Waiting Times / NTC proposals

[Out of Scope]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Wednesday, December 6, 2023 2:16 PM

**To:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; David Hutchison <David.Hutchison@gov.scot>

**Subject:** RE: Waiting Times / NTC proposals

Hi all,

Mr Matheson would like this note to be further updated following his discussion this afternoon with the DFM on path to balance.

Alan – can you please link in with Richard to update the note to go to the FM on our NTC position/proposal?

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

Scottish Government

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

**Official:Sensitive**

[Redacted s.38(1)(b)]



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[Out of Scope]

**From:** [Redacted s.38(1)(b)]

**Sent:** Tuesday, December 5, 2023 6:33 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>

**Subject:** RE: Waiting Times / NTC proposals

[Redacted s.38(1)(b)]

Many thanks for the note.

In terms of the proposed allocations the only further comments we would add are:

- [Redacted s.30(b)(i)].
- [Out of Scope]
- As noted in the draft NTC submission [Redacted s.30(b)(i)]

Hope the above is of assistance and shall be happy to respond to any further queries

Kind regards

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Tuesday, December 5, 2023 4:25 PM

**Official:Sensitive**

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>

**Subject:** RE: Waiting Times / NTC proposals

Thanks [Redacted s.38(1)(b)] ,

This is with the Cab Sec for consideration. I'd be grateful if you can confirm if anything has changed/needs updated following the allocations?

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

Scottish Government

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

[Redacted s.38(1)(b)]



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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Monday, December 4, 2023 4:21 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>

**Official:Sensitive**

**Cc:** John Burns <John.Burns@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>

**Subject:** RE: Waiting Times / NTC proposals

DFM / CS

As per request below I have attached a draft note (which could form the basis of a submission to FM) which may be of assistance in setting out the limited range of trade-offs that we have available. The note combines discussions reflected in the overall Scottish Government capital programme review (Option one and Option two) and the actions agreed following the recent meeting we had in relation to the next stages of the programme (Option three).

The option of undertaking the strategic review as proposed we still believe would provide the opportunity to consider the current programme in the context of operational requirements since 2015 and also the change in capital position.

I have agreed with colleagues in central finance that we could develop a final joint submission on options following any further feedback from discussions.

Kind regards

[Redacted s.38(1)(b)]

NTC SRO

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Thursday, November 30, 2023 12:33 PM

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Subject:** RE: Waiting Times / NTC proposals

**Official:Sensitive**

Thanks [Redacted s.38(1)(b)],

Mr Matheson has considered, and also highlighted the request from FM on trade-offs which he wants to be taken forward to ensure that the FM is provided with the full range of options and the implications of each.

I can confirm Cab Sec and the DFM wish a paper to be worked up covering the points in Jennie's email for FM to consider. Grateful for sight of the note by COP Monday and PO will send.

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

Scottish Government

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

[Redacted s.38(1)(b)]



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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Monday, November 27, 2023 9:55 AM

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Subject:** RE: Waiting Times / NTC proposals

Thanks Jennie

**Official:Sensitive**

And apologies for not adding you to cc list.

[Redacted s.30(b)(i)]

Hope this context is helpful.

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Sent:** Friday, November 24, 2023 2:12 PM

**To:** Jennie Gollan <Jennie.Gollan@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Subject:** RE: Waiting Times / NTC proposals

Jennie,

Thanks for your feedback and apologies you were omitted. Tracy is out of office for the rest of today but we can pick this up on Monday and respond.

Thanks,

[Redacted s.38(1)(b)], Team Leader – Planned Care Policy & Performance, Directorate for Chief Operating Officer, NHS Scotland | Scottish Government | 5 Atlantic Quay, 150 Broomielaw, Glasgow G2 8LU

e: [Redacted s.38(1)(b)]@gov.scot | m: [Redacted s.38(1)(b)]

**From:** Jennie Gollan <Jennie.Gollan@gov.scot>

**Sent:** Friday, November 24, 2023 1:40 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>;

**Official:Sensitive**

[Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Subject:** RE: Waiting Times / NTC proposals

Hi,

Thank you for adding me and sharing the note, Louise.

I have previously asked to be copied in to every sub on the NTC programme so I'm not sure why I've been omitted again.

[Redacted s.30(b)(i)]If not, could officials please follow up with finance officials to get an idea of timescale.

Once he has that paper I suggest the DFM/Cab Sec should ask for a meeting with the FM to discuss so that next steps can be decided.

Jennie

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Friday, November 24, 2023 1:21 PM

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>

**Subject:** RE: Waiting Times / NTC proposals

Thanks all,

Adding Jennie to the chain.

**Official:Sensitive**

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

Scottish Government

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

[Redacted s.38(1)(b)]



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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Tuesday, November 21, 2023 6:03 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>;

Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)

@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Subject:** Waiting Times / NTC proposals

Ps/Cabinet Secretary

CC: as above

Please see submission requested following meeting with Cab Sec and DFM on 20 November. If the Cab Sec is content we will send this on to DFM.

Thank you

[Redacted s.38(1)(b)]

**Official:Sensitive**

## **Email 33 Submission - National Treatment Centres**

**From:** [Redacted s.38(1)(b)]

**Sent:** Wednesday, November 15, 2023 10:24 AM

**To:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** Permanent Secretary <PermanentSecretary@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Callum McCaig <Callum.McCaig@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Nuala Gormley <Nuala.Gormley@gov.scot>; Jamie MacDougall <Jamie.MacDougall@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>

**Subject:** Submission - National Treatment Centres

**DFM / CS**

Please find attached a submission in relation to the National Treatment Centre programme in advance of the scheduled meeting tomorrow to discuss planned care. This submission replaces the earlier document that was circulated yesterday.

Kind regards

[Redacted s.38(1)(b)]

**NTC - SRO**

**Attached 09 2023-24 - Submission - National Treatment  
Centre decision - FM - 30 November - Final**

**Email 34 Submission - NTC programme - recommended next  
steps and trade offs**

**From:** [Redacted s.38(1)(b)]

**Sent:** Wednesday, December 6, 2023 3:34 PM

**Official:Sensitive**

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.McCaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; [Redacted s.38(1)(b)]<Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Subject:** Submission - NTC programme - recommended next steps and trade offs

FM

As requested I have attached a submission following recent discussions with DFM and CS that set out a range of options in relation to the NTC programme and linked to the £100m pa revenue investment proposed over the next 3 years.

I hope that the attached addresses the feedback from earlier submissions and would happy to respond to any further comments or queries you may have.

Kind regards

[Redacted s.38(1)(b)]

NTC SRO

**Attached 09 2023-24 - Submission to FM - National Treatment Centre decision - final - 6 December**

**Email 35 Submission - Planned Care & NTCs**

**From:** Douglas McLaren <Douglas.McLaren@gov.scot>

**Sent:** Friday, January 26, 2024 4:38 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** David Hutchison <David.Hutchison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>;

**Official:Sensitive**

[Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; DG Health & Social Care <DGHS@gov.scot>; John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Strategic Briefing Unit for Health <SBUHealth@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Fiona Bennett <Fiona.Bennett@gov.scot>

**Subject:** Submission - Planned Care & NTCs

PS FM / DFM / Cab Sec.

Please find attached a routine submission on Planned Care Recovery (including NTCs) following the ministerial discussion on 18 Dec.

Thanks,  
Dougie.

**Douglas McLaren** | NHS Scotland Deputy Chief Operating Officer – Performance & Delivery | The Scottish Government | 2E St Andrew's House, Regent Road, Edinburgh, EH1 3DG | 0785 496 7018 | [douglas.mclaren@gov.scot](mailto:douglas.mclaren@gov.scot)

*PLEASE NOTE: I am sending this email at a time that suits my working arrangements, and am not seeking a response outwith your own normal working hours.*

**Attached 03 SUBMISSION - FM DFM and Cab Sec - Planned  
Care 26.01.24 - FINAL**

### Email 36 Waiting Times / NTC proposals

**Official:Sensitive**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Sent:** Tuesday, November 21, 2023 6:03 PM  
**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>  
**Cc:** John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>  
**Subject:** Waiting Times / NTC proposals

Ps/Cabinet Secretary

CC: as above

Please see submission requested following meeting with Cab Sec and DFM on 20 November. If the Cab Sec is content we will send this on to DFM.

Thank you

[Redacted s.38(1)(b)]

**Attached 12 DFM and Cab Sec submission - waiting times -  
NTC paper - Nov 2023**

# **Infrastructure Investment Plan 2021-22 to 2025-26**

**Major capital projects progress  
update (December 2023)**

## Major capital projects progress update

[Out of Scope]

### Sector: Health

[Out of Scope]

#### Project: National Waiting Times Centre Board – Hospital Expansion Programme – Phase 2

**Business case approved stages:** Project is the second phase of the Golden Jubilee Foundation Hospital Expansion Programme (forms part of the National Treatment Centres Programme). The FBC for project outlined that the total cost will be £80.9 million and that it is estimated to be completed in December 2022 and operational on a phased basis up to end of March 2023 (Frameworks Scotland is procurement route for project).

**Progress at March 2023:** No change to cost since the last report (as reported in March 2022 update, the total cost of the project is estimated at £82.5 million).

The estimated completion date is now September 2023 with the operational date now December 2023. [Redacted s.33(1)(b)]

**Commented [CA1]:** Changed to 33(1)(b) as per Dougie's instructions

**Progress at December 2023:** No change to cost since the last report.

The estimated operational date is now February 2024, which is later than previously reported. This is due to delays relating to the assurance of the technical commissioning of systems within the building.

**Contact for public enquiries:** email: [Redacted s.38(1)(b)]@gjn.h.scot.nhs.uk

[Out of Scope]

#### Project: NHS Forth Valley - National Treatment Centre

**Business case approved stages:** Project to increase Elective Care capacity is scheduled to be completed by end of 2022. The investment case was approved through the Scottish Government in 2019. Revenue costs around £9 million with capital costs around £10 million subject to final confirmation (forms part of the National Treatment Centres Programme).

**Progress at March 2023:** No change to cost since the last report (as reported in September 2022 update, the capital costs were confirmed as £11.1 million).

The estimated project completion is now anticipated to be June 2023 with an operational date in August 2023. This is later than previously reported and is due to the quality assurance process and development of the detailed commissioning strategy. The revised dates by the principal contractor are subject to NHS Assure status.

**Commented [CA2]:** @Nicholas Montgomery is this the right redaction? You have it under 38(1)b.

**Progress at December 2023:** No change to cost since the last report.

The estimated project completion is now anticipated to be in 2024 but there is no confirmed date as yet. [Redacted s.33(1)(b)]

**Commented [CA3]:** Changed to 33(1)(b) as per Dougie's instructions

**Contact for public enquiries:** email: [Redacted s.38(1)(b)]@nhs.scot

[Out of Scope]

## Project: NHS Grampian – National Treatment Centre

**Business case approved stages:** Development of elective care facilities in NHS Grampian including modern and fit for purpose outpatient and ambulatory care facilities, supporting a 'one-stop' model of outpatient provision (forms part of the National Treatment Centres Programme). The OBC outlined that the total project cost is estimated at £52 million and that the project is planned to be operational in June 2024 (Frameworks Scotland is procurement route for project).

**Progress at March 2023:** No change to status of project since last report (as reported in September 2021 update, work on the FBC was paused pending the outcome of a clinically led review of the scope of the project).

The clinically led review has been undertaken and cost and timings will be updated when work on FBC has concluded.

**Progress at December 2023:** In common with all health capital investment projects in development, this business case has been paused until the necessary capital funding to complete the project becomes available. The ongoing review of the infrastructure projects pipeline will determine whether this continues to be part of this reporting.

**Contact for public enquiries:** email: gram.nhsgrampianfeedback@nhs.scot

## Project: NHS Lothian - National Treatment Centre

**Business case approved stages:** National Treatment Centre at St John's Hospital in Livingston (forms part of the National Treatment Centres Programme). The OBC outlined that the total cost of the project will be £70.9 million and that it will be operational by spring 2023 (Frameworks Scotland is procurement route for project).

**Progress at March 2023:** The FBC is still under development and updated costs and delivery dates will be confirmed as the FBC is further developed. Revised project cost estimates will reflect current market conditions and revised requirements, which will drive a significant increase in forecast costs that will be confirmed through the business case process.

**Progress at December 2023:** In common with all health capital investment projects in development, this business case has been paused until the necessary capital funding to complete the project becomes available. The ongoing review of the infrastructure projects pipeline will determine whether this continues to be part of this reporting.

**Contact for public enquiries:** email: [Lothian.Communications@nhslothian.scot.nhs.uk](mailto:Lothian.Communications@nhslothian.scot.nhs.uk)

### **Project: NHS Lothian - Reprovision of Eye Services**

**Business case approved stages:** Project to re-provide eye services including those currently being delivered from the Princess Alexandra Eye Pavilion, Edinburgh (forms part of the National Treatment Centres Programme). The OBC outlined that the total project cost is £112.5 million and that project is anticipated to be operational by December 2026 (Frameworks Scotland is procurement route for project).

**Progress at March 2023:** No change to cost since the last report (as reported in September 2021 update, project is estimated to commence construction in June 2024).

The FBC is still under development and project cost estimates will be revised to reflect the impact of inflation, net zero carbon targets, plot change and updated clinical brief to align with national treatment targets.

**Progress at December 2023:** In common with all health capital investment projects in development, this business case has been paused until the necessary capital funding to complete the project becomes available. The ongoing review of the infrastructure projects pipeline will determine whether this continues to be part of this reporting.

**Contact for public enquiries:** email: [Lothian.Communications@nhslothian.scot.nhs.uk](mailto:Lothian.Communications@nhslothian.scot.nhs.uk)

### **Project: NHS Ayrshire & Arran - National Treatment Centre - Ayrshire & Arran**

**Business case approved stages:** Project will provide additional capacity that will deal with Orthopaedic procedures and reduce backlog of treatments in the west of Scotland (forms part of the National Treatment Centres Programme). The project is designed to progress through an accelerated Scottish Capital Investment Manual process and, in lieu of an OBC, an economic appraisal has been submitted and approved. Projected costs and timings of project were provided in September 2022 update (see below).

**Progress at March 2023:** No change to cost or timing since last report (as reported in September 2022 update, the costs are £22 million and project is estimated to be operational in 2025).

The project is progressing to FBC which will be submitted to the Scottish Government Health Portfolio Capital Investment Group (CIG) towards the end of spring 2023. The costs and the programme delivery reflecting the greater scope and market rates which are subject to ongoing inflationary pressures, will be updated as part of the FBC process.

**Progress at December 2023:** In common with all health capital investment projects in development, this business case has been paused until the necessary capital funding to complete the project becomes available. The ongoing review of the infrastructure projects pipeline will determine whether this continues to be part of this reporting.

**Contact for public enquiries:** email: [Redacted s.38(1)(b)]@aapct.scot.nhs.uk

[Out of Scope]

From: [Redacted s.38(1)(b)]  
Infrastructure & Investment Division  
17 January 2024

Deputy First Minister and Cabinet Secretary for Finance

**INFRASTRUCTURE INVESTMENT PLAN 2021-22 TO 2025-26 – SIX-MONTHLY MAJOR  
CAPITAL PROJECTS UPDATE**

[Out of Scope]

## IIP MAJOR CAPITAL PROJECTS PROGRESS UPDATE - DECEMBER 2023 - PROJECT VARIANCES

Sector	Project	IIP Major Capital Projects Progress Update (December 2023)
[Out of Scope]	[Out of Scope]	[Out of Scope]
Health	NHS Forth Valley - National Treatment Centre	<u>In Construction</u>  <b>Project completion is now anticipated to be in 2024 but there is no confirmed date as yet, which is <u>later</u> than the previously reported June 2023.</b> This is due to assurances around a number of construction issues.
[Out of Scope]	[Out of Scope]	[Out of Scope]

[Out of Scope]

## **Annex B**

### **Proposed SCANCE item on Major Capital Projects Progress Update**

**The Scottish Government will publish its next Major Capital Projects Progress Update report on [day], X January.** This will set out progress in the delivery of infrastructure projects with a value over £5 million, which have agreed outline business cases (OBCs) or equivalent. It will set out that a number of projects which were included in the 2021 Infrastructure Investment Plan may be paused or cancelled in the ongoing review of the infrastructure pipeline. This specifically relates to five projects within the Health sector, four of which form part of the National Treatment Centres Programme. In addition to these five projects, [Out of Scope] will no longer be included within the report going forward due to funding not being available for its Health and Social Care element.

This report would normally be published as a package with the Project Pipeline report (major projects without agreed OBCs) and the Programme Pipeline (all infrastructure programmes with a value over £20 million). These reports will not be published at this time as the content of them is dependent on agreement of multi-year capital allocations. This may lead to criticism from the Parliament and wider stakeholders including Audit Scotland. The full suite of reports is intended to be published in May / June 2024 – at the next scheduled update of the material.

## Official Sensitive

First Minister

Copy: Deputy First Minister of Scotland and Cabinet Secretary for Finance  
Cabinet Secretary for NHS Recovery, Health and Social Care

### Health Infrastructure/ Capital Investment – Deep Dive – Follow Up Priority and Purpose

[Out of Scope]

#### Background

Following the publication of the Scottish Government's Draft Budget 2024-25 and knowing the likely capital settlement in the following two years, it was necessary for the Scottish Government to instruct NHS Boards to pause development on all unfunded capital projects. This impacted developments at [Out of Scope], Eye Pavilion, [Out of Scope], the National Treatment Centres and others.

[Out of Scope]

#### Option 5 – National Treatment Centres (NTC) Programme

1. Separate briefing has been provided on the NTC programme, which has highlighted revenue and workforce challenges, but has been included here for completeness:

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	£m	£m	£m	£m	£m	£m	£m
National Treatment Centres	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]	[Redacted s.30(b)(i)]

2. To date, we have incurred [Redacted s.30(b)(i)] in project and design and development fees to progress each of the remaining NTC projects (and the replacement Eye Pavilion). A further [Redacted s.30(b)(i)] would require to be incurred on project teams costs and design and development fees to progress these projects to full business case stage.

[Out of Scope]



## **NOTE TO FIRST MINISTER AND DEPUTY FIRST MINISTER**

### **Update on Health and Social Care Path to Balance 2024-25 Budget**

[Out of Scope]

#### **1. Waiting times and productivity**

- Waiting Times resource funding for 24-25 totals c.£210 million including NTCs, [Out of Scope].
- [Redacted s.30(b)(i)]
- Intense collaborative work with Boards continues to further optimise productivity and capacity across NOP and TTG, support clinicians to work flexibly and safely, and develop national plans for specialisms with longest waits, such as Ortho.
- On NTCs, given work on the remaining five NTCs has paused due to the portfolio budget position, we propose a swift strategic review of future elective care capacity (including infrastructure and workforce) to conclude by end-June, whilst rapidly exploring a lower-cost alternative model for NTC Ayrshire & Arran.
- Further detail is provided in the submission to FM, DFM and Mr Matheson, dated 26-Jan.

From: [Redacted s.38(1)(b)]  
Health and Social Care Analysis  
22 February 2024

Cabinet Secretary for NHS Recovery, Health and Social Care  
Minister for Public Health and Women's Health

## HEALTH AND SOCIAL CARE STATISTICS – RELEASED AT 09:30 ON 27 FEBRUARY 2024

[Out of Scope]

### Annex 2: Acute Hospital Activity and NHS Beds Information, February 2024 Release

Link to publication: [Show all releases - Publications - Public Health Scotland](#)

[Out of Scope]

**Contacts Analyst:** [Redacted s.38(1)(b)] ([Redacted s.38(1)(b)]@gov.scot), [Redacted s.38(1)(b)] ([Redacted s.38(1)(b)]@gov.scot)

**Policy:** [Redacted s.38(1)(b)] ([Redacted s.38(1)(b)]), [Redacted s.38(1)(b)] ([Redacted s.38(1)(b)]),  
[Redacted s.38(1)(b)] ([Redacted s.38(1)(b)])

**Communications:** [Redacted s.38(1)(b)] ([Redacted s.38(1)(b)]@gov.scot)

[Out of Scope]

This release includes the NHS Fife and NHS Highland National Treatment Centre (NTC) (external website) locations. As not all NTCs have a unique location code, and may be an expansion of an existing location, it is not currently possible to accurately differentiate between NTC activity and additional activity carried out within an NHS Board. Therefore, NTC figures reported may not be reflective of all NTC activity.

**Next update:** May 2024

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[Out of Scope]

- We have increased capacity through the creation of a network of National Treatment Centres (NTCs) to provide capacity for more over 20,000 additional surgeries and procedures in 2024/25.
- Two new National Treatment Centres opened in 2023 – NTC Fife in March and NTC Highland in April – with NTC Forth Valley and the second Phase of the NHS Golden Jubilee opening in 2024.

[Out of Scope]

**First Minister / Cabinet  
Secretary Meeting  
5 March 2024**

## What's different...

- Through post covid recovery, NHS Scotland sites are beginning to improve the volume of 4 joint theatre lists, with the 2 NTCs (GJ and Highland) proving the impact of these high volume centres where elective and unscheduled flows are separated
- [Out of Scope]

# What next...

## Key Actions

### **key focus on:**

[Out of Scope]

- Maximise capacity through NTCs / NECU

[Out of Scope]

# Planned Care Modelling

- [Out of Scope]
- [Redacted s.30(b)(i)] s.30(b)(i)
- [Out of Scope]

## RESTRICTED

Ministerial Engagement Briefing: Cabinet Secretary for NHS Recovery, Health and Social Care

### VISIT TO EAST LOTHIAN COMMUNITY HOSPITAL 11 DECEMBER 2023, 09:30 – 10:30

[Out of Scope]

## ANNEX C

### Top Lines – Planned Care

[Out of Scope]

**We've opened two National Treatment Centres this year in NHS Fife and NHS Highland, with two further centres opening in the coming months in NHS Forth Valley and the Golden Jubilee Hospital.**

- The four National Treatment Centres opening this financial year are planning to deliver over 20,000 additional procedures by 2024/25.

[Out of Scope]

## **2023-24 PATH TO BALANCE UPDATE**

[Out of Scope]

### ***Capital***

[Out of Scope]

1. The portfolio is currently managing a capital pressure of £100 million (up from £50 million), due to unavoidable health and safety work (including £25 million on fire rectification at the Queen Elizabeth University Hospital), and the continued impact of inflationary pressures and post construction design changes on project costs (Baird and Anchor £20 million, Monklands £20 million). New commitments above those included in the capital spending review (£10 million, including the costs of two new National Treatment Centres) are also adding pressure to the capital position.

[Out of Scope]

- Delaying or fully stepping back from commitments on (two new) NTCs and or [Out of Scope] – delaying or entirely stepping back from both would generate in-year, as well as future years savings. Considered high risk, in particular in relation to Monklands with current facilities not considered fit for purpose. These projects are also high profile and therefore any delay or withdrawal would attract significant criticism.

[Out of Scope]



[Out of scope]

## Annex A – RESPONSE TO THE COMMITTEE’S RECOMMENDATIONS

<i>[Out of Scope]</i>
<b>Committee Recommendation</b>
<b>45. The Committee would ask the Scottish Government to set out what specific actions it intends to take as part of the 2024-25 budget to address challenges around staff recruitment, training and retention in the health and social care sectors.</b>
<b>Response to Committee’s Recommendation</b>
<p>[Out of Scope]</p> <p>The Scottish Government will continue to implement the National Workforce Strategy for Health and Social Care, to achieve our vision of a sustainable, skilled workforce with attractive career choices where all are respected and valued for the work they do. We have supported targeted recruitment in support of our National Treatment Centre programme and have supported Boards with a significant level of international recruitment. We are also working collaboratively with our Health Boards to identify specific recruitment challenges by specialism and geography and consider mitigations. A clear focus and purpose in that is to reduce reliance on off-framework agency staffing.</p> <p>[Out of Scope]</p>

[Out of Scope]

[Out of Scope]

**Q2. Is the budget able to support the <insert capital project>? [Out of Scope] National Treatment Centres (various), [Out of Scope] Eye Pavilion (Edinburgh)**

- Global challenges – Covid, Brexit, Ukraine and supply chain issues have created an unprecedented increase in costs of health capital projects.
- The UK Government have not inflation-proofed their capital budget which is forecast to result in a 9.8% real terms cut in our capital funding over the medium term between 2023-24 and 2027-28.
- That has inevitably led to some difficult decisions on what capital projects will be progressed. Given the challenging settlement we are managing, we will not be funding development costs for any new projects, as we do not anticipate starting construction of any new project over the next two years at least.
- Capital budgets will be directed towards maintenance of the existing estate and essential equipment and digital replacement.

[Out of Scope]

## WAITING TIMES (SCHEDULED CARE / PLANNED CARE)

### BACKGROUND

- The Waiting Times budget for 2023-24 supports the recurring baseline funding allocated to support NHS Boards with waiting times improvement, together with the funding of the four new NTC centres and the Regional Treatment Centre (Stracathro), cancer improvement and additional diagnostic capacity. This funding is effectively fully committed as core capacity.
- [Out of Scope]
- However, with no new further additional investment (e.g. the £100m pa proposed in Oct), demand will continue to exceed capacity for IP/DC and cancer. The combined capacity released through implementation of the productive opportunities and NTC capacity will not be enough to stop growth in the backlog for IP/DC and cancer meaning the commitment set out in the FM policy prospectus in April 2023 to reduce waiting times year on year will not be met.

[Out of Scope]

### Q & A

#### Q1. What has happened to the National Treatment Centre (NTC) programme?

- As set out in the draft Scottish Government budget the capital funding position is extremely challenging due to UK government cuts and our emphasis for the immediate future will be on addressing backlog maintenance and essential equipment replacement.
- We will bring forward a revised Infrastructure Investment Plan in the spring this will outline the SG position regarding the National Treatment Centres and Eye Pavilion replacement, alongside the medium term financial strategy, at which point we would hope that fiscal outlook will be clearer.
- However, given the current uncertainty regarding availability of funding, regrettably we have instructed Health Boards to pause any further development work on the Eye Pavilion project and NTCs not yet in construction, until capital funding becomes more certain.
- Despite these challenges we have made significant progress with the programme in the last year and NTCs continue to be a key action, as outlined in the NHS Recovery Plan, to take waiting times within planned care.
- NTC-Fife and NTC-Highland opened in Spring last year and will together deliver almost 2,000 orthopaedic procedures this financial year for patients across Scotland. NTC-Highland will also host NHS Highland's eye care service, and will increase capacity for ophthalmic procedures, including cataract surgery.
- NTC-Forth Valley and the second phase expansion of the Golden Jubilee will open this year. The NTC programme in its entirety is expected to increase capacity and deliver over 20,000 additional procedures by 2024/2025.

[Out of Scope]

## **WORKFORCE REFORM: REFORMING PUBLIC SERVICES & REDUCING THE HEALTH AND SOCIAL CARE WORKFORCE**

### **Top Lines**

[Out of Scope]

- Whilst we have yet to publish a formal update to the strategy, we have made significant progress in a number of areas including significant expansion of undergraduate and postgraduate medical education, the recruitment of over 1,000 international nurses, midwives and AHPs, made progress with our commitments to recruit 800 new GPs by 2027, and have successfully recruited staff across the spectrum of clinical professions to our national treatment centres.

[Out of Scope]

DEBATE: ENDING NHS LONG WAITS

Engagement title	Ending NHS Long Waits
Engagement timing	17 January 2024
Venue and full address	Scottish Parliament
[Out of Scope]	[Out of Scope]
Annexes	[Out of Scope]  Annex 7 – National Treatment Centres  [Out of Scope]

[Out of Scope]



**Finance (resource and capital)**

[Out of Scope]

**Health spending**

[Out of Scope]

**Q Is the budget able to support the <insert capital project>? Possible projects include Monklands (Lanarkshire), National Treatment Centres (various), [Out of Scope], Eye Pavilion (Edinburgh)**

- Global challenges – Covid, Brexit, Ukraine and supply chain issues have created an unprecedented increase in costs of health capital projects.
- The UK Government have not inflation-proofed their capital budget which is forecast to result in a 9.8% real terms cut in our capital funding over the medium term between 2023-24 and 2027-28.
- That has inevitably led to some difficult decisions on what capital projects will be progressed. Given the challenging settlement we are managing, we will not be funding development costs for any new projects, as we do not anticipate starting construction of any new project over the next two years at least.
- Capital budgets will be directed towards maintenance of the existing estate and essential equipment and digital replacement.

[Out of Scope]

## WORKFORCE & PAY

[Out of Scope]

### NTC WORKFORCE

#### **There has been positive recruitment progress for NTC sites due to go-live this year.**

- NHS Forth Valley and Golden Jubilee Phase 2 are making good progress with recruitment to their NTCs and are utilising a range of strategies, including domestic and international recruitment campaigns, to ensure the sites have the necessary staff.
- Official Statistics in Development, collated by NHS Education for Scotland (NES) show that at 30 September 2023, close to 600 people were employed in an NTC. Consistent with other NHS Scotland sites, this includes a mix of both new and experienced NHS Scotland staff, which is reflective of our commitment to ensure clinical safety and operational efficiency, as well as our desire to retain existing NHS Scotland staff in roles which best suit their personal circumstances.
- Recruitment progress has been shared with Audit Scotland who are content that we are on track for the sites due to go live in 2024.

[Out of Scope]

## NATIONAL TREATMENT CENTRES

#### **We've opened two National Treatment Centres this year in NHS Fife and NHS Highland, with two further centres opening in the coming months in NHS Forth Valley and the Golden Jubilee Hospital.**

- The four National Treatment Centres opening this financial year are planning to deliver over 20,000 additional procedures by 2024/25.
- In 2022/23 the National Eye Centre at Golden Jubilee, and is now treating over 12,000 patients and delivering over 8,700 cataract procedures per annum.
- The new centres will provide eight orthopaedic theatres; an inpatient/day-case ward; three endoscopy rooms and two general theatres.
- NTC-Fife plans include around 500 orthopaedic procedures this year, rising to more than 700 by 2025/2026.
- NTC-Highland has created new capacity for over 1,500 orthopaedic procedures this year for patients in Highland, Tayside and Grampian, including hip and knee replacements and additional future ophthalmology following recruitment of staff.
- Whilst the new ward is being constructed at Forth Valley, the additional theatres already commissioned and opened are delivering a range of additional medical and surgical procedures to Boards across Scotland.

## NATIONAL TREATMENT CENTRE – PROGRAMME PAUSE

**The NHS Recovery Plan 2021-26 committed to the completion of the NTC programme and increased capacity for 40,000 additional procedures to be delivered. Five of the ten planned centres will be opened by the end of 2023/24 and will provide an additional 20,000 procedures per annum by 2025/26.**

- The NTC programme was established in 2015 to increase capacity for planned care given the long term forecasts for increased demand. Since 2015, there have been a series of significant events which have impacted on planned care and the NTC programme, including BREXIT, COVID, the war in Ukraine and rising inflation, construction and energy costs.
- As a result, the capital costs have increased significantly with the next phase of the programme now estimated to require in excess of £800 million capital funding and £114 million of revenue funding.
- There is no capacity in the health budget for 2024/25 to progress any NTC **not yet in construction** either from a capital or revenue perspective and further workforce recruitment, design and development work has been paused until funding for the next phase is confirmed.

**As the next phase of new NTCs will not add significant additional capacity during this parliamentary term we are re-assessing our approach to planned care.**

- The Strategic review of future elective care capacity (including infrastructure and workforce) will consider how best to address short and medium term requirements.
- The review will conclude in the summer of 2024.

**NATIONAL TREATMENT CENTRE DELAYS (PHASE 2 DELAYS)**

**Golden Jubilee Phase 2:** delayed due to abnormal water samples coming back with indications out with normal scope; action to address the source of the abnormal samples has been undertaken and further testing will progress later this month. This has had an impact on the commissioning programme for the hospital, with first patient treatment now expected in February / March 2024. Officials will update as soon as we have a fuller understanding of the impact which we hope to be in a position to do soon.

**Forth Valley:** A Key Stage Assurance Review (KSAR) identified a number of issues that require rectification which the Forth Valley Project team have been working on resolving over recent months.

NTC FV (new ward), originally due to open in Sept 2023, was delayed due to incorrect installation of the 'wrapping' of pipework, and. NHS Assure also highlighted potential risk in relation to fire compliance, primarily relating to smoke containment, which could impact patients in the event of evacuation.

NHS Forth Valley committed to developing an action plan to address observations raised by NHS Assure, supported by the wider project team. The Board has provided assurance on a number of observations, however work continues to resolve those still outstanding.

Final plans for the opening of the new ward will be confirmed following a risk assessment of options supported by guidance from technical advisors and NHS Assure. Officials will continue to engage with NHS FV weekly to monitor progress.

**Patient safety is always top priority and the reason for establishing NHS Scotland Assure was to improve how we manage risk in the healthcare built environment across Scotland.**

- In February 2023, we formally notified NHS Boards that they cannot open a new facility without NHS Scotland Assure support.

**Forth Valley has resolved many of the issues highlighted within their KSAR and we are working closely with the Board to open the new inpatient ward at the earliest opportunity.**

- Patients from other Boards are being treated in the additional two recently commissioned operating theatres at Forth Valley Royal Hospital with the support of the additional staff recruited to the new NTC. This activity has provided access to priority patients on cancer waiting lists and long waiting elective care patients.

- Included in the areas highlighted were concerns with pipework and fire compliance, the Board is committed to address identified issues.
- The NHS Assure process has been established to ensure that new infrastructure meets the required standards and to support Boards hold contractors to account for delivering against the specific requirements set by the NHS.
- NHS Forth Valley has established robust governance arrangements to oversee the project.
- The Board and Scottish Government will continue to work closely with NHS Assure to ensure that outstanding issues are resolved as quickly as possible.

**We are working closely with the Golden Jubilee on the opening of Phase 2 of its National Treatment Centre.**

- As part of the recent commissioning process, water samples for the new build, were identified as out with normal scope and further disinfection for that building is needed to rectify the issue.
- [Redacted s.30(b)(i)]
- We have met with NHS Golden Jubilee and NHS Assure and will confirm the new opening date once the results of further water sampling are known.
- The Board and Scottish Government will continue to work closely with NHS Assure to ensure that outstanding issues are resolved as quickly as possible.
- NHS Golden Jubilee phase 1 continues to provide a national resource to accelerate treatment for a range of high volume elective specialities, including orthopaedics and ophthalmology.

[Out of Scope]



## WAITING TIMES (SCHEDULED CARE / PLANNED CARE)

### BACKGROUND

- [Out of Scope]
- The Waiting Times budget for 2023-24 supports the recurring baseline funding allocated to support NHS Boards with waiting times improvement (£103m), together with the funding of the five new NTC centres [Out of Scope].
- [Out of Scope]
- However, with no new further additional investment, demand will continue to exceed capacity for IP/DC and cancer. The combined capacity released through implementation of the productive opportunities and NTC capacity will not be enough to stop growth in the backlog for IP/DC and cancer meaning the commitment set out in the FM policy prospectus in April 2023 to reduce waiting times year on year will not be met.

[Out of Scope]

### 1 NHS WAITING TIMES

[Out of Scope]

### **INCREASING DAY SURGERY PROCEDURES – for specific specialities is already being progressed.**

- The four National Treatment Centres are planning to deliver over 20,000 additional procedures by 2024/25.

[Out of Scope]

### Q & A

#### **Q1. What has happened to the National Treatment Centre (NTC) programme?**

- NTCs continue to be a key action, as outlined in the NHS Recovery Plan, to take waiting times within planned care.
- Activity in the NTCs will initially focus on supporting the treatment of the longest waiting patients in some of the most challenged specialities across Scotland.
- NTC-Fife and NTC-Highland opened in March and April of 2023.
- NTC-Fife will deliver almost 500 orthopaedic procedures this year, rising to more than 700 by 2025/26.
- NTC-Highland will create new capacity for over 1,500 orthopaedic procedures this year for patients in Highland and Grampian, including hip and knee replacements. The centre will also host NHS

Highland's eye care service, and will increase capacity for ophthalmic procedures, including cataract surgery.

- The NTC programme in its entirety is expected to increase capacity and deliver over 20,000 additional procedures by 2024/205.

[Out of Scope]



OFFICIAL: SENSITIVE

**BRIEFING FOR DEPUTY FIRST MINISTER AND CABINET SECRETARY FOR  
FINANCE AND CABINET SECRETARY FOR HEALTH AND SOCIAL CARE**

**SCOTTISH GOVERNMENT DEBATE: SCOTLAND'S PUBLIC SERVICE VALUES**

[Out of Scope]

**BRIEFING FOR DEPUTY FIRST MINISTER AND CABINET SECRETARY FOR  
FINANCE AND CABINET SECRETARY FOR HEALTH AND SOCIAL CARE**

**SCOTTISH GOVERNMENT DEBATE: SCOTLAND'S PUBLIC SERVICE VALUES**

[Out of Scope]

**ANNEX D: NHS RECOVERY AND REFORM**

- [Out of Scope]

**PLANNED CARE**

**NHS Scotland's Centre for Sustainable Delivery is playing a central role in working with Health Boards to ensure that they are able to continually identify new ways to increase capacity, and to respond to demand through service innovation and redesign.**

- The National Treatment Centres (NTCs) Programme is the single biggest increase in planned care capacity ever created in NHS Scotland. In Spring last year, two new NTCs opened in Fife and Highland. NTC Forth Valley and the second phase expansion of NTC Golden Jubilee will open in early 2024.
- These centres will provide additional and protected capacity and infrastructure for orthopaedic, ophthalmic and diagnostic procedures and help meet the needs of our aging population.

[Out of Scope]

**SPEAKING NOTE FOR OPENING 'SCOTLAND'S PUBLIC SERVICE VALUES'  
DEBATE, THURSDAY 11 JANUARY 2024**

**1,837 WORDS, 11.5 MINUTES (12 MINUTES ALLOCATED)**

[Out of Scope]

- For example, we have invested £193 million in our National Treatment Centres programme. We opened two new centres in Fife and Highland in spring last year and two further centres will open or expand early this year. Together these centres are planning to deliver over 20,000 additional procedures by 2024/25 which will improve patient outcomes.

[Out of Scope]

OPENING STATEMENT (5 pages)

[Out of Scope]

## **National Treatment Centres**

This is supported by the National Treatment Centre programme. We opened two National Treatment Centres last year in NHS Fife and NHS Highland, with two further centres opening in the coming months in NHS Forth Valley and the Golden Jubilee Hospital. These new centres will provide eight orthopaedic theatres; an inpatient/day-case ward; three endoscopy rooms and two general theatres.

As the Scottish Government's ability to fund capital projects has been affected by a reduction in the amount of capital grant from the UK Government over the next two years we are now re-assessing our approach to planned care.

To determine how we do this we will establish the Strategic review of future elective care capacity (including infrastructure and workforce) and consider how best to address short and medium term requirements. The review will conclude in the summer of 2024.

[Out of Scope]

**Interview Brief – Winter Pressures / NHS Reform**

[Out of Scope]

**NATIONAL TREATMENT CENTERS**

**We've opened two National Treatment Centres this year in NHS Fife and NHS Highland, with two further centres opening in the coming months in NHS Forth Valley and the Golden Jubilee Hospital.**

- The four National Treatment Centres opening this financial year are planning to deliver over 20,000 additional procedures by 2024/25.
- In 2022/23 the National Eye Centre at Golden Jubilee, and is now treating over 12,000 patients and delivering over 8,700 cataract procedures per annum.
- The new centres will provide eight orthopaedic theatres; an inpatient/day-case ward; three endoscopy rooms and two general theatres.
- NTC-Fife plans include around 500 orthopaedic procedures this year, rising to more than 700 by 2025/2026.
- NTC-Highland has created new capacity for over 1,500 orthopaedic procedures this year for patients in Highland, Tayside and Grampian, including hip and knee replacements and additional future ophthalmology following recruitment of staff.
- Whilst the new ward is being constructed at Forth Valley, the additional theatres already commissioned and opened are delivering a range of additional medical and surgical procedures to Boards across Scotland.

[Out of Scope]

Mandate Letter Commitment	RAG rating	Summary of key progress since MLs agreed	Upcoming milestones (or work due to be completed by March 2026?)	Risks to Delivery	Actions being taken to mitigate risks
Listed in order as per letter.	<b>Green:</b> Successful delivery appears likely. <b>Amber:</b> Issues affecting the project exist, but these can be resolved. <b>Red:</b> Issues are not resolvable in time or with cost, delivery seems unlikely. <b>Blue:</b> Delivered				
<b>Waiting Times</b>			[Out of Scope]		
Continue our relentless focus on reducing waiting times and NHS backlogs.	[Redacted s.30(b)(i)]	[Out of Scope]	[Out of Scope]	[Out of Scope]  <ul style="list-style-type: none"> <li>Productive Opportunities and National Treatment Centres (NTC) capacity combined would not be enough to stop growth in the backlog for inpatients / daycase / cancer and waiting lists will continue to grow</li> </ul> [Out of Scope]	[Out of Scope]
Agree with each NHS Board 2023-24 activity trajectories and supporting plans which will be used to monitor performance and from July 2023 onwards monitor board performance weekly.	[Redacted s.30(b)(i)]	[Out of Scope]	[Out of Scope]	[Out of Scope] <ul style="list-style-type: none"> <li>Productive Opportunities and NTC capacity combined would not be enough to stop growth in the backlog for inpatients / daycase / cancer and waiting lists will continue to grow</li> <li>[Out of Scope]</li> </ul>	NTC Funding letters have been sent to request activity to date and predicated activity to end March 2024 as well as financial costs incurred and anticipated.
Provide ongoing targeted improvement support for NHS Boards who require it from the Centre for Sustainable Delivery, to ensure that productivity enhancements - such as maximising regional working	Redacted s.30(b)(i)]	[Out of Scope]	[Out of Scope]	[Out of Scope] <ul style="list-style-type: none"> <li>[Redacted s.30(b)(i)]</li> <li>[Out of Scope]</li> </ul>	[Out of Scope]

Off-Sen – Mandate Letter Review – Progress Overview template – 23/01/2024

Mandate Letter Commitment	RAG rating	Summary of key progress since MLs agreed	Upcoming milestones (or work due to be completed by March 2026?)	Risks to Delivery	Actions being taken to mitigate risks
and reducing variation - are being deployed efficiently and effectively.					
Work with Boards to protect planned care, to match demand with available capacity across Scotland, and ensure that National Treatment Centres (NTC) are fully operational.	Redacted s.30(b)(i)]	Redacted s.30(b)(i)] [Out of Scope]	Demand and capacity for NTC's is currently being agreed and will be finalised by end January 2023. Golden Jubilee Phase 1 and phase 2 have already been allocated (December 2023)  [Out of Scope]	[Out of Scope]	[Out of Scope]
[Out of Scope]	[Out of Scope]	[Out of Scope]	[Out of Scope]	[Out of Scope]	[Out of Scope]
National Treatment Centre in Forth Valley to open in September 2023, and NTC Golden Jubilee Phase 2 in December of 2023. Activity plans for additional procedures will be part year estimated at 1,040 in 2023/24, rising to over 4,000 in 2024/25.	[Redacted s.30(b)(i)]	[Redacted s.33(1)(b)]  However both have used the additional staffing now in place to deliver enhanced capacity – GJ are ahead of planned activity for current year and FV have offered extended support via the NECU facility throughout this year.  Whilst the planned additional 1,040 orthopaedic procedures will not be met, the total number of procedures across other specialties will exceed the target. We anticipate the number of orthopaedic procedures to be lower in 23/24 but there is an Orthopaedic Procedures Plan which will be in place following the £300m over 3 years announcement which will seek to address long	[Redacted s.33(1)(b)]  [Redacted s.30(b)(i)]	[Redacted s.33(1)(b)]  [Redacted s.30(b)(i)]	NTC Programme Board are overseeing and providing support as required in conjunction with NHS Assure to resolve the technical issues.  GJ have a workforce strategy to optimise recruitment and are supported by SG Workforce. Detailed trackers and review in place to monitor progress and respond to risks.  [Redacted s.30(b)(i)]

Mandate Letter Commitment	RAG rating	Summary of key progress since MLs agreed	Upcoming milestones (or work due to be completed by March 2026?)	Risks to Delivery	Actions being taken to mitigate risks
		<p>waits for orthopaedic treatment.</p> <p>The number of Orthopaedic procedures we can deliver is subject to revised programme plans once building issues are resolved – this will be updated once known.</p>			
<p>NTC Fife and NTC Highland to deliver 2,058 additional procedures in 2023/24. Golden Jubilee Phase I is planning to deliver 12,500 procedures in 2023/24 with additional ophthalmology activity due to commence in NTC Highland from autumn 2023.</p>	[Redacted s.30(b)(i)]	<p>All three centres remain on target to deliver agreed activity for 2023/24.</p> <p><b>April to end November 2023</b>  Ophthalmology activity – 9,849  Trauma and Orthopaedics – 2,456</p>	<p>Early discussion between NTCs and Boards about future years activity and allocations – to be agreed by planned care team.</p> <p><b>Upcoming milestones –</b> discussion with Highland re Ophthalmology activity commencement.</p>	<p>If there isn't clear design of national pathways (low probability) then the flow of patients to these Centres may reduce resulting in full capacity not being achieved (high detrimental impact)</p>	[Redacted s.30(b)(i)]
[Out of Scope]	[Out of Scope]	[Out of Scope]	[Out of Scope]	[Out of Scope]	[Out of Scope]

## MINISTERIAL ENGAGEMENT BRIEFING: NEIL GRAY

[Out of Scope]

ANNEX A

[Out of Scope]

### **PLANNED CARE WAITING TIMES**

*[Out of Scope]*

#### *Key Achievements*

- [Out of Scope].
- We have opened two National Treatment Centres (NTCs) this year in NHS Fife and NHS Highland, with NHS Forth Valley and the Golden Jubilee Hospital Phase 2 opening in the near future; which will deliver 20,000 additional procedures in 2024/25.
- [Out of Scope]

### **NHS GG&C PLANNED CARE ACTIVITY**

- [Out of Scope]
- NHS GG&C will benefit from the use of Forth Valley National Treatment Centre, where patients with long orthopaedic waits will be treated. The delay to the opening of Forth Valley National Treatment Centre has had an impact on NHS GG&C's activity.

[Out of Scope]

<b>What</b>	Key information for incoming Cabinet Secretary on priorities across Health & Social Care
[Out of Scope]	[Out of Scope]
[Out of Scope]	[Out of Scope]
[Out of Scope]	[Out of Scope]

**Directorate for Health and Social Care Finance, Digital and Governance  
(Director: Richard McCallum)**

**Annex A**

- [Out of Scope].

**Capital and Infrastructure:**

- Based on current funding levels, the health capital budget settlement requires us to follow a do-minimum, maintenance only programme of investment, complete the projects in construction ([Out of Scope] and first four National Treatment Centres), [Out of Scope].
- [Out of Scope]

**Directorate of Chief Operating Officer, NHS Scotland (Chief Operating Officer: John Burns), National Clinical Director (Jason Leitch)**

**Annex B**

**Performance & Delivery Division**

**Key areas of Work**

***Planned Care – Deliver year on year reductions in waiting lists***

Boards will submit their 2024/25 Planned Care Plans by 7 March identifying their activity by speciality for the year ahead. Recognising the requirement to reduce the scale of the deficit to bring the system closer towards financial balance, Boards plans will evidence how they will maximise all productive opportunities and efficiencies to create capacity, increase activity and implement minimum standards to support recovery.

The Plan sets out high level priorities for planned care and cancer, these priorities are in line with 2023/24 and will support delivery of the key strategic aims:

- [Out of Scope]
- Deliver year on year reductions in waiting lists with new National Treatment Centres (NTCs)

- [Out of Scope]
- [Out of Scope]

There will be a key focus on demonstrating how Boards will Stop growth through implementation of key actions, productive opportunities and maximising capacity through NTCs that will bring additions and removals back into balance through accelerating transformation including a key focus on introducing alternative workforce models.

We will work with CFSD to develop and deliver National Plans for [Out of Scope], National Treatment Centres, [Out of Scope] based on evidence, cost and impact.

***[Out of Scope]***

### **Key Achievements**

- [Out of Scope]
- We have opened two National Treatment Centres (NTCs) this year in NHS Fife and NHS Highland, with NHS Forth Valley and the Golden Jubilee Hospital Phase 2 opening in the near future; which will deliver 20,000 additional procedures in 2024/25.
- [Out of Scope]

[Out of Scope]

### **Key Policy Commitments**

5. Additionally the following key workforce growth and planning commitments are set out in the workforce strategy and/or the NHS Recovery Plan): [Out of Scope] b) recruit 1500 staff to national treatment centres/planned care; [Out of Scope]

As part of the winter planning process, boards are expected to maintain planned care activity for both outpatients and inpatient/day-case procedures as much as possible. In 2023 we opened National Treatment Centres (NTCs) in Fife and Highland, providing significant protected capacity for orthopaedic and ophthalmic activity. NTC Forth Valley and the second phase of NTC Golden Jubilee will open in 2024, providing additional ring-fenced beds for planned activity.

# **Building a New Scotland: Health and Social Care in an Independent Scotland**

DRAFT

[Out of Scope]

### **Chapter 3 – Maintaining Scotland’s Health and Social Care Services**

[Out of Scope]

#### **a) General healthcare and services**

[Out of Scope]

As set out in our NHS Recovery Plan, work is underway to improve services across the board and reduce the backlog of care. Our key commitments include: supporting NHS capacity to meet ongoing healthcare needs, including the opening of National Treatment Centres [Out of Scope].

The Recovery Plan annual report shows that we are making progress with our commitments. We are on track to open four National Treatment Centres in the next year, [Out of Scope].

[Out of Scope]

**SUNDAY SHOW:** IFS report on NHS

<b>Engagement title</b>	Sunday Show
<b>Engagement timing</b>	11 February 2024
<b>Venue and full address</b>	Pre-record
<b>Background/Purpose</b>	Publication of the IFS report on NHS and Conservatives paper on health
<b>Attendees</b>	Cabinet Secretary for NHS Recovery, Health and Social Care
<b>Annexes</b>	<p>[Out of Scope]</p> <p>Annex 4 – National Treatment Centres Annex 5 – Finance (resource and capital) Annex 6 – Workforce &amp; Pay</p> <p>[Out of Scope]</p>

[Out of Scope]

**Annex 2**

**WAITING TIMES (SCHEDULED CARE / PLANNED CARE)**

**BACKGROUND**

- [Out of Scope]
- The Waiting Times budget for 2023-24 supports the recurring baseline funding allocated to support NHS Boards with waiting times improvement (£103m), together with the funding of the five new NTC centres and the Regional Treatment Centre (Stracathro), cancer improvement and additional diagnostic capacity. This funding is effectively fully committed as core capacity.
- [Out of Scope]
- However, with no new further additional investment, demand will continue to exceed capacity for IP/DC and cancer. [Redacted s.30(b)(i)].
- [Out of Scope]

*Planned Care Plans – 2024/25*

[Out of Scope]

- Deliver year on year reductions in waiting lists with new National Treatment Centres (NTCs)
- [Out of Scope]

## Official:Sensitive

There will be a key focus on demonstrating how Boards will stop growth through implementation of key actions, productive opportunities and maximising capacity through NTCs that will bring additions and removals back into balance through accelerating transformation including a key focus on introducing alternative workforce models.

We will work with the Centre for Sustainable Delivery to develop and deliver National Plans for [Out of Scope], National Treatment Centres [Out of Scope] based on evidence, cost and impact.

[Out of Scope]

### Key Achievements

- [Out of Scope]
- We have opened two National Treatment Centres (NTCs) this year in NHS Fife and NHS Highland, with NHS Forth Valley and the Golden Jubilee Hospital Phase 2 opening in the near future; which will deliver 20,000 additional procedures in 2024/25.
- [Out of Scope]

[Out of Scope]

## NHS WAITING TIMES

[Out of Scope]

### **INCREASING DAY SURGERY PROCEDURES – for specific specialities is already being progressed.**

- The four National Treatment Centres are planning to deliver over 20,000 additional procedures by 2024/25.

[Out of Scope]

Annex 4

## NATIONAL TREATMENT CENTRES

### **We've opened two National Treatment Centres this year in NHS Fife and NHS Highland, with two further centres opening in the coming months in NHS Forth Valley and the Golden Jubilee Hospital.**

- The four National Treatment Centres opening this financial year are planning to deliver over 20,000 additional procedures by 2024/25.
- In 2022/23 the National Eye Centre at Golden Jubilee, and is now treating over 12,000 patients and delivering over 8,700 cataract procedures per annum.
- The new centres will provide eight orthopaedic theatres; an inpatient/day-case ward; three endoscopy rooms and two general theatres.

## Official:Sensitive

- NTC-Fife plans include around 500 orthopaedic procedures this year, rising to more than 700 by 2025/2026.
- NTC-Highland has created new capacity for over 1,500 orthopaedic procedures this year for patients in Highland, Tayside and Grampian, including hip and knee replacements and additional future ophthalmology following recruitment of staff.
- Whilst the new ward is being constructed at Forth Valley, the additional theatres already commissioned and opened are delivering a range of additional medical and surgical procedures to Boards across Scotland.

### NATIONAL TREATMENT CENTRE – FUTURE

**The NHS Recovery Plan 2021-26 committed to the completion of the NTC programme and increased capacity for 40,000 additional procedures to be delivered. Five of the ten planned centres will be opened by the end of 2023/24 and will provide an additional 20,000 procedures per annum by 2025/26.**

- The NTC programme was established in 2015 to increase capacity for planned care given the long term forecasts for increased demand. Since 2015, there have been a series of significant events which have impacted on planned care and the NTC programme, including BREXIT, COVID, the war in Ukraine and rising inflation, construction and energy costs.
- Whilst the NTC programme remains a strategic commitment, our immediate priority is in reducing the waiting list size and re-focus on developing national, regional and local action plans to improve access. We will also undertake a review to look at and improve capacity across Scotland and ensure it meets future demands.

### NATIONAL TREATMENT CENTRE DELAYS (PHASE 2 DELAYS)

***Golden Jubilee Phase 2:*** [Redacted s.33(1)(b)]. This has had an impact on the commissioning programme for the hospital, with first patient treatment now expected in February / March 2024. Officials will update as soon as we have a fuller understanding of the impact which we hope to be in a position to do soon.

***Forth Valley:*** A Key Stage Assurance Review (KSAR) identified a number of issues that require rectification which the Forth Valley Project team have been working on resolving over recent months.

[Redacted s.33(1)(b)]

[Redacted s.30(b)(i)]

Final plans for the opening of the new ward will be confirmed following a risk assessment of options supported by guidance from technical advisors and NHS Assure. Officials will continue to engage with NHS FV weekly to monitor progress.

**Patient safety is always top priority and the reason for establishing NHS Scotland Assure was to improve how we manage risk in the healthcare built environment across Scotland.**

- In February 2023, we formally notified NHS Boards that they cannot open a new facility without NHS Scotland Assure support.

**Forth Valley has resolved many of the issues highlighted within their KSAR and we are working closely with the Board to open the new inpatient ward at the earliest opportunity.**

- Patients from other Boards are being treated in the additional two recently commissioned operating theatres at Forth Valley Royal Hospital with the support of the additional staff recruited to the new NTC.
- [Redacted s.30(b)(i)]

## Official:Sensitive

- The NHS Assure process has been established to ensure that new infrastructure meets the required standards and to support Boards hold contractors to account for delivering against the specific requirements set by the NHS.
- NHS Forth Valley has established robust governance arrangements to oversee the project.
- The Board and Scottish Government will continue to work closely with NHS Assure to ensure that outstanding issues are resolved as quickly as possible.

### **We are working closely with the Golden Jubilee on the opening of Phase 2 of its National Treatment Centre.**

- As part of the recent commissioning process, water samples for the new build, were identified as out with normal scope and further disinfection for that building is needed to rectify the issue.
- [Redacted s.30(b)(i)].
- We have met with NHS Golden Jubilee and NHS Assure and will confirm the new opening date once the results of further water sampling are known.
- The Board and Scottish Government will continue to work closely with NHS Assure to ensure that outstanding issues are resolved as quickly as possible.
- NHS Golden Jubilee phase 1 continues to provide a national resource for a range of high volume elective specialities, including orthopaedics and ophthalmology.

#### **Q. What has happened to the National Treatment Centre (NTC) programme?**

- NTCs continue to be a key action, as outlined in the NHS Recovery Plan, to take waiting times within planned care.
- NTC-Fife and NTC-Highland opened in March and April of 2023.
- NTC-Fife will deliver almost 500 orthopaedic procedures this year, rising to more than 700 by 2025/26.
- NTC-Highland will create new capacity for over 1,500 orthopaedic procedures this year for patients in Highland and Grampian, including hip and knee replacements. The centre will also host NHS Highland's eye care service, and will increase capacity for ophthalmic procedures, including cataract surgery. The NTC programme in its entirety is expected to increase capacity and deliver over 20,000 additional procedures by 2024/205.

**Annex 5**

### **Finance (resource and capital)**

[Out of Scope]

#### **Q Is the budget able to support the <insert capital project>? Possible projects include[Out of Scope], National Treatment Centres (various), [Out of Scope], Eye Pavilion (Edinburgh)**

- Global challenges – Covid, Brexit, Ukraine and supply chain issues have created an unprecedented increase in costs of health capital projects.
- As set out in our draft budget the capital funding position is extremely challenging, with a UK Government cut of some 10% in our capital budget over the next five years. That has inevitably led to some difficult decisions on what capital projects will be progressed.
- Our focus for the immediate future will be on addressing backlog maintenance and essential equipment replacement.
- Our Infrastructure Investment Plan (2021-22 to 2025-26) identified the priority health capital projects for funding within that period. As a result of the 10% cut in our capital budget, a revised Infrastructure Investment Plan will be published in Spring 2024 and all due consideration will be given to what projects can be included within that revised Plan.

**Official:Sensitive**

## WORKFORCE & PAY

### WORKFORCE

#### NTC WORKFORCE

**There has been positive recruitment progress for NTC sites due to go-live this year.**

- NHS Forth Valley and Golden Jubilee Phase 2 are making good progress with recruitment to their NTCs and are utilising a range of strategies, including domestic and international recruitment campaigns, to ensure the sites have the necessary staff.
- Official Statistics in Development, collated by NHS Education for Scotland (NES) show that at 30 September 2023, close to 600 people were employed in an NTC. Consistent with other NHS Scotland sites, this includes a mix of both new and experienced NHS Scotland staff, which is reflective of our commitment to ensure clinical safety and operational efficiency, as well as our desire to retain existing NHS Scotland staff in roles which best suit their personal circumstances.
- Recruitment progress has been shared with Audit Scotland who are content that we are on track for the sites due to go live in 2024.

[Out of Scope]

[Out of Scope]

## **CAPITAL FUNDING**

**The UK Government has not inflation-proofed their Capital Budget which is forecast to result in a 10% real terms cut in our capital funding over the medium term between 2023-24 and 2027-28.**

- [Out of Scope]
- We are investing £314 million in 2024/25 in health infrastructure allowing all major projects in construction to be completed – this includes [Out of Scope] and the Golden Jubilee Expansion Phase 2.
- In 2023 we opened two National Treatment Centres in NHS Fife and NHS Highland, with two further centres opening in 2024 in NHS Forth Valley and the Golden Jubilee Hospital.

[Out of Scope]

## **NATIONAL HEALTH AND SOCIAL CARE WORKFORCE STRATEGY**

**In March 2022 we published the National Workforce Strategy for Health and Social Care in Scotland. We have taken, and continue to take, several big steps to achieve our overall vision for “A sustainable, skilled workforce with attractive career choices and fair work where all are respected and valued for the work they do”.**

- Since the publication of the Strategy, we have accomplished a number of achievements:
  - [Out of Scope]
  - progress with recruitment to National Treatment Centres in addition to NTC Fife opening on 20 March 2023 and NTC Highland on 17 April 2023. NTC Forth Valley and NTC Golden Jubilee are due to open in the coming months;
  - [Out of Scope]

[Out of Scope]

## **NHS PERFORMANCE & RECOVERY**

[Out of Scope]

### **PROGRESS AGAINST NHS RECOVERY PLAN**

**The latest Annual Update to the NHS Recovery Plan was published in Dec 2023 noting that many of our commitments in the Recovery Plan had been completed.**

**Our £1bn NHS Recovery Plan has delivered a significant reduction in the number of two-year outpatient waits.**

- [Out of Scope].
- The new National Treatment Centre opened in Inverness (18 Apr 2023) - equipped with 24 beds, five operating theatres and 13 consulting rooms, the facility will help to transform the experience for patients undergoing a range of orthopaedic and ophthalmology procedures in the North of Scotland.
- [Out of Scope].

## **NATIONAL TREATMENT CENTRES**

*Report suggests: Following the 2024/25 budget, the Scottish Government indicated that NHS boards should pause the development of any projects not yet passed certain development milestones, including six NTCs.*

- The National Treatment Centres (NTCs) Programme is the single biggest increase in planned care capacity ever created in NHS Scotland.
- We have made significant progress with NTC programme in the last year; opening NTCs in Fife and Highland in Spring 2023, with NHS Forth Valley and the Golden Jubilee Hospital Phase 2 opening in 2024.
- Combined, these new centres will provide eight orthopaedic theatres; an inpatient/day-case ward; three endoscopy rooms and two general theatres and deliver annual activity of 20,000 procedures from 2024/25.
- This protected planned care will deliver orthopaedic, ophthalmology, diagnostics and general surgery procedures.
- As a result of the almost 10% cut in our capital budget from the UK Government, we are having to revise our pipeline of infrastructure investment and we do not expect National Treatment Centres in Ayrshire and Arran, Grampian, Lanarkshire, Lothian and Tayside to be progressed in the short to medium term.

## **WAITING TIMES**

[Out of Scope]

### **We have taken steps to address the backlog of planned care.**

- We have increased capacity through the creation of a network of National Treatment Centres, providing more than **20,000 additional surgeries** and procedures each year.

[Out of Scope]

## SCOTTISH CONSERVATIVES NHS PLAN

[Out of Scope]

### WAITING TIMES

[Out of Scope]

**Our current focus remains on ensuring activity is maximised for this and the next financial year; we continue to work with Boards and the Centre for Sustainable Delivery (CfSD) to embed productive opportunities.**

- In 2024/25 we will develop and deliver National Plans for [Out of Scope] NTCs, [Out of Scope] based on evidence, cost and impact.
- [Out of Scope].

[Out of Scope]

## **BRIEFING FOR CABINET SECRETARY FOR HEALTH AND SOCIAL CARE AND MINISTER FOR SOCIAL CARE, MENTAL WELLBEING AND SPORT**

[Out of Scope]

### **Annex J: Briefing – NHS Recovery and Reform**

[Out of Scope]

### **Annex J**

### **Briefing – NHS RECOVERY PLAN**

[Out of Scope]

### **NATIONAL TREATMENT CENTRE – FUTURE**

**Three National Treatment Centres are already open with the second phase of the Golden Jubilee and NTC Forth Valley opening in 2024. These five NTCs will provide an additional 20,000 procedures per annum by 2025/26.**

- The NTC programme was established in 2015 to increase capacity for planned care given the long term forecasts for increased demand. Since 2015, there have been a series of significant events which have impacted on planned care and the NTC programme, including BREXIT, COVID, the war in Ukraine and rising inflation, construction and energy costs.
- Whilst the NTC programme remains a strategic commitment, our immediate priority is in reducing the waiting list size and re-focus on developing national, regional and local action plans to improve access.

### **Q. What has happened to the National Treatment Centre (NTC) programme- the NHS Recovery Plan committed to increased capacity of over 40,000 procedures and 10 new NTCs?**

- NTCs continue to be a key action, as outlined in the NHS Recovery Plan, to tackle waiting times within planned care.
- NTC-Fife and NTC-Highland opened in March and April of 2023.
- By the end of March NTC Fife will have delivered almost 500 orthopaedic procedures and NTC Highland will have delivered over 1,500 orthopaedic procedures for patients in Highland and Grampian.
- NTC Highland will also host NHS Highland's eye care service, and will increase capacity for ophthalmic procedures, including cataract surgery.
- The five NTCs are expected to increase capacity and deliver over 20,000 additional procedures by 2024/205.
- Four National Treatment Centres (NTCs) are opening in this phase, which will support delivery of year on year reductions in waiting lists by providing

significant new and protected capacity for orthopaedics, general surgery, ophthalmology and endoscopy. The National Eye Centre at NHS Golden Jubilee is on target to deliver more than 12,000 ophthalmology procedures in 2023-24, with NTC Fife and NTC Highland together due to deliver more than 1,800 orthopaedic procedures in this financial year

**[Out of Scope]**

**MEDIA BRIEFING FOR CABINET SECRETARY FOR NHS RECOVERY, HEALTH AND SOCIAL CARE**

<b>Statement title</b>	Cabinet Secretary for Health – Interview with ITV Border
<b>Debate timing</b>	Date/time: Tuesday 20 February at 12.30 on camera ‘as live’
<b>Background/Purpose</b>	<ul style="list-style-type: none"><li>• Wide range briefing across HSC to prepare for media interview on health and social care.</li></ul>
<b>Annexes</b>	<p>Annex 1 – Record and Achievements Annex 2 – Hot Topics/Key Issues_FMQ lines) Annex 3 - Reform</p> <p>Annex A – Finance [Out of Scope] Annex C – Planned Care/Operations [Out of Scope]</p> <p>Pack Compiled by SBIU</p>
<b>Official Support</b>	Comms Officer TBC

## ANNEX 1 – RECORD AND ACHIEVEMENTS

[Out of Scope]

### **PROGRESS AGAINST NHS RECOVERY PLAN**

**We have made significant progress with the National Treatment Centres programme in the last year. We opened NTCs Fife and Highland last Spring, and NTC Forth Valley and the second phase expansion of NTC Golden Jubilee Hospital will open this year.**

- These four National Treatment Centres are planning to deliver over 20,000 additional procedures by 2024/25.
- In 2022/23 the National Eye Centre at Golden Jubilee, treated over 12,000 patients and delivered over 8,700 cataract procedures.
- To provide additional scanning capacity seven days a week, we have funded 7 MRI and 3 CT scanners which are on track to deliver an additional 60,000 procedures by the end of this financial year.

## ANNEX 2 – TOP LINES ON HOT TOPICS

[Out of Scope]

**Despite these challenges, we have made significant progress with the National Treatment Centres programme in the last year.**

**We opened NTCs Fife and Highland last Spring, and NTC Forth Valley and the second phase expansion of NTC Golden Jubilee Hospital will open this year.**

[Out of Scope]

## ANNEX C – PLANNED CARE/OPERATIONS

- *[Out of Scope]*
- *The Waiting Times budget for 2023-24 supports the recurring baseline funding allocated to support NHS Boards with waiting times improvement (£103m), together with the funding of the five new NTC centres and the Regional Treatment Centre (Stracathro), cancer improvement and additional diagnostic capacity. This funding is effectively fully committed as core capacity.*
- *[Out of Scope]*

[Out of Scope]

**We have taken steps to address the backlog of planned care.**

- We have increased capacity through the creation of a network of National Treatment Centres, providing more than **20,000 additional surgeries** and procedures each year.

[Out of Scope]

## NATIONAL TREATMENT CENTRES (NTC) WORKFORCE

**The Scottish Government is continuing to provide a range of recruitment support, training and development activity to assist Health Boards in securing an appropriate mix of experienced and newly qualified staff for their National Treatment Centres (NTCs).**

- As at 30 September 2023, close to 600 people were employed in an NTC, of which around 32% were undertaking their first role in NHS Scotland.
- We keep under active review the total number of staff that we will ultimately need to recruit to our National Treatment Centres and to support the overall ambition to increase planned care activity and reduce waiting times, as set out in the NHS Recovery Plan.

[Out of Scope]

**PAUSING OF NTCS**

*24 Jan: Various media outlets report NHS Grampian has announced that some of its health projects are being paused until it has certainty over funding.*

*18 Jan: The Times (Scotland) reports significant NHS building projects are to be on hold for at least two years in Scotland.*

*Nb. Due to the current uncertainty regarding availability of funding, we have instructed Health Boards to pause any further development work on NTC projects, until capital funding becomes more certain.*

**As set out in the draft Scottish Government budget, the capital funding position is extremely challenging due to UK government cuts.**

- The UK Government did not inflation-proof its capital budget which has resulted in nearly a 10% real-terms cut in the Scottish Government's capital funding between 2023-24 and 2027-28.
- Our emphasis for the immediate future will be on addressing backlog maintenance and essential equipment replacement.
- As a result of the cut in our capital budget, a revised pipeline of infrastructure investment will be published in Spring 2024.
- All due consideration will be given to what projects can be included within that revised Plan to ensure it is affordable and deliverable.

**Despite these challenges, we have made significant progress with the National Treatment Centres programme in the last year. We opened NTCs Fife and Highland last Spring, and NTC Forth Valley and the second phase expansion of NTC Golden Jubilee Hospital will open this year.**

- These National Treatment Centres are planning to deliver over 20,000 additional procedures by 2024/25.
- In 2022/23 the National Eye Centre at Golden Jubilee, treated over 12,000 patients and delivered over 8,700 cataract procedures.
- The new centres will provide eight orthopaedic theatres; an inpatient/day-case ward; three endoscopy rooms and two general theatres.

- NTC-Fife plans include around 500 orthopaedic procedures this financial year, rising to more than 700 by 2025/2026.
- NTC-Highland will create new capacity for over 1,500 orthopaedic procedures this financial year for patients in Highland, Tayside and Grampian, including hip and knee replacements.

**The Scottish Government is continuing to provide a range of recruitment support, training and development activity to assist Health Boards in securing an appropriate mix of experienced and newly qualified staff for their National Treatment Centres (NTCs).**

- As at 30 September 2023, close to 600 people were employed in an NTC, of which around 32% were undertaking their first role in NHS Scotland.
- We keep under active review the total number of staff that we will ultimately need to recruit to our National Treatment Centres and to support the overall ambition to increase planned care activity and reduce waiting times, as set out in the NHS Recovery Plan.

[Out of Scope]

**ADDITIONAL BRIEFING FOR CABINET SECRETARY FOR HEALTH AND  
SOCIAL CARE AND**

**MINISTER FOR SOCIAL CARE, MENTAL WELLBEING AND SPORT**

**General Practice Debate**

[Out of Scope]

**NATIONAL TREATMENT CENTRE DELAYS**

**Our ability to fund capital projects has been affected by the twin challenge of a lower than expected amount of capital grant to be received from UK Government over the next two years and unprecedented levels of inflation.**

- To manage this a review of capital projects across Scotland is currently underway and once concluded will clarify the funding available for future health and social care infrastructure projects, including the remaining national treatment centres.
- We've opened two National Treatment Centres this year in NHS Fife and NHS Highland, with two further centres opening in 2024 in NHS Forth Valley and the Golden Jubilee Hospital.
- The five National Treatment Centres opening are planning to deliver over 20,000 additional procedures from 2024/25.
- The new centres will provide eight orthopaedic theatres; an inpatient/day-case ward; three endoscopy rooms and two general theatres.
- In 2022/23 the National Eye Centre at Golden Jubilee, treated over 12,000 patients and delivered over 8,700 cataract procedures.
- NTC-Fife plans include around 500 orthopaedic procedures in 2023/2024, rising to more than 700 by 2025/2026.
- NTC-Highland will deliver over 1,500 orthopaedic procedures by the end of March 2024 and in 2024/25 will treat patients from Highland, Tayside and Grampian.

**Previously we have used the following lines:**

- As a result of the almost 10% cut in our capital budget from the UK Government, we are having to revise our pipeline of infrastructure investment and we do not expect National Treatment Centres in Ayrshire and Arran, Grampian, Lanarkshire, Lothian and Tayside to be progressed in the short to medium term.

### **Defensive line on activity from the Recovery Plan**

- The figure of 40,000 additional activities from the 2021 recovery plan is dependent on all National Treatment Centres in development being operational, therefore we expect the additional annual activity from the programme to be 20,000 from 2024/25.

### **NHS CAPITAL FUNDING**

- [Out of Scope]
- That has inevitably led to some difficult decisions on what capital projects will be progressed. In common with all health capital investment projects in development, the National Treatment Centres have been paused until the necessary capital funding to complete the project becomes available.
- [Out of Scope]

[Out of Scope]

## **CAPITAL FUNDING**

[Out of Scope]

**The UK Government has not inflation-proofed their Capital Budget which is forecast to result in a 10% real terms cut in our capital funding over the medium term between 2023-24 and 2027-28.**

- [Out of Scope].
- We are investing £314 million in 2024/25 in health infrastructure allowing all major projects in construction to be completed – this includes the Baird and Anchor Hospitals in Aberdeen, Parkhead Health Centre and the Golden Jubilee Expansion Phase 2.
- In 2023 we opened two National Treatment Centres in NHS Fife and NHS Highland, with two further centres opening in 2024 in NHS Forth Valley and the Golden Jubilee Hospital.
- [Out of Scope].

## **NHS PERFORMANCE & RECOVERY**

**[Out of Scope]**

## **PROGRESS AGAINST NHS RECOVERY PLAN**

**[Out of Scope]**

- [Out of Scope]
- The new National Treatment Centre opened in Inverness (18 Apr 2023) - equipped with 24 beds, five operating theatres and 13 consulting rooms, the facility will help to transform the experience for patients undergoing a range of orthopaedic and ophthalmology procedures in the North of Scotland.
- [Out of Scope]

## **NATIONAL TREATMENT CENTRES**

*Report suggests: Following the 2024/25 budget, the Scottish Government indicated that NHS boards should pause the development of any projects not yet passed certain development milestones, including six NTCs.*

- The National Treatment Centres (NTCs) Programme is the single biggest increase in planned care capacity ever created in NHS Scotland.
- We have made significant progress with NTC programme in the last year; opening NTCs in Fife and Highland in Spring 2023, with NHS Forth Valley and the Golden Jubilee Hospital Phase 2 opening in 2024.

- Combined, these new centres will provide eight orthopaedic theatres; an inpatient/day-case ward; three endoscopy rooms and two general theatres and deliver annual activity of 20,000 procedures from 2024/25.
- This protected planned care will deliver orthopaedic, ophthalmology, diagnostics and general surgery procedures.
- As a result of the almost 10% cut in our capital budget from the UK Government, we are having to revise our pipeline of infrastructure investment and we do not expect National Treatment Centres in Ayrshire and Arran, Grampian, Lanarkshire, Lothian and Tayside to be progressed in the short to medium term.

## **WAITING TIMES**

[Out of Scope]

### **We have taken steps to address the backlog of planned care.**

- We have increased capacity through the creation of a network of National Treatment Centres, providing more than **20,000 additional surgeries** and procedures each year.
- [Out of Scope]

[Out of Scope]

**Times Health Commission Recommendations - Scottish Government Response**

<b>Times Report Recommendation</b>		<b>Scottish Government response</b>
<b>1</b>	[Out of Scope]	[Out of Scope]
<b>2</b>	<i>Tackle waiting lists by introducing a national programme of weekend High-Intensity Theatre (HIT) lists once a month in 50 hospitals to get through a week's worth of planned operations in a day and create seven-day surgical hubs.</i>	<p>We are working with Health Boards on detailed annual plans to demonstrate how waiting lists will be managed to see reductions, improved productivity and clear evidence on how this will help free additional capacity.</p> <p>The Centre for Sustainable Delivery (CfSD) is working with Boards to accelerate implementation of high impact changes, including Active Clinical Referral Treatment (ACRT) and Patient Initiated Review (PIR), freeing up additional capacity in the NHS system. In addition we have increased capacity through the creation of a network of National Treatment Centres, providing more than 20,000 additional surgeries and procedures each year.</p> <p>We are also developing 'Once for Scotland' pathways, harnessing all opportunities to deliver patient care in the right place and closer to home, this includes maximising day-case procedures to avoid any unnecessary stays in hospital.</p> <p>The Centre for Sustainable Delivery is contributing to the reduction of elective waiting lists by significantly improving the productivity with which high volume, low-complexity procedures are carried out. It is also looking at the Right Procedure, Right Place - Moving as many 'local anaesthetic' procedures out of main theatres to procedure room and outpatient setting to free up capacity for complex surgery. This work will take in to account a number of factors given pressures across the system, particularly with staffing, ensuring that solutions achieve improved efficiency and are cost effective.</p>
<b>3</b>	[Out of Scope]	[Out of Scope]

**Official:Sensitive**

<b>4</b>	[Out of Scope]	[Out of Scope]
<b>5</b>	[Out of Scope]	[Out of Scope]
<b>6</b>	[Out of Scope]	[Out of Scope]
<b>7</b>	[Out of Scope]	[Out of Scope]
<b>8</b>	[Out of Scope]	[Out of Scope]
<b>9</b>	[Out of Scope]	[Out of Scope]
<b>10</b>	[Out of Scope]	[Out of Scope]

**Official Sensitive**  
**MINISTERIAL ENGAGEMENT BRIEFING: Neil Gray MSP**

[Out of Scope]

<b>MONKLANDS UNIVERSITY HOSPITAL – CAPITAL BUILD</b>
--

Background:

[Out of Scope]

We do not anticipate starting construction of any new project over the next two years at least due to funding constraints. This impacts all projects and there are no exceptions, so Monklands, National Treatment Centres and the Eye Pavilion are both affected.

[Out of Scope]

[Out of Scope]

From: Scottish Government Health Finance – Infrastructure Leads

**Cabinet Secretary for NHS Recovery, Health and Social Care**

**Health Projects in construction**

**Priority and Purpose**

1. [Out of Scope]

[Out of Scope]

**National Treatment Centres**

7. The NTC programme was established in 2015 to increase capacity for planned care given the long term forecasts for increased demand. Since 2015, there have been a series of significant events which have impacted on planned care and the NTC programme, including BREXIT, COVID, the war in Ukraine and rising inflation, construction and energy costs.
8. As a result, the capital costs have increased significantly with the next phase of the programme [Redacted s.30(b)(i)]. This pause impacts on the NTCs planned for Lothian, Grampian, Tayside, Lanarkshire and Ayrshire & Arran as well as the replacement Eye Pavilion (Edinburgh) and new MRI facility (Dr Gray's Hospital, Elgin).
9. Three National Treatment Centres have however been opened (Golden Jubilee Phase 1 (Eye Centre), NTC Fife and NTC Highland), with Golden Jubilee Phase 2 and NTC Forth Valley due to open in 2024 providing additional annual capacity of 20,000 procedures.

**a. NTC Golden Jubilee Phase 2**

The extension to the existing Golden Jubilee hospital will add five new operating theatres (orthopaedics and general surgery), additional endoscopy and decontamination capacity and is largely complete.

As part of the commissioning process [Redacted s.33(1)(b)].

[Redacted s.33(1)(b)].

**b. NTC Forth Valley**

The NTC FV (new ward), originally due to open in September 2023 [Redacted s.33(1)(b)].

[Redacted s.33(1)(b)].

Whilst not formally opened as an NTC, the pathways to enable provision of mutual support to other Boards are well established within NHS FV and this has resulted in NHS FV undertaking a significant number of additional procedures for a range of patients since the start of this financial year. In this respect, the delivery of additional capacity is already being fulfilled at FV Royal Hospital, albeit the new ward once open

will further enhance the range of procedures that can be undertaken in the already commissioned theatres.

[Out of Scope]

**Alan Morrison, Deputy Director of Health Infrastructure and Sustainability**

**Alan Gray, NTC Programme SRO**

29 February 2024

<b>Cabinet Secretaries and Ministers Copy List</b>	<b>For Action</b>	<b>For Information Portfolio interest</b>	<b>For Information Constituency interest</b>	<b>For Information General awareness</b>
<b>Cabinet Secretary for NHS Recovery, Health and Social Care</b>		X		

**Officials Copy List**

DG Health and Social Care

Richard McCallum

[Redacted s.38(1)(b)]

Paul Mortimer

John Burns

Daniel Hinze

Kat White

Davie Hutchison

Jennie Gollan

Davie Hutchison

Callum McCaig

Key actions of the plan include creating network of National Treatment Centres (NTCs) to provide additional and protected capacity for orthopaedic, ophthalmic and diagnostic procedures. We opened two new NTCs in Fife and Highland in Spring last year and NTC-Forth Valley and the second phase expansion of NTC-Golden Jubilee will open in 2024. These Centres are planning to deliver over 20,000 additional procedures by 2024/25, including hip and knee surgeries.

**Official:Sensitive**

Our National Treatment Centres (NTCs) Programme is the single biggest increase in planned care capacity ever created in NHS Scotland. Two NTCs have already opened this year in NHS Fife and NHS Highland, and two more Centres will open in Forth Valley and the Golden Jubilee in the coming months. These Centres will deliver eight orthopaedic theatres; an inpatient/day-case ward; three endoscopy rooms and two general theatres.

**BRIEFING FOR CABINET SECRETARY FOR NHS RECOVERY, HEALTH AND SOCIAL CARE**

[Out of Scope]

**ANNEX C – PLANNED CARE/OPERATIONS**

- [Out of Scope] *The Waiting Times budget for 2023-24 supports the recurring baseline funding allocated to support NHS Boards with waiting times improvement (£103m), together with the funding of the five new NTC centres [Out of Scope]. This funding is effectively fully committed as core capacity.*
- [Out of Scope].

[Out of Scope]

**We have taken steps to address the backlog of planned care.**

- We have increased capacity through the creation of a network of National Treatment Centres, providing more than **20,000 additional surgeries** and procedures each year.

[Out of Scope]

**BRIEFING FOR CABINET SECRETARY FOR NHS RECOVERY, HEALTH AND SOCIAL CARE**

***Meeting with leadership team from NHS Lothian***

[Out of Scope]

---

**NHS Lothian: overview**

[Out of Scope] and St John's Hospital in Livingston, which is the planned site for the Board's National Treatment Centre (currently paused due to capital budget constraints, alongside other new infrastructure commitments inc. a new cancer centre and the Edinburgh Eye Pavilion replacement).

## ANNEX B: FINANCE

### Key Points/Suggested Questions

- [Out of Scope]
- Capital infrastructure pause: recognise this impacts a range of local developments; notably the planned National Treatment Centre at St John's Hospital in Livingston, replacements for the Edinburgh Eye Pavilion and the Royal Edinburgh Hospital (mental health), and a new cancer centre.

[Out of Scope]

### NHS Lothian Briefing: Capital Infrastructure Investment

In addition to constraints applied to revenue funding, the December letter also stated that capital funding beyond the formula allocation would not be available for a minimum of 2 years. A number of significant projects required to maintain and enhance capacity for NHS Lothian's future ([Out of Scope], PAEP, Lothian NTC, The Cancer Centre) will now be placed in abeyance **with immediate effect**. [Redacted s.30(b)(i)].

[Out of Scope]

- A National Treatment Centre at St John's Hospital, Livingston, to meet the First Minister's 2015 pledge to provide additional facilities to focus on scheduled diagnostics and treatment;
- [Out of Scope]
- And a replacement facility for the Princess Alexandra Eye Pavilion.

[Out of Scope]

### **Planned Care**

- [Out of Scope].
- Use of National Treatment Centre capacity in Fife expected to have a positive impact on the number of patients waiting.
- Board would like its National Treatment Centre at St John's fast-tracked.

[Out of Scope]

[Out of Scope]

## ANNEX A

### A VISION FOR HEALTH AND SOCIAL CARE IN SCOTLAND & NHS ACUTE SERVICES REFORM

#### KEY ADDITIONAL INFORMATION

##### Factual Information and Analysis

33. [Out of Scope] Scottish Labour will continue to criticise the running of the NHS, pointing to missed waiting time targets, the progress of National Treatment Centres and the National Care Service and will likely publish its own plans in the run up to the expected General Election in the autumn.

[Out of Scope]

## ANNEX H

### SUMMARY OF REFORM ACTIVITY

#### *Prevention & early intervention*

[Out of Scope]

##### *Planned Care Reform*

18. National Treatment Centres (NTCs) Programme is the single biggest increase in planned care capacity ever created in NHS Scotland. We have made significant progress with the NTC programme in the last year; opening NTCs in Fife and Highland in Spring 2023, with NHS Forth Valley and the Golden Jubilee Hospital Phase 2 opening in 2024. Combined, these new centres will provide eight orthopaedic theatres; an inpatient/day-case ward; three endoscopy rooms and two general theatres and deliver annual activity of 20,000 procedures from 2024/25.

19. We will continue to work closely with the Centre for Sustainable Delivery (CfSD) to implement all productivity opportunities that will tackle the backlog of new outpatient appointments. For inpatient/day case treatment, the 24/25 Planned Care Plans, due in March 2024, will identify annual national capacity including fallow capacity by Board. SG will work with Boards on a regional and national basis to fully utilise this capacity (staff, theatres, equipment) to reduce long waits. We will develop and implement evidence based national action plans for [Out of Scope], NTCs and [Out of Scope] during 24/25 to maximise capacity across Scotland and reduce waiting times.

## ANNEX I

### ENABLING CHANGE: Digital, Innovation and Workforce

26. The National Health and Social Care Workforce Strategy was launched on 11 March 2022. The strategy is underpinned by a long-term vision for a ***“sustainable, skilled workforce, with attractive career choices and fair work, where all are valued for the work that they do”***. The vision is supported by a 5-pillar methodological framework: plan, attract, train, employ, nurture; it is presupposed that sustained action is needed across each of the five pillars. Further to the introduction of the strategy there has been progress with a number of the short-medium term actions within the strategy’s action plan, particularly in relation to expansion in medical training, delivering overall workforce growth (including recruitment to the 4 extant National Treatment Centres

[Out of Scope]

**Cabinet Secretary for NHS Recovery, Health and Social Care meeting with  
Gillian Mackay MSP, Scottish Green Party - 06 March 2023**

[Out of Scope]

***Planned Care Reform***

17. National Treatment Centres (NTCs) Programme is the single biggest increase in planned care capacity ever created in NHS Scotland. We have made significant progress with the NTC programme in the last year; opening NTCs in Fife and Highland in Spring 2023, with NHS Forth Valley and the Golden Jubilee Hospital Phase 2 opening in 2024.

[Out of Scope]

## Emails from Cabinet Secretary

### Email 01 Submission - Planned Care & NTCs 01 Feb 24 12:17

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** First Minister  
**Sent:** Thursday, February 1, 2024 12:17 PM  
**To:** Humza Yousaf <Humza.Yousaf@gov.scot>  
**Subject:** FW: Submission - Planned Care & NTCs

For consideration.

This advice follows on from the NTCs discussion with DFM and Cab Sec before Christmas and covers handling for pausing the NTC programme. Worth noting a deep dive on health infrastructure and capital funding has now been set up for next week with DFM and the Cab Sec following your asks on Friday. Neither have commented on the below yet but this may be helpful to review in advance of that meeting.

You are invited to:

- [Redacted s.30(b)(i)]
- [Redacted s.30(b)(i)]
- [Redacted s.30(b)(i)].

[Redacted s.38(1)(b)]

**Deputy Private Secretary**

**Office of the First Minister**

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [Redacted s.38(1)(b)]

The First Minister's box closes at 2pm, Monday to Friday. Further details, including preferences, can be found [here](#).

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**From:** Douglas McLaren <Douglas.McLaren@gov.scot>

**Sent:** Friday, January 26, 2024 4:38 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** David Hutchison <David.Hutchison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Strategic Briefing Unit for Health <SBUHealth@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Fiona Bennett <Fiona.Bennett@gov.scot>

**Subject:** Submission - Planned Care & NTCs

PS FM / DFM / Cab Sec,

Please find attached a routine submission on Planned Care Recovery (including NTCs) following the ministerial discussion on 18 Dec.

Thanks,

Dougie.

**Douglas McLaren** | NHS Scotland Deputy Chief Operating Officer – Performance & Delivery | The Scottish Government | 2E St Andrew's House, Regent Road, Edinburgh, EH1 3DG | 0785 496 7018 | [douglas.mclaren@gov.scot](mailto:douglas.mclaren@gov.scot)

*PLEASE NOTE: I am sending this email at a time that suits my working arrangements, and am not seeking a response outwith your own normal working hours.*

## **Attached 03 SUBMISSION - FM DFM and Cab Sec - Planned Care 26.01.24 – FINAL**

### **Email 02 AfC Review - Note to FM & DFM**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Finance

**Sent:** Monday, February 5, 2024 10:55 AM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; First Minister <FirstMinister@gov.scot>

**Cc:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Subject:** RE: AfC Review - Note to FM & DFM

[Redacted s.38(1)(b)],

DFM has noted.

Kind regards,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

**Deputy Private Secretary to the Deputy First Minister and Cabinet Secretary for Finance – Shona Robison MSP**

**The Scottish Government**

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

E: DFMCSF@gov.scot

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Official : Sensitive

**From**[Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Wednesday, January 24, 2024 2:01 PM

**To:** First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Subject:** RE: AfC Review - Note to FM & DFM

Thanks Jennifer,

Please see attached response from Mr Matheson to FM. As requested, I've also attached the latest letter shared with Matt and Colin of 18 January. Meetings with both will take place this week.

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

Scottish Government

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

[Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]

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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** First Minister

**Sent:** Friday, January 19, 2024 3:13 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Subject:** RE: AfC Review - Note to FM & DFM

**This email is for the official record and confirms a Ministerial Decision. This email must be placed in the official record (eRDM) by your team in line with SG records management policy.**

Afternoon [Redacted s.38(1)(b)] ,

FM is content with the approach outlined by Mr Matheson. [Redacted s.30(b)(i)]

[Out of Scope]

Grateful if a response to FMs queries above can be given.

Many thanks,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

**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

**M:** [Redacted s.38(1)(b)]

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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Thursday, January 18, 2024 2:13 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Cc:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Subject:** AfC Review - Note to FM & DFM

FM/ DFM

Please see note attached from Mr Matheson setting out the proposed approach to the AfC Review.

[Out of Scope]

Regards,

**[Redacted s.38(1)(b)]**

Deputy Private Secretary to Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

Scottish Government

E: MinisterMWSC@gov.scot

M: [Redacted s.38(1)(b)]

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## Email 03 RE: Budget discussion: Health Infrastructure & NTC

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Finance

**Sent:** Thursday, February 22, 2024 3:37 PM

**To:** Alan Morrison <Alan.Morrison@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; First Minister <FirstMinister@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; Chief Financial Officer <cfo@gov.scot>; Scottish Budget Mailbox <ScottishBudget@gov.scot>

**Subject:** RE: Budget discussion: Health Infrastructure & NTC

Hi Alan,

Thanks for your quick response – adding Alison Cumming, CFO and the Budget Mailbox for their awareness.

The Deputy First Minister would like to be clear that we cannot be in a position where Monklands is not provided funding, and would like re-visit this following the Spring Budget on the 6 March.

Many thanks,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

**Deputy Private Secretary to the Deputy First Minister and Cabinet Secretary for Finance –  
Shona Robison MSP**

**The Scottish Government**

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

**M:** [Redacted s.38(1)(b)] | **Email:** DFMCSF@gov.scot

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**From:** Alan Morrison <Alan.Morrison@gov.scot>

**Sent:** Thursday, February 22, 2024 11:32 AM

**To:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; First Minister <FirstMinister@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; Deputy Director Infrastructure and Investment

<DeputyDirectorInfrastructureAndInvestment@gov.scot>; Paul Mortimer

<Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>;

Communications NHS Recovery, Health and Social Care

<CommunicationsNHSRecoveryHealthandSocialCare@gov.scot>; [Redacted s.38(1)(b)]

<Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>

**Subject:** RE: Budget discussion: Health Infrastructure & NTC

[Redacted s.38(1)(b)]

Note as requested.

I have added the Cabinet Secretary for Health's new mailbox to the copy list, [Out of Scope], I am assuming it is appropriate to keep him up to date on the position.

Regards

Alan

Alan Morrison  
Health Infrastructure and Sustainability  
Scottish Government Health and Social Care Directorates  
0131 244 2363  
07981 282 004

[Out of Scope]

**From:** Alan Morrison <Alan.Morrison@gov.scot>  
**Sent:** Monday, February 19, 2024 6:21 PM  
**To:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; First Minister <FirstMinister@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>  
**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>  
**Subject:** RE: Budget discussion: Health Infrastructure & NTC

Official : Sensitive

[Redacted s.38(1)(b)]

Latest lines now included.

Regards

Alan

Alan Morrison  
Health Infrastructure and Sustainability  
Scottish Government Health and Social Care Directorates  
0131 244 2363  
07981 282 004

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Finance

**Sent:** Monday, February 19, 2024 6:17 PM

**To:** Alan Morrison <Alan.Morrison@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; First Minister <FirstMinister@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthandSocialCare@gov.scot>

**Subject:** RE: Budget discussion: Health Infrastructure & NTC

Alan,

Can I check this FMQ has been updated with the most recent lines attached?

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

**Deputy Private Secretary to the Deputy First Minister and Cabinet Secretary for Finance –  
Shona Robison MSP**

**The Scottish Government**

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

M: [Redacted s.38(1)(b)] E: DFMCSF@gov.scot

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**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot> **On Behalf Of** Communications NHS Recovery, Health and Social Care

**Sent:** Monday, February 19, 2024 3:27 PM

**To:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; Heather Darling <Heather.Darling@gov.scot>

**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Paul Mortimer

Official : Sensitive

<Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>;  
Communications NHS Recovery, Health and Social Care  
<CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>; [Redacted s.38(1)(b)]  
<Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>;  
[Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted  
s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>  
**Subject:** RE: Budget discussion: Health Infrastructure & NTC

Adding comms colleagues

[Redacted s.38(1)(b)]  
Senior Media Manager  
Communications Health and Social Care  
Scottish Government  
M: [Redacted s.38(1)(b)]

**From:** Alan Morrison <Alan.Morrison@gov.scot>  
**Sent:** Monday, February 19, 2024 3:05 PM  
**To:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; First Minister  
<FirstMinister@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; DG Health &  
Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; [Redacted  
s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>;  
Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>  
**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>;  
David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>;  
Deputy Director Infrastructure and Investment  
<DeputyDirectorInfrastructureAndInvestment@gov.scot>; Paul Mortimer  
<Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>;  
Communications NHS Recovery, Health and Social Care  
<CommunicationsNHSRecoveryHealthandSocialCare@gov.scot>  
**Subject:** RE: Budget discussion: Health Infrastructure & NTC

[Redacted s.38(1)(b)]

Briefing as requested.

Regards

Alan

Alan Morrison  
Health Infrastructure and Sustainability

Scottish Government Health and Social Care Directorates  
0131 244 2363

07981 282 004

**From:** Alan Morrison <Alan.Morrison@gov.scot>

**Sent:** Monday, February 19, 2024 2:18 PM

**To:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>

**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>

**Subject:** RE: Budget discussion: Health Infrastructure & NTC

No problem [Redacted s.38(1)(b)], I will be sending it over shortly.

alan

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Finance

Official : Sensitive

**Sent:** Monday, February 19, 2024 2:15 PM

**To:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>

**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthandSocialCare@gov.scot>

**Subject:** RE: Budget discussion: Health Infrastructure & NTC

@Alan Morrison/Colleagues,

Apologies, DFM has now asked if she could have the below by **17:00 today**, prior to her Stage 2 Budget Finance and Public Administration session tomorrow morning.

Grateful for conformation this has been picked up.

Many thanks,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)] Lumsden**

**Deputy Private Secretary to the Deputy First Minister and Cabinet Secretary for Finance – Shona Robison MSP**

**The Scottish Government**

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

**M:** [Redacted s.38(1)(b)] | **Email:** DFMCSF@gov.scot

Official : Sensitive

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**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Finance

**Sent:** Monday, February 19, 2024 11:15 AM

**To:** Alan Morrison <Alan.Morrison@gov.scot>; First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>

**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthandSocialCare@gov.scot>

**Subject:** RE: Budget discussion: Health Infrastructure & NTC

Morning all,

Using this chain for ease.

<https://www.bbc.co.uk/news/uk-scotland-68227448>

DFM would like a note / additional lines on the above article published on BBC this morning.

Grateful for conformation this has been picked up and for a response by **COP 21 Feb.**

Many thanks,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)] Lumsden**

**Deputy Private Secretary to the Deputy First Minister and Cabinet Secretary for Finance –  
Shona Robison MSP**

**The Scottish Government**

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

**M:** [Redacted s.38(1)(b)] | **Email:** DFMCSF@gov.scot

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**From:** Alan Morrison <Alan.Morrison@gov.scot>

**Sent:** Monday, February 5, 2024 1:21 PM

**To:** First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>

**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; Luke Anderson <Luke.Anderson@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>

**Subject:** RE: Budget discussion: Health Infrastructure & NTC

Attached is a short paper in advance of Wednesday's meeting.

Official : Sensitive

I will prepare a 5 or 6 slide presentation to help frame the discussion, but happy to decide on the day whether it is necessary or not.

Regards

Alan

Alan Morrison  
Health Infrastructure and Sustainability

Scottish Government Health and Social Care Directorates  
0131 244 2363

07981 282 004

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

**From:** First Minister <FirstMinister@gov.scot>

**Sent:** Monday, February 5, 2024 10:55 AM

**To:** First Minister; First Minister; Cabinet Secretary for NHS Recovery, Health and Social Care; Deputy First Minister and Cabinet Secretary for Finance; Alan Morrison; Richard McCallum; DG Health & Social Care; Caroline Lamb; Jack Causley; Heather Darling

**Cc:** Colin McAllister; Luke Anderson; Jennie Gollan; David Hutchison; Callum McCaig

**Subject:** Budget discussion: Health Infrastructure & NTC

**When:** 07 February 2024 16:20-17:05 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** SAH

**Attached 02 Health Infrastructure FMQ - February 2024**

**Email 04 RE: FM Commission - Advice on Health Capital and progressing projects**

Official : Sensitive

**From:** Alan Morrison <Alan.Morrison@gov.scot>

**Sent:** Wednesday, February 28, 2024 5:43 PM

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

**Cc:** Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>; Colin McAllister <Colin.McAllister@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; Director of Budget and Public Spending <Directorofbudgetandpublicspending@gov.scot>; Chief Financial Officer <cfo@gov.scot>; Scottish Budget Mailbox <ScottishBudget@gov.scot>; Communications NHS Recovery, Health and Social Care <CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>

**Subject:** RE: FM Commission - Advice on Health Capital and progressing projects

[Redacted s.38(1)(b)]

Please find an attached paper which outlines what would be required to take forward a number health capital projects. It is not really possible to progress any capital project without additional funding as we do not anticipate having any flexibility next year, but we appreciate that funding is limited. If the FM would like to discuss further, then myself, Caroline and Richard would be best placed to advise from the health portfolio. I have added Alison Cumming, the CFO and the Scottish Budget Mailbox as I am sure Exchequer colleagues would also want to be part of any conversation.

Regards

Alan

Alan Morrison

Health Infrastructure and Sustainability

Official : Sensitive

Scottish Government Health and Social Care Directorates

0131 244 2363

07981 282 004

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** First Minister

**Sent:** Thursday, February 22, 2024 3:37 PM

**To:** Alan Morrison <Alan.Morrison@gov.scot>; Richard McCallum

<Richard.McCallum@gov.scot>

**Cc:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance

<DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care

<CabSecforNRHSC@gov.scot>; Colin McAllister <Colin.McAllister@gov.scot>; Jennie Gollan

<Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig

<Callum.Mccaig@gov.scot>; Deputy Director Infrastructure and Investment

<DeputyDirectorInfrastructureAndInvestment@gov.scot>; Paul Mortimer

<Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>;

Communications NHS Recovery, Health and Social Care

<CommunicationsNHSRecoveryHealthandSocialCare@gov.scot>; [Redacted s.38(1)(b)]

<Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; DG

Health & Social Care <DGHSC@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>;

Heather Darling <Heather.Darling@gov.scot>

**Subject:** FM Commission - Advice on Health Capital and progressing projects

Alan,

As discussed following budget discussions between the First Minister and Deputy First Minister, the First Minister has asked that a note be prepared on Health capital and options which would ensure that projects could get under way despite the reduction in capital allocation. I'd be grateful if further advice could be prepared and sent to the FM, DFM and the Cab Sec please?

Many thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

**Deputy Private Secretary**

## Office of the First Minister

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [Redacted s.38(1)(b)]

The First Minister's box closes at 2pm, Monday to Friday. Further details, including preferences, can be found [here](#).

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## Attached 19 2023-24 - First Minister - Deep Dive - Health Capital Options - February 2024

### Email 05 RE: Major infrastructure projects – report

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Sent:** Wednesday, January 24, 2024 12:42 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>

**Cc:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; Daniel Hinze <Daniel.Hinze@gov.scot>; Katherine White <Katherine.White@gov.scot>

**Subject:** RE: Major infrastructure projects - report

Hi [Redacted s.38(1)(b)]

Please find attached the submission that we put to DFM and a copy of the full major capital projects report.

Regards

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]** | Infrastructure and Investment Division | The Scottish Government

3-C (South) Victoria Quay Edinburgh EH6 6QQ | Tel: 0131 2441563 | Mob: [Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]@gov.scot

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot> **On Behalf Of** First Minister

**Sent:** Wednesday, January 24, 2024 12:31 PM

**To:** Deputy Director Infrastructure and Investment

<DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Cc:** First Minister <FirstMinister@gov.scot>

**Subject:** Major infrastructure projects - report

Hi [Redacted s.38(1)(b)],

As per my teams message earlier today, FM would like sight of report on major infrastructure projects as soon as possible – I'd be grateful if you could share a copy with us.

Many thanks,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

**Deputy Private Secretary/Diary Manager to the First Minister**

**Office of the First Minister**

5th Floor | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

Email: FirstMinister@gov.scot

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.

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**Attached 2023 - 17 November Update - IIP Major Capital Projects Progress Update - December 2023 (FINAL) - to APS & 18 2023 - November Update - IIP Major Capital Projects reporting six-monthly update (December 2023) - Note to DFM (DRAFT)**

**Email 06 RE: Submission - Planned Care & NTCs Duplicate**

[Out of Scope]

**Attached 03 SUBMISSION - FM DFM and Cab Sec - Planned  
Care 26.01.24 - FINAL**

**Email 07 RE: Submission - Planned Care & NTCs**

**From:** Douglas McLaren <Douglas.McLaren@gov.scot>

**Sent:** Friday, January 26, 2024 4:38 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** David Hutchison <David.Hutchison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b) @gov.scot]>; [Redacted s.38(1)(b)] <[Redacted

Official : Sensitive

s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Strategic Briefing Unit for Health <SBUHealth@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Fiona Bennett <Fiona.Bennett@gov.scot>  
**Subject:** Submission - Planned Care & NTCs

PS FM / DFM / Cab Sec,

Please find attached a routine submission on Planned Care Recovery (including NTCs) following the ministerial discussion on 18 Dec.

Thanks,

Dougie.

**Douglas McLaren** | NHS Scotland Deputy Chief Operating Officer – Performance & Delivery | The Scottish Government | 2E St Andrew's House, Regent Road, Edinburgh, EH1 3DG | 0785 496 7018 | douglas.mclaren@gov.scot

*PLEASE NOTE: I am sending this email at a time that suits my working arrangements, and am not seeking a response outwith your own normal working hours.*

**Attached 03 SUBMISSION - FM DFM and Cab Sec - Planned Care 26.01.24 - FINAL**

**Email 08 RE: URGENT - Visit before travelling Cabinet - 11 December**

[Out of Scope]

## **Attached 23 Cab Sec - Visit to East Lothian Community Hospital ELCH - 11 Dec 2023**

## **Email 09 RE: DFM Note to the Cabinet Secretary for NHS Recovery, Health & Social Care - 2023/24 Path to Balance**

[Out of Scope]

## **Attached 24 Health Portfolio - Ministerial briefing - 2023- 24 Path to Balance**

## **Email 10 Re: Scottish Labour Party Debate: Health 170124**

[Out of Scope]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** Minister for Parliamentary Business

**Sent:** Monday, January 15, 2024 5:24 PM

**To:** Minister for Parliamentary Business <MinisterforPB@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Minister for Social Care, Mental Wellbeing & Sport <MinisterSCMWS@gov.scot>; Minister for Public Health & Women's Health <MinisterPHWH@gov.scot>

**Cc:** Jennie Gollan <Jennie.Gollan@gov.scot>; Gavin Corbett <Gavin.Corbett@gov.scot>; Colin McAllister <Colin.McAllister@gov.scot>; Spads Admin <Spads\_Admin@gov.scot>

**Subject:** RE: Scottish Labour Party Debate: Health 170124

Hi all,

Please find below a copy of the motion for the debate on Wednesday 17 January.

**\*S6M-11874 Jackie Baillie: Ending NHS Long Waits—**That the Parliament is alarmed that almost one in six people in Scotland are languishing on NHS waiting lists for tests or treatment; notes that the Scottish Government has failed to meet its own target, set out in July 2022 by the current First Minister, to eliminate the longest waits in planned care, with a staggering 80,000 people currently waiting over a year to be seen; recognises that the Scottish National Party administration's flagship network of National Treatment Centres has been beset by delays; is concerned that the NHS is facing a

workforce crisis, with 6,800 NHS vacancies that are unfilled, while agency costs have rocketed in recent years, and calls on the Scottish Ministers to set out a clear plan and timetable for when all long waits for planned care will be eradicated, and provide an update on the timescales and final costs for all the promised National Treatment Centres.

Following the meeting this evening, please:

- confirm who will open and close the debate immediately.
- circulate a full draft amendment – agreed with the Scottish Green Party – to respective Ministers and Special Advisers and the Minister for Parliamentary Business **no later than 9am on Tuesday**. I appreciate this deadline is normally so the draft amendment can be discussed at Cabinet, noting that Cabinet took place today, however I'd still be grateful for sight of the draft amendment by this time, please.
- submit a final, cleared amendment – agreed with the Scottish Green Party – to the Minister for Parliamentary Business **no later than 3pm on Tuesday** to be lodged with parliament.

Thanks,

[Redacted s.38(1)(b)]

[Redacted s.38(1)(b)]

Private Secretary to the Minister for Parliamentary Business – George Adam MSP

**T:** [Redacted s.38(1)(b)] | **M:** [Redacted s.38(1)(b)] | **E:** MinisterforPB@gov.scot

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.

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[Out of Scope]

## Email 11 FW: Submission - Planned Care & NTCs

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Tuesday, February 13, 2024 11:32 AM

**To:** Neil Gray <Neil.Gray@gov.scot>

**Subject:** FW: Submission - Planned Care & NTCs

Cab sec – for awareness on planned care as per discussion.

Thanks,

[Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** First Minister

**Sent:** Monday, February 5, 2024 11:32 AM

**To:** Douglas McLaren <Douglas.McLaren@gov.scot>; First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; David Hutchison  
 <David.Hutchison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; [Redacted s.38(1)(b)]  
 <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; DG  
 Health & Social Care <DGHC@gov.scot>; John Burns <John.Burns@gov.scot>; [Redacted  
 s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted  
 s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted  
 s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted  
 s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted  
 s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Strategic  
 Briefing Unit for Health <SBUHealth@gov.scot>; Deputy Director Infrastructure and Investment  
 <DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <[Redacted  
 s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted  
 s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted  
 s.38(1)(b)]@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Fiona Bennett  
 <Fiona.Bennett@gov.scot>

**Subject:** RE: Submission - Planned Care & NTCs

**This email is for the official record and confirms a Ministerial Decision. This email must be placed in the official record (eRDM) by your team in line with SG records management policy.**

Dougie,

The First Minister will discuss this with the DFM and Cab Sec during their Health Infrastructure meeting this week, [Redacted s.30(b)(i)].

He added that there is a discussion to be had about how we present any pause in NTCs which he will also raise during the meeting.

Many thanks,

[Redacted s.38(1)(b)]

**[Redacted s.38(1)(b)]**

## Deputy Private Secretary

## Office of the First Minister

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [Redacted s.38(1)(b)]

**The First Minister's box closes at 2pm, Monday to Friday.** Further details, including preferences, can be found [here](#).

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

**From:** Douglas McLaren <Douglas.McLaren@gov.scot>

**Sent:** Friday, January 26, 2024 4:38 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

**Cc:** David Hutchison <David.Hutchison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; Alan Morrison

Official : Sensitive

<Alan.Morrison@gov.scot>; Strategic Briefing Unit for Health <SBUHealth@gov.scot>; Deputy Director Infrastructure and Investment

<DeputyDirectorInfrastructureAndInvestment@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Fiona Bennett <Fiona.Bennett@gov.scot>

**Subject:** Submission - Planned Care & NTCs

PS FM / DFM / Cab Sec,

Please find attached a routine submission on Planned Care Recovery (including NTCs) following the ministerial discussion on 18 Dec.

Thanks,

Dougie.

**Douglas McLaren** | NHS Scotland Deputy Chief Operating Officer – Performance & Delivery | The Scottish Government | 2E St Andrew's House, Regent Road, Edinburgh, EH1 3DG | 0785 496 7018 | douglas.mclaren@gov.scot

*PLEASE NOTE: I am sending this email at a time that suits my working arrangements, and am not seeking a response outwith your own normal working hours.*

**Attached 03 SUBMISSION - FM DFM and Cab Sec - Planned Care 26.01.24 – FINAL**

**Email 12 RE: Budget discussion: Health Infrastructure & NTC**

**From:** Alan Morrison <Alan.Morrison@gov.scot>

**Sent:** Monday, February 5, 2024 1:21 PM

**To:** First Minister <FirstMinister@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; Deputy First Minister and Cabinet Secretary for Finance

Official : Sensitive

<DFMCSF@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Caroline Lamb <Caroline.Lamb@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Heather Darling <Heather.Darling@gov.scot>  
**Cc:** Colin McAllister <Colin.McAllister@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>  
**Subject:** RE: Budget discussion: Health Infrastructure & NTC

Attached is a short paper in advance of Wednesday's meeting.

I will prepare a 5 or 6 slide presentation to help frame the discussion, but happy to decide on the day whether it is necessary or not.

Regards

Alan

Alan Morrison

Health Infrastructure and Sustainability

Scottish Government Health and Social Care Directorates  
0131 244 2363

07981 282 004

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

**From:** First Minister <FirstMinister@gov.scot>

**Sent:** Monday, February 5, 2024 10:55 AM

**To:** First Minister; First Minister; Cabinet Secretary for NHS Recovery, Health and Social Care; Deputy First Minister and Cabinet Secretary for Finance; Alan Morrison; Richard McCallum; DG Health & Social Care; Caroline Lamb; Jack Causley; Heather Darling

**Cc:** Colin McAllister; Luke Anderson; Jennie Gollan; David Hutchison; Callum McCaig

**Subject:** Budget discussion: Health Infrastructure & NTC

**When:** 07 February 2024 16:20-17:05 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** SAH

## **Attached 01 2023-24 - First Minister - Deep Dive - Health Capital Investment - February 2024**

### **Email 13 FW: Budget discussion: Health Infrastructure & NTC**

[Out of Scope]

## **ATTACHED 02 Health Infrastructure FMQ - February 2024**

### **Email 14 RE: Briefing Pack - Cabinet Secretary media interview - 20 February**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>

**Sent:** Tuesday, February 20, 2024 10:58 AM

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Cc:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Strategic Briefing Unit for Health <SBUHealth@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; John Burns <John.Burns@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Fiona Bennett <Fiona.Bennett@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>

**Subject:** RE: Briefing Pack - Cabinet Secretary media interview - 20 February

[Redacted s.38(1)(b)],

As requested, just picking out the key topics here.

I think it would be useful for the Cab Sec to read the lines below.

### **CAPITAL SPENDING**

[Out of Scope]

Despite these challenges, we have made significant progress with the National Treatment Centres programme in the last year. We opened NTCs Fife and Highland last

Spring, and NTC Forth Valley and the second phase expansion of NTC Golden Jubilee Hospital will open this year.

**[Out of Scope]**

We have taken steps to address the backlog of planned care. We have increased capacity through the creation of a network of National Treatment Centres, providing more than 20,000 additional surgeries and procedures each year.

[Out of Scope]

# Thanks

[Redacted s.38(1)(b)]

[Out of Scope]

Email 15 RE: FOR MINISTER CLEARANCE PLEASE: Delays to NHS capital projects - Global, The Sun, Record, The Times, Daily Mail, STV, Healthcare Design & Management, Daily Express - by 4.50pm

[Out of Scope]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>

**Sent:** Monday, February 19, 2024 5:08 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>;

Deputy First Minister and Cabinet Secretary for Finance <DFMCSF@gov.scot>

**Cc:** Communications NHS Recovery, Health and Social Care

<CommunicationsNHSRecoveryHealthandSocialCare@gov.scot>; [Redacted s.38(1)(b)]

<Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>;

[Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Alison Strath <Alison.Strath@gov.scot>;

Fiona Bennett <Fiona.Bennett@gov.scot>; [Redacted s.38(1)(b)] <Redacted

s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted

s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>;

Richard McCallum <Richard.McCallum@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>;

[Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted

s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted

s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Emma Stewart <Emma.Stewart2@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Emily Mackintosh <Emily.Mackintosh@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>

**Subject:** FOR MINISTER CLEARANCE PLEASE: Delays to NHS capital projects - Global, The Sun, Record, The Times, Daily Mail, STV, Healthcare Design & Management, Daily Express - by 4.50pm

Private Office

CC/Deputy First Minister and Cabinet Secretary for Finance

With help from SpAds and officials we've updated the capital funding lines, below, as a response to queries from Global Radio, the Sun, Record, Times, STV, Heathcare Design and Management and the Express.

Grateful to know if the Minister is content.

Best wishes

[Redacted s.38(1)(b)]

## Response

A Scottish Government spokesperson said:

[Out of Scope]

"We are investing £314 million in 2024/25 in health infrastructure allowing all major projects in construction to be completed – [Out of Scope] had the Golden Jubilee Expansion Phase 2.

“In 2023 we opened two National Treatment Centres in NHS Fife and NHS Highland, with two further centres opening in 2024 in NHS Forth Valley and the Golden Jubilee Hospital.”

[Redacted s.38(1)(b)]

News | Media Manager

Communications Health and Social Care

The Scottish Government, St Andrew's House, Edinburgh

Mobile: [Redacted s.38(1)(b)] | Portfolio Media inquiries: [Redacted s.38(1)(b)]

[www.gov.scot/news](http://www.gov.scot/news)

## Email 16 RE: Scottish Liberal Democrats - 21 February

[Out of Scope]

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Sent:** Monday, February 19, 2024 6:12 PM

**To:** Stephen Gallagher <Stephen.Gallagher@gov.scot>; Tim McDonnell <Tim.Mcdonnell@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>; Susan Gallacher <Susan.Gallacher@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; Gavin Gray <Gavin.Gray@gov.scot>

**Cc:** Jennie Gollan <Jennie.Gollan@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Subject:** RE: Scottish Liberal Democrats - 21 February

First draft of an amendment:

As an amendment to motion S6M-[Out of Scope] [welcomes that our £1bn NHS Recovery Plan has delivered a significant reduction in the number of two-year outpatient waits and that by 2026, we will have delivered improvements in workforce planning, attraction, training, employment and wellbeing, progressing towards a sustainable, skilled health and care workforce, welcomes the new National Treatment Centre opened in Inverness - equipped with 24 beds, five operating theatres and 13 consulting rooms, the facility will help to transform the experience for patients undergoing a range of orthopaedic and ophthalmology procedures in the North of Scotland; [Out of Scope]

Kind regards

[Redacted s.38(1)(b)]

[Out of Scope]

## Attached 39 February Debate - Briefing - Improving Access To Primary Care

**Email 17 Re: FOR MINISTER CLEARANCE PLEASE: Hip op  
waiting times statement - ITV News - Time sensitive - 3.30**

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

**Sent:** Wednesday, February 21, 2024 3:44 PM

**To:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

[illegible]

## Official : Sensitive

s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted  
s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted  
s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted  
s.38(1)(b)@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; [Redacted  
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Donnelly <Shiree.Donnelly@gov.sco>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>;  
Emily Mackintosh <Emily.Mackintosh@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>  
**Subject:** RE: FOR MINISTER CLEARANCE PLEASE: Hip op waiting times statement - ITV News - Time  
sensitive - 3.30

Hi [Redacted s.38(1)(b)],

Mr Gray has asked can we please add in something around the two NTCs coming this year which will add capacity and support for patients across Scotland by 20,000. Once this has been added he is content for the lines to issue.

Regards,

**[Redacted s.38(1)(b)]**

Deputy Private Secretary to Cabinet Secretary for NHS Recovery, Health and Social Care - Neil Gray MSP

Scottish Government

E: MinisterMWSC@gov.scot

M: [Redacted s.38(1)(b)]

## Official : Sensitive

**From:** Neil Gray <Neil.Gray@gov.scot>

**Sent:** Wednesday, February 21, 2024 3:41 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Subject:** Re: FOR MINISTER CLEARANCE PLEASE: Hip op waiting times statement - ITV News - Time sensitive - 3.30

Can we please add the two NTCs coming this year which will add capacity and support for patients across Scotland by 20,000

Otherwise content to clear with thanks

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot> on behalf of Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Sent:** Wednesday, February 21, 2024 3:34:38 PM

**To:** Neil Gray <Neil.Gray@gov.scot>

**Subject:** FW: FOR MINISTER CLEARANCE PLEASE: Hip op waiting times statement - ITV News - Time sensitive - 3.30

Lines to clear.

**[Redacted s.38(1)(b)]**

Deputy Private Secretary to Cabinet Secretary for NHS Recovery, Health and Social Care - Neil Gray MSP

Scottish Government

E: MinisterMWSC@gov.scot

M: [Redacted s.38(1)(b)]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>

**Sent:** Wednesday, February 21, 2024 3:34 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

[illegible]

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<FirstMinisterFMQs@gov.scot>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>; Shiree  
Donnelly <Shiree.Donnelly@gov.sco>; [Redacted s.38(1)(b)] <Redacted s.38(1)(b)@gov.scot>;  
Emily Mackintosh <Emily.Mackintosh@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>

**Subject:** FOR MINISTER CLEARANCE PLEASE: Hip op waiting times statement - ITV News - Time sensitive  
- 3.30

Private Office

With help from SpAds and officials we've drafted a response, below, to a query from ITV News – they've asked for it by 3.30pm today if possible – asking what the Scottish Government is doing about waiting times.  
Grateful to know if the Minister is content.

Best wishes

Susan

## RESPONSE

A Scottish Government spokesperson said:

“We are absolutely committed to driving down waiting times. We have increased investment in frontline NHS boards by more than half a billion pounds in the draft Budget - a real terms increase of almost 3% - but we know that to ensure the best care for everyone, we need to invest in services at the same time as reforming the way they are delivered.

“We are working with NHS Boards to reduce long waits, which have been exacerbated by the impacts of the pandemic. The commitments set out in our £1bn NHS Recovery

Plan support an increase in inpatient, day-case, and outpatient activity through the implementation of sustainable improvements and new models of care.

“We have opened two new National Treatment Centres in Fife and Highland in Spring 2023, providing additional and protected capacity across Scotland. ”

### **Query**

Our case study in Dumfries and Galloway says she's been told she might have to wait at least eighteen months for hip and knee replacements. A letter from NHS Dumfries and Galloway suggests she'll have to wait 'in excess of a year'.

Could I get a comment on what the Scottish Government is doing to bring down waiting lists?

[Redacted s.38(1)(b)]

News | Media Manager

Communications Health and Social Care

The Scottish Government, St Andrew's House, Edinburgh

Mobile: [Redacted s.38(1)(b)] | Portfolio Media inquiries: 0300 244 9021

[www.gov.scot/news](http://www.gov.scot/news)

## **Email 18 RE: URGENT - 11 am Wednesday - Scottish Liberal Democrats - 21 February**

[Out of Scope]

## **ATTACHED 41 ADDITIONAL BRIEFING GENERAL PRACTICE DEBATE**

## **Email 19 Running Issues (Health) - Wednesday 21st February**

**From:** [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Sent:** Wednesday, February 21, 2024 8:21 AM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Cc:** Communications NHS Recovery, Health and Social Care

<CommunicationsNHSRecoveryHealthAndSocialCare@gov.scot>; [Redacted s.38(1)(b)]

<[Redacted s.38(1)(b)]@gov.scot>; [Redacted s.38(1)(b)] <[Redacted s.38(1)(b)]@gov.scot>

**Subject:** Running Issues (Health) - Wednesday 21st February

Good morning PO,

Please see the latest health running issues and lines below ahead of Mr Gray's media visit this morning.

We will be in touch with any relevant wider issues asap.

### **Running Issues**

[Out of Scope]

### **NHS CAPITAL FUNDING**

There has been various queries on the pause on NHS capital projects due to funding cuts with a particular focus this week, following BBC's coverage.

All new NHS building projects in Scotland put on hold - BBC News

A Scottish Government spokesperson said:

"The UK Government did not inflation-proof its capital budget which has resulted in nearly a 10% real-terms cut in the Scottish Government's capital funding over the medium-term between 2023-24 and 2027-28.

"The result of this cut is that new health capital projects have currently been paused. Our emphasis for the immediate future will be on addressing backlog maintenance and essential equipment replacement.

"We are investing £314 million in 2024/25 in health infrastructure allowing all major projects in construction to be completed – this includes the Baird and Anchor Hospitals in Aberdeen, Parkhead Health Centre and the Golden Jubilee Expansion Phase 2.

"In 2023 we opened two National Treatment Centres in NHS Fife and NHS Highland, with two further centres opening in 2024 in NHS Forth Valley and the Golden Jubilee Hospital."

[Out of Scope]

[Redacted s.38(1)(b)]

News | Media Manager

Communications Health and Social Care

The Scottish Government, St Andrew's House, Edinburgh  
Portfolio Media inquiries: [Redacted s.38(1)(b)]

[www.gov.scot/news](http://www.gov.scot/news)

## Email 20 CS Submission - briefing note on capital projects in construction

**From:** [Redacted s.38(1)(b)]<[Redacted s.38(1)(b)]@gov.scot>  
**Sent:** Thursday, February 29, 2024 9:10 AM  
**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>  
**Cc:** DG Health & Social Care <DGHSC@gov.scot>; Richard McCallum <Richard.McCallum@gov.scot>; Alan Morrison <Alan.Morrison@gov.scot>; Paul Mortimer <Paul.Mortimer@gov.scot>; Deputy Director Infrastructure and Investment <DeputyDirectorInfrastructureAndInvestment@gov.scot>; Callum McCaig <Callum.Mccaig@gov.scot>; David Hutchison <David.Hutchison@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Douglas McLaren <Douglas.McLaren@gov.scot>; John Burns <John.Burns@gov.scot>  
**Subject:** CS Submission - briefing note on capital projects in construction

CS

Please find attached a short briefing on each of the capital projects in construction. These projects in total represent c£400m of investment in new health and care facilities across NHS Scotland. We would propose to provide a quarterly routine update on these projects for information.

Kind regards

[Redacted s.38(1)(b)]

## **Attached 45 CS Submission - capital projects in construction- February 2024 (final)**

### **Email 21 Re: For clearance: Media query - Rise in use of private healthcare - Scotsman**

[Out of Scope]

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot> on behalf of Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Sent:** Friday, March 8, 2024 7:25:57 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Subject:** FW: For clearance: Media query - Rise in use of private healthcare - Scotsman

Cab Sec, for clearance, thanks:

**From:** [Redacted s.38(1)(b)] <Redacted s.38(1)(b) @gov.scot>

**Sent:** Friday, March 8, 2024 7:21 PM

**To:** Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecforNRHSC@gov.scot>

**Subject:** For clearance: Media query - Rise in use of private healthcare - Scotsman

Cabinet Secretary, PO.

[Out of Scope]

[Redacted s.38(1)(b)].

#### Draft response

A Scottish Government spokesperson said:

“We are committed to eradicating long waits, which have been exacerbated by the pandemic, to ensure all people receive the treatment they need as soon as possible.

[Out of Scope]

“To increase capacity for orthopaedic, ophthalmic and diagnostic activity, we have opened two National Treatment Centres, with a further two centres opening this year. These centres will provide capacity for more than 20,000 additional surgeries each year.”

[Out of Scope]

[Redacted s.38(1)(b)]

Media Manager | News: Finance and the Economy

The Scottish Government, St Andrew's House, Edinburgh  
m: [Redacted s.38(1)(b)]