

EMAIL 1 - NHS Recovery Plan

From: Lamb C (Caroline) <Caroline.Lamb@gov.scot>

Sent: 12 August 2021 09:58

To: Burns J (John) <John.Burns@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: NHS Recovery Plan

[redacted]

Hope that makes sense.

[redacted] – when is it realistic for us to expect an updated draft (emphasis on draft)?

Caroline Lamb

Chief Executive of NHS Scotland and Director General for Health & Social Care

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

[redacted]

From: [redacted] <[redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care
Sent: 29 July 2021 09:25
To: [redacted] <[redacted]@gov.scot>; Cabinet Secretary for Health and Social Care
<CabSecHSC@gov.scot>
Cc: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; Burns J (John)
<John.Burns@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Health and Social Care
Directors <DLHSCPHSCD@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
Hutchison D (David) (Special Adviser) <David.Hutchison@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

Thanks for your e-mail below. I am conscious that you have a chat with the Cab Sec this afternoon, so I wanted to update you. I had a chat with FM's office late yesterday to discuss the NHS Recovery Plan. [redacted]

Also, FM is keen for us to firm up a publication date and identify whether there is any flexibility on it. I believe FM had a chat with John Connaghan in May and outlined if possible, she would like it published earlier. We can give consideration to that as part of the meeting with Mr Yousaf today. Either way, I think FM is keen to see a draft so I have said we will aim to get it to her next week.

Kind regards

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

From: [redacted] <[redacted]@gov.scot>
Sent: 28 July 2021 08:13
To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>
Cc: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; Burns J (John)
<John.Burns@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Health and Social Care
Directors <DLHSCPHSCD@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
Hutchison D (David) (Special Adviser) <David.Hutchison@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: NHS Recovery Plan

PS/Cabinet Secretary

[redacted]. Following the meeting we had with the Cab Sec last week we committed to make further changes / additions and send updated version this week for Cab Sec to share with FM.

There are a few edits that still need to be made, including visuals and ensuring the correct maps etc and we will make these as Ministers consider the plan as it stands.

As it is now within around five weeks of the 100 days we would welcome views on when the plan should be published.

Thank you

[redacted] | Directorate for Health Performance and Delivery | Scottish Government | 2E St Andrews House
| Edinburgh | EH1 3DG | email: [\[redacted\]@gov.scot](mailto:[redacted]@gov.scot) | telephone: [redacted]

Email 3 – FW: First Ministers Statement - 13 July - follow up action - NHS Recovery plan

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

Sent: 26 July 2021 16:34

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

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

Subject: FW: First Ministers Statement - 13 July - follow up action - NHS Recovery plan

Hi [redacted],

[redacted]

Kind regards,

[redacted]

[redacted]

Assistant Private Secretary

Cabinet Secretary for Health and Social Care

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

Please note I am currently working from home.

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

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From: [redacted] <[redacted]@gov.scot> **On Behalf Of** Health Performance and Delivery: Business Management Unit

Sent: 14 July 2021 10:53

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Cc: Health Performance and Delivery: Business Management Unit <HPD-BMU@gov.scot>; First Minister Covid Briefing Unit <FMcovidbriefingunit@gov.scot>; [redacted] <[redacted]@gov.scot>; HSC Group Hub <HSCgrouphub@gov.scot>

Subject: RE: First Ministers Statement - 13 July - follow up action - NHS Recovery plan

[redacted]

Grateful if you can please take this forward and confirm who will lead on this?

HSC Hub/FMBU – Please note that the HRPD Hub has been ‘stood down’ and we have become a Business Management Unit for our Directorate.

Thanks,

[redacted]

[redacted]pronouns – she/her)

Business Management Unit

Directorate for Health Performance & Delivery

**Scottish Government | 2E St Andrew's House | Regent Road | Edinburgh | EH1
3DG**

E: [redacted]@gov.scot

M: [redacted]



EMAIL 4 - RE: Draft NHS Recovery Plan

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

Sent: 12 July 2021 14:07

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

Cc: DG Health & Social Care <DGHSC@gov.scot>; Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted] (Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: Draft NHS Recovery Plan

Importance: High

[redacted]

[redacted]

To avoid confusion can you ensure the Cabinet Secretary only has this version to consider.

Many thanks

[redacted]

Directorate for Health Performance and Delivery | The Scottish Government | Mobile:

[redacted]

From: [redacted]

Sent: 12 July 2021 11:09

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

Cc: DG Health & Social Care <DGHSC@gov.scot>; Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; Burns J (John) <John.Burns@gov.scot>; Hutchison D (David) (Special Adviser) <David.Hutchison@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: Draft NHS Recovery Plan

Importance: High

Cabinet Secretary for Health and Social Care

NHS Recovery Plan

[redacted]. You will note that this is a longer version from the one you saw last week and it incorporates a response to the points that you made on the previous draft. We will continue to revise the draft over the coming day subject to any comments you make when we meet. [redacted]

We look forward to discussing this in more detail

[redacted]

John Burns/John Connaghan

NHS Scotland Chief Operating Officer
12 July 2021

[redacted]

Directorate for Health Performance and Delivery | The Scottish Government | Mobile:
[redacted]

From: [redacted]

Sent: 09 July 2021 14:27

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

Cc: DG Health & Social Care <DGHSC@gov.scot>; Connaghan J (John) (Health)
<John.Connaghan2@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted] (Special Adviser)
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: Draft NHS Recovery Plan

[redacted]

The following colleagues should be invited to this meeting next week although annual leave may mean some don't attend:

John Burns
John Connaghan
[redacted]
[redacted]

We are still working on a pack of information for the Cabinet Secretary for this discussion but it is now likely we will send this on first thing on Monday morning.

[redacted]

Directorate for Health Performance and Delivery | The Scottish Government | Mobile:
[redacted]

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

Sent: 02 July 2021 15:43

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

Cc: DG Health & Social Care <DGHSC@gov.scot>; Connaghan J (John) (Health)
<John.Connaghan2@gov.scot>; john.burns4@aapct.scot.nhs.uk; [redacted] (Special Adviser)
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: Draft NHS Recovery Plan

[redacted] - just as a short update on this and to say that Mr Yousaf has said that a meeting to go over the plan can wait until he returns from leave. I will look at the diary for wc 12 July and set something up either on Tuesday/Wednesday therefore if you could let me know who should attend and aim to revise the plan - with input from

Davie - and send a further version by close of play Friday 9 July it would be most appreciated.

Many thanks,
[redacted]

From: [redacted] <[redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care
Sent: 01 July 2021 17:21
To: [redacted] <[redacted]@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>
Cc: DG Health & Social Care <DGHSC@gov.scot>; Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; john.burns4@aapct.scot.nhs.uk [redacted] <[redacted]@gov.scot>; [redacted] (Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: RE: Draft NHS Recovery Plan

[redacted],

I am aware you have shared a copy of this with FMs office today however upon receipt of the plan yesterday, [redacted]

Many thanks,
[redacted]

From: [redacted] <[redacted]@gov.scot>
Sent: 01 July 2021 08:18
To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>
Cc: DG Health & Social Care <DGHSC@gov.scot>; Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; john.burns4@aapct.scot.nhs.uk; [redacted] <[redacted]@gov.scot>; [redacted] (Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: FW: Draft NHS Recovery Plan
Importance: High

[redacted]

[redacted] email below refers.

As she has noted, the FM was looking for an update on the Recovery Plan yesterday. Is Mr Yousaf content for us to share the draft Plan with the FM?

In addition, it would be helpful to know if the Cabinet Secretary is content for us to engage more formally with the Colleges and unions on the Plan?

Look forward to your response.

Kind regards

[redacted]

Directorate for Health Performance and Delivery | The Scottish Government | Mobile:
[redacted] [redacted]

From: [redacted]

Sent: 30 June 2021 14:11

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

Cc: DG Health & Social Care <DGHSC@gov.scot>; Connaghan J (John) (Health)
<John.Connaghan2@gov.scot>; [redacted] <[redacted]@gov.scot>; Burns J (John)
<John.Burns@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] (Special Adviser)
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: Draft NHS Recovery Plan

Importance: High

Hi [redacted]

[redacted] for Cab Secs consideration. We were using part of the meeting today to talk him through this but now that it is cancelled and to avoid delay thought it useful to send on.

The FM is also looking for an update today, can you confirm that the Cab Sec is content we share this draft with her?

[redacted]

Please note the foreword is also draft and can be updated to include the Cab Secs preferences as it develops.

Thank you

[redacted]

EMAIL 5 – RE: NHS Recovery Plan – not for wider circulation

From: [redacted] <[redacted]@gov.scot>
Sent: 24 August 2021 15:40
To: OCENHS Mailbox <OCENHS@gov.scot>
Subject: RE: NHS Recovery Plan - not for wider circulation

Thanks [redacted]

[redacted]

From: [redacted] (HSC) <[redacted]@gov.scot> **On Behalf Of** OCENHS Mailbox

Sent: 24 August 2021 15:39

To: [redacted]@aapct.scot.nhs.uk; [redacted]@borders.scot.nhs.uk; [redacted]@nhs.scot;
[redacted]@nhs.scot; [redacted]@nhs.scot; gram.grampianchair@nhs.scot; [redacted]@nhs.scot;
[redacted]@ggc.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@lanarkshire.scot.nhs.uk;
john.connaghan@nhslothian.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@nhs.scot;
chairman.tayside@nhs.scot; wi.chair@nhs.scot; [redacted]@gjn.scot.nhs.uk; his.chair@nhs.scot;
[redacted]@nhs24.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@phs.scot;
[redacted]@nhs.scot; [redacted]@lanarkshire.scot.nhs.uk; [redacted]@careinspectorate.gov.scot;
[redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@aapct.scot.nhs.uk;
[redacted]@borders.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot;
gram.grampianchiefexecutive@nhs.scot; [redacted]@ggc.scot.nhs.uk; [redacted]@nhs.scot;
[redacted]@lanarkshire.scot.nhs.uk; chiefexecutive@nhslothian.scot.nhs.uk; [redacted]@nhs.scot;
[redacted]@nhs.scot; chiefexec.tayside@nhs.scot; [redacted]@nhs.scot;
[redacted]@gjn.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@nhs24.scot.nhs.uk;
[redacted]@nhs.scot; [redacted] <[redacted]@gov.scot>; [redacted]@nhs.scot;
[redacted]@phs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot
Cc: DG Health & Social Care <DGHSC@gov.scot>; [redacted]@aapct.scot.nhs.uk;
[redacted]@borders.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot;
[redacted]@nhs.scot; gram.grampianchair@nhs.scot; [redacted]@ggc.scot.nhs.uk;
[redacted]@nhs.scot; [redacted]@lanarkshire.scot.nhs.uk; [redacted]@nhslothian.scot.nhs.uk;
[redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot;
[redacted]@gjn.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@nhs24.scot.nhs.uk;
ceo.nes@nes.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@phs.scot; [redacted]@nhs.scot;
[redacted]@nhs.scot; [redacted]@careinspectorate.gov.scot; [redacted]@nhs.scot;
nss.nhsscotlandexecsupport@nhs.scot; [redacted]@phs.scot; [redacted]@aapct.scot.nhs.uk;
[redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot;
gram.grampianchiefexecutive@nhs.scot; [redacted]@ggc.scot.nhs.uk; [redacted]@nhs.scot;
[redacted]@lanarkshire.scot.nhs.uk; [redacted]@nhslothian.scot.nhs.uk; [redacted]@nhs.scot;
[redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot; chiefexec.tayside@nhs.scot;
[redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@gjn.scot.nhs.uk; [redacted]@nhs.scot;
[redacted]@nhs24.scot.nhs.uk; ceo.nes@nes.scot.nhs.uk; [redacted]@nhs.scot;
[redacted]@nhs.scot; [redacted]@phs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot;
nss.nhsscotlandexecsupport@nhs.scot; [redacted]@phs.scot
Subject: NHS Recovery Plan - not for wider circulation

Sent on behalf of Caroline Lamb

Dear Colleagues

[redacted] that is due to publish tomorrow, 25 August, at 09:30. This is not for wider circulation and request that this is treated as confidential until it is published.

The link to the published plan will be shared with you and wider stakeholders tomorrow afternoon.

Thank you

Caroline Lamb
DG Health and Social Care and
CE NHS Scotland

[redacted]

Subject: RE: NHS Recovery Plan



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

[redacted]

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

Sent: 22 August 2021 15:12

To: Deputy Director of Leadership, Culture and Wellbeing

<DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>; Lamb C (Caroline)

<Caroline.Lamb@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>;

Minister for Mental Wellbeing & Social Care <MinisterMWSC@gov.scot>; Minister for Public Health,

Women's Health & Sport <MinisterPHWHS@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>;

Health and Social Care Directors <DLHSCPHSCD@gov.scot>; Burns J (John) <John.Burns@gov.scot>;

Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;

[redacted] <H[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;

[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;

[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;

[redacted] (Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

(Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; HSC

Group Hub <HSCgrouphub@gov.scot>

Cc: [redacted] <[redacted]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; [redacted]

<[redacted]@gov.scot>; First Minister <firstminister@gov.scot>

Subject: RE: NHS Recovery Plan

[redacted],

Many thanks for the ongoing work on this – [redacted]

Finally, FM would like to see a final draft of the whole plan before it goes to print.

Many thanks,

[redacted]

[redacted]

Deputy Private Secretary to the First Minister

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [redacted]



Office of the First Minister of Scotland

FirstMinister.gov.scot

Prìomh Mhinistear na h-Alba

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Telephone: [redacted]

<DeputyDirectorofHealthWorkforce@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <H[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] (Special Adviser)
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] (Special Adviser)
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>[redacted] <[redacted]@gov.scot>; HSC Group Hub
<HSCgrouphub@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

FM/Cab Sec

[redacted].

Regards

[redacted]

[redacted]
DG Health and Social Care Office
Scottish Government
1E.16 St Andrews House
Tel: [redacted] Mob: [redacted]

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

Sent: 18 August 2021 10:34

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

<firstminister@gov.scot>; Slater T (Tracy) <Tracy.Slater@gov.scot>

Cc: Minister for Mental Wellbeing & Social Care <MinisterMWSC@gov.scot>; Minister for Public

Health, Women's Health & Sport <MinisterPHWHS@gov.scot>; DG Health & Social Care

<DGHSC@gov.scot>; Health and Social Care Directors <DLHSCPHSCD@gov.scot>; Burns J (John)

<John.Burns@gov.scot>; Deputy Director of Health Workforce

<DeputyDirectorofHealthWorkforce@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <H[redacted]@gov.scot>;

[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;

[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;

[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] (Special Adviser)

<David.Hutchison@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] (Special Adviser)

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

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

Subject: RE: NHS Recovery Plan

[redacted],

FM has made further changes to the document, [redacted]

Many thanks,

[redacted]

Deputy Private Secretary - Diary
Office of the First Minister

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.

From: [redacted] <[redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care
Sent: 18 August 2021 09:21

Cc: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; Minister for Mental Wellbeing & Social Care <MinisterMWSC@gov.scot>; Minister for Public Health, Women's Health & Sport <MinisterPHWHS@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Health and Social Care Directors <DLHSCPHSCD@gov.scot>; BurnsJ (John) <John.Burns@gov.scot>; Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <H[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] (Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] (Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Thanks [redacted].

[redacted]

If it is helpful, Mr Yousaf would be happy to review the updated Plan before it goes to the First Minister.

Kind regards

[redacted]

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

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

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

Sent: 17 August 2021 18:25

To: First Minister <firstminister@gov.scot>; [redacted] <[redacted]@gov.scot>

Cc: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; Minister for Mental Wellbeing & Social Care <MinisterMWSC@gov.scot>; Minister for Public Health, Women's Health & Sport <MinisterPHWHS@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Health and Social Care Directors<DLHSCPHSCD@gov.scot>; Burns J (John) <John.Burns@gov.scot>; Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; [redacted]
[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <H[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
Hutchison D (David) (Special Adviser) <David.Hutchison@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] (Special Adviser) <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Hi [redacted],

In follow-up to [redacted] points below – and in advance of further feedback from FM to follow over the course of this evening and tomorrow - [redacted] meantime, with changes tracked.

[redacted]

However, meantime, grateful if the attached changes can be incorporated and a revised version of the plan worked up and with FM at the earliest opportunity for further consideration.

Thanks,
[redacted]

[redacted]

Deputy Private Secretary to the First Minister

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [redacted]



Office of the First Minister of Scotland

FirstMinister.gov.scot

Prìomh Mhinistear na h-Alba

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

Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <H[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] (Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
(Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Hi [redacted]

[redacted] following FMs comments last week. During her subsequent discussion with Caroline Lamb we committed to send the updated plan today.

There are a couple of areas that will be updated in the 'at a glance' section, which will be updated tomorrow but we didn't want to hold up sending the plan tonight.

Thank you

[redacted]

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

Sent: 10 August 2021 18:22

To: [redacted] <[redacted]@gov.scot>; First Minister <firstminister@gov.scot>

Cc: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; Minister for Mental Wellbeing & Social Care <MinisterMWSC@gov.scot>; Minister for Public Health, Women's Health & Sport <MinisterPHWHS@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Health and Social Care Directors <DLHSCPHSCD@gov.scot>; Burns J (John) <John.Burns@gov.scot>; Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <H[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] (Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
(Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

[redacted],

Many thanks for this. [redacted] and has asked me to feedback the following points;

[redacted]

The First Minister would like to see a revised draft as soon as possible please. FM is also happy to speak to those working on it if that would be helpful, if so let me know and we can set something up for tomorrow.

Best wishes

[redacted]

[redacted] | PS/First Minister | T: [redacted]) | M: [redacted]

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

Sent: 04 August 2021 09:36

To: First Minister <firstminister@gov.scot>

Cc: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; Minister for Mental Wellbeing & Social Care <MinisterMWSC@gov.scot>; Minister for Public Health, Women's Health & Sport <MinisterPHWHS@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Health and Social Care Directors <DLHSCPHSCD@gov.scot>; Burns J (John) <John.Burns@gov.scot>; Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <H[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] (Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] (Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: NHS Recovery Plan

PS/First Minister

CC: As above

[redacted] for FMs consideration.

[redacted]

[redacted]Please note there are graphics to be added to the Plan that the publishers will do as the formatting doesn't allow us to add without hindering the formatting of the text. The font sizes and any other formatting issues will be resolved by publishers also. The publishers are ready to prepare a final version of the plan following comments from FM, therefore we should be able to bring forward publication to w/c 16 August.

Thank you

[redacted]

[redacted] | Directorate for Health Performance and Delivery | Scottish Government | 2E St Andrews House
| Edinburgh | EH1 3DG | email: [redacted]@gov.scot | telephone: [redacted]

EMAIL 9 - RE: NHS Recovery Plan

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

Sent: 23 August 2021 21:42

To: First Minister <firstminister@gov.scot>; Deputy Director of Leadership, Culture and Wellbeing
<DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>; Lamb C (Caroline)
<Caroline.Lamb@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>;
Minister for Mental Wellbeing & Social Care <MinisterMWSC@gov.scot>; Minister for Public Health,
Women's Health & Sport <MinisterPHWHS@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>;
Health and Social Care Directors <DLHSCPHSCD@gov.scot>; Burns J (John) <John.Burns@gov.scot>;
Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <H[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] (Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
(Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; HSC
Group Hub <HSCgrouphub@gov.scot>

Cc: [redacted] <[redacted]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>;

Subject: RE: NHS Recovery Plan

Thanks [redacted]

Tracy

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

Sent: 23 August 2021 20:40

[illegible]

Cc: [redacted] <[redacted]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>;

Subject: RE: NHS Recovery Plan

[redacted],

Apart from the last few things you have mentioned, the First Minister was content earlier for this to publish.

The only thing I picked up was for an email address to be added on the second last page.

Best wishes

[redacted] | **PS/First Minister | T[redacted] ; M: [redacted]**

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From: [redacted] <[redacted]@gov.scot>
Sent: 23 August 2021 18:41
To: [redacted] (Special Adviser) <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: RE: For FM consideration - NHS Recovery Plan launch - visit to CFSD

From: [redacted] (Special Adviser) <[redacted]@gov.scot>
Sent: 23 August 2021 18:39
To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: RE: For FM consideration - NHS Recovery Plan launch - visit to CFSD

Sent with BlackBerry Work
(www.blackberry.com)

From: [redacted] <[redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care
Sent: 23 August 2021 20:50
To: [redacted] <[redacted]@gov.scot>; First Minister <firstminister@gov.scot>; Deputy Director of Leadership, Culture and Wellbeing <DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>; Lamb C (Caroline) <Caroline.Lamb@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; Minister for Mental Wellbeing & Social Care <MinisterMWSC@gov.scot>; Minister for Public Health, Women's Health & Sport <MinisterPHWHS@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Health and Social Care Directors <DLHSCPHSCD@gov.scot>; Burns J (John) <John.Burns@gov.scot>; Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; HSC Group Hub <HSCgrouphub@gov.scot>
Cc: [redacted] <[redacted]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

Kind regards

[redacted]

[redacted]

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

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

[redacted]

EMAIL 12 – RE: For URGENT clearance please - NHS Recovery Plan - news release and social media

[redacted]

EMAIL 13 – RE: NHS Recovery Plan

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

Sent: 23 August 2021 20:40

[illegible]

Cc: [redacted] <[redacted]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>

Subject: RE: NHS Recovery Plan

[redacted]

Apart from the last few things you have mentioned, the First Minister was content earlier for this to publish.

The only thing I picked up was for an email address to be added on the second last page.

Best wishes

[redacted]

[redacted] | PS/First Minister | T: 0131 24 (x44732) | M: [redacted]

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.

EMAIL 14 – CONFIDENTIAL – NHS Recovery Plan

From: [redacted]

Sent: 20 July 2021 10:44

To: john.connaghan@nhslothian.scot.nhs.uk

Subject: CONFIDENTIAL - NHS Recovery Plan

Importance: High

Sensitivity: Confidential

As discussed.

[redacted]

Email 15 – NHS Recovery Plan 30 July

From: [redacted]

Sent: 29 July 2021 13:52

To: Burns J (John) <John.Burns@gov.scot>

Subject: NHS Recovery Plan 30 July

For discussion at 14:00

Email 16 – RE: NHS Recovery Plan

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

Sent: 10 August 2021 09:53

To: [redacted]@gov.scot>; [redacted]@gov.scot>; First Minister <firstminister@gov.scot>

Cc: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; Minister for Mental Wellbeing & Social Care <MinisterMWSC@gov.scot>; Minister for Public Health, Women's Health & Sport <MinisterPHWHS@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Morning [redacted]

The First Minister is currently reviewing the document and will feedback comments later today

[redacted]

[redacted]



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

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

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

Sent: 04 August 2021 10:11

To: [redacted] <[redacted]@gov.scot>; First Minister <firstminister@gov.scot>

Cc: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; Minister for Mental Wellbeing & Social Care <MinisterMWSC@gov.scot>; Minister for Public Health, Women's Health & Sport <MinisterPHWHS@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Adding FM comms to the copylist.

[redacted] [redacted]@gov.scot | <http://www.gov.scot>

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

Sent: 04 August 2021 10:09

To: First Minister <firstminister@gov.scot>

Cc: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; Minister for Mental Wellbeing & Social Care <MinisterMWSC@gov.scot>; Minister for Public Health, Women's Health & Sport <MinisterPHWHS@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted] <[redacted]>; [redacted] <[redacted]>; [redacted] <[redacted]>

Subject: RE: NHS Recovery Plan

PS/FM

Apologies, I should have also added what FM's preferences are regarding publication, and whether she wishes to lead on this.

Thank you

[redacted]

Email 17 – RE: NHS Recovery Plan

From: Hutchison D (David) (Special Adviser) <David.Hutchison@gov.scot>

Sent: 20 August 2021 09:48

To: DG Health & Social Care <DGHSC@gov.scot>; First Minister <firstminister@gov.scot>

Cc: [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Few changes tracked in the attached. Suggest switching off the 'formatting' option in 'show mark-up' as I've tried to resolve that throughout where I can.

[redacted]

This should be taken forward as quickly as is possible, subject to ongoing budget discussions etc.

[redacted]

From: [redacted] <[redacted]@gov.scot> **On Behalf Of** DG Health & Social Care

Sent: 20 August 2021 09:36

To: First Minister <firstminister@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>

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

Subject: RE: NHS Recovery Plan

Thanks [redacted].

If you have an indication, as today progresses, when FM will review the plan, that would be helpful.

Many thanks

[redacted]

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

Sent: 20 August 2021 09:24

To: DG Health & Social Care <DGHSC@gov.scot>; First Minister <firstminister@gov.scot>

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

Subject: RE: NHS Recovery Plan

[redacted],

Has not had the chance to review yet – if you could make the necessary changes please and have it back to me by 1300.

[redacted] – could any changes you have be incorporated into this as well please.

Thanks

[redacted]

[redacted] | [redacted] | T: [redacted] | M: [redacted]

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From: [redacted] <[redacted]@gov.scot> **On Behalf Of** DG Health & Social Care

Sent: 20 August 2021 08:55

To: First Minister <firstminister@gov.scot>

Cc: DG Health & Social Care <DGHSC@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: FW: NHS Recovery Plan

[redacted], [redacted]

I realise there is Cabinet this morning, but I was wondering if you had an indication of when we might receive further comments and whether it would be helpful to provide a further draft incorporating formatting changes and proof reading corrections.

Many thanks

[redacted]

[redacted]

[redacted]

[redacted]

Email 18 – RE: Final Recovery Plan

From: Lamb C (Caroline) <Caroline.Lamb@gov.scot>

Sent: 23 August 2021 12:03

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@theapsgroup.com>

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

Subject: RE: Final Recovery Plan

[redacted]

Caroline Lamb

Chief Executive of NHS Scotland and Director General for Health & Social Care
St Andrew's House, Regent Road, Edinburgh EH1 3DG

[redacted]

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

Sent: 23 August 2021 11:56

To: [redacted] <[redacted]@theapsgroup.com>

Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>;
Burns J (John) <John.Burns@gov.scot>

Subject: RE: Final Recovery Plan

Hi [redacted]

[redacted]. I have highlighted changes in yellow. Key changes on page 17 & 18. I have also tweaked dates in the NTC map to Lothian and A&A to 2025.

Finally, updated CS pic to more recent, if you could change this please.

Can we add more pics, maybe an A&E one on page 13 and a pic for primary care with a focus on GP. Can we add bit more colour to pics to make the plan a bit brighter.

Could we have another version of the plan COP today?

Happy to chat.

Thank you again.

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>

Sent: 21 August 2021 18:16

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

Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>;
Burns J (John) <John.Burns@gov.scot>

Subject: RE: Final Recovery Plan

Hi [redacted],

[redacted]. I'll also be unavailable for a couple of hours tomorrow afternoon, but will be available tomorrow morning and evening for any feedback and alts required.

Many thanks,

[redacted]

[redacted]

[redacted]

Mobile: [redacted]

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

Sent: 20 August 2021 16:24

To: [redacted] <[redacted]@theapsgroup.com>

Cc: Caroline.Lamb@gov.scot; DGHSC@gov.scot; John.Burns@gov.scot

Subject: Final Recovery Plan

Importance: High

Hi [redacted]

We spoke. [redacted]. Can you please add pictures as discussed.

If the Art worker could contact me once plan is ready so I can share with colleagues and if you can use this cc list to send plan that would be great.

Thank you again for being available this weekend to turn this around. There may be further amends on Sunday / Monday but hopefully minimal. If that's the case I will send updates in required format rather than alter document.

I am unavailable Sunday afternoon for few hours but around majority of weekend.

Thanks again.

[redacted]

[redacted] | [redacted] | email: [redacted]@gov.scot | telephone: [redacted]

Email 19 – FW: Recovery Plan – latest version

From: [redacted] <[redacted]@gov.scot> **On Behalf Of** DG Health & Social Care
Sent: 20 August 2021 09:29
To: [redacted] <[redacted]@gov.scot>
Cc: DG Health & Social Care <DGHSC@gov.scot>
Subject: FW: Recovery Plan - latest version

[redacted]

[redacted]. Caroline has made some changes.

Thanks

[redacted]
[redacted]
[redacted]
[redacted]

From: Lamb C (Caroline) <Caroline.Lamb@gov.scot>
Sent: 20 August 2021 09:27
To: DG Health & Social Care <DGHSC@gov.scot>
Subject: Recovery Plan - latest version

Caroline Lamb
Chief Executive of NHS Scotland and Director General for Health & Social Care
St Andrew's House, Regent Road, Edinburgh EH1 3DG
[redacted]

Email 20 – RE: NHS Recovery Plan

From: [redacted] <[redacted]> **On Behalf Of** Cabinet Secretary for Health and Social Care

Sent: 19 August 2021 09:35

To: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [redacted] <[redacted]>; [redacted] <[redacted]@gov.scot>

Cc: [redacted] <[redacted]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Hi Caroline

I know that [redacted] has come back with comments, which the team will be working on this morning. [redacted]

Kind regards

[redacted]

[redacted]
[redacted]

[redacted]

From: Lamb C (Caroline) <Caroline.Lamb@gov.scot>

Sent: 18 August 2021 21:18

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

Cc: [redacted] <[redacted]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Hi [redacted],

Many thanks for this. Officials have continued to work on the plan during the course of this evening [redacted], along with the revisions made by Mr Yousaf.

The areas highlighted in yellow are those where revisions had been made after the version issued to the Cabinet Secretary earlier this evening, and he may want to ensure that he is content with these.

Areas highlighted in purple will require to be checked first thing in the morning and once we have done this we will get a clean copy back to you.

There is also some formatting to be dealt with, but this will also be picked up in the morning.

Caroline Lamb
Chief Executive of NHS Scotland and Director General for Health & Social Care
St Andrew's House, Regent Road, Edinburgh EH1 3DG
[redacted]

From: [redacted] <[redacted]@gov.scot> **On Behalf Of** Cabinet Secretary for Health and Social Care
Sent: 18 August 2021 20:35
To: [redacted] <[redacted]@gov.scot>; Cabinet Secretary for Health and Social Care
<CabSecHSC@gov.scot>; [redacted] <[redacted]@gov.scot>
Cc: [redacted] <[redacted]>; Lamb C (Caroline) <Caroline.Lamb@gov.scot>; DG Health & Social Care
<DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

Hi [redacted]

Thanks for providing the revised NHS Recovery Plan. [redacted]

Mr Yousaf has asked that once these changes have been made can a draft be sent to him for clearance to the FM.

Kind regards

[redacted]

[redacted]
[redacted]

[redacted]

From: [redacted] <[redacted]@gov.scot>
Sent: 18 August 2021 16:54
To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [redacted]
<[redacted]@gov.scot>
Cc: [redacted] <[redacted]@gov.scot>; Lamb C (Caroline) <Caroline.Lamb@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted] <[redacted]>;
[redacted] <[redacted]@gov.scot>
Subject: NHS Recovery Plan

Cab Sec/ [redacted]

[redacted], we will provide a breakdown of the total investment. Caroline has been on calls this afternoon she will pick up and have another look just now too.

Can you get comments back to us tonight or first thing tomorrow morning to enable us to send to FM tomorrow morning with any amendments.

Many thanks

[redacted]

[redacted]

[redacted]

Email – 21 - Recovery Plan

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

Sent: 18 August 2021 11:12

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: Recovery plan

[redacted]

Attached with some comments.

But couple of general points.

[redacted]

Regards

[redacted]

[redacted]

Internal Financial Performance

Directorate for Health Finance & Governance

Scottish Government



[redacted]



[redacted]@gov.scot

My working pattern is Monday to Thursday

Email 22 – RE: NHS Recovery Plan - 16 August FM comments and redraft - latest - action by 3.30pm

From: [redacted]

Sent: 18 August 2021 15:53

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

Cc: [redacted]<[redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>

Subject: RE: NHS Recovery Plan - 16 August FM comments and redraft - latest - action by 3.30pm

[redacted] – [redacted] it does not include you further amendments at 14:52 so you may wish to incorporate those.[redacted]

I've tracked changes and manage (in the 90 mins) to get through sections of the front end.

[redacted]

Happy to take another pass at other sections tomorrow.

[redacted]

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

Sent: 18 August 2021 14:27

To: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>

Cc: [redacted]<[redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>

Subject: RE: NHS Recovery Plan - 16 August FM comments and redraft - latest - action by 3.30pm

A few initial thoughts:

[redacted]

Julie is chasing up areas where we are still waiting for information/updates, this includes the Workforce section.

Caroline Lamb

Chief Executive of NHS Scotland and Director General for Health & Social Care
St Andrew's House, Regent Road, Edinburgh EH1 3DG

[redacted]

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

Sent: 18 August 2021 13:59

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

Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; [redacted] <[redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; DG

Health & Social Care <DGHSC@gov.scot>

Subject: NHS Recovery Plan - 16 August FM comments and redraft - latest - action by 3.30pm

Hi all

[redacted] back to me by 3.30 at the latest to allow for amendments before the Cab Sec reviews. Colleagues are still working on this.

Thanks

[redacted]

[redacted]

DG Health and Social Care Office

Scottish Government

1E.16 St Andrews House

[redacted]

Email 24 – FW: Final Recovery Plan

From: Burns J (John) <John.Burns@gov.scot>
Sent: 22 August 2021 15:26
To: [redacted]<[redacted]@gov.scot>
Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>
Subject: FW: Final Recovery Plan

[redacted]
I have only had a quick read through. [redacted] Can you check.

Thanks

John

John G Burns
Chief Operating Officer
NHS Scotland

From: [redacted]<[redacted]@theapsgroup.com>
Sent: 21 August 2021 18:16
To: [redacted]<[redacted]@gov.scot>
Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>
Subject: RE: Final Recovery Plan

Hi [redacted],

[redacted] for you to review. I'll also be unavailable for a couple of hours tomorrow afternoon, but will be available tomorrow morning and evening for any feedback and alts required.

Many thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

Mobile: [redacted]

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

Sent: 20 August 2021 16:24

To: [redacted]<[redacted]@theapsgroup.com>

Cc: Caroline.Lamb@gov.scot; DGHSC@gov.scot; John.Burns@gov.scot

Subject: Final Recovery Plan

Importance: High

Hi [redacted]

We spoke. Please see attached draft Recovery Plan. Can you please add pictures as discussed.

If the Art worker could contact me once plan is ready so I can share with colleagues and if you can use this cc list to send plan that would be great.

Thank you again for being available this weekend to turn this around. There may be further amends on Sunday / Monday but hopefully minimal. If that's the case I will send updates in required format rather than alter document.

[redacted] I am unavailable Sunday afternoon for few hours but around majority of weekend.

Thanks again.

[redacted]

[redacted] | Directorate for Health Performance and Delivery | Scottish Government | 2E St Andrews House
| Edinburgh | EH1 3DG | email: [redacted]@gov.scot | telephone: [redacted]

Subject: FW: For policy views - NHS Recovery Plan - first draft news release

Email 28 – RE: p7 - tiny tweak to NES

From: [redacted]@theapsgroup.com>

Sent: 24 August 2021 11:01

To: [redacted]@gov.scot>

Subject: RE: p7 - tiny tweak to NES

Hi [redacted]

[redacted] and ensure I have picked all of the amends up correctly. I wasn't sure what you're colleague was looking for in relation to the semi colons being added to the section 'Can publishers add semi colons to the paragraph starting 'this overall investment will support the transformation of...'' as its chunky list just now. [If you would like them added please can you markup on the attached?](#)

Many thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

[redacted] [redacted]

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From: [redacted]@gov.scot [redacted]@gov.scot>

Sent: 24 August 2021 10:23

To: [redacted]@theapsgroup.com>

Subject: FW: p7 - tiny tweak to NES

And another!

I will put a stop to any more unless there is fundamental issues.

[redacted]

From: [redacted]@gov.scot>
Sent: 24 August 2021 09:36
To: [redacted]@gov.scot>
Subject: p7 - tiny tweak to NES

Hi [redacted] – apologies, could we make the following tweak to the reference to NES on page 7? It should be NHS Education for Scotland.

NHS Education for Scotland (NES)

Many thanks (and sorry for not spotting this before).

[redacted]

[redacted]
Workforce Leadership, Culture and Wellbeing
Health Workforce Directorate | Scottish Government
[redacted]

Please note that I work Monday-Thursday, and Friday is my non-working day.

** I support flexible working and whilst it suits me to email you just now I would not expect a response out with your normal working hours **

Email 29 – RE: NHS Recovery Plan

[redacted]

Email 30 – Re: NHS Recovery Plan - not for wider circulation

From: [redacted]@nhs.scot>
Sent: 24 August 2021 21:55
To: [redacted]@gov.scot>
Subject: Re: NHS Recovery Plan - not for wider circulation

[redacted] [redacted]Thank you. I just didn't want not to say.
I hope you are well. [redacted]

Get Outlook for Android

From: [redacted]@gov.scot>
Sent: Tuesday, August 24, 2021 6:33:15 PM
To: [redacted]@nhs.scot>
Cc: OCENHS@gov.scot <OCENHS@gov.scot>
Subject: FW: NHS Recovery Plan - not for wider circulation

Hi [redacted]

Hope youre well.

Thanks for your email. We had picked this up in the final version, which will be published tomorrow on line, but we didn't want to hold up sending CEs the plan today.

[redacted]

From: [redacted]@gov.scot> **On Behalf Of** OCENHS Mailbox

Sent: 24 August 2021 16:51

To: [redacted]@gov.scot>

Cc: OCENHS Mailbox <OCENHS@gov.scot>

Subject: FW: NHS Recovery Plan - not for wider circulation

Hi Tracy

Please see comment below.

Hannah

[redacted]

Policy Officer,

Corporate Business Management Division,

Office of the Chief Executive NHSScotland

2E(N)

SAH

[redacted] [redacted]@gov.scot



From: [redacted]@nhs.scot>

Sent: 24 August 2021 16:48

To: OCENHS Mailbox <OCENHS@gov.scot>

Subject: RE: NHS Recovery Plan - not for wider circulation

Hi [redacted]

Thank you for this – Is it the final version or still changes to be made? I notice that Mr Yousef has 2 different role titles?

[redacted]

Chief Executive

NHS National Services Scotland

Gyle Square

1 South Gyle Crescent

Edinburgh, EH12 9EB

[redacted]

From: [redacted]@gov.scot [redacted]@gov.scot> **On Behalf Of** OCENHS@gov.scot

Sent: 24 August 2021 15:39

To: [redacted]@aapct.scot.nhs.uk>; [redacted]@borders.scot.nhs.uk>; [redacted]@nhs.scot>;

[redacted]@nhs.scot>; [redacted]@nhs.scot>; GRAM Grampianchair

<gram.grampianchair@nhs.scot>; [redacted]@nhs.scot>; [redacted]@ggc.scot.nhs.uk>;

[redacted]@nhs.scot>; [redacted]@lanarkshire.scot.nhs.uk>; [redacted]@nhslothian.scot.nhs.uk>;

[redacted]@nhs.scot>; [redacted]@nhs.scot>; Chairman Tayside <chairman.tayside@nhs.scot>; WI

Chair <wi.chair@nhs.scot>; [redacted]@gjn.scot.nhs.uk>; His Chair (NHS Healthcare Improvement

Scotland) <his.chair@nhs.scot> [redacted]@nhs24.scot.nhs.uk>; [redacted]@nhs.scot>;

[redacted]@nhs.scot>; [redacted]@phs.scot>; [redacted]@nhs.scot>;

[redacted]@lanarkshire.scot.nhs.uk>; [redacted]@careinspectorate.gov.scot>; [redacted]@nhs.scot>;

[redacted]@nhs.scot>; [redacted]@aapct.scot.nhs.uk>; [redacted]@borders.scot.nhs.uk>;

[redacted]@nhs.scot>; [redacted]@nhs.scot>; [redacted]@nhs.scot>; GRAM

GRAMpianchiefexecutive <gram.grampianchiefexecutive@nhs.scot[redacted]@ggc.scot.nhs.uk>;
[redacted]@nhs.scot>; [redacted]@lanarkshire.scot.nhs.uk>; Chief Executive
<ChiefExecutive@nhslothian.scot.nhs.uk>; [redacted]@nhs.scot>; [redacted]@nhs.scot>; Chiefexec
Tayside <chiefexec.tayside@nhs.scot>; [redacted]@nhs.scot>; [redacted]@gjnhs.scot.nhs.uk>;
[redacted]@nhs.scot>; [redacted]@nhs24.scot.nhs.uk>; [redacted]@nhs.scot>;
[redacted]@gov.scot>; [redacted]@nhs.scot>; [redacted]@phs.scot>; [redacted]@nhs.scot>;
[redacted]@nhs.scot>; [redacted]@nhs.scot>[redacted]DGHSC<DGHSC@gov.scot>;
[redacted]@aapct.scot.nhs.uk>; [redacted]@borders.scot.nhs.uk>; [redacted]@nhs.scot>;
[redacted]@nhs.scot>; [redacted]@nhs.scot>; [redacted]@nhs.scot>; GRAM Grampianchair
<gram.grampianchair@nhs.scot>[redacted]@ggc.scot.nhs.uk>; [redacted]@nhs.scot>;
[redacted]@lanarkshire.scot.nhs.uk>; [redacted]@nhslothian.scot.nhs.uk>; [redacted]@nhs.scot>;
[redacted]@nhs.scot>; [redacted]@nhs.scot>; [redacted]@nhs.scot>; [redacted]@gjnhs.scot.nhs.uk>;
[redacted]@nhs.scot>; [redacted]@nhs24.scot.nhs.uk>; CEO NES <CEO.NES@nes.scot.nhs.uk>;
[redacted]@nhs.scot>; [redacted]@phs.scot>; [redacted]@nhs.scot>; [redacted]@nhs.scot>;
[redacted]t; [redacted]@nhs.scot>; nss nhsscotlandexecsupport
<nss.nhsscotlandexecsupport@nhs.scot>; [redacted]@phs.scot>; [redacted]@aapct.scot.nhs.uk>;
[redacted]@nhs.scot>; [redacted]@nhs.scot>; [redacted]@nhs.scot>; [redacted]@nhs.scot>; GRAM
GRAMpianchiefexecutive <gram.grampianchiefexecutive@nhs.scot>; [redacted]@ggc.scot.nhs.uk>;
[redacted]@nhs.scot>; [redacted]@lanarkshire.scot.nhs.uk>; [redacted]@nhslothian.scot.nhs.uk>;
[redacted]@nhs.scot>; [redacted]@nhs.scot>; [redacted]@nhs.scot>; [redacted]@nhs.scot>;
Chiefexec Tayside <chiefexec.tayside@nhs.scot>; [redacted]@nhs.scot>; [redacted]@nhs.scot>;
[redacted]@gjnhs.scot.nhs.uk>; [redacted]@nhs.scot>; [redacted]@nhs24.scot.nhs.uk>; CEO NES
<CEO.NES@nes.scot.nhs.uk>; [redacted]@nhs.scot>; [redacted]@nhs.scot>; [redacted]@phs.scot>;
[redacted]@nhs.scot>; [redacted]@nhs.scot>; nss nhsscotlandexecsupport
<nss.nhsscotlandexecsupport@nhs.scot>; [redacted]@phs.scot>

Subject: NHS Recovery Plan - not for wider circulation

Sent on behalf of Caroline Lamb

Dear Colleagues

[redacted] that is due to publish tomorrow, 25 August, at 09:30. This is not for wider circulation and request that this is treated as confidential until it is published.

The link to the published plan will be shared with you and wider stakeholders tomorrow afternoon.

Thank you

Caroline Lamb

DG Health and Social Care and

CE NHS Scotland

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Email 32 – NHS Recovery Plan

From: [redacted]@gov.scot>

Sent: 25 August 2021 16:09

To: OCENHS Mailbox <OCENHS@gov.scot>; [redacted]@aapct.scot.nhs.uk;
[redacted]@borders.scot.nhs.uk [redacted]@nhs.scot [redacted]@nhs.scot; [redacted]@nhs.scot;
gram.grampianchair@nhs.scot; [redacted]@nhs.scot; [redacted]@ggc.scot.nhs.uk;
[redacted]@nhs.scot; [redacted]@lanarkshire.scot.nhs.uk;
[redacted]@nhslothian.scot.nhs.uk [redacted]@nhs.scot [redacted]@nhs.scot;
chairman.tayside@nhs.scot; wi.chair@nhs.scot; [redacted]@gjn.scot.nhs.uk;
his.chair@nhs.scot [redacted]@nhs24.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@nhs.scot;
[redacted]@phs.scot; [redacted]@nhs.scot; [redacted]@lanarkshire.scot.nhs.uk;
[redacted]@careinspectorate.gov.scot;
[redacted]@nhs.scot [redacted]@nhs.scot [redacted]@aapct.scot.nhs.uk;
[redacted]@borders.scot.nhs.uk [redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot;
gram.grampianchiefexecutive@nhs.scot [redacted]@ggc.scot.nhs.uk; [redacted]@nhs.scot;
[redacted]@lanarkshire.scot.nhs.uk; chiefexecutive@nhslothian.scot.nhs.uk; [redacted]@nhs.scot;
[redacted]@nhs.scot; chiefexec.tayside@nhs.scot; [redacted]@nhs.scot;
[redacted]@gjn.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@nhs24.scot.nhs.uk;
[redacted]@nhs.scot; [redacted]@gov.scot>; [redacted]@nhs.scot; [redacted]@phs.scot;
[redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot
Cc: DG Health & Social Care <DGHSC@gov.scot>; [redacted]@aapct.scot.nhs.uk;
[redacted]@borders.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot;
[redacted]@nhs.scot; gram.grampianchair@nhs.scot; [redacted]@ggc.scot.nhs.uk;
[redacted]@nhs.scot; [redacted]@lanarkshire.scot.nhs.uk; [redacted]@nhslothian.scot.nhs.uk;
[redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot;
[redacted]@gjn.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@nhs24.scot.nhs.uk;
ceo.nes@nes.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@phs.scot; [redacted]@nhs.scot;
[redacted]@nhs.scot; [redacted]@careinspectorate.gov.scot; [redacted]@nhs.scot;
nss.nhsscotlandexecsupport@nhs.scot; [redacted]@phs.scot;
[redacted]@aapct.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot;
[redacted]@nhs.scot; gram.grampianchiefexecutive@nhs.scot; [redacted]@ggc.scot.nhs.uk;
[redacted]@nhs.scot; [redacted]@lanarkshire.scot.nhs.uk; [redacted]@nhslothian.scot.nhs.uk;
[redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot; [redacted]@nhs.scot;
chiefexec.tayside@nhs.scot [redacted]@nhs.scot; [redacted]@nhs.scot;
[redacted]@gjn.scot.nhs.uk; [redacted]@nhs.scot; [redacted]@nhs24.scot.nhs.uk;
ceo.nes@nes.scot.nhs.uk; [redacted]@nhs.scot;
[redacted]@nhs.scot [redacted]@phs.scot [redacted]@nhs.scot; [redacted]@nhs.scot;
nss.nhsscotlandexecsupport@nhs.scot; [redacted]@phs.scot; [redacted]@gov.scot>

Subject: NHS Recovery Plan

Dear Colleagues

[redacted].

Thank you

[redacted]

[redacted]

| Directorate for Health Performance and Delivery | Scottish Government | 2E St Andrews House

| Edinburgh | EH1 3DG | email: [redacted]
[redacted]

Email 33 – RE: Recovery plan - draft letter for review

From: [redacted]@gov.scot>

Sent: 25 August 2021 16:10

To: DD of Health Workforce Pay Practice and Partnership <Deputydirectorhscwppe@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>

Cc: [redacted]@gov.scot>

Subject: RE: Recovery plan - draft letter for review

Hi

[redacted]. Please issue to all your stakeholders.

[redacted]

From: [redacted]@gov.scot>

Sent: 24 August 2021 17:11

To: [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; DD of Health Workforce Pay Practice and Partnership <Deputydirectorhscwppe@gov.scot>

Subject: RE: Recovery plan - draft letter for review

Hi [redacted]

With some suggestions which you're welcome to ignore!! I put a line in at the end as I felt it needed rounded off.

Hope this is helpful.

Regards

[redacted]

[redacted] | Head of Workforce Practice Unit | Health Workforce Directorate | St Andrew's House | Regent Road | Edinburgh EH1 3DG

[redacted]

From: [redacted]@gov.scot>

Sent: 24 August 2021 16:54

To: [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>

Subject: Recovery plan - draft letter for review

Importance: High

Hi [redacted]

Draft of letter for Cab Sec to send to service tomorrow with link to plan. I don't want to focus on what is in the plan but more around the requirement to deliver it and enhancing partnership working etc.

Please feel free to offer track changes in the next hour so I can get to Cab Sec tonight to clear.

Thank you

[redacted]

Email 35 – FW:

From: [redacted] <[redacted]@gov.scot>
Sent: 24 August 2021 11:59
To: [redacted] <[redacted]@theapsgroup.com>
Subject: FW:

Hi [redacted]

Very final update – see page 11/ 23. I wont be accepting others now youll be glad to know.

[redacted]

From: [redacted] <[redacted]@gov.scot>
Sent: 24 August 2021 11:55
To: [redacted] <[redacted]@gov.scot>
Subject:

[redacted]

National Associate Director

National Centre for Sustainable Delivery

Hosted by NHS Golden Jubilee
Beardmore Street, Clydebank, G81 4HX

m: [redacted]

e: [redacted]



Collaborate. Redesign. Innovate. Transform.

Email 37 – Final Recovery Plan (004) - FM updated (002)

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

Sent: 23 August 2021 10:54

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

Subject: Final Recovery Plan (004) - FM updated (002)

Email 39 – NHS Recovery Plan - 13 August (2)

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

Sent: 13 August 2021 15:08

To: Burns J (John) <John.Burns@gov.scot>

Subject: NHS Recovery Plan - 13 August (2)

Now with amends based on your comments and table added. I will put time in for us at 15:45 to give you time to go through it.

[redacted]

Email 41 – NHS Recovery Plan 31 July

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

Sent: 30 July 2021 16:59

To: Burns J (John) <John.Burns@gov.scot>

Subject: NHS Recovery Plan 31 July

Hi John

[redacted] Ignore any formatting issues or font variations as this will all be picked up at publishers but doc as it stands is difficult to format.

[redacted]

Let me know if you're generally content and I can send to Cab Sec with same caveats. [redacted]. I can send it up when I am back about 18:30.

[redacted]

Email 42 – NHS Recovery PLaN - draft 3 June

From: [redacted]

Sent: 03 June 2021 17:48

To: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; john.burns4@aapct.scot.nhs.uk

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

Subject: NHS Recovery PLaN - draft 3 June

Hi both

[redacted].

As I said, we need to send this to all policy leads including workforce, mental health, primary care, social care to ensure we capture all commitments inc finance and risks and actions expected to be delivered in the next year.

We have spoken to APS and it isn't hopeful they can provide a draft publication by Tuesday; we can get timetabled in for end of next week so we can have a draft publication early w/c 14 June. If you are content with existing format we can get this sent round policy colleagues tomorrow so we can get updates by early next week and can have completed draft by end of next week that we can send to publishers. If you're content with that approach we can send round after our discussion tomorrow.

Still gaps but coming together. For the deep dive with cab Sec we will prepare the slide deck with data to support the commitments etc.

Happy to chat before meeting tomorrow if helpful.

[redacted]

Email 43 – Draft Recovery Plan for Discussion at Portfolio

From: [redacted]

Sent: 07 June 2021 13:00

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

Cc: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>

Subject: Draft Recovery Plan for Discussion at Portfolio

Hi [redacted]

[redacted]. John would like to discuss this at portfolio this afternoon if possible, therefore if you are able to share the attached with the Cabinet Secretary beforehand that would be really helpful.

Thank you

[redacted]

Email 44 – ACTION: Draft NHS Recovery Plan

From: [redacted]

Sent: 07 June 2021 13:12

To: Health and Social Care Directors <DLHSCPHSCD@gov.scot>

Cc: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>

Subject: ACTION: Draft NHS Recovery Plan

Importance: High

Dear Directors

[redacted]. We recognise this is the first time this has been circulated and expect there will be more to add to capture the high level commitments and investment.

We would ask that colleagues scan the attached and provide immediate comments **by COP today** as this is being prepared for a meeting with DFM on Wednesday. There will be a further opportunity to consider it in more detail and to provide responses and a separate commission will be issued later today.

It will also be discussed at portfolio this afternoon and if portfolio agree to delay sharing with DFM then we can review the deadline above.

Please accept my apologies for the tight deadline.

Thank you

[redacted]

Email 45 – RE: ACTION: Draft NHS Recovery Plan

From: [redacted]

Sent: 08 June 2021 13:14

To: Health and Social Care Directors <DLHSCPHSCD@gov.scot>

Cc: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>

Subject: RE: ACTION: Draft NHS Recovery Plan

Dear Directors

Thank you for your comments so far. [redacted], which does include a few of the updates that were linked to terminology, etc. all comments will be reflected in the draft of the plan as it develops.

The majority of the commitments outlined are manifesto commitments. If we have missed any commitments please provide a bullet outlining these and we will add to this draft version, equally, if there is anything fundamental that shouldn't be included. Additionally, if there is anything reflected that needs edited to reflect relevant terminology please also confirm.

I would like to stress that this is the very first draft and there will be further opportunity to contribute to the plan, this immediate [redacted]

We are aware of couple of typos and these are being updated so please ignore.

Can you provide your immediate thoughts as outlined **by 17:00 today**.

Thank you so much.

[redacted]

Email 46 – Recovery Plan

From: [redacted]

Sent: 09 June 2021 08:43

To: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>

Subject: Recovery Plan

Hi John

Please see updated draft. Not many comments yesterday. I have removed all reference to £s and have added couple of GP, primary care bullets throughout based on feedback from [redacted].

Let me know if youre content for me to send to DFM secretariat.

[redacted]

Email 48 – FW: ACTION: Draft NHS Recovery Plan - Deadline Wednesday 16 June

From: [redacted]

Sent: 17 June 2021 10:16

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

Subject: FW: ACTION: Draft NHS Recovery Plan - Deadline Wednesday 16 June

From: [redacted]

Sent: 10 June 2021 16:30

To: Health and Social Care Directors <DLHSCPHSCD@gov.scot>

Cc: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; [redacted] <[redacted]@gov.scot>;

[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;

[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;

[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;

[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;

[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: ACTION: Draft NHS Recovery Plan - Deadline Wednesday 16 June

Dear colleagues

[redacted]. I committed to sending a further draft of the NHS Recovery Plan for consideration by relevant policy colleagues. Please pass onto your relevant teams.

This plan takes account of comments already provided over the last few days but also allows more time for colleagues to consider each of the sections and provide updates as required. This draft has been developed essentially based on what we know from the manifesto as well as other briefings we have been copied into so there will be gaps at this stage.

I would ask that colleagues specifically consider the following sections:

- Assumptions and principles
- Components and year one commitments

We are looking for you to identify any gaps from your policy areas and provide detail particularly on the components and year one actions. When providing your contribution I would ask that you provide the level of detail as it is set out in those sections so we can incorporate it with ease.

If you have any comment on the forward or intro section please provide a line that can be fed into these sections.

[
redacted]

We will also need to enhance the section on the care programmes and how this will support delivery of the recovery plan.

Lastly, I will issue a separate commission shortly for technical / modelling updates which will be used to support the overall plan, evidencing the assumptions we have made around the commitments. This will sit alongside the recovery plan when it is submitted to Ministers for approval.

Please provide updates as outlined by **noon on Wednesday 16 June**.

Finally, please ignore page numbering issues or typos as these will all be fixed in advance of publication.

Thank you.

[redacted]

Email 49 – Draft NHS Recovery Plan - 18 June

From: [redacted]

Sent: 18 June 2021 08:32

To: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>

Cc: [redacted] <[redacted]@gov.scot>

Subject: Draft NHS Recovery Plan - 18 June

Hi John

See attached plan as it stands. Still got few things to update and have chased few comments from colleagues where they weren't clear. Can talk through at 9. Will send on the supporting technical pack shortly.

[redacted]

Email 50 – Draft NHS Recovery Plan - 21 June

From: [redacted]

Sent: 21 June 2021 18:53

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

Subject: Draft NHS Recovery Plan - 21 June

Hi [redacted]

[redacted]. This is still under development and I am working through comments now before it is resent round directors middle of this week for final comment before going to Cab Sec early next week.

Thought it helpful to share for your input as it develops. Any feedback by tomorrow would be welcome. [redacted] has seen it already.

Thank you

[redacted]

Email 51 – Draft NHS Recovery Plan - 23 June

From: [redacted]

Sent: 23 June 2021 10:17

To: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; [redacted] <[redacted]@theapsgroup.com>; [redacted] <[redacted]@gov.scot>

Subject: Draft NHS Recovery Plan - 23 June

Hi

[redacted] for discussion at 11.

[redacted]

Email 52 – Draft NHS Recovery Plan - comments by 15:00 Tuesday 29 June

From: [redacted]

Sent: 28 June 2021 16:55

To: Health and Social Care Directors <DLHSCPHSCD@gov.scot>

Cc: DG Health & Social Care <DGHSC@gov.scot>; Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: Draft NHS Recovery Plan - comments by 15:00 Tuesday 29 June

Dear colleagues

[redacted]. We have a meeting with cab Sec on Wednesday morning to talk him through it so would welcome any immediate comments you may have by 15:00 tomorrow.

Thank you

[redacted]

Email 55 – NHS Recovery Plan - Draft - 15 July 2021

From: [redacted]

Sent: 19 July 2021 14:52

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

Subject: NHS Recovery Plan - Draft - 15 July 2021

Hi [redacted]

See latest plan as I continue to develop. Can you quickly scan this and let me know if there are any changes.

Also [redacted]

Thank you

[redacted]

Email 57 - RE: Health recovery plan

[redacted]

Email 58 - NHS Waiting Times - NHS Recovery Plan.pptx

Attachment: NHS Waiting Times – NHS Recovery Plan

[redacted]

Email 59 - RE: NHS Waiting Times - NHS Recovery Plan - Cab Sec Brief.pptx

Attachment 1: NHS Waiting Times – NHS Recovery Plan.pptx

Attachment 2: NHS Waiting Times – NHS Recovery Plan.pptx

[redacted]

Email 60 - RE: NHS Recovery Plan - Brief for new Cab Sec - DUE 3PM 20 MAY

From: [redacted]
Sent: 21 May 2021 09:51
To: [redacted] <[redacted]@gov.scot>
Cc: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Brief for new Cab Sec - DUE 3PM 20 MAY

Hi [redacted]

Can you share an update with me on the ICU capacity work, what the objectives and timelines are for my info and also a slide containing key info for the recovery plan pack. If possible can we have this by noon today.

Catch later this afternoon.

Thank you

[redacted]

From: [redacted] <[redacted]@gov.scot>
Sent: 20 May 2021 20:44
To: [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Brief for new Cab Sec - DUE 3PM 20 MAY

Please

[redacted]

From: [redacted] <[redacted]@gov.scot>
Sent: 20 May 2021 19:37
To: [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Brief for new Cab Sec - DUE 3PM 20 MAY

Thanks [redacted]

We will have a draft set of slides tomorrow so can pick up with you what you can feed in if that's ok? shall I put something in the diary?

[redacted]

From: [redacted] <[redacted]@gov.scot>
Sent: 20 May 2021 19:02
To: [redacted] <[redacted]@gov.scot>
Subject: FW: NHS Recovery Plan - Brief for new Cab Sec - DUE 3PM 20 MAY
Importance: High

[redacted]

Let me know how you want my input – don't want to cut across work you have underway.

A

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

Sent: 19 May 2021 16:35

To: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>;
[redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>;
[redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>;
[redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>;
[redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>

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

Subject: NHS Recovery Plan - Brief for new Cab Sec - DUE 3PM 20 MAY

Importance: High

Hi all,

On the back of a discussion today with John he has asked that we pull together slides for briefing the new Cab Sec some of which will form the new NHS Recovery Plan (with some finer detail only for ministers views).

Everyone emailed has been commissioned a section please read the slide Dec.

Please make any data slides in quadrant style.

Please amend the ERDm version: [redacted]

Please keep detail high level so each aspect of your area can be covered. Where there is detail required please can you add in what the strategic aims are with a couple of deliverables.

[redacted]

Apologies for the tight deadline. This should be detail covered in info already provided. I am happy to chat anyone through the ask.

Grateful for all slides to be added to the erdm version by **3pm tomorrow.**

Kind regards

[redacted]

[redacted] | Interim Head of Elective Policy and Delivery | Elective and Cancer Access |
Ministerial Support | Golden Jubilee Sponsorship | Health Performance and Delivery

 Save a tree... ..don't print this e-mail unless you really need to

Email 61 - RE: NHS Recovery Plan - Brief for new Cab Sec - DUE 3PM 20 MAY

From: [redacted]
Sent: 21 May 2021 10:02
To: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Brief for new Cab Sec - DUE 3PM 20 MAY

Hi [redacted]

[redacted]

Thanks

[redacted]

From: [redacted]<[redacted]@gov.scot>
Sent: 20 May 2021 18:38
To: [redacted]<[redacted]@gov.scot>
Cc: [redacted]<[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Brief for new Cab Sec - DUE 3PM 20 MAY

Hi [redacted],

No problem we will have a look and pick up with [redacted].

I think some time with us and [redacted] might be useful.

Kind regards
[redacted]

Sent with BlackBerry Work
(www.blackberry.com)

From: [redacted]([redacted])<[redacted]@gov.scot>
Date: Thursday, 20 May 2021, 6:10 pm
To: [redacted]<[redacted]@gov.scot>
Cc: [redacted]<[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Brief for new Cab Sec - DUE 3PM 20 MAY

[redacted]

Richard would want to see submission if there were investment figures being included. If this is being finalised tomorrow can you email to [redacted]

Regards
[redacted]

[redacted]
Internal Financial Performance
Directorate for Health Finance & Governance
Scottish Government

 [redacted]
 [\[redacted\]@gov.scot](mailto:[redacted]@gov.scot)

My working pattern is Monday to Thursday

From: [redacted]<[redacted]@gov.scot>
Sent: 19 May 2021 16:43
To: [redacted]<[redacted]@gov.scot>
Subject: FW: NHS Recovery Plan - Brief for new Cab Sec - DUE 3PM 20 MAY
Importance: High

[redacted] | Interim Head of Elective Policy and Delivery | Elective and Cancer Access |
Ministerial Support | Golden Jubilee Sponsorship | Health Performance and Delivery

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Email 62 - RE: NHS recovery meeting - Cab Sec - 20 May 2020

From: [redacted]

Sent: 20 May 2021 18:28

To: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; [redacted]<[redacted]@gov.scot>

Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>

Subject: RE: NHS recovery meeting - Cab Sec - 20 May 2020

Thanks [redacted]

I have summarised the note and will pick up the actions.

Im also content to capture notes / key actions in future meetings with John and Cab Sec to ensure these are progressed.

[redacted]

From: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>

Sent: 20 May 2021 14:04

To: DG Health & Social Care <DGHSC@gov.scot>; [redacted]<[redacted]@gov.scot>

Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; [redacted]<[redacted]@gov.scot>

Subject: RE: NHS recovery meeting - Cab Sec - 20 May 2020

[redacted]

I will want to tidy up this note with [redacted]

thanks

JOHN CONNAGHAN CBE

NHS Scotland Chief Operating Officer

[redacted]

St Andrew's House

EDINBURGH

EH1 3DG

Tel: [redacted]

Tel: [redacted]

From: [redacted]<[redacted]@gov.scot> **On Behalf Of** DG Health & Social Care

Sent: 20 May 2021 14:03

To: DG Health & Social Care <DGHSC@gov.scot>; [redacted]<[redacted]@gov.scot>

Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; [redacted]<[redacted]@gov.scot>; Connaghan J (John) (Health) <John.Connaghan2@gov.scot>

Subject: NHS recovery meeting - Cab Sec - 20 May 2020

Over view as per conversation with FM on 13/05

[redacted]

[redacted] A Recovery plan is in development, [redacted] A more detailed update will be shared with the Cab Sec early next week on the recovery plan.

[redacted] An update will be included following the inaugural meeting of the unscheduled care board and will also be included in the recovery plan.

[redacted]We are developing a note for Cab Sec outlining timeline for key decisions / visits with options for visit to launch to recovery plan.
[redacted]

[redacted]
Head of DG Health and Social Care office
[redacted]

Email 63 - Funding for the NHS Recovery Plan

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

Sent: 16 June 2021 15:40

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

Cc: [redacted]<[redacted]@gov.scot>

Subject: Funding for the NHS Recovery Plan

Colleagues

Grateful if you could find a slot in Caroline's calendar on Monday if possible, for John Connaghan and Richard McCallum to talk Caroline through the proposed funding for the NHS Recovery Plan (30 minutes max).

Many thanks

[redacted]

Directorate for Health Performance and Delivery | The Scottish Government | Mobile:

[redacted]

[redacted]

Email 65 - Slides - Meeting at 11:30 Recovery - Scheduled Care
Attachment: Recovery Scenarios 070521.pptx

[redacted]

Email 66 - RE: NHS Recovery Plan - financial modelling

[redacted]

Email 67 - FW: Briefing in advance of meeting with FM at 15:30 today
Attachment: Summary note for CL and JC – Recovery Plan and NTC
recruitment.docx

From: [redacted]<[redacted]@gov.scot>
Sent: 13 May 2021 12:37
To: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>
Subject: FW: Briefing in advance of meeting with FM at 15:30 today

FYI,

Meeting now at half 3 today.

[redacted]

[redacted] | Interim Head of Elective Policy and Delivery | Elective and Cancer Access |
Ministerial Support | Golden Jubilee Sponsorship | Health Performance and Delivery

 **Save a tree... ..don't print this e-mail unless you really need to**

From: [redacted] <[redacted]@gov.scot> **On Behalf Of** Connaghan J (John) (Health)
Sent: 13 May 2021 12:31
To: [redacted]<[redacted]@gov.scot>
Subject: FW: Briefing in advance of meeting with FM at 15:30 today

[redacted]
PA/JOHN CONNAGHAN

[redacted]
St Andrew's House
EDINBURGH
EH1 3DG
Tel: [redacted]

Attachment: Summary note for CL and JC – Recovery Plan and NTC recruitment.docx [redacted]

[redacted]

Email 68 - NHS Recovery Plan: Meeting with the FM on 13 may
Attachment: NHS Recovery Plan - meeting with First Minister on 13 May 2021

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

Sent: 14 May 2021 10:22

To: DG Health & Social Care <DGHSC@gov.scot>; Lamb C (Caroline) <Caroline.Lamb@gov.scot>

Cc: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; [redacted] <[redacted]@gov.scot>;

Director of Health Workforce <Directorofhealthworkforce@gov.scot>; McCallum R (Richard)

<Richard.McCallum@gov.scot>; Director of Population Health

<Directorofpopulationhealth@gov.scot>; [redacted] <[redacted]@gov.scot>; Covid-19 Director

<covid-19.director@gov.scot>; Chief Medical Officer <CMO@gov.scot>; Leitch J (Jason)

<Jason.Leitch@gov.scot>; [redacted] <[redacted]@gov.scot>; Director for Covid 19 Testing

<directorcovid19testing@gov.scot>; [redacted] <[redacted]@gov.scot>; Pollock LA (Linda)

<Linda.Pollock@gov.scot>; Director of Covid Co-ordination

<DirectorofCovidCoordination@gov.scot>; Chief Nursing Officer <CNO@gov.scot>; DCMO Health

COVID19 <DCMOHealth.COVID19@gov.scot>; Caesar DH (David) <David.Caesar@gov.scot>;

[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: NHS Recovery Plan: Meeting with the FM on 13 may

[redacted]

Note from John Connaghan attached setting out the issues discussed with the FM at yesterday's meeting.

[redacted]

Kind regards

[redacted]

Directorate for Health Performance and Delivery | The Scottish Government | Mobile:

[redacted]

Attachment: NHS Recovery Plan - meeting with First Minister on 13 May 2021

[redacted]

[redacted]

Attachment: CP – Support for Recovery.docx

[redacted]

Email 70 - FW: UC Recovery Slides (003).pptx [redacted]

Attachment: UC Recovery Slides (003).pptx [redacted]

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

Sent: 21 May 2021 13:51

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

Subject: FW: UC Recovery Slides (003).pptx

FYI adding in now ☺

[redacted] | Interim Head of Elective Policy and Delivery | Elective and Cancer Access |
Ministerial Support | Golden Jubilee Sponsorship | Health Performance and Delivery

 **Save a tree... ..don't print this e-mail unless you really need to**

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

Sent: 21 May 2021 13:15

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

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

Subject: UC Recovery Slides (003).pptx

Hi [redacted]

Please see attached slides for UC and winter including a section to add into the intro.

Thank you

[redacted]

[redacted]

[redacted]

[redacted]

Attachment 2: NHS Capacity and Remobilisation (004).docx

[redacted]

Email 73 - RE: Health recovery plan

From: [redacted]<[redacted]@gov.scot>
Sent: 25 May 2021 14:20
To: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>
Cc: [redacted]<[redacted]@gov.scot>
Subject: RE: Health recovery plan

Thank you [redacted] – looking forward to catching up.

Many thanks again.

[redacted]

[redacted]Workforce Leadership, Culture and Wellbeing

Health Workforce Directorate | Scottish Government

T: [redacted]

E: [redacted]@gov.scot

Please note that I work Monday-Thursday, and Friday is my non-working day.

*** I support flexible working and whilst it suits me to email you just now I would not expect a response out with your normal working hours ***

[redacted]

Email 78 - RE: NHS Recovery Plan

Attachment: 20210712 – NOP TTG Charts Waiting and Activity

From: [redacted]<[redacted]@gov.scot>
Sent: 12 July 2021 11:54
To: [redacted]<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; Burns J (John) <John.Burns@gov.scot>
Cc: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

[redacted]

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

Sent: 12 July 2021 10:48

To: [redacted]<[redacted]@gov.scot>; Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; Burns J (John) <John.Burns@gov.scot>
Cc: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

[redacted]

Spoke to John C about this. Can you let me have the slides you think we should include so John C/John B have them to hand when we meet the Cabinet Secretary on Wednesday. John C would propose to talk the Cabinet Secretary through these rather than include in this slide pack.

[redacted]

[Directorate for Health Performance and Delivery | The Scottish Government | Mobile:](#)
[redacted]

From: [redacted]<[redacted]@gov.scot>
Sent: 12 July 2021 10:26
To: [redacted]<[redacted]@gov.scot>; Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; Burns J (John) <John.Burns@gov.scot>
Cc: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

I think we should include some of the slides we had in the 'deep dive' slide pack.

I think the reduced level of activity levels are important and provide some of the parameters.
[redacted]

[redacted]

From: [redacted]<[redacted]@gov.scot>
Sent: 12 July 2021 10:14
To: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; Burns J (John) <John.Burns@gov.scot>
Cc: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

John

As we discussed, attached are the original set of slides:

<< File: NHS Recovery Plan - Background - 9 July 2021.pptx >>

I have also attached the original Technical Appendix that [redacted] had worked on for reference, along with Barbara's latest funding profile:

<< File: Waiting Times Policy- Covid and Post Covid - Technical Appendix - NHS Recovery Plan (004) - 02.07.2021 - ppt.pptx >> << File: recovery plan profile 8July.xlsx >>

Hope this is helpful.

[redacted]

Directorate for Health Performance and Delivery | The Scottish Government | Mobile:
[redacted]

From: [redacted] **Sent:** 09 July 2021 15:05

To: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; Burns J (John) <John.Burns@gov.scot>

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

Subject: FW: NHS Recovery Plan

Importance: High

John/John

The latest draft (full) version of the NHS Recovery Plan is attached to my email of 8 July (below).

As we discussed earlier, also attached is the revised slides from [redacted] and an amended text of a covering email to the Cabinet Secretary. I have alerted his office that we are still working on a pack of information for the Cabinet Secretary and that it is likely to be Monday morning before we submit this.

<< File: 612999_SCT0521597660-001_NHS Recovery Plan_p7.rtf >> << File: NHS Recovery Plan - covering note for the Cabinet Secretary - 9 July.docx >>

Hope this is helpful

[redacted]

Directorate for Health Performance and Delivery | The Scottish Government | Mobile:
[redacted]

From: [redacted] **Sent:** 08 July 2021 11:02

To: Connaghan J (John) (Health) <John.Connaghan2@gov.scot>; Burns J (John)

<John.Burns@gov.scot>

Cc: [redacted]<[redacted]@gov.scot>; [redacted](Special Adviser) <[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>

Subject: NHS Recovery Plan

Importance: High

John/John

Following our discussion yesterday I have attached an updated version of the NHS Recovery Plan – full version.

<< File: NHS Recovery Plan - Background - 9 July 2021 (003).pptx >>

You will wish to note the following points:

[redacted]

I will be away from my desk for the next couple of hours as I have a dental appointment. Should be back on line around 1.00 – 1.30. Happy to discuss further then.

[redacted] and I will work on the accompanying information for the Cabinet Secretary as we discussed.

Kind regards

[redacted] Directorate for Health Performance and Delivery | The Scottish Government |
Mobile: [redacted]

Email 79 - Recovery Plan
Attachment Recovery Plan – APS – 21 July.pdf

From: Burns J (John) <John.Burns@gov.scot>

Sent: 26 July 2021 11:17

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

Subject: Recovery Plan

[redacted],

I was reading through the Recovery Plan again at the weekend. [redacted].

Happy to discuss.

Thanks

John

John G Burns
Chief Operating Officer
NHS Scotland

Email 80 - NHS Recovery Plan 30 July
Attachment: NHS Recovery Plan 30 July

From: [redacted]<[redacted]@gov.scot>
Sent: 30 July 2021 07:11
To: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>;
[redacted]<[redacted]@gov.scot>
Subject: NHS Recovery Plan 30 July
Importance: High

Hello [redacted]

Track changes based on [redacted] comments: I've added a [redacted] and some changes to language and terms.

[redacted]: but could be available in next week or two when we've completed the analysis.

I'll be offline until 8.45am but will pick up any comments/questions then. My number is [redacted] if you need to speak with me before then.

[redacted] for your review and approval.

Best wishes

Email 81 – RE: NHS Recovery Plan
Attachment: NHS Recovery Plan 4 August.rtf

From: [redacted]<[redacted]@gov.scot>
Sent: 06 August 2021 13:14
To: [redacted] <[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

Thanks for sharing [redacted]

[redacted]

I know you've said there is limited opportunity for changes, but wondered if you might considering adding the following highlighted text to the "innovation section on page 8:

[redacted]

Let me know your thoughts

Thanks

[redacted]

[redacted]
Head of Realistic Medicine Policy Team
DG Health & Social Care
The Scottish Government
T: [redacted]
E: [redacted]@gov.scot

From: [redacted] <[redacted]@gov.scot>
Sent: 06 August 2021 12:59
To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

Happy to share – [redacted]

As you say [redacted] limited opportunity to make changes.

[redacted]

From: [redacted] <[redacted]@gov.scot>
Sent: 06 August 2021 12:42
To: [redacted] <[redacted]@gov.scot>
Cc: [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

Hi [redacted]

[redacted] is primary lead on the Plan. It is more or less finalised subject to the FM's comments (it is with her now) and [redacted]. Subject to [redacted] view, I'm happy to share the latest draft but options for changes at this stage are limited. [redacted] – are you content for me to send [redacted] the latest draft?

[redacted]

Directorate for Health Performance and Delivery | The Scottish Government | Mobile:
[redacted]

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

Sent: 06 August 2021 12:35

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

Subject: NHS Recovery Plan

Hi [redacted]

Are you leading on development of the NHS Recovery Plan?

If so, does Realistic Medicine feature ? If not might we have the opportunity to contribute?

Thanks

[redacted]

[redacted]

Head of Realistic Medicine Policy Team

DG Health & Social Care

The Scottish Government

T: [redacted]

E: [redacted]@gov.scot

Email 82 - Recovery Plan Charts (002).xlsx

Attachment: Recovery Plan Charts (002).xlsx

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

Sent: 30 July 2021 09:00

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

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

Subject: Recovery Plan Charts (002).xlsx

The chart on NTC is in here with drafting note removed. As is the data.

Are you asking the printers to re-produce the charts using their suggested formats?

[redacted] and [redacted] are happy to double check anything the printers produce.

[redacted]

Email 83 - RE: 100 days (NHS Recovery Plan)

From: [redacted]

Sent: 25 May 2021 14:06

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: 100 days (NHS Recovery Plan)

Hi [redacted]

We have a draft plan that needs further development but working to timescale of end June/early July for publication so working backwards from that timeframe to build in the sign off process.

[redacted] – can you update the link with the detail.

Thank you

c[redacted]

Email 85 – Recovery Plan

From: Burns J (John) <John.Burns@gov.scot>

Sent: 13 August 2021 11:55

To: [redacted] ([redacted]) <[redacted]@gov.scot>

Subject: Recovery Plan

[redacted]

[redacted]. I have made tracked changes and comments for review and discussion. Also re-ordered for flow which can often be a personal choice. Happy to have a call to chat through.

John

John G Burns
Chief Operating Officer
NHS Scotland

Email 88 – RE: NHS Recovery Plan - 13 August

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

Sent: 13 August 2021 17:18

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan - 13 August

[redacted].

I'm around tomorrow, starting my shift at 11am, if I can do anything else.

[redacted]

From: [redacted]<[redacted]@gov.scot>
Sent: 13 August 2021 17:13
To: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - 13 August

Hi [redacted]
I've not got as far with this as I'd like. [redacted]

I'd be happy to help on Sunday or Monday after 4pm.
Thanks,
[redacted]

From: [redacted]<[redacted]@gov.scot>
Sent: 13 August 2021 10:05
To: [redacted]<[redacted]@gov.scot>; [redacted]) <[redacted]@gov.scot>
Subject: NHS Recovery Plan - 13 August

Hi

[redacted]

Thank you.

Email 90 – Workforce and Recruitment Text for Recovery Plan

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

Sent: 13 August 2021 18:14

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

Cc: [redacted] <[redacted]@gov.scot>; Director of Health Workforce
<Directorofhealthworkforce@gov.scot>; DD of Health Workforce Pay Practice and Partnership
<Deputydirectorhscwppe@gov.scot>; Deputy Director of Leadership, Culture and Wellbeing
<DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>

Subject: Workforce and Recruitment Text for Recovery Plan

Hi [redacted],

I think [redacted] offered comments earlier in the day – [redacted]

Hope that helps – let me know if you need anything further.

Dr Stephen Lea-Ross

Deputy Director

Health Workforce Division

T: [redacted]

Scottish Government | Riaghaltas na h-Alba

Area GR

St. Andrew's House

Regent Road

EH1 3DG

"he/him" pronouns

Email 90 – Attachment 1

[redacted]

Email 91 – Edited version

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

Sent: 14 August 2021 18:55

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

Subject: Edited version

Hi [redacted]

Made a start and will try to go through the rest tomorrow – but [redacted]

Thanks,

[redacted]

I am working from home – please contact me on [redacted]



Donna White | Senior Media Manager | Scottish Government | [\[redacted\]@gov.scot](mailto:[redacted]@gov.scot) | www.gov.scot

Email 92 – NHS Recovery Plan - DW edits

From: [redacted] <[\[redacted\]@gov.scot](mailto:[redacted]@gov.scot)>

Sent: 15 August 2021 13:10

To: [redacted] <[\[redacted\]@gov.scot](mailto:[redacted]@gov.scot)>

Subject: NHS Recovery Plan - DW edits

Hi [redacted],

[redacted], when the tables begin. Hope that's ok.

I'll make a start on drafting the news release on this tomorrow, and will come back to you with an outline.

Thanks,

[redacted]

I am working from home – please contact me on [\[redacted\]](mailto:[redacted])

Donna White | Senior Media Manager | Scottish Government | [\[redacted\]@gov.scot](mailto:[redacted]@gov.scot) | www.gov.scot

Email 94 – RE: URGENT - Recovery PLaN

From: [redacted]
Sent: 16 August 2021 13:32
To: [redacted]<[redacted]@gov.scot>
Subject: RE: URGENT - Recovery PLaN

Here you go. We're around if further tweaks/ framing needed.

This is a nearly comprehensive list of spends attached to the cancer plan. [redacted]

[redacted]
From: [redacted]<[redacted]@gov.scot>
Sent: 16 August 2021 13:06
To: [redacted]<[redacted]@gov.scot>
Subject: RE: URGENT - Recovery PLaN

Great thank you

From: [redacted]<[redacted]@gov.scot>
Sent: 16 August 2021 12:50
To: [redacted]<[redacted]@gov.scot>
Subject: RE: URGENT - Recovery PLaN

Ok- back within the hour Tracy.

Gregor

From: [redacted]<[redacted]@gov.scot>
Sent: 16 August 2021 12:49
To: [redacted]<[redacted]@gov.scot>
Subject: URGENT - Recovery PLaN
Importance: High

Hi [redacted]

[redacted] – can you provide some key deliverables and when we will likely see these delivered so I can add to the recovery plan – will need within the next hour though, sorry.

Thank you

[redacted]

Email 94 – Attachment 1

[redacted]

Email 95 – RE: Recovery Plan - WfP Commitments

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

Sent: 16 August 2021 14:51

To: [redacted] <[redacted]@gov.scot>; Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; Deputy Director of Leadership, Culture and Wellbeing <DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>

Subject: RE: Recovery Plan - WfP Commitments

Hi [redacted] – apologies for not spotting this when I reviewed it before, [redacted] at page 13 and a correction to a small typo at page 6 (in green).

Many thanks

[redacted]

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

Sent: 16 August 2021 14:16

To: [redacted] <[redacted]@gov.scot>; Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; Deputy Director of Leadership, Culture and Wellbeing <DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>

Subject: RE: Recovery Plan - WfP Commitments

Thank you [redacted]

Will need it asap unfortunately as need to send back to DG today and then on FM later this afternoon.

Apologies for tight turnaround.

[redacted]

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

Sent: 16 August 2021 13:54

To: [redacted] <[redacted]@gov.scot>; [redacted] <DeputyDirectorofHealthWorkforce@gov.scot>; Deputy Director of Leadership, Culture and Wellbeing <DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>

Subject: RE: Recovery Plan - WfP Commitments

I can do so [redacted] – just about to step into Cab Sec meetings until 4pm but can pick this up later – if that's okay. [redacted]

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

Sent: 16 August 2021 13:52

To: [redacted] <[redacted]@gov.scot>; Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; Deputy Director of Leadership, Culture and Wellbeing <DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>

Subject: RE: Recovery Plan - WfP Commitments

Thank you [redacted]

Do you want to [redacted]

Thanks again.

[redacted]

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

Sent: 16 August 2021 10:12

To: Slater T ([redacted]<[redacted]@gov.scot>; Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; Deputy Director of Leadership, Culture and Wellbeing <DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>

Subject: RE: Recovery Plan - WfP Commitments

Hi [redacted]

Thanks.

I have reviewed Caroline's version of the recovery plan and [redacted] in respect of workforce wellbeing. I've also responded to the comments on the points below in this document.

Please let me know if we can provide anything more.

Many thanks

[redacted]

[redacted]Workforce Leadership, Culture and Wellbeing

Health Workforce Directorate | Scottish Government

T: [redacted]

E: [redacted]@gov.scot

Please note that I work Monday-Thursday, and Friday is my non-working day.

**** I support flexible working and whilst it suits me to email you just now I would not expect a response out with your normal working hours ****



Access to mental health and wellbeing resources and a signpost to support services for people working in health and social care.

 nationalwellbeinghub.scot
 [@NatWellbeingHub](https://twitter.com/NatWellbeingHub)



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

Sent: 13 August 2021 20:32

To: Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; [redacted]<[redacted]@gov.scot>; Deputy Director of Leadership, Culture and Wellbeing

<DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>

Subject: RE: Recovery Plan - WfP Commitments

Thank you Steve

From: Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>

Sent: 13 August 2021 18:52

To: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>; Deputy Director of Leadership, Culture and Wellbeing <DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>

Subject: FW: Recovery Plan - WfP Commitments

Hi [redacted],

I've copied in [redacted] and [redacted] who can offer more on the wellbeing propositions.

Regard

[redacted]

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

Sent: 13 August 2021 14:14

To: Lea-Ross S (Stephen) <Stephen.Lea-Ross@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: Recovery Plan - WfP Commitments

Hi Steve

I am losing track who sent me what but in terms of staff wellbeing can I ask for more detail on the yellow highlights outlined below and what this means for staff:

[redacted]

Thanks

[redacted]**From:** Lea-Ross S (Stephen) <Stephen.Lea-Ross@gov.scot>

Sent: 30 July 2021 17:31

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

Subject: Recovery Plan - WfP Commitments

Hi [redacted],

How about the following – we will have to check the targets with CNOD, mental health and primary care before publication, but they can go in for now and are directly extracted from the workforce plan.

[redacted]

Dr Stephen Lea-Ross

Deputy Director

Health Workforce Division

T: [redacted]

Scottish Government | Riaghaltas na h-Alba
Area GR
St. Andrew's House
Regent Road
EH1 3DG

"he/him" pronouns

Email 97 – RE: NHS Recovery Plan 2021 (no format)

From: Ellis G (Graham) <Graham.Ellis@gov.scot>
Sent: 17 August 2021 14:08
To: [redacted]<[redacted]@gov.scot>
Cc: [redacted]<[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan 2021 (no format)

Thanks – didn't want a reply all approach so thanks for listening!
I just added a line to the copy I sent you there – [redacted] – page 7 second last paragraph.
[redacted]

From: [redacted]<[redacted]@gov.scot>
Sent: 17 August 2021 13:48
To: Ellis G (Graham) <Graham.Ellis@gov.scot>
Cc: [redacted]<[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan 2021 (no format)

Hi Graham

That should probably be fine. I have copied to Tracy for her information (as the main lead for the drafting of the Plan). If you can get changes to her/me asap I'm sure we can incorporate into the next iteration.

Kind regards

[redacted]

[Directorate for Health Performance and Delivery | The Scottish Government | Mobile: \[redacted\]](#)

From: Ellis G (Graham) <Graham.Ellis@gov.scot>
Sent: 17 August 2021 13:45
To: [redacted]<[redacted]@gov.scot>
Subject: NHS Recovery Plan 2021 (no format)

I wonder if I might suggest some additional wording for the Unscheduled care element of the paper reflecting previously stated ambitions for the roll out of H@H?
Graham

Email 98 – Recovery plan - re ordered with FM comments

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

Sent: 17 August 2021 19:08

To: Burns J (John) <John.Burns@gov.scot>; Lamb C (Caroline) <Caroline.Lamb@gov.scot>; [redacted]
[redacted]@gov.scot>

Subject: Recovery plan - re ordered with FM comments

Hi

[redacted]. All comments are from [redacted] re adding hyperlinks rather than FM. I have highlighted all questions in red – I have updated the table with the reordered one I did yesterday.

[redacted] – as per our chat – the only thing that has been lost is the comments from you re hyperlinks – if helpful I can look at the old versions and add back in tomorrow.

Give me a text if you need me to pick up anything else tonight.

[redacted]

[redacted]DG Health and Social Care Office
Scottish Government
1E.16 St Andrews House
Tel: [redacted] Mob: [redacted]

Email 100 – RE: Urgent: NHS Recovery Plan - action by noon 18/08/21

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

Sent: 18 August 2021 12:28

To: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>;
[redacted]<[redacted]@gov.scot>; [redacted]@gov.scot>; Gray G (Gavin) <Gavin.Gray@gov.scot>;
[redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>

Cc: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>; Davidson A (Angela)
<Angela.Davidson@gov.scot>; McAloon HC (Hugh) <Hugh.McAloon@gov.scot>;
[redacted]<[redacted]@gov.scot>

Subject: RE: Urgent: NHS Recovery Plan - action by noon 18/08/21

All,

Pls [redacted] MH section (in track), plus small tracked changes to the table at the end. Apologies for being late – [redacted]

[redacted]

Mental Health Strategy & Co-ordination Unit
The Scottish Government

 Room 3ER, St Andrews House, Edinburgh, EH1 3DG

Work Phone: [redacted] Blackberry: [redacted]

From: [redacted]

Sent: 18 August 2021 10:36

To: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>;
[redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>;
[redacted]<[redacted]@gov.scot>; [redacted] [redacted] <[redacted]gov.scot>; [redacted]
<[redacted]@gov.scot>

Cc: DG Health & Social Care <DGHSC@gov.scot>; Lamb C (Caroline) <Caroline.Lamb@gov.scot>

Subject: RE: Urgent: NHS Recovery Plan - action by noon 18/08/21

[redacted],

We're working on some changes and will send up ASAP – noting your noon deadline. [redacted]

Thanks,

[redacted]

Mental Health Strategy & Co-ordination Unit
The Scottish Government

 Room 3ER, St Andrews House, Edinburgh, EH1 3DG

Work Phone: [redacted]

Blackberry: [redacted]

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

Sent: 18 August 2021 10:22

To: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>;
[redacted]<[redacted]@gov.scot>; [redacted] (Carol[redacted]<[redacted]@gov.scot>;
[redacted]<Gavin.Gray@gov.scot>

Cc: DG Health & Social Care <DGHSC@gov.scot>; Lamb C (Caroline) <Caroline.Lamb@gov.scot>

Subject: FW: Urgent: NHS Recovery Plan - action by noon 18/08/21

Hi

See update required to mental health section

[redacted]

[redacted]DG Health and Social Care Office
Scottish Government
1E.16 St Andrews House
Tel: [redacted]Mob: [redacted]

From: [redacted]

Sent: 18 August 2021 09:56

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

Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>

Subject: Urgent: NHS Recovery Plan - action by noon 18/08/21

Hi

We have had some feedback from the FM re the plan – below is the text, with queries in red, we have had around Mental Health. Can you update the text and send the revised version back by noon today. I will incorporate in the revised plan.

[redacted]

Thanks

[redacted]

[redacted] DG Health and Social Care Office
Scottish Government
1E.16 St Andrews House
Tel: [redacted] Mob: [redacted]

Email 101 – health recovery - staff wellbeing questions

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

Sent: 18 August 2021 14:23

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Cc: Deputy Director of Health Workforce <DeputyDirectorofHealthWorkforce@gov.scot>; Deputy Director of Leadership, Culture and Wellbeing <DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>

Subject: health recovery - staff wellbeing questions

[redacted], [redacted]

[redacted]

Many thanks

[redacted]

[redacted] Workforce Leadership, Culture and Wellbeing

Health Workforce Directorate | Scottish Government

T: [redacted]

E: [redacted]@gov.scot

Please note that I work Monday-Thursday, and Friday is my non-working day.

**** I support flexible working and whilst it suits me to email you just now I would not expect a response out with your normal working hours ****



Access to mental health and wellbeing resources and a signpost to support services for people working in health and social care.

 nationalwellbeinghub.scot
 @NatWellbeingHub



Email 102 - RE: Recovery Plan

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

Sent: 18 August 2021 15:37

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

Subject: RE: Recovery Plan

Adding [redacted]and [redacted], I have annotated the ones I will pick up once I get closer to a final version

[redacted]

[redacted]DG Health and Social Care Office

Scottish Government

1E.16 St Andrews House

Tel: [redacted]Mob: [redacted]

From: Lamb C (Caroline) <Caroline.Lamb@gov.scot>

Sent: 18 August 2021 15:19

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

Subject: RE: Recovery Plan

Caroline Lamb

Chief Executive of NHS Scotland and Director General for Health & Social Care

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

[redacted]

From: Burns J (John) <John.Burns@gov.scot>

Sent: 18 August 2021 14:54

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

Subject: Recovery Plan

Hi,

Some points to look at in relation to the last draft.

[redacted]

Apologies for the brevity of these comments but hope they make sense.

Thanks

John

John G Burns

Chief Operating Officer

NHS Scotland

Email 103 – RE: NHS Recovery Plan - Primary Care - Urgent action by noon 18/08/21

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

Sent: 18 August 2021 17:03

To: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>;
[redacted]<[redacted]@gov.scot>; Chief Dental Officer <CDO@gov.scot>;
[redacted]<[redacted]@gov.scot>; Strath A (Alison) <Alison.Strath@gov.scot>; Cabinet Secretary for
Health and Social Care <CabSecHSC@gov.scot>
Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>;
Burns J (John) <John.Burns@gov.scot>; [redacted]<[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Primary Care - Urgent action by noon 18/08/21

[redacted]
We discussed offline. Pharmacy comments have been captured in the version I sent up at 12.15 that
has been captured in Julie's master copy.

[redacted] that I felt important to share none the same just to see FMPU's latest comments – **not for
incorporating into any master version.**

Thanks

[redacted]
[redacted] | [General Practice Policy Division](#) | [Primary Care Directorate](#) | [Scottish Government](#) |
[redacted] | [redacted]@gov.scot

From: [redacted]<[redacted]@gov.scot>
Sent: 18 August 2021 16:55
To: [redacted]<[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]<[redacted]@gov.scot>;
[redacted]<[redacted]@gov.scot>; Chief Dental Officer <CDO@gov.scot>;
[redacted]<[redacted]@gov.scot>; Strath A (Alison) <Alison.Strath@gov.scot>; Cabinet Secretary for
Health and Social Care <CabSecHSC@gov.scot>
Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>;
Burns J (John) <John.Burns@gov.scot>; [redacted]<[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Primary Care - Urgent action by noon 18/08/21

[redacted],

This doesn't appear to have captured the edits forwarded on earlier today. [redacted]

[redacted]

[redacted] | Head of Pharmacy Policy | Scottish Government | Pharmacy & Medicine Division |
Directorate for Chief Medical Officer | [redacted] | [redacted]@gov.scot | **MS Teams Contact:**
[redacted]@gov.scot



From: [redacted]<[redacted]@gov.scot>
Sent: 18 August 2021 16:32

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Chief Dental Officer <CDO@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Strath A (Alison) <Alison.Strath@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>
Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted] [redacted]
Subject: RE: NHS Recovery Plan - Primary Care - Urgent action by noon 18/08/21

[redacted] (copying CS's office too)

[redacted]

We stand ready of course to pick up any further comments from the FM and Cab Sec but just wanted to give you heads up before then.

Kind Regards

[redacted]
[redacted] | [General Practice Policy Division](#) | [Primary Care Directorate](#) | [Scottish Government](#) |
[redacted] | [redacted]@gov.scot

From: [redacted]
Sent: 18 August 2021 12:15
To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Chief Dental Officer <CDO@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Strath A (Alison) <Alison.Strath@gov.scot>
Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Primary Care - Urgent action by noon 18/08/21

[redacted]

[redacted] Let us know what further you need.

Kind Regards

[redacted]
[redacted] | [General Practice Policy Division](#) | [Primary Care Directorate](#) | [Scottish Government](#) |
[redacted] | [redacted]@gov.scot

From: [redacted] <[redacted]@gov.scot>
Sent: 18 August 2021 10:26
To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Chief Dental Officer <CDO@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>
Subject: RE: NHS Recovery Plan - Primary Care - Urgent action by noon 18/08/21

Adding Alison Strath who amended the original text

Alison – can you advise re any amendments to the new text?

Thanks

[redacted]
[redacted]
DG Health and Social Care Office
Scottish Government
1E.16 St Andrews House
Tel: [redacted] Mob: [redacted]

From: [redacted]
Sent: 18 August 2021 09:51
To: [redacted] <[redacted]@gov.scot> [redacted] <[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted] <[redacted]@gov.scot>; Chief Dental Officer <CDO@gov.scot>; [redacted]
<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Cc: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>
Subject: RE: NHS Recovery Plan - Primary Care - Urgent action by noon 18/08/21

Thanks Heather

[redacted]

Could you get updated text back across to us by noon today. I am collating the master version and will add in once it comes back. Have you had any feedback from [redacted]?

Thanks

[redacted]

[redacted] DG Health and Social Care Office
Scottish Government
1E.16 St Andrews House
Tel: [redacted] Mob: [redacted]

From: [redacted]>
Sent: 17 August 2021 20:11
To: [redacted] <[redacted]@gov.scot>
Subject: FW: NHS Recovery Plan - Primary Care

[redacted] [redacted] – we have a couple of blanks to fill in in the morning so will recirculate once that's done and whoever is holding the final copy can slot this in. You will see [redacted] sent on earlier to [redacted] to get a view following her earlier feedback.

[redacted]

[redacted]

Interim Deputy Director, Primary Care Directorate

Scottish Government

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

T: [redacted](Ext: [redacted])

M: [redacted] 

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

Sent: 17 August 2021 18:50

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;

[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

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

<[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;

[redacted] <[redacted]@gov.scot>; Chief Dental Officer <CDO@gov.scot>;

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

Subject: FW: NHS Recovery Plan - Primary Care

HI [redacted],

Thanks for your feedback to Heather.

[redacted] Given the time this evening there are a couple of XX and YYs that I will need policy colleagues (cc'd) to contribute in the morning, but I wanted to get this to you this evening. Happy to pass on to FM's office too if she is reviewing overnight.

Tim, [redacted] and [redacted] are also fully sighted on this draft.

Happy to discuss,

[redacted].

[redacted] | Interim Head of Finance, Data and Digital Unit | Primary Care Division | Scottish Government

Tel: [redacted]

Bb: [redacted]

Area 1ER, St Andrew's House, Edinburgh, EH1 3DG



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

Sent: 17 August 2021 18:42

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

Subject: FW: NHS Recovery Plan

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

Sent: 17 August 2021 14:49

(Special Adviser) <Stuart.Nicolson@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Importance: High

Hi [redacted] - removing ministers for now. Happy to catch up to offer any help – I will get together with [redacted] and [redacted] and our respective teams to think through how [redacted]

[redacted]

Interim Deputy Director, Primary Care Directorate

Scottish Government

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

T: [redacted]



103 – Attachment 1

[redacted]

Email 104 - RE: NHS Recovery Plan - Primary Care

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

Sent: 18 August 2021 17:19

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Cc: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Stewart M [redacted] <[redacted]@gov.scot>; Hutchison D (David) (Special Adviser) <David.Hutchison@gov.scot>

Subject: RE: NHS Recovery Plan - Primary Care

[redacted], [redacted],

To note adding Davie to copylist due to time pressures.

[redacted]

A draft is as I understand it due to go to FM tomorrow morning. So info as soon as you can would be helpful.

All the best,

[redacted]

Head of the First Minister's Policy & Delivery Unit (Interim) (she/her)

Scottish Government | 5N.02 | St Andrew's House | EDINBURGH | EH1 3DG

Mobile [redacted]

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.

From: [redacted]

Sent: 18 August 2021 10:55

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>

Cc: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Chief Dental Officer <CDO@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan - Primary Care

We are doing that [redacted] and I see we now have FM's feedback so will turn this section around asap.

[redacted]

Interim Deputy Director, Primary Care Directorate

Scottish Government

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

T: [redacted](Ext:[redacted])

M: [redacted]



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

Sent: 18 August 2021 09:43

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>

Cc: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; L[redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Chief Dental Officer <CDO@gov.scot>; [redacted] [redacted]<[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan - Primary Care

Agree [redacted]

All the best,

[redacted]

Head of the First Minister's Policy & Delivery Unit (Interim) (she/her)

Scottish Government | 5N.02 | St Andrew's House | EDINBURGH | EH1 3DG

Mobile [redacted]

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From: [redacted]

Sent: 18 August 2021 08:19

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>

Cc: [redacted] <[redacted]@gov.scot>; [redacted] <Tim[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Chief Dental Officer <CDO@gov.scot>; [redacted] [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan - Primary Care

Thanks [redacted] – we will wait to see FM's feedback.

[redacted]

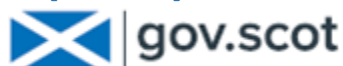
Interim Deputy Director, Primary Care Directorate

Scottish Government

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

T: [redacted] (Ext: [redacted])

M: [redacted]



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

Sent: 17 August 2021 21:53

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; DG Health & Social Care <DGHSC@gov.scot>; Burns J (John) <John.Burns@gov.scot>

Cc: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Chief Dental Officer <CDO@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan - Primary Care

[redacted],

FM's email of 18.25 tonight noted that she would return with further comments on the primary care and workforce sections. [redacted]

Hopefully that is helpful in advance of further feedback from the FM.

All the best,
[redacted]

Head of the First Minister's Policy & Delivery Unit (Interim) (she/her)
Scottish Government | 5N.02 | St Andrew's House | EDINBURGH | EH1 3DG
Mobile [redacted] [redacted]

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.

Email 105 - FW: NHS Recovery Plan - Primary Care

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

Sent: 17 August 2021 20:13

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>

Subject: FW: NHS Recovery Plan - Primary Care

Hi all

Redrafted primary care section.

[redacted]

Sent with BlackBerry Work
(www.blackberry.com)

From: [redacted]@gov.scot>

Date: Tuesday, 17 Aug 2021, 8:10 pm

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

Subject: FW: NHS Recovery Plan - Primary Care

[redacted] you will see we have redrafted the PC section – we have a couple of blanks to fill in in the morning so will recirculate once that's done and whoever is holding the final copy can slot this in. You will see Steven sent on earlier to Sinead to get a view following her earlier feedback.

-

[redacted]

Interim Deputy Director, Primary Care Directorate

Scottish Government

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

T: [redacted]

M: [redacted]



Email 110 – : NHS Recovery Plan - 19 August - action by 10.15am - Urgent

[redacted]

EMAIL 111 - RE: NHS Recovery Plan - Draft - 19 July 2021

From: [redacted]<[redacted]@theapsgroup.com>

Sent: 20 August 2021 09:52

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

Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted],

I'm happy to go with that, however if we go down that route and the artworker isn't required there will still be a charge. My contact number is [redacted], however I am not available until 1pm tomorrow. I will book the artworker in for Sunday, just in case there are any delays with it coming through on Saturday.

Many thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

Mobile: [redacted]

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

Sent: 20 August 2021 09:45

To: [redacted] <[redacted]@theapsgroup.com>

Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted]

We are still waiting on First Minister agreeing final draft. It will be late afternoon I suspect or even tomorrow morning. Can we exchange contact details in case we need to set the ball rolling in morning?

So sorry for delays.

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>
Sent: 20 August 2021 09:43
To: [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Draft - 19 July 2021
Importance: High

Morning [redacted],

Can you please provide an update for if an artworker is required this weekend. I have one on standby, but we will need to know soon if we are required or not.

Please let me know as soon as possible.

Thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

Mobile: [redacted]

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From: [redacted]
Sent: 18 August 2021 11:08
To: [redacted]@gov.scot
Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted],

Can you confirm if my understanding is correct? As mentioned previously I can't make arrangements without a rough understanding of your requirements.

- APS to receive new copy on Friday 20th August
- APS to complete and have proof ready for 9am on 23rd August
- SG to sign off proof on 23rd/24th August
- APS to publish pdf with HTML to follow on 25th August

Many thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

Mobile: [redacted]

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From: [redacted]

Sent: 18 August 2021 09:14

To: [redacted]@gov.scot

Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted],

Can you provide a timeline of your requirements, so I can arrange to get the necessary cover from each team for the correct dates please?

Many thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

Mobile: [redacted]



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From: [redacted]@gov.scot <[redacted]@gov.scot>
Sent: 18 August 2021 08:53
To: [redacted] <[redacted]@theapsgroup.com>
Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted]

Sorry for delay. The plan is with FM and changes are being made now. I expect to get this to you in the next day or so but publication date is tentatively set for 25 August so it will require a quick turnaround I'm afraid and maybe some weekend working. Can you confirm this can all be lined up so we can get final draft for sense checking within 24 hours?

Thank you

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>
Sent: 02 August 2021 10:48
To: [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted],

Let me know if any of the attached are the sort of images you are after.

Many thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

Mobile: [redacted]



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From: [redacted]@gov.scot <[redacted]@gov.scot>
Sent: 29 July 2021 20:47
To: [redacted] <[redacted]@theapsgroup.com>
Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Sorry [redacted]

Just getting through emails now. Any pics you have in a hosp setting, social care setting and / or primary care setting.

Thanks

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>
Sent: 29 July 2021 09:57
To: [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted],

What sort of images are you after? We have some free images we can use from NHS Scotland, however they are quite limited but If you let me know the type I can take a look for you.

Many thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

Mobile: [redacted]



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From: [redacted]@gov.scot <[redacted]@gov.scot>
Sent: 29 July 2021 08:21
To: [redacted] <[redacted]@theapsgroup.com>
Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Moring [redacted]

Do you have some stock health care photos you could send me that I could drop in on certain pages?

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>
Sent: 28 July 2021 11:53
To: [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Thanks for confirming [redacted].

[redacted]

From: [redacted]@gov.scot <[redacted]@gov.scot>
Sent: 28 July 2021 11:49
To: [redacted] <[redacted]@theapsgroup.com>
Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Thanks [redacted]

Yes we are trying to get the correct one for publication.

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>
Sent: 28 July 2021 11:43
To: [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted],

Please find attached the publication in word. Let me know if you need anything else and I'll see if I can help.

Can I also check if you will be supplying a better quality map of Scotland, as the one supplied isn't accessible as the image is quite low res?

Many thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

Mobile: [redacted]

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

Sent: 28 July 2021 11:30

To: [redacted] <[redacted]@theapsgroup.com>

Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted]

In terms of update we should be able to get final version to you later this week or early next week to produce a final version for publication. We are meeting with the Cab Sec tomorrow so will get a better idea. However, he does want us to change the pages around to ensure it flows better. It will be easier for me to do that as I will have better idea what to move around. Can I ask you to send me the word version please so I can do this today before our meeting with him tomorrow.

I appreciate this is a nuisance for the art worker and more costly in terms of updates.

Thank you

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>
Sent: 21 July 2021 12:10
To: [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted],

[redacted]. We have added some additional comments and marked up on the pdf, really in relation to content still to be supplied and asking for better quality images of the maps of Scotland.

Hopefully this is sufficient for now, but if you require any further changes today please let me know.

Many thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

Mobile: [redacted]

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A dark blue banner for APS Group. On the left is the APS Group logo. In the center, the text reads 'SEE HOW WE MAKE MORE POSSIBLE FOR OUR CLIENTS'. On the right is a white button with the text 'FIND OUT MORE'.

From: [redacted]@gov.scot <[redacted]@gov.scot>
Sent: 21 July 2021 11:40
To: [redacted] <[redacted]@theapsgroup.com>
Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Thank you [redacted]

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>
Sent: 21 July 2021 11:34
To: [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Great – thank you for the additional comments. I hope to have this to you shortly, but certainly you will have it back this afternoon.

Many thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

Mobile: [redacted]

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

Sent: 21 July 2021 11:06

To: [redacted] <[redacted]@theapsgroup.com>

Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted]

Looking good, I have made couple comments otherwise think you have captured them all.

Thank you

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>

Sent: 21 July 2021 10:41

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

Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted],

I've marked up the pdf with all of the changes you have highlighted. Can you just take a quick look and ensure you are happy I've understood them all and then I'll ask the artworker to make the amends for this afternoon.

Many thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

Mobile: [redacted]

www.theapsgroup.com
Follow us on: Twitter | Instagram | LinkedIn



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

Sent: 21 July 2021 10:17

To: [redacted] <[redacted]@theapsgroup.com>

Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted]

As promised, here is the two bullets that should go in the box for SAs and NHS 24. These services are obviously national services so I will let the art worker decided how they are presented on the map page so that it doesn't look like it is for one board only.

[redacted]

Apologies, not sure if I mentioned, the map with the NTCs on, there is a page below with all the opening dates, can these dates be placed in the relevant NTC box then we can delete the page that sits after it. We couldn't edit the box to place the dates in so added the second page for your benefit. Happy to call and talk you through if I am confusing anything.

Thanks

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>

Sent: 20 July 2021 14:27

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

Subject: RE: NHS Recovery Plan - Draft - 19 July 2021

Hi [redacted],

Thanks for popping this through. I have an artworker that will re-format the full document tonight, so if you can have the extra pieces of text available for tomorrow morning that will allow us to have the full document re-done and supplied by tomorrow afternoon.

I have also supplied a new estimate based on the amount of work to date including this latest round of proofing for you to review.

Many thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

Mobile: [redacted]

www.theapsgroup.com

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

Sent: 20 July 2021 13:34

To: [redacted] <[redacted]@theapsgroup.com>

Subject: NHS Recovery Plan - Draft - 19 July 2021

Importance: High

Hi [redacted]

Apologies for lateness sharing this today.

Please see latest version of the Recovery Plan. I hope there is now minimal changes to any future version so we will mark up changes rather than rewrite!

There are a number of things we need you to pick up, mainly the pages with the maps. On the first map, which outlines actions for each board can you:

- **change arrow pointing to A&A re early cancer diagnostic centre to point to D&G**
- Add box for SAS – text TBC
- Add box for NHS 24 – text TBC

I will likely get text today and will send this on as soon as I have it but this will allow you to make a start.

Thank you

[redacted]

Email 114 – CfSD contribution in NHS Recovery Plan

From: Lamb C (Caroline) <Caroline.Lamb@gov.scot>

Sent: 23 August 2021 08:34

To: [redacted] <[redacted]@gov.scot>; [redacted]@gjh.scot.nhs.uk

Subject: CfSD contribution in NHS Recovery Plan

[redacted], [redacted],

We had additional feedback from FM over the weekend – [redacted] contains a table that we would plan to add to the existing text (copied into email below). A lot of the content came directly from FM. [redacted]

[redacted], could you have a look over the attached and let us know if there are any changes you want to make asap please.

[redacted]

NEW TABLE WILL FOLLOW AT THIS POINT.

Caroline Lamb

Chief Executive of NHS Scotland and Director General for Health & Social Care
St Andrew's House, Regent Road, Edinburgh EH1 3DG

[redacted]

Email 115 – RE: URGENT ACTION REQUIRED - NHS Recovery Plan - Due 10 AM Monday 16 August

From: [redacted] <[redacted]@gov.scot> **On Behalf Of** Chief Nursing Officer
Sent: 16 August 2021 16:42
To: [redacted] <[redacted]@gov.scot>
Cc: Chief Nursing Officer <CNO@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: RE: URGENT ACTION REQUIRED - NHS Recovery Plan - Due 10 AM Monday 16 August

Hi [redacted]

A few comments in the attached from CNO.

thanks
[redacted]

[redacted] Private Secretary to Chief Nursing Officer | Chief Nursing Officer's Directorate | [redacted]@gov.scot | [redacted]

PLEASE NOTE I AM WORKING FROM HOME

From: [redacted] <[redacted]@gov.scot>
Sent: 16 August 2021 09:13
To: Health and Social Care Directors <[redacted]@gov.scot>
Subject: FW: URGENT ACTION REQUIRED - NHS Recovery Plan - Due 10 AM Monday 16 August

FYI – all your teams who have contributed have sight of this for final comment. Thank you to them all for their support.

[redacted]

From: Lamb C (Caroline) <Caroline.Lamb@gov.scot>
Sent: 14 August 2021 16:50
To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Deputy Director of Leadership, Culture and Wellbeing <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Deputy Director of Health Workforce <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Cc: Burns J (John) <John.Burns@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; DG Health & Social Care <[redacted]@gov.scot>
Subject: RE: URGENT ACTION REQUIRED - NHS Recovery Plan - Due 10 AM Monday 16 August

[redacted],

[redacted]

Recovery Plan Attached

Email 116 – Re: CfSD contribution in NHS Recovery Plan -URGENT - CONFIDENTIAL

From: [redacted] (NHS GOLDEN JUBILEE) <[redacted]@gjn.h.scot.nhs.uk>
Sent: 23 August 2021 11:29
To: [redacted] <[redacted]@gov.scot>; Lamb C (Caroline) <Caroline.Lamb@gov.scot>
Subject: Re: CfSD contribution in NHS Recovery Plan -URGENT - CONFIDENTIAL

Attached – agree with all content now with changes

From: "[redacted] (NHS GOLDEN JUBILEE)" <[redacted]@gjn.h.scot.nhs.uk>
Date: Monday, 23 August 2021 at 11:23
To: "[redacted]" <[redacted]@gov.scot>, "Caroline.Lamb" <Caroline.Lamb@gov.scot>
Subject: FW: CfSD contribution in NHS Recovery Plan -URGENT - CONFIDENTIAL

Please see narrative – [redacted]

Kind Regards

[redacted]

Professor [redacted]
Chief Executive

NHS Golden Jubilee
Beardmore Street
Clydebank
G81 4HX

t:[redacted]
m:[redacted]
e:[redacted]@gjn.h.scot.nhs.uk
w:nhsgoldenjubilee.co.uk

Chief Executive Business Support:

[redacted], Deputy Head of Corporate Governance, [redacted]@gjn.h.scot.nhs.uk

From: "[redacted]@gov.scot" <[redacted]@gov.scot>
Date: Monday, 23 August 2021 at 11:20
To: "[redacted] (NHS GOLDEN JUBILEE)" <[redacted]@gjn.h.scot.nhs.uk>
Subject: FW: CfSD contribution in NHS Recovery Plan -URGENT - CONFIDENTIAL

[redacted]

[redacted]
National Associate Director

National Centre for Sustainable Delivery

Hosted by NHS Golden Jubilee

Beardmore Street, Clydebank, G81 4HX

m: [redacted]

e: [redacted]@gov.scot

Collaborate. Redesign. Innovate. Transform.

[redacted]

Email 118 – RE: NHS Recovery Plan

From: Strath A (Alison) <Alison.Strath@gov.scot>

Sent: 17 August 2021 11:18

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

Cc: Strath A (Alison) <Alison.Strath@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Dear [redacted]

[redacted]

Sorry!!

A

[redacted]

Cc: DG Health & Social Care <[redacted]@gov.scot>; Health and Social Care Directors <[redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; Deputy Director of Health Workforce <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Maitland H (Helen) <Helen.Maitland@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted]

<[redacted]@gov.scot>; Hutchison D (David) (Special Adviser) <David.Hutchison@gov.scot>;
McAllister C (Colin) <Colin.McAllister@gov.scot>; Nicolson S (Stuart) (Special Adviser)
<Stuart.Nicolson@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>;
HSC Group Hub <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

[redacted]

[redacted] and HSC Hub colleagues – can Healthcare Comms and the Hub take a
view on [redacted]

Thanks

[redacted]

[redacted]
DG Health and Social Care Office
Scottish Government
1E.16 St Andrews House
Tel: [redacted] Mob: [redacted]

[redacted]

Email 120 – FW: NHS Recovery Plan

From: Burns J (John) <John.Burns@gov.scot>

Sent: 17 August 2021 18:34

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

Subject: FW: NHS Recovery Plan

[redacted],

I have just spoken with Caroline on this. As [redacted] has been working on the running order, Caroline will ask [redacted] to accept these amendments and we will pick up what is needed with a clean draft tomorrow morning.

John

John G Burns

Chief Operating Officer

NHS Scotland

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

Sent: 17 August 2021 18:25

To: First Minister <firstminister@gov.scot>; [redacted] <[redacted]@gov.scot>

Cc: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; Minister for Mental Wellbeing & Social Care <MinisterMWSC@gov.scot>; Minister for Public Health, Women's Health & Sport <MinisterPHWHS@gov.scot>; DG Health & Social Care <[redacted]@gov.scot>; Health and Social Care Directors <[redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; Deputy Director of Health Workforce <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Maitland H (Helen) <Helen.Maitland@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Hutchison D (David) (Special Adviser) <David.Hutchison@gov.scot>; McAllister C (Colin) <Colin.McAllister@gov.scot>; Nicolson S (Stuart) (Special Adviser) <Stuart.Nicolson@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Hi [redacted],

In follow-up to [redacted]'s points below – and in advance of further feedback from FM to follow over the course of this evening and tomorrow - see attached a revised version meantime, with changes tracked.

[redacted]. However, meantime, grateful if the attached changes can be incorporated and a revised version of the plan worked up and with FM at the earliest opportunity for further consideration.

Thanks,

[redacted]

[redacted]

Deputy Private Secretary to the First Minister

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [redacted]



Office of the First Minister of Scotland

FirstMinister.gov.scot

Prìomh Mhinistear na h-Alba

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Email 121 – RE: NHS Recovery Plan

From: Deputy Director of Health Workforce <[redacted]@gov.scot>

Sent: 18 August 2021 19:53

To: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; [redacted] <[redacted]>; Director of Health Workforce <[redacted]@gov.scot>; Deputy Director of Health Workforce <DeputyDirectorofhealthworkforce@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Ward C (Christine) <Christine.Ward@gov.scot>

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

Subject: RE: NHS Recovery Plan

Hi Folks,

[redacted]

Regards

[redacted]

From: Lamb C (Caroline) <Caroline.Lamb@gov.scot>

Sent: 18 August 2021 19:17

To: [redacted] <[redacted]>; Director of Health Workforce <[redacted]@gov.scot>; Deputy Director of Health Workforce <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

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

Subject: RE: NHS Recovery Plan

[redacted] below, copying Workforce and Mental Health colleagues who also need to pick up contributions. Responses by 10am tomorrow please.:

Caroline Lamb

Chief Executive of NHS Scotland and Director General for Health & Social Care
St Andrew's House, Regent Road, Edinburgh EH1 3DG

[redacted]

From: [redacted] <[redacted]>

Sent: 18 August 2021 18:50

To: Lamb C (Caroline) <Caroline.Lamb@gov.scot>

Subject: RE: NHS Recovery Plan

Thanks [redacted],

[redacted]

L

Sent with BlackBerry Work
(www.blackberry.com)

To: [redacted] <[redacted]@gov.scot>; Lamb C (Caroline) <Caroline.Lamb@gov.scot>; First Minister

<firstminister@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>;
[redacted] <[redacted]@gov.scot>

[illegible]

Subject: RE: NHS Recovery Plan

[redacted],

What would the timescales be for getting that to us tomorrow please?

ND

[redacted] | **PS/First Minister** | T: [redacted] | M: [redacted]

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

Sent: 18 August 2021 16:12

To: Lamb C (Caroline) <Caroline.Lamb@gov.scot>; First Minister <firstminister@gov.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>; [redacted] <[redacted]@gov.scot>

Cc: Minister for Mental Wellbeing & Social Care <MinisterMWSC@gov.scot>; Minister for Public Health, Women's Health & Sport <MinisterPHWHS@gov.scot>; DG Health & Social Care <[redacted]@gov.scot>; Health and Social Care Directors<[redacted]@gov.scot>; Burns J (John) <John.Burns@gov.scot>; Deputy Director of Health Workforce <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Maitland H (Helen) <Helen.Maitland@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; Hutchison D (David) (Special Adviser) <David.Hutchison@gov.scot>; McAllister C (Colin) <Colin.McAllister@gov.scot>; Nicolson S (Stuart) (Special Adviser) <Stuart.Nicolson@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Hi [redacted]

Email 122 – RE: NHS Recovery Plan

From: [redacted] <[redacted]@gov.scot>
Sent: 19 August 2021 13:07
To: First Minister <firstminister@gov.scot>
Cc: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

Hi [redacted]

[redacted], we are aware formatting is required and have people ready once we finalise content to pick this up.

[redacted]

[redacted]
DG Health and Social Care Office
Scottish Government
1E.16 St Andrews House
Tel: [redacted] Mob: [redacted]

From: [redacted] <[redacted]@gov.scot> **On Behalf Of** First Minister
Sent: 19 August 2021 12:58
To: [redacted] <[redacted]@gov.scot>
Cc: First Minister <firstminister@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

[redacted],

Thanks. Just to clarify – is this definitely the final and correct version? The reason I ask is that, at first glance, there appears to be some formatting issues and different sized text at points throughout the document. Just want to be sure, in advance of us putting it in front of the FM, that we have all issues ironed out, even if it's just in a presentational capacity.

Thanks,
[redacted]

Email 123 – RE: NHS Recovery Plan

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

Sent: 19 August 2021 13:46

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

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

Subject: RE: NHS Recovery Plan

Hi all,

[redacted]

[redacted]

Email 124 – RE: NHS Recovery Plan

From: [redacted] <[redacted]@gov.scot>
Sent: 20 August 2021 09:36
To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Cc: [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

Hi [redacted],
[redacted]

[redacted]
Head of Health Protection Division
Population Health Directorate, Scottish Government
 [redacted]

From: [redacted] <[redacted]@gov.scot>
Sent: 17 August 2021 15:36
To: [redacted] <[redacted]@gov.scot>
Cc: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

Hi [redacted]
[redacted]

Thanks.

[redacted]
Interim Head of Health Protection and Screening
Ext: 41269
Mob: [redacted]

[illegible]

[redacted]

[redacted]

Deputy Private Secretary - Diary

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [redacted] | [redacted]

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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 for information.

[redacted]

Email 125 – RE: NHS Recovery Plan

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

Sent: 23 August 2021 12:13

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

Cc: [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Hi [redacted]

I've picked up a couple of edits needed on the NTC lines:

[redacted]

Thanks

[redacted]

[redacted]

National Treatment Centres Programme – Policy Lead | Scottish Government | St Andrews House | Regent Road | Edinburgh
| EH1 3DG | [redacted]

Email 127 – RE: NHS Recovery Plan

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

Sent: 24 August 2021 09:56

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Thanks [redacted], just the 2 changes to page 11 then.

[redacted]

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

Sent: 24 August 2021 09:50

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Thank you [redacted]

See comments below

[redacted]

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

Sent: 24 August 2021 09:40

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Hi [redacted]

Final comments. Happy to have a call this morning if helps.

[redacted]

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

Sent: 23 August 2021 19:09

To: [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: FW: NHS Recovery Plan

Hi

[redacted]

Please note, only show stoppers should be changed at this point.

We will need any updates no later than 09:00 tomorrow (Tuesday 24 Aug)

Thank you

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>

Sent: 23 August 2021 17:31

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

Subject: RE: NHS Recovery Plan

Hi [redacted],

Please find attached an updated proof for you to review. I'm still a bit unsure about having an image on page 10 due to the volume of text – it may be better to have an image on page 7 instead, but I will leave it up to you to decide.

Many thanks,

[redacted]

Account Manager

APS Group
21 Tennant Street
Leith
Edinburgh
EH6 5NA

Mobile: [redacted]

www.theapsgroup.com

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

Sent: 23 August 2021 16:53

To: [redacted] <[redacted]@theapsgroup.com>

Subject: RE: NHS Recovery Plan

Thanks – [redacted]

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>

Sent: 23 August 2021 16:12

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

Subject: RE: NHS Recovery Plan

[redacted],

No problem – I've added this to the amends.

Thanks,
[redacted]

From: [redacted]@gov.scot <[redacted]@gov.scot>
Sent: 23 August 2021 16:04
To: [redacted] <[redacted]@theapsgroup.com>
Subject: RE: NHS Recovery Plan

[redacted]

[redacted]

From: [redacted]
Sent: 23 August 2021 15:47
To: '[redacted]' <[redacted]@theapsgroup.com>
Subject: RE: NHS Recovery Plan

Hi [redacted]

[redacted]

Thanks

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>
Sent: 23 August 2021 13:28
To: [redacted] <[redacted]@gov.scot>
Subject: RE: NHS Recovery Plan

Would this one be ok?

[redacted]

From: [redacted]@gov.scot <[redacted]@gov.scot>
Sent: 23 August 2021 13:25
To: [redacted] <[redacted]@theapsgroup.com>
Subject: RE: NHS Recovery Plan

This all looks ok [redacted] thanks

[redacted]

[redacted]

From: [redacted] <[redacted]@theapsgroup.com>
Sent: 23 August 2021 12:58

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

Subject: RE: NHS Recovery Plan

[redacted],

I've marked up a pdf with what I believe the changes to be – can you check through and ensure I have picked them up correctly?

I have also attached a couple of images – can you let me know if you're happy for us to add them in?

[redacted]

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

Sent: 23 August 2021 12:48

To: [redacted] <[redacted]@theapsgroup.com>

Subject: FW: NHS Recovery Plan

[redacted]

More changes, im afraid. Are you ok to make these tweaks?

[redacted]

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

Sent: 23 August 2021 12:15

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

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

Subject: FW: NHS Recovery Plan

[redacted]

A couple of (hopefully) final comments on the financial figures in the Recovery Plan:

[redacted]

[redacted]

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

Sent: 23 August 2021 11:24

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

Subject: FW: NHS Recovery Plan

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

Sent: 23 August 2021 11:22

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

Subject: FW: NHS Recovery Plan

Latest version, which I am tweaking ever so slightly now.

[redacted]

Email 128 – RE: NHS Recovery Plan

From: Gilmour J (Jennifer) <Jennifer.Gilmour@gov.scot>

Sent: 24 August 2021 09:09

To: [redacted] <[redacted]@gov.scot>; Deputy Director of Leadership, Culture and Wellbeing <DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>; Deputy Director of Health Workforce <DeputyDirectorofhealthworkforce@gov.scot>; [redacted] <[redacted]@gov.scot>

Cc: [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

[redacted],

[redacted]

Many thanks,

[redacted]

[redacted] | Team Lead | Workforce Planning Unit | Health and Social Care Workforce Planning and Development Division | Health Workforce Directorate | Scottish Government | GF Rear, St Andrews House | Regent Road | Edinburgh | EH1 3DG | [redacted]

[redacted] | Manaidsear Poileasaidh, Dealbhadh Luchd-obrach | Buidheann-Stiùiridh Slàinte, Stiùireadh & Ath-leasachadh Seirbheis | Riaghaltas na h-Alba | Cùl GF, Taigh Naoimh Anndra | Rathad Tànaiste | Dùn Èideann | EH1 3DG | [redacted]

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

Sent: 24 August 2021 08:56

To: Deputy Director of Leadership, Culture and Wellbeing

<DeputyDirectorofLeadershipCultureandWellbeing@gov.scot>; Deputy Director of Health Workforce

<DeputyDirectorofhealthworkforce@gov.scot>; [redacted] <[redacted]@gov.scot>

Subject: RE: NHS Recovery Plan

Importance: High

Hi All – having just reviewed the latest version of the recovery plan, [redacted]

I am just about to go into a call at 9am – but assume we urgently pick up with [redacted] on this?

Many thanks

[redacted]

[redacted]

Workforce Leadership, Culture and Wellbeing

Health Workforce Directorate | Scottish Government

T: [redacted]

E: [redacted]@gov.scot

Please note that I work Monday-Thursday, and Friday is my non-working day.



 nationalwellbeinghub.scot
 [@NatWellbeingHub](https://twitter.com/NatWellbeingHub)



[redacted]

Email 135 – RE: NHS Recovery Plan - Primary care optometry text

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

Sent: 31 August 2021 16:16

To: [redacted] <[redacted]@theapsgroup.com>

Subject: FW: NHS Recovery Plan - Primary care optometry text

Hi [redacted]

[redacted]

Let me know if you can pick this up.

Thank you

[redacted]
