

**RELEASABLE INFORMATION FOR YOUR FOI**

From: Rollison R (Richard)

To: [REDACTED]; Director of Financial Strategy; DG Economy;

Cc: Hogg KJ (Kenneth); McAllan M (Mary); [REDACTED]; Pryce JM (Jonathan) Munro D (Dominic) Henderson G (Gavin); Grisewood A (Aidan); Nicholson J (John)

Subject: RE: Programme for Government proposals

Eleanor

[Redacted under S.30(b)(ii) Free and frank exchange of views]

R

---

From: [REDACTED];

Sent: 04 July 2017 16:22

To: Director of Financial Strategy; DG Economy;

Cc: Hogg KJ (Kenneth); McAllan M (Mary); [REDACTED]; Pryce JM (Jonathan) Munro D (Dominic) Henderson G (Gavin); Grisewood A (Aidan); Nicholson J (John)

Subject: RE: Programme for Government proposals

Eleanor – thanks very much for this.

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Thanks

[REDACTED]

---

From: Director of Financial Strategy

Sent: 03 July 2017 17:16

To: DG Economy

Cc: Hogg KJ (Kenneth); McAllan M (Mary); [REDACTED]; Pryce JM (Jonathan) Munro D (Dominic) Henderson G (Gavin); Grisewood A (Aidan); Nicholson J (John)

Subject: RE: Programme for Government proposals

Importance: High

[REDACTED]

(with reduced copy list)

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Eleanor

---

From: [REDACTED]

Sent: 03 July 2017 10:30

To: Director of Financial Strategy; McAllan M (Mary); Stark C (Chris); Munro D (Dominic); Director for Fair Work, Employability and Skills; Economic Development Business Management Unit; Energy and Climate Change - Business Management  
Cc: Hogg KJ (Kenneth); McAllan M (Mary); [Redacted]; (FINANCE); Henderson G (Gavin); Grisewood A (Aidan); Nicholson J (John); [Redacted]; Pryce JM (Jonathan); Munro D (Dominic) Cabinet Secretary for Finance and the Constitution; Director of Financial Strategy; Maxwell S (Stewart); Permanent Secretary; DG Economy; DG Finance Mailbox [Redacted]  
Subject: RE: Programme for Government proposals

Eleanor, Mary, Chris, Dominic

I would be grateful if you could provide a draft response on this for Liz / Sarah's consideration (as relevant) by cop 7 July (to allow Liz to review on return on 10 July and discuss with you if necessary prior to submission).

I have indicated who I think is the lead Director for each proposal,

[Redacted under S.29(1)(a) (Formulation or Development of Scottish Government Policy)]

[REDACTED]

---

From: [REDACTED] On Behalf Of First Minister

Sent: 29 June 2017 16:01

To: DG Finance Mailbox; Ditchburn L (Liz); Stafford A (Alyson)

Cc: First Minister; Cabinet Secretary for Finance and the Constitution; Lloyd E (Elizabeth); McAllister C (Colin); Director of Financial Strategy; Nicolson JF (John); Henderson G (Gavin); Permanent Secretary; Maxwell S (Stewart)

Subject: Programme for Government proposals

Colleagues,

Programme for Government proposals

As the First Minister set out in her statement on Tuesday:

“We will set out afresh our vision for the country we lead, together with the creative, imaginative, bold and radical policies that, as far as is possible within the current powers available to us, will help us realise that bold, ambitious vision for Scotland.”

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Kind regards

[REDACTED]

[Redacted under S.29 (1)(b) Ministerial Communications]

From: [REDACTED]

To: [REDACTED]; Rollison R (Richard); Director of Financial Strategy;

Cc: DG Economy; Anson S (Sam)

Subject: RE: National Investment Bank Conference Call - scale

[REDACTED]

As discussed yesterday afternoon, I attach for information the report I mentioned, produced in March 2014 by the European Policies Research Centre at the University of Strathclyde for Scottish Government on "Business Development Banks and Funds in Europe: Selected Examples"

[Redacted under S.25 (1): Information available at: [https://pure.strath.ac.uk/portal/files/44537414/Michie\\_Wishlade\\_EPRC\\_2014\\_Business\\_dev\\_elopment\\_banks\\_and\\_funds\\_in\\_Europe\\_selected\\_examples.pdf](https://pure.strath.ac.uk/portal/files/44537414/Michie_Wishlade_EPRC_2014_Business_dev_elopment_banks_and_funds_in_Europe_selected_examples.pdf)

In addition, the CEA response to the consultation on the Green Paper on Industrial Strategy, issued in April 2017.

[Redacted under S.25 (1): Information available at: <https://beta.gov.scot/publications/uk-government-green-paper-building-our-industrial-strategy/>

I hope this is useful.

[REDACTED]

---

From: [REDACTED]  
Sent: 10 July 2017 20:09  
To: Rollison R (Richard); Director of Financial Strategy;  
Cc: DG Economy; Anson S (Sam)  
Subject: RE: National Investment Bank Conference Call - scale

[Redacted under S.29(1)(a) (Formulation or Development of Scottish Government Policy)]

---

From: Rollison R (Richard)  
Sent: 10 July 2017 12:38  
To: Director of Financial Strategy; [REDACTED]  
Cc: DG Economy  
Subject: RE: National Investment Bank Conference Call

Yes – will book a room

---

From: [REDACTED]  
Sent: 10 July 2017 12:38  
To: Rollison R (Richard); Director of Financial Strategy; [REDACTED]  
Cc: DG Economy  
Subject: RE: National Investment Bank Conference Call

Are colleagues in AQ dialling in together? If so let me know where you are and I'll join you.

Thanks

[REDACTED]

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

From: [REDACTED]

Sent: 07 July 2017 14:23

To: [REDACTED]; Rollison R (Richard); Director of Financial Strategy;

Cc: DG Economy

Subject: National Investment Bank Conference Call

When: 10 July 2017 16:00-17:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Teleconference dial in details below

[REDACTED]

From: Ditchburn L (Liz)

To: DG Economy; Rollison R (Richard)

Cc: Director of Financial Strategy;

[Redacted under S.29(1)(a) (Formulation or Development of Scottish Government Policy)]

Subject: FW: DED PFG

Resending with correct address for Eleanor

L

---

From: Ditchburn L (Liz)

Sent: 14 July 2017 12:43

To: DG Economy; Rollison R (Richard)

Cc: [REDACTED]

Emberson E (Eleanor);

Subject: DED PFG

Richard – thanks for useful discussion just now.

We agreed:

You will send a clean package with four templates (with some amendments as follows) later today. Given your external commitments today, it will be late this afternoon rather than earlier. It can go straight on to the PFG team however as you and I have already discussed. (Alan – can you confirm emails as on reflection, it may be easiest for Richard to be able to send to me and PFG in parallel.)

[Redacted under S.29(1)(a) (Formulation or Development of Scottish Government Policy)]

Thanks all

Liz

From: Rollison R (Richard)

To: DG Economy ; Director of Financial Strategy; DG Economy;

[REDACTED]; Director for Housing and Social Justice; Anson S (Sam)

Cc: DG Scottish Exchequer Mailbox

Subject: Re: Urgent: PfG New Proposal - National Investment Bank - any final comments by 4pm today

Eleanor

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Richard Rollison  
Deputy Director

From: DG Economy  
Sent: Friday, 14 July 2017 14:26  
To: Director of Financial Strategy; DG Economy; Rollison R (Richard); [REDACTED];  
Director for Housing and Social Justice; Anson S (Sam)  
Cc: DG Finance Mailbox  
Subject: RE: Urgent: PfG New Proposal - National Investment Bank - any final comments by 4pm today

Many thanks all for this – subject to comments from others I'm happy that this gives us enough to submit today – we will no doubt be in further conversations next week and beyond.

Liz

---

From: Director of Financial Strategy  
Sent: 14 July 2017 13:41  
To: DG Economy; Rollison R (Richard); Director for Housing and Social Justice; Anson S (Sam)  
Cc: DG Finance Mailbox  
Subject: Urgent: PfG New Proposal - National Investment Bank - any final comments by 4pm today  
Importance: High

Colleagues

Following our discussions this morning, attached is a redrafted note on the National Investment Bank. Very grateful for quick comments by 4pm at the very latest. I hope I have reflected the key points from earlier exchanges. At this stage, comments in track changes are most helpful.

Richard, we would need to speak early next week about the further work proposed here before PfG. [Redacted] and I will both be on leave after the end of next week. Others in Finance will be around to help,

[Redacted under S.29(1)(a) (Formulation or Development of Scottish Government Policy)]

Finally, I see that I am getting an out-of-office from [Redacted], and I know that Sam is on leave. Richard – is there anyone else who needs to cast an eye over this for fit with the other economy proposals already under consideration for PfG?

Thanks

Eleanor

From:[REDACTED]; on behalf of; DG Economy

To: First Minister

Cc: [REDACTED]; Cabinet Secretary for Finance and the Constitution; Director of Financial Strategy; Maxwell S (Stewart); Permanent Secretary; DG Economy; DG Scottish Exchequer Mailbox; Rollison R (Richard)

Subject: RE: Programme for Government proposals

[REDACTED];

Please see returns attached below for the following proposals from DG Economy:

[Redacted under S.30(b)(i) Free and frank provision of advice]

[REDACTED];

From: Rollison R (Richard)

To: Rollison R (Richard)

Cc: [REDACTED] ; Cabinet Secretary for Finance and the Constitution; Director of Financial Strategy; Maxwell S (Stewart); Permanent Secretary; DG Economy; DG Scottish Exchequer Mailbox; Rollison R (Richard);

Subject: SENSITIVE - PFG PROPOSALS - DIRECTORATE FOR ECONOMIC DEVELOPMENT

All

I attach proposals for the following 'PFG' ideas requested by the First Minister.

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Richard Rollison

Deputy Director

From: [REDACTED]; on behalf of; DG Economy <DGEconomy@gov.scot>

To: [REDACTED]; First Minister; Ditchburn L (Liz) <Liz.Ditchburn@gov.scot>; DG Economy

Cc: McPherson C (Claire); [REDACTED]; Director of Financial Strategy ; Permanent Secretary; Cabinet Secretary for the Environment, Climate Change and Land Reform; Minister for Business, Innovation and Energy; Minister for Transport and the Islands

Subject: RE: OFFICIAL SENSITIVE: Programme for Government proposals

Liz

Thanks. I'll pass to the relevant team for inclusion in the work they'll send up on Friday.

[REDACTED];

---

From: Lloyd E (Elizabeth)

Sent: 25 July 2017 15:42

To: [REDACTED]; First Minister; Ditchburn L (Liz); DG Economy

Cc: Director of Financial Strategy; Permanent Secretary; Cabinet Secretary for the Environment, Climate Change and Land Reform; Minister for Business, Innovation and Energy; Minister for Transport and the Islands

Subject: RE: OFFICIAL SENSITIVE: Programme for Government proposals

All

I attach proposals for the following 'PfG' ideas requested by the First Minister.

[Redacted under S.30(b) Free and frank exchange of views]

[REDACTED];

---

From: [REDACTED];

Sent: 19 July 2017 19:29

To: First Minister; Ditchburn L (Liz); DG Economy

Cc: [REDACTED]; Director of Financial Strategy; Permanent Secretary; Cabinet Secretary for the Environment, Climate Change and Land Reform; Minister for Business, Innovation and Energy; Minister for Transport and the Islands

Subject: OFFICIAL SENSITIVE: Programme for Government proposals

Colleagues,

Please see comments below reflecting feedback from the First Minister,

[Redacted under S.30(b)(ii) Free and frank exchange of views]

[REDACTED];

---

From: [REDACTED]; On Behalf Of First Minister

Sent: 29 June 2017 16:23

To: Ditchburn L (Liz); DG Economy

Cc: [REDACTED]; Director of Financial Strategy; Permanent Secretary; Cabinet Secretary for the Environment, Climate Change and Land Reform; Minister for Business, Innovation and Energy; Minister for Transport and the Islands; First Minister

Subject: Programme for Government proposals

Colleagues,

Programme for Government proposals

As the First Minister set out in her statement on Tuesday:

“We will set out afresh our vision for the country we lead, together with the creative, imaginative, bold and radical policies that, as far as is possible within the current powers available to us, will help us realise that bold, ambitious vision for Scotland.”

[Redacted under S.30(b)(ii) Free and frank exchange of views]

[REDACTED];

From: Rollison R (Richard)

To: DG Economy; DG Scottish Exchequer Mailbox

Cc: Chief Financial Officer; DG Economy; Director of Financial Strategy ; McAllan M (Mary); Nicholson J (John); [REDACTED]

Subject: Re: OFFICIAL SENSITIVE: Programme for Government proposals

Liz/Alysson

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Richard Rollison

From: DG Economy

Sent: Monday, 14 August 2017 14:51

To: DG Scottish Exchequer Mailbox; Rollison R (Richard)

Cc: Chief Financial Officer; DG Economy; Director of Financial Strategy

Subject: RE: OFFICIAL SENSITIVE: Programme for Government proposals

Copying Eleanor in as she pulled together the briefing on this previously.

[REDACTED];

---

From: [REDACTED]; On Behalf Of DG Scottish Exchequer Mailbox

Sent: 14 August 2017 14:41

To: Rollison R (Richard)

Cc: Chief Financial Officer; DG Scottish Exchequer Mailbox; DG Economy

Subject: FW: OFFICIAL SENSITIVE: Programme for Government proposals

Richard

FM has made some comments below on Establish a National Investment Bank, is there any further advice for Liz and Alyson to consider?

[REDACTED];

---

From: [REDACTED]

Sent: 08 August 2017 10:19

To: DG Scottish Exchequer Mailbox; DG Economy

Subject: FW: OFFICIAL SENSITIVE: Programme for Government proposals

Liz, Alyson

FM is asking whether there is any further advice on the National Investment Bank, in light of her comments below

It may be that something has been prepared and I have not been copied.

[REDACTED]

---

From: [REDACTED];

Sent: 19 July 2017 19:30

To: First Minister; DG Finance Mailbox; Ditchburn L (Liz); Stafford A (Alyson)

Cc: Cabinet Secretary for Finance and the Constitution; [REDACTED];  
Director of Financial Strategy; Permanent Secretary; Maxwell S (Stewart); Nicholson J  
(John); Director Digital  
Subject: OFFICIAL SENSITIVE: Programme for Government proposals

Colleagues,

Please find comments below reflecting the FM's feedback. Also copying DG Finance re  
public sector pay.

[Redacted under S.30(b)(ii) Free and frank exchange of views]

[REDACTED];

From: [REDACTED];  
To: DG Economy; Director of Financial Strategy  
Cc: Chief Financial Officer; DG Economy; McAllan M (Mary); Nicholson J (John);  
[REDACTED]; DG Scottish Exchequer Mailbox;

Subject: RE: OFFICIAL SENSITIVE: Programme for Government proposals

Liz, Eleanor,

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Many thanks

[REDACTED];

From: Ditchburn L (Liz); on behalf of; DG Economy  
To: McAllan M (Mary); Ryan E (Eleanor Emberson); Director of Financial Strategy  
Cc: DG Scottish Exchequer Mailbox; Anson S (Sam); Rollison R (Richard); [REDACTED];  
DG Economy;  
Subject: RE: Arrangements for work on the National Investment Bank proposal

Thanks Mary

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Liz

---

From: McAllan M (Mary)  
Sent: 23 August 2017 13:30  
To: Ditchburn L (Liz); Emberson E (Eleanor); Director of Financial Strategy  
Cc: DG Scottish Exchequer Mailbox; Anson S (Sam); Rollison R (Richard); [REDACTED];  
Subject: RE: Arrangements for work on the National Investment Bank proposal

Hi Liz

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Mary

---

From: Ditchburn L (Liz)  
Sent: 23 August 2017 12:53  
To: Emberson E (Eleanor); McAllan M (Mary); Director of Financial Strategy  
Cc: DG Scottish Exchequer Mailbox; Anson S (Sam); Rollison R (Richard); MacBean C (Colin); DG Economy; McCall I (Ian); Birt C (Christopher)  
Subject: RE: Arrangements for work on the National Investment Bank proposal

Resending with correct address for Eleanor

Liz

Eleanor, Mary

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Liz

From: Director of Financial Strategy  
To: DG Economy  
Cc: [REDACTED]; DG Scottish Exchequer Mailbox  
Subject: Urgent Budget issue

Liz

[REDACTED];

Thanks

Eleanor

From: Director of Financial Strategy  
To: DG Economy; [REDACTED]; DG Scottish Exchequer Mailbox  
Cc: Anson S (Sam); Gillespie G (Gary); Chief Financial Officer; [REDACTED];  
Subject: RE: SNIB - "sponsor roles" for Advisory Group members for the Business Case

Liz,

For awareness.

Alison

Liz

Spoke to Gordon and he has kindly agreed to cover this in Alyson's absence.

Thanks

Eleanor

From: Ditchburn L (Liz) On Behalf Of DG Economy  
Sent: 10 November 2017 12:05  
To: [REDACTED]; DG Economy; DG Scottish Exchequer Mailbox

Cc: Anson S (Sam); Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; [REDACTED]  
Subject: RE: SNIB - "sponsor roles" for Advisory Group members for the Business Case

Gordon / Eleanor – which one of you is best placed to step into Alyson's shoes on this while she is away?

Liz

From: [REDACTED];  
Sent: 02 November 2017 13:56  
To: DG Economy; DG Scottish Exchequer Mailbox  
Cc: Anson S (Sam); Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; [REDACTED];  
Subject: SNIB - "sponsor roles" for Advisory Group members for the Business Case

Liz/Alyson,

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Regards  
[REDACTED];

From: Director of Financial Strategy  
To: [REDACTED]; DG Economy; Ditchburn L (Liz)  
Cc: Henderson G (Gavin) [REDACTED]  
Subject: RE: Official - Sensitive: DRAFT BUDGET: Update and Delivery Plans - action by 30 November

[REDACTED];

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Let me know if Liz would like a conversation.

Eleanor

From: Director of Financial Strategy  
To: DG Economy  
Cc:[REDACTED]; DG Scottish Exchequer Mailbox  
Subject: Urgent Budget issue

Liz

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Happy to speak at any stage. You can get me on [REDACTED]

Thanks

Eleanor

From: Director of Financial Strategy

To: First Minister  
Cc: [REDACTED]; DG Scottish Exchequer Mailbox; Rollison R (Richard); DG Economy; DG Economy; Director for Housing and Social Justice; Anson S (Sam);  
Subject: Official - Sensitive: PfG new Proposal - National Investment Bank

First Minister

Attached is a joint note from Economic Development and Finance on the PfG proposal around the National Investment Bank. Please let us know if you need anything else at all.

Eleanor

[Redacted under S.30(b)(ii) Free and frank provision of advice]

From: Director of Financial Strategy  
To: DG Scottish Exchequer Mailbox; McAllan M (Mary)  
Subject: RE: National Investment Bank link up with Cab Sec

[REDACTED]

Alistair and I discussed this last night, and that was what prompted the e-mail to Sam. Glad to see this is all going ahead.

Thanks

Eleanor

From: [REDACTED] On Behalf Of DG Scottish Exchequer Mailbox  
Sent: 26 October 2017 11:50  
To: Director of Financial Strategy; McAllan M (Mary)  
Subject: FW: National Investment Bank link up with Cab Sec

FYI

From: Cabinet Secretary for Finance and the Constitution  
Sent: 26 October 2017 10:57  
To: Anson S (Sam)  
Cc: Cabinet Secretary for Finance and the Constitution; DG Scottish Exchequer Mailbox; [REDACTED]; DG Economy  
Subject: National Investment Bank link up with Cab Sec

Sam

Hope all is well.

Just a quick email following a discussion with the Cabinet Secretary yesterday.

[Redacted under S.30(b)(ii) Free and frank exchange of views]

He is keen to keep closely involved in its development and feed in when appropriate. Alyson is keeping him updated but it would be good to see the work as it progresses.

Thanks

[REDACTED]

From: Director of Financial Strategy  
Subject: RE: Scottish Development Bank  
To: DG Scottish Exchequer Mailbox  
[REDACTED], Alyson

Thanks very much.

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Thanks

Eleanor

From: [REDACTED] On Behalf Of DG Scottish Exchequer Mailbox  
Sent: 22 August 2017 14:12  
To: Director of Financial Strategy  
Subject: FW: Scottish Development Bank

Eleanor

[Redacted under S.29(1)(a) (Formulation or Development of Scottish Government Policy)]

As requested.

[REDACTED]

From: [REDACTED]  
Sent: 20 August 2017 21:34  
To: DG Scottish Exchequer Mailbox  
Cc: [REDACTED]  
Subject: Scottish Development Bank

Alyson,

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Very happy to discuss.

[REDACTED]

From: Director of Financial Strategy  
To: First Minister  
Cc: [REDACTED] DG Scottish Exchequer Mailbox; Rollison R (Richard); DG Economy; DG Economy; [REDACTED] Director for Housing and Social Justice;  
Subject: Official - Sensitive: PfG new Proposal - National Investment Bank

[Redacted under S.30(b)(i) Free and frank provision of advice]

From: Anson S (Sam)

To: DG Economy; DG Scottish Exchequer Mailbox; McAllan M (Mary); Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; [REDACTED]  
Cc: [REDACTED]  
Subject: SNIB - Project Governance

Dear all,

[REDACTED] has been urgently progressing arrangements regarding the Implementation Plan for the SNIB. My submission to the FM earlier this week provided some detail, and we are meeting Benny again this afternoon.

[Redacted under S.30(b)(i) Free and frank provision of advice]

Best wishes,

Sam

From: Anson S (Sam)  
Sent: 07 September 2017 16:21  
To: Chief Financial Officer; [REDACTED]; McAllan M (Mary); DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Director of Financial Strategy; [REDACTED]  
Subject: RE: SNIB - Project Governance

Thanks to all of you who have responded so far. As you'll see, we also have the first couple of dates in the calendar – 19th Sept and 3rd October – and we'll start developing an agenda and associated papers for those in the coming days.

[Redacted under S.29(1)(a) (Formulation or Development of Scottish Government Policy)]

Regards,

Sam

Sam Anson - EPU DD  
[REDACTED]

The below involved in a part-time 'virtual' capacity as demand requires.

Finance:

[REDACTED]

Economic Analysis:

[REDACTED]

Procurement:

[REDACTED]

State Aid:

[REDACTED]

SGLD:

TBC

From: Wales G (Gordon) On Behalf Of Chief Financial Officer

Sent: 07 September 2017 16:06

To: [REDACTED] McAllan M (Mary); Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Director of Financial Strategy; Perman J (Joe)

Subject: RE: SNIB - Project Governance

Sam – happy to be a member. [Redacted under S.30(b)(ii) Free and frank exchange of views]

Happy with the remit.

G

From: [REDACTED]  
Sent: 01 September 2017 15:07  
To: [REDACTED] ; McAllan M (Mary); Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy;  
Subject: RE: SNIB - Project Governance

Word copy attached  
[Redacted under S.29(1)(a) (Formulation or Development of Scottish Government Policy)]

From: [REDACTED]  
Sent: 01 September 2017 15:04  
To: McAllan M (Mary); Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; [REDACTED]  
Cc: [REDACTED]  
Subject: RE: SNIB - Project Governance

Thanks Sam,

I'm happy to be involved, I wasn't able to access the proposed remit though.

[REDACTED]

From: McAllan M (Mary)  
Sent: 01 September 2017 14:51  
To: Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; [REDACTED]  
Cc: [REDACTED]  
Subject: Re: SNIB - Project Governance

Sam thanks

I think it would be useful to ask [REDACTED] also to be on the project Board

Otherwise content

M

From: Anson S (Sam)  
Sent: Friday, 1 September 2017 13:27  
To: DG Economy; DG Scottish Exchequer Mailbox; McAllan M (Mary); Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; [REDACTED]  
Cc: [REDACTED]  
Subject: SNIB - Project Governance

Dear all,

[REDACTED] has been urgently progressing arrangements regarding the Implementation Plan for the SNIB. My submission to the FM earlier this week provided some detail, and we are meeting Benny again this afternoon.

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Best wishes,

Sam

From: Director of Financial Strategy

Sent: 07 September 2017 17:23

To: Anson S (Sam); Chief Financial Officer; [REDACTED] McAllan M (Mary); DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Perman J (Joe)

Subject: RE: SNIB - Project Governance

Sam

Gordon is quite right – you certainly don't need me, Gordon and Alyson. I'll check with Alyson when she is back in the office whether she prefers to do this personally or whether she wants me to cover. I am holding the dates in my diary for now.

Thanks

Eleanor

Coordination / Core Secretariat (approx 3 FTE over the course of the work)

Sam Anson - EPU DD

[REDACTED]

The below involved in a part-time 'virtual' capacity as demand requires.

Finance:

[REDACTED]

Economic Analysis:

[REDACTED]

Procurement:

[REDACTED]

State Aid:

[REDACTED]

SGLD:

TBC

Sent: 01 September 2017 15:04

To: McAllan M (Mary); Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; [REDACTED]

Cc: [REDACTED]

Subject: RE: SNIB - Project Governance

Thanks Sam,

I'm happy to be involved, I wasn't able to access the proposed remit though.

[REDACTED]

From: McAllan M (Mary)  
Sent: 01 September 2017 14:51  
To: Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; [REDACTED]  
Cc: [REDACTED]  
Subject: Re: SNIB - Project Governance

Sam thanks

I think it would be useful to ask Paul Lewis SE also to be on the project Board

Otherwise content

M

---

From: [REDACTED] On Behalf Of Cabinet Secretary for Finance and the Constitution  
Sent: 11 September 2017 17:00  
To: Director of Financial Strategy; Chief Financial Officer  
Subject: FW: National Investment Bank - Portfolio Leads

Eleanor and Gordon

To see as well.

[REDACTED]

---

From: [REDACTED]  
Sent: 11 September 2017 16:45  
To: Cabinet Secretary for Economy, Jobs and Fair Work; Cabinet Secretary for Finance and the Constitution; First Minister; DG Economy; DG Scottish Exchequer Mailbox  
Cc: Maxwell S (Stewart); [REDACTED]  
Subject: National Investment Bank - Portfolio Leads

All

[Redacted under S.30(b)(i) Free and frank provision of advice]

Thanks

Liz

---

From: [REDACTED]; On Behalf Of Cabinet Secretary for Finance and the Constitution  
Sent: 12 September 2017 20:42  
To: Cabinet Secretary for Finance and the Constitution; Cabinet Secretary for Economy, Jobs and Fair Work; [REDACTED]; Director of Financial Strategy; DG Economy; [REDACTED]  
Cc: Anson S (Sam); DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Rollison R (Richard)  
Subject: RE: 12:00 - 12:45 Meeting to discuss actions to support economic growth and recovery submission

Dear all

I thought it would be helpful to join some conversations about this meeting.

The intention is to use this meeting to discuss on-going work on the National Investment Bank.

[Redacted under S.29(1)(a) (Formulation or Development of Scottish Government Policy)]

Thanks

[REDACTED]

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

From: [REDACTED] On Behalf Of Cabinet Secretary for Finance and the Constitution

Sent: 12 July 2017 16:33

To: Cabinet Secretary for Finance and the Constitution; Cabinet Secretary for Economy, Jobs and Fair Work; [REDACTED]; Director of Financial Strategy; DG Economy;

[REDACTED]; McAllan M (Mary); Maxwell S (Stewart)

Cc: Anson S (Sam); DG Scottish Exchequer Mailbox;

Subject: 12:00 - 12:45 Meeting to discuss actions to support economic growth and recovery submission

When: 26 September 2017 12:00-12:45 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Parliament T4.07

New slot to bring forward the discussion.

06/09

Please note change of date

Thanks, [REDACTED]

-----  
[Redacted under S.29 (1)(b) Ministerial Communications]

---

From: Anson S (Sam)

Sent: 15 September 2017 22:47

To: DG Economy; DG Scottish Exchequer Mailbox; Director of Financial Strategy; Chief Financial Officer

Subject: FW: Papers for Scottish National Investment Bank Steering Group

All,

I've just clocked that this went to your personal inboxes – apologies.

Gordon / Eleanor – Alyson has suggested she'd like to be part of this group and you've both suggested that it doesn't require all three of you to be present. Can I leave it to the pair of you to decide who is best placed to join Alyson? If it makes any difference, I think [REDACTED] subsequently suggested that [REDACTED] try to attend this too.

Happy to pick up any questions,

Sam.

---

From: Anson S (Sam)  
Sent: 18 September 2017 17:59  
To: [REDACTED] ; DG Economy; DG Scottish Exchequer Mailbox; Chief Financial Officer; Director of Financial Strategy; Gillespie G (Gary); Khan U (Uzma); McAllan M (Mary); [REDACTED]  
Cc: [REDACTED]  
Subject: RE: Papers for Scottish National Investment Bank Steering Group

All,

For those able to attend tomorrow, please find attached the following:

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Regards,

Sam

[REDACTED]

---

From: [REDACTED]  
Sent: 15 September 2017 16:21  
To: Ditchburn L (Liz); Stafford A (Alyson); Wales G (Gordon); Emberson E (Eleanor); Gillespie G (Gary); Khan U (Uzma); McAllan M (Mary); [REDACTED]  
; Anson S (Sam);  
Cc: [REDACTED]; Rollison R (Richard);  
Subject: FW: Papers for Scottish National Investment Bank Steering Group

All

Sent on behalf of Sam Anson

Please find attached papers in support of the first meeting of the Project Steering Group on Tuesday 19th September at 10:30 in SAH room 2N:05.

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Kind regards

Sam

---

From: Director of Financial Strategy  
Sent: 19 September 2017 09:55  
To: Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Chief Financial Officer  
Subject: RE: Papers for Scottish National Investment Bank Steering Group

Sam

Thanks, and yes, of course we will sort out amongst ourselves who should attend. There has been no good opportunity to discuss this in the last few days and we all have the

meeting this morning in our diaries. It may be that we all attend today and make a decision after that. Hope that is OK for you.

Eleanor

---

From: [REDACTED]

Sent: 19 September 2017 12:49

To: [REDACTED]; Ditchburn L (Liz); Stafford A (Alyson); Wales G (Gordon); Emberson E (Eleanor); Gillespie G (Gary); Khan U (Uzma); McAllan M (Mary); [REDACTED]; Anson S (Sam); [REDACTED]

Cc: Rollison R (Richard); [REDACTED]

Subject: RE: Papers for Scottish National Investment Bank Steering Group

All

Following the Project Board meeting today, there has been a correction to paper 01/02.

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Kind Regards

[REDACTED]

---

From: Anson S (Sam)

Sent: 19 September 2017 20:22

To: DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); [REDACTED]; Khan U (Uzma); [REDACTED]

Cc: [REDACTED]

Subject: RE: Initial Meeting of Scottish National Investment Bank Project Implementation Board

All,

Thanks again for your input this morning.

As agreed, please find attached the draft summary note of the meeting. To ensure accuracy of these – and given the frequency of these meetings at the outset – I suggest we check briefly at the outset of each meeting that people are content before committing formally to the record.

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Regards,

Sam

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

From: DG Economy

Sent: 07 September 2017 12:56

To: DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); [REDACTED]; Anson S (Sam); Perman J (Joe); Khan U (Uzma); [REDACTED]

Subject: Initial Meeting of Scottish National Investment Bank Project Implementation Board

When: 19 September 2017 10:30-12:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.  
Where: 2N:05, SAH

All

The first meeting of the Scottish National Investment Bank Steering group will be on the 19th of September. An agenda and papers will follow closer to the time but in the interim I would be grateful if you could hold the time.

Thank you

[REDACTED]

From: Anson S (Sam)  
Sent: 25 September 2017 12:35  
To: DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); [REDACTED] Khan U (Uzma); [REDACTED]  
Cc: [REDACTED]  
Subject: National Investment Bank - Update

Dear all,

Please find attached the following:

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Happy to discuss any of the above,

Sam

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

From: Director of Financial Strategy  
Sent: 26 September 2017 13:18  
To: DG Economy  
Subject: Declined: Meeting of Scottish National Investment Bank Project Implementation Board  
When: 03 October 2017 11:00-12:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.  
Where: SAH Ground Floor Meeting Room GE.08 (12) VC

In line with previous discussions, Alyson and Gordon will attend this meeting and I will be Alyson's substitute when she can't make it. On that basis and so I can keep up, I have asked Sam and team to copy me in on the papers for every meeting.

Thanks

Eleanor

---

From: Ditchburn L (Liz) On Behalf Of DG Economy  
Sent: 27 September 2017 18:31  
To: Director of Financial Strategy; DG Economy  
Cc: [REDACTED] ; Anson S (Sam); Chief Financial Officer; DG Scottish Exchequer Mailbox; [REDACTED]

Subject: RE: SNIB - membership of the programme board

Many thanks

Liz

---

From: Director of Financial Strategy  
Sent: 22 September 2017 18:49  
To: DG Economy  
Cc: [REDACTED] ; Anson S (Sam); Chief Financial Officer; DG Scottish Exchequer Mailbox; [REDACTED]  
Subject: SNIB - membership of the programme board

Liz

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Hope this is helpful, and please let me know if I can help in any other way.

Eleanor

---

From: Director of Financial Strategy  
Sent: 29 September 2017 12:51  
To: DG Scottish Exchequer Mailbox  
Subject: SNIB old papers

Alyson

As promised – original PfG template for FM, and then recent update from Sam Anson.  
[REDACTED] – please load all the attachments for Alyson as requested.

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Thanks

Eleanor

From: Anson S (Sam)  
Sent: 29 September 2017 16:30  
To: [REDACTED] ; Rollison R (Richard); Khan U (Uzma); DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary);  
Subject: FW: SNIB Advisory Group Meeting

Colleagues,

Keen to keep you sighted on this work. Please see below a readout from today's meeting of the SNIB Advisory Group. In attendance from SG were Liz and Alyson, plus myself. Attached for info also the meeting papers for those that haven't seen previously.

The two key actions for us all here are:

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

I'm sending this now to maintain momentum and to allow people some initial opportunity to consider. We'll be back in touch on Monday next week to discuss how we might formalise some of this.

Best wishes,

Sam

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

From: [REDACTED];

Sent: 27 September 2017 12:03

To: [REDACTED]; Benny (Tesco Bank); [REDACTED]; Anson S (Sam); [REDACTED];

Cc: [REDACTED]; Gillespie G (Gary); DG Scottish Exchequer Mailbox

Subject: SNIB Advisory Group Meeting

When: 29 September 2017 13:30-15:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Scottish Futures Trust, 1st Floor, 11-15 Thistle Street, EH2 1DF

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

From: Anson S (Sam)

Sent: 02 October 2017 13:02

To: [REDACTED]; Rollison R (Richard); Khan U (Uzma); DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary);

Cc: [REDACTED];

Subject: RE: SNIB Advisory Group Meeting

Dear all,

Further to the below – and particularly action 1 - please see the attached workstream table updated by Rachel and I this morning.

[Redacted under S.30(b) Free and frank provision of advice or exchange of views]

Regards,

Sam

---

From: Anson S (Sam)

Sent: 29 September 2017 16:20

To: [REDACTED]; Higgins, Benny (Tesco Bank); [REDACTED]; DG Economy; [REDACTED]; Gillespie G (Gary); DG Scottish Exchequer Mailbox

Cc: [REDACTED];

Subject: RE: SNIB Advisory Group Meeting

All,

Please find attached a note of the key points arising from this meeting. Please feel free to add any points via email if you think there are key issues that are missing.

As agreed, Rachel and I will discuss on Monday and allocate further actions from there as required. We'll be back in touch following that.

Regards,

Sam

---

From: Anson S (Sam)  
Sent: 02 October 2017 17:00  
To: DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; McAllan M (Mary); [REDACTED]; Khan U (Uzma); [REDACTED]; Rollison R (Richard); [REDACTED];  
Cc: Director of Financial Strategy  
Subject: RE: Meeting of Scottish National Investment Bank Project Implementation Board

All,

With apologies for the back and forth around this group / meeting in recent days, I've just confirmed with Liz that we think there is value in this going ahead. It may be that we want to condense to one hour, but let's start at 11am regardless.

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

[REDACTED] / Richard – Mary is unable to attend, but if either of you would like to do so in her place then you'd be very welcome.

Regards,

Sam

From: Anson S (Sam)  
Sent: 03 October 2017 19:35  
To: DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); [REDACTED]; Khan U (Uzma);  
Cc: [REDACTED];  
Subject: RE: Meeting of Scottish National Investment Bank Project Implementation Board

All,

Thanks for the helpful discussion earlier.

Please find attached a note of the key points. For ease, I've also copied the actions below – Gary, given tight timescales on this, would be great to know who from OCEA will be working on the material for next Tuesday's AG meeting,

Thanks,

Sam

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

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

From: DG Economy

Sent: 07 September 2017 13:02

To: DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); [REDACTED]; Anson S (Sam); Khan U (Uzma);

Subject: Meeting of Scottish National Investment Bank Project Implementation Board

When: 03 October 2017 11:00-12:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: SAH Ground Floor Meeting Room GE.08 (12) VC

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

From: Anson S (Sam)

Sent: 03 October 2017 19:52

To: DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); REDACTED]; Khan U (Uzma); REDACTED];

Cc: REDACTED];

Subject: RE: Meeting of Scottish National Investment Bank Project Implementation Board

...and associated Marianna paper.

[Attachment redacted S25: Information was published at

<http://dx.doi.org/10.1080/17487870.2016.1216416>

From: Anson S (Sam)

Sent: 05 October 2017 14:24

To: DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); [REDACTED]; Khan U (Uzma); [REDACTED]; Khan U (Uzma);

Subject: URGENT: Scottish National Investment Bank - Draft Consultation Document

All (both SG Steering Group and Project Team members),

We've spoken variously about FM's desire to say something on progress regarding the SNIB next week (scheduled for Wednesday, I believe). My understanding following a conversation with Colin McAllister on Tuesday night is that this will be to launch a short, open consultation on the optimal design of the SNIB.

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Thanks in advance,

Sam

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

From: Director of Financial Strategy

Sent: 06 October 2017 19:40

To: Anson S (Sam)

Cc: [REDACTED];

Subject: RE: URGENT: Scottish National Investment Bank - Draft Consultation Document

Sam

[Redacted under S.30(b)(ii) Free and frank exchange of views]

I think the draft looks very good. Really well done to the team for managing to produce it to such a tight deadline.

Thanks

Eleanor

From: Anson S (Sam)  
Sent: 06 October 2017 07:57  
To: [REDACTED]; Gillespie G (Gary); Rollison R (Richard); [REDACTED]; DG Economy; DG Scottish Exchequer Mailbox; Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); [REDACTED]; Khan U (Uzma); [REDACTED];  
Cc: [REDACTED];  
Subject: RE: URGENT: Scottish National Investment Bank - Draft Consultation Document

Andy (and others beforehand),

This is fantastically helpful, a huge thank you!

Agree that this format works much better. On your specific Qs, my thoughts are as follows:

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Sam

From: [REDACTED]  
Sent: 05 October 2017 19:15  
To: Gillespie G (Gary); Rollison R (Richard); [REDACTED]; Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); [REDACTED]; Khan U (Uzma);  
Cc: [REDACTED];  
Subject: RE: URGENT: Scottish National Investment Bank - Draft Consultation Document

Sam

[Attachment redacted S25: Information was published at  
<https://consult.gov.scot/economic-policy-unit/scottish-national-investment-bank/>

Happy to discuss,

[REDACTED]

From: Gillespie G (Gary)  
Sent: 05 October 2017 17:32  
To: [REDACTED]; Rollison R (Richard); [REDACTED]; Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); Khan U (Uzma); Peter Reekie; Khan U (Uzma);  
Subject: RE: URGENT: Scottish National Investment Bank - Draft Consultation Document

Sam

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Gary

From: [REDACTED]

Sent: 05 October 2017 17:10

To: Rollison R (Richard); [REDACTED]; Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); [REDACTED]; Khan U (Uzma); Khan U (Uzma); Rachel Keys  
Subject: RE: URGENT: Scottish National Investment Bank - Draft Consultation Document

Sam

[Redacted under S.30(b)(ii) Free and frank exchange of views]

[REDACTED]

From: Rollison R (Richard)

Sent: 05 October 2017 16:49

To: [REDACTED]; Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); Khan U (Uzma); Rachel Keys; [REDACTED]  
Subject: Re: URGENT: Scottish National Investment Bank - Draft Consultation Document

RE private finance agree with [REDACTED] that we don't need clarity on HOW this would work - more we just need to highlight that various types of finance will be involved.

Richard Rollison  
Deputy Director

From: [REDACTED]

Sent: Thursday, 5 October 2017 16:41

To: Rollison R (Richard); Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); [REDACTED]; Khan U (Uzma); Khan U (Uzma);  
Subject: RE: URGENT: Scottish National Investment Bank - Draft Consultation Document

Sam,

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Many thanks,

[REDACTED]

From: Rollison R (Richard)

Sent: 05 October 2017 14:57

To: Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); [REDACTED]; Khan U (Uzma); [REDACTED]; Khan U (Uzma); [REDACTED]  
Subject: Re: URGENT: Scottish National Investment Bank - Draft Consultation Document

Sam

I'll try to come back on the detail of this but two key points in meantime

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Richard Rollison  
Deputy Director

From: Anson S (Sam)  
Sent: Thursday, 5 October 2017 14:23  
To: DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer; Director of Financial Strategy; McAllan M (Mary); [REDACTED] ; Khan U (Uzma); [REDACTED] ; Rollison R (Richard);  
Subject: URGENT: Scottish National Investment Bank - Draft Consultation Document

All (both SG Steering Group and Project Team members),

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Thanks in advance,

Sam

---

From: Anson S (Sam)  
Sent: 18 October 2017 12:46  
To: Director of Financial Strategy  
Subject: RE: SNIB – Dinner on Monday

...and the attendee list...

[Redacted]

---

From: Anson S (Sam)

Sent: 18 October 2017 12:46  
To: [REDACTED]  
Cc: Director of Financial Strategy  
Subject: SNIB - Dinner on Monday

[REDACTED],

Eleanor Emberson (SG Director of Financial Strategy) will attend the dinner on Monday. Grateful if you could provide her with details etc.

Thanks,

Sam

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

From: Director of Financial Strategy  
Sent: 19 October 2017 17:45  
To: DG Scottish Exchequer Mailbox  
Subject: FW: Scottish National Investment Bank Roundtable, 23rd October

[REDACTED]

Briefing

[Redacted under S.30(b)(i) Free and frank provision of advice]

Eleanor

From: [REDACTED]  
Sent: 19 October 2017 10:00  
To: Director of Financial Strategy  
Subject: FW: Scottish National Investment Bank Roundtable, 23rd October

Dear Eleanor,

So you're aware, Benny has sent the below and attached to the dinner guests on Monday.

Very best,

[REDACTED]

From: Director of Financial Strategy  
Sent: 26 October 2017 11:51  
To: DG Scottish Exchequer Mailbox; McAllan M (Mary)  
Subject: RE: National Investment Bank link up with Cab Sec

[REDACTED]

[REDACTED] and I discussed this last night, and that was what prompted the e-mail to Sam. Glad to see this is all going ahead.

Thanks

Eleanor

---

From: Anson S (Sam)  
Sent: 03 November 2017 21:24  
To: McAllan M (Mary); Rollison R (Richard); Director of Financial Strategy; Khan U (Uzma); [REDACTED] Nicholson J (John);  
Cc: [REDACTED]; Chief Financial Officer; DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer  
Subject: FW: Meeting: SNIB Advisory Group Meeting

Colleagues,

For info /awareness. I know some of you have had contact from [REDACTED] that pertains to this, so making sure everybody has sight of the full set of papers. We'll also circulate minutes following the meeting.

Sam

---

From: Anson S (Sam)  
Sent: 03 November 2017 21:18  
To: [REDACTED]; Benny Higgins; DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); [REDACTED]; Bruce A (Andrew); Chief Financial Officer; [REDACTED]  
Cc: [REDACTED];  
Subject: RE: Meeting: SNIB Advisory Group Meeting

Dear All,

Please find attached an agenda and associated papers for Tuesday's Advisory Group meeting.

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Look forward to seeing you then – and have a great weekend in the meantime,

Sam

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

From: [REDACTED] On Behalf Of [REDACTED]  
Sent: 31 October 2017 12:43  
To: [REDACTED]; Anson S (Sam); Benny Higgins; DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary);  
Subject: Meeting: SNIB Advisory Group Meeting  
When: 07 November 2017 09:00-11:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.  
Where: Scottish Investment Bank, Scottish Enterprise, Apex House, 99 Haymarket Terrace, Edinburgh, EH12 5HD

From: Anson S (Sam)  
Sent: 07 November 2017 17:10  
To: McAllan M (Mary); [REDACTED]; Rollison R (Richard); Director of Financial Strategy; Khan U (Uzma);

Cc: Chief Financial Officer; DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer  
Subject: RE: Meeting: SNIB Advisory Group Meeting

All,

I previously forwarded to you the papers for today's Advisory Group meeting for info. To add to those, attached is a short note of that meeting.

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Regards,

Sam

---

From: Anson S (Sam)  
Sent: 03 November 2017 21:24  
To: McAllan M (Mary); [REDACTED]; Rollison R (Richard); Director of Financial Strategy; Khan U (Uzma);  
Cc: [REDACTED]; Chief Financial Officer; DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); Chief Financial Officer  
Subject: FW: Meeting: SNIB Advisory Group Meeting

Colleagues,

For info /awareness. I know some of you have had contact from Rachel that pertains to this, so making sure everybody has sight of the full set of papers. We'll also circulate minutes following the meeting.

Sam

---

From: Anson S (Sam)  
Sent: 03 November 2017 21:18  
To: [REDACTED]; Benny Higgins; DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary);  
Cc: Subject: RE: Meeting: SNIB Advisory Group Meeting

Dear All,

Please find attached an agenda and associated papers for Tuesday's Advisory Group meeting. In addition, there are also a handful of papers that are for background info and/or follow up on actions from last week.

Look forward to seeing you then – and have a great weekend in the meantime,

Sam

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

From: [REDACTED]  
Sent: 09 November 2017 11:07  
To: DG Economy; DG Scottish Exchequer Mailbox; Gillespie G (Gary); McAllan M (Mary); [REDACTED]; Chief Financial Officer; Khan U (Uzma); Director of Financial Strategy; Anson S (Sam);  
Cc: [REDACTED]  
Subject: FW: Papers for Scottish National Investment Bank Steering Group

All

Sent on behalf of Sam Anson

Please find attached papers in support of the third meeting of the Project Steering Group on Thursday 9th November at 16:00 in SAH Ground Floor Meeting Room GN.07.

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Kind regards  
Sam

---

From: Director of Financial Strategy  
Sent: 09 November 2017 18:41  
To: [REDACTED]  
Subject: RE: SNIB Capitalisation

John

[Redacted under S.30(b)(ii) Free and frank exchange of views]

E

---

From: [REDACTED]  
Sent: 09 November 2017 18:32  
To: Director of Financial Strategy; [REDACTED]  
Subject: RE: SNIB Capitalisation

Eleanor

[Redacted under S.30(b)(ii) Free and frank exchange of views]

[Redacted]

---

From: Director of Financial Strategy  
Sent: 09 November 2017 18:26  
To: [REDACTED]  
Subject: SNIB Capitalisation

[Redacted]

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Eleanor

From: Ditchburn L (Liz) On Behalf Of DG Economy

Sent: 15 November 2017 10:08

To: Director of Financial Strategy; DG Economy; [REDACTED] DG Scottish Exchequer Mailbox

Cc: Anson S (Sam); Gillespie G (Gary); Chief Financial Officer; [REDACTED] Subject: RE: SNIB - "sponsor roles" for Advisory Group members for the Business Case

Many thanks Gordon!

From: Thomson G (Graham) On Behalf Of DG Scottish Exchequer Mailbox

Sent: 24 November 2017 12:49

To: Director of Financial Strategy

Cc: DG Scottish Exchequer Mailbox

Subject: RE: SNIB Steering Group 30 November

Hi Eleanor,

Thanks for confirming.

Kind regards,

[REDACTED]

From: Director of Financial Strategy

Sent: 24 November 2017 12:25

To: DG Scottish Exchequer Mailbox

Subject: RE: SNIB Steering Group 30 November

Yes, Graham, I can cover this.

Eleanor

From: [REDACTED] On Behalf Of DG Scottish Exchequer Mailbox

Sent: 24 November 2017 11:28

To: Director of Financial Strategy

Cc: DG Scottish Exchequer Mailbox

Subject: SNIB Steering Group 30 November

Good Morning Eleanor,

Alyson is meeting with [REDACTED] from [REDACTED] on Thursday and will therefore be unable to attend SNIB Steering Group.

Are you able to attend in Alyson's absence?

Kind regards,

[REDACTED]

From: Anson S (Sam)

Sent: 07 December 2017 07:07

To: Director of Financial Strategy

Subject: RE: Request from Cabinet Secretary - Economic Proposals

Thanks for quick turnaround Eleanor.

From: Director of Financial Strategy  
Sent: 07 December 2017 06:58  
To: Anson S (Sam); Nicholson J (John); [Redacted] DG Economy  
Subject: Re: Request from Cabinet Secretary - Economic Proposals

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Thanks

Eleanor

From: Anson S (Sam)  
Sent: Thursday, 7 December 2017 06:30  
To: Nicholson J (John); Director of Financial Strategy; [Redacted] DG Economy  
Subject: RE: Request from Cabinet Secretary - Economic Proposals

All,

Thanks for your input.

[Redacted under S.30(b)(ii) Free and frank exchange of views]

I'll also let Alistair know to expect something asap this morning.

Any further (hopefully final) comments welcomed,

Sam

From: Nicholson J (John)  
Sent: 06 December 2017 22:50  
To: Director of Financial Strategy; Anson S (Sam); [Redacted]; DG Economy  
Subject: Re: Request from Cabinet Secretary - Economic Proposals

Sam

Sorry - I am only re engaging with this now too after spending the day juggling other budget points. I have now spoken to Eleanor and agreed to reply with our thoughts.

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Happy to discuss further tomorrow and feed into the paper.

Thanks,

John

From: Director of Financial Strategy  
Sent: Wednesday, 6 December 2017 21:42

Atlantic Quay, 150 Broomielaw, Glasgow G2 8LU  
www.gov.scot



To: Anson S (Sam); Carter H (Helen); Birt C (Christopher); DG Economy; Nicholson J (John)  
Subject: Re: Request from Cabinet Secretary - Economic Proposals

Sam

[Redacted under S.30(b)(ii) Free and frank exchange of views]

My sincere apologies

Eleanor

From: Anson S (Sam)  
Sent: Wednesday, 6 December 2017 21:29  
To: [Redacted] DG Economy; Nicholson J (John); Director of Financial Strategy  
Subject: RE: Request from Cabinet Secretary - Economic Proposals

Temporarily restricting to officials,

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Sam

From: Lloyd E (Elizabeth)  
Sent: 06 December 2017 21:10  
To: Anson S (Sam); Cabinet Secretary for Finance and the Constitution; McCaig C (Callum);  
[Redacted]; DG Economy; Nicholson J (John); Director of Financial Strategy  
Subject: RE: Request from Cabinet Secretary - Economic Proposals

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Liz

From: Anson S (Sam)  
Sent: 06 December 2017 20:42  
To: Lloyd E (Elizabeth); Cabinet Secretary for Finance and the Constitution; McCaig C  
(Callum); [Redacted] DG Economy; Nicholson J (John); Director of Financial Strategy  
Subject: RE: Request from Cabinet Secretary - Economic Proposals

Liz,

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Sam

From: Lloyd E (Elizabeth)  
Sent: 06 December 2017 20:35  
To: Cabinet Secretary for Finance and the Constitution; Anson S (Sam); McCaig C (Callum);  
[Redacted]  
Subject: RE: Request from Cabinet Secretary - Economic Proposals

Hi

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Liz

From: [Redacted] On Behalf Of Cabinet Secretary for Finance and the Constitution

Sent: 06 December 2017 19:11

To: Anson S (Sam); Cabinet Secretary for Finance and the Constitution; First Minister

Cc: DG Economy; DG Scottish Exchequer Mailbox; Director of Financial Strategy; Nicholson J (John); Rollison R (Richard); McAllan M (Mary); Stark C (Chris); Chief Financial Officer; [Redacted]; Rollison R (Richard); [Redacted] Gil O (Oonagh); [Redacted]; Munro D (Dominic); Pryce JM (Jonathan); Director Digital; Gillespie G (Gary); Brannen R (Roy); Khan U (Uzma); Fuller S (Simon); PS/Transport Scotland; [Redacted] Johnston ATF (Alan); Peter Reekie; Director for Housing and Social Justice; Cabinet Secretary for Economy, Jobs and Fair Work; Cabinet Secretary for Communities, Social Security and Equalities; Maxwell S (Stewart); Minister for Business, Innovation and Energy; [Redacted]; Director of Advanced Learning and Science; [Redacted]; Lloyd E (Elizabeth); McAllister C (Colin); McCaig C (Callum)

Subject: Request from Cabinet Secretary - Economic Proposals

Importance: High

PS/First Minister

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

If you have any questions then please let me know. Sam is also available to discuss.

Thank you

[Redacted]

From: Anson S (Sam)

Sent: 06 December 2017 18:13

To: Cabinet Secretary for Finance and the Constitution

Cc: DG Economy; DG Scottish Exchequer Mailbox; Director of Financial Strategy; Nicholson J (John); Rollison R (Richard); McAllan M (Mary); Stark C (Chris); Chief Financial Officer; [Redacted]; Rollison R (Richard); [Redacted] Gil O (Oonagh); [Redacted]; Munro D (Dominic); Pryce JM (Jonathan); Director Digital; Gillespie G (Gary); Brannen R (Roy); Khan U (Uzma); Fuller S (Simon); PS/Transport Scotland; [Redacted] Johnston ATF (Alan); Peter Reekie; Director for Housing and Social Justice; Cabinet Secretary for Economy, Jobs and Fair Work; Cabinet Secretary for Communities, Social Security and Equalities; Maxwell S (Stewart); Minister for Business, Innovation and Energy; [Redacted]; Director of Advanced Learning and Science; [Redacted]

Subject: RE: Request from Cabinet Secretary - Economic Proposals

Alistair,

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

I'm available on the mobile below should anybody need to discuss,

Sam

---

From: Anson S (Sam)

Sent: 23 January 2018 13:34

To: Director of Financial Strategy; DG Economy  
Subject: RE: SNIB and HMT

Agreed.

---

From: Director of Financial Strategy  
Sent: 23 January 2018 13:13  
To: DG Economy; Anson S (Sam)  
Subject: RE: SNIB and HMT

Subject to Sam's views, I think it's fine if he and I meet today and then brief Alyson and Liz afterwards.

Eleanor

---

From: [Redacted] On Behalf Of DG Economy  
Sent: 23 January 2018 12:49  
To: Anson S (Sam)  
Cc: Director of Financial Strategy; DG Economy  
Subject: RE: SNIB and HMT

Sam

Liz isn't able to join this this afternoon as she will be at Executive Team. Liz was keen that Alyson be engaged in this process, and that may already be in the planning. Obviously Alyson will also be at ET today. Are you and Eleanor content to meet today initially without DG involvement and for this to be taken forward following your meeting?

[Redacted]

From: Anson S (Sam)  
Sent: 22 January 2018 17:48  
To: Anson S (Sam); Director of Financial Strategy  
Cc: DG Economy  
Subject: SNIB and HMT  
When: 23 January 2018 14:30-15:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.  
Where: SAH 2nd Floor Meeting Room 2W.06 (10)

Eleanor,

This time ok for tomorrow? I'm sure we don't need the full 30 minutes.

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Sam

---

From: Director of Financial Strategy  
Sent: 19 January 2018 18:16  
To: Anson S (Sam)  
Cc: Chief Financial Officer; [Redacted] Nicholson J (John)  
Subject: SNIB and HMT

Sam

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Happy to speak. Will be back in the office on Tuesday.

Eleanor

From: Anson S (Sam)  
Sent: 26 January 2018 14:53  
To: Director of Financial Strategy; [Redacted]  
Cc: [Redacted] Nicholson J (John)  
Subject: RE: Funding for SNIB staffing

Thanks Eleanor.

Copying [Redacted] too – who I shall also forward an invite to for next Friday's meeting. We'll get back to you asap,

Sam

---

From: Director of Financial Strategy  
Sent: 25 January 2018 17:47  
To: Anson S (Sam)  
Cc: [Redacted] Nicholson J (John)  
Subject: Funding for SNIB staffing

Sam

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Happy to speak if that would be helpful

Eleanor

From: Director of Financial Strategy  
Sent: 28 January 2018 12:08  
To: Anson S (Sam [Redacted] Nicholson J (John); Chief Financial Officer; DG Scottish Exchequer Mailbox; DG Economy; [Redacted]  
Subject: Official - Sensitive: informal discussion with HMT about SNIB

Sam and colleagues

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Eleanor

From: Anson S (Sam)  
Sent: 07 February 2018 20:56

To: Director of Financial Strategy; DG Economy; DG Scottish Exchequer Mailbox; Chief Financial Officer; [Redacted]  
Cc: [Redacted] Fiscal Policy Support Unit  
Subject: Re: SNIB/HMT Meeting

Thanks Eleanor - we made contact with them this afternoon.

Sam

From: Director of Financial Strategy  
Sent: Wednesday, 7 February 2018 20:20  
To: Anson S (Sam); DG Economy; DG Scottish Exchequer Mailbox; Chief Financial Officer; England R (Rachel); Park A (Andy); Birt C (Christopher)  
Cc: Brown FM (Fiona); Murray E (Evan); Fiscal Policy Support Unit  
Subject: Re: SNIB/HMT Meeting

Sam and colleagues

[Redacted under S.30(b)(ii) Free and frank exchange of views]

Eleanor

From: Anson S (Sam)  
Sent: Tuesday, 6 February 2018 22:07  
To: DG Economy; Director of Financial Strategy; DG Scottish Exchequer Mailbox; Chief Financial Officer; [Redacted]  
Cc: [Redacted] Fiscal Policy Support Unit  
Subject: RE: SNIB/HMT Meeting

All,

Thanks again for the helpful discussions earlier.

[Redacted under S.30(b)(ii) Free and frank exchange of views]

I'll be available until on and off approx 1pm if it would be easier to discuss. After that, [Redacted] is on standby to make final amendments.

Sam

From: DG Economy  
Sent: 31 January 2018 17:32  
To: DG Economy; Director of Financial Strategy; Anson S (Sam); DG Scottish Exchequer Mailbox; Chief Financial Officer; [Redacted]  
Cc: [Redacted] Fiscal Policy Support Unit  
Subject: SNIB/HMT Meeting  
When: 06 February 2018 16:30-17:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.  
Where: GE.11, SAH

All,

As per Sam's email, please accept this meeting into your diaries.

Let me know if there are any problems.

Kind regards

[Redacted]

From: Anson S (Sam)  
Sent: 08 February 2018 19:32  
To: Director of Financial Strategy  
Subject: Re: Scottish National Investment Bank - initial discussion

Thanks Eleanor.

Hope everything goes ok tomorrow morning,

Sam

From: Director of Financial Strategy  
Sent: Thursday, 8 February 2018 17:29  
To: [Redacted]  
Cc: DG Scottish Exchequer Mailbox; DG Economy; Chief Financial Officer; Nicholson J (John); [Redacted] Anson S (Sam); [Redacted]  
Subject: Scottish National Investment Bank - initial discussion

[Redacted]

We spoke, and I asked that we now go ahead to set up a meeting between HMT and SG officials to have an initial discussion of the emerging proposals for the Scottish National Investment Bank (SNIB).

[Redacted under S.29 (1)(a) Formulation or Development of Scottish Government Policy]

Many thanks for your help

Eleanor