

From: [REDACTED]  
Sent: 04 June 2019 11:17  
To: [REDACTED]  
Cc: [REDACTED]  
Subject: RE: CR/2018/31 - request appraisal of tender  
Sensitivity: Confidential

Hi [REDACTED]

No worries. We're aiming for the end of June because [REDACTED] is leaving (much to her delight) at the end of July and she wants to have this finalised, and the contract issued, before she goes.

Thanks

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

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From: [REDACTED]  
Sent: 04 June 2019 10:53  
To: [REDACTED]  
Cc: [REDACTED]  
Subject: RE: CR/2018/31 - request appraisal of tender  
Sensitivity: Confidential

Apologies [REDACTED]



[Redacted]

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[Redacted]  
[Redacted]  
[Redacted]

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From: [Redacted]

Sent: 03 June 2019 15:46

To: [Redacted]

Cc: [Redacted]

Subject: FW: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Tender documents below.

[Redacted]

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From: [Redacted]

Sent: 03 June 2019 14:12

To: [Redacted]

Cc: [Redacted]

Subject: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Hi [Redacted]

CR/2018/31 - UNDERSTANDING THE RELATIVE COST-EFFECTIVENESS OF SEA LICE TREATMENTS FOR FARMED SALMON PRODUCTION

I've attached the one tender received for the above project and all the documentation you will need to get the tender appraised.

The Panel will carry out the technical evaluation and the procurement team will carry out the Price Evaluation separately. As a result, all information relating to costs has been deleted from the tender documents. Once you have provided me with the completed documents, the procurement team will carry out a Price Evaluation. [REDACTED] will then produce a contract award recommendation report summarising the results of the evaluation and the winning bidder and this will be sent to you/the Panel for endorsement before contract award.

covering minute

specification

tender evaluation sheet

ESPD evaluation sheet

<< File: CR 2018 31 - covering min.docx >>

<< File: CR 2018 31 ITT specification.docx >>

<< File: CR 2018 31 - Evaluation Sheet over £50k.docx >>

<<

File: Evaluation Sheet for ESPD questions.docx >>

Evaluation summary minute and spreadsheet (note the spreadsheet has 2 pages)

<< File: Technical Evaluation Summary.docx >> << File: Technical Evaluation Summary Scores spreadsheet over £50k.xlsx >>

SAC Commercial tender and ESPD doc

<< File: Postbox-Response-478862.zip >>

Thanks



From: [REDACTED]

Sent: 04 June 2019 10:38

To: [REDACTED]

Subject: RE: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Hi [REDACTED]

[REDACTED] will be the best person to answer your question.

Best,

[REDACTED]

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From: [REDACTED]

Sent: 03 June 2019 20:15

To: [REDACTED]

Subject: RE: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

A horribly hectic week is ensuing – however, I will make time for this. It's in the diary.

Will we complete individually, and agree final scoring – or will we do a combined effort at the meeting?

Let me know what's best.

Cheers

[REDACTED]

[Redacted]

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From: [Redacted]

Sent: 03 June 2019 16:01

To: [Redacted]

Subject: FW: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Hi [Redacted]

Please find below the tender documents; we received only one tender for the sea-lice treatment project!

[Redacted] and I were hoping to get done with appraisal this week; could you please let me know if you will be available to do it?

We have a tender evaluation meeting already planned on 6th June (11:00 am).

Best,

[Redacted]

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From: [Redacted]

Sent: 03 June 2019 18:03

To: [Redacted]

Subject: RE: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Dear [REDACTED]

Thank you – could you please share with [REDACTED] as well, and set a date for completing review of the bid. I would give a week or so.

Many thanks

[REDACTED]

From: [REDACTED]

Sent: 02 July 2019 09:52

To: [REDACTED]

Subject: RE: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Hi [REDACTED]

I've now replaced [REDACTED] evaluation sheet with the final version you sent.

When scores are changed we normally ask for the amended score to be shown alongside the original score, on the individual evaluation sheet. However, you're covering minute clearly showed what changes had been made so [REDACTED] was happy to accept the papers as they were.

Thanks

[REDACTED]

[REDACTED]

---

From: [REDACTED]

Sent: 02 July 2019 09:12

To: [REDACTED]

Subject: RE: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Hi [REDACTED],

That's good to know, many thanks for checking.

Also, I realised I forgot to remove an internal (to the steering group essentially) comment from [REDACTED] [REDACTED] comments that I sent – please see attached for the final version.

<< File: CRF - SRUC - 2018 31 - Evaluation Sheet over 50k\_[REDACTED].docx >>

Lastly, some of the scores were changed during the moderation meeting, which I reflected in the spreadsheet of scores, however I did not go back and amend the scores in the evaluation sheets I just realised – would this be required too?

Thanks,

[REDACTED]

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[REDACTED]  
[REDACTED]

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From: [REDACTED]

Sent: 01 July 2019 10:46

To: [REDACTED]

Subject: RE: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Hi [REDACTED]

Thanks for sending these. I've prepared the matrix document and passed it to [REDACTED]. She will be in touch with you, soon.

[REDACTED] has confirmed that we only ask for an ESPD document for the main contractor. Therefore, unless there is a specific reason, she will not be requesting one from the sub-contractor.

Kind regards

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

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From: [REDACTED]

Sent: 27 June 2019 18:17

To: [REDACTED]

Subject: RE: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Hi [REDACTED]

That sounds great thanks.

Please see attached for the summary of our scores and our final scores. Apologies for the late hour for this.

Please let me know if there is anything else.



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From: [REDACTED]

Sent: 21 June 2019 14:05

To: [REDACTED]

Subject: RE: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Hi [REDACTED]

Almost there with the evaluation write up for the sea lice cost-effectiveness project, but just wanted to check one quick point - there is a sub-contractor to the project, and [REDACTED] noticed that the instructions say that all sub-contractors need a separate ESPD form?

Thanks,

[REDACTED]

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[REDACTED]  
[REDACTED]  
[REDACTED]

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From: [REDACTED]

Sent: 04 June 2019 13:05

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Hi [REDACTED]

I've changed our records to show that you are the Project Officer.

Appraisals should be done independently and then you can decide whether a meeting is needed or not. As Project Officer, you will collate the final scores on the spreadsheet and send these to me and [REDACTED] at the end of the process, along with the technical evaluation summary and a copy of each of the appraisal forms. I hope this helps but please let me know if you need anything else.

Thanks

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

---

From: [REDACTED]

Sent: 04 June 2019 11:52

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Hi [REDACTED]

Yeah that makes sense, thanks again.

Also, is it possible to change the lead evaluator/project officer from [REDACTED] to myself as I am now back from leave?

And, just to double-check as Marine Scotland does things slightly differently, does the lead evaluator collate the panel's scores in the spreadsheet that you shared and determines if a moderation meeting is needed or not before then returning the final collated score to yourself and [REDACTED]?

Many thanks,

[REDACTED]

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[REDACTED]  
[REDACTED]  
[REDACTED]

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From: [REDACTED]

Sent: 11 June 2019 10:15

To: [REDACTED]

Subject: RE: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Hi [REDACTED]

That's great thanks.

I'll be reviewing in the next day or two, so if you perhaps send it to me on Friday/Monday that would be great.

Cheers,

[REDACTED]

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[Redacted]

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From: [Redacted]

Sent: 07 June 2019 15:32

To: [Redacted]

Subject: RE: CR/2018/31 - request appraisal of tender

Sensitivity: Confidential

Hi Both

Just to let you know I have managed to complete the ESPC and tender evaluation this quiet afternoon. I can send them on just now or just prior to our meeting. Let me know what you would prefer.

Cheers

[Redacted]

[Redacted]

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From: [Redacted]

Sent: 17 June 2019 17:31

To: [REDACTED]

Subject: RE: Sea Lice Project

Hi [REDACTED]

Heard you're not well, hope you're feeling better now!

I have completed the tender evaluation; attached is the Evaluation Sheet. Though I have finished the ESPD evaluation, I yet have to type in my comments as I initially did it on the paper.

Also wanted to inform you that I have cancelled my leave for tomorrow, so I will be in the office and should be able to share with you the ESPD evaluation sheet by tomorrow morning.

Best wishes,

[REDACTED]

From: [REDACTED]

Sent: 17 June 2019 13:31

To: [REDACTED]

Subject: Sea Lice Project

Hi [REDACTED]

I just saw that [REDACTED] is off till Wednesday, did she by any chance send her scores to you for the sea lice project?

Also, will you be able to send me your scoring by the end of tomorrow so that I can fill out the excel spreadsheet of our collective scores please?

Cheers,

[REDACTED]

From: [REDACTED]

Sent: 05 July 2019 17:19

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: CR/2018/31 - Sea lice treatment cost-effectiveness project

Hi [REDACTED]

I am reasonably content with SACC's response to our concerns regarding stakeholder engagement and happy to progress with the procurement.

Many thanks once again for prompting us and helping us make sure that the procurement is completed before you move on to greener pastures .

Best,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: [REDACTED]

Sent: 05 July 2019 11:16

To: [REDACTED]

Cc: [REDACTED]

Subject: CR/2018/31 - Sea lice treatment cost-effectiveness project

Importance: High

Hi [REDACTED]

I am attaching a copy of the clarification letter that I issued to [REDACTED] and their response. Please let me know if you are happy with the response and I will then issue the Contract Award Recommendation Report.

As I am leaving the SG at the end of July and I am using up leave before I go my time in the office is very limited. To ensure I get this procurement completed I need your response by Tuesday 9 July.

Thanks

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

From: [REDACTED]

Sent: 04 July 2019 14:06

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Sea lice treatment cost-effectiveness project

Hi [REDACTED]

Many thanks for the update, that sounds great.

Yes, [REDACTED] (cc'd) will be able to approve the clarification – and if she is happy with the clarification then I'm happy to sign it off too.

Many thanks,

[REDACTED]

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[REDACTED]  
[REDACTED]  
[REDACTED]

From: [REDACTED]

Sent: 04 July 2019 11:03

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Sea lice treatment cost-effectiveness project

Hi [REDACTED]

I'm good, thanks. I'll be in the office until 3pm if you need to speak.

[REDACTED] is on leave today but I've just had a look at the papers to see where we are with this. [REDACTED] has emailed SAC asking for clarification on the points you raised and she's asked for a reply by 11am tomorrow. She would usually forward this to you, asking you to confirm that you are content with their response. If yes, [REDACTED] then sends you a contract award recommendation report and matrix for signing off. Once this has been done, a contract letter is issued. In your absence, is there anyone who could approve the clarification and sign off the matrix?

Kind regards

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

From: [REDACTED]

Sent: 04 July 2019 10:05

To: [REDACTED]

Cc: [REDACTED]

Subject: Sea lice treatment cost-effectiveness project

Hi [REDACTED]

Hope you are well.

I just wanted to say that I am on leave after today until the 15th of July. Are you around this afternoon potentially for a quick chat on the sea lice project? I mainly just wanted to check if there is anything that you might need from me to finalise the commissioning in my absence?

Thanks,

[REDACTED]

From: [REDACTED]

Sent: 11 July 2019 10:34

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: CR/2018/31 - Contract Award Recommendation Report (CARR) and Matrix

Hi [REDACTED]

I have now received a response from the tender board, and I confirm that we are content with the report. Attached is the signed copy of the matrix.

Many thanks,

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

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From: [Redacted]

Sent: 11 July 2019 10:24

To: [Redacted]

Cc: [Redacted]

Subject: RE: CR/2018/31 - Contract Award Recommendation Report (CARR) and Matrix

Hi [Redacted]

Apologies – I did look at this, but I didn't think that we all had to action!

I am content with the attached summary report.

Best regards

[Redacted]

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From: [Redacted]

Sent: 09 July 2019 09:42

To: [Redacted]

Cc: [REDACTED]

Subject: CR/2018/31 - Contract Award Recommendation Report (CARR) and Matrix

Hi [REDACTED]

Project CR/2018/31

I now attach the Contract Award Recommendation Report (CARR) for the above project, for your review and approval. This is the last stage of the evaluation process and sets out the procurement process, summarises the technical and commercial evaluation results and based on this, recommends who the contract should be awarded to.

<< File: CR 2018 31 - Evaluation Matrix.xlsm >> << OLE Object: Picture (Device Independent Bitmap) >>

Please confirm whether you are content with this report and if so, sign the attached matrix (see space at the bottom of the 'Price & Quality Combined' sheet) by adding the relevant names and date electronically to the bottom of the page which we need for the file. Once I receive this confirmation and a copy of the signed matrix, I will arrange for a contract to be issued.

If you have any questions, please let me know.

[REDACTED]

From: [REDACTED]

Sent: 11 July 2019 10:22

To: [REDACTED]

Cc: [REDACTED]

Subject: FW: CR/2018/31 - Contract Award Recommendation Report (CARR) and Matrix

Importance: High

Hi [REDACTED]

[REDACTED] insists that it will be good if she can get the contract issued today to ensure that there are no problems in getting the contract acceptance back before she leaves SG.

Could you please have a look at the two reports attached in the email below and confirm that you're content with the report.

I will be grateful if you can send me your response before lunch today.

Please let me know if you have any questions.

Thanks,

[REDACTED]

From: [REDACTED]

Sent: 11 July 2019 11:38

To: [REDACTED]

Cc: [REDACTED] [REDACTED]

Subject: SCL/031/19 - Contract Documents

Hi [REDACTED]

I am attaching a copy of the contract which has now been issued for the above project. I am also attaching a link to the file which has been set up on eRDM for this project. Please ensure that all future correspondence relating to this project is filed on this file. I've also attached a copy of a document outlining the role of the Project Officer.

Contract letter and ITT docs (which contains the Terms & Conditions of Contract)

Tender Documents

Clarification response

Role of the Project Officer

Link to the Project File

[REDACTED]

From: [REDACTED]

Sent: 03 June 2019 12:22

To: [REDACTED]

Subject: RE: Response to Sea Lice Treatment Project

Hi [REDACTED]

We have received one tender for this project. Hope to get it to you today for evaluation.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: [REDACTED]

Sent: 31 May 2019 12:14

To: [REDACTED]

Subject: Response to Sea Lice Treatment Project

Dear [REDACTED]

Hope you're doing well!

Just a quick email to know if we are getting a good response from bidders on the Sea-Lice Treatment Research?

Best wishes,

[REDACTED]

[Redacted]

From: [Redacted]

Sent: 11 July 2019 09:23

To: [Redacted]

Subject: FW: CR/2018/31 - Contract Award Recommendation Report (CARR) and Matrix

Hi [Redacted]

I was wondering if you would be in a position to get the signed Matrix to me today? I would really like to get the contract issued today to ensure that there are no problems in getting the contract acceptance back before I leave the SG.

Thanks

[Redacted]

[Redacted]

[Redacted]

[Redacted]

**Email chain 1**

From: [REDACTED]

Sent: 23 December 2019 10:13

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: AES conference Leuven

Hi [REDACTED],

That's fine, I have circled the 20th in for the workshop, but we can see in the New Year about SG's attendance.

Feel free to contact [REDACTED] as well if you if you want Science attendance.

Thanks,

[REDACTED]

[REDACTED]

[REDACTED]

From: [REDACTED]

Sent: 20 December 2019 15:03

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: AES conference Leuven

Hi [REDACTED]

Many thanks, [REDACTED] will circulate the submitted version.

As regards the workshop, we had an internal meeting today and most views match your initial ones, that maybe SG shouldn't be present at the workshop? Could you for now add the 20th Jan to your diary and I'll confirm early in the New Year.

Have a good Christmas and New Year,

[REDACTED]

From: [REDACTED]

Sent: 20 December 2019 13:52

To: [REDACTED]

Cc: [REDACTED]  
[REDACTED]

Subject: RE: AES conference Leuven

[NOTE] This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender email address and know the content is safe.

Hi [REDACTED]

Thanks for checking, I can confirm that I am content with that. Hope it goes well.

Also, 20/21st for workshop should work for me if that becomes the final dates [REDACTED] is leaving her current post around that time in January – but I am hoping she can still come along. I'll keep you informed.

I am off from Monday and not back in till the 13th January. If anything comes up during this time please just get in touch with [REDACTED].

Hope you all have a good Christmas and New Year,



**Email chain 2**

From: [REDACTED]  
Sent: 11 December 2019 14:53  
To: [REDACTED]  
Subject: RE: Sea Lice Cost Effectiveness

Thanks [REDACTED],

That sounds good, hopefully we will get plenty of positive responses. As mentioned, I'll get back to you as soon as possible on Marine Scotland attendees!

[REDACTED]

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[REDACTED]  
[REDACTED]

From: [REDACTED]  
Sent: 11 December 2019 14:46  
To: [REDACTED]  
Subject: RE: Sea Lice Cost Effectiveness

Thanks [REDACTED]

I have sent a first wave of invitations and, depending on number of potential attendees, I might send others during the next few days. I emailed [REDACTED] and he said he'd already sent the questionnaire to his contacts and he'll send them a reminder. Let's see.

[REDACTED]

From: [REDACTED]

Sent: 11 December 2019 14:38

To: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness

Hi [REDACTED],

Thanks – that sounds good – I’m just trying to check in with [REDACTED] from the policy angle, but what you say makes sense. I’ll get back to you in the next day or so.

[REDACTED]

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[REDACTED]

From: [REDACTED]

Sent: 09 December 2019 16:30

To: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness

Hi [REDACTED]

Thanks, we usually invite policy to the GMB workshop as useful to have the policy perspective as part of the discussion. I’ll remove the reference to Marine Scotland from the invitation email for now but I might still ask you/colleague to attend unless you’re absolutely sure it might put industry off. If definitely the latter, then your suggestion to have a brief GMB workshop follow up only with policy should work, namely running workshop findings by you to get complementary input.

I’ll choose the best date closest to mid-January.

The idea would be to start the interviews before the workshop so I’ll contact ---- directly. The secondary data analysis has started so only the workshop is moved forward, with analysis of workshop findings easily completed within two weeks from the event.

If no luck with [REDACTED], may I please give you a call one of these days to discuss, many thanks,

[REDACTED]

From: [REDACTED]

Sent: 09 December 2019 16:04

To: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness

Hi [REDACTED],

Thanks, yes I think it'll increase response rates by doing it in mid-January so I'm content with that. But we probably cannot afford it slipping any further back. I'd drop the mention of Marine Scotland representatives as it may put attendees off. Unless there was something that you were specifically seeking from Marine Scotland colleagues in terms of input? If so we may be able to do that separately and instead ensure that the workshop is a "safe zone" and no raw data/evidence being shared or heard by Government officials.

I think your suggestions around getting the most from the workshop sound good – and may increase the use/appropriateness of getting Marine Scotland staff involved too.

Will the January option still give SRUC enough time to analyse, get a wider questionnaire out, and write up the report according to the previously agreed timelines?

It might also be best for you to follow up separately with [REDACTED].

Thanks,

[REDACTED]

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[REDACTED]

From: [REDACTED]

Sent: 09 December 2019 13:46

To: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness

Hi [REDACTED],

Could you please let me know if you are ok with moving the workshop to January – I realise I forgot to add the question at the end of my previous email (below)? It is more useful for us if we frame the workshop this way, in view of difficulties with primary data collection, but please confirm if you're ok with it. If not, I'll schedule the workshop for 18th, 19th or 20th December.

Many thanks,

[REDACTED]

From: [REDACTED]

Sent: 09 December 2019 10:10

To: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness

Hi [REDACTED],

I haven't heard anything from [REDACTED], I'm afraid.

I'm circulating the doodle poll for the workshop this week and schedule it during second half of January. Reason for this is that I'd like to add a small session on preliminary results discussion based on secondary (and hopefully primary) data analysis; basically is to reduce the risks i.e. just in case we don't get many questionnaire responses, we may receive expert views at the workshop on modelling assumptions. So instead of using the workshop to inform primary data collection, which may or may not work, I'm trying to get a bit more from it.

Thanks,

[REDACTED]

From: [REDACTED]

Sent: 09 December 2019 09:56

To: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness

[NOTE] This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender email address and know the content is safe.

Hi [REDACTED],

Have you heard anything from [REDACTED] or whether he was able to test the questionnaire?

Also, were you able to send out the invites for the workshop?

Thanks

[REDACTED]

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[REDACTED]

From: [REDACTED]

Sent: 18 November 2019 12:02

To: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness

Hi [REDACTED]

10 am on Friday sounds good, we'll call you to what number?

Thanks

[REDACTED]

From: [REDACTED]

Sent: 18 November 2019 11:49

To: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness

Hi again,

Actually, could we make it 10am on Friday please?

Thanks,

[REDACTED]

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[REDACTED]

From: [REDACTED]

Sent: 18 November 2019 11:21

To: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness

Hi [REDACTED],

Thanks for the quick update. I'll follow up with [REDACTED] as well.

No worries, Friday would work for me. Say 11am?

Thanks,

[REDACTED]

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From: [REDACTED]

Sent: 14 November 2019 16:48

To: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness

Hi [REDACTED],

Thanks, I've heard nothing from them so please chase them up, especially [REDACTED] re pre-piloting the questionnaire with the producers he mentioned at the meeting. Meanwhile I have submitted the current version to the Ethics Committee for approval, to save time, as I assume any comments on the latest version will not lead to a significantly different one. Secondary data collection has been happening since before my submitting the latest version – as you have noticed, it's much shorter than previous ones and that's due in part to identification of additional secondary data.

I am free for a call on Tuesday 19th after 11 am or Friday 22nd anytime (apologies for the limited choice, project meetings all Monday and travel Wed-Thur), let me know what suits, thanks.

Best,

[REDACTED]

From: [REDACTED]

Sent: 14 November 2019 16:10

To: [REDACTED]

Subject: Sea Lice Cost Effectiveness

Hi [REDACTED],

Hope you are well.

Thanks for sharing the updated questionnaire last week. Have you heard anything more from [REDACTED] or - [REDACTED]? I spoke with [REDACTED] a week ago and he mentioned he was still meaning to get in touch, and [REDACTED] had also spoken with the head of aquaculture here and said he'd be in touch.

Would you be free for a call next week? It would be good to get an update on the secondary data collection too.

If you still haven't heard from the others, I can chase them up too.

Thanks,

[REDACTED]

### Email chain 3

**From:** [REDACTED]  
**Sent:** 25 November 2019 09:47  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Cost effectiveness of sea lice treatment research project

Hi [REDACTED]

Thanks again for the update on Friday to you all.

I followed up with the rest of the steering group for any other contacts on Friday, I've not heard anything back yet but will let you know when I do.

In terms of SEPA attendance at the workshop, the feeling is not to do this given current sensitivities. However, they may be a good source of alternative information and/or general views.

In terms of possible contacts at SEPA, and Fish Health Inspectorate, you could try the following in the first instance:

██████████, Head of the FHI, ██████████ and I would sent to ██████████  
██████████ in SEPA ██████████ .

██████████ may have some awareness of the project, but would probably need a brief reminder. You can say that Marine Scotland colleagues (██████████ and ██████████) have recommended to get in touch with you... and feel free to cc me in.

Thanks,

██████████

#### Email chain 4

From: ██████████

Sent: 25 October 2019 15:18

To: ██████████

Cc: ██████████  
██████████

Subject: RE: Sea Lice Cost Effectiveness of Treatment - data collection discussion

Thanks ██████████ and ██████████,

Also, would it be the 4 of you attending in person? Do you need dial in as well?

Thanks

██████████

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[REDACTED]  
[REDACTED]

From: [REDACTED]

Sent: 24 October 2019 14:15

To: [REDACTED]

Cc: [REDACTED]  
[REDACTED]

Subject: FW: Sea Lice Cost Effectiveness of Treatment - data collection discussion

Hi [REDACTED]

No specific agenda in mind except discussing the questionnaire (1h), the additional issues listed in the email (5'-10' each), facilitation of access to producers re interviews i.e. SSPO help (15'), specific suggestions (names) for workshop attendees (15').

All – is there anything else you'd like to add/change?

Many thanks,

[REDACTED]

From: [REDACTED]

Sent: 24 October 2019 08:20

To: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness of Treatment - data collection discussion

Hi [REDACTED],

Many thanks for sharing, I'll share around the steering group now.



- A combination between the number of short duration lice treatments and the maximum lice counts observed

- Other?

3. We think the baseline should include most common treatments otherwise, it would be difficult for respondents to provide information about cost that would exclude the treatment, especially in the case of treatments that are built-in. Even if we do not get the exact treatment-specific costs, we can still compare the totals between different treatment options.

4. Effectiveness of sea lice control measures should be stratified by

- low (0.3 adult female)/medium (2.5 adult female)/high (10 adult female)
- lice burden?

5. Selection of sites to be used in the study:

- Low (~20 kg/m<sup>3</sup>)/normal stocking density
- Large(>200g)/ normal(~80g) smolts
- With/without cleaner fish
- With/without skirt use

Many thanks,

■

From: ■

Sent: 18 October 2019 13:35

To: ■

Subject: RE: Sea Lice Cost Effectiveness of Treatment - data collection discussion

Hi ■

Thanks for the heads-up, first thing Wednesday next week will be fine.

Thanks,



-----

[REDACTED]  
[REDACTED]  
From: [REDACTED]

Sent: 07 October 2019 15:02

To: [REDACTED]

Cc: [REDACTED]  
[REDACTED]

Subject: RE: Sea Lice Cost Effectiveness of Treatment - data collection discussion

[REDACTED]

There is some issue with the office number – linked to Skype for Business, something about speakers and I cannot answer the call. Could you please call [REDACTED] or let us call you?

Thanks

[REDACTED]

From: [REDACTED]

Sent: 07 October 2019 14:59

To: [REDACTED]

Cc: [REDACTED]  
[REDACTED]

Subject: RE: Sea Lice Cost Effectiveness of Treatment - data collection discussion

Hi [REDACTED],

Please find below the suggested revised timetable

As agreed at the inception meeting, revised after comments to inception report:

Thanks

■

From: ■

Sent: 07 October 2019 10:59

To: ■

Subject: RE: Sea Lice Cost Effectiveness of Treatment - data collection discussion

Hi ■

That's great – I will call you on ■ at 1500 today.

Thanks,

■

-----

■  
■

From: ■

Sent: 07 October 2019 10:53

To: ■

Subject: RE: Sea Lice Cost Effectiveness of Treatment - data collection discussion

Sure, thanks ■

Should I call you or will you call?

Thanks,

■

From: [REDACTED]

Sent: 07 October 2019 10:16

To: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness of Treatment - data collection discussion

Thanks [REDACTED]

Would a call today at 3 work for you?

Thanks,

[REDACTED]

-----

[REDACTED]

From: [REDACTED]

Sent: 05 October 2019 05:07

To: [REDACTED]

Subject: Re: Sea Lice Cost Effectiveness of Treatment - data collection discussion

Thanks [REDACTED]

Ok with 2-4 pm on the 28th and please let me know when you would like to have the call next week. Monday afternoon or most of Wednesday except 11-12 ok for me.

Cheers

[REDACTED]

From: -----

Sent: 04 October 2019 16:25:10

To: [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Subject: RE: Sea Lice Cost Effectiveness of Treatment - data collection discussion

Hi [REDACTED],

14-16 suits me on the 28th at Saughton House, thanks.

My only concern would be that it is quite late in month. [REDACTED] – it might be worth us having a chat separately next week to discuss timescales and how we might minimise any potential delays to data collection if Monday to Wednesday some time suits for a phone call?

Thanks,

[REDACTED]

-----

[REDACTED]  
[REDACTED]

From: [REDACTED]

Sent: 04 October 2019 16:21

To: [REDACTED]  
[REDACTED]  
[REDACTED]

Subject: RE: Sea Lice Cost Effectiveness of Treatment - data collection discussion

Hi [REDACTED]

I've booked a room in Saughton House on Monday 28th Oct for the Fish Health Framework meeting. The meeting usually finishes at 2 [REDACTED], if that date suits others. [REDACTED] would also be attending too, so I think that leaves [REDACTED] and [REDACTED] and yourself? We could do a 2 – 4pm.

Best regards

[REDACTED]

Aquaculture Health, Welfare and Innovation Policy Manager

Marine Scotland – Aquaculture, Crown Estate, Recreational Fisheries, EMFF and Europe

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: -----

Sent: 04 October 2019 16:02

To: [REDACTED]  
[REDACTED]  
[REDACTED]

Subject: RE: Sea Lice Cost Effectiveness of Treatment - data collection discussion

Hi [REDACTED],

Apologies for the delay in responding – I've been [REDACTED] for the last few days and only just getting back to the emails.

Afraid I can't do that week as I'm on leave. Really sorry about not getting this information to you sooner. And appreciate I'm the one (or one of the ones) pushing for a meeting. The following week is out for me also as I'm in [REDACTED] on work. I could perhaps call in, depending on time and time differences.

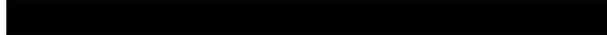
I note that [REDACTED], [REDACTED] and [REDACTED] are all at a [REDACTED] and I wonder if we could arrange a time around that - [REDACTED]? Its either in [REDACTED] or [REDACTED] (tbc).

KR



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

From:



Sent: 04 October 2019 15:55

To:



Subject: Sea Lice Cost Effectiveness of Treatment - data collection discussion

When: 17 October 2019 11:30-14:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Victoria Quay, Edinburgh

Hi All,

I am just putting some time in diaries to meet to discuss data collection as per emails. I hope this time and date suits – apologies it is over lunch time. Please let me know if time does not suit – we may be able to move the meeting earlier in the morning which I'll confirm next week.

Dial in details will be available too.

Thanks,



#### Email chain 5

From:



Sent: 30 September 2019 09:01

To:



Cc: [REDACTED]  
[REDACTED]

Subject: Sea Lice Treatment research project - inception report feedback

Dear [REDACTED]

Please see attached and below for comments on the inception report that you circulated earlier this month.

Many thanks for the progress so far and for sharing your thoughts on next steps and what a questionnaire could look like, that has been really useful.

Following on from discussions at the inception meeting, as well as both some of your points in the inception report and the general feedback from the steering group, we feel it would help to have another meeting as soon as possible and prior to data collection beginning. This will allow us to get to the bottom of some of the data collection issues that still exist and help clarify exactly what can be collected, and how. Given the urgency of this, and the focus on data collection, it needn't involve the whole project team just the members who will be directly involved in the initial data collection and workshop most likely. I think we did discuss doing something along these lines at the inception meeting.

Does this sound ok to you? If so I'll look into feasible dates and try and get it organised as soon as possible as it is a top priority – ideally in the next week or two. If you feel you need to put a workshop date in calendars in the meantime, please do so, other than that it would be good to reflect and discuss on some of the points raised below/attached as they relate to data collection. I am aware that the questionnaire that you shared was a very early draft and that your thinking has most likely progressed since sharing, however the steering group feels it needs a substantial amount of further work before we would be comfortable circulating it with industry, including narrowing down on collecting information directly relevant to answer the research questions.

In terms of the feedback on the report, please see below and attached – if you have any questions just let us know:

#### General

- To reiterate from kick off meeting, producers are unlikely to be willing to provide the requested level of detail. Recommend stripping back the questionnaire as far as practical (while still retaining modelling power) – action for SRUC in liaison with an industry representative(s), before the participatory workshop. This would be good to discuss further.

- Towards this, data gathering could be focussed in on the specific point of the supply chain where lice exert the cost to production, ie seawater phase. Understanding how different types of evidence could be used along the supply chain would be good, it may be that for some aspects secondary sources will be more effective.
- Crucial to warm up stakeholders before 'getting them in a room', to encourage data contribution to the project. How will this be approached?
- Given the logistics of the different sea lice treatments, no single company representative is likely to hold all of the information requested in the questionnaire (eg, costs of cleaner fish vs permaskirts vs Hydrolicer). This information would need to be compiled within the company - choice of respondent crucial here (company Finance Directors? - difficult to gain access to!).

#### Workshop

- Half day too short to accomplish the planned workshop outcomes?
- Who expected to attend from industry?
- [REDACTED] (SAIC Knowledge Exchange Officer) available to participate.

#### Questionnaire

- Information about you and your business - are the 'personal' questions about respondent background necessary? If needed, this info could potentially be extracted from online sources? [aware this a very initial questionnaire and that the thinking may have progressed since you shared!]
- The questions regarding farm operations span the entire life history from ova. Is that breadth necessary, given that sea lice control methods are confined to the seawater phase? How about replacing the 'upstream' questions with a single question regarding cost per unit smolt being stocked to sea?

#### Costs linked to uptake of sea lice control measures

- Are significant lice treatment effects expected on salmon growth, final product quality, price or feed efficiency? Safe to remove some/all of these questions? (this can be discussed further, but any reports or evidence around this area would be good to see so that we can collectively design a focused questionnaire).
- Regarding 'specifying place in time' (footnote 2), many of the treatments are used in combination, according to immediate needs. As far as SAIC is aware, mechanical treatments (Thermolicer, Hydrolicer, Optilicer) are only implemented on larger-sized fish (circa 1kg+ ?)

#### Barriers to uptake of sea lice control measures

- The answers to these questions will differ per sea lice treatment – expand the table to encompass all of the treatment options referred to earlier in the questionnaire.

Many thanks,

■

#### Email chain 6

From: ■

Sent: 20 September 2019 11:10

To: ■

Subject: RE: Sea Lice Cost Effectiveness

Hi ■

Yeah sure I will try and catch up with Jill as soon as possible on it.

I just wanted to say apologies for the delay in getting comments back to you on the inception report, I have been off ill for most of this week so just catching up. I hope to get comments to you by Tuesday. Hope that is still ok.

Thanks,

■

-----

■  
■

From: ■

Sent: 13 September 2019 13:33

To: ■

Cc: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness

Hi [REDACTED]

Please let me know what [REDACTED] thinks re its usefulness, from the brief description provided on the website it looks potentially useful but cannot be sure without having seen it.

Many thanks,

[REDACTED]

[REDACTED]

Department of Rural Economy, Environment and Society, SRUC Central Faculty

[REDACTED]

[REDACTED]

[REDACTED]

SRUC: Leading the way in Agricultural and Rural Research, Education and Consultancy.

From: [REDACTED]

Sent: 13 September 2019 11:00

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Sea Lice Cost Effectiveness

Hi [REDACTED]

I don't personally have access. But I just checked with [REDACTED] and she has a paper version – but no electronic access, she wasn't too sure how useful it is though was going to have a look later and could potentially post it to you if you think it would be useful.

Thanks,



█

**Email chain 7**

From: █

Sent: 02 September 2019 15:55

To: █  
█  
█  
█

Cc: █

Subject: RE: Sea Lice Treatment Cost-Effectiveness Inception Meeting and research purpose

Many thanks █

I think it would be good. █ with expert advice from █ and █ are dealing with the treatment efficacy aspects, so they may like to initiate the discussion on this - most likely next week as some are on leave this week.

Many thanks,

█

From: █

Sent: 29 August 2019 18:06

To: █  
█  
█  
█

Cc: █

Subject: RE: Sea Lice Treatment Cost-Effectiveness Inception Meeting and research purpose

Dear █

Many thanks for the clarification. This confirms our understanding of both the purpose of the project from the policy perspective, which you made perfectly clear yesterday, and its breadth of scope. Re the latter, the part of the discussion focussing on a potential ranking/selection of control options was mostly about primary data collection (questionnaire length/interview duration). The analysis, however, will include additional control measures, some of which not already implemented in Scotland but which may prove successful in the future - based on the example of other countries e.g. Norway - where we will use secondary data as necessary. The inception report – which will include a first draft of the questionnaire - will suggest a list of relevant control options and we will proceed with those agreed by you and others involved.

Please find attached the slides presented yesterday.

Best wishes,

■

#### Email chain 8

From: ■

Sent: 09 September 2019 09:16

To: ■

Subject: RE: Sea Lice Treatment Cost-Effectiveness - draft inception report

Many thanks ■

Just wanted to confirm receipt and we will aim to get comments and feedback to you as soon as possible.

Thanks,

■

-----

[REDACTED]  
[REDACTED]

From: [REDACTED]

Sent: 06 September 2019 14:49

To: [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Cc: [REDACTED]

Subject: Sea Lice Treatment Cost-Effectiveness - draft inception report

Dear [REDACTED]

Please find attached the draft inception report.

Many thanks,

[REDACTED]

From: [REDACTED]

Sent: 29 August 2019 17:06

To: [REDACTED]  
[REDACTED]  
[REDACTED]

Cc: [REDACTED]

Subject: Sea Lice Treatment Cost-Effectiveness Inception Meeting and research purpose

Dear All,

Many thanks for coming to VQ yesterday for those who were able ( [REDACTED] could you also please forward to the rest of your project team). For those who weren't able to hopefully the below will give some initial flavour of the discussions, but more information will also follow as I mainly just wanted to take this opportunity to highlight actions that were identified and also to clarify the purpose of why Scottish Government have commissioned this exciting research as I felt I was not wholly clear on that point in yesterday's meeting.

In terms of the objectives of this work, I think they are relatively clear as set out in the original tender document, in short:

To determine the effectiveness of each treatment option.

To determine the cost of deploying each sea lice treatment option.

To combine these assessments to provide common measures of economic efficiency across the treatment options.

A key point that arose in yesterday's discussions was around that when gathering the evidence required to meet the above objective what can the project team tell industry the purpose of the project is. I mentioned that this information is not designed to inform policy on tightening control treatment regulations and I then said yesterday that instead it would help inform policy of how best to "nudge" companies towards certain treatments. This was a very inadvertent use of the word "nudge" – a word which can mean different things to different people - and after discussing with ----- (Scottish Government) I just wanted to clarify our position on this and what the purpose of the project is as that is of course a very key requirement for everyone involved.

----- put it best yesterday when he said it was to help inform government on how best to co-invest with industry around certain treatment types. This is exactly what the purpose is from a government perspective for this work is. It originally arose from reviewing the revenue-cost data from the aquaculture sector that are collected under the EU Data Collection Framework (DCF) which highlighted that in 2015 Gross Value Added (GVA) of the sector broadly halved, which was primarily driven by a surge in costs but also a fall in revenue from lower production. At the time this was thought to have been driven by sea lice challenges (but there were likely other factors too) leading to a surge in expensive treatment options which still did not allow production to be maintained. Hence, raising a question around cost-effectiveness of treatment options and whether there is a role for government to invest in research and development of current and emerging treatment options with the view to helping the industry minimise the wider costs of treatment as well as maintaining company profitability. Therefore, this research project will help inform government of which options may need further investment and how best to provide support to industry to undertake research and development for cost-effective sea lice treatment.

This in itself is related to the work that ----- very helpfully presented on that SAIC have been working on in relation to the two EMFF-funded projects investing in various treatment options. This is an excellent example of the kind of use that the evidence from this project will help inform, namely to help Government decide, and provide a rationale for, which sea lice treatment investment options to invest in and where there may be gaps in investment. Such evidence is crucial in SAIC and government to be able to produce a robust business case for such investments.

So to reiterate, the purpose of the outcomes from this project are not to limit treatment options – that is a business decision – nor to encourage use of any specific types of treatment instead it is to

help inform where government can target and improve investment in research and development of the available and emerging treatment options. As such, I would also reiterate the need not to narrow the scope of the project at this stage. In particular, exploring a wide array of treatment options is critical to meet both the objectives of the research as well as to satisfy the purpose of the research.

Actions that I noted (if I'm missing any key ones please let me know):

- – to circulate slides
- – circulate February workshop presentation slides if possible.
- – clarify government purpose for research (DONE – see above)
- – circulate journal articles on price premium
- – to provide steering group with a draft inception report for comments by 6th September with a view to complete by 20th September (agreed separately).
- – to look into setting up a meeting with ■■■■■ for 9th September, along with ■ and ■ possibly.

Many thanks everyone and I really look forward to working with you all on this highly interesting project.

Kind regards,

■

#### Email chain 9

From: ■■■■■

Sent: 28 August 2019 09:53

To: ■■■■■

Subject: Final Agenda

Hi ■

Please see attached for a final agenda.

Just updated the attendee list and added in coffee and tea at 1430 – given the pretty packed agenda I was thinking it could just be a couple of minutes for people to help themselves then get back to the discussion quite promptly.

Hope that all looks ok.

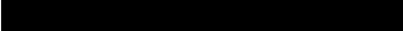
See you later,



#### **Email chain 10**

From: 

Sent: 29 August 2019 09:18

To: 

Subject: Sea Lice Treatment project

Hi 

It was nice to meet you yesterday and I felt we had a productive inception meeting and covered quite a lot of ground.

One key thing that we did not discuss in detail was around an inception report and the timings of this. On reflection of some of the issues raised yesterday I think having a comprehensive inception report delivered as soon as possible is vital. This would then set out precisely what treatments will be considered, to what level and why (including why any treatments are proposed not to be treated) as well as your thoughts on the supply chain and what data sources are available. This report could also include the draft questionnaire that was discussed too as well as the proposed timeline. In addition to the timeline it would be useful to have specific milestone dates so that I can plan around when outputs are expected. This will also require certain milestones around what data has and can be gathered – given the fundamental importance of the need for data and evidence.

I would reiterate that notwithstanding the points raised by [REDACTED] and [REDACTED] in relation to data, at this early stage I do not want to be narrowing the project down as it is crucial that all points are carefully considered.

Of course your slides already have some of the above, but we would need more information and to have it presented as a formal report. Would a first draft by the 6th of September sound reasonable to you? This can include the key questions that you had, then the steering group can discuss and get back to you as soon as possible so that we can aim to have the inception report finalised by 20 September.

Happy to discuss any of the above.

Many thanks again,

[REDACTED]

#### **Email chain 11**

From: [REDACTED]

Sent: 26 August 2019 16:05

To: [REDACTED]

Subject: Inception meeting

Hi [REDACTED]

Hope you are well.

I was just wondering if you could please confirm the names of those from your team who will be attending in person at the inception meeting this Wednesday? Just so I can pass this on to our reception so that they know who is coming in.

Many thanks,

[Redacted]

**Email chain 12**

From: [Redacted]

Sent: 16 August 2019 15:04

To: [Redacted]

Subject: RE: Cost-effectiveness of sea lice treatments project

Hi [Redacted]

Also just in case I hadn't previously confirmed, the steering group for this project consists of:

Myself (lead);

[Redacted] (Marine Scotland policy);

[Redacted] (Marine Scotland Science);

[Redacted] (SSPO);

[Redacted] (SAIC).

Thanks,

[Redacted]

-----

[Redacted signature block]

From: [Redacted]

Sent: 16 August 2019 11:51

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Cost-effectiveness of sea lice treatments project

Hi [REDACTED]

Please find attached a first draft.

On the topic of [REDACTED] introduction of SAIC projects - I guess he might mention some in which SRUC colleagues are involved, one of which deals with Amoebic Gill disease? [REDACTED] contacted me – he and colleagues from SRUC, BioSS are involved in this and are happy to attend if [REDACTED] needs help introducing their project).

Have a good holiday,

[REDACTED]

From: [REDACTED]

Sent: 14 August 2019 17:24

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Cost-effectiveness of sea lice treatments project

Hi [REDACTED]

Many thanks.

I am on leave next week, and aim to send out a bit more information on the inception meeting by the end of this week.

In terms of an agenda, as I mentioned previously I'll check with [REDACTED] if he is happy to provide a brief update on SAIC's work and I'm happy to provide a brief overall introduction to the project and set out the policy context a bit further. Plus we would of course need slots on timelines, project



To: [REDACTED]

Subject: RE: Cost-effectiveness of sea lice treatments project

Hi [REDACTED]

Also just to confirm receipt of the abstract and that we are happy with the proposed abstract for the project. So many thanks for the prompt return of that.

For some added background, SAIC have recently been reviewing several of their EMFF-funded research projects – several of which relate to sea lice treatment, I am hoping that your research may be able to complement some of this work. At the least it may help inform you a bit more about some forms of treatment. I am hoping that [REDACTED] will be able to tell us a bit more about their work at our inception meeting, in the meantime if you have any questions on that work please just let me know.

In relation to your queries on timelines with this project, while there may be some flexibility in terms of deadlines during the contract period – which we can iron out during the inception meeting – the overall timeline of the project cannot be amended – i.e. we will need a final draft towards the end of February 2020 at the very latest so that we can provide feedback and allow time for you to finalise it before contract close at the end of March 2020. Again details can be ironed out at the inception meeting, but I just wanted to reiterate this point that we will need a final product before the end of March 2020.

As you'll be aware this is a very challenging area for the aquaculture sector and with the various Scottish Parliament Committees that have reported back in the past year or so there is a lot of urgency for good quality and robust evidence to be gathered to allow Scottish Ministers as well as the Aquaculture Industry Leadership Group to make informed decisions in relation to sea lice treatment to ensure that sustainable growth of the sector can continue.

Many thanks,

[REDACTED]

-----

[REDACTED]

From: [REDACTED]

Sent: 05 August 2019 19:24

To: [REDACTED]

Subject: Re: Cost-effectiveness of sea lice treatments project

Hi [REDACTED]

28th good, too,

[REDACTED]

---

From: [REDACTED]

Sent: 05 August 2019 18:05:31

To: [REDACTED]

Subject: RE: Cost-effectiveness of sea lice treatments project

Hi [REDACTED]

Thanks for getting back to me on the dates.

[REDACTED] has just got back to me and said the 27th wouldn't work for him. Would 28th work for you?

Thanks

[REDACTED]

Sent with BlackBerry Work (www.blackberry.com)

---

From: [REDACTED]

Sent: 5 Aug 2019 16:25

To: [REDACTED]

Subject: RE: Cost-effectiveness of sea lice treatments project

Hi [REDACTED]

Team have confirmed availability for the inception meeting on Tuesday 27th August afternoon (1-5 pm pencilled in until you confirm time/duration) at Victoria Quay.

Attendees [REDACTED]  
[REDACTED]. Please let me know if videoconference/Skype facilities available as that might work better for [REDACTED] and [REDACTED] (based in Inverness) otherwise they will attend in person. If VC available, the Norwegian subcontractor, [REDACTED], could also attend.

Please find below the 50 words abstract, please let me know if any changes required, thanks.

The project will gather socio-economic and environmental data on sea lice control measures employed on Scottish salmon farms. It will compare the cost-effectiveness of different treatment options currently available at primary production level, while considering the impact of a range of factors such as farm economic, environmental and geographical characteristics.

Best,

[REDACTED]

From: [REDACTED]

Sent: 26 July 2019 10:32

To: [REDACTED]

Subject: RE: Cost-effectiveness of sea lice treatments project

Hi [REDACTED]

11 am on Friday 2nd August is great.

I'll start collating some possible dates for an inception meeting and get back to you.

Thanks,



Dear [REDACTED]

Hope you are well.

I just wanted to say that I am really pleased that you have been awarded, and you subsequently signing, the contract on the cost-effectiveness of sea lice treatments research. I am really looking forward to working with you and the team on this exciting project once it commences in August.

I also just wanted to pencil in some time for an initial phone call between us on the project and to start thinking of dates for an inception meeting. Would the 1st or 2nd of August suit you at all? Or perhaps some point the following week?

Kind regards,

[REDACTED]

### Email chain 13

From: [REDACTED]

Sent: 04 October 2019 09:26

To: [REDACTED]

Subject: RE: Sea Lice Treatment research project - inception report feedback

Hi both,

Just checking if having the data collection meeting at 1130 to 1400 on the 17th suits?





Cc: [REDACTED]  
[REDACTED]

Subject: RE: Sea Lice Treatment research project - inception report feedback

Hi Everyone,

Looking at [REDACTED] availability, I could do the 9th afternoon, 11th all day and 17th morning, with a note that I prefer a start after 11.30 so that I can make it from [REDACTED] in the morning. I could also join by phone if need be, but in person might be better.

Thanks!

[REDACTED]

From: [REDACTED]

Sent: 02 October 2019 03:43

To: [REDACTED]

Cc: [REDACTED]  
[REDACTED]

Subject: RE: Sea Lice Treatment research project - inception report feedback

Dear [REDACTED], All,

Many thanks for the useful feedback. We'll incorporate the comments into the current version of the questionnaire. In full agreement re meeting to discuss data collection - dates available for me during the next two weeks are 9th afternoon, 11th all day, all week starting the 14th except Thursday 17th afternoon. [REDACTED] (cc) is mostly involved in data collection, she will confirm availability as well.

Re workshop, we would like to have more than half day but from experience, that can affect attendance. The aim is to organise one in about 3.5 hours and either a follow up workshop or individual interviews with some of the attendees. It works well that way but we can suggest a five-hour meeting and see how it goes if that's what the steering group recommends, let me know. We were hoping to get suggestions from you re industry attendees? Otherwise we'll choose producers involved in our other projects.

Many thanks,

█

**Email chain 14**

From: █

Sent: 14 May 2019 10:20

To: █

Subject: Understanding The Relative Cost-Effectiveness Of Sea Lice Treatments For Farmed Salmon Production

Dear █

█ had mentioned to me that you may find the below invitation to tender that the Scottish Government recently went out to tender with of interest. Please feel free to share with anyone else that you know who may be interested in bidding for this work.

Many thanks and kind regards,

█

-----

Understanding The Relative Cost-Effectiveness Of Sea Lice Treatments For Farmed Salmon Production

The aim of this research project is to bring together information on effectiveness and costs to provide measures of cost-effectiveness or economic performance of sea lice treatment options. Specifically, the study will aim to collate, determine and compare the effectiveness of the identified sea lice treatment options with their respective economic costs, including staffing, and identify how these are likely to vary depending on a wide range of factors (such as site location and scope of operation).

For more information please see:

[https://www.publiccontractsscotland.gov.uk/search/show/search\\_view.aspx?ID=MAY353735](https://www.publiccontractsscotland.gov.uk/search/show/search_view.aspx?ID=MAY353735)

If you have any further questions, please contact [REDACTED]  
[REDACTED]

The deadline for submission of bids is at 12:00 noon on 03/06/2019.

#### Email chain 15

From: [REDACTED]

Sent: 17 January 2020 13:39

To: [REDACTED]

Cc: [REDACTED]  
[REDACTED]

Subject: RE: Lice efficacy project

Hi [REDACTED]

Many thanks for the update and sorry for the delay – just had a publication to get published yesterday so been a bit hectic this week.

That sounds very positive with the workshop on Monday and I am pleased you have managed to get a good number of participants. Excellent that [REDACTED] can attend, and as for me, I am more than happy to keep myself and other policy colleagues out of this discussion as well as– especially if it affords the chance to hear from more industry people. [REDACTED] has left Marine Scotland as of Monday (I cant remember if I flagged that up before Christmas) and the other two policy colleagues involved are not able to make it on Monday either. Hope that is ok.



Sent: 13 January 2020 13:33

To: [REDACTED]

Cc: [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Subject: RE: Lice efficacy project

Hi [REDACTED]

I've shifted things around and will now attend.

Sorry for the confusion.

Kind regards

[REDACTED]

-----Original Message-----

From: [REDACTED]

Sent: 10 January 2020 18:54

To: [REDACTED]

Cc: [REDACTED]  
[REDACTED]  
[REDACTED]

Subject: Re: Lice efficacy project

Hi [REDACTED]

Many thanks for the names.

May I please ask if you could suggest someone else to represent SSPO at the workshop in case you will not be able to attend anymore. Many thanks.

Best regards

█

---

From: █

Sent: 10 January 2020 17:28

To: █

Cc: █  
█  
█

Subject: RE: Lice efficacy project

Hi █

It will probably be best for you to link into one specific person per company and to liaise with them.  
I can give names, below:

Cooke Aquaculture - █ █  
█

Loch Duart █

Grieg Seafood Shetland - █

MOWI █

SSF - █

TSSC - █

WRF - █

I will say that I am not sure I will be able to make 20th in Inverness I am now double / triple booked.

Kind regards

█

From: [REDACTED]

Sent: 10 January 2020 16:47

To: [REDACTED]

Cc: [REDACTED]  
[REDACTED]  
[REDACTED]

Subject: RE: Lice efficacy project

Hi [REDACTED]

We have made a few editing changes, please use the attached versions.

Many thanks,

[REDACTED]

From: [REDACTED]

Sent: 09 January 2020 21:33

To: [REDACTED]

Cc: [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Subject: RE: Lice efficacy project

Hi [REDACTED]

We have modified the questionnaires (attached) to account for your comments. The questionnaire for the farm health manager has only qualitative questions (ordinal scale mostly) and the one for the site manager has been shortened by a further third and now also includes a qualitative (open-ended) question about changes to the treatment sequence during the past few cycles. I hope no questions remained that producers may find commercially sensitive, however it is entirely up to them to decide which ones they can answer. We will then have to use estimates from secondary data to replace the missing information.

May I please ask if you could help us with the process of contacting producers for interviews. Would there be a preferred way to do this e.g. would you be willing to help us with a cover letter to facilitate our approaching producers and/or will you circulate the questionnaire to them, or let us copy you/mention you in our introductory emails, or any other way you think best. Please let me know, many thanks.

Best regards,

■

From: ■

Sent: 20 December 2019 15:01

To: ■  
■

Cc: ■  
■  
■  
■

Subject: RE: Lice efficacy project

Hi ■

Just to say I'm heading off shortly. And got a couple of things to sort before then. Can you get back to me first thing in Jan and I'll help where I can.

Kind regards

■

From: ■

Sent: 20 December 2019 14:58

To: ■  
■

Cc: ■  
■

Subject: RE: Lice efficacy project

Hi [REDACTED]

Many thanks for confirming participation to the workshop. It will take place on the 20th of January in Inverness. I will circulate a detailed agenda/venue early in the New Year. I am aware the original time proposed was 9:30 am - 1 pm however some would prefer to arrive in Inverness on the day, and so a later start might work better, would it be ok for you if we start at 11 am to 3 pm?

As regards your comments on the questionnaire, thanks again, the time series aspect will be solved through the use of secondary data so we will not fully rely on cross section data coming from interviews, even if the questionnaire asks the producers to provide data from an 'average' cycle. The modelling will not rely on/correct outliers data.

We are going to circulate a shorter version of the questionnaire to account for your comments early in the New Year. May I please ask if you could help us with the process of contacting producers for interviews. Would there be a preferred way to do this e.g. would you be willing to help us with a cover letter to facilitate our approaching producers and/or circulate the questionnaire to them, or let us copy you into our introductory emails, or any other way you think best. Please let me know, many thanks.

With best wishes for Christmas and the New Year, [REDACTED]

From: [REDACTED]

Sent: 18 December 2019 17:47

To: [REDACTED]  
[REDACTED]

Cc: [REDACTED]

Subject: RE: Lice efficacy project

Hi [REDACTED]

Certainly...no problem

█

From: █

Sent: 18 December 2019 17:45

To: █  
█

Cc: █

Subject: RE: Lice efficacy project

Hi █

No problem, if it's on the 20th, could you attend in █?

Thanks

█

From: █

Sent: 18 December 2019 17:43

To: █  
█

Cc: █

Subject: RE: Lice efficacy project

Hi █

Afraid I have a commitment in █ that day. If the workshop is in █, I may be able to sort something. Otherwise, its unlikely.

Sorry

█

From: █

Sent: 18 December 2019 17:20

To: [REDACTED]  
[REDACTED]

Cc: [REDACTED]

Subject: RE: Lice efficacy project

Hi [REDACTED]

Many thanks for the comments. We have an internal project meeting on Friday and we'll discuss them, many thanks.

As regards the workshop, the most popular days so far are 20th and 21st, any chance you might also be available on the 21st (I am asking everyone who marked only one of these two dates in Doodle as it would be great not to have to choose). Some have recorded a preference for the Inverness venue instead of Edinburgh; you haven't mentioned so I assumed you're indifferent but would like to check, just in case. Please let me know, many thanks.

Best regards,  
[REDACTED]

From: [REDACTED]

Sent: 18 December 2019 17:10

To: [REDACTED]  
[REDACTED]

Cc: [REDACTED]

Subject: Lice efficacy project

[NOTE] This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender email address and know the content is safe.

Hi [REDACTED]

Apologies for the delay. I have had gathered some thoughts with regard to the questionnaire.

Generally, there remain concerns as to whether it would be possible to get much of the information required in the questionnaire - likely commercial issues still present. Furthermore, fish health is a rapidly changing arena and it has been suggested that any approach needs to consider historical trends / information. A review of current activities on farms may not be completely representative - it is one part of the story but not the full story - taking one year alone is a snapshot. Health management changes on a yearly (and more frequent) basis and there are a multitude of factors (e.g. changes in plankton / jellyfish, temperature) that change yearly that impact how different tools are used.

The idea of taking a qualitative approach has been put forward again - perhaps around a more general info gathering interview approach, or utilising a scale chart for question responses instead of defined numbers (as discussed at the last SC meeting). Is this something that could be considered?

Kind regards

■

■

#### **Email chain 16**

From: ■

Sent: 12 February 2020 09:05

To: ■

Subject: RE: Cost effectiveness of sea lice

Hi ■

Many thanks for sharing, I'll share around the steering group too and get any thoughts to you as soon as possible.







Hope you are well.

It sounded like it overall went well at the workshop last week. I am looking to get new members on to the steering group currently as both [REDACTED] and [REDACTED] have left their positions.

Would you be free for a quick catch up at some point next week (Tue to Fri)?

Thanks,

[REDACTED]

#### Email chain 17

From: [REDACTED]

Sent: 27 February 2020 16:02

To: [REDACTED]

Subject: RE: Participatory workshop on cost-effectiveness of sea lice treatments for farmed salmon production

Hi [REDACTED]

Many thanks for sharing.

I am just giving the steering group a couple more days to come back with any comments. Otherwise I am broadly happy with the write up and it is interesting to see.

We may be able to find some flexibility regarding project end dates on Marine Scotland's side, which might help alleviate any bottlenecks in March. Would you be free at some point next week to briefly discuss?

Thanks,



Hi [REDACTED]

Many thanks again for sharing this. Would it be ok if the steering group get comments to you by end of Wednesday?

Also, there are a few new steering group members to replace [REDACTED] and [REDACTED] who have left their posts. These include [REDACTED] and [REDACTED] (MS), [REDACTED] (Fish Health Inspectorate), and [REDACTED] (SAIC).

Could you please share with me the final version of the Inception Report so that I can forward that on.

Thanks,

[REDACTED]

-----

[REDACTED]

From: [REDACTED]

Sent: 12 February 2020 09:48

To: [REDACTED]

Subject: RE: Participatory workshop on cost-effectiveness of sea lice treatments for farmed salmon production

Dear All,

Please find attached a preliminary report of findings from the workshop. Please let me know if we may have misrepresented your views, missed anything and overall, any comments you may have. We have started identifying causal loops, please suggest others to add to the examples we included. Please send comments by Friday 21st February, if possible, many thanks.



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**EMAIL CHAIN 18**

From: [REDACTED]

Sent: 03 March 2020 15:05

To: [REDACTED]

Subject: RE: CAth up

Hi [REDACTED]

I don't seem to hear anything from you.

Can you hear me?

Else try my mobile perhaps? [REDACTED]

[REDACTED]

-----

[REDACTED]  
[REDACTED]

From: [REDACTED]

Sent: 03 March 2020 15:00

To: [REDACTED]

Subject: RE: CAth up

Hi [REDACTED]

Ok, thanks

[REDACTED]

From: [REDACTED]

Sent: 03 March 2020 14:58

To: [REDACTED]

Subject: CAth up

[NOTE] This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender email address and know the content is safe.

Hi [REDACTED]

Is it best for me to call you on [REDACTED]-?

Thanks,

[REDACTED]

**Email chain 19**

[REDACTED]

From: [REDACTED]

Sent: 18 March 2020 11:35

To: [REDACTED]

Subject: RE: Sea lice treatment research - extension

Hi [REDACTED]

Hope you and the wider team are well.

Have you seen anything regarding contract variation? Else I will follow up again.

I will try and set up a steering group meeting/presentation still for mid-April. This will be remote now, does that suit you?

Are you planning any further interviews? If so, please pursue these by phone of course given latest Covid-19 advice.

Also, are you still fine to send me a near-final draft by noon on Monday (23 March)? I will need sight of this draft for contractual reasons by this time.

Thanks again,

[REDACTED]

-----

[REDACTED]

From: [REDACTED]

Sent: 05 March 2020 08:58

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Sea lice treatment research - extension

Hi [REDACTED]

Thanks for this, all good. I have informed our Contracts Office and [REDACTED] (cc) would need a contract variation for their records.

Many thanks,

[REDACTED]

From: [REDACTED]

Sent: 04 March 2020 15:30

To: [REDACTED]

Cc: [REDACTED]

Subject: Sea lice treatment research - extension

[NOTE] This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender email address and know the content is safe.

Hi [REDACTED]

As discussed yesterday, I've been able to secure an extension to Mid-May for the research project and gotten the agreement of the steering group. I hope this suits you as well.

We would still need a near-final draft report by noon 23 March and before we meet up so that we can maximise the time. This is a fixed deadline that will have to be met in order to avoid payment issues as I will not be able to release funds until I've received a copy.

My initial thinking is to have a steering group meeting early to mid-April, including a presentation of final results. This will then also allow time for any final feedback after this and time for you to finalise the report for early May.

In terms of payments: this will include a payment at the end of March, and then the remaining 10% of the total payment held back till project completion in mid-May (15 May).

Does the above sound reasonable and workable to you? Any questions or concerns please let me know. It is good that we have a bit of extra time so that we can provide feedback and have one last go at interviews, but it is still a tight time schedule and we will have to stick to it tightly so that there is adequate time to a) steering group to provide comments, and b) project team to action comments.

If the dates are fine with you, I will confirm with SG procurement too and set up a doodle poll to finalise presentation dates.

Many thanks,



## Email chain 20

From: [REDACTED]

Sent: 10 April 2020 12:33

To: [REDACTED]

Subject: RE: Sea lice cost-effectiveness

Hi [REDACTED]

Many thanks, I'll circulate that now.







-----

[REDACTED]  
[REDACTED]  
From: [REDACTED]

Sent: 27 March 2020 00:06

To: [REDACTED]

Subject: RE: Sea lice cost-effectiveness

Hi [REDACTED]

Would the 6th of April be ok for a cleaner version of the report?

Many thanks,

[REDACTED]

From: [REDACTED]

Sent: 23 March 2020 15:27

To: [REDACTED]

Subject: RE: Sea lice cost-effectiveness

Hi [REDACTED]

Many thanks, I can confirm receipt.

That is fine, it was for my records in the immediate term. So for now it will just be me looking over.

Have a think about timelines for when a version including the bits you would like in for the wider sharing with steering group, and confirm with me in the next day or two then I'll update the steering group at that point when to expect the report.

Thanks,





Thanks,



**Email chain 21**



Thanks for this. If there is a variation to the end date, no problem, but it would be helpful to have a contract variation in due course please that I can agree and sign off for SRUC.

Best regards



Head of Contracts Office

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SRUC - Winner of The Queen's Anniversary Prize 2017 - YouTube

From: [REDACTED]

Sent: 24 April 2020 11:25

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Sea Lice Cost-effectiveness of Treatment - Covid-19

Hi [REDACTED]

Thanks, ok so far, hope you, too.

SRUC operate as normal – most of us work from home, but otherwise no changes and no impact on research projects/contracts.

I don't have a problem with contract extension to end of July. I copy in [REDACTED] to confirm that is ok as far as Contracts Office are concerned – and I guess another contract variation would be required.

Many thanks,

[REDACTED]

From: [REDACTED]

Sent: 22 April 2020 13:20

To: [REDACTED]

Subject: Sea Lice Cost-effectiveness of Treatment - Covid-19

Hi [REDACTED]

How are you?

We have been issued Scottish Government guidance in relation to all open contracts in relation to Covid-19.

I wanted to make you aware of this, and while I had assumed there were no immediate problems for SRUC to deliver the remainder of the contract when we last spoke I just wanted to make sure that SRUC are and expect to operate as “normal” in terms of research contracts for the near future? For instance, are you and the research team still in active employment or have furlough schemes been implemented?

The guidance can be seen here: <https://www.gov.scot/publications/coronavirus-covid-19-supplier-relief/>

There have been some Covid-19 disruption with some members of the steering group in particular (though I suppose all of our work has been disrupted...) who have asked for an extension in getting feedback on the report that you shared on the 10th April.

I am keen to protect at least a 2 week period for you and your team to action our feedback, which makes it tight to extend the feedback time for the steering group further. While Covid-19 has changed many priorities, sea lice treatment will undoubtedly still be a top priority so we are all keen to be able to allocate as much time as possible to engage with this work. Plus, giving pressures a 2 week window for you may also not suffice any longer.

As such, would you be open to a further contract extension to allow more time for the steering group to review? I would be thinking something like end of June or July.

Please let me know if you have any questions or concerns.

Thanks,



## Email chain 22

From: [REDACTED]

Sent: 30 October 2019 15:14

To: [REDACTED]  
[REDACTED]  
[REDACTED]

Cc: [REDACTED]  
[REDACTED]

Subject: RE: Sea Lice Treatment Cost-effectiveness

Hi [REDACTED]

Many thanks to you and all for a very useful meeting on Monday. We have started editing the questionnaire to account for the comments/views of all involved and hope to have a more palatable version - that still conforms to modelling needs - by Monday, hope that's ok? Meanwhile, any additional comments from all, gratefully received. If you agree, then maybe the informal piloting – action point 2 in your list – could be run on the revised version?

Re workshop, names were mentioned – [REDACTED], trout producer, etc. - during the meeting, could all please send them to us – names and email addresses, many thanks.

Best,  
[REDACTED]

From: [REDACTED]

Sent: 29 October 2019 11:32

To: [REDACTED]  
[REDACTED]  
[REDACTED]

Cc: [REDACTED]

Subject: Sea Lice Treatment Cost-effectiveness

Hi All,

Many thanks for the discussion around data collection yesterday.

We managed to go through a substantial part of the questionnaire – please see attached – and assign a RAG rating. Green – implies keep as is, amber – consider changes, red – needs substantial amendment or deletion (indicating that the data is unlikely to be forthcoming or alternatively not strictly required).

There were a couple of actions from yesterday (please flag up if I've missed any – my hearing was a bit shot yesterday so was struggling to follow everything):

1. [REDACTED] Share RAG rated questionnaire. See attached.
2. [REDACTED] – to run questionnaire past a couple of industry contacts.
3. [REDACTED] – to further review the questionnaire.
4. All – any suggested contacts for the Project team to include for surveying and/or workshop.

The surveying needs to be underway by the end of November, which makes finalising the questionnaire and contacts list urgent over the next week or so.

In relation to Freedom of Information Requests, my understanding is that any cost or financial data would be exempt under Section 33 (specifically: disclosure would (or would be likely to) prejudice substantially the commercial interests of any person or organisation (section 33(1)(b)));). This exemption may also apply to other parts of the questionnaire especially around treatment processes. Aware the exemptions for the biological elements may not be as strong.

However, as I have mentioned the underlying primary raw data does not need to be handed over to Government as part of this project. We are interested in the researching findings, likely backed by fully anonymised and aggregated data. Therefore the data are solely collected for the purposes of informing this research and I would not expect any of the data to be made publically available due to its commercial sensitivity. Upon completion the raw data will be destroyed.

I would be keen that the industry and companies are fully engaged with on data collection, and if certain data are simply not available after a lot of effort, then this is a finding in itself as well. However, trade-offs need to be known that if we cannot get the evidence to build a robust case for public sector co-investment in sea lice treatments then this becomes that much harder to convince Scottish Exchequer colleagues of going forward – especially given (possible) changes to EMFF.

For the core purpose of building an evidence base for the above I think quantitative – or cardinal – information is required rather than just relying on ordinal/ranked information. This is primarily to avoid, as we discussed yesterday, only focusing (public) investment on certain treatment types – i.e.

taking the top three from a cost-effectiveness perspective). Information on the level of cost-effectiveness would lend itself much more to making a case for a broad range of treatment support, including on focusing on improving cost-effectiveness of a given treatment. Though I accept that elements may need to be qualitative, which I believe a cost-effectiveness analysis framework should be able to handle?

In addition, to clarify on the environmental impact points raised yesterday. These are required in CEA for the public sector as it requires a societal perspective. Therefore having some information on key environmental impacts as part of the CEA is crucial. We discussed at the inception meeting to keep this fairly focused, and not including interactions with the wider marine and environmental environment.

On investigating trout farms, this may be worth exploring if it is believed that they will exhibit similar lessons as looking at salmon farms as the focus of this project is on the cost-effectiveness of different treatments for farmed salmon.

Thanks again all,

■

### Email chain 23

From: ■  
Sent: 09 January 2020 15:31  
To: ■  
Subject: RE: Marine Scotland sea lice CEA project - workshop

Thank you, I will be available for this workshop

■

From: ■  
Sent: 06 January 2020 13:45

To: [REDACTED]

Subject: Marine Scotland sea lice CEA project - workshop

Hi [REDACTED]

I hope you had a good break.

This is about the workshop we'll organise as part of the project on cost-effectiveness of sea lice treatments for farmed salmon production funded by the Scottish Government.

As a reminder - the workshop aims to explore how factors leading to sea lice infestation and choice of sea lice control options can be mitigated and, respectively, influenced through incentives to producers and collaboration with others along the salmon supply chain. The foundation of the participatory approach to follow at the workshop is system dynamics. Group model building is used to develop system dynamic models jointly through participation and direct collaboration between the actors involved in the system to identify leverage points and interventions (and potential delivering mechanisms) which may lead to more effective sea lice control in the system (salmon supply chain). Target attendees are representatives from the different stages of the supply chain from primary production to retail, veterinarians and consultants involved with the salmon industry/research.

I think you would make a valuable contribution from the science perspective and would like to invite you to attend. It will take place on the 20th of January 2020 in Inverness (venue most likely SRUC Campus tbc). Agenda will be circulated by the end of the week. Please let me know if you would be interested and available, many thanks.

Best wishes for 2020,

[REDACTED]

#### Email chain 24

From: [REDACTED]

Sent: 13 January 2020 10:24

To: [REDACTED]

Cc: [REDACTED]

Subject: Re: Marine Scotland sea lice CEA project - workshop

[REDACTED]

No problems.

Thanks

[REDACTED]

---

From: [REDACTED]

Sent: 13 January 2020 09:04:01

To: [REDACTED]

Cc: [REDACTED]

[REDACTED]

Subject: RE: Marine Scotland sea lice CEA project - workshop

[NOTE] This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender email address and know the content is safe.

[REDACTED]

I have two researchers working on the modelling of sea lice with me. Could you please extend your invitation to the workshop to include them?

[REDACTED] and [REDACTED] are knowledgeable modellers who can contribute to the workshop and would also learn. So I would really appreciate their having an opportunity to attend

Thanks, [REDACTED]

From: [REDACTED]

Sent: 10 January 2020 15:33

To: [REDACTED]

Subject: Participatory workshop on cost-effectiveness of sea lice treatments for farmed salmon production

Dear All,

Thank you for confirming attendance at the workshop on cost-effectiveness of sea lice treatments for farmed salmon production. It will take place on 20th January 11 am – 3 pm at SRUC Inverness Campus. Please find attached the agenda and directions. On the day please report at the Reception Desk to receive visitors passes and parking space information.

Please let me know (if possible, before the 15th) if you have any specific dietary requirements.

Please let me know if you would like to have your expenses reimbursed.

Many thanks and looking forward to meet you all on the 20th.

Best wishes,



#### **Email chain 25**

From: [Redacted]

Sent: 28 January 2020 14:08

To: [Redacted]

Subject: RE: Participatory workshop on cost-effectiveness of sea lice treatments for farmed salmon production

As I am not a farm manager I cannot answer questions about specific applications of treatments that I do not carry out. However, I have provided my opinions on the effectiveness of treatments to the extent that I can do as a non-practitioner.

I hope this is of use, and it really is all I can do in these circumstances

[REDACTED]

From: [REDACTED]

Sent: 21 January 2020 11:30

To: [REDACTED]

Subject: RE: Participatory workshop on cost-effectiveness of sea lice treatments for farmed salmon production

Dear All,

Thank you very much for your participation and valuable contributions yesterday. We will circulate preliminary findings for comment around the 7th of February.

Please find attached the questionnaires also in electronic format. We would be grateful if you could complete and send them back (email/postal mail, as you prefer) by the end of January. As mentioned, we are arranging interviews with producers separately. We anticipate your answers will help us as expert advice and are aware that you may not be in a position to answer some questions that only farm site/health managers may be able to complete. Please let me know if you need more information/clarification as regards the questionnaires, many thanks.

As stated, your answers to the questionnaires and individual contributions at the workshop are only used for the analysis and fully anonymised in any subsequent reporting to funder/publications.

Many thanks,

[REDACTED]

[REDACTED]

Department of Rural Economy, Environment and Society [REDACTED]

[REDACTED]

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