

Sun 10/01/2021 17:02

From: Grieve DA (Derek) [redacted]

RE: Ministerial Statement: Vaccination Plan 130121

To: First Minister [firstminister@gov.scot](mailto:firstminister@gov.scot)

[redacted]; MacDougall J (Jamie) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Chief Medical Officer <CMO@gov.scot>; [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; DCMO Health COVID19 <DCMOHealth.COVID19@gov.scot>; Leitch J (Jason) [redacted]; [redacted]; [redacted]; DG Health & Social Care [redacted]; Minister for Public Health and Sport [redacted]; Minister for Mental Health [redacted]; Duffy K (Karen) [redacted]; Lea-Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; [redacted]; Lamb C (Caroline) [redacted]; Cabinet Secretary for Health and Sport <CabSecHS@gov.scot>; [redacted]; [redacted]; [redacted]; Covid-19 Director [redacted]; DG Health & Social Care <DGHSC@gov.scot>; First Minister Covid Briefing Unit [redacted]; Lamb C (Caroline) [redacted]; Communications Healthier [redacted]; [redacted]; [redacted]

First Minister,

Please find the response from [redacted] who is in the process of connecting to the SG system and has asked me to send this to you on his behalf.

Following the deep dive with yourself and the Cabinet Secretary for Health and Sport on Friday, I believe there is merit in publishing more detail on our approach to deployment in parallel to you're the Cabinet Secretary's statement to Parliament on Wednesday. I recognise that there will continue to be pressure to publish material, particularly if the UKG proceed with what they are describing as their vaccinations strategy. Although based on the latest draft I have seen, I note this is pretty light on actual deployment detail.

Notwithstanding that, I would propose that my team provide a draft outline plan by Tuesday lunchtime that would draw together material that would illustrate that deployment planning and activity is well advanced. To that end I would suggest that this document specifically hones in on deployment for priority groups 1 and 2 covering the following areas:

- Progress to date illustrating percentage completion of each cohort, which PHS is due to commence reporting on from Wednesday 13 Jan;
- Anticipated supply expected for both vaccines;
- Delivery methods for each cohorts
  - Detail of locations being used
  - Any detail on expanded workforce to support delivery
- Details of anticipated completion for each cohort (for both first and second dose)

Clearly the Cabinet Secretary's statement on Wednesday provides an opportunity to talk to this and would provide a level of information that is being sought by parliamentarians, commentators and the media but I believe it would significantly help to build confidence that the necessary action is in hand.

However, I recognise that this in itself is unlikely to satisfy everyone and there will continue to be calls for details of future cohorts to be published. I would therefore propose that we commit to publishing a future plan at the end of January that would set out how we will deliver to the next group of cohorts. Given the agreement to group priority 3 & 4 together (i.e. everyone over 70 and the clinically extremely vulnerable) this provides an opportunity to set out in more detail our plans on workforce, locations, anticipated completion dates and delivery routes for this cohort. It would be consistent with our approach to publish when we have the detail to do so and would therefore be a commitment to publish future plans in due course.

This timeline would afford us the opportunity to receive and scrutinise the plans from the Boards and ensure that the work commissioned with the military to identify and stand up additional facilities will have been completed. I would however of course welcome your views on the overall approach and the proposed content to this. We will of course share a draft with your office as this develops if that would be helpful.

## **Derek Grieve**

**Interim DD, Vaccines Division**  
Covid Public Health Directorate  
The Scottish Government  
**[redacted]**

**From:** Grieve DA (Derek)  
**Sent:** 10 January 2021 12:58  
**To:** Lamb C (Caroline) [redacted]; Cabinet Secretary for Health and Sport <[CabSecHS@gov.scot](mailto:CabSecHS@gov.scot)>; [redacted]; [redacted]  
**Cc:** [redacted]; MacDougall J (Jamie) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Chief Medical Officer <[CMO@gov.scot](mailto:CMO@gov.scot)>; [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; DCMO Health COVID19 <[DCMOHealth.COVID19@gov.scot](mailto:DCMOHealth.COVID19@gov.scot)>; Leitch J (Jason) [redacted]; [redacted]; [redacted]; DG Health & Social Care <[DGHSC@gov.scot](mailto:DGHSC@gov.scot)>; Minister for Public Health and Sport <[MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot)>; Minister for Mental Health <[MinisterMH@gov.scot](mailto:MinisterMH@gov.scot)>; Duffy K (Karen) [redacted] Lea-Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; [redacted]  
**Subject:** RE: Ministerial Statement: Vaccination Plan 130121

Cabinet Secretary,

Please find the response from [redacted] to the commission below.

We have considered this in the context of the deep dive with yourself and the First Minister on Friday and believe there is merit in publishing more detail on deployment in parallel to your statement on Wednesday. I recognise that there will continue to be pressure to publish material, particularly if the UKG proceed with what they are describing as their vaccinations strategy. Although I note this is pretty light on actual deployment detail.

Notwithstanding that, I would propose that my team provide you with a draft outline plan by Tuesday lunchtime that would draw together material that to illustrate that deployment planning and activity is well advanced. To that end I would suggest that this document specifically hones in on deployment for priority groups 1 and 2 covering the following areas:

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- Anticipated supply expected for both vaccines;
- Delivery methods for each cohorts
  - Detail of locations being used
  - Any detail on expanded workforce to support delivery
- Details of anticipated completion for each cohort (for both first and second dose)

Clearly your statement provides an opportunity to talk to this and would provide a level of information that is being sought by parliamentarians, commentators and the media but I believe it would significantly help to build confidence that the necessary action is in hand.

I recognise however that this in itself is unlikely to satisfy everyone and there will continue to be calls for details of future cohorts to be published. I would therefore propose that you commit to publishing a future plan at the end of January that would set out how we will deliver to the next group of cohorts. Given the agreement to group priority 3 & 4 together (i.e. everyone over 70 and the clinically extremely vulnerable) this provides an opportunity to set out in more detail our plans on workforce, locations, anticipated completion dates and delivery routes for this cohort. It would be consistent with our approach to publish when we have the detail to do so and would therefore be a commitment to publish future plans in due course.

This timeline would afford us the opportunity to receive and scrutinise the plans from the Boards and ensure that the work commissioned with the military to identify and stand up additional facilities will have been completed.

I would however welcome your views on this.

**Derek Grieve**

**Interim DD, Vaccines Division**  
Covid Public Health Directorate  
The Scottish Government



Fri 15/01/2021 14:42

From: [redacted]

FW: Cabinet Secretary letter to MSPs re Covid Vaccine Deployment Plan - 13 January 2021

To: [redacted]; [redacted]

CC: [redacted]

Hi [redacted],

Thank you for updating. A contact for COSLA is [redacted] and Union contact is [redacted]

[redacted] – please see attached to disseminate to SEND.

[redacted]

**From:** [redacted]

**Sent:** 15 January 2021 14:13

**To:** [redacted]; [redacted]

**Subject:** Cabinet Secretary letter to MSPs re Covid Vaccine Deployment Plan - 13 January 2021

Dear [redacted] and [redacted],

I hope you both are well. Thank you for sharing the contact details with me from various stakeholders yesterday.

Please find attached the updated version of the Cab Sec letter for the Covid-19 vaccine deployment plan with the new link to the guidance. I have also edited the typos.

Can you please share it with your networks? Also, do you know any contacts within the COSLA and the Unions?

Thanks

[redacted]

Sun 10/01/2021 15:55

From: [redacted]; on behalf of; Cabinet Secretary for Health and Sport <CabSecHS@gov.scot>

RE: Ministerial Statement: Vaccination Plan 130121

To: Grieve DA (Derek) [redacted] Lamb C (Caroline) [redacted]; Cabinet Secretary for Health and Sport <CabSecHS@gov.scot>; [redacted]; [redacted]

Cc: [redacted]; MacDougall J (Jamie) [redacted]; [redacted]; [redacted]; [redacted]; Slater T (Tracy) [redacted]; [redacted]; [redacted]; Chief Medical Officer <CMO@gov.scot>; [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; DCMO Health COVID19 <DCMOHealth.COVID19@gov.scot>; Leitch J (Jason) [redacted]; [redacted]; [redacted]; DG Health & Social Care <DGHSC@gov.scot>; Minister for Public Health and Sport <MinisterPHS@gov.scot>; Minister for Mental Health <MinisterMH@gov.scot>; Duffy K (Karen) [redacted]; Lea-Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; [redacted]

Derek/[redacted],

The Cab Sec has considered the email you kindly sent up earlier today. She has indicated that this is a very helpful proposal and advises that she agrees all of this. You should therefore proceed as you set out. The Cab Sec has also advised that in essence this should be this coming week's detailed information to MSPs, Chief Officers, CE's etc as well. I have reattached the draft letter that Marion had previously sent up and I would be grateful if this could be amended accordingly.

Further to this, the Cab Sec has asked that the proposal below is sent from [redacted] to FM as what we intend to publish this week and commit to for end January and asking for any comment she may have.

At the same time she would like Comms to consider how, in liaison with Board Comms, we can, this week, get local detail out to local broadcast and print media and nationally, social media.

If these two points could be taken forward as well it would be most appreciated.

Thanks,  
[redacted]

**From:** [redacted] **On Behalf Of** Cabinet Secretary for Health and Sport

**Sent:** 14 January 2021 15:00

**To:** Cabinet Secretary for Health and Sport <[CabSecHS@gov.scot](mailto:CabSecHS@gov.scot)>; [redacted]

**Cc:** Grieve DA (Derek) [redacted]; [redacted]; COVID-19 Vaccinations Team [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Communications Healthier [redacted]; [redacted]; [redacted]; First Minister <[firstminister@gov.scot](mailto:firstminister@gov.scot)>

**Subject:** RE: Draft apology letters - Pfizer and AstraZeneca

[redacted],

Attached is amended letter to Pfizer will correct name of MD. Both letters have now issued.

Thanks,  
[redacted]

**From:** [redacted] **On Behalf Of** Cabinet Secretary for Health and Sport  
**Sent:** 14 January 2021 14:49  
**To:** [redacted] ; Cabinet Secretary for Health and Sport  
**Cc:** Grieve DA (Derek) ; [redacted] ; COVID-19 Vaccinations Team ; [redacted] ; Steedman N (Nicola) (DCMO) ; [redacted] ; [redacted] ; [redacted] ; [redacted] ; Communications Healthier ; [redacted] ; [redacted] ; First Minister  
**Subject:** RE: Draft apology letters - Pfizer and AstraZeneca

Beth,

Final letters attached. Both will be issued shortly.

Thanks,  
[redacted]

**From:** [redacted]  
**Sent:** 14 January 2021 14:41  
**To:** Cabinet Secretary for Health and Sport <[CabSecHS@gov.scot](mailto:CabSecHS@gov.scot)>  
**Cc:** Grieve DA (Derek) [redacted]; [redacted]; COVID-19 Vaccinations Team [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Communications Healthier [redacted]; [redacted]; [redacted]; First Minister <[firstminister@gov.scot](mailto:firstminister@gov.scot)>  
**Subject:** RE: Draft apology letters - Pfizer and AstraZeneca

Hello [redacted]

Depending on timing of sending, the revised deployment plan may not yet be online so I would propose only a small amendment to both letters ie:

As soon as I was alerted to this issue, the plan was immediately removed from the Scottish Government website, and a revised plan **will soon be** placed on the website with this information removed.

In terms of email addresses:

Pfizer:  
[redacted]  
[redacted]  
[redacted]

AZ:  
[redacted]

Best wishes  
[redacted]

**From:** [redacted] **On Behalf Of** Cabinet Secretary for Health and Sport  
**Sent:** 14 January 2021 14:30  
**To:** [redacted]; Cabinet Secretary for Health and Sport <[CabSecHS@gov.scot](mailto:CabSecHS@gov.scot)>  
**Cc:** Grieve DA (Derek) [redacted]; [redacted]; COVID-19 Vaccinations Team [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; [redacted]; [redacted]; [redacted]; Communications Healthier [redacted]; [redacted]; [redacted]; First Minister <[firstminister@gov.scot](mailto:firstminister@gov.scot)>  
**Subject:** RE: Draft apology letters - Pfizer and AstraZeneca

[redacted],

The Cab Sec has tweaked these letter slightly. I would be grateful if you could consider the attached versions and confirm you are content for them to be sent. I would also be grateful for the email addresses of the proposed recipients of these letters. Grateful if you could come back to me by 1445 on this.

I am copying in others here who are involved in the call with AstraZeneca later today and Comms.

Thanks,  
[redacted]

**From:** [redacted]  
**Sent:** 14 January 2021 14:00  
**To:** Cabinet Secretary for Health and Sport <[CabSecHS@gov.scot](mailto:CabSecHS@gov.scot)>  
**Cc:** Grieve DA (Derek) [redacted]; [redacted]; COVID-19 Vaccinations Team [redacted]; [redacted]  
**Subject:** Draft apology letters - Pfizer and AstraZeneca

PS/Cabinet Secretary

Please find draft letters for Pfizer and AZ attached, for the Cabinet Secretary to consider

Best wishes  
[redacted]

[redacted]

**From:** Lamb C (Caroline) [redacted]  
**Sent:** 13 January 2021 12:45  
**To:** [redacted]; [redacted]  
**Cc:** DG Health & Social Care <[DGHSC@gov.scot](mailto:DGHSC@gov.scot)>; Slater T (Tracy) [redacted]; Grieve DA (Derek) [redacted]; Duffy K (Karen) [redacted]; Head of HSCA [redacted]; [redacted]; [redacted]  
**Subject:** RE: Vaccine Deployment Plan



All,

Final version which has now gone to FM with approval of CS is attached. For tomorrow:

Need to format Table 2 so it occupies less space

Need to enlarge the map.

Need to check what the Headcount is required to deliver 3,400 WTE per day – I went with 2X for this draft.

Need to come to a conclusion about what we include for unpaid carers at this stage – and this will have a knock on impact on the modelling and graphs that show completion dates – esp if the number is as high as we think it is – so can we check urgently please (be good to know how far [redacted] has got with this)

Once we have an update on the cohort numbers we need to re-run this through the Nils model last week which is the one used for the FM Dive – we should not change anything else at this stage.

CS wants this by 9.30am. I know you are meeting at 8. I'm taking my car into the garage, but call me if any of this is unclear (mobile, rather than Teams!)

Cheers,

Caroline

Caroline Lamb

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

**From:** Lamb C (Caroline)

**Sent:** 12 January 2021 22:36

**To:** First Minister <[firstminister@gov.scot](mailto:firstminister@gov.scot)>; Cabinet Secretary for Health and Sport <[CabSecHS@gov.scot](mailto:CabSecHS@gov.scot)>; Minister for Public Health and Sport <[MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot)>

**Cc:** DG Health & Social Care <[DGHSC@gov.scot](mailto:DGHSC@gov.scot)>; [redacted]; Slater T (Tracy) [redacted]; Grieve DA (Derek) [redacted]; [redacted]; Duffy K (Karen) [redacted]; MacDougall J (Jamie) [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** Vaccine Deployment Plan

First Minister,

Please find attached a draft of the C-19 Vaccine deployment plan. There remains some formatting work to be done in the morning, particularly on Table 1, and to enlarge the map.

There are also some areas where the team will confirm final details in the morning, These are highlighted.

With best wishes,

Caroline

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

**From:** [redacted] **On Behalf Of** Chief Medical Officer

**Sent:** 13 January 2021 14:58

**To:** Lamb C (Caroline) [redacted]; [redacted]; [redacted]; Duffy K (Karen) [redacted]

**Cc:** [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Chief Medical Officer <[CMO@gov.scot](mailto:CMO@gov.scot)>; [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; DCMO Health COVID19 <[DCMOHealth.COVID19@gov.scot](mailto:DCMOHealth.COVID19@gov.scot)>; Leitch J (Jason) [redacted]; [redacted]; [redacted]; DG Health & Social Care <[DGHSC@gov.scot](mailto:DGHSC@gov.scot)>; Minister for Public Health and Sport <[MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot)>; Minister for Mental Health <[MinisterMH@gov.scot](mailto:MinisterMH@gov.scot)>; Lea-Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; Deputy Director of Health Workforce [redacted]; Director of Health Workforce [redacted]; [redacted]; [redacted]; Grieve DA (Derek) [redacted]; [redacted]; [redacted]; MacDougall J (Jamie) [redacted]; Slater T (Tracy) [redacted]; Head of HSCA [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: IMMEDIATE FOR ACTION by 4:15 no extensions - Draft Vaccine Deployment Plan

Hi all

Can I please check where we are with this please? I see we received a copy of the plan at 20:08 last night, is this the most up to date? Will there be any significant changes or can I share the most recent copy with CMO?

Kind regards

[redacted]  
CMO Private Office  
[1E.09 St Andrews House](#)

**From:** Lamb C (Caroline)

**Sent:** 12 January 2021 20:32

**To:** [redacted]; [redacted]; Duffy K (Karen)

**Cc:** [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Chief Medical Officer; [redacted]; [redacted]; Steedman N (Nicola) (DCMO); DCMO Health COVID19; [redacted]; [redacted]; [redacted]; DG Health & Social Care; Minister for Public Health and Sport; Minister for Mental Health; Lea-Ross S (Stephen); [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Vaccinations Delivery; [redacted]; Deputy Director of Health Workforce; Director of Health Workforce; [redacted]; [redacted]; Grieve DA (Derek); [redacted]; [redacted]; MacDougall J (Jamie); Slater T (Tracy); [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: IMMEDIATE FOR ACTION by 4:15 no extensions - Draft Vaccine Deployment Plan

Ok – that’s really helpful thanks – just as long as they are included.

Caroline Lamb

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

**From:** [redacted]

**Sent:** 12 January 2021 20:21

**To:** Lamb C (Caroline) [redacted]; [redacted]; Duffy K (Karen) [redacted]

**Cc:** [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Chief Medical Officer <[CMO@gov.scot](mailto:CMO@gov.scot)>; [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; DCMO Health COVID19 [redacted]; [redacted]; [redacted]; [redacted]; DG Health & Social Care [redacted]; Minister for Public Health and Sport <[MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot)>; Minister for Mental Health <[MinisterMH@gov.scot](mailto:MinisterMH@gov.scot)>; Lea-Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; Deputy Director of Health Workforce [redacted]; Director of Health Workforce [redacted]; [redacted]; [redacted]; Grieve DA (Derek) [redacted]; [redacted]; [redacted]; MacDougall J (Jamie) [redacted]; Slater T (Tracy) [redacted]; Head of HSCA [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: IMMEDIATE FOR ACTION by 4:15 no extensions - Draft Vaccine Deployment Plan

Caroline

Do you think we need to present them separately in the table? It doesn’t look as if UKG or Welsh Government have done so when presenting their population estimates.

I think they are included in the estimate for JCVI group 6 so we can update the description to make this clearer. I’ll need to confirm with the economists in our team in the morning and will send an update.

[redacted]

[redacted]

**From:** Lamb C (Caroline) [redacted]

**Sent:** 12 January 2021 20:10

**To:** [redacted]; [redacted]; Duffy K (Karen) [redacted]

**Cc:** [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Chief Medical Officer <[CMO@gov.scot](mailto:CMO@gov.scot)>; [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; DCMO Health COVID19 [redacted]; [redacted]; [redacted]; [redacted]; DG Health & Social Care [redacted]; Minister for Public Health and Sport <[MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot)>; Minister for Mental Health <[MinisterMH@gov.scot](mailto:MinisterMH@gov.scot)>; Lea-Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; Deputy Director of Health Workforce [redacted]; Director of Health Workforce [redacted]; [redacted]; [redacted]; Grieve DA (Derek) [redacted]; [redacted]; [redacted]; MacDougall J (Jamie) [redacted]; Slater T (Tracy) [redacted]; Head of HSCA [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: IMMEDIATE FOR ACTION by 4:15 no extensions - Draft Vaccine Deployment Plan

What about unpaid carers – in JCVI group 6?

Caroline Lamb

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

[redacted]

**From:** [redacted]

**Sent:** 12 January 2021 20:08

**To:** [redacted]; Duffy K (Karen) [redacted]

**Cc:** [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Chief Medical Officer <[CMO@gov.scot](mailto:CMO@gov.scot)>; [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; DCMO Health COVID19 [redacted]; [redacted]; [redacted]; [redacted]; DG Health & Social Care [redacted]; Minister for Public Health and Sport <[MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot)>; Minister for Mental Health <[MinisterMH@gov.scot](mailto:MinisterMH@gov.scot)>; Lea-Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; Deputy Director of Health Workforce [redacted]; Director of Health Workforce [redacted]; [redacted]; [redacted]; Grieve DA (Derek) [redacted]; [redacted]; [redacted]; MacDougall J (Jamie) [redacted]; Slater T (Tracy) [redacted]; Head of HSCA [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: IMMEDIATE FOR ACTION by 4:15 no extensions - Draft Vaccine Deployment Plan

[redacted]

I've updated to include the finalised table with the population estimates for each JCVI priority group. Some of the figures have been revised during final QA so the overall population in priority groups 1-9 is now lower at 2.89 million. I've also added some additional lines to the commentary under this section 'Monitoring Progress'. Updated section on page 4. It would be good to check whether there are any additional JCVI definitions we should include for the individual groups and present below the table. I'll check in the morning unless any colleagues copied can advise.

I've removed the Cab Sec mailbox from copy list but please forward if you think they need to see this update. Conscious you may already be working on a later draft.

Thanks

[redacted]

[redacted]

**From:** [redacted]

**Sent:** 12 January 2021 17:51

**To:** Duffy K (Karen) [redacted]; Cabinet Secretary for Health and Sport <[CabSecHS@gov.scot](mailto:CabSecHS@gov.scot)>

**Cc:** [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Chief Medical Officer <[CMO@gov.scot](mailto:CMO@gov.scot)>; [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; DCMO Health COVID19 [redacted]; [redacted]; [redacted]; [redacted]; DG Health & Social Care [redacted]; Minister for Public Health and Sport <[MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot)>; Minister for Mental Health <[MinisterMH@gov.scot](mailto:MinisterMH@gov.scot)>; Lea-Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted];

[redacted]; [redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; Deputy Director of Health Workforce [redacted]; Director of Health Workforce [redacted]; [redacted]; [redacted]; Grieve DA (Derek) [redacted]; [redacted]; [redacted]; MacDougall J (Jamie) [redacted]; Slater T (Tracy) [redacted]; Head of HSCA [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: IMMEDIATE FOR ACTION by 4:15 no extensions - Draft Vaccine Deployment Plan

Please see consolidated version with [redacted] and others additions

Regards

**[redacted]**

**From:** Duffy K (Karen) [redacted]

**Sent:** 12 January 2021 17:30

**To:** Cabinet Secretary for Health and Sport <[CabSecHS@gov.scot](mailto:CabSecHS@gov.scot)>

**Cc:** [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Chief Medical Officer <[CMO@gov.scot](mailto:CMO@gov.scot)>; [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; DCMO Health COVID19 [redacted]; [redacted]; [redacted]; [redacted]; DG Health & Social Care [redacted]; Minister for Public Health and Sport <[MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot)>; Minister for Mental Health <[MinisterMH@gov.scot](mailto:MinisterMH@gov.scot)>; Lea-Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; Deputy Director of Health Workforce [redacted]; Director of Health Workforce [redacted]; [redacted]; [redacted]; Grieve DA (Derek) [redacted]; [redacted]; [redacted]; MacDougall J (Jamie) [redacted]; Slater T (Tracy) [redacted]; Head of HSCA [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: IMMEDIATE FOR ACTION by 4:15 no extensions - Draft Vaccine Deployment Plan

[redacted], this is our latest version with some of the fixes requested by CS earlier –

We will continue to work on this further over the next 2-3 hours – are there are some of the requests for side by side tables that needs [redacted] to do for us.

Apologies but as this needed operational and delivery input – and those people being tied up most of the day, we apology for still needing to work on this further into the evening.

Karen

**From:** [redacted] **On Behalf Of** Cabinet Secretary for Health and Sport

**Sent:** 12 January 2021 15:24

**To:** [redacted]; Cabinet Secretary for Health and Sport <[CabSecHS@gov.scot](mailto:CabSecHS@gov.scot)>

**Cc:** [redacted]; MacDougall J (Jamie) [redacted]; [redacted]; [redacted]; [redacted]; Slater T (Tracy) [redacted]; [redacted]; [redacted]; Chief Medical Officer <[CMO@gov.scot](mailto:CMO@gov.scot)>; [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; DCMO Health COVID19 <[DCMOHealth.COVID19@gov.scot](mailto:DCMOHealth.COVID19@gov.scot)>; Leitch J (Jason) [redacted]; [redacted]; [redacted]; DG Health & Social Care <[DGHSC@gov.scot](mailto:DGHSC@gov.scot)>; Minister for Public Health and Sport <[MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot)>; Minister for Mental Health <[MinisterMH@gov.scot](mailto:MinisterMH@gov.scot)>; Duffy K (Karen) [redacted]; Lea-Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; [redacted]; [redacted]; Lamb C (Caroline) [redacted]; [redacted]; Deputy Director of Health Workforce [redacted]; Director of Health Workforce [redacted]; [redacted]; [redacted]; [redacted]; Grieve DA (Derek) [redacted]; Head of HSCA [redacted]; [redacted]; [redacted]; Lamb C (Caroline) [redacted]; [redacted]

**Subject:** RE: draft deployment plan

[redacted],

Thanks for this. Please find attached a redraft with changes the Cab Sec has made with further questions/requirements noted.

In addition to what the Cab Sec has noted, there is info from last Friday's deep dive which we can use – the slide on geomapping; we need info on mass vax sites – names and places already agreed with more to come etc; and we need table of supply that shows week by week from 8/12 as far ahead as we are confident so at least to end January and then indicative thereafter – alongside supply we need to be doing 400k per week.

Apologies however the Cab Sec has asked that this is turned around fast and numbers updated etc so that FM can see it this afternoon (after she has cleared the next version). We should anticipate that FM will have asks and so time is needed if we are complete on this tonight.

I would be grateful if you could come back to me on the above by no later than 5pm.

Thanks,  
[redacted]

**From:** [redacted]

**Sent:** 12 January 2021 14:01

**To:** Cabinet Secretary for Health and Sport <[CabSecHS@gov.scot](mailto:CabSecHS@gov.scot)>

**Cc:** [redacted]; MacDougall J (Jamie) [redacted]; [redacted]; [redacted]; [redacted]; Slater T (Tracy) [redacted]; [redacted]; [redacted]; Chief Medical Officer <[CMO@gov.scot](mailto:CMO@gov.scot)>; [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; DCMO Health COVID19 <[DCMOHealth.COVID19@gov.scot](mailto:DCMOHealth.COVID19@gov.scot)>; Leitch J (Jason) [redacted]; [redacted]; [redacted]; DG Health & Social Care <[DGHSC@gov.scot](mailto:DGHSC@gov.scot)>; Minister for Public Health and Sport <[MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot)>; Minister for Mental Health <[MinisterMH@gov.scot](mailto:MinisterMH@gov.scot)>; Duffy K (Karen) [redacted]; Lea-Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; [redacted]; [redacted]; Lamb C (Caroline) [redacted]; [redacted]; Deputy Director of Health Workforce [redacted]; Director of Health Workforce [redacted]; [redacted]; [redacted]; [redacted]; Grieve DA (Derek) [redacted]; Head of HSCA [redacted]; [redacted]; [redacted]; [redacted]; Lamb C (Caroline) [redacted]; [redacted]

**Subject:** RE: draft deployment plan

[redacted], please see attached latest draft of the deployment plan. We will continue to work on this and tidy up the formatting and firm up the stats so that any graphics are as up to date as possible.

You will see I have now added a FAQ annex which we will populate with some of the basic Qs instead of trying to be specific answering every question in the doc I've suggested a short FAQ is added as an annex. This is where the Qs like; how do I find out about the vaccines? How do I book an appointment? Who will contact me? When can I be expected to be contacted? How do I contact you if I want to offer my help as a vaccinator or offer a venue etc? what is the link to the national booking ? etc...

[redacted]

**From:** [redacted] **On Behalf Of** Cabinet Secretary for Health and Sport

**Sent:** 12 January 2021 07:47

**To:** Grieve DA (Derek) [redacted]; Cabinet Secretary for Health and Sport <[CabSecHS@gov.scot](mailto:CabSecHS@gov.scot)>

**Cc:** [redacted]; MacDougall J (Jamie) [redacted]; [redacted]; [redacted]; [redacted]; Slater T (Tracy) [redacted]; [redacted]; [redacted]; Chief Medical Officer <[CMO@gov.scot](mailto:CMO@gov.scot)>; [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; DCMO Health COVID19 <[DCMOHealth.COVID19@gov.scot](mailto:DCMOHealth.COVID19@gov.scot)>; Leitch J (Jason) [redacted]; [redacted]; [redacted]; DG Health & Social Care <[DGHSC@gov.scot](mailto:DGHSC@gov.scot)>; Minister for Public Health and Sport <[MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot)>; Minister for Mental Health <[MinisterMH@gov.scot](mailto:MinisterMH@gov.scot)>; Duffy K (Karen) [redacted]; Lea-Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Lamb C (Caroline) [redacted]; [redacted]; Deputy Director of Health Workforce [redacted]; Director of Health Workforce [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: draft deployment plan

Derek,

The Cabinet Secretary was grateful for the draft deployment plan. She has made a few comments on this and these are included in the attached version. She has also indicated that the plan needs to be restructured as follows:

- Introduction – what is our aim – I have basically set that out in the attached but add to that our aim also being to make it as easy for people to access vaccine as possible with local sites, home vaccination, mobile vaccination, mini sites and mass vaccination sites plus clear public communication and from x date a national booking service both online and by phone
- Then set out the time line for doing that – detailed as far as we can with known supply and commitments given P1& 2 by first week in February; P3&4 offered vaccine by mid Feb and etc – who by end March etc, albeit with caveats around supply
- That timeline needs set alongside the supply line – both what we know and as we go further forward, what we need – alongside this we can set out the

working relationship to get definite delivery dates and the limiter on that – the batch checks etc

- Sticking with JCVI but efforts to reach disadvantaged groups etc
- Then progress as at Wednesday 13 January by P1 and 2 – setting out who they are and percentage covered
- Next workforce – how many to do 400k a week of both vaccinators and support
- Where – sites now and sites planned including mobile units and mini [Army geomapping] and mass – what is definite and how many more in planning
- How you'll know – we go into care homes and do staff and residents; NHS and social care staff are call – how?; over 80s – GP practices plus clinically vulnerable [P4] – national booking service by phone and online. Information via local media and second door drop
- What to do if you think you should be receiving contact
- Additional support – local authorities; army; St Johns and St Andrews plus? What they will/can do – support at vac sites, help people get there etc
- Publishing data to track progress – daily at what time and where; weekly what will be covered, which day and time and where
- How plan will be updated as we move into March, April and May
- What about under 50s? – JCVI advice on prioritising and our delivery routes
- Want to help? – email address

I would be most grateful if the plan can be redrafted taking all of the above into account. If you could have a further version to us by 1230 today it would be most helpful.

Many thanks,  
[redacted]

**From:** Grieve DA (Derek) <[Derek.Grieve@gov.scot](mailto:Derek.Grieve@gov.scot)>

**Sent:** 11 January 2021 16:49

**To:** Cabinet Secretary for Health and Sport <[CabSecHS@gov.scot](mailto:CabSecHS@gov.scot)>

**Cc:** [redacted]; MacDougall J (Jamie) [redacted]; [redacted]; [redacted]; [redacted]; Slater T (Tracy) [redacted]; [redacted]; [redacted]; Chief Medical Officer <[CMO@gov.scot](mailto:CMO@gov.scot)>; [redacted]; [redacted]; Steedman N (Nicola) (DCMO) [redacted]; DCMO Health COVID19 <[DCMOHealth.COVID19@gov.scot](mailto:DCMOHealth.COVID19@gov.scot)>; Leitch J (Jason) [redacted]; [redacted]; [redacted]; DG Health & Social Care <[DGHSC@gov.scot](mailto:DGHSC@gov.scot)>; Minister for Public Health and Sport <[MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot)>; Minister for Mental Health <[MinisterMH@gov.scot](mailto:MinisterMH@gov.scot)>; Duffy K (Karen) [redacted]; Lea-Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Lamb C (Caroline) [redacted]; [redacted]; Deputy Director of Health Workforce [redacted]; Director of Health Workforce [redacted]; [redacted]; [redacted]

**Subject:** draft deployment plan

Cabinet Secretary,

As you are aware and following your commission we have started to draft an outline deployment plan with a view for this to be published alongside your statement on Wednesday. Although very much a draft in progress, I thought it would be helpful if I were to share this with you to check this was in broadly the right direction of travel.

Your views on the broad shape and content would be really appreciated as we can of course reposition this based on your feedback. There are of course quite a few holding places for new information and graphs but I thought it would be better to get you a first pass than wait until we had a polished version before sharing with you.

## **Derek Grieve**

**Interim DD, Vaccines Division**

Covid Public Health Directorate

The Scottish Government

**[redacted]**

**From:** [redacted]

**Sent:** 13 January 2021 18:30

**To:** [redacted]; [redacted]; COVID-19 Vaccinations Team [redacted]; [redacted]; Grieve DA (Derek) [redacted]; [redacted]; [redacted]

**Subject:** RE: Vaccine Deployment Plan

[redacted] can you also send me the link for when it goes on the NHS inform website too thanks

Regards

**[redacted]**

**From:** [redacted]

**Sent:** 13 January 2021 18:26

**To:** [redacted]; [redacted]; COVID-19 Vaccinations Team [redacted]; [redacted]; Grieve DA (Derek) [redacted]; [redacted]; [redacted]

**Subject:** RE: Vaccine Deployment Plan

Thank you!!!

**From:** [redacted]

**Sent:** 13 January 2021 18:25

**To:** [redacted]; COVID-19 Vaccinations Team [redacted]; [redacted]; [redacted]; Grieve DA (Derek) [redacted]

**Subject:** RE: Vaccine Deployment Plan

Whoohoo thank you all for what has been a huge piece of work you should all be proud of.

[redacted]

**From:** [redacted]  
**Sent:** 13 January 2021 18:25  
**To:** COVID-19 Vaccinations Team [redacted]; [redacted]; [redacted]; [redacted];  
Grieve DA (Derek) [redacted]  
**Subject:** Vaccine Deployment Plan

All,

The Vaccine Deployment Plan is now available online

[redacted]

**[redacted]**

**From:** [redacted]  
**Sent:** Tuesday, January 12, 2021 1:41:33 PM  
**To:** [redacted]  
**Cc:** [redacted] ; [redacted]; [redacted]; [redacted] ; Tracy.Slater ; [redacted] ; [redacted]; CMO ;  
[redacted]; [redacted] ; Nicola Steedman ; DCMOHealth.Covid19 ; jason.leitch ; [redacted] ;  
[redacted]; [DGHSC@gov.scot](mailto:DGHSC@gov.scot) ; [MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot) ; [MinisterMH@gov.scot](mailto:MinisterMH@gov.scot) ; Karen Duffy ;  
Stephen.Lea-Ross ; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted] ;  
VaccinationsDelivery ; [redacted] ; [redacted]; [redacted]; Caroline.Lamb ; [redacted];  
DeputyDirectorofHealthWorkforce ; DirectorofHealthWorkforce ; [redacted]; [redacted] ;  
[redacted]; Grieve DA (Derek) ; covid-19.director ; [redacted]  
**Subject:** [redacted] for clearance to send up - Others to comment by 2 pm on draft deployment plan

Hi taking Cab Sec off the list for now and with thanks to everyone who has helped please find attached updated draft which I'd like to get up to Cab Sec by 2:15 pm if possible.

There are still a number of charts and figures to be updated but you will see the outline of where this is going.

I have taken the tactic of instead of trying to be specific answering every question in the doc I've suggested a short FAQ is added as an annex. This is where the Qs like; how do I find out about the vaccines? How do I book an appointment? Who will contact me? When can I be expected to be contacted? How do I contact you if I want to offer my help as a vaccinator or offer a venue etc? what is the link to the national booking ? etc...

[redacted]

**From:** [redacted]  
**Sent:** 12 January 2021 13:45  
**To:** [redacted]  
**Subject:** Re: [redacted] for clearance to send up - Others to comment by 2 pm on draft deployment plan

Looks good to go copy the team in and Caroline please

**From:** [redacted]  
**Sent:** 12 January 2021 21:27  
**To:** Slater T (Tracy) [redacted]; Duffy K (Karen) [redacted]; [redacted]; [redacted]  
**Subject:** Re: Updated Deployment Plan

Can one of you set up a teams call for 8.00 so we can go through the key actions .  
All to attend please .

Get [Outlook for iOS](#)

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**From:** Lamb C (Caroline) [redacted]  
**Sent:** Tuesday, January 12, 2021 8:08:49 PM  
**To:** Tracy.Slater ; Karen Duffy ; [redacted]; [redacted]; [redacted]  
**Cc:** [redacted]  
**Subject:** RE: Updated Deployment Plan

To note that Cab Sec has this draft. We need a final version for FM first thing tomorrow.

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

**From:** Lamb C (Caroline)  
**Sent:** 12 January 2021 20:08  
**To:** Slater T (Tracy) ; Duffy K (Karen) ; [redacted]; [redacted]; [redacted]  
**Cc:** [redacted]  
**Subject:** Updated Deployment Plan

Attached latest draft following conversation with the Cab Sec.

There are a number of things I need checking:

Dates of booking system being available.  
Details of marketing and door drop  
How will you know when to get your vaccine.

I am not happy with Table 2 – taken out of the HSCA model from last week so going to have another look at that now.

How confident are we that supply is accurate – again this is taken from the model last week, only difference is that I have pulled forward the Moderna vaccine as per [redacted] email.

Cheers,

Caroline

Caroline Lamb

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

**From:** [redacted]

**Sent:** 14 January 2021 07:24

**To:** [redacted]; [redacted]; Grieve DA (Derek) [redacted]; [redacted]; [redacted];  
COVID-19 Vaccinations Team [redacted]

**Subject:** RE: Vaccine Deployment Plan

Many thanks [redacted]

There is a small typo which will need corrected in the email address in the plan.

It looks like it was a autocorrect issue. The email address in plan says.Scotland instead of .scot.

We were also alerted last night to a ref in relation to the upscaling to 400,000 in the document commencing 1 February. Cab Sec said by end of February in her statement so this will need corrected in the plan to align.

I spoke to Derek last night and have suggested that the team do a complete comparison between what Cab Sec said yesterday and what ended up in the plan for completeness as the plan was finalised at pace.

I will be back on line later to assist but Derek is around.

Regards

[redacted]

**From:** [redacted]

**Sent:** 12 January 2021 15:41

**To:** [redacted]; MacDougall J (Jamie) [redacted]; Slater T (Tracy) [redacted];  
[redacted]; [redacted]; [redacted] ; Duffy K (Karen) [redacted]

**Cc:** [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Chief  
Medical Officer <[CMO@gov.scot](mailto:CMO@gov.scot)>; [redacted]; [redacted]; Steedman N (Nicola)  
(DCMO) [redacted]; DCMO Health COVID19 <[DCMOHealth.COVID19@gov.scot](mailto:DCMOHealth.COVID19@gov.scot)>;  
Leitch J (Jason) [redacted]; [redacted]; [redacted]; DG Health & Social Care  
<[DGHSC@gov.scot](mailto:DGHSC@gov.scot)>; Minister for Public Health and Sport  
<[MinisterPHS@gov.scot](mailto:MinisterPHS@gov.scot)>; Minister for Mental Health <[MinisterMH@gov.scot](mailto:MinisterMH@gov.scot)>; Lea-

Ross S (Stephen) [redacted]; [redacted]; [redacted]; [redacted]; [redacted];  
[redacted]; [redacted]; Vaccinations Delivery [redacted]; [redacted]; [redacted]; Lamb  
C (Caroline) [redacted]; Deputy Director of Health Workforce [redacted]; Director of  
Health Workforce [redacted]; [redacted]; [redacted]; [redacted]; Grieve DA (Derek)  
[redacted]; [redacted]; [redacted]; Lamb C (Caroline) [redacted]; [redacted]  
**Subject:** IMMEDIATE FOR ACTION by 4:15 no extensions - Draft Vaccine  
Deployment Plan

[redacted]

I've gone through the Cab Secs feedback and the majority of it sits with operational  
delivery and is self-explanatory.

Karen/[redacted]/Tracy/HSCA colleagues – lots to do to get this over the line by 5  
pm could you all look at this urgently. There is narrative on supply that needs  
tightened up and tables etc and lots of things she asked for in the first draft which  
she wants sorted this afternoon.

[redacted] – Cab Sec happy with some of the workforce section but not others. She  
is also querying numbers as different to what she has seen before.

There isn't anything else from policy side I can do to this at the moment and I don't  
have the information to answer the cab secs questions so really need everyone's  
help here. To allow me to edit and redraft I'd need contributions from you all no later  
than 4:15 pm . No extensions I am afraid as Cab Sec wants to get this over the line  
tonight and get a copy to FM.

Really sorry about this.

Regards

**[redacted]**

**From:** Duffy K (Karen) [redacted]  
**Sent:** 13 January 2021 08:14  
**To:** [redacted]; [redacted]  
**Subject:** FW: Vaccine Deployment Plan

This is the best version  
To go in – as just discussed with [redacted] on our 8am meeting

**From:** [redacted]  
**Sent:** 13 January 2021 08:09  
**To:** Lamb C (Caroline) ; [redacted]  
**Cc:** DG Health & Social Care ; Slater T (Tracy) ; Grieve DA (Derek) ; [redacted] ;  
Duffy K (Karen) ; MacDougall J (Jamie) ; [redacted]; [redacted] ; [redacted];

[redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: Vaccine Deployment Plan

Morning

I have done what I can with the prioritisation table to reduce the size of it. I have added a total – I have left unpaid carers in red as I know the final number that we are using has not been confirmed.

Sending the table through in a separate document, not sure who is pulling all the changes together.

[redacted]

[redacted]