

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

**Sent:** 11 January 2022 19:31

**To:** [redacted]@greatermanchester-ca.gov.uk; [redacted]@gov.scot; [redacted]@gov.scot

**Cc:** [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@glasgow.ac.uk

**Subject:** RE: Proposal for continued SG/SIPHER relationship

Dear all

Hope everyone had a good break and happy new year. [redacted], [redacted], [redacted], [redacted] and I met before Christmas and I wanted to send round a note of what we agreed for [redacted] and [redacted] benefit as well as update on actions from that meeting.

- We agreed that we would proceed with recruiting a Senior Knowledge Exchange Officer to work with [redacted] and me in our unit. I have made a start on the job description (attached) and would welcome comments.
- I confirmed [redacted] query about the duration of the post. I had previously made an error and we **can** issue a contract to cover the remainder of SIPHER.
- We discussed how we would fulfil the technical aspect of this role and agreed that we should explore whether PHS could recruit an analyst to be based with them. We felt this had advantages as PHS were already undertaking similar technical analytical work as SIPHER. We are considering the best way of opening this discussion with PHS and, since the meeting have decided that [redacted] will raise with [redacted] in the first instance at their regular catch-up. We will update following that.
- We agreed that we would advertise for a PhD intern to work in our unit for 3 months on the synthetic population. [redacted] and I worked on the advert and it should go live towards the end of January. I will send round when live so it can be circulated to networks. If we get a successful applicant, SG will claim the £5,500 cost back from SIPHER for this.
- We also discussed a single point of contact within SIPHER for the knowledge exchange officer and agreed that this was difficult to achieve. However, the consortium manager would be a good contact as would the other embedded researchers.

I think that is everything but it was a while ago now so feel free to add to or correct anything.

[redacted]

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

**Sent:** 12 January 2022 11:08

**To:** [redacted]@gov.scot; [redacted]@greatermanchester-ca@gov.uk; [redacted]@gov.scot; [redacted]@gov.scot

**Cc:** [redacted]@gov.scot; [redacted]@glasgow.ac.uk

**Subject:** RE: Proposal for continued SG/SIPHER relationship

Hello [redacted]

Thanks for this readout and sharing the draft job spec. You've captured everything I jotted down from our discussion. And it goes without saying that our (policy) team will maintain a link with the Senior KEO as well for the duration of the project.

Regards

[redacted]  
Health Improvement Division  
Health Inequalities Unit  
**Team Leader: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@gov.scot  
**Sent:** 12 January 2022 11:20  
**To:** [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@greatermanchester-ca.gov.uk; [redacted]@gov.scot  
**Cc:** [redacted]@gov.scot; [redacted]@gov.scot  
**Subject:** RE: Proposal for continued SG/SIPHER relationship

Thanks [redacted] that is a really clear and helpful update.

We will feedback once we have discussed with PHS.

[redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk  
**Sent:** 12 January 2022 12:51  
**To:** [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot  
**Cc:** [redacted]@gov.scot; [redacted]@glasgo.ac.uk  
**Subject:** RE: Proposal for continued SG/SIPHER relationship

Thanks all,

Agree that it's a very clear summary of where we got to before Christmas.

I've had a quick scan of the role profile for the SKEO and it looks really good – will have a proper look later this afternoon to see if there is anything we should add and feed back to Katherine.

Look forward to hearing what [redacted] thinks about a PHS hosted role. I think [redacted] mentioned when we met that she had very loosely explored the possibilities of hosting someone in PHS with colleagues of [redacted], so [redacted] may already be aware that we were considering it.

Regards

[redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk  
**Sent:** 18 January 2022 12:22  
**To:** [redacted]@gov.scot; [redacted]@gov.scot  
**Subject:** RE: Proposal for continued SG/SIPHER relationship

Hi both,

Just a quick query on the PHS post.

The SIPHER directorate are having a catchup with the UKPRP funders tomorrow, and [redacted] from PHS is on the call.

[redacted] – I'm assuming you haven't had your catch up with [redacted] yet, but let us know if there has been any progress.

Thanks

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 18 January 2022 17:39  
**To:** [redacted]@greatermanchester-ca.gov.uk; [redacted]@gov.scot  
**Subject:** RE: Proposal for continued SG/SIPHER relationship

Hi [redacted],

[redacted] has briefly raised it with [redacted]. As a next step [redacted] was going to speak to the people in PHS who have been involved in SIPHER so far and then we would have a fuller discussion. So [redacted] is aware of the proposal but we've not progressed yet to discussing how feasible it would be.

[redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk  
**Sent:** 27 January 2022 16:31  
**To:** [redacted]@gov.scot  
**Subject:** RE: Proposal for continued SG/SIPHER relationship

Hi [redacted],

Hope things are good with you.

Just checking in on this potential PHS post and on the SG Senior Knowledge Exchange Officer post.

Is there anything you need from us?

Thanks

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 01 February 2022 01:18  
**To:** [redacted]@strath.ac.uk  
**Cc:** [redacted]@strath.ac.uk; [redacted]@greatermanchester-ca.gov.uk; [redacted]@sheffield.ac.uk  
**Subject:** RE: Follow up from meeting - 28th January 2022

Hi [redacted],

Some minor amendments to the update from SG, please see below. I will provide relevant information about the programme this week (needs to be cleared at official level as programme not yet public!). Thanks also for the questions, which will be helpful when I start approaching relevant teams for info.

Thanks

[redacted]

### Scottish Govt

- Ongoing work within Scottish Government in relation to Place and Wellbeing programme of work. Asif will share some slides. It feels like this is an exciting area of work which starts to develop a tangible way to have an impact on health inequalities. A key workstream of the programme is focused on supporting Scotland's health and social care providers to become active 'anchor institutions' that can help to mitigate against some of the drivers of socioeconomic inequalities within their local area.
- Asif and team working with Public Health Scotland to develop a Theory of Change around Community Wealth Building and is keen for SIPHER to be a potential stakeholder in this work. Asif will let us know when that work is going ahead so we can discuss the best way for SIPHER to be involved.
- The Office of the Chief Economic Adviser (OCEA) has committed some staff capacity to SIPHER who will be able to offer a specific economic perspective and some analytical support where needed.

Update:

Joanne Briggs ([Joanne.Briggs@gov.scot](mailto:Joanne.Briggs@gov.scot)), Senior Economic Adviser, will be the main link from OCEA to SIPHER. Joanne will represent OCEA on the Inclusive Economy Advisory Group and Polly Le Grand ([Polly.Legrand@gov.scot](mailto:Polly.Legrand@gov.scot)), Economic Adviser, who is leading on the Wellbeing Economy Monitor, will be the poc for the indicators work (as needed). **[Kat/Clemmie:** You should approach Polly and Joanne directly for a meeting about WEM. Please note it is still in development so Joanne and Polly will only be able to share where they are at with it.] Laura Moffat ([Laura.Moffat@gov.scot](mailto:Laura.Moffat@gov.scot)), Senior Economic Policy Officer, and Jenny Hogan ([Jenny.Hogan@gov.scot](mailto:Jenny.Hogan@gov.scot)), Wellbeing Economy Policy lead, are leading on the Clacks project so will be best placed to engage on the next stages of that work, including iteration of the systems maps, etc.

- Asif flagged that ~~there are new Scottish Government commitments to communities, climate change and child poverty. For the first time~~ his team is being asked to increasingly ~~show~~ demonstrate how their work to tackle health inequalities ~~is~~ can having an impact on other key policy areas such as child poverty and climate change. This is a positive development in terms of ~~the~~SG's commitment to cross-policy working. It will be important for SIPHER to have an eye to these kinds of outcomes. The IE indicators do include a measure of child poverty which will be useful.

[redacted]

Scottish Government  
Population Health Directorate

**Health Inequalities Unit: Fair Health Team**

**Mobile:** [redacted]

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

**Sent:** 03 February 2022 18:32

**To:** [redacted]@greatermanchester-ca.gov.uk

**Cc:** [redacted]@gov.scot; [redacted]@gov.scot

**Subject:** RE: Proposal for continued SG/SIPHER relationship

Hi [redacted] (and [redacted] – to keep you updated on what's happening),

For the recruitment of the Senior Knowledge Exchange Officer post, we have decided to take a slightly different approach. I had intended to undertake a formal external recruitment but the process is taking too long and I've heard from others that it is very slow at the moment.

Therefore, I propose that we adopt a more informal approach where we don't formally advertise. This means that we can't use the SG website to advertise and the contract will be limited to 23 months. However, we can move much more quickly and recruit in a way that works for us, i.e. SIPHER colleagues can be involved in interviewing.

As we can't use the SG website, would you be able to circulate the job description round your networks? I've adapted it for this purpose and attached to this email. If it all looks ok to you, then I'll also start sending it round my contacts in universities.

Do you want to let me know who from SIPHER would like to help with the selection process and I'll discuss with them how we manage that.

I checked in with [redacted] on the potential PHS post and she hasn't heard anything more from [redacted] but is happy for us to proceed with discussing it with PHS. Will I contact [redacted] and ask if PHS would like a meeting to discuss further? Would you be happy to join that meeting [redacted]?

[redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk

**Sent:** 04 February 2022 12:15

**To:** [redacted]@gov.scot

**Cc:** [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@glasgow.ac.uk;

[redacted]@glasgow.ac.uk

**Subject:** RE: Proposal for continued SG/SIPHER relationship

Hi [redacted],

Thanks for this – looks like it will be the best way forward to get someone in as quick as we can.

[redacted] is keen to be on the interview panel, with [redacted] as a back-up if needed.

Only query is whether the deadline is a bit tight for people to apply? Was this deliberate because of your availability to interview etc., or should we push it back a week?

Also - I assume that we are OK to post the JD on the SIPHER website, but please can you confirm?

On the PHS role – yes please do go ahead and try and set something up with [redacted]. I'm happy to be involved or [redacted] could be instead as she has well established contacts with [redacted] as [redacted] (who I think are in [redacted] team) and who might be the best people to host the post.

Thanks

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 04 February 2022 13:14  
**To:** [redacted]@greatermanchester-ca.gov.uk  
**Cc:** [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@glasgow.ac.uk;  
[redacted]@glasgow.ac.uk  
**Subject:** RE: Proposal for continued SG/SIPHER relationship

Hi [redacted],

We can push everything back a week. I've made changes in the document.

That would be good if you can post on your website.

[redacted], I'll be in touch separately to arrange sifting applications and interviews.

I'll contact PHS and see if we can get something set up

[redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk  
**Sent:** 04 February 2022 14:03  
**To:** [redacted]@gov.scot  
**Cc:** [redacted]@gov.scot >; [redacted]@gov.scot ; [redacted]@glasgow.ac.uk;  
[redacted]@glasgow.ac.uk  
**Subject:** RE: Proposal for continued SG/SIPHER relationship

Great – thanks [redacted] – we'll get it circulated.

**From:** [redacted]@gov.scot  
**Sent:** 04 February 2022 14:56  
**To:** [redacted]@phs.scot  
**Cc:** [redacted]@greatermanchester-ca.gov.uk; [redacted]@glasgow.ac.uk; [redacted]@gov.scot;  
[redacted]@gov.scot; [redacted]@phs.scot >; [redacted]@phs.scot  
**Subject:** SIPHER - possibility of role of embedded analyst in PHS

Dear [redacted]

I hope you are well.

I believe that [redacted] briefly mentioned the SIPHER programme to you at your regular catch-up last month, and put forward the idea of whether PHS may be willing to host an analyst to work on this project. I am following up that conversation to provide further detail and see if that is something that PHS would be interested in.

Both the Scottish Government and PHS are partners in SIPHER. I've copied in [redacted] and [redacted] as they have both been involved in SIPHER. Within HSCA, we previously had an embedded SIPHER researcher ([redacted]) working in the SG. The idea behind this was that the embedded researcher would provide a link between academia and policy and would act as a translator between the two. They would also help develop SIPHER's approach and tools, and test these tools for use in the Scottish Government. However, we found it difficult to find one person with the necessary analytical skills to cover all of SIPHER and have decided to split the role

HSCA are in the process of recruiting a part-time Senior Knowledge Exchange Officer to do the networking and translating aspect of the role. We are exploring how to meet the analytical side of the role and one idea is that PHS could recruit and host an analyst. SIPHER would provide the funding this and it would be around a 0.5 post.

It would be a strongly quantitative / data scientist role. They would work with things like the synthetic population that SIPHER have created ( more detail in the third video Videos - Sipher), explore spatial inequalities, wellbeing domains etc. This may be a good fit as it feels similar to some other work and analysis that you have underway.

We would be keen to discuss further (along with [redacted] and/or [redacted] from SIPHER) so please do let me know if you think this is worth exploring.

Best wishes

[redacted]

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

**Sent:** 07 February 2022 19:13

**To:** [redacted]@glasgow.ac.uk; [redacted]@gov.scot; [redacted]@greatermanchester-ca.gov.uk

**Cc:** [redacted]@gov.scot; [redacted]@glasgow.ac.uk

**Subject:** RE: Proposal for continued SG/SIPHER relationship

Hi [redacted]

Many thanks for posting this. Just to say that, in addition to [redacted], am also happy to discuss with any prospective/interested candidates from a policy perspective. Esp. if it helps to encourage interest in the role. 😊

[redacted]

Health Improvement Division

Health Inequalities Unit

**Team Leader: Fair Health Team**

**Mobile:** [redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk  
**Sent:** 16 February 2022 10:17  
**To:** [redacted]@gov.scot; [redacted]@sheffield.ac.uk; [redacted]@sheffield.ac.uk;  
[redacted]@greatermanchester-ca.gov.uk; [redacted]@gov.scot  
**Cc:** [redacted]@glasgow.ac.uk; [redacted]@glasgow.ac.uk  
**Subject:** RE: SIPHER Policy Partner catch up meeting Thurs 17 Feb 1400 - 1600hrs

Hi all,

A reminder that due to the Uni strike this week, we are using the SIPHER Consortium Management Group slot as a policy partner catchup.

Below is a suggested agenda.

Please send through any things you want to add.

Also – please forward on the invite to anyone else who wants to attend (e.g. Embedded researchers or others not normally on the CMG attendees list).

1. Introductions
2. What do we as policy partners want to get out of SIPHER over the next 6/12 months?
3. Challenges/opportunities
4. Whole team meeting planning
5. Future themes – public mental health; housing.
6. Future joint working across policy partners (not just SIPHER)

Regards

[redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk  
**Sent:** 17 February 2022 13:12  
**To:** [redacted]@gov.scot; [redacted]@sheffield.ac.uk; [redacted]@sheffield.ac.uk;  
[redacted]@greatermanchester-ca.gov.uk; [redacted]@gov.scot; [redacted]@sheffield.ac.uk;  
[redacted]@greatermanchester-ca.gov.uk  
**Cc:** [redacted]@glasgow.ac.uk; [redacted]@glasgow.ac.uk  
**Subject:** RE: SIPHER Policy Partner catch up meeting Thurs 17 Feb 1400 - 1600hrs

Hi all,

For the Whole Team Meeting planning item later, see attached an initial DRAFT agenda. Keen to check whether it meets our combined needs as policy partners (and get any other feedback/suggestions).

Thanks

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 04 March 2022 11:56  
**To:** [redacted]@strath.ac.uk; [redacted]@strath.ac.uk; [redacted]@sheffield.ac.uk;



[redacted]@greatermanchester-ca.gov.uk; [redacted]@sheffield.ac.uk; [redacted]@sheffield.ac.uk  
**Subject:** RE: WS1/ER meeting: new Zoom link

Hi [redacted]

Thanks for relaying the message. Hope all is ok at [redacted] end.

I'd already advised [redacted] that I could no longer attend but happy to catch-up at some point next week on this work if possible as no one from SG can make it along today.

Regards

[redacted]  
Scottish Government  
Population Health Directorate  
**Health Inequalities Unit: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@gov.scot  
**Sent:** 10 March 2022 14:38  
**To:** [redacted]@glasgow.ac.uk; [redacted]@glasgow.ac.uk  
**Cc:** [redacted]@greatermanchester-ca.gov.uk  
**Subject:** RE: Senior KE officer applications

Hi [redacted]

I'm happy for you to go ahead with that amendment to the agreement.

That's good news that there is a potential person for the KE post. Happy to discuss, along with any alterations we can make to make it a more attractive proposition for them.

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 18 March 2022 16:31  
**To:** [redacted]@glasgow.ac.uk; [redacted]@glasgow.ac.uk  
**Cc:** [redacted]@greatermanchester-ca.gov.uk  
**Subject:** RE: Proposal for continued SG/SIPHER relationship

Hi [redacted],

That's great to hear that you have someone interested. If I'm being honest our HR processes are taking an extremely long time at the moment so even if we got a successful candidate through re-advertising, it might now be June/July before we had them in post. So September/October isn't such a big leap from there!

Perhaps we could discuss how we cover the interim period when we meet in Manchester in a couple of weeks? Both [redacted] and I are coming so good opportunity to think this through.

Have a good weekend

[redacted]

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

**Sent:** 25 March 2022 16:57

**To:** [redacted]@leeds.ac.uk; [redacted]@greatermanchester-ca.gov.uk; [redacted]@glasgow.ac.uk

**Cc:** [redacted]@glasgow.ac.uk

**Subject:** Synthetic population - internship in SG

Hi [redacted], [redacted], [redacted],

We recently advertised an internship to work in the SG on the synthetic population and have just heard that we received an applicant. The plan was for the intern to work with the SIPHER team and the Scottish government to explore what is possible with the synthetic population, carry out analysis to produce outputs that better demonstrate inequalities and identify how these can be used by policy makers.

I've attached the applicant's CV. I'm happy with his skill set and think he would be a good addition to the team but obviously keen to have your opinion too. In terms of timing, we can bring him in from mid-May onwards for a period of 3 months. So it would also be helpful to know if there are any constraints on timing from the SIPHER end.

I'd like to get in touch with him fairly quickly so I'd be very grateful if you could get back to me by Tuesday morning letting me know if you are happy for me to go ahead and offer him the internship.

Thanks

[redacted]

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

**Sent:** 29 March 2022 10:04

**To:** [redacted]@greatermanchester-ca.gov.uk

**Cc:** [redacted]

**Subject:** SIPHER Agenda tomorrow - quick Q

**Importance:** High

Hi [redacted]

I was looking at the agenda for tomorrow's meeting and need some clarification on one of the Thursday items:

The proposed format is:

- Brief policy partner presentations: What are the key housing and public mental health challenges in each of the policy partner areas? How could a link to inclusive economy thinking help resolve some of them?
- Group discussion
  - Should SIPHER tackle the public mental health or housing topic first?

- What kind of systemic questions about policy prioritisation may be of interest? Is there common ground or are there different priorities in our three organisations?
- Are there any upcoming opportunities to be aware of?

My understanding is that in SCOTLAND our other topic is **public mental health** (agreed since start of project). We are not expecting to talk about **Housing**. Is SIPHER expecting SCOTLAND to say something on this? [redacted] and [redacted] can cover the mental health as it is part of their analytical brief as standard. I will provide a quick over view of our placed-based policy work that is driving our activity.

[redacted]  
Health Improvement Division  
Health Inequalities Unit  
**Team Leader: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk  
**Sent:** 29 March 2022 10:13  
**To:** [redacted]@gov.scot  
**Cc:** [redacted]@glasgow.ac.uk  
**Subject:** RE: SIPHER Agenda tomorrow - quick Q

Hi [redacted],

That's fine – as you say, the Scotland topic has always been Mental health, but we're hoping that the housing topic will be useful for Scotland (and Sheffield) too.

It's great that [redacted] and [redacted] can cover the Mental Health topic, as that's something that the other partners have less expert knowledge on.

GM colleagues should be able to cover the housing side, but obviously keen for any Scottish viewpoints to feed in, so we can start to scope out something that will be useful for everyone.

Look forward to seeing you tomorrow.

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 29 March 2022 13:22  
**To:** [redacted]@glasgow.ac.uk; [redacted]@leeds.ac.uk; [redacted]@greatermanchester-ca.gov.uk  
**Cc:** [redacted]@glasgow.ac.uk  
**Subject:** RE: Synthetic population - internship in SG

Hi [redacted],

Sorry to chase but wondering if you have had a chance to have a look? As [redacted] says, we will need your input into developing a workplan for the intern so it would be

really helpful to know if there were definite times you weren't available over the summer.

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 29 March 2022 15:13  
**To:** [redacted]@greatermanchester-ca.gov.uk  
**Cc:** [redacted]@glasgow.ac.uk  
**Subject:** RE: SIPHER Agenda tomorrow - quick Q

Thanks [redacted]. I will check in with Housing colleagues on anything relevant they can advise me on and I will share verbally at meeting.

[redacted] – I know [redacted] is doing her own slides. Mine are nearly finalised and will email to you shortly.

[redacted]  
Health Improvement Division  
Health Inequalities Unit  
**Team Leader: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@gov.scot  
**Sent:** 29 March 2022 16:47  
**To:** [redacted]@leeds.ac.uk; [redacted]@glasgow.ac.uk; [redacted]@greatermanchester-ca.gov.uk  
**Cc:** [redacted]@glasgow.ac.uk  
**Subject:** RE: Synthetic population - internship in SG

Hi [redacted],

That's great. We can definitely work to have a plan in place before you take paternity leave (congratulations by the way!). I've now offered [redacted] the internship so assuming he accepts we can then start developing a plan.

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 30 March 2022 09:45  
**To:** [redacted]@leeds.ac.uk; [redacted]@glasgow.ac.uk; [redacted]@greatermanchester-ca.gov.uk  
**Cc:** [redacted]@glasgow.ac.uk  
**Subject:** RE: Synthetic population - internship in SG

Hi all,

[redacted] would like a chat before making a decision. Is anyone free on Friday or Tuesday to join me in discussing the internship with him? I can speak about the experience of being an intern in the SG but it would be great to have someone who could talk a bit about the synthetic population and what he would be required to do. I think we'd need around 45 minutes

Potential times are:  
Friday 13:00-14:00 or 15:00-17:00  
Tuesday: All afternoon

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 04 April 2022 17:48  
**To:** [redacted]@glasgow.ac.uk; [redacted]@greatermanchester-ca.gov.uk  
**Cc:** [redacted]@gov.scot; [redacted]@gov.scot  
**Subject:** SIPHER Full Team meeting

Hello [redacted] and [redacted]

It was good to meet you both and other SIPHER colleagues last week. It was an intense discussion but it was worthwhile. I just wanted to drop a quick email of thanks for that.

[redacted], [redacted] and I had a quick chat post-meeting. We are considering our next steps now and SG's contribution to the development of the policy analysis plan that was proposed by [redacted]. We'll keep you informed on that.

Kind regards

[redacted]  
Scottish Government  
Population Health Directorate  
**Health Inequalities Unit: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@gov.scot  
**Sent:** 07 April 2022 11:11  
**To:** [redacted]@glasgow.ac.uk; [redacted]@glasgow.ac.uk  
**Cc:** [redacted]@greatermanchester-ca.gov.uk; [redacted]@strath.ac.uk  
**Subject:** RE: Proposal for continued SG/SIPHER relationship

Hi – just to follow up on this. I had a chat with [redacted] and thought she was fantastic. She's done previous knowledge exchange roles and was very thoughtful about how to make it work well. I'm happy to proceed but I think she's going to speak to you [redacted] to find out more about the SIPHER side before making a final decision.

**From:** [redacted]@gov.scot  
**Sent:** 07 April 2022 16:02  
**To:** [redacted]@leeds.ac.uk; [redacted]@greatermanchester-ca.gov.uk  
**Cc:** [redacted]@glasgow.ac.uk; [redacted]@greatermanchester-ca.gov.uk; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot  
**Subject:** Synthetic population internship

Hi [redacted], [redacted],  
(copying others for info)

I'm pleased to let you know that [redacted], a Psychology PhD student from Edinburgh University, has accepted the 3 month internship at the Scottish Government to work on the synthetic population. He will start on 23 May and finish on 19 August. During this time he will be line managed by [redacted], one of our excellent Senior Assistant Statisticians.

[redacted], I know you won't be around when [redacted] is due to start. [redacted] – are you around in late May? It would be great if we could arrange for [redacted] to have a chat with you about the work you have done on the synthetic population when he starts.

I was also hoping we (i.e. [redacted], [redacted], [redacted] and I) could get together at the start of May to develop an initial plan for [redacted]. Potential availability for me and [redacted] is:

3/5 13:00-15:00  
6/5 11:00-16:00  
10/5 10:00-11:00  
11/5 14:00-16:00

If that sounds ok would you be able to let us know your availability? We will also need to order a laptop for [redacted] so can you let me know what software he might need and I'll request it?

Thanks  
[redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk  
**Sent:** 08 April 2022 10:57  
**To:** [redacted]@gov.scot; [redacted]@leeds.ac.uk  
**Cc:** [redacted]@glasgow.ac.uk; [redacted]@greatermanchester-ca.gov.uk; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot  
**Subject:** RE: Synthetic population internship

Morning [redacted],

Hope you're well and are looking forward to the weekend.

That's brilliant news, looking forward to working with [redacted], I am around in late May, I return from a spell of Annual Leave spent galivanting around the Basque Country on Monday 23<sup>rd</sup> of May so I should be lovely and refreshed in order to get [redacted] briefed up on the Synthetic Population.

I can also do all of those times to meet with yourself and [redacted] except from Tuesday 10<sup>th</sup> May, feel free to send across an invitation once you've got a time/date sorted.

In terms of software, [redacted] will need R Studio, QGIS and Tableau I would have thought, the former two are open license and he may be able to manage with just those but Tableau would be

nice as well, can talk more when we meet, do we have much idea of [redacted] familiarity with said pieces of software?

Best Wishes,

[redacted]

[redacted]  
Lead Analyst (SIPHER)  
Greater Manchester Combined Authority  
[redacted]  
[www.sipher.ac.uk](http://www.sipher.ac.uk)

**From:** [redacted]@gov.scot  
**Sent:** 08 April 2022 11:25  
**To:** [redacted]@greatermanchester-ca.gov.uk; [redacted]@leeds.ac.uk  
**Cc:** [redacted]@glasgow.ac.uk; [redacted]@greatermanchester-ca.gov.uk; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot>  
**Subject:** RE: Synthetic population internship

Hi [redacted],

That's brilliant – great to hear you'll be around then. We will set something up for you to speak with [redacted] that week. Thanks also for the advice on the software programmes, we will get that ordered. He certainly mentioned R expertise, not sure about the others but he strikes me as someone who can pick things up easily!

It's not just the weekend I am looking forward to, but two weeks off! With that in mind, [redacted], when [redacted] sends his availability would you be able to find a suitable time and send a meeting request?

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 08 April 2022 11:30  
**To:** [redacted]@gov.scot; [redacted]@greatermanchester-ca.gov.uk; [redacted]@leeds.ac.uk  
**Cc:** [redacted]@glasgow.ac.uk; [redacted]@greatermanchester-ca.gov.uk; [redacted]@gov.scot; [redacted]@gov.scot  
**Subject:** RE: Synthetic population internship

Hi [redacted],

Yes no problem, will send a diary invite when we have everyone's details. Re the laptop, I'm not sure about proprietary programmes, i.e. Tableau. However, IT have (in my experience) been swift about sorting our machines out – especially getting open source software installed – so shouldn't be a problem for R and QGIS.

Best,

[redacted]  
Senior Assistant Statistician

Population Health Analysis  
COVID Public Health Directorate  
Scottish Government



**From:** [redacted]  
**Sent:** 19 April 2022 01:57  
**To:** [redacted]@strath.ac.uk; [redacted]@sheffield.ac.uk  
**Cc:** [redacted]@greatermanchester-ca.gov.uk; [redacted]@strath.ac.uk  
**Subject:** RE: Note of recent SIPHER meeting with WS1

Hi [redacted]

Thanks for drafting a note of our meetings. Sounds accurate to me – nothing to add or amend.

Regards

[redacted]  
Health Improvement Division  
Health Inequalities Unit  
**Team Leader: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk  
**Sent:** 06 May 2022 13:47  
**To:** [redacted]@gov.scot  
**Subject:** RE: SIPHER Full Team meeting

Hi [redacted],

Hope things are good with you.

How are you getting on with thinking about the SG policy analysis support plan?

I'm trying to pull a summary together early next week so that we can present it to the Inclusive Economy Advisory Group.

Happy to discuss on a Teams call if useful.

Thanks

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 10 May 2022 11:47  
**To:** [redacted]@greatermanchester-ca.gov.uk  
**Cc:** [redacted]@gov.scot; [redacted]@gov.scot  
**Subject:** RE: SIPHER Full Team meeting



Hi [redacted]

I've just returned from leave today so catching up. Copied in [redacted] who is leading on the development of the plan and we'll keep you updated asap. Has anyone else submitted anything yet out of interest? Also, can I check if you have a SG colleague confirmed to attend Monday's IEAG?

Thanks

[redacted]  
Health Improvement Division  
Health Inequalities Unit  
**Team Leader: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk  
**Sent:** 10 May 2022 15:17  
**To:** [redacted]@gov.scot  
**Cc:** [redacted]@gov.scot; [redacted]@gov.scot  
**Subject:** RE: SIPHER Full Team meeting

Hi [redacted],

Thanks – thought you might have been away, so was about to check in with [redacted] and [redacted]. Hope you had a good break.

See attached our GM first draft for info. We've kept it relatively short for now – and it will need discussion with SIPHER academic colleagues as to what is possible so that we can then flesh it out with more detail. But I'm hoping it gives a better idea of where they (and the relevant tools they are developing) can fit in to support us.

Sheffield have also produced something similar – I'll ask [redacted] if they are able to share that too.

I'm not sure about Monday's meeting – I'll check with [redacted] on SG attendance.

Regards

[redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk  
**Sent:** 10 May 2022 15:45  
**To:** [redacted]@gov.scot  
**Cc:** [redacted]@gov.scot; [redacted]@gov.scot  
**Subject:** RE: SIPHER Full Team meeting

Hi [redacted],

Just a follow up on the IEAG attendance. [redacted] has confirmed that [redacted] is down to attend on behalf of [redacted].

Regards

[redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk  
**Sent:** 10 May 2022 15:59  
**To:** [redacted]@gov.scot  
**Cc:** [redacted]@gov.scot; [redacted]@gov.scot  
**Subject:** RE: SIPHER Full Team meeting

And a further follow up with Sheffield's first draft plan. [redacted] has asked me to make clear that (like the GM one) it is still a work in progress and not complete yet.

Thanks

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 10 May 2022 17:35  
**To:** [redacted]@greatermanchester-ca.gov.uk  
**Cc:** [redacted]@gov.scot; [redacted]@gov.scot  
**Subject:** RE: SIPHER Full Team meeting

Hi [redacted]

Thanks for the update re [redacted] attendance – which is great to hear – and for sharing draft Sheffield and GMCA plans, which are really helpful to see. We started ours will get something to you this week asap.

Regards

[redacted]

Health Improvement Division  
Health Inequalities Unit  
**Team Leader: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@gov.scot  
**Sent:** 11 May 2022 15:51  
**To:** [redacted]@strath.ac.uk; [redacted]@glasgow.ac.uk; [redacted]@glasgow.ac.uk  
**Cc:** [redacted]@greatermanchester-ca.gov.uk  
**Subject:** RE: Proposal for continued SG/SIPHER relationship

Hi all,

Just following up to see if [redacted] had confirmed with you whether she was interested in taking the role? I've not heard anything from her but thought I'd check with you before directly approaching her.

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 13 May 2022 16:42  
**To:** [redacted]@gov.scot; [redacted]@greatermanchester-ca.gov.uk  
**Cc:** [redacted]@gov.scot  
**Subject:** RE: SIPHER Full Team meeting

Hi [redacted]

Here is our plan – we've kept it very simple so happy to discuss.

[redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk  
**Sent:** 13 May 2022 20:55  
**To:** [redacted]@gov.scot; [redacted]@gov.scot  
**Cc:** [redacted]@gov.scot  
**Subject:** RE: SIPHER Full Team meeting

Hi [redacted],

Simple is good!

And these all look very useful questions.

Are any of you on the Research Meeting zoom on Tuesday. We're going to give an overview of progress so far with these plans, so if one of you was there to briefly talk through yours, that would be great.

Thanks

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 23 May 2022 11:26  
**To:** [redacted]@strath.ac.uk; [redacted]@gov.scot  
**Cc:** [redacted]@greatermanchester-ca.gov.uk; [redacted]@glasgow.ac.uk [redacted]@glasgow.ac.uk  
**Subject:** RE: Proposal for continued SG/SIPHER relationship

Hi [redacted]

[redacted] is off today but I know she is considering this at the moment and is planning to update you asap.

Speak soon.

ps I'll also update you and SIPHER colleagues following the Parly. Inquiry session tomorrow.

[redacted]  
Health Improvement Division

Health Inequalities Unit  
**Team Leader: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@gov.scot  
**Sent:** 25 May 2022 08:57  
**To:** [redacted]@strath.ac.uk; [redacted]@gov.scot  
**Cc:** [redacted]@greatermanchester-ca.gov.uk; [redacted]@glasgow.ac.uk;  
[redacted]@glasgow.ac.uk  
**Subject:** RE: Proposal for continued SG/SIPHER relationship

Hi [redacted],

Apologies for not getting back right away. I have met [redacted] previously and think he would be a good fit for a role. However, your email coincided with the announcement of a recruitment freeze for the Scottish Government. We are unsure how long this will last and I have been trying to understand the implications for this post. There are a number of options we can pursue – for example, we can apply for an exception to recruit or we could explore the possibility of [redacted] being employed by a university and then coming in on a placement to the SG.

It might be a few weeks before we have confirmation that we can proceed. I could have a chat with [redacted] anyway about the role and see if he is interested with the understanding that we are not quite sure how it will proceed. Do you think that [redacted] would be happy to speak on that basis?

On another topic, there is another call for proposals for internships (3 month PhD student placements in the SG). I will resubmit the proposal for the internship on the synthetic population. I had also discussed with [redacted] the possibility of an internship on something more knowledge exchange based – [redacted] what do you think? Is there something an intern could usefully do to support your work while working for 3 months in the Scottish Government? (cost is £5,500)

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 01 June 2022 14:24  
**To:** [redacted]@greatermanchester-ca.gov.uk; [redacted]@glasgow.ac.uk;  
[redacted]@glasgow.ac.uk  
**Cc:** [redacted]@gov.scot; [redacted]@strath.ac.uk; [redacted]@gov.scot; [redacted]@gov.scot  
**Subject:** Recruitment and internships

Hi all,

Following up on my email below about the recruitment freeze, I am emailing to let you know that we won't be pursuing the recruitment of the KE officer at this point. Clearly this is very disappointing and understand it will be frustrating for SIPHER. We are unclear when the recruitment freeze will end but we are committed to looking into how we can pick this up again when it ends.

Within the SG, we want to keep momentum with our involvement in the SIPHER programme. One way of doing that is making use of our internship scheme which is still up and running. I spoke with [redacted] yesterday and he is keen to take advantage and come and work with us as part of that scheme. This seems like a good back-up plan to keep us going through the recruitment freeze so I have developed a broad proposal to submit into the internship scheme (see attached). As a reminder, this scheme is advertised through the Scottish Graduate School of Social Science and invites PhD students to apply for 3 month internships in different organisations (can also be done part time over an extended period of time which might be a good option for us). They are paid for their time and their PhD is extended by 3 months. The cost to SIPHER is £5,500. I'd be grateful if you could let me know if you are happy for me to advertise this and can confirm budget. Also welcome any thoughts on the proposal itself although I think we keep it vague at the moment.

I also plan to resubmit the proposal for the synthetic population so we could potentially have two people in the SG dedicated to SIPHER over the autumn/winter. It's not a long term plan but it will hopefully maintain engagement and allow us to properly contribute to thinking, e.g. around the new focus on public mental health.

Apologies for the short timescales as I know it is a holiday weekend but proposals for the internship scheme are due on Tuesday so grateful for responses by end of the day on Monday.

Thanks  
[redacted]

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

**Sent:** 17 June 2022 13:06

**To:** [redacted]@glasgow.ac.uk; [redacted]@gov.scot; [redacted]@glasgow.ac.uk;  
[redacted]@glasgow.ac.uk; [redacted]@gov.scot; [redacted]@greatermanchester-ca.gov.uk;  
[redacted]@glasgow.ac.uk; [redacted]@gov.scot

**Subject:** RE: SIPHER / Scottish Government Quarterly catch up meeting

Hi everyone,

We have a catch-up on Tuesday. There are a couple of things that we would like to cover – please let us know what you would like to add to this.

1. Policy Support Analysis Plan – follow up from all team meeting
2. update on recruitment
3. Thinking ahead to the focus on public mental health (in particular, a bit of background on what this means, and thinking about who you want to engage with in other areas of SG and how)

[redacted] is only able to make the first 30 minutes, [redacted] has a couple of other commitments but might be able to make it and [redacted] and I will definitely be there.

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 22 June 2022 09:43  
**To:** [redacted]@glasgow.ac.uk; [redacted]@glasgow.ac.uk; [redacted]@phs.scot;  
[redacted]@greatermanchester-ca.gov.uk; [redacted]@phs.scot  
**Cc:** [redacted]@gov.scot>  
**Subject:** RE: Secondment for the SG embedded person

I've checked from our side and I'm afraid it's not something we could do at the moment. We could perhaps revisit when the recruitment freeze is lifted

**From:** [redacted]@gov.scot  
**Sent:** 22 June 2022 17:54  
**To:** [redacted]@glasgow.ac.uk; [redacted]@sheffield.ac.uk; [redacted]@glasgow.ac.uk;  
[redacted]@manchester.ac.uk; [redacted]@glasgow.ac.uk; [redacted]@glasgow.ac.uk;  
[redacted]@sheffield.ac.uk; [redacted]@sheffield.ac.uk; [redacted]@strath.ac.uk;  
[redacted]@sheffield.ac.uk; [redacted]@sheffield.ac.uk; [redacted]@greatermanchester-ca.gov.uk;  
[redacted]@greatermanchester-ca.gov.uk; [redacted]gov.scot; [redacted]@strath.ac.uk;  
[redacted]@leeds.ac.uk; [redacted]@glasgow.ac.uk; [redacted]@sheffield.ac.uk;  
[redacted]@manchester.ac.uk; [redacted]@sheffield.ac.uk  
**Cc:** [redacted]@phs.scot  
**Subject:** RE: SIPHER CMG Meeting Thurs 23 June 2022 1400 - 1500hrs

SIPHER Colleagues

Conscious we haven't offered a policy update from SG in a while. Have attached one here in case of interest.

Regards

[redacted]  
Scottish Government  
Population Health Directorate  
**Health Inequalities Unit: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@gov.scot  
**Sent:** 23 June 2022 12:57  
**To:** [redacted]@strath.ac.uk; [redacted]@greatermanchester-ca.gov.uk;  
**Cc:** [redacted]@strath.ac.uk; [redacted]@gov.scot  
**Subject:** RE: WS1/ER Meeting Agenda - 30th June 2022

**CAUTION: This email originated outside the University. Check before clicking links or attachments.**

Hi [redacted]

Thanks. Copying in my colleague [redacted] for awareness too.

Still trying to get updated org. chart (changes all the time given ever-changing focus of SG!).

Can you advise what 1c. is about again and what input will be required from SG on that? We've had a recent catch-up with [redacted] re SG's focus plus [redacted] and I have had an initial discussion about MH interests and who from SG should be involved going forward. All still tbc but will keep you and [redacted] updated on that.

[redacted]  
Health Improvement Division  
Health Inequalities Unit  
**Team Leader: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@gov.scot  
**Sent:** 23 June 2022 13:18  
**To:** [redacted]@strath.ac.uk; [redacted]@greatermanchester-ca.gov.uk [redacted]@sheffield.ac.uk;  
**Cc:** [redacted]@strath.ac.uk; [redacted]@gov.scot  
**Subject:** RE: WS1/ER Meeting Agenda - 30th June 2022

Ok, thanks for that [redacted], that does help.

[redacted]  
Health Improvement Division  
Health Inequalities Unit  
**Team Leader: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@gov.scot  
**Sent:** 30 June 2022 13:18  
**To:** [redacted]@strath.ac.uk; [redacted]@sheffield.ac.uk; [redacted]@greatermanchester-ca.gov.uk;  
[redacted]@strath.ac.uk  
**Subject:** RE: WS1/ER Meeting

Hi All

A very quick summary of the Q's and responses at this week's HI Inquiry at Parliament. More fyi in terms of topics and themes of interest to Cttee. rather than for SIPHER interest.

[redacted]  
Health Improvement Division  
Health Inequalities Unit  
**Team Leader: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@gov.scot  
**Sent:** 30 June 2022 18:26  
**To:** [redacted]@strath.ac.uk; [redacted]@sheffield.ac.uk; [redacted]@greatermanchester-ca.gov.uk  
**Cc:** [redacted]@strath.ac.uk  
**Subject:** RE: WS1 ER Meeting Summary for Directorate

Thanks [redacted]. Sounds good. I took an action to get back with further info on teams sitting under specific SG Directorates of interest to SIPHER, as highlighted on your word doc (yellow boxes). Re, Child Poverty Systems Map – I will try to get more info on that with a view to introducing relevant lead of that to you/SIPHER. Will need to discuss with [redacted] first as she might have further thoughts (not had a chance to discuss with her yet).

Also, noted [redacted] is taking part in meeting SG colleagues, PHS and [redacted] on 23 August. Before that, I will be bringing my MH colleagues up to speed on background of SG involvement in SIPHER (late July) before [redacted] meets the same colleagues in early August to give them SIPHER overview.

Hope that helps.

[redacted]  
Scottish Government  
Population Health Directorate  
**Health Inequalities Unit: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@gov.scot  
**Sent:** 04 August 2022 17:30  
**To:** [redacted]@glasgow.ac.uk; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot  
**Cc:** [redacted]@glasgow.ac.uk; [redacted]@greatermanchester-ca.gov.uk  
**Subject:** RE: SIPHER online survey

Thanks [redacted].

We'll consider this and let you know ahead of our scheduled meeting.

[redacted]  
Health Improvement Division  
Health Inequalities Unit  
**Team Leader: Fair Health Team**  
**Mobile:** [redacted]

**From:** [redacted]@gov.scot  
**Sent:** 17 August 2022 09:00  
**To:** [redacted]@strath.ac.uk; [redacted]@sheffield.gov.uk; [redacted]@sheffield.ac.uk;  
[redacted]@greatermanchester-ca.gov.uk  
**Subject:** RE: Organisational Charts - 23rd Aug

Hi [redacted],

This is very helpful – I now understand the rationale for doing a presentation on org. structures! So I will attend meeting and share what I can on the situation at SG.

[redacted]  
Health Improvement Division  
Health Inequalities Unit



**Team Leader: Fair Health Team**

**Mobile:** [redacted]

**From:** [redacted]@greatermanchester-ca.gov.uk

**Sent:** 18 August 2022 10:01

**To:** [redacted]@gov.scot; [redacted]@glasgow.ac.uk

**Cc:** [redacted]@greatermanchester-ca.gov.uk; [redacted]@greatermanchester-ca.gov.uk

**Subject:** RE: Request for help identifying evidence on cost of living crisis

Good Morning [redacted]/ [redacted],

Hope you're both doing well.

Here is a link to our Cost of Living dashboard which contains a range of metrics pertaining to the challenges people are facing at the moment:

[https://www.gmtableau.nhs.uk/t/GMCA/views/CostofLiving/HomePage?%3Adisplay\\_count=n&%3Aembed=y&%3AisGuestRedirectFromVizportal=y&%3Aorigin=viz\\_share\\_link&%3AshowAppBanner=false&%3AshowVizHome=n#1](https://www.gmtableau.nhs.uk/t/GMCA/views/CostofLiving/HomePage?%3Adisplay_count=n&%3Aembed=y&%3AisGuestRedirectFromVizportal=y&%3Aorigin=viz_share_link&%3AshowAppBanner=false&%3AshowVizHome=n#1)

Let me know if there are any questions and I'll try my best to answer them.

Best Wishes,

[redacted]

[redacted]

Lead Analyst (SIPHER)

Greater Manchester Combined Authority

[redacted]

[www.sipher.ac.uk](http://www.sipher.ac.uk)

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

**Sent:** 19 August 2022 15:00

**To:** [redacted]@greatermanchester-ca.gov.uk; [redacted]@glasgow.ac.uk

**Cc:** [redacted]@greatermanchester-ca.gov.uk; [redacted]@greatermanchester-ca.gov.uk>

**Subject:** RE: Request for help identifying evidence on cost of living crisis

Hi [redacted]

This is great, thanks very much

[redacted]

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

**Sent:** 19 August 2022 15:12

**To:** [redacted]@glasgow.ac.uk; [redacted]@glasgow.ac.uk

**Cc:** [redacted]@gov.scot; [redacted]@greatermanchester-ca.gov.uk

**Subject:** Cost of living request

Hi [redacted], [redacted]

I wanted to follow up on my request last week on understanding the impact of the cost of living crisis on health. I got a fantastic response to this with a number of people coming back with useful resources or thoughts, so thanks for forwarding on [redacted].

This is going to be an area of increasing focus for us over the coming months and I wondered if you would be interested in discussing if there was anything else SIPHER could do to support. We've now been asked if we can model the impact of the crisis on health and I think it is only a matter of time before we are asked more specific questions, including understanding the potential impact of different policy responses. We are giving some thought internally on these but it might be worth a discussion to get your view on how possible this is and whether you are aware of any efforts to model the impact. We have a catch-up next week so could we add to the agenda to discuss then?

[redacted]

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

**Sent:** 19 August 2022 17:54

**To:** [redacted]@strath.ac.uk; [redacted]@sheffield.gov.uk; [redacted]@greatermanchester-ca.gov.uk

**Subject:** RE: Organisational Charts - 23rd Aug

Thanks [redacted],

Looks good to me. See you on Tuesday.

[redacted]

Health Improvement Division

Health Inequalities Unit

**Team Leader: Fair Health Team**

**Mobile:** [redacted]