

Date	Board	Message	Attachment
29/07/2022 11:12	NHS Greater Glasgow and Clyde	<p>Subject: RE: Operational Performance & Delivery Board</p> <p>Body: Paula Many thanks for clarifying the position. We will submit our plan today, without the Planned Care section and will submit that element by 12 August as requested. Many thanks for your help. Jane</p> <p>Jane Grant Chief Executive NHS Greater Glasgow and Clyde JB Russell House Gartnavel Royal Hospital 1055 Great Western Road Glasgow G12 0XH t: [redacted] e: Jane.Grant@ggc.scot.nhs.uk</p> <p>From: Paula.Speirs@gov.scot [mailto:Paula.Speirs@gov.scot] Sent: 29 July 2022 11:04 To: Grant, Jane [Chief Exec] <Jane.Grant@ggc.scot.nhs.uk> Cc: Gordon James <gordon.james@gov.scot>; [redacted]@gov.scot> Subject: FW: Operational Performance & Delivery Board</p> <p>Jane</p> <p>Below is the correspondence that went to the Acute Directors following discussion Planned Care colleagues had earlier this week. The extension on the planned care element of ADPs is to allow boards to provide meaningful planned care plans based on the very recently agreed NHS Scotland approach to achieving the targets. If however you are ready to submit your plan today in full, very content with that.</p>	

I have myself just returned from leave and therefore communications with DoPs on this revision hasn't been as joined up as we would have liked, in this instance - my apologies for that and also for any confusion.

We are also looking to schedule 1:1 meetings with Boards over the first few weeks in August to discuss respective ADPs (when we would also have finance and workforce colleagues in attendance) and would intend that we pick this discussion up further at this point, however, I'm very happy to pick this up with yourself/others in your team, as we navigate a slightly more changing landscape than we've had previously.

I hope that this is helpful but please give me a call, if helpful to discuss in any more detail.

Paula

Paula Speirs
NHS Scotland Deputy Chief Operating Officer – Planning and Sponsorship
M: [redacted]

From: [redacted]@gov.scot>

Sent: 25 July 2022 15:01

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

Gareth.Clinkscale@borders.scot.nhs.uk; [redacted]@nhs.scot;

phyllis.wilkieson@nhs.scot; paul.bachoo@nhs.scot;

William.Edwards@ggc.scot.nhs.uk; katherine.sutton2@nhs.scot; [redacted]

@nhslothian.scot.nhs.uk; russell.coulthard@lanarkshire.scot.nhs.uk;

mark.henry@nhs.scot; [redacted]@gov.scot>; Kathleen.Carolan@nhs.scot;

lorna.wiggin@nhs.scot; fionac.mackenzie@nhs.scot;

katie.cuthbertson@nhs.scot; juliette.murray@nhs.scot;
Colin.Neil@gjnh.scot.nhs.uk; [redacted]@nhs.scot; James G (Gordon)
<Gordon.James@gov.scot>; [redacted] <[redacted]@gov.scot>;
[redacted]@gov.scot>; [redacted]@gov.scot>;
[redacted]<[redacted]@gov.scot>; [redacted]@gov.scot>;
[redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>;
[redacted]@gov.scot>; [redacted]@gjnh.scot.nhs.uk; [redacted]@nhs.scot;
[redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>;
[redacted]@gjnh.scot.nhs.uk; [redacted]@nhs.scot
Subject: RE: Operational Performance & Delivery Board

Dear members

At OPDB last week we discussed the submission of the annual delivery plans and impact of the planned care element on the deadline for submitting the annual plans.

I can confirm that I have agreed an extension of two weeks for the planned care element of the annual plan, which will give you time to consider the national planned care plan / local planned care plan that we will share before OPDB this Wednesday.

The extended deadline is now 12 August for the planned care element of the annual plan, which must be submitted on the same template shared with the annual delivery plan guidance.

Please pass this on to your relevant planning colleagues for information.

Thank you

[redacted]

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

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

From: [redacted]@gov.scot>

Sent: 20 July 2022 12:09

To: Andrew C (Cathleen); [redacted]@aapct.scot.nhs.uk;

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

phyllis.wilkieson@nhs.scot; paul.bachoo@nhs.scot;

William.Edwards@ggc.scot.nhs.uk; katherine.sutton2@nhs.scot; [redacted]

@nhslothian.scot.nhs.uk; russell.coulthard@lanarkshire.scot.nhs.uk;

mark.henry@nhs.scot; Deonio Z (Zachary); Kathleen.Carolan@nhs.scot;

lorna.wiggin@nhs.scot; fionac.mackenzie@nhs.scot;

katie.cuthbertson@nhs.scot; juliette.murray@nhs.scot;

Colin.Neil@gjnh.scot.nhs.uk; [redacted]@nhs.scot; James G (Gordon);

[redacted] [redacted] [redacted]@gjnh.scot.nhs.uk;

claire.dobson3@nhs.scot; [redacted] [redacted];

Lynne.Ayton@gjnh.scot.nhs.uk; [redacted]@nhs.scot

Subject: Operational Performance & Delivery Board

When: 27 July 2022 09:00-11:00 (UTC+00:00) Dublin, Edinburgh, Lisbon,
London.

Where: Microsoft Teams Meeting

Please accept this invitation to the second meeting of the Operational
Performance & Delivery Board (OPDB).

An agenda and papers will be provided ahead of the meeting.

Microsoft Teams meeting
Join on your computer or mobile app
Click here to join the meeting
Or join by entering a meeting ID
Meeting ID: [redacted]
Find a local number | Reset PIN
SCOTS Connect
Learn More | Help | Meeting options

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<p>28/02/2023 09:57</p>	<p>NHS Highland</p>	<p>Subject: Medium Term Plan and ADP 2023-2024 Commission</p> <p>Body: Sent on behalf of Paula Speirs, Deputy Chief Operating Officer, NHS Scotland: Planning and Sponsorship</p> <p>Dear Pamela and [redacted]</p> <p>Please find attached the NHS Scotland Delivery Plan Guidance. We have worked across policy teams to bring a single set of requirements to provide Boards the framework for the development of 2023/24 Annual Delivery Plans as we continue our path in recovery and takes us into the renewal phase. In addition, it provides information for Medium Term Plans, including priority areas and additional guidance on national programmes and new policy requirements.</p> <p>To support ongoing improvement and resilience, we are moving to the next phase of our Remobilisation, Recovery & Redesign work and will focus on 'recovery and renewal'. In doing so, we have developed 10 recovery drivers that span across the work of NHS Scotland. Concurrently, we continue planning work for longer term redesign/renewal and transformation of services, which will seek to position ourselves for sustainable delivery of healthcare that also improves population health and reduces health inequalities.</p> <p>We have provided a set of four templates to guide Board returns:</p> <ol style="list-style-type: none"> 1. ADP1 – narrative overview of the 10 Recovery Drivers and critical planning areas, e.g. finance, workforce and integration 2. ADP2 – Excel template to provide further detail on the 10 Recovery Drivers. This includes space for the quarterly updates where you will need to provide information on progress against milestones and updated risks. 3. ADP3 – sets out the Service Sustainability return required (further 	<p>Attachments Templates: ADP1, ADP2, ADP3 & ADP Guidance</p>
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information will be provided on this via information sessions planned for Directors of Planning)

4. MTP – an outline template for MTP return

As outlined in November, Boards should roll forward their current 2022-23 plans into Q1 of 2023-24, and submit progress updates in July. This will be the final progress update for the 22-23 priorities. Boards will report on Q1 and Q2 of 23-24 ADP's after the end of Q2, in October, and this will inform quarterly review meetings between SG and each NHS Board.

Return Dates

ADP 23/24 – 8 June

MTP – 7 July

ADP 22/23 'Q5' Update – 28 July

ADP 23/24 Q1 & Q2 Update - October

We will continue to engage through the Directors of Planning Network but very happy to discuss with you separately. If you do have any questions, please contact the Health Planning and Sponsorship Team at healthplanningandsponsorship@gov.scot.

Best wishes,
[redacted]

[redacted](she/her)

Policy Adviser

Health Planning | Planning and Sponsorship | Directorate of the Chief Operating Officer | Health and Social Care

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

<p>28/02/2023 09:57</p>	<p>NHS Lothian</p>	<p>Subject: Medium Term Plan and ADP 2023-2024 Commission</p> <p>Body: Sent on behalf of Paula Speirs, Deputy Chief Operating Officer, NHS Scotland: Planning and Sponsorship</p> <p>Dear Calum and Colin,</p> <p>Please find attached the NHS Scotland Delivery Plan Guidance. We have worked across policy teams to bring a single set of requirements to provide Boards the framework for the development of 2023/24 Annual Delivery Plans as we continue our path in recovery and takes us into the renewal phase. In addition, it provides information for Medium Term Plans, including priority areas and additional guidance on national programmes and new policy requirements.</p> <p>To support ongoing improvement and resilience, we are moving to the next phase of our Remobilisation, Recovery & Redesign work and will focus on 'recovery and renewal'. In doing so, we have developed 10 recovery drivers that span across the work of NHS Scotland. Concurrently, we continue planning work for longer term redesign/renewal and transformation of services, which will seek to position ourselves for sustainable delivery of healthcare that also improves population health and reduces health inequalities.</p> <p>We have provided a set of four templates to guide Board returns:</p> <ol style="list-style-type: none"> 1. ADP1 – narrative overview of the 10 Recovery Drivers and critical planning areas, e.g. finance, workforce and integration 2. ADP2 – Excel template to provide further detail on the 10 Recovery Drivers. This includes space for the quarterly updates where you will need to provide information on progress against milestones and updated risks. 3. ADP3 – sets out the Service Sustainability return required (further 	<p>Attachments Templates: ADP1, ADP2, ADP3 & ADP Guidance</p>
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<p>28/02/2023 09:57</p>	<p>NHS Greater Glasgow and Clyde</p>	<p>Subject: Medium Term Plan and ADP 2023-2024 Commission Body: Sent on behalf of Paula Speirs, Deputy Chief Operating Officer, NHS Scotland: Planning and Sponsorship</p> <p>Dear Jane, Fiona and [redacted],</p> <p>Please find attached the NHS Scotland Delivery Plan Guidance. We have worked across policy teams to bring a single set of requirements to provide Boards the framework for the development of 2023/24 Annual Delivery Plans as we continue our path in recovery and takes us into the renewal phase. In addition, it provides information for Medium Term Plans, including priority areas and additional guidance on national programmes and new policy requirements.</p> <p>To support ongoing improvement and resilience, we are moving to the next phase of our Remobilisation, Recovery & Redesign work and will focus on 'recovery and renewal'. In doing so, we have developed 10 recovery drivers that span across the work of NHS Scotland. Concurrently, we continue planning work for longer term redesign/renewal and transformation of services, which will seek to position ourselves for sustainable delivery of healthcare that also improves population health and reduces health inequalities.</p> <p>We have provided a set of four templates to guide Board returns:</p> <ol style="list-style-type: none"> 1. ADP1 – narrative overview of the 10 Recovery Drivers and critical planning areas, e.g. finance, workforce and integration 2. ADP2 – Excel template to provide further detail on the 10 Recovery Drivers. This includes space for the quarterly updates where you will need to provide information on progress against milestones and updated risks. 3. ADP3 – sets out the Service Sustainability return required (further 	<p>Attachments Templates: ADP1, ADP2, ADP3 & ADP Guidance</p>
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<p>28/02/2023 11:01</p>	<p>NHS Highland</p>	<p>Subject: RE: Medium Term Plan and ADP 2023-2024 Commission</p> <p>Body: Please note that [redacted] has taken over the planning post in NHSH, I have copied her in and David Park our DCEO who will progress this. Pam</p> <p>From: [redacted]@gov.scot <[redacted]@gov.scot> Sent: 28 February 2023 09:57 To: Pamela Dudek (NHS Highland) <Pamela.Dudek@nhs.scot>; [redacted] <[redacted]@nhs.scot> Cc: planningperformanceinformationrequest <nhsh.planningperformanceinformationrequest@nhs.scot>; Paula Speirs <paula.speirs@gov.scot>; [redacted]@gov.scot; [redacted]@gov.scot Subject: Medium Term Plan and ADP 2023-2024 Commission</p> <p>Sent on behalf of Paula Speirs, Deputy Chief Operating Officer, NHS Scotland: Planning and Sponsorship</p> <p>Dear Pamela and [redacted]</p> <p>Please find attached the NHS Scotland Delivery Plan Guidance. We have worked across policy teams to bring a single set of requirements to provide Boards the framework for the development of 2023/24 Annual Delivery Plans as we continue our path in recovery and takes us into the renewal phase. In addition, it provides information for Medium Term Plans, including priority areas and additional guidance on national programmes and new policy requirements.</p> <p>To support ongoing improvement and resilience, we are moving to the next phase of our Remobilisation, Recovery & Redesign work and will focus on 'recovery and renewal'. In doing so, we have developed 10 recovery drivers</p>	
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		<p>that span across the work of NHS Scotland. Concurrently, we continue planning work for longer term redesign/renewal and transformation of services, which will seek to position ourselves for sustainable delivery of healthcare that also improves population health and reduces health inequalities.</p> <p>We have provided a set of four templates to guide Board returns:</p> <ol style="list-style-type: none">1. ADP1 – narrative overview of the 10 Recovery Drivers and critical planning areas, e.g. finance, workforce and integration2. ADP2 – Excel template to provide further detail on the 10 Recovery Drivers. This includes space for the quarterly updates where you will need to provide information on progress against milestones and updated risks.3. ADP3 – sets out the Service Sustainability return required (further information will be provided on this via information sessions planned for Directors of Planning)4. MTP – an outline template for MTP return <p>As outlined in November, Boards should roll forward their current 2022-23 plans into Q1 of 2023-24, and submit progress updates in July. This will be the final progress update for the 22-23 priorities. Boards will report on Q1 and Q2 of 23-24 ADP's after the end of Q2, in October, and this will inform quarterly review meetings between SG and each NHS Board.</p> <p>Return Dates ADP 23/24 – 8 June MTP – 7 July ADP 22/23 'Q5' Update – 28 July ADP 23/24 Q1 & Q2 Update - October</p> <p>We will continue to engage through the Directors of Planning Network but very happy to discuss with you separately. If you do have any questions, please contact the Health Planning and Sponsorship Team at</p>	
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healthplanningandsponsorship@gov.scot.

Best wishes,
[redacted]

[redacted]
Policy Adviser
Health Planning | Planning and Sponsorship | Directorate of the Chief
Operating Officer | Health and Social Care
E: [redacted]@gov.scot

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<p>23/04/2023 19:52</p>	<p>NHS Highland</p>	<p>Subject: RE: Urgent and Unscheduled Care Collaborative Body: Thank you Paula, that would be perfect. We really need to understand the new set-up and reporting requirements. I have holiday coming up from Thur 27 April, returning to work Tue 02 May.</p> <p>Please let me know possible dates. Thank you in advance Jane</p> <p>From: Paula.Speirs@gov.scot <Paula.Speirs@gov.scot> Sent: 23 April 2023 11:11 To: [redacted]@nhs.scot> Cc: [redacted]@nhs.scot>; Andrea Jamieson <andrea.jamieson@gov.scot> Subject: RE: Urgent and Unscheduled Care Collaborative</p> <p>Hi [redacted]</p> <p>The reference to UUC related to work now underway to develop RUC Phase 2. In relation to the Collaborative, the four high level actions within the ADP Guidance remain the key areas of focus. Happy to organise a chat on reporting requirements (both ADP and UUC) and I'd bring Andrea Jamieson into that, as Associate Director for UUC.</p> <p>Paula</p> <p>From: [redacted]@nhs.scot> Sent: 21 April 2023 16:19 To: Speirs P (Paula) <Paula.Speirs@gov.scot> Cc: [redacted]@nhs.scot> Subject: Urgent and Unscheduled Care Collaborative</p>	
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Dear Paula

I hope that you are well. At our meeting on 03 April 23, we discussed changes to the UUSC Collaborative. At that time you advised that there was to be a meeting during the same week to discuss the way forward.

Have there been any decisions about this or can you provide any direction on reporting requirements and support going forward.

Please advise.

Thank you in anticipation

Kindest Regards

[redacted]

[redacted] Whole System Transformation Manager
Strategy and Transformation Team
Assynt House, Beechwood Park, Inverness, IV2 3BW

Occasionally I work flexibly and may send emails outside of normal working hours.

I do not expect a response outside of your working hours.

RE: Urgent and Unscheduled Care Collaborative

<p>27/04/2023 08:38</p>	<p>NHS Greater Glasgow and Clyde</p>	<p>Subject: RE: Mental Health Waiting Lists Trajectories Body: Jane</p> <p>Many thanks for flagging this. Although we've been working to align asks from policy colleagues into the ADP, I'm sure you will appreciate that additional asks might not always be possible. As background, Mental Health colleagues are required to brief Ministers in June on trajectories however following discussion with Gavin Gray, they've agreed that although it would be helpful to have slightly earlier sight of Mental Health trajectories, they appreciate that, for Boards, it is more helpful to provide this as part of your overall ADP return.</p> <p>We will send out a clarification note and re-confirm the explicit requirement to include trajectories relating to CAMHS/PT waiting time within ADPs.</p> <p>I hope that's helpful and many thanks again.</p> <p>Paula</p> <p>Paula Speirs NHS Scotland Deputy Chief Operating Officer M: [redacted]</p> <p>From: Grant, Jane [Chief Exec] <Jane.Grant@ggc.scot.nhs.uk> Sent: 25 April 2023 19:06 To: Burns J (John) <John.Burns@gov.scot>; Speirs P (Paula) <Paula.Speirs@gov.scot> Subject: FW: Mental Health Waiting Lists Trajectories</p>	
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John / Paula

Can I just check how this fits with the ADP process as it seems that we are required to submit these separately?

Thanks.

jane

Jane Grant | Chief Executive |

NHS Greater Glasgow and Clyde | JB Russell House | Gartnavel Royal Hospital | 1055 Great Western Road | Glasgow | G12 0XH

t: [redacted] | e: Jane.Grant@ggc.scot.nhs.uk

<p>27/04/2023 09:29</p>	<p>NHS Greater Glasgow and Clyde</p>	<p>Subject: RE: NHS GGC ADP Template 23/24 - Question Body: Hello [redacted],</p> <p>Sorry for the delay in getting back to you.</p> <p>Please complete the milestones for all quarters in the template. This will allow us to see what is intended for the year and have something to compare to at each quarterly update.</p> <p>Best wishes, [redacted]</p> <p>From: [redacted]@ggc.scot.nhs.uk> Sent: 19 April 2023 13:51 To: Health Planning and Sponsorship <healthplanningandsponsorship@gov.scot> Subject: NHS GGC ADP Template 23/24 - Question</p> <p>Hi there,</p> <p>We're in the process of pulling together our ADP narrative and template for submission in June. With regards to the template - can you let me know if you expect the proposed milestones for all quarters (to March 24) to be populated in the template from the outset, or if you expect that the quarterly milestones are populated incrementally with each submission, e.g.: Q2 template has expected milestones for Q3 and so on.</p> <p>Many thanks,</p>	
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[redacted]

Programme Manager
Corporate Planning

Gartnavel Royal Hospital | 1055 Great Western Rd | Glasgow | G12 0XH
[redacted]@ggc.scot.nhs.uk

<p>08/06/2023 17:20</p>	<p>NHS Greater Glasgow and Clyde</p>	<p>Subject: NHS GGC - Annual Delivery Plan 2023/24</p> <p>Body: Please find attached NHS GGC's Annual Delivery Plan for 2023/24 and the action tracker.</p> <p>If you have any questions, please contact me or in my absence my depute Claire MacArthur.</p> <p>Kind Regards,</p> <p>Fiona MacKay Director of Planning</p> <p>JB Russell House Gartnavel Royal Hospital 1055 Great Western Road Glasgow</p>	<p>Final draft to be published online within 12 weeks.</p>
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<p>08/06/2023 22:44</p>	<p>NHS Greater Glasgow and Clyde</p>	<p>Subject: Re: Review of ADPs Body: Hi Paula</p> <p>That's fine, was anticipating this.</p> <p>Regards</p> <p>[redacted] NHS Greater Glasgow & Clyde</p> <p>m: [redacted]</p> <hr/> <p>From: Paula.Speirs@gov.scot <Paula.Speirs@gov.scot> Sent: Thursday, June 8, 2023 8:36:22 PM To: [redacted]@ggc.scot.nhs.uk> Subject: Review of ADPs</p> <p>Hi [redacted]</p> <p>I think I might have mentioned briefly that we were looking to engage regional planning directors, as we did with 22/23 ADPs, around the review and analysis of respective local Board plans. It was seen as a very useful contribution and, from feedback from [redacted], they also saw benefits in being engaged. I'm planning to send out an email to update Boards on next steps for review and was going to include reference to including regional colleagues. Before doing so, wanted to check you were ok to be involved.</p> <p>It would be good to have a catch-up to discuss – to help, we'll send you the WoS ADPs.</p>	
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Paula

Paula Speirs
NHS Scotland Deputy Chief Operating Officer
M: [redacted]

<p>09/06/2023 08:05</p>	<p>NHS Highland</p>	<p>Subject: Fw: NHS Highland Annual Delivery Plan 2023-24 ADP1, ADP2 and ADP3 Body: Dear Colleague</p> <p>FAO: Paul Speirs, Deputy Chief Operating Officer, Planning and Sponsorship</p> <p>Please find enclosed template submissions for the NHS Highland Annual Delivery Plan (ADP) 2023-24. These include templates: "ADP1" narrative response to ADP; "ADP2" spreadsheet detailing 23-24 deliverables and progress reporting mechanism; and "ADP3" service sustainability response.</p> <p>For reference, I also enclose our: Planned Care / Activity Plan 23-24 (narrative word document and Excel spreadsheet with trajectories); Workforce plans for NHS Highland and Argyll and Bute HSCP.</p> <p>We are grateful for the Government guidance in this revised planning process and in facilitating the development of performance reporting. As part of our performance framework in delivering our 5 year Together We Care Strategy, our programme teams and executive directors continue to performance manage the Delivery and Workforce Plans and to continuously review and refine them. As such these plans are live and we will provide updates to you on a quarterly basis.</p> <p>The plans have yet to complete our board governance processes albeit the board have been appraised. The plan will complete this process by July at which time we will send in an updated copy of the finalised and signed off</p>	<p>Final draft to be published online within 12 weeks.</p>
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		<p>plan. We would not expect any significant revision but definitely refinement.</p> <p>An indication of submission dates through the year and for next year's Delivery Plan would be very helpful. At present our working assumption based on previous submissions is that each quarterly update will be ready for submission by the last Friday of the month after each financial quarter. We are assuming that the ADP 24-25 will also be required in early June 2024.</p> <p>We look forward to working with you as we move towards the integrated planning of the delivery, workforce and finance plans.</p> <p>Our Medium Term Plan will be submitted by 8 July 2023 as per your commission.</p> <p>Kind regards</p> <p>[redacted]</p> <p>[redacted] Head of Strategy and Transformation [redacted]</p> <hr/>	
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<p>12/06/2023 18:57</p>	<p>NHS Lothian</p>	<p>Subject: Lothian system ADP and MTP Body: From: Briggs, Colin <Colin.Briggs@nhslothian.scot.nhs.uk> Sent: 12 June 2023 18:57 To: Health Planning and Sponsorship <healthplanningandsponsorship@gov.scot> Cc: Paula Speirs <Paula.Speirs@gov.scot>; Health Planning and Sponsorship <healthplanningandsponsorship@gov.scot>; NHS Lothian Sponsorship <NHSLothian.Sponsorship@gov.scot>; Chief Executive <ChiefExecutive@nhslothian.scot.nhs.uk>; [redacted]@gov.scot> Subject: Re: Lothian system ADP and MTP</p> <p>[redacted]</p> <p>This approach has been agreed by our Board.</p> <p>We have provided all of the information required in the guidance in our submission.</p> <p>Colin Briggs Director of Strategic Planning, NHS Lothian Interim Director of Regional Planning, East colin.briggs@nhslothian.scot.nhs.uk</p> <p>Diary and organisation: [redacted]@nhslothian.scot.nhs.uk</p> <p>Teams remains the best way to get ahold of me...</p> <hr/> <p>From: [redacted]@gov.scot <[redacted]@gov.scot> on behalf of</p>	<p>Final draft to be published online within 12 weeks.</p>
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healthplanningandsponsorship@gov.scot
<healthplanningandsponsorship@gov.scot>
Sent: Monday, June 12, 2023 5:16:36 PM
To: Briggs, Colin <Colin.Briggs@nhslothian.scot.nhs.uk>
Cc: Paula Speirs <paula.speirs@gov.scot>;
healthplanningandsponsorship@gov.scot
<healthplanningandsponsorship@gov.scot>; [redacted]@gov.scot
<[redacted]@gov.scot>; NHSLothian.Sponsorship@gov.scot
<NHSLothian.Sponsorship@gov.scot>; Chief Executive
<ChiefExecutive@nhslothian.scot.nhs.uk>
Subject: RE: Lothian system ADP and MTP

Hi Colin,

Thanks for getting back to me. The NHS Scotland Delivery Plan Guidance (attached) issued in February, specified that Boards should be using the supplied templates to provide returns on their annual delivery plans, which follows the approach taken in previous years.

This is important for a number of reasons - so that we have a consistent approach across NHS Scotland, allowing plans to be easily analysed, compared and pulled together, to ensure that plans are in a format that includes the required information and sets out clear deliverables, and so that plans can be easily updated and progress monitored on a quarterly basis. As was discussed at recent sponsorship meetings and at BCE discussion, each ADP will form the basis of the delivery contract between Scottish Government, as sponsor, and NHS Lothian, as the body responsible for delivery. The current response does not enable us to transition this into a delivery contract.

For the reasons above, we require the information previously submitted to be reformatted into the templates provided and submitted to us at

healthplanningandsponsorship@gov.scot by the end of this week (Friday 16 June). We will then undertake our analysis of the plans accordingly and work with you to agree the final delivery contract. Please let us know if you expect there to be any issues with this deadline.

For ease, I have attached the original commission email with the guidance and all required templates included.

Kind Regards,

[redacted]

[redacted]

(she/her pronouns)

Policy and Operations: Health Planning and Sponsorship|Directorate for Chief Operating Officer, NHS Scotland

HSCD|2E|SAH|Edinburgh|EH1 3DG

E: [redacted]@gov.scot

My working pattern is Monday, Wednesday and Thursday

From: Briggs, Colin <Colin.Briggs@nhslothian.scot.nhs.uk>

Sent: 08 June 2023 14:43

To: Health Planning and Sponsorship

<healthplanningandsponsorship@gov.scot>

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

Subject: Re: Lothian system ADP and MTP

[redacted]

These were not part of the bundle submitted. We were told we were to submit our plans and that is what I have done.

Colin

Colin Briggs
Director of Strategic Planning, NHS Lothian
Interim Director of Regional Planning, East Region
colin.briggs@nhslothian.scot.nhs.uk

Diary and organisation: [redacted]@nhslothian.scot.nhs.uk

Teams remains the best way to get ahold of me...

From: [redacted]@gov.scot <[redacted]@gov.scot> on behalf of
healthplanningandsponsorship@gov.scot
<healthplanningandsponsorship@gov.scot>
Sent: 08 June 2023 2:10 PM
To: Briggs, Colin <Colin.Briggs@nhslothian.scot.nhs.uk>
Cc: [redacted]@gov.scot [redacted]@gov.scot>
Subject: RE: Lothian system ADP and MTP

Hi Colin,

Thank you for your email and suite of NHS Lothian Planning documents.

Apologies if I have missed it, but I can't find the actual ADP1 and ADP2 templates that Boards were asked to submit. These are the key documents for us and we can't begin our analysis until they have been submitted. We will also be in touch soon to arrange an initial feedback meeting with yourselves.

I would be grateful if you could forward these on to the healthplanningandsponsorship@gov.scot email address or point me in the right direction as soon as possible.

Kind Regards,

[redacted]

[redacted]

(she/her pronouns)

Health Planning and Sponsorship|Directorate for Chief Operating Officer,
NHS Scotland

HSCD|2E|SAH|Edinburgh|EH1 3DG

E: [redacted]@gov.scot

My working pattern is Monday, Wednesday and Thursday

From: Briggs, Colin <Colin.Briggs@nhslothian.scot.nhs.uk>

Sent: 07 June 2023 12:27

To: Health Planning and Sponsorship

<healthplanningandsponsorship@gov.scot>

Subject: Lothian system ADP and MTP

Please find attached the files comprising the Lothian Health and Care System's response to your ask for an annual delivery plan and medium-term plan.

		<p>You should start with the file marked "NHS Lothian ADP MTP response".</p> <p>For clarity - this has been shared and discussed with NHS Lothian Board members over the last year and again recently. However, it has not been through our Board. We would be keen to do this as soon as possible and clarity on when we expect feedback to be provided would be helpful. Our Board meets next in August and then again in October.</p> <p>Happy to discuss.</p> <p>Colin</p> <p>Colin Briggs Director of Strategic Planning, NHS Lothian Interim Director of Regional Planning, East Region colin.briggs@nhslothian.scot.nhs.uk</p> <p>Diary and organisation: [redacted]@nhslothian.scot.nhs.uk</p> <p>Teams remains the best way to get ahold of me...</p>	
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15/06/2023 12:42	NHS Highland	<p>Subject: 23/24 Annual Delivery Plans - next steps</p> <p>Body: Dear Pam</p> <p>Firstly, many thanks to your team for returning your ADP. This is a brief note to set out the proposed approach to review of plans and engagement with you, as we look to develop the ADP into agreed contract between us, which (as we've discussed at recent sponsorship engagement meetings) will then be used to frame our ongoing performance discussions.</p> <p>We are keen to provide feedback as timeously as possible and to enable this we are working with policy colleagues in two stages – the first stage designed for us to provide you with initial, rapid high level feedback from policy colleagues signalling any material gaps that we would look for you to incorporate within your Delivery Plan. To support getting this initial feedback to you, we will be looking to schedule meetings with your Director of Planning / Planning lead within the next seven-ten days dependent on availability. The team are in the process of getting in touch to schedule this.</p> <p>We are then aiming to provide a fuller set of feedback by the end of June. During our meeting with [redacted], we will look to agree dates for any plan revisions. As with 22/23 and, where available, regional planning directors will be supporting the review and analyse to help cohesion of plans across regions.</p> <p>Please don't hesitate to get in touch if any questions on the process of review of your ADP.</p> <p>Paula</p> <p>Paula Speirs</p>	
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		NHS Scotland Deputy Chief Operating Officer M: [redacted]	
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<p>15/06/2023 19:30</p>	<p>NHS Greater Glasgow and Clyde</p>	<p>Subject: RE: ADP - Board Feedback Session Body: Thanks Claire</p> <p>From: MacArthur, Claire <Claire.MacArthur2@ggc.scot.nhs.uk> Sent: Thursday, June 15, 2023 12:40 PM To: [redacted] <[redacted]@gov.scot>; [redacted]@ggc.scot.nhs.uk> Cc: MacKay, Fiona <Fiona.MacKay2@ggc.scot.nhs.uk> Subject: Re: ADP - Board Feedback Session</p> <p>[redacted] the Friday time will need to be retained as Fiona cant make the other times I will catch up with Fiona afterwards as I am on leave on Friday 23rd regards, Claire</p> <p>Claire MacArthur Depute Director of Planning NHSGGC Mobile: [redacted] Business Support - Olivia Lamont</p> <hr/> <p>From: [redacted]@gov.scot <[redacted]@gov.scot> Sent: 15 June 2023 12:30 To: MacArthur, Claire <Claire.MacArthur2@ggc.scot.nhs.uk>; [redacted]@ggc.scot.nhs.uk> Cc: MacKay, Fiona <Fiona.MacKay2@ggc.scot.nhs.uk> Subject: RE: ADP - Board Feedback Session</p> <p>Hi</p> <p>Unfortunately, 4pm is no longer available. I can offer:</p>	
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Wednesday 21st June

- 12.00 – 12.45

- 16.30 – 17.15

Thursday 22nd June

- 15.00 – 15.45

Or you can retain the current date and time

From: MacArthur, Claire <Claire.MacArthur2@ggc.scot.nhs.uk>

Sent: Thursday, June 15, 2023 12:02 PM

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

Cc: MacKay, Fiona <Fiona.MacKay2@ggc.scot.nhs.uk>

Subject: Re: ADP - Board Feedback Session

[redacted] Tuesday 4pm looking better as something has moved

[redacted] will be in touch, Claire

Claire MacArthur | Depute Director of Planning | NHSGGC | Mobile:

[redacted]

Business Support - Olivia Lamont

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

Sent: 15 June 2023 11:19

To: [redacted]@ggc.scot.nhs.uk>

Cc: MacKay, Fiona <Fiona.MacKay2@ggc.scot.nhs.uk>; MacArthur, Claire

<Claire.MacArthur2@ggc.scot.nhs.uk>

Subject: RE: ADP - Board Feedback Session

Fantastic thank you, will send over the calendar invitation now.

From: [redacted]@ggc.scot.nhs.uk>

Sent: Thursday, June 15, 2023 11:14 AM
To: [redacted] <[redacted]@gov.scot>
Cc: MacKay, Fiona <Fiona.MacKay2@ggc.scot.nhs.uk>; MacArthur, Claire <Claire.MacArthur2@ggc.scot.nhs.uk>
Subject: Re: ADP - Board Feedback Session

Dear [redacted],

Fiona will be available on Friday 23rd June 10-10:45 for the ADP feedback session. I will hold this slot in the diary, we will confirm any further attendees next week on Fiona's return from A/L.

Many thanks,
[redacted]

[redacted]
Business Support
Corporate Planning Team
JB Russell House | 1055 Great Western Rd | Glasgow | G12 0XH
[redacted]@ggc.scot.nhs.uk | [redacted]
Chat with me on Teams!

From: [redacted]@gov.scot [mailto:[redacted]@gov.scot]
Sent: 13 June 2023 16:08
To: MacKay, Fiona <Fiona.MacKay2@ggc.scot.nhs.uk>
Subject: ADP - Board Feedback Session

Dear Fiona,

I am contacting you on behalf of Paula Speirs, Deputy Chief Operating Officer, NHS Scotland to thank you for returning NHS GG&C ADP and to arrange a feedback session. We are in the process of reviewing the ADPs would like to hold a session week commencing the 19th of June. Can you advise if any of the following dates and times suit and who else should be involved please?

Tuesday 20th June

- 11.00 – 11.45
- 16.00 – 16.45

Thursday 22nd June

- 15.00 – 15.45

Friday 23rd June

- 09.00 – 09.45
- 10.00 – 10.45

Many thanks,

[redacted]

Programme and PMO Manager
NHS Recovery Renewal & Transformation

<p>22/06/2023 09:33</p>	<p>NHS Highland</p>	<p>Subject: RE: ADP Feedback Session Body: The 27th June is no longer available, I can offer the following:</p> <p>Tuesday 27th June • 11.00 – 11.45 Thursday 29th June • 13.30 – 14.15 • 16.30 – 17.15 Thanks,</p> <p>[redacted]</p> <p>From: [redacted] (NHS Highland) <[redacted]@nhs.scot> Sent: Thursday, June 22, 2023 9:05 AM To: [redacted] <[redacted]@gov.scot> Subject: RE: ADP Feedback Session</p> <p>Hi [redacted],</p> <p>Would that time be suitable? Would you like me to ping over the invite?</p> <p>Thanks,</p> <p>[redacted] PA to [redacted] Head of Strategy & Transformation NHS Highland Strategy and Transformation Assynt House Beechwood Business Park Inverness IV2 3BW Email: [redacted]@nhs.scot</p>	
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From: [redacted] (NHS Highland)
Sent: 20 June 2023 13:56
To: [redacted]@gov.scot
Subject: RE: ADP Feedback Session

Hi [redacted],

27th – 1pm would be perfect.

Many Thanks,

[redacted] | PA to [redacted] | Head of Strategy & Transformation
NHS Highland | Strategy and Transformation |
Assynt House | Beechwood Business Park | Inverness | IV2 3BW
Email: [redacted]@nhs.scot

From: [redacted]@gov.scot <[redacted]@gov.scot>
Sent: 20 June 2023 13:02
To: [redacted] (NHS Highland) <[redacted]@nhs.scot>
Subject: RE: ADP Feedback Session

Hi [redacted],

Apologies for not getting back to you sooner, email has been down.

Unfortunately, that slot is no longer available. I can offer the following:

Tuesday 27th June

- 11.00 – 11.45
 - 13.00 – 13.45
- Wednesday 28th June
- 12.00 – 12.45
 - 16.30 – 17.15
- Thursday 29th June
- 13.30 – 14.15

Thanks,
[redacted]

From: [redacted] (NHS Highland) <[redacted]@nhs.scot>
Sent: Tuesday, June 20, 2023 10:52 AM
To: [redacted] <[redacted]@gov.scot>
Subject: ADP Feedback Session

Morning [redacted],
[redacted] forwarded an email with a request of availability to meet with Paula Speirs, would Monday 26th June 10:15am still be available?
Please could you include - [redacted]@nhs.scot [redacted]@nhs.scot [redacted]@nhs.scot
Many Thanks,

[redacted] | PA to [redacted] | Head of Strategy & Transformation
NHS Highland | Strategy and Transformation |
Assynt House | Beechwood Business Park | Inverness | IV2 3BW
Email: [redacted]@nhs.scot

<p>29/06/2023 16:10</p>	<p>NHS Highland</p>	<p>Subject: Re: ADP Feedback Session Body: Thankyou.</p> <p>[redacted]</p> <p>[redacted] Head of Strategy and Transformation [redacted]</p> <hr/> <p>From: Paula.Speirs@gov.scot <Paula.Speirs@gov.scot> Sent: 29 June 2023 16:03 To: [redacted]nhs.scot>; [redacted]@nhs.scot>; [redacted]) <[redacted]@nhs.scot>; [redacted]@nhs.scot> Cc: [redacted]@gov.scot <[redacted]@gov.scot> Subject: ADP Feedback Session</p> <p>Dear [redacted]/colleagues</p> <p>In advance of the discussion shortly, we have attached the initial set of feedback we have had from policy colleagues on your ADP. We're not expecting you to digest this in advance, it's more to help frame our discussion and to enable us to discuss and agree next steps with you.</p> <p>Look forward to speaking.</p> <p>Paula</p> <p>Paula Speirs NHS Scotland Deputy Chief Operating Officer</p>	<p>Final draft to be published online within 12 weeks.</p>
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M: [redacted]

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<p>03/07/2023 21:54</p>	<p>NHS Greater Glasgow and Clyde</p>	<p>Subject: RE: ADP feedback Body: Fiona</p> <p>Apologies for not sending this over earlier. Attached is updated feedback – we have highlighted in bold those areas that we would ask for further detail as we look to finalise this 23/24 Delivery Plan. As we discussed, if you could provide your comments in the fourth column, i.e. rationale for response and/or noting if you are updating actions in ADP2.</p> <p>For completeness in the feedback, we have now included areas of good practice – this might feel like repetition of your ADP, but it will be useful as we look to gather themes and best practice across the ADPs. We have added wording to highlight where we have included text for information, noting no further information is required.</p> <p>We are proposing to use this Annex to help us sign off your ADP and keen to get agreement as soon as is possible, reflecting that we are now into Q2.</p> <p>Could you let me know when you might indicatively hope to return this Annex – very happy to have a quick call, if helpful.</p> <p>Paula</p> <p>From: MacKay, Fiona <Fiona.MacKay2@ggc.scot.nhs.uk> Sent: Monday, July 3, 2023 12:08 PM To: Paula Speirs <Paula.Speirs@gov.scot> Subject: ADP feedback</p>	<p>Final draft to be published online within 12 weeks.</p>
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Paula, have I missed this?
I'm keen to take plan to FP and P on 1st August, and would want to include feedback.

Thanks, Fiona

Fiona MacKay
Director of Planning

JB Russell House | Gartnavel Royal Hospital | 1055 Great Western Road | Glasgow

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please (i) contact the sender by email reply; (ii) delete the email from your system; .
and (iii) do not copy the email or disclose its contents to anyone.

<p>04/07/2023 09:22</p>	<p>NHS Greater Glasgow and Clyde</p>	<p>Subject: RE: NHS Greater Glasgow & Clyde - ADP 2023-24 Feedback Response Body: Hi Fiona</p> <p>Thanks – and appreciate we’re into holiday season. We’ll note your indicate date of 28/7 – please do get in touch if there are any areas of clarification or indeed if there are areas you think may need further discussion – we’re keen to use this review process to get us to a position that we are both content with milestones etc in ADP2/</p> <p>Hope you’ve time for a break at some point too 😊</p> <p>Paula</p> <p>From: MacKay, Fiona <Fiona.MacKay2@ggc.scot.nhs.uk> Sent: Tuesday, July 4, 2023 9:18 AM To: Paula Speirs <Paula.Speirs@gov.scot> Cc: Health Planning and Sponsorship <healthplanningandsponsorship@gov.scot> Subject: RE: ADP feedback</p> <p>Thanks for this Paula. Given the number of people off in July with annual leave (how dare they??), we will get a response to you by Friday 28th July. I will try for earlier, but that will be challenging. It’s really helpful to have the clarity around which areas you require further information. Catch up soon, Fiona</p> <p>From: Paula.Speirs@gov.scot [mailto:Paula.Speirs@gov.scot] Sent: 03 July 2023 21:54</p>	
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To: MacKay, Fiona <Fiona.MacKay2@ggc.scot.nhs.uk>
Cc: healthplanningandsponsorship@gov.scot
Subject: RE: ADP feedback

Fiona

Apologies for not sending this over earlier. Attached is updated feedback – we have highlighted in bold those areas that we would ask for further detail as we look to finalise this 23/24 Delivery Plan. As we discussed, if you could provide your comments in the fourth column, i.e. rationale for response and/or noting if you are updating actions in ADP2.

For completeness in the feedback, we have now included areas of good practice – this might feel like repetition of your ADP, but it will be useful as we look to gather themes and best practice across the ADPs. We have added wording to highlight where we have included text for information, noting no further information is required.

We are proposing to use this Annex to help us sign off your ADP and keen to get agreement as soon as is possible, reflecting that we are now into Q2.

Could you let me know when you might indicatively hope to return this Annex – very happy to have a quick call, if helpful.

Paula

From: MacKay, Fiona <Fiona.MacKay2@ggc.scot.nhs.uk>
Sent: Monday, July 3, 2023 12:08 PM
To: Paula Speirs <Paula.Speirs@gov.scot>
Subject: ADP feedback

Paula, have I missed this?
I'm keen to take plan to FP and P on 1st August, and would want to include feedback.
Thanks, Fiona

Fiona MacKay
Director of Planning

JB Russell House | Gartnavel Royal Hospital | 1055 Great Western Road |
Glasgow

<p>07/07/2023 15:12</p>	<p>NHS Lothian</p>	<p>Subject: (no subject) Body:</p> <p>Colin Briggs Director of Strategic Planning, NHS Lothian Interim Director of Regional Planning, East Region colin.briggs@nhslothian.scot.nhs.uk</p> <p>Diary and organisation: [redacted]@nhslothian.scot.nhs.uk</p> <p>Teams remains the best way to get ahold of me...</p>	<p>Final draft to be published online within 12 weeks.</p>
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<p>12/07/2023 17:21</p>	<p>NHS Highland</p>	<p>Subject: FW: ADP Feedback - response to supplementary questions raised on 30 June 2023 Body: From: [redacted]@nhs.scot> Sent: Wednesday, July 12, 2023 5:21 PM To: Paula Speirs <Paula.Speirs@gov.scot> Cc: [redacted]@gov.scot>; [redacted]@nhs.scot>; [redacted] <[redacted]@nhs.scot>; [redacted]@nhs.scot> Subject: ADP Feedback - response to supplementary questions raised on 30 June 2023</p> <p>Dear Paula</p> <p>Sent on behalf of [redacted], Interim Head of Strategy & Transformation</p> <p>Please find enclosed our response to the supplementary ADP questions, using your template. Our replies are prefaced by the phrase "Board Comments". We trust that these answer the questions raised and look forward to any feedback.</p> <p>Please can you confirm if this submission will complete the sign off process from your perspective?</p> <p>Kind regards [redacted] Regional Planning Manager NHS Highland</p>	<p>Final draft to be published online within 12 weeks.</p>
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<p>12/07/2023 17:21</p>	<p>NHS Highland</p>	<p>Subject: ADP Feedback - response to supplementary questions raised on 30 June 2023 Body: Dear Paula</p> <p>Sent on behalf of [redacted], Interim Head of Strategy & Transformation</p> <p>Please find enclosed our response to the supplementary ADP questions, using your template. Our replies are prefaced by the phrase "Board Comments". We trust that these answer the questions raised and look forward to any feedback.</p> <p>Please can you confirm if this submission will complete the sign off process from your perspective?</p> <p>Kind regards [redacted]</p> <p>[redacted] Regional Planning Manager NHS Highland</p> <p>From: Paula.Speirs@gov.scot <Paula.Speirs@gov.scot> Sent: Thursday, June 29, 2023 4:03 PM To: [redacted]@nhs.scot>; [redacted]@nhs.scot>; [redacted])</p>	<p>Attachment 10</p>
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<[redacted]@nhs.scot>; [redacted]@nhs.scot>
Cc: [redacted]@gov.scot <[redacted]@gov.scot>
Subject: ADP Feedback Session

Dear [redacted]/colleagues

In advance of the discussion shortly, we have attached the initial set of feedback we have had from policy colleagues on your ADP. We're not expecting you to digest this in advance, it's more to help frame our discussion and to enable us to discuss and agree next steps with you.

Look forward to speaking.

Paula

Paula Speirs
NHS Scotland Deputy Chief Operating Officer
M: [redacted]

<p>17/07/2023 16:52</p>	<p>NHS Lothian</p>	<p>Subject: Re: NHS Lothian ADP Feedback Session Body: Hi Paula,</p> <p>Colin is on annual Leave this week, returning Monday 24th July and therefore unable to attend a meeting this week.</p> <p>Going forward, Colin's availability is as follows: Wed 02/08, anytime between 11:30 to 13:30 Mon 08/08, anytime between 15:00 to 16:00 Tues 09/08, anytime between 11:30 to 13:30 Thurs 10/08, anytime between 13:00 to 16:00 Fri 11/08, anytime between 12:00 to 16:00</p> <p>Hope this helps</p> <p>Thank you [redacted] PA/Administrator Strategic Planning</p>	
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From: [redacted]@gov.scot <[redacted]@gov.scot> on behalf of Paula.Speirs@gov.scot <Paula.Speirs@gov.scot>
Sent: 17 July 2023 4:34 PM
To: [redacted]@nhslothian.scot.nhs.uk>
Subject: NHS Lothian ADP Feedback Session

Good Afternoon [redacted]

Hope this finds you well.

I've been asked to set up 2x30 minute meetings with Colin Briggs, Director of Strategic Planning, NHS Lothian on NHS Lothian ADP Feedback and I was given your name as the person who looks after his diary. Hoping you can help assist me identify two dates to firm up here.

The first meeting is looking to be set up at the end of this week and second meeting in 2-3 wks time. It might be easier if you let me have Colin's availability for the 2-3 wks time slot as to when this might be possible. For this week limited options here and can offer:

Fri 21st – 09:00-09:45; 11:15-12:30; or 15:00-17:00 for a 30 min slot within these

I look forward to hearing from you.

Kind regards

[redacted]

[redacted]

PA/Paula Speirs
NHS Scotland Deputy Chief Operating Officer – Planning and Sponsorship|Directorate for Health Performance & Delivery, Scottish Government|1E.05, St Andrews House|Edinburgh|EH1 3DG
*:[redacted]@gov.scot
*I am mostly working from home and available via MS Teams

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<p>17/07/2023 16:52</p>	<p>NHS Lothian</p>	<p>Subject: Re: NHS Lothian ADP Feedback Session Body: Hi Paula,</p> <p>Colin is on annual Leave this week, returning Monday 24th July and therefore unable to attend a meeting this week.</p> <p>Going forward, Colin's availability is as follows: Wed 02/08, anytime between 11:30 to 13:30 Mon 08/08, anytime between 15:00 to 16:00 Tues 09/08, anytime between 11:30 to 13:30 Thurs 10/08, anytime between 13:00 to 16:00 Fri 11/08, anytime between 12:00 to 16:00</p> <p>Hope this helps</p> <p>Thank you [redacted] PA/Administrator Strategic Planning</p>	
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From: [redacted]@gov.scot <[redacted]@gov.scot> on behalf of Paula.Speirs@gov.scot <Paula.Speirs@gov.scot>
Sent: 17 July 2023 4:34 PM
To: [redacted]@nhslothian.scot.nhs.uk>
Subject: NHS Lothian ADP Feedback Session

Good Afternoon [redacted]

Hope this finds you well.

I've been asked to set up 2x30 minute meetings with Colin Briggs, Director of Strategic Planning, NHS Lothian on NHS Lothian ADP Feedback and I was given your name as the person who looks after his diary. Hoping you can help assist me identify two dates to firm up here.

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Fri 21st – 09:00-09:45; 11:15-12:30; or 15:00-17:00 for a 30 min slot within these

I look forward to hearing from you.

Kind regards

[redacted]

[redacted]

PA/Paula Speirs
NHS Scotland Deputy Chief Operating Officer – Planning and Sponsorship|Directorate for Health Performance & Delivery, Scottish Government|1E.05, St Andrews House|Edinburgh|EH1 3DG
*:[redacted]@gov.scot
*I am mostly working from home and available via MS Teams

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20/07/2023	NHS Lothian	<p>Subject: RE: NHS Lothian Feedback Session - 2mtg</p> <p>Body: From: [redacted]@gov.scot <[redacted]@gov.scot> on behalf of Paula.Speirs@gov.scot <Paula.Speirs@gov.scot> Sent: 19 July 2023 6:46 PM To: [redacted]@nhslothian.scot.nhs.uk> Cc: [redacted]@gov.scot <[redacted]@gov.scot> Subject: FW: NHS Lothian Feedback Session - 2mtg</p> <p>Hello [redacted]</p> <p>Thanks for accepting the meeting as outlined below on 2 August for NHS Lothian Feedback Session. I've still to set up a 2nd meeting on same so what availability would Colin have for 1x30 min meeting from 16th, 17th, 18th, 21st, 22nd, 23rd, 24th and 25th.</p> <p>I look forward to hearing from you and I can then check Paula, Gavin and [redacted]'s diaries here and get something secured in diaries.</p> <p>Kind regards</p> <p>[redacted]</p> <p>[redacted] PA/Paula Speirs NHS Scotland Deputy Chief Operating Officer – Planning and Sponsorship Directorate for Health Performance & Delivery, Scottish Government 1E.05, St Andrews House Edinburgh EH1 3DG *:[redacted]@gov.scot *I am mostly working from home and available via MS Teams</p>	
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-----Original Appointment-----

From: [redacted]@nhslothian.scot.nhs.uk> On Behalf Of Briggs, Colin

Sent: Tuesday, July 18, 2023 9:28 AM

To: Nancy Ralph; [redacted]; Calum Ballantyne

Subject: Accepted: NHS Lothian Feedback Session

When: 02 August 2023 12:45-13:15 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Microsoft Teams Meeting

<p>20/07/2023 15:24</p>	<p>NHS Highland</p>	<p>Subject: FW: NHS Highland ADP Final Feedback Body: Dear [redacted]</p> <p>As [redacted] will be off for a few days I can pick this up and get into diaries if you can indicate a preference.</p> <p>Warmest regards,</p> <p>[redacted]</p> <p>[redacted] Health Planning Adviser Policy and Operations: Health Planning and Sponsorship Directorate for Chief Operating Officer, NHS Scotland SAH Edinburgh EH1 3DG</p> <p>From: [redacted] <[redacted]@gov.scot> On Behalf Of Paula Speirs Sent: Wednesday, July 19, 2023 6:09 PM To: [redacted]@nhs.scot> Cc: Paula Speirs <Paula.Speirs@gov.scot> Subject: RE: NHS Highland ADP Final Feedback</p> <p>Afternoon [redacted]</p> <p>No worries, here are some options for w/c Monday 7 August for a 20 minute meeting on the above.</p> <p>Mon 7/8 – 9-12:30; 14:00-17:00 Tue 8/8 – 9-9:30; 11-13:30</p>	
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Wed 9/8 – 9-9:30; 10-11; or 15:00-15:30

Thur 10/8 – 9-10; 16:15-17:00

Kind regards

[redacted]

[redacted]

PA/Paula Speirs

NHS Scotland Deputy Chief Operating Officer – Planning and Sponsorship|Directorate for Health Performance & Delivery, Scottish Government|1E.05, St Andrews House|Edinburgh|EH1 3DG

*:[redacted]@gov.scot

*I am mostly working from home and available via MS Teams

From: [redacted]@nhs.scot>

Sent: Wednesday, July 19, 2023 2:56 PM

To: Paula Speirs <Paula.Speirs@gov.scot>

Subject: Re: NHS Highland ADP Final Feedback

hi [redacted]

thank you.

Anything for the week after please ? i.e. w/c 7 August please?

Sorry, lots of leave at this time of year!

Kind regards

[redacted]

From: [redacted]@gov.scot <[redacted]@gov.scot> on behalf of Paula.Speirs@gov.scot <Paula.Speirs@gov.scot>
Sent: Tuesday, July 18, 2023 6:18 PM
To: [redacted]@nhs.scot>
Subject: RE: NHS Highland ADP Final Feedback

Good afternoon [redacted]

Thank you for your email in reply to the diary invite.

No worries at all, bit ambitious of me re peak holiday season. I've offered some alternative date/time options below for consideration. If none of these are workable let me know and I'll look at week beginning Monday 7 August.

Wk beg 31 July – for a 20 minute slot
Mon 31st @ 9-10; 10:30-13:00
Tue 1 Aug @ 9-9:20
Wed 2 Aug @ 10-10:20; 10:20-10:40
Thur 3 Aug @ 9-9:20; 9:20-9:40 or 9:30-9:50
Fri 4 Aug @ 9-10 or 13:30-16:00

I look forward to hearing if any of these are suitable.

Kind regards

[redacted]

[redacted]
PA/Paula Speirs
NHS Scotland Deputy Chief Operating Officer – Planning and Sponsorship|Directorate for Health Performance & Delivery, Scottish Government|1E.05, St Andrews House|Edinburgh|EH1 3DG

*:[redacted]@gov.scot

*I am mostly working from home and available via MS Teams

From: [redacted]@nhs.scot>

Sent: Tuesday, July 18, 2023 12:50 PM

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

Subject: Re: NHS Highland ADP Final Feedback

hi [redacted]

Thanks for the diary invite of 27 July at 16:30 with [redacted] and the Highland team. Unfortunately Jane and [redacted] are both away so I am hoping if we can rearrange in the following 1-2 weeks please?

I can access diaries if you are able to give me some options.

thanks,
[redacted]

Kind regards

[redacted]
Regional Planning Manager
NHS Highland

From: [redacted]@gov.scot <[redacted]@gov.scot> on behalf of
Paula.Speirs@gov.scot <Paula.Speirs@gov.scot>

Sent: Monday, July 17, 2023 2:32 PM
To: Reid G (Gavin) <gavin.reid@gov.scot>; [redacted]@gov.scot
<[redacted]@gov.scot>; [redacted]@nhs.scot>; [redacted]@nhs.scot>;
[redacted] <[redacted]@nhs.scot>; [redacted]@nhs.scot>
Subject: NHS Highland ADP Final Feedback
When: Thursday, July 27, 2023 4:30 PM-4:50 PM.
Where: Microsoft Teams Meeting

Good Afternoon

Paula and the Planning Team are offering a final meeting as part of our ADP sign off. Please do advise of any colleagues we've inadvertently missed here.

Kind regards

[redacted]

[redacted]

PA/Paula Speirs

NHS Scotland Deputy Chief Operating Officer – Planning and Sponsorship|Directorate for Health Performance & Delivery, Scottish Government|1E.05, St Andrews House|Edinburgh|EH1 3DG

*:[redacted]@gov.scot

*I am mostly working from home and available via MS Teams

Microsoft Teams meeting

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<p>25/07/2023 09:07</p>	<p>NHS Highland</p>	<p>Subject: Meeting Rearrangement Body: Hi Paula,</p> <p>I have been asked to get in touch to request that the ADP Final Feedback meeting be rearranged.</p> <p>Currently [redacted] and [redacted] cannot make it, can it be arranged for when [redacted] and [redacted] are available.</p> <p>They have availability from 10th August.</p> <p>Thank you</p> <p>[redacted]</p> <p>[redacted] Project Support Officer NHS Highland Strategy and Transformation Assynt House Beechwood Business Park Inverness IV2 3BW Email: [redacted]@nhs.scot</p> <hr/> <hr/> <p>This email is intended for the named recipient only. If you have received it by mistake, please (i) contact the sender by email reply; (ii) delete the email from your system; . and (iii) do not copy the email or disclose its contents to anyone.</p>	
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<p>25/07/2023 11:38</p>	<p>NHS Highland</p>	<p>Subject: NHS Highland ADP Final Feedback Body: Apologies I've been on Jury Duty and picking up on return re to update to this date and same time. Many thanks 😊</p> <p>Good Afternoon</p> <p>Paula and the Planning Team are offering a final meeting as part of our ADP sign off. Please do advise of any colleagues we've inadvertently missed here.</p> <p>Kind regards</p> <p>[redacted]</p> <p>[redacted] PA/Paula Speirs NHS Scotland Deputy Chief Operating Officer – Planning and Sponsorship Directorate for Health Performance & Delivery, Scottish Government 1E.05, St Andrews House Edinburgh EH1 3DG *:[redacted]@gov.scot *I am mostly working from home and available via MS Teams</p>	
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