

Monday, 24 March 2025

1
2 (10.30 am)
3 **LADY HALLETT:** Can you see and hear me?
4 **MR STOATE:** I can, thank you, my Lady. Good morning.
5 Our first witness this morning is Jeane Freeman.
6 I'm sorry if I cut you off there, my Lady.
7 **LADY HALLETT:** No, you didn't. I was merely going to say
8 that, as has already been announced but for those who
9 are watching, online, I'm attending remotely today but
10 all other participants are present in the hearing room.
11 Thank you, Mr Stoate.
12 **MR STOATE:** Thank you. Can we call Jeane Freeman, please.
13 Thank you.
14 **MS JEANE FREEMAN (sworn)**
15 **Questions from COUNSEL TO THE INQUIRY**
16 **LADY HALLETT:** Welcome back, Ms Freeman.
17 **THE WITNESS:** Good morning, my Lady.
18 **MR STOATE:** Would you please give the Inquiry your full
19 name.
20 **A.** Jeane Tennent Freeman.
21 **Q.** Thank you. You have very helpfully provided the Inquiry
22 with a witness statement for this module. It's in fact
23 your sixth to the Inquiry. The reference is
24 INQ000531855. It's 27 pages long and dated
25 20 December 2024. Is that statement true to the best of

1

1 PPE stockpile available to you in your role and for use
2 in Scotland during the pandemic.
3 Very briefly, by way of context, prior to the
4 pandemic, Scotland owned a PPE stockpile as a portion of
5 the Pandemic Influenza Preparedness Programme (PIPP); is
6 that right?
7 **A.** That's right, yes.
8 **Q.** The PIPP was a joint planning and procurement venture by
9 the four nations of the UK; is that right?
10 **A.** Yes.
11 **Q.** And the idea of that was to ensure an adequate stockpile
12 of PPE based on a reasonable worst-case scenario for an
13 influenza pandemic?
14 **A.** Yes, that's right.
15 **Q.** That was based on an assumed pandemic wave of 15 weeks?
16 **A.** Yes.
17 **Q.** Is that your understanding?
18 **A.** Yes.
19 **Q.** After which it was predicted that normal procurement
20 arrangements would have recovered?
21 **A.** That's correct.
22 **Q.** Again, just briefly by way of context, Scotland, in
23 common with the other nations of the UK, owned its PPE
24 within the PIPP stockpile; is that right?
25 **A.** That's right, yes.

3

1 your knowledge and belief?
2 **A.** It is.
3 **Q.** Thank you very much.
4 As indicated, you have given evidence to the Inquiry
5 before but by way of very brief reintroduction, if
6 I may, you are currently the dean of Strategic Community
7 Engagement and Economic Development at the University of
8 Glasgow; is that correct?
9 **A.** Yes, it is.
10 **Q.** And pertinently for this module, in June 2018, you were
11 appointed as Cabinet Secretary for Health and Sport in
12 Scotland.
13 **A.** Yes.
14 **Q.** And you held that role until May 2021.
15 **A.** That's correct.
16 **Q.** Thank you very much.
17 The focus of my questions now, as you know, is the
18 procurement of key medical equipment and supplies during
19 the pandemic. As to your role in that, as Cabinet
20 Secretary for Health and Sport, is it right that you
21 were ultimately politically responsible for ensuring
22 that the health workforce in Scotland had access to
23 appropriate PPE during the pandemic?
24 **A.** That's correct.
25 **Q.** I want to look briefly, please, at the question of the

2

1 **Q.** But the procurement was in fact coordinated by Public
2 Health England on behalf of all the four nations?
3 **A.** For the stockpile, yes.
4 **Q.** Scotland liaised with UK counterparts on the procurement
5 of any items into that stockpile. Did that include you,
6 as Cabinet Secretary? Were you part of that liaison?
7 **A.** No, I wasn't. That would be led by our NSS, which was
8 our National Procurement arm in Scotland.
9 **Q.** Thank you. We'll come to them shortly.
10 Last week in his evidence the UK Health Secretary
11 Matt Hancock talked a bit about the stockpile.
12 Can we bring up, please, part of the transcript of
13 his evidence. It's PHT000000159.
14 Can you see the second line here? This is
15 Mr Hancock's evidence last week.
16 **A.** Yes.
17 **Q.** He is talking about January 2020, and he says:
18 "... we in the department could foresee the likely
19 potential, which Professor Whitty put at 50/50, of
20 a global pandemic."
21 Moving down a bit he says:
22 "... in the last ten days or so of January 2020, is
23 when we put in place a whole series of actions to
24 mitigate the gaps that immediately became evident. One,
25 having been reassured that we had an adequate stockpile,

4

1 which you can see in the middle of January and before
2 the pandemic, by 30 January, when I asked for the audit,
3 the audit comes back and there are serious problems."

4 Just towards the end he says:

5 "So at that point, I instructed that we got going on
6 all the things we needed, including the fact that
7 whatever the nature of the pathogen, we were going to
8 need more PPE, because you can never stockpile enough
9 PPE for a whole pandemic."

10 Thank you.

11 Thinking specifically about PPE and the stockpile
12 from your perspective as Scottish Health Secretary, did
13 there come a moment when you -- it occurred to you, or
14 you realised, that the PPE stockpile available for
15 Scotland could or would be insufficient in the face of
16 the oncoming pandemic?

17 **A.** So that came from NSS, who were alerting my officials to
18 the fact that their longstanding relationship with
19 suppliers was bringing them intelligence that there was
20 a growing and competitive global market for PPE that was
21 being squeezed, if you like, and that would be when
22 both -- so they were intelligence gathering. I think
23 I've spoken before at the Inquiry about clinical
24 intelligence gathering that was going on with our Chief
25 Medical Officers and so on. So it was a kind of

5

1 **A.** Yes, because NSS is a board like other -- in other
2 instances, territorial boards. We have territorial
3 boards in Scotland and we have what we call national
4 boards, ie boards that cover the whole country, and NSS
5 is one of those.

6 **Q.** So, accountable to Scottish ministers; and while you
7 were in post in the pandemic, they reported directly to
8 you, did they?

9 **A.** Yes.

10 **Q.** Thank you.

11 You make a number of comments in your witness
12 statement that I want to ask you about in relation to
13 NSS. First, you say it's a unique and distinctive
14 feature of health infrastructure in Scotland and you
15 make this point:

16 "The experience of NSS gave Scottish ministers
17 a significant advantage in the management of the
18 pandemic compared to other parts of the UK."

19 Can I ask you to expand upon that from your
20 perspective. What do you, or did you then, understand
21 to be the main differences in the management of the
22 pandemic as regards NSS?

23 **A.** So there are a number of elements to that. First of
24 all, the length of time that, from the Common Services
25 Agency through to its operation as NSS, that it had been

7

1 parallel intelligence gathering through NSS and their
2 supplier contacts about an emerging global -- increased
3 global demand for PPE and, consequently, what they
4 believed they needed to do to secure existing supply,
5 but also to look to increase supply.

6 **Q.** You've mentioned NSS, and as the first -- we'll be
7 hearing from them later but as the first witness today,
8 for those unfamiliar, NSS, is this right, you say in
9 your statement, was established in 1974 with the name
10 the Common Services Agency?

11 **A.** Correct.

12 **Q.** And you say acted as the single procurement arm for the
13 whole of the NHS in Scotland; is that right?

14 **A.** That's right.

15 **Q.** What did that cover?

16 **A.** So that covered all items of procurement that would be
17 needed in a health setting. So that's from items of
18 kit, PPE, and of course during the pandemic, as you and
19 colleagues will know, they extended their work into, for
20 example, vaccines and Test and Protect, but they're --
21 they are the single procurement arm for all kit and
22 consumables, I think is probably the best way to put it,
23 for our National Health Service in Scotland.

24 **Q.** As Cabinet Secretary for Health and Sport, were you
25 ultimately politically responsible for that activity?

6

1 around. It had longstanding, established relationships
2 with suppliers across a range of consumables for NHS.
3 It had well-established relationships with clinical and
4 other advisers on the nature of what comestibles or
5 supplies might be needed and how that would develop over
6 time through improvements in healthcare and innovation.

7 It had a well-established procurement process of due
8 diligence and probity to test suppliers' probity but
9 also their capacity to deliver, which meant that for us,
10 we could -- it also had a level of expertise in the
11 whole field of procurement that meant that when we had
12 something like a pandemic, then we already had this
13 established experienced body of expertise and due
14 process that we could then use and apply to the
15 situation that we were then confronted with.

16 **Q.** One thing you mentioned in your statement is economies
17 of scale. What do you say in relation to NSS and its
18 ability to bring economies of scale to the procurement
19 of PPE?

20 **A.** From a supplier's point of view, we have an established
21 body of some standing that, if you like, a supplier can
22 trust -- can trust to be accurate in its order and its
23 specification of what it requires, and trusting in terms
24 of payment of due invoices for supply. So you've got
25 this established body from the supplier's point of view.

8

1 From NSS's point of view it's procuring for the
 2 whole NHS in Scotland. So its volume demand is high,
 3 and that means you can negotiate reasonable prices for
 4 whatever it is that you are seeking to procure, simply
 5 through the weight of your order and also, internally,
 6 you can streamline your processes so you are minimising
 7 the cost of your procurement work, because you're doing
 8 it at such scale.

9 **Q.** You'll be aware that the Inquiry has heard a lot of
 10 evidence about the operation of, in England, a High
 11 Priority or VIP Lane for the procurement of PPE. You've
 12 talked about how NSS worked. Did that mean that
 13 Scotland needed to operate a fast track system for new
 14 suppliers?

15 **A.** Absolutely not. We had, as governments did in the other
 16 your four nations, we had offers of help and assistance
 17 and we -- that would come to me directly from other MSPs
 18 or by email, or would come in to government externally.
 19 All of those were then passed straight to NSS who, in
 20 collaboration with their colleagues in Scottish
 21 Enterprise and Scottish Development International, had
 22 a proper triage process that would apply due diligence
 23 to all those offers, standard due diligence that would
 24 be the case in normal times, if you like, which would
 25 then allow them to make decisions about whether or not

9

1 safety of your staff and the patients that they are
 2 treating.

3 **Q.** One thing you mentioned was clinical input and advice.
 4 Is it right that NSS had a route for input of clinical
 5 advice?

6 **A.** Yes, so as I think the Inquiry is certainly aware and
 7 I'm sure you are, our Office of our Chief Nursing
 8 Officer was our lead office for infection prevention and
 9 control and so as guidance was produced in an iterative
 10 fashion, actually, as we became more knowledgeable about
 11 the nature of this virus, how it transmitted, and so on,
 12 the guidance would be issued on the type and range of
 13 PPE that was appropriate in different settings, in
 14 health and in social care, and that then informed NSS
 15 about the volume of stock it needed to try to secure.

16 **Q.** NSS also had a role in managing Scotland's PPE stock; is
 17 that right?

18 **A.** That's right.

19 **Q.** You say in your statement that they tracked both the
 20 source and destination of items of PPE in Scotland, and
 21 that you received what you call a daily sitrep. Does
 22 that mean situation report?

23 **A.** Yes, I did.

24 **Q.** What did that entail? What did that show you?

25 **A.** Well, what that showed me every day was every item of

11

1 these new offers from suppliers, or new suppliers of
 2 offers, were appropriate to look to award contracts, and
 3 I think, as I know you will have seen, in the Auditor
 4 General for Scotland's report in October '21, they
 5 concluded that there was no evidence of preferential
 6 treatment or bias in any of the awards made. So we did
 7 not have a VIP Lane and we did not need one.

8 **Q.** Were you aware of the operation of the High Priority
 9 Lane for PPE procurement in England at the time?

10 **A.** At the time I don't believe I was. I think it would be
 11 fair to say that I -- I can't think of another way of
 12 putting it other than to say I had enough on my plate,
 13 to make sure that we were doing things at pace and
 14 appropriately, to be looking at how others might be
 15 procuring their PPE. I obviously became aware of it and
 16 would have views thereafter, but not at the time.

17 **Q.** Well, you've said you had views thereafter. Are they
 18 views that would assist the Inquiry?

19 **A.** Well, my view is, I think there are many questions to be
 20 asked and I'm sure the Inquiry will do, about the
 21 operation of a VIP Lane, and the application of due
 22 diligence and probity to any offer of supply, especially
 23 when -- two things: when you are using public money for
 24 that purpose, and secondly, when the quality and
 25 appropriateness of the PPE secured is critical to the

10

1 stock, what we had at hand, what was expected by way of
 2 confirmed orders and when they were expected. And it
 3 was traffic lit, so I could see, at a glance, where we
 4 had particular problems because we only had stock at
 5 hand for another two weeks or whatever. And that is
 6 based on NSS's knowledge of the volume demand coming
 7 into it or anticipated from health boards but also its
 8 modelling that it would be doing.

9 So I saw every day, and I don't think there was ever
 10 a day where there wasn't red in that sitrep, and that
 11 would allow me to follow up directly with NSS: what are
 12 we doing? We've got orders but we don't expect them in
 13 time, what's our back-up plan? What else have we got?

14 So I could pursue where it looked like we might have
 15 difficulty in securing sufficient supply to meet the
 16 demand that we were modelling would be needed.

17 **Q.** You said you can't recall a day that it wasn't red, red
 18 being?

19 **A.** Red being that the stock is low, that the -- so
 20 sometimes red would be that the stock of a particular
 21 item was low, we only had one/two weeks of it left in
 22 store, if you like. We had an order, and the order was
 23 due to come in in one week but we didn't have the order
 24 yet. So that could be red. But equally, it could be
 25 that there was an order for a particular volume but it

12

1 wasn't expected for three weeks or four weeks. So red
2 could be one or the other.

3 **Q.** Could we look briefly, please, at the Audit Scotland
4 report of June 2021.

5 There's the front page for you.

6 It's INQ000108737. If we could turn to page 4,
7 please.

8 Can you see there at the top left-hand box -- I'm
9 sure this is a document with which you're familiar -- it
10 says:

11 "Centrally held PPE stocks were very low at points
12 during April 2020 as stock was rapidly distributed to
13 NHS boards:

14 "0.3 days' worth of stock of long sleeve gowns

15 "1 day of FFP3 masks

16 "2 days of visors."

17 So at that point in the early pandemic, is this
18 fair, stock of that type of PPE was really very low?

19 **A.** Centrally held stock was low.

20 **Q.** Yes.

21 **A.** What that means is that our boards had the level of
22 stock that they said they required and that would be
23 adequate for their purposes. What we didn't have
24 centrally was only that amount of stock should they need
25 an earlier re-supply than was expected.

13

1 issues was in the timeous distribution of PPE to where
2 it needed to go, not only in hospital, in our acute
3 settings, but also as we expanded our supply of PPE to
4 all of primary care and to adult social care, both
5 residential and at home.

6 **Q.** The expansion into adult social care, was that
7 a particular area of challenge for you?

8 **A.** It was a particular area of challenge for my officials
9 and NSS, because adult social care, be it residential or
10 at home, traditionally, pre-pandemic, had secured its
11 own PPE, as had primary care, because by and large,
12 pharmacies, GP surgeries, opticians, dentists, are small
13 businesses, as is much of residential adult social care,
14 and so they operated as small businesses and secured
15 their own PPE. In that circumstance of a global market
16 for PPE that is highly competitive and very challenged,
17 it was very difficult for them to secure their orders,
18 and they needed more in addition.

19 And so that was why Scottish Government, I took the
20 decision that we would take over that supply through
21 NSS.

22 Now, that is a logistical challenge, both in
23 establishing demand route, so that those various parts,
24 both of primary care and adult social care, can tell NSS
25 what they need, what their volume demand is, is also

15

1 **Q.** That's very clear.

2 What did you understand the reasons to be for those
3 levels of centrally held PPE stock in the early pandemic
4 to be so low?

5 **A.** Because of the nature of the global market and the
6 demand. So although I said earlier that Scotland has an
7 advantage because of NSS procuring for the whole of our
8 NHS in Scotland, in global terms, that was still
9 relatively small compared to even -- even England,
10 a bigger country, bigger demand, before we even go
11 beyond these shores.

12 So competitively in that global market, Scotland was
13 not obviously at an advantage, except that we had
14 long-established relationships through NSS with
15 suppliers, which they could leverage in order to try to
16 ensure that where orders are being placed, those orders
17 would not be gazumped, if you like, by an alternative
18 order that was new to that supplier from a larger
19 country or a larger demand.

20 **Q.** Can I ask you this question directly: did Scotland run
21 out of any item of PPE or key healthcare equipment at
22 any point?

23 **A.** No. No, we didn't, although it is important for me to
24 caveat that with saying while we did not run out at any
25 point, we obviously came very close. Where there were

14

1 a challenge in distribution, two completely new elements
2 to NSS's work and Scottish Government's work, so it was
3 a logistical challenge to set that up at pace, get it
4 right, and improve it, as the problems with it became
5 evident, and you'll have seen the timeline of when those
6 improvements were made.

7 **Q.** And what is your assessment of that timeline?

8 **A.** So I think the timeline is pretty impressive in the
9 establishment of local hubs, of the triage helpline,
10 with NSS, of the helpline direct, a helpline for social
11 care and NHS staff to contact -- an email line -- to
12 contact us with particular individual issues, for
13 example, they might go on shift, they couldn't find --
14 they didn't have the PPE they needed, to do the top-up
15 delivery direct to residential care homes and then the
16 direct delivery route.

17 I think, in just over a month, all of that was
18 achieved. And one of the improvements that was made
19 inside the NHS was the creation of a single point of
20 contact in our acute settings, in our boards. And the
21 switch. So pre-pandemic, in a health board, the PPE
22 that they received from NSS, they would hold centrally,
23 and the different parts of the acute setting would make
24 a demand for that PPE and it would then be distributed.

25 What we switched that to was a push approach, if you

16

1 like, so when you get the PPE in centrally, push it out
2 to those that need it, even if they're not going to use
3 it immediately, at least it is close to them and when
4 they do need it, they can use it.

5 **Q.** You've talked about the establishment of the PPE
6 Helpline; this was in April 2020, is that right?

7 **A.** Yes.

8 **Q.** And by July you say it was effectively closed down?

9 **A.** Yes.

10 **Q.** We're hearing later from the witness Paul Cackette,
11 director of PPE in Scotland, who tell us that one of
12 his -- the early tasks of the directorate he established
13 or that was established with him, the PPE Directorate,
14 was:

15 "... carrying out a review of a helpline established
16 at the start of the outbreak where any NHS staff unable
17 to secure the appropriate PPE could email in to ensure
18 supply ..."

19 That's what you're talking about?

20 **A.** Yes, it is.

21 **Q.** He says this:

22 "... the system had been set up urgently and there
23 were failures to respond adequately or quickly enough
24 due to administrative systems failures which required an
25 overhaul of the help line."

17

1 responses, and the median response time, is that
2 20 days?

3 **A.** I believe so.

4 **Q.** Mm. And by the time we get to the end of April we can
5 see there's, in fact -- the numbers suggest there's more
6 responses than there were emails and only a day of
7 response time.

8 Did the problems that Mr Cackette describes there,
9 the need for an overhaul, does that explain some of the
10 early delay and lack of response and how that was
11 resolved?

12 **A.** Yes, it does. Yes, it does. So it was, as he says
13 quite rightly, established very quickly because I wanted
14 to have a means by which staff on the front line could
15 raise directly with Scottish Government issues that they
16 were experiencing on shift. And that we could then
17 respond to those. But that did -- partly, I presume,
18 because of the speed that it was set up, it produces, as
19 Mr Cackette says, those administrative glitches and the
20 system didn't always work very well, or people who were
21 in -- who were responsible for responding, in other
22 words tracking down what had gone wrong and sorting it
23 out, were perhaps not aware of everything that -- or all
24 the routes that they could pursue. And so the median
25 response time was too slow. And then there was a review

19

1 Do you recall that having to take place?

2 **A.** Yes, I do, and we also benefited from the assistance of
3 one of my ministerial colleagues, Mr Dey, who was
4 Minister for Parliamentary Business, was his role, and
5 he asked if he could help in any way in our overall
6 response, and I asked him to oversee the operation of
7 the helpline and make sure that the calls or the emails
8 that were coming in were responded to quickly and that
9 the issues that the were being raised were resolved, but
10 also to identify for me if there were particular trends.
11 So we were seeing, if you like, the same issue being
12 raised more than once or in more than one place that
13 would then alert us, for example, to establishing the
14 single point of contact in health boards.

15 **Q.** Can we look briefly, please, at a paragraph in your
16 statement.

17 It's INQ000531855 at page 24.

18 At paragraph 80 of your statement you've very
19 helpfully provided a table showing the number of emails
20 received and responded to from the helpline mailbox, as
21 well as the median processing time for the first month
22 of its operation; can you see that?

23 **A.** Yes.

24 **Q.** If we look in the first part of the timeline, you -- in
25 the first week there, 365 emails received, 244

18

1 and it improved considerably.

2 **Q.** Do you think the speed at which it was built and the
3 need for the overhaul and, as we can see, the result of
4 the overhaul, certainly by the end of April, does that
5 tell us anything in terms of preparedness or lessons
6 learned in the event of a future pandemic?

7 **A.** Yes, I think it does. I think the email helpline was
8 exactly the right thing to do. I think the speed with
9 which it was set up was the right thing to do, but
10 I think one of the things that we need to recall is that
11 a lot of those officials who were drafted in to that
12 task were not necessarily officials from Health, the
13 Health Directorate of Scottish Government. There was
14 redeployment of Scottish Government civil servants all
15 over into Health from different parts of Scottish
16 Government. And perhaps what it tells me is that we
17 need to give them more support as they move, perhaps
18 from Agriculture and Fish into this, or Events into this
19 area. More support that's almost like a script
20 about: if it's this kind of query, here's how to track
21 down what's actually happened; here are the points of
22 contact inside health boards, you know, here's where to
23 go. So that they, if you like, have a better level of
24 support to respond to the queries than they initially
25 had.

20

1 **Q.** As a more general reflection in relation to procurement
 2 processes and preparedness in particular -- so that was
 3 quite a specific example -- can we look very briefly,
 4 please, again at the Audit Scotland report from
 5 June 2021.
 6 INQ00018737. It's at page 3. Thank you.
 7 The left-hand side box says this:
 8 "The Scottish Government could have been better
 9 prepared to respond to the Covid-19 pandemic. The
 10 Scottish Government:
 11 "• did not fully implement improvements identified
 12 as part of pandemic preparedness exercises"
 13 "• could have done more to ensure access to PPE and
 14 related training in its use."
 15 Now appreciating, as you say, Ms Freeman, that you
 16 were not in post during any of the pre-pandemic
 17 exercises, Cygnus, Silver Swan, Iris, but reflecting
 18 back now, do you think that anything more could or
 19 should have been done in Scotland to prepare for
 20 pandemic PPE procurement?
 21 **A.** I'm not sure that I do think that. I'm not sure that
 22 I can think what more NSS could have done. I think, for
 23 the next pandemic, I think we are much better placed in
 24 understanding, for example, the importance of wrapping
 25 our arms around, from the outset, all of health and

21

1 Dr Macaskill that we considered the social care sector
 2 as secondary within the NHS.
 3 **Q.** Just pausing there, that's Dr Macaskill of Scottish
 4 Care, right?
 5 **A.** Yes. I think it would be fair to say that as soon as he
 6 and others raised those problems, the problems that
 7 individual care homes had in securing both the quantity
 8 and the type of PPE that they needed, as soon as that
 9 was raised, we acted quickly to ensure that we could be
 10 the supplier of that PPE, and I think NSS responded very
 11 quickly and very collegiately to trying to work out,
 12 with Dr Macaskill and others, what would be the best
 13 route for individual care homes to provide their volume
 14 demand information to NSS. We initially distributed
 15 through the local hubs. There were problems there, in
 16 terms of individual care homes feeling that they were
 17 not -- that they were losing out in some way, and we
 18 then did both the one-off top-up supply and the direct
 19 distribution.
 20 So I think we responded very quickly to the issues
 21 that were raised, because we understood the absolute
 22 importance of adequate PPE in our residential and
 23 at-home social care sector and we also extended it to
 24 unpaid carers, to personal assistants for people with
 25 disabilities, and to the third sector.

23

1 social care, regardless of the model that may exist.
 2 I think we are also better able to -- and so have those
 3 logistic routes and so on, we know how to do that now.
 4 We know how to avoid some of the earlier glitches.
 5 In terms of access to PPE, related training and its
 6 use, I think there is a point about, for example,
 7 fit testing for the FFP3 masks and making sure that
 8 remains up to date, and also making sure that that
 9 training and the fit process is adequate for an
 10 ethnically diverse population.
 11 **Q.** You mentioned briefly, but importantly, the work in
 12 taking over procurement for the adult social care
 13 setting.
 14 **A.** Mm-hm.
 15 **Q.** You may be aware that a concern in the evidence -- we
 16 heard from Helen Whately, the UK care minister, you've
 17 seen as part of your preparation the witness statement
 18 provided by Scottish Care -- a real concern about the
 19 prioritisation of PPE for the NHS as opposed to for
 20 social care, leading to real difficulties amongst
 21 providers in being able to get that PPE.
 22 Do you have any reflections on the proper
 23 prioritisation of the social care sector within the
 24 procurement of PPE, from your experience?
 25 **A.** So, yeah, I would say that I do not entirely agree with

22

1 **Q.** Two more brief points of reflection, please, before
 2 I finish, about four nations working.
 3 **A.** Mm-hm.
 4 **Q.** You're aware that Nicola Sturgeon, the former
 5 First Minister of Scotland, was asked whether she agreed
 6 with a comment from Boris Johnson in his evidence to the
 7 Inquiry. His comment was this:
 8 "We should probably [we, the UK] should probably try
 9 to proceed as one UK, with the simplest possible
 10 messages and decisions."
 11 And Nicola Sturgeon's answer is:
 12 "... I do not agree with this."
 13 She gives her reasons.
 14 Can I ask, what do you make of that suggestion from
 15 the former Prime Minister?
 16 **A.** Well, first of all, I don't think we had differing
 17 messages on the guidance around PPE. In fact, I know
 18 that we did not. We perhaps, from time to time,
 19 exercised a position where we argued for and, if you
 20 like, permitted more professional discretion by staff
 21 regardless of the guidance, if they felt they needed
 22 a higher level of PPE, then they should be able to use
 23 that.
 24 If what the former Prime Minister means is that we
 25 should have a single procurement route, then I don't

24

1 agree with that. I don't agree with that for two
2 reasons. First of all, I think that he moves the -- or
3 undercuts the necessary democratic accountability that
4 devolution demands of a Scottish Government, and I think
5 that is a good thing that there is that democratic
6 accountability. And secondly, from experience, the
7 route that the UK Government took with the VIP Lane and
8 so on is not a route I would wish Scotland to take.

9 And so having a single system, if all parties are
10 not equal in that regard, could lead to a situation
11 where Scottish ministers are accountable for actions
12 over which they had no say, but with which they
13 disagreed. That is not to say that we shouldn't have
14 cooperation, we shouldn't have exchange of data,
15 exchange of approaches, and what we did have, the mutual
16 aid agreement, whereby we would help each other out in
17 terms of the supply of PPE where any one of the four
18 nations was particularly struggling in any regard, and
19 we both benefited from that and contributed to it as
20 Scotland.

21 **Q.** So lastly, then, can I put to you, please, one of the
22 recommendations of one of the Module 5 experts, this
23 time on supply chains, Professor John Manners-Bell.

24 Can I bring up briefly, please, INQ000476864 at
25 page 132. This his author recommendation 19. Can you

25

1 **A.** Good morning.

2 **Q.** I ask questions on behalf of Covid Bereaved Families for
3 Justice UK, and following on from the questions that you
4 have just been asked by Counsel to the Inquiry, the
5 theme of my three brief sets of questions is around the
6 interaction between the Scottish Government and the
7 Westminster government around procurement.

8 The first topic is around funding, please. Your
9 colleague, Kate Forbes MSP, wrote to Steve Barclay, then
10 the Chief Secretary to the Treasury, on 12 May 2020
11 jointly with other devolved administrations to express
12 their "collective concerns" in regards to the limited
13 supply of PPE currently being delivered to the UK-wide
14 procurement approach, and they said in that letter that
15 this had:

16 [As read] "... resulted in the devolved governments'
17 incurring significant costs to secure sufficient PPE to
18 protect our frontline workers."

19 They went on to say that:

20 [As read] "The DHSC cannot currently guarantee the
21 UK Government-led PPE procurement can meet the needs of
22 the devolved administrations."

23 That they were generally supportive of there being
24 a protocol for devolved PPE purchasing as well as
25 a UK-wide approach, but they were looking for some

27

1 see there on screen?

2 **A.** Yes.

3 **Q.** He says:

4 "A structure should be established to enable formal
5 communication between the UK Government and DAs on PPE
6 and healthcare equipment issues, meeting regularly in
7 business-as-usual times to monitor the market and plan
8 for emergencies. Although DAs will continue to manage
9 their own procurement operations, data sharing and
10 shared decision making would be encouraged."

11 Taking into account the answer you've just given,
12 from your point of view and reflecting on your
13 experience, do you agree with that recommendation?

14 **A.** I think I would be in agreement with it all until we get
15 to the point about shared decision making, because
16 I think it would be entirely appropriate for each of the
17 four nations to reserve the right to make their own
18 decisions for which they are democratically accountable.

19 **MR STOATE:** My Lady, thank you. Those are my questions.

20 There are some from other Core Participants.

21 **LADY HALLETT:** There are. I think Ms Morris you're going
22 first, I think.

23 **Questions from MS MORRIS KC**

24 **MS MORRIS:** Thank you, my Lady.

25 Good morning, Ms Freeman.

26

1 assurances that the DAs would receive funding for DA
2 purchased PPE.

3 It's a long build-up, forgive me. I'm seeking to
4 understand what your understanding was of the intended
5 UK-wide procurement approach in May 2020.

6 **A.** So my understanding of that was that there -- that
7 anything secured through that UK-wide procurement
8 approach would then be proportionately distributed
9 across the four nations using the, if you like, the
10 standard formula for distribution. There was always
11 a debate as to whether Scotland's share of that was 8.2%
12 or 10%. I have to say it depended who you were talking
13 to, but that that was the way it would work, and that
14 was how Scotland would, having contributed to the
15 UK-wide approach, would then benefit from that approach.

16 **Q.** And what did you think some of the advantages and
17 disadvantages of that were?

18 **A.** So an advantage of it is that we have an additional
19 route, and it is a UK-wide approach so, again, in that
20 global market where you're competing with other
21 countries, then to do it as four nations together, then
22 the volume demand that you're taking to suppliers gives
23 you some leverage, so there is an advantage to that.

24 The disadvantage to it is, if you do have quibbles
25 about what your share is going to be, then you can't

28

1 plan with confidence that you will receive the share
2 that you expect without argument, and with hindsight,
3 that there may be occasions where that UK-led approach
4 does not operate the level of due diligence and probity
5 that I would expect of government procurement.

6 **Q.** Thank you. And I think you've already touched on this
7 next question already, but is the UK-led procurement
8 approach, in your view, preferable to the devolved
9 approach? From what you say, you seem to favour the
10 devolved approach, devolved decision making, familiarity
11 with your own manufacture base, ability to be able to
12 have that direct contact, or do they both work side by
13 side, in your view?

14 **A.** So, in my view, the devolved approach is the better
15 approach for the reasons you've outlined and also
16 because it was the devolved approach that allowed us to
17 create a significant domestic supply chain in Scotland
18 during a pandemic. I think just over 80% of our PPE was
19 domestically procured. That is a protection against
20 future global challenge. So a devolved approach allowed
21 us to do that.

22 And I go back to the point about democratic
23 accountability. As a government minister, I was
24 democratically accountable to the people of Scotland for
25 my decisions and my actions. That is entirely

29

1 **Q.** And the second issue: that the suppliers of PPE in
2 England had been instructed to prioritise English NHS
3 settings over Scotland, even where suppliers were
4 contractually committed to Scottish supply. Again, is
5 the second issue something you recall discussing with
6 the Health Secretary at the time?

7 **A.** I do.

8 **Q.** Mr Cackette says that he recalls yourself, the Cabinet
9 Secretary, unable to elicit any sort of response from
10 Mr Hancock during those Zoom calls. You were there on
11 those calls. Do you accept Mr Cackette's description of
12 these issues, and what was the impact of those
13 conversations on the PPE supply in Scotland?

14 **A.** So I don't believe, to answer the second part of your
15 question first, I don't believe there was a significant
16 direct impact, negative impact, because we also had our
17 colleagues in Scottish Development International located
18 across the globe producing a significant advantage to us
19 in their local contacts, and so on. And I've already
20 spoken at length about the value of NSS and its
21 relationship with suppliers.

22 In terms of the particular meeting, if I'm
23 completely honest, I did not expect Mr Hancock to say,
24 "Yes, you're absolutely right, and that's shocking and
25 I'll make sure it doesn't happen." But what I know

31

1 appropriate, but I want those to be my decisions and my
2 actions, not somebody else's.

3 **Q.** Understood. Thank you.

4 Were you aware that Her Majesty's Treasury had
5 provided a funding envelope to DHSC on the basis that
6 they would procure sufficient supply of PPE for the
7 devolved administrations?

8 **A.** I think I had some awareness of that, but all of that
9 side of the activity was, appropriately, led by
10 Ms Forbes.

11 **Q.** Okay, thank you. Did you have any concerns at the time
12 about the ability of the DHSC to meet the expectations
13 of that PPE supply to the DAs?

14 **A.** I think my view was broadly: that's interesting, but
15 we'll get on and do what we need to do as well.

16 **Q.** Okay, thank you.

17 Next, please, in his statement Mr Cackette says that
18 he attended Zoom calls between yourself and Matt Hancock
19 to discuss two issues that arose regarding PPE supply,
20 and a four nations cooperation. The first issue was
21 that the FCO had instructed UK embassies to withdraw
22 embassy support from the Scottish Government when
23 negotiating contracts in foreign countries. Were you
24 aware of that?

25 **A.** I was.

30

1 I was doing was laying a marker down that said, "We are
2 aware of this, and I now expect you to do something
3 about it, without you actually admitting that it
4 exists."

5 **Q.** Thank you. That's helpful.

6 And my final and brief topic is around COBR
7 meetings. You say you attended COBR meetings, which you
8 say you found to be of interest but of no direct benefit
9 to your work. Why was that? Was anything discussed
10 about Scotland? And should COBR have been more focused
11 on four nations working in collaboration?

12 **LADY HALLETT:** Wait a minute, the subject of this module
13 Ms Morris, is procurement. So do you want to rephrase
14 that question to relate it to -- and I can't actually
15 see in the questions I've allowed that I've given
16 permission for this, have I?

17 **MS MORRIS:** Yes, my Lady, you have. Yes.

18 **LADY HALLETT:** It's not on my list. Anyway, okay --

19 **MS MORRIS:** Forgive me, "in relation to procurement".
20 Apologies.

21 **LADY HALLETT:** Thank you.

22 **A.** I don't recall procurement being discussed at COBR
23 meetings. And as I've said before, my view of COBR
24 meetings is that they only work if all parties to it
25 have equality of status, and that was not my experience.

32

1 **MS MORRIS:** Thank you.
 2 Thank you, my Lady. Forgive me if that was my
 3 error.
 4 **LADY HALLETT:** Thank you very much, Ms Morris. Very
 5 grateful.
 6 Ms Mitchell, I think you're next.

7 **Questions from DR MITCHELL KC**

8 **DR MITCHELL:** I appear as instructed, as I think you'll
 9 probably remember by now, by Aamer Anwar & Company on
 10 behalf of the Scottish Covid Bereaved and I have some
 11 questions for you this morning.

12 The first question relates to not running out of
 13 PPE, and we've heard your evidence given this morning
 14 that you didn't run out of PPE.

15 We know from the Audit Scotland report dated
 16 June 2021 that the Royal College of Nursing survey of
 17 members showed that 25% of respondents in Scotland
 18 working in high-risk environments had not had their mask
 19 fit tested and 47% had been asked to re-use single (sic)
 20 PPE.

21 We know that a BMA survey of Scottish members in
 22 April 2020 found that 29% of respondents who carried out
 23 aerosol-generating procedures reported shortages of
 24 full-face visors and 13% reported shortages of
 25 FFP3 masks. It was also the experience of the Scottish

33

1 I've told the Inquiry already about the contact I had
 2 from an A&E consultant on shift, who emailed me on shift
 3 in the evening to tell me that he was in A&E and he did
 4 not have the PPE that he needed. And upon
 5 investigation, in real time, I discovered that he did,
 6 but it had been put in a cupboard near A&E and nobody
 7 had told him about that.

8 **Q.** Yes, I think that --

9 **A.** So -- so there was number of routes by which I was made
 10 aware of these matters, and where we could, we sought to
 11 address them as quickly as we could.

12 **Q.** And touching on that last point, addressing it as
 13 quickly as you could, were you aware of the time lag
 14 delay between the number of people contacting the
 15 helpline and, first of all, that some people were not
 16 being responded to, it would appear, and those that were
 17 responded to, there was a very significant time lag?

18 **A.** So from the table that we saw earlier, the -- at the
 19 very start of establishing the helpline, there was
 20 a significant delay in responses, but that swiftly
 21 improved. So I was aware of a delay.

22 Again, that would come to me even before Mr Cackette
 23 conducted his review, because MSPs would be telling me
 24 about it or trade unions would be telling me about
 25 members who'd contacted and were still waiting on

35

1 Covid Bereaved themselves that there was no PPE
 2 available or PPE was being used against manufacturer's
 3 recommendation, including PPE not being changed between
 4 handling different patients.

5 Now, you've explained this morning the new system
 6 that was set up to meet the link between having
 7 sufficient PPE but not being able to get it distributed,
 8 and that appears to be where the link has fallen down.
 9 The question that I would like to ask was, were you
 10 aware at the time that doctors and people on the front
 11 line weren't receiving what they needed, and how did you
 12 find that information out?

13 **A.** Yeah. Thank you very much. So the answer is yes,
 14 I was. Not necessarily of every instance, but I was
 15 aware through two -- three principal routes, I think I'd
 16 say. First of all, the helpline, where people were
 17 phoning in and saying they didn't have what they needed,
 18 and Mr Dey's work on that to identify, as I said
 19 earlier, trends as opposed to one-off.

20 Secondly, through both those surveys and our regular
 21 contact with the BMA and the RCN and RCM, but also
 22 Dr Macaskill of Scottish Care raising issues, and of
 23 trade unions.

24 But actually, there's a fourth route, and that is
 25 where individuals might email me directly, and I think

34

1 a response.

2 So the pace with which we set it up in part
 3 explains the initial delay in responses to individuals.
 4 I'm well aware, though, if you're on shift and you don't
 5 have adequate PPE, then that doesn't really help you.
 6 All I would say is, as soon as we were aware of delays
 7 and what we could do to improve them, then we acted to
 8 try and make those improvements and be better at
 9 responding.

10 **Q.** I wonder if I might then move on to the issue of
 11 distribution.

12 **A.** Mm.

13 **Q.** This has already been touched on by my learned friend,
 14 who I think we've been given very similar grants for
 15 questions, but if I might be permitted a follow-up
 16 question, our question had been: the bereaved were aware
 17 of complaints that suppliers in England were instructed
 18 to prioritise English NHS settings over Scottish ones,
 19 and they understood that this caused you concern. And
 20 that's obviously something that we have just touched on.
 21 You've said that those were addressed in a meeting, and
 22 you made it clear that you were aware this was happening
 23 and ought to stop.

24 My question was to you: who did you raise those
 25 concerns with? We now know that that was direct with

36

1 the Health Minister for the UK, Mr Hancock. How were
2 they resolved? Ie once you'd said, "We know this is
3 happening, can it be stopped?", did you follow it up and
4 did you get a response that it was being stopped?

5 **A.** So I never received a formal response, if you like. If
6 I'm completely frank, I never expected one. All I cared
7 about was that you now know that we know, so can you
8 stop it. And the follow-up was that, to the best of my
9 knowledge, in looking to double-check whether that still
10 appeared to be the case, through NSS and by other means,
11 it appeared to have stopped.

12 **Q.** And by that, do you mean you appeared to be getting in
13 more PPE from suppliers that you hadn't been before?

14 **A.** So it appeared that suppliers were not being advised to
15 prioritise one nation over another, and that in terms of
16 our -- of the UK's embassies abroad which of course are
17 there to represent all four nations of the UK, then the
18 obvious approach that they had been taking was stopped.

19 **Q.** Moving on, we heard what you said in your evidence about
20 not being gazumped, and I want to ask you a little
21 around the purchasing of PPE by Scotland and by the UK,
22 and how they interacted with one another.

23 There was, at the UK level, obviously a scheme for
24 the centralised ordering and distribution of PPE, and we
25 heard also, you've explained, that Scotland participated

37

1 to procure for Scotland. My view is we were using, NSS
2 was using, long-established suppliers and relationships
3 with those suppliers, and most obviously using its
4 long-standing relationship leverage with those suppliers
5 to remind them that if they -- I can't think of another
6 way of putting it, excuse me -- if they dumped us in
7 favour of somebody else, then there would be a time when
8 the pandemic was no longer here, and they might not be
9 able to get that supply route back to Scotland, if that
10 is how they had behaved.

11 Relationships operate on trust and good behaviour.

12 So I never felt, and I was never made aware, that
13 there was the kind of competition that your question
14 might suggest we were worrying about because we had this
15 body called NSS that had worked for a long time, plus we
16 took steps to create our own domestic supply route,
17 which was a preventative measure against such a thing.

18 **Q.** Indeed. Forgive me, sorry. I understand about the
19 supply itself, and the 80%. Really, what I was
20 wondering was, we've heard lots of evidence that the PPE
21 market became very hot and very unstable, and the prices
22 were just going up and up and up.

23 **A.** Mm-hm.

24 **Q.** What I wanted to know was, was there any specific
25 engagement with the UK Government to say, "Look, let's

39

1 in mutual aid but maintained its own supply and
2 distribution routes.

3 There has been a concern raised in some of the
4 documents that have been seen that if the various
5 administrations were bidding on the same PPE,
6 particularly from China, the UK would effectively be
7 bidding against itself, ie, Scotland might be bidding
8 for something that the UK was bidding for and we were
9 all trying to get the same PPE. Were you made aware of
10 these concerns, and if so, what was done to address
11 them?

12 **A.** So in order to answer that, I need to briefly remind all
13 of us of the different nature of the NHS between
14 Scotland and England. So pre-pandemic, the NHS in
15 England operates on the basis of individual trusts which
16 are standalone entities. And so each of those,
17 individually, would be looking to procure its PPE in
18 normal times. The UK exercise was for a pandemic
19 stockpile. In Scotland, NSS was -- we don't have
20 trusts, we have boards -- NSS was procuring for all of
21 them. So in a competition, if you like, NSS's volume of
22 demand would inevitably always be greater than an
23 individual trust's.

24 In a pandemic situation, then the UK procurement is
25 looking to procure for four nations, Scotland is looking

38

1 make sure that if Scotland is looking for something or
2 the NSS is looking for something or the UK is looking
3 for something, we're not actually bidding against
4 ourselves"? And if not, would that have been a good
5 idea?

6 **A.** So I can't answer that question except to say that I did
7 not engage in those discussions. Whether NSS was having
8 comparable discussions like that with their counterparts
9 south of the border, I don't know, but I'm sure they'll
10 be able to -- they would be able to answer that. There
11 certainly had always been exchange of information and
12 collaboration, and as I'd said to a colleague earlier,
13 that I think is something that is valuable and should
14 continue.

15 **DR MITCHELL:** I'm obliged.

16 My Lady, those are my questions.

17 **LADY HALLETT:** Thank you very much Ms Mitchell, very
18 grateful.

19 Can I, just before Mr Thomas asks a couple of
20 questions, could I just go back to the suggestion that
21 suppliers in England were being told to prioritise
22 England over other nations in the United Kingdom. Did
23 you have reports of that or did you have any evidence to
24 discover whether or not it actually was happening?
25 I appreciate people may report many things but when you

40

1 look at the evidence you find that your one report
2 wasn't based on evidence and it then got repeated.
3 Did you have evidence or was it merely reports that
4 you had?

5 **A.** It was reports, my Lady, and it was on the basis of that
6 that I raised it with Mr Hancock. It wasn't an
7 assertion as an absolute fact with him; it was simply,
8 you know, "I have had these reports, and that's a worry,
9 so can we make sure it doesn't -- it's not happening."

10 **LADY HALLETT:** As I thought. Thank you very much,
11 Ms Freeman. Now Mr Thomas.

12 **Questions from PROFESSOR THOMAS KC**

13 **PROFESSOR THOMAS:** Good morning, Ms Freeman. I'm
14 representing FEMHO, the Federation of Ethnic Minority
15 Healthcare Organisations. I've two topics to raise with
16 you. You've touched upon them already this morning, but
17 if I can just delve a little bit deeper into them.

18 Ms Freeman, I'm sure you'll agree that the
19 importance of procurement of suitable PPE for all
20 healthcare workers cannot be overstated, particularly
21 those from black, Asian, and minority ethnic healthcare
22 workers, who, as we know, faced specific challenges with
23 standard PPE.

24 In your statement at paragraph 208, INQ000493484, we
25 don't need to call it up, you discuss the procurement of

41

1 staff in one of our larger health boards that resulted
2 in a change to guidance that then introduced an improved
3 risk reduction framework.

4 **Q.** Thank you. I think you've answered one of my questions,
5 which was: did risk assessments outcomes feed into these
6 considerations?

7 **A.** Yes.

8 **Q.** And you'd say yes?

9 **A.** Yes.

10 **Q.** Just one small question just to piggyback: when was all
11 of this done?

12 **A.** So this was -- the report I'm looking at is May,
13 May 2020.

14 **Q.** Okay, thank you.

15 **A.** But there were earlier ones, but I think getting to
16 grips with what was needed and understanding the level
17 of requirement was earlier, but that's when some of
18 those specific actions took place.

19 **Q.** Thank you.

20 I want to move on to my second and last topic.
21 FEMHO, whom I represent, the organisation I represent,
22 they very much want to look forward to improving future
23 responses and ensuring that equality considerations are
24 embedded in procurement processes. So with that in
25 mind, just a moment ago you mentioned to Counsel to the

43

1 a range of PPE sizing options to address the fit
2 challenges expressed by some black, Asian, and minority
3 ethnic individuals and women.

4 Question: can you help us with this, what measures
5 were taken to ensure that these options effectively met
6 the need of vulnerable minority health and social care
7 workers on the front line?

8 **A.** So we had in Scotland a group representing the BAME
9 community and also involving the unions, of course, that
10 were advising us both on fit and also cultural
11 appropriateness of PPE and PPE guidance and
12 requirements, and we used their advice to inform through
13 our Chief Nursing Officer the various guidance on
14 infection prevention and control. But we were conscious
15 from the outset, I think, and I think I've made this
16 point, of the low level of data that we had about the
17 numbers we might be talking about, and the
18 appropriateness of what we were doing, and that was one
19 of the reasons, for example, that we advised all our
20 health boards to do individual risk assessments of their
21 staff, and also to -- I think we lowered the age in
22 terms of from 70 to 50 on the basis of data coming to
23 us --

24 **Q.** I see.

25 **A.** -- from England, but also we did have feedback from BAME

42

1 Inquiry, Mr Stoate, of the importance of keeping fit
2 testing for FFP3 masks up to date, and ensuring that
3 it's adequate for an ethnically diverse population.
4 I have a couple of questions arising out of that, being
5 future looking.

6 Firstly, could you elaborate, please, on the
7 specific strategies or improvements that are being
8 planned to enhance fit testing procedures?

9 **A.** I'm afraid I can't. I left government in 2021, in
10 May 2021, so I can't say exactly what government is
11 currently doing on that.

12 **Q.** Right.

13 **A.** But it certainly was something that, before I left,
14 people were very alert to.

15 **Q.** Right. Let me move on to my final area, then. What
16 changes or actions do you consider necessary to ensure
17 that the duties under the Equalities Act and, in
18 particular, the Public Sector Equality Duty, are at the
19 forefront of procurement decision making and processes?

20 **A.** So I think my colleagues in NSS would say that they are
21 very conscious of those duties and responsibilities, and
22 have those factored into the approach they take.
23 I think it is always wise, though, to ensure that you
24 constantly review your practice to be sure that that is
25 happening, so that would be one of the future things.

44

1 I also think it is a case, and it was clear, even
2 during the pandemic, that the quality of our data needs
3 to be improved so we understand -- there can be
4 a temptation in Scotland, I think, if I'm completely
5 frank, to say that this is an issue that we don't have
6 much of, and I think that's (a) not correct, not
7 accurate, and (b), it doesn't actually matter, in terms
8 of whether you do or not. You should still be doing it.

9 So I think there was a heightened awareness of the
10 impact of the virus on people from the BAME community
11 themselves, but also, the risks of staff that were
12 different from, and in some instances greater than,
13 other staff in our health and social care workforce.

14 So there is a need, in my view, and I can't comment
15 on whether government is undertaking this now or not,
16 that's for government to answer, but there would be
17 a need, in my view, to be sure that in your preparedness
18 for any future pandemic, that you make sure that that is
19 as much part of your preparedness as any other matter
20 that you might be taking into account.

21 **PROFESSOR THOMAS:** Thank you.

22 My Lady, those are my questions.

23 **LADY HALLETT:** Thank you very much indeed, Mr Thomas.

24 Ms Freeman, thank you very much for your help.
25 I know we're imposing on you again for certainly one
45

1 long and dated 30 October 2024.

2 Are both of those statements true to the best of
3 your knowledge and belief?

4 **A.** Yes, they are.

5 **Q.** Thank you very much.

6 You have, like the previous witness, already given
7 evidence to the Inquiry, including giving your
8 professional background and experience, which I think
9 included a variety of senior Health-related positions
10 within the Scottish Government; is that right?

11 **A.** That's correct, yes.

12 **Q.** By way of very brief reintroduction, you are the chief
13 executive now of NHS Scotland?

14 **A.** I am, yes.

15 **Q.** And in that post, is this right, your role is to ensure
16 that Scottish ministers' strategy and policy is
17 implemented by NHS boards across Scotland?

18 **A.** Yes. What I should say is that NHS Scotland doesn't
19 exist as a legal entity, so my chief executive role
20 is -- very much reflects the way in which I work with
21 the chief executives of our health boards.

22 **Q.** Thank you for that clarification.

23 And additionally, you became the director general of
24 Health and Social Care in January 2021 in Scotland; is
25 that right?

47

1 more module, I've just seen a list of witnesses for the
2 Care module, but I'm really grateful to you.

3 I appreciate it's very demanding, assisting the Inquiry,
4 and thank you for your help.

5 **THE WITNESS:** Thank you very much, my Lady.

6 **LADY HALLETT:** I shall break now and return at 11.55.

7 (11.39 am)

(A short break)

9 (11.55 am)

10 **LADY HALLETT:** Mr Stoate.

11 **MR STOATE:** Thank you, my Lady. May we please call
12 Caroline Lamb.

MS CAROLINE LAMB (affirmed)

Questions from COUNSEL TO THE INQUIRY

15 **MR STOATE:** Thank you, Ms Lamb. Would you please give the
16 Inquiry your full name.

17 **A.** Yes, Caroline Sarah Lamb.

18 **Q.** Thank you. You've very helpfully provided, for the
19 purposes of this module, two witness statements. First,
20 a corporate witness statement for the directorate of
21 Health and Social Care in Scotland. The reference is
22 INQ000498141. That's 194 pages long and dated
23 21 October 2024.

24 Secondly, a personal witness statement, the
25 reference for which is INQ000512475. That's 27 pages
46

1 **A.** That's correct. It's a combined post. So in
2 January 2021, I became director general for Health and
3 Social Care for Scottish Government and chief executive
4 of NHS Scotland.

5 **Q.** You remain in that post now, do you?

6 **A.** I do, yes.

7 **Q.** And in this role, is this right, you're responsible for
8 all the directorates that constitute the Health and
9 Social Care portfolio, and are the principal adviser to
10 Scottish ministers on matters relating to health and
11 social care?

12 **A.** That's correct.

13 **Q.** Thank you very much. You also say you're the
14 accountable officer for the Health and Social Care
15 portfolio budget; is that correct?

16 **A.** That's correct.

17 **Q.** Thank you.

18 Starting, please, with some questions about the
19 procurement of PPE. The Inquiry is, of course, aware
20 that health and social care in Scotland is a devolved
21 matter to the Scottish Parliament; yes?

22 **A.** Yep.

23 **Q.** And it's the Scottish Government that sets national
24 outcomes and priorities for health and social care,
25 approves plans within each territorial NHS board, and
48

1 manages the performance of those boards; is that right?

2 **A.** That's correct, yes.

3 **Q.** But specifically in relation to PPE, you say that during

4 the early Covid-19 response it was the Health Emergency,

5 Preparedness Resilience and Response Division, or EPRR,

6 that was involved in the initial stages of supply and

7 procurement of PPE to NHS Scotland?

8 **A.** So the EPRR division were involved in working with NSS

9 around management of the pandemic stockpile. They

10 didn't have any involvement in procurement or management

11 of business-as-usual PPE; that's entirely a role for NSS

12 National Services Scotland.

13 **Q.** So in terms of the stockpile, part of that work involved

14 developing principles of stock sharing with other

15 UK nations; is that right?

16 **A.** That's correct, yes.

17 **Q.** And you say in your statement, you raise a particular

18 issue in relation to the stockpile, this is your

19 paragraph 198. I'll just put this to you and ask for

20 your comment, please.

21 "From the outset of the Covid-19 pandemic, there

22 were substantial stockpiles of PPE held on a four

23 nations basis."

24 As we've heard with Ms Freeman:

25 "These were based on a modelled provision required

49

1 the stock.

2 **Q.** Before we move on from the stockpile, from your

3 perspective, what are the key lessons learned in

4 relation to the management of that stockpile, looking

5 forward to any future pandemic?

6 **A.** So I think probably the -- maybe the key lesson is that

7 the quantities in the stockpile were based on an

8 assumption of a single-wave pandemic flu, and clearly

9 what we were faced with required much more significant

10 stock, so the stock that we're holding now has been

11 increased substantially to reflect 12 weeks' usage at

12 the sort of levels we experienced through the pandemic.

13 **Q.** Thank you. You say that in February 2020, the EPRR

14 began discussions with NHS to procure additional volumes

15 of FFP3 respirators. You talk about there being

16 a balance. It's a balance we've heard before but I'd

17 like to get your perspective on it, please, and that's

18 a balance of the relative risks between potential

19 overspending on this necessary kit against its

20 availability for the NHS response and the perceived

21 level of threat from Covid-19.

22 From your perspective and from Scotland's

23 perspective, if you will, where did the balance fall in

24 terms of that?

25 **A.** So I think when we were moving into January and then

51

1 in relation to an influenza pandemic and supplemented by

2 supplies for day to day NHS usage."

3 Then you say this:

4 "However, there was limited opportunity to rotate

5 the PPE items within the stockpile, resulting in some

6 stock going out of date and having to be revalidated

7 before use."

8 **A.** That's correct, yes, because there was, you know,

9 limited requirement for some items in non-pandemic

10 times. There was a requirement, I think, particularly

11 around FFP3 masks, and that was work that was taken

12 forward at a UK level to -- and essentially to test that

13 stock and to ensure that it was still fit for use.

14 Without that, it wouldn't have been revalidated.

15 **Q.** At the outset of the pandemic, what was the level of

16 concern in relation to stock having gone out of date and

17 needing to be revalidated?

18 **A.** I think we were comfortable with the process that was in

19 place to revalidate the stock, and we were very clear

20 that we were not going to in any way accept any risk in

21 using stock that was not revalidated.

22 I think, from memory, there was some element of the

23 stock that was revalidated initially for three years but

24 then failed a five-year test, so we decide we weren't

25 going to deploy that. It was quite a small element of

50

1 February 2020, the balance was clearly around ensuring

2 that we had the supply to be able to provide appropriate

3 and adequate PPE to the NHS and, indeed, beyond the NHS

4 in Scotland, so that, you know, that was clearly the

5 position that we were in -- that we were in then. And

6 I think that's evidenced by the fact that, actually,

7 Scotland committed funding to buy PPE in advance of

8 having any certainty of receiving or being reimbursed

9 for that funding from HMT.

10 **Q.** So as far as Scotland was concerned, it was

11 a procurement at risk?

12 **A.** Yes.

13 **Q.** I want to ask you, then, since you've moved to HMT, if

14 I may, about the particular aspect of PPE procurement

15 that relates to the four nations joint working. You've

16 already said that in the initial stage of the pandemic,

17 the Emergency Preparedness Resilience and Response Unit

18 worked to develop principles of stock sharing. Was

19 there also work with the other devolved administrations?

20 **A.** Yes, that's correct. Yes.

21 **Q.** And how extensive was that work or was it more focused

22 on the national?

23 **A.** So I think throughout the pandemic we sought to continue

24 to engage and collaborate with all four nations, so we

25 sought to all work together in a number of areas not

52

1 just around the pandemic stockpile, but also around
 2 things like data and use of data for modelling purposes,
 3 as well.
 4 **Q.** You say in your statement that there was cooperation on
 5 the procurement and distribution of PPE as part of the
 6 Four Nations PPE Plan which first launched on
 7 10 April 2020.
 8 **A.** Yeah.
 9 **Q.** What were the key features of that plan?
 10 **A.** I think the key features of that plan was around
 11 cooperation and collaboration between the four nations.
 12 **Q.** You note, as well, that the four nations health
 13 ministers met regularly to discuss the pandemic, as
 14 might be expected, from --
 15 **A.** Yeah.
 16 **Q.** -- 20 April. You say there were some 43 meetings
 17 between those ministers between April 2020 and
 18 January 2022. And in addition, you say that there was
 19 significant engagement done via the Strategic PPE Four
 20 Nations Board. What was that, please?
 21 **A.** Yes, so that was the grouping that was set up to oversee
 22 a, sort of, four nations approach to PPE.
 23 **Q.** Who was that chaired by?
 24 **A.** That was chaired by the Department of Health and Social
 25 Care.

53

1 accepting that the devolved authorities would have,
 2 I think, absolutely appropriately, a need to look at
 3 their own requirements, as well.
 4 **Q.** You say that by April 2021, so moving --
 5 **A.** Yeah.
 6 **Q.** -- quite significantly on, one aspect of the board's
 7 remit, this is the Strategic PPE Four Nations Board, one
 8 aspect of its remit was to facilitate, you say, UK-wide
 9 PPE demand modelling, sharing information on each
 10 country's stock positions, model requirements, and
 11 planned procurement strategies. Up until that point,
 12 what was your impression of UK-wide PPE demand
 13 modelling? Was it effective?
 14 **A.** So I think, if I maybe split this into --
 15 **Q.** Yes.
 16 **A.** -- two parts. So I think in Scotland, we had recognised
 17 that we needed to have a much more robust approach to
 18 modelling, including understanding what levels of stocks
 19 were held not just centrally but locally within boards,
 20 and our modelling started off in the early days of the
 21 pandemic based on anticipated numbers of cases, and then
 22 moved to be based on staffing numbers, and then got more
 23 sophisticated as we worked with our NHS boards,
 24 particularly to understand the numbers of staff likely
 25 to need FFP3 masks, for example. So, you know, the

55

1 **Q.** And did the Scottish Government and other devolved
 2 government officials attend that?
 3 **A.** Yes.
 4 **Q.** And contribute to it?
 5 **A.** Yes.
 6 **Q.** You say that there was a protocol initially drawn up to
 7 formalise agreement on the way in which the UK-procured
 8 pandemic stock would be distributed as part of the
 9 Covid-19 response; is that right?
 10 **A.** Yes.
 11 **Q.** The first protocol was drawn up to meet urgent temporary
 12 needs. That might be obvious as to why that was.
 13 **A.** Yes.
 14 **Q.** And how did that develop?
 15 **A.** So I think that developed with a view to move to clarify
 16 the arrangements and I suppose, particularly, around
 17 concerns that the Scotland, along with the other
 18 devolved nations, needed to be able to be clearly in
 19 a position to be able to procure our own PPE through our
 20 established routes and also to understand how the
 21 funding was going to flow for that. So that was one
 22 aspect. And I think the other aspect was around
 23 actually, you know, agreeing that overall governance and
 24 agreeing the approach and agreeing that there could be
 25 both a sort of collaborative approach whilst also

54

1 range of services that were being offered and what the
 2 particular PPE requirements would be.
 3 So our approach got more and more sophisticated and
 4 I think that was handed over to NSS from about
 5 August 2020, to actually really provide full visibility
 6 across Scotland in terms of what we expected on demand,
 7 what the supply lines looked like, when we were
 8 expecting delivery, so that people could see what was
 9 happening.
 10 At a UK level, I think that was more challenging.
 11 We didn't really have visibility of what the UK level
 12 pipeline looked like, when deliveries would be expected,
 13 and I think it was only really after about February 2021
 14 and probably in line with that protocol finally being
 15 agreed and signed, that there was clear agreement that
 16 there would be -- we would share that visibility of
 17 approach across all four nations.
 18 **Q.** Yes. You say it was -- by the time of that protocol --
 19 can we just look at it briefly, please.
 20 It's INQ000242496. Thank you.
 21 This is the front page of the protocol. If we could
 22 go to the third page, can we see there about a third of
 23 the way down a note that says:
 24 "The UK Government and Devolved Administrations
 25 agree to ..."

56

1 And there's a whole series of propositions here:
2 seeking value for money, collaboration on PPE sourcing
3 and supply, collaborating on improved resilience, and
4 it's this one here:

5 "share information on PPE stock, forward orders and
6 shortage items to enable a UK-wide view of the current
7 stock position and supply priorities to be taken."

8 Is that the concern you were suggesting there that
9 was -- you said it was a challenge. Is this the
10 resolution of that challenge?

11 **A.** Yes, so this is the point at which we'd got to that
12 point of absolutely agreeing that that sharing of
13 information was appropriate.

14 **Q.** In fact you say in your statement, your paragraph 235,
15 that data sharing did in fact improve after the signing
16 of that protocol?

17 **A.** Correct, yes.

18 **Q.** Did the fact that it took -- this is my suggestion,
19 agree or disagree with the suggestion that it took so
20 long -- that it took that length of time, did that have
21 any material impact, from your perspective -- and
22 appreciating you've got a slightly different role to
23 NSS --

24 **A.** Yes.

25 **Q.** -- but on the procurement, the modelling and thereafter

57

1 Are you familiar with this?

2 **A.** Yes.

3 **Q.** Thank you.

4 This relates, as we can see in the title there, to
5 "International Procurement of Medical Supplies to
6 Support a UK Wide Response to Covid-19". Again, dated
7 16 April. It says:

8 "Thank you to your officials for taking part in the
9 4 Nations Meeting on Thursday (09/04) to discuss
10 international procurement efforts. As discussed on the
11 call, UK Embassies have now been instructed to work on
12 a single UK 'ask' on international procurement (which
13 will include the needs of Scotland, Wales and
14 Northern Ireland). A focused UK ask to other
15 Governments, coordinated in advance, is the best way to
16 obtain a supply of goods that can support the needs of
17 the whole of the UK. The approach reflects the
18 UK Government's wider commitment to a UK wide approach
19 in our response to Covid-19.

20 "To enable maximum focus on procurement of supplies
21 to be distributed UK-wide, the Joint Action Coordination
22 Team (JACT) [which is said, brackets, in the Department
23 for International Trade and FCO] have, on the advice of
24 Ministers, advised the overseas network not to undertake
25 additional work to support any new procurement 'asks'.

59

1 the procurement of PPE in Scotland, this particular
2 challenge?

3 **A.** So I think that particular challenge was one of the
4 reasons why we were, I think, so -- it was very helpful
5 to us that we had NSS, that they had -- that they were
6 a centre of excellence for procurement, that they had
7 well-established supply routes, and I think why Scottish
8 ministers took assurance of the fact that NSS were --
9 had -- were developing a better and better understanding
10 and by August, I think that was pretty -- August 2020,
11 that was pretty sophisticated -- of what the position
12 was in Scotland and what was needed, and therefore I
13 don't think there was a material impact on the supply of
14 PPE to Scotland as a result of it taking so long to
15 agree those data sharing arrangements. But perhaps
16 things could have been improved if that had been in
17 place earlier, but I don't think there was a material
18 impact because we had NSS doing the work for us.

19 **Q.** That's very helpful. Thank you.

20 I want to look at one other challenge, I think I can
21 describe it in that way, in relation to four nations
22 working. And this is a letter from Sir Chris Wormwald
23 to the permanent secretaries of the devolved
24 administrations on 16 April 2020.

25 Could we have up on screen, please, INQ000496582.

58

1 However, they stand ready to support any existing orders
2 that have already been placed."

3 First of all, this came to your attention, did it
4 around that time?

5 **A.** So it didn't come to my attention around -- at that time
6 because I wasn't in the role that I'm in now, and I was
7 actually busily working on trying to procure ventilators
8 at this point.

9 **Q.** To which we'll come later.

10 **A.** But clearly I'm aware of it now.

11 **Q.** You're aware of it now?

12 **A.** Yes.

13 **Q.** All right. In terms of what it says, it talks about the
14 approach reflects the UK Government's wider commitment
15 to the UK approach, and that being the best approach.

16 **A.** Yeah.

17 **Q.** How was that received, looking back now?

18 **A.** So I think, looking back, I mean, I don't think that was
19 appropriate in that the overseas networks absolutely are
20 there to provide support to the devolved nations within
21 the UK. Procurement, that's health procurement, are
22 devolved matters, and I think it was -- it wasn't for
23 the UK -- sorry, it wasn't for England to decide
24 unilaterally, effectively, that those mechanisms should
25 not be available to Scotland.

60

1 I should maybe add that we had in Scotland
 2 Scottish Enterprise and others who worked with us in
 3 terms of -- I suppose, particularly where there were --
 4 where NSS were considering new suppliers from overseas,
 5 Scottish Enterprise provided a sort of valuable
 6 on-the-ground checking process to confirm the ability of
 7 those suppliers to actually provide supplies, but
 8 I don't think this was an appropriate way to deal with
 9 those -- that -- any sort of four nations response.
 10 **Q.** You say that, on 21 April, Ms Freeman, as Cabinet
 11 Secretary, wrote to the Secretary of State for Health,
 12 the UK Secretary of State for Health, raising concerns
 13 about that. Did she make that -- as far as you're
 14 aware, did she make that view clear?
 15 **A.** Absolutely, yes.
 16 **Q.** Can you tell us then how that aspect was resolved?
 17 **A.** So I think in terms of that aspect being resolved,
 18 I think it was clear that those overseas networks should
 19 be available to the devolved authorities, but also -- as
 20 I've said, we also had our own connections through
 21 Scottish Enterprise that NSS were able to make use of.
 22 **Q.** Another challenge that you raise in your statement,
 23 I want to ask you about this, and again see how that was
 24 resolved and see what it might tell us for future
 25 working. You say this, your paragraph 224:

61

1 **Q.** You also say in your statement that this resulted in the
 2 devolved administrations -- focusing on Scotland here,
 3 obviously -- incurring significant costs to secure the
 4 sufficient PPE to protect frontline workers?
 5 **A.** Yes, that's correct.
 6 **Q.** Can we look at, please, briefly at a document to which
 7 you refer and to which we've already referred earlier
 8 this morning, the Audit Scotland report on Covid-19 PPE
 9 dated June 2021.
 10 It's INQ000108737.
 11 I suspect you won't need familiarisation but there
 12 it is on the screen for you.
 13 Can we look at page 4, please.
 14 Can we see the bottom left-hand box. The statistics
 15 provided here are under the heading "£340 million":
 16 "NHS NSS awarded new PPE contract using emergency
 17 procurement procedures.
 18 "• 78 contracts worth £340 million were awarded to
 19 companies providing PPE between March 2020 and
 20 June 2021.
 21 "• 29 of these contracts, worth £98 million, were
 22 awarded to new suppliers with no competition."
 23 Can I ask you, then, the significant costs which you
 24 say were incurred as a result of that limited PPE
 25 provision, are these the costs that you're talking about

63

1 "Early in the pandemic, the PPE being delivered to
 2 the devolved administrations ... through ... UK wide
 3 procurement was limited."
 4 Is that right?
 5 **A.** Yes, that's correct.
 6 **Q.** To what degree do you say limited? Significantly so?
 7 **A.** I would say -- well, reflecting on the fact that the
 8 majority of the PPE that was used in Scotland through
 9 the pandemic was procured by NSS, then that would imply
 10 that the supply from the wider UK was limited, yes.
 11 **Q.** You put it, if I may say, in these terms, quite starkly
 12 in your statement:
 13 "The [devolved administrations] understood that DHSC
 14 could not guarantee that the UK [Government]-led ...
 15 procurement could meet the needs of the devolved
 16 governments at that time."
 17 Is that right?
 18 **A.** Yes, I think that's correct, yes. That is why we were
 19 working so hard with NSS, to support them.
 20 **Q.** Did the situation mean that independent procurement of
 21 pandemic PPE by NSS went on to provide the majority
 22 of --
 23 **A.** That's correct.
 24 **Q.** So that's the direct reason, is it?
 25 **A.** Yes.

62

1 here?
 2 **A.** Yes, these are the costs, and I think the concern was
 3 around the period in which the Scottish Government
 4 essentially didn't have any cover from the Treasury for
 5 the costs being incurred.
 6 **Q.** So that was something that was being briefly discussed
 7 in the evidence of Ms Freeman.
 8 **A.** Yeah.
 9 **Q.** There was a concern, was there, about assurance for the
 10 covering of those costs?
 11 **A.** Yes, I think that's correct, that the -- my
 12 understanding is that HM Treasury had essentially viewed
 13 its position as funding the Department of Health, and
 14 there was some negotiation that needed to take place and
 15 Ms Forbes from the Scottish ministers' perspective, was
 16 primarily engaged in that, as were the other devolved
 17 administrations finance ministers to ensure that
 18 actually the devolved administrations had their
 19 appropriate share of the funding that was being made
 20 available for PPE, and that that was directed to them
 21 rather than being directed to the Department of Health.
 22 **Q.** I don't think we need to go back to it necessarily but
 23 this was resolved, was it, by the protocol, that we
 24 looked at together, in the February of 2021?
 25 **A.** It was actually -- I believe it was resolved earlier

64

1 than the protocol.

2 **Q.** Right.

3 **A.** I believe it was agreed some time maybe July 2020 --

4 June/July 2020, that the funding issues were resolved,

5 yes.

6 **Q.** I see. Thank you. That's helpful.

7 So the funding issues themselves were resolved quite

8 quickly?

9 **A.** The funding issues were certainly resolved in advance of

10 the protocol being finally agreed.

11 **Q.** That's very helpful, thank you.

12 The final issue, or challenge, if I may, as you

13 described them in your statement, around four nations

14 working, is around pricing.

15 **A.** Yeah.

16 **Q.** Your paragraph 236. You say:

17 "The 4 Nations Demand and Supply meetings showed the

18 PPE demand and supply position across the four nations.

19 One hurdle [that's your phrase] which arose in relation

20 to [that] ... was the pricing of PPE stock."

21 What was the hurdle you're describing?

22 **A.** So the hurdle there was that initially HM Treasury

23 wanted Scotland and the devolved administrations to pay,

24 based on the price that had been paid for the PPE rather

25 than the market value at the time that we were drawing

65

1 February '21 protocol. You also, in your statement,

2 talk about a DHSC PPE strategy which covered the four

3 nations. That was in September of 2020. You say that

4 was welcomed by the Scottish Government. Why was that

5 welcomed?

6 **A.** I think that was welcomed because it moved away from the

7 concept that the Department of Health would procure

8 everything on behalf of the four nations to a process

9 that was much more collaborative, and our experience, as

10 already outlined in my statement, was that the

11 Department of Health procurement process was not

12 providing Scotland with what it needed, and therefore we

13 were absolutely, I think, very reassured to have in

14 place NSS, who were able to do that work for us -- which

15 also included providing mutual aid to both England and

16 Wales in May 2020.

17 **Q.** Yes. You say that the strategy in fact emphasised

18 mutual aid and cooperation?

19 **A.** Correct.

20 **Q.** To what extent was that mutual aid, as far as the

21 Scottish Government was aware, do you have any examples?

22 Do you have any sort of -- (overspeaking) --

23 **A.** So I know in May 2020 we provided, I think, 2 million

24 masks to England and, I think, 1.2 million to Wales or

25 thereabouts.

67

1 it down.

2 **Q.** So the UK Treasury requested payment or wanted agreement

3 to sell stock at cost price when that had been -- of PPE

4 when that had been bought at a time when market rates

5 were at a peak?

6 **A.** Yeah, that was correct, yeah.

7 **Q.** That was the concern, was it?

8 **A.** Yeah.

9 **Q.** You say in your statement this:

10 "There was an eventual change to move this to market

11 value."

12 How long did that take, do you know?

13 **A.** I'm sorry, I can't recall how long that took.

14 **Q.** You say this:

15 "If [a] decision had been made earlier, it may have

16 increased procurement from UK stocks."

17 **A.** Yes, yeah.

18 **Q.** Why do you say that?

19 **A.** Well, I guess if we had thought that we were getting

20 a more competitive price compared to the prices that we

21 knew that NSS were able to access, then we may well

22 have -- it would have made it a more attractive

23 a proposition.

24 **Q.** I see. I want to, please, get your overall assessment.

25 You've talked about tangible improvements from the

66

1 **Q.** And I think you say Wales in fact returned in kind soon

2 after?

3 **A.** They did, yes.

4 **Q.** So mutual aid was operating?

5 **A.** Absolutely, yes.

6 **Q.** And worked well?

7 **A.** Yes.

8 **Q.** Do you think, is there any sense in which that could or

9 should have happened sooner? These are examples pretty

10 early on, aren't they?

11 **A.** They are pretty early on. I mean, May was still -- it

12 was still in the period when, I think, everybody was

13 still working really hard to try to provide all the PPE

14 that they needed. So I think it worked as soon as --

15 certainly my impression from that would be that as soon

16 as we had that comfort that we could provide what was

17 needed in Scotland, we were then, I think, very willing

18 to offer mutual aid to other UK four nations.

19 **Q.** So despite the challenges, there was clearly a desire

20 and, in fact, a will to cooperate?

21 **A.** Absolutely, yes.

22 **Q.** What, then, is your overall assessment of the level of

23 effective cooperation between the four nations in

24 respect of the procurement of PPE, taking into account

25 the challenges but also the better examples of

68

1 collaboration and cooperation, as you've said.

2 **A.** Yes.

3 **Q.** What's your assessment of the effectiveness, and looking
4 forward, what can we learn from it?

5 **A.** So I think that whilst it probably started off with good
6 intentions but being a bit tricky in practice,
7 particularly around data sharing and around that
8 insistence on the Department of Health sort of being in
9 the lead around procurement, I think the
10 relationships -- the relationships at an official level
11 were never bad but I think the ways of working together
12 improved, and what improved -- I think what particularly
13 drove that was that recognition that yes, collaboration
14 is great, but you need to be equal partners in that
15 collaboration, and that by working together, we were
16 able to, you know, to do more by accepting everybody's
17 roles, responsibilities, skills and expertise.

18 **Q.** Zooming out from four nations and thinking more widely
19 about lessons learned, from your perspective about the
20 procurement of PPE, the Inquiry is aware, of course, of
21 several reviews and exercises carried out in relation to
22 PPE and lessons learned. You say in your witness
23 statement that the key issues in those reports were
24 these: first, that the Scottish Government could have
25 been better prepared and should have acted fully on the

69

1 predictable, but as soon as that demand starts to go off
2 the scale you need to have other arrangements in place.
3 So you need to absolutely have in place both that
4 additional buffer stock but also the ability to surge up
5 your supply quickly in order to meet demand.

6 **Q.** In the aftermath of the pandemic, you talk about the PPE
7 Futures Programme, which was, I think, superseded, is
8 this right, by something called the PPE Supply
9 Implementation Project, who took on some of this
10 lesson-learning work; is that right?

11 **A.** Yes, that's correct.

12 **Q.** Your paragraph 180 (sic), you talk about some of the key
13 lessons learned that they're taking forward and one is
14 in relation to this, the difficulties of traditional
15 just-in-time supplier routes and PPE stockpiling
16 arrangements, which you say here:
17 "... were not sufficient in pandemic circumstances.
18 A reformed stockpiling and buying approach for pandemic
19 PPE is required."
20 Is that work well underway? Where is it at?

21 **A.** Yes, that work is well underway in two respects. One is
22 in respect to the increase of the level, the absolute
23 level of the stockpile that we're holding, which is now,
24 I think, it's 12 weeks but at a level -- at the levels
25 that we -- of demand that we experienced. So it's

71

1 recommendations of preparedness exercises?

2 **A.** Yes, that's correct.

3 **Q.** Second, longer-term solutions for PPE supply to primary
4 and social care should be implemented. And thirdly, new
5 approaches to stockpiling and supply chain resilience
6 are required.

7 You also note that the theme of one of the reviews
8 is the fundamental inadequacy of the traditional
9 just-in-time PPE supply system in the context of
10 a pandemic like Covid-19.

11 Can you expand on that? What do you mean by that?

12 **A.** Yes, I think -- so I think we had moved in terms of the,
13 sort of, business-as-usual approach to -- just-in-time
14 is essentially you only buy what you -- you only buy
15 when you absolutely need it, and clearly in a pandemic,
16 I think (a) our stockpile wasn't big enough and --

17 **Q.** Scotland's or the UK's? Scotland's share of or the
18 whole of?

19 **A.** Scotland's share of the UK stockpile was not big enough
20 to cope with the pandemic, a pandemic of the nature of
21 the one that we experienced. And I think the other
22 thing is that we didn't -- and we've worked hard now to
23 put in place surge capacity so that the just-in-time
24 approach, I think, particularly, may work fine as a sort
25 of business as usual when your demand is fairly

70

1 not -- it's no longer based on the previous sort of
2 planning around pandemic flu, it's much more based
3 around what we actually experienced. And also, and
4 maybe NSS are better placed to answer this around
5 working with suppliers around making sure that we've got
6 that ability to surge supply when we absolutely -- when
7 we absolutely need to.

8 **Q.** Can I take you, please, to the Professor Manners-Bell
9 conclusions --

10 **A.** Yeah.

11 **Q.** -- INQ000474864, to get your perspective.

12 We've had obviously that of Ms Freeman, who may be,
13 inevitably, focused on the democratic considerations.
14 From your point of view, I'd like -- these paragraphs
15 here, in summary, Professor Manners-Bell is looking at
16 the issue of future PPE and healthcare equipment supply
17 chains in Scotland, and he's considering something you
18 mention: a government consultation exercise, undertaken
19 after the pandemic.
20 You're familiar with what I'm referring to?

21 **A.** Yes.

22 **Q.** Professor Manners-Bell says this:
23 "Whether a Scotland-led solution helps a UK-wide
24 pandemic response is not at all clear. It may be useful
25 as part of a Four Nation approach that given an enhanced

72

1 NSS role may positive more visibility on PPE and
2 healthcare equipment demand to UK government crisis
3 planners and present levels of fragmentation.

4 "However [he says], if the decision were taken by
5 Scottish Government to deal with future pandemic needs
6 on a unilateral process, with no sharing of data or PPE
7 and healthcare equipment between nations, there would
8 necessarily be consequences in terms of UK supply chain
9 resilience."

10 And this is the bit I'd like to ask you about:

11 "Clearly [says Professor Manners-Bell] an optimal
12 UK-wide solution should be developed which fits both
13 'business-as-usual' as well as pandemic needs for all
14 Four Nations. Until that happens, [devolved
15 administrations] will feel that they need to pursue
16 their own strategies to ensure that they address the
17 weaknesses of the systems established before the
18 Covid-19 pandemic. Whilst these new national systems
19 may be an improvement on what went on before, in my
20 view, they will be sub-optimal in terms of procurement
21 and supply and not necessarily resilient enough to cope
22 with future pandemics."

23 From your experience, both from where you sit now,
24 in your roles at the top of Health in Scotland, but also
25 your pandemic experience, what's your view on what

73

1 intensive care.

2 **Q.** We've heard quite a lot of evidence about quite how hot
3 the market got --

4 **A.** Yeah.

5 **Q.** -- for that kind of equipment, a global supply chain
6 challenge. Is that your experience
7 of -- (overspeaking) --

8 **A.** Yes, that's correct, yes.

9 **Q.** Yes. And one of the main challenges in Scotland that
10 you note is, it might be thought something similar to
11 the -- that we've heard in relation to England, and
12 that's about the availability of information on the
13 number of ventilators in Scottish hospitals, which could
14 in fact provide the type of invasive ventilation at the
15 start of the pandemic that was thought to be so crucial.

16 What was the challenge there, please?

17 **A.** So the challenge there was that although at a Scotland
18 level we knew how many level 3 ICU beds we had, so we
19 knew the total quantum, we had far less -- in fact we
20 didn't have systematic visibility on the precise
21 locations and the precise types of equipment being used.
22 So in the early days of the pandemic there was a lot of
23 manual work, facilitated through the intensive care
24 networks and colleagues who were working with me as part
25 of that, as part of that team, to actually really

75

1 Professor Manners-Bell tell us.

2 **A.** So I think he's absolutely right, at paragraph 557,
3 where he talks about an enhanced NSS role being really
4 useful. In terms of that four nations approach, I do
5 think that NSS have got a huge amount of expertise and
6 also a huge understanding of the position in Scotland,
7 with regards to demand as well.

8 In the second bit of this, where he talks about, you
9 know, if we weren't going to share data, I can't imagine
10 a circumstance where we would not be absolutely prepared
11 to share data. I think my experience was that the
12 challenges that were experienced were in the -- Scotland
13 having visibility of UK data, rather than the other way
14 round.

15 **Q.** Thank you. I'm going to move briefly, please, to
16 another aspect of procurement about which the Inquiry
17 has heard some evidence, and I think in which you had
18 some quite significant involvement, and that's the
19 procurement of intensive care unit or ICU equipment.

20 **A.** That's correct.

21 **Q.** Am I right that your involvement was in fact quite
22 significant?

23 **A.** Yes, I was involved in leading our ICU resilience group,
24 which was stood up to provide support to our boards and
25 also support to NSS, who were involved in procuring for

74

1 understand what we had at a more granular level.

2 **Q.** Can we bring up, please, INQ000495258, a paper from the
3 Scottish Clinical Leadership Fellowship Critical Care
4 support and resilience group. Sorry, forgive the
5 mouthful. It's Professor-- is it
6 Professor Gregory Ekatah?

7 **A.** I'm not sure he's a professor, but --

8 **Q.** -- forgive me.

9 **A.** -- he won't mind being called one.

10 **Q.** Forgive me for inadvertently promoting him. Somebody
11 with whom you worked; is that right?

12 **A.** That's correct, yes.

13 **Q.** All right. Can I see -- so this is about a key learning
14 point he's talking here in respect of the procurement of
15 ventilators. And he says:

16 "A key learning point is the need for a national
17 medical equipment database to ensure [that] we are able
18 to assess when needed the medical devices being used in
19 NHS Boards. This is particularly important in terms of
20 enabling National Procurement ..."

21 Pausing there, that's a part of NSS?

22 **A.** Yes, correct.

23 **Q.** We'll hear more about that later but just to fill
24 everyone in.

25 "... National Procurement to move quickly with

76

1 suppliers. Numerous manual surveys were undertaken by
2 the Medical Physics leads at Board level to confirm the
3 numbers."

4 Manual surveys, are we talking about literally
5 walking around counting them?

6 **A.** Yes, I suspect -- so different boards will have
7 different approaches locally, so some boards will have
8 already had records. I think most boards already had
9 records. However, there would need to be some work done
10 to, sort of, check and data cleanse that to make sure
11 they're absolutely up to date.

12 **Q.** Just moving on a little bit, where it says, "However"
13 down here:

14 "However, while Boards implemented this within a few
15 days it took days to gather the data and intel needed to
16 do this. The ventilators is also a good example, where
17 if there had been a national database, we would have had
18 all the information required to place the order on Day 1
19 of expansion ..."

20 Here we're talking about the first time it was
21 realised a lot more ventilators were needed; is that
22 right?

23 **A.** That's correct, yes.

24 **Q.** "... this would have resulted in orders being secured
25 and delivered 3 weeks earlier. In terms of costs alone,

77

1 wait to have that granular level of detail.

2 **Q.** In the next pandemic you'll want that data immediately,
3 won't you?

4 **A.** It would be much nicer to have that, yes.

5 **Q.** And, in fact, the recommendation for a medical equipment
6 management system, is that now in place?

7 **A.** Yes, it's been rolled out across all boards. I think
8 there's still some final checks to be done to it. My
9 understanding is it will be fully complete, I think, by
10 late -- summer of this year. 2025.

11 **Q.** One final aspect, please, of the exercise of procurement
12 of ventilators and that's about what models --

13 **A.** Yeah.

14 **Q.** -- what type of ventilators were in fact procured and
15 supplied into the Scottish NHS.

16 We've heard a lot of evidence about the Ventilator
17 Challenge. The Scottish Government didn't have
18 a specific role in that, did it? That was
19 a UK Government-led initiative.

20 **A.** That's correct, yes.

21 **Q.** As part of the UK Ventilator Challenge, we've heard
22 about lots of different attempts to scale up new
23 designs. Can you tell us, were any of those new designs
24 in fact taken on via the Ventilator Challenge route for
25 the NHS in Scotland?

79

1 with the order of over 900 ventilators there would have
2 been significant cost savings with the cost of
3 ventilators [as we've heard from others] increasing in
4 price daily."

5 I don't know whether you're in a position to agree
6 with the specifics of Gregory Ekatah's analysis here,
7 but in terms of the general point, there isn't any data,
8 you did it quickly, but it took enough time to
9 significantly increase the costs. As a principle, do
10 you agree with those observations?

11 **A.** So I'm not sure I do agree with those observations.

12 I think if we had waited until we understood precisely
13 what we had in every hospital setting and what make it
14 was, how old it was, all that sort of stuff, then that
15 might have been the case. But the fact is -- and I'm
16 sure NSS colleagues can confirm this -- we didn't wait.
17 So we knew how many ICU beds we had that were already
18 equipped. We knew how many we wanted to get to, in
19 terms of the capacity increase that we were aiming for.
20 And colleagues in NSS took the approach of immediately
21 acting to talk to trusted suppliers, Draeger is probably
22 key amongst those, in terms of trying to identify with
23 them what supply they could make available to us.

24 So the -- if you just -- if we had waited, then that
25 might have been the case, but colleagues at NSS did not

78

1 **A.** Yes, I think we took one type, so it was the Penlon
2 ventilator, I think, and so we had a really
3 well-established -- maybe just to go back a step.

4 **Q.** Yes.

5 **A.** Our approach was, as far as possible, to try and procure
6 ventilators that were of the same make that we were
7 already using in Scotland, because we didn't want to
8 be -- clinicians who were already under extreme stress
9 to also need to deal with, you know, many, many
10 different types of equipment. We wanted them, as far as
11 possible, to be able to supply them with equipment with
12 which they were familiar.

13 Where we were considering new types of equipment,
14 then we had a process for, first of all, testing it, so
15 to make sure that it worked as we would need it to and
16 expect it to. So we had a group of clinicians and
17 medical physicians who would work with new equipment
18 coming into Scotland, and also then be able to provide
19 support in relation to training, to use that. And
20 certainly with the Penlon ventilator, I think our view
21 of it was that it was appropriate as a back-up
22 ventilator, but probably about the same level of
23 effectiveness as some of the anaesthetic machines that
24 we had already converted to be used as ventilators.

25 And, in fact, given that those anaesthetic machines

80

1 were already familiar to clinicians, it was felt
 2 preferable to be using those.
 3 **Q.** To be fair to the overall picture you, in fact, say
 4 ICU -- the procurement of ICU equipment in the
 5 government stockpile was an area in which DHSC, the
 6 devolved administrations and the Crown Dependencies
 7 worked collaboratively right from the start, and you say
 8 the DHSC team worked diligently to ensure that ICU
 9 equipment was identified and distributed directly to NHS
 10 boards in Scotland.
 11 **A.** That's correct, yes.
 12 **Q.** So there's no criticism here --
 13 **A.** No, no, no.
 14 **Q.** -- it's just it's a difference of emphasis, isn't it?
 15 **A.** Absolutely, and actually, remembering that what is
 16 needed to equip an ICU bed is not just a ventilator.
 17 There's all sorts of accessories that are required as
 18 well. And my recollection is that actually, in what we
 19 were seeing coming through as being available to
 20 Scotland from that UK procurement, we probably took
 21 quite a lot of the accessories, and less of the
 22 ventilators.
 23 **Q.** That's very helpful.
 24 Finally this, then: you talk about the lessons
 25 learned exercises here being done through a short-life

81

1 Counsel to the Inquiry, you identified the domestic
 2 stockpile for PPE at the moment in Scotland is now
 3 12 weeks. And that's a lesson that you identify that
 4 has come from the pandemic. Just so we can be clear,
 5 does this short period avoid in its entirety the issue
 6 of some PPE losing its age and efficacy? Is that
 7 a matter which is now -- we don't have to worry about?
 8 **A.** I think we would continue to want to -- so the way in
 9 which we manage the stockpile or NSS manage the
 10 stockpile on our behalf is aimed at ensuring that we're
 11 recycling, through that stockpile, so that we have to
 12 worry less about things going out of date, but given
 13 that the business-as-usual requirement for PPE is
 14 significantly less than in pandemic times, that there
 15 will inevitably be a limit to how much you can recycle
 16 in that way, so it doesn't altogether avoid that piece
 17 of things potentially going out of date.
 18 **Q.** So that's being monitored. And just to be clear the
 19 word "recycle", you're simply meaning that you're
 20 cycling through the stock so that the first stock to
 21 come in is the first to go out so you're not left with
 22 old stock that's constantly sitting at the bottom of the
 23 pile?
 24 **A.** Yes, sorry. That's correct, yes.
 25 **Q.** Moving on. The Inquiry, again, has heard, and you've

83

1 working group.
 2 **A.** Yeah.
 3 **Q.** And you say that one of the key recommendations of
 4 a report done by that group in June of 2020 was this:
 5 minimising variation and limiting manufacturer of each
 6 device to a maximum of two per board where possible,
 7 thereby reducing the risk of human error and supporting
 8 NHS boards' longer-term investment in replacement
 9 programmes?
 10 Is that a recommendation that, as far as you're
 11 aware, has been implemented?
 12 **A.** Yes, that's correct, we have been --since that
 13 recommendation I think there's been two reviews of the
 14 stockpile and, indeed, the ventilators that boards hold
 15 at board level in order to be able to double capacity as
 16 required, and we have been incrementally moving towards
 17 ensuring that there are no more than two makes.
 18 **MR STOATE:** Thank you, my Lady. Those are my questions.
 19 There are some from Core Participants.
 20 **LADY HALLETT:** Thank you, Mr Stoate.
 21 I think, Ms Mitchell, you're going first.
 22 **Questions from DR MITCHELL KC**
 23 **DR MITCHELL:** Ms Lamb, I appear as instructed by Aamer Anwar
 24 & Company on behalf of the Scottish Covid Bereaved.
 25 In your evidence to my learned friend Mr Stoate,

82

1 been quoted some of it from my learned friend again,
 2 Mr Stoate, from Professor John Manners-Bell about he
 3 considers the way that Scotland had been dealing with
 4 things is suboptimal. The Bereaved note also the
 5 observations of Sarah Ashley of Baringa Management
 6 Consulting. And what she says is that the devolved and
 7 federated system in UK healthcare added problems, added
 8 challenges in relation to procurement and distribution
 9 of key healthcare equipment, and we saw that in the
 10 pandemic, we've heard evidence of it this morning, about
 11 difficulties in procurement in Scotland.
 12 And as well as those challenges, we would be losing
 13 out on benefits, namely the ability to bulk buy as
 14 a single unit, thus avoiding any possibility of getting
 15 into competition with the rest of the UK.
 16 Standing those factors, would there not be merit in
 17 having a single pandemic plan where a single pandemic
 18 and distribution plan was agreed between all countries
 19 still respecting the devolution settlement?
 20 **A.** So I think that the experience through the pandemic was
 21 that that arrangement didn't serve us well, and that's
 22 the reason why we used NSS so intensively in Scotland to
 23 procure for us, because, you know, as I've set out in my
 24 statement, we were not getting the PPE we needed through
 25 that single UK approach.

84

1 Now, could that work differently in the future?
 2 Potentially, that could work differently in the future,
 3 but that would need to be around a collaboration of
 4 equal partners and I think would need to bring all the
 5 data to the table, so certainly in Scotland we have
 6 substantially increased our data collection systems, so
 7 NSS have implemented a national inventory system that
 8 gives us much greater visibility around what's being
 9 held not just nationally but also locally.

10 And you've just heard what I was saying about
 11 medical equipment, but I think key to this is what was
 12 set out in that protocol around that data sharing across
 13 all four nations, and I think that actually, there is
 14 something about some of the lessons learned, as well,
 15 were around that level of anxiety, particularly in
 16 social care where, you know, people don't understand how
 17 much is available, and being able to communicate and
 18 communicate authoritatively because you're actually
 19 involved in understanding what's happening in
 20 procurement in your country is really important,
 21 I think.

22 **Q.** So do you believe that knowing the data would overcome
 23 these issues that are being identified, for example not
 24 bidding against one another in the next pandemic?

25 **A.** So I don't see why you can't have the best of both

85

1 Equality Duty, are at the forefront of procurement
 2 decisions and particularly when it comes to dealing with
 3 minority groups?

4 **A.** Yeah, thanks very much. I think that what became clear
 5 in the pandemic was that, you know, quite frankly, one
 6 size doesn't fit all, and that there was an issue for
 7 people from minority ethnic groups and also for women in
 8 terms of being able to be -- particularly the face
 9 fitting for FFP3 masks. I think we've already done
 10 quite a lot of work to try to address that. Certainly
 11 NSS have expanded the different types of FFP3 masks that
 12 they procure, so that there is a different range of fits
 13 available. And we also worked closely with Alpha
 14 Solway, a supplier in Scotland, to actually really
 15 understand that demographic in Scotland and demographic
 16 across health and social care and therefore what
 17 Scottish needs are.

18 But I think actually critical to this is not just
 19 having the supply but also ensuring that the people who
 20 are likely to need that supply, should we be hit by
 21 another pandemic, have been fit tested. And in advance
 22 of the pandemic, we did -- as part of our pre-pandemic
 23 planning, we had asked all NHS boards to ensure that
 24 their staff were appropriately fit tested, and I think
 25 the numbers have gone from something like 7,000 members

87

1 worlds, actually, and I think that's what the protocol
 2 was working towards in that where all four nations
 3 identify a requirement that can be better supplied by
 4 a collaborative procurement, then absolutely, I would
 5 think that was appropriate. But that would need to be
 6 agreed through, you know, through those mechanisms that
 7 were set out in the protocol.

8 **DR MITCHELL:** My Lady, those are my questions.

9 (Pause)

10 **LADY HALLETT:** Thank you very much. Sorry, Ms Mitchell,
 11 I couldn't unmute myself.

12 Right, I think it's now Mr Thomas.

13 **Questions from PROFESSOR THOMAS KC**

14 **PROFESSOR THOMAS:** Good afternoon, Ms Lamb. I represent
 15 FEMHO, the Federation of Ethnic Minority Healthcare
 16 Organisations. I have one topic to discuss with you.
 17 It shouldn't take too long.

18 Ms Lamb, as we look to the future to improve the
 19 procurement processes, understanding the principles of
 20 the Equality Act and, specifically, the Public Sector
 21 Equality Duty and how they were applied previously,
 22 could be an important lesson to be learned. So my
 23 questions are, firstly, what changes or actions do you
 24 consider necessary to ensure that the duties under the
 25 Equality Act 2010, and in particular the Public Sector

86

1 of staff fit tested pre-pandemic to something like
 2 75,000 in -- by about 2023, I think. And I think that's
 3 something we need to continue to monitor, because it's
 4 not just about having the confidence that you've got
 5 supply that will meet people's needs; it's actually that
 6 people having that confidence that should they need to
 7 use that type of PPE, they've been fit tested for it,
 8 and they're comfortable that it will meet their needs.

9 **PROFESSOR THOMAS:** Thank you.

10 My Lady, those are my questions.

11 **LADY HALLETT:** Thank you very much indeed, Mr Thomas.

12 Ms Lamb, thank you very much indeed for your help,
 13 yet again. And just like with Ms Freeman, I saw a list
 14 this morning and I know this isn't the last time we're
 15 going to be asking you to help us, so I'm really sorry
 16 about the burden on you, I know you might have a huge
 17 amount to do, but thank you very much for the help
 18 you've given so far.

19 **THE WITNESS:** That's quite all right. Thank you very much.

20 **LADY HALLETT:** And I shall return at 1.50. Thank you.

21 (12.51 pm)

22 (The Short Adjournment)

23 (1.50 pm)

24 **LADY HALLETT:** Mr Stoate.

25 **MR STOATE:** Thank you, my Lady. Good afternoon. Our next

88

1 witness is Gordon Beattie. May he please be sworn.

2 **MR GORDON BEATTIE (affirmed)**

3 **Questions from COUNSEL TO THE INQUIRY**

4 **MR STOATE:** Good afternoon, Mr Beattie.

5 **A.** Good afternoon.

6 **Q.** Please give the Inquiry your full name.

7 **A.** Gordon Beattie.

8 **Q.** Thank you. You've very helpfully provided the Inquiry
9 with a witness statement, the reference for which is
10 INQ000521969. It's 132 pages long, dated
11 21 October 2024. Is that statement true to the best of
12 your knowledge and belief?

13 **A.** It is.

14 **Q.** Thank you very much.

15 By way of background, you tell us you've worked in
16 NHS Scotland since 2001 in various procurement
17 leadership roles; is that right?

18 **A.** It is, yes.

19 **Q.** You are a chartered member of the Institute of
20 Procurement and Supply.

21 **A.** Yes.

22 **Q.** Prior to joining NHS National Services Scotland, you
23 were the head of procurement at an NHS health board in
24 Scotland.

25 **A.** I was.

89

1 Procurement, but also other functions like the Scottish
2 National Blood Transfusion Service and NHS Scotland
3 Assure. So these services are provided on
4 a Scotland-wide basis to all of the health boards in
5 Scotland and they're accountable to the ministers.

6 **Q.** At the start of the pandemic, NSS responded, is this
7 right, to a request from the Scottish Government to
8 identify which of its services could be ramped up or
9 stood down?

10 **A.** That's correct.

11 **Q.** And, perhaps for obvious reasons, National Procurement
12 was determined to be essential to the focus of
13 Scotland's effort in response to the pandemic?

14 **A.** Correct, yes.

15 **Q.** NSS functions and responsibilities in relation to the
16 procurement of key healthcare and equipment supplies, is
17 this right, included PPE, ventilators, oxygen,
18 lateral flow devices and PCR tests in Scotland? And all
19 of that was supported, as you say, by the National
20 Procurement Directorate?

21 **A.** Not the lateral flow tests, they were produced on
22 a UK-wide basis, but some of the PCR testing was
23 procured from -- ourselves.

24 **Q.** Thank you very much.

25 Very briefly, the core functions which National

91

1 **Q.** And you are the current director of National Procurement
2 at NHS National Services Scotland, a position which
3 you've held since 9 December 2019.

4 **A.** That's correct.

5 **Q.** So, as you say, and for context, a role you took up just
6 a few weeks before --

7 **A.** Yes.

8 **Q.** -- the pandemic hit in its fullness?

9 **A.** That's correct.

10 **Q.** In terms of NSS, during the pandemic, National
11 Procurement was part of the Procurement, Commissioning
12 and Facilities strategic business unit at NSS; is that
13 right?

14 **A.** That's correct, yes.

15 **Q.** And in fact that changed in April 2023, did it, when it
16 became a separate business unit within NSS?

17 **A.** Yes, that's right.

18 **Q.** Could you just give us a very brief -- we've heard from
19 other from others about your work today, but just give
20 us a very brief overview, please, of what NSS is, to
21 whom it's accountable, and what its ordinary work was
22 prior to the pandemic?

23 **A.** Yes, so NSS is a health board within Scotland. It's
24 our national health board that provides national
25 services, including functions like my own, National

90

1 Procurement undertakes and which supported the Covid-19
2 response are -- and can I ask you for a brief
3 description of each: strategic sourcing; what's that?

4 **A.** So that's us, part of my team who put together national
5 frameworks for common items used across the whole of the
6 NHS in Scotland, everything from beds to food to
7 medicines.

8 **Q.** Supply chain management and operational logistics,
9 what's that?

10 **A.** Yes, so we're the only public sector body in Scotland
11 who've got a logistics function, so a large warehouse
12 distribution function. And supply chain is the ordering
13 and supply of products coming in through various supply
14 chains in to ourselves that then we can distribute out
15 to the hospitals in Scotland.

16 **Q.** The last two, contract management and quality assurance
17 might be more self-explanatory.

18 **A.** Yeah, so contract management is when we've awarded the
19 contract, so our role is of managing those contracts,
20 helping with any issues that arise and continuing to
21 engage with our key suppliers and continuous
22 improvement. Quality assurance is if things aren't
23 going well, if there's products quality issues, we'll
24 help resolve those problems.

25 **Q.** Yes. We may come on to look at the quality assurance

92

1 process --

2 **A.** Sure.

3 **Q.** -- in respect of a couple of examples later.

4 Can we start, please, by just looking briefly at

5 NSS's role in relation to the PPE stockpile:

6 "One of the services [that] the Scottish Government

7 commissioned National Procurement to provide was [what

8 you call] a Pandemic Stock Management Service."

9 What was that, and what did that mean in relation to

10 how the PIPP stockpile became available once the

11 pandemic arrived?

12 **A.** Yeah, I think it's important to say that we were

13 managing Scotland's share of the UK stockpile. So PIPP

14 UK stock was procured by the Department of Health and

15 Social Care, the demand, volumes, et cetera, were set by

16 the Department of Health and Social Care, and Scotland

17 got a proportional share of that which the Scottish

18 Government asked my team, NSS and National Procurement,

19 to put together the way to hold the stock so we had the

20 warehouse capacity to hold that in and our role was to

21 distribute that in the event of a pandemic.

22 **Q.** You, Scotland, had an 8.2% share is that right, the

23 Barnett --

24 **A.** Approximately that, I believe.

25 **Q.** And so your job was to manage that part of the national

93

1 **Q.** Can you expand on that? What do you mean by that?

2 **A.** Well, I guess a good example would be in terms of FFP3

3 stocks. So there was a replenishment order with

4 a French company; it was due to come in, Scotland was

5 due to get 640,000 FFP3 respirators and France cancelled

6 the order. As far as I was -- that was how it was

7 described to me. So that prevented that replenishment

8 coming in, but it wasn't just France. Germany shut

9 their borders, Taiwan shut their borders, the exports

10 from China were restricted. All over the world, things

11 were changing that we never ever expected to happen. So

12 I don't think that we could really have envisaged

13 happening, it's never happened before and I hope it

14 never happens again. So that ultimately led to the

15 failure of that strategy.

16 **Q.** We heard last week from Mr Hancock, the UK

17 Health Secretary, that concerns were emerging about the

18 UK stockpile in January. We heard this morning from

19 Ms Freeman that NSS had a sort of procurement

20 intelligence about things that were changing. Is this

21 French example one of those, where you can see something

22 really significant happening based on the procurement

23 activity?

24 **A.** Yeah, yeah.

25 **Q.** Did you, Mr Beattie, have concerns before the pandemic,

95

1 stock?

2 **A.** To hold that stock, really.

3 **Q.** To hold it?

4 **A.** For example, revalidation of stock would have been

5 carried out by the Department of Health and Social Care,

6 we would have provided the means for the stock to be

7 revalidated and to put it back into storage.

8 **Q.** You make this point about revalidation in your statement

9 at paragraph 92, I'm just going to read it to you and

10 ask for your reflection, if I may. You say this:

11 "Guidance from the UK was that stocks were being

12 revalidated by the manufacturers and additional supply

13 would be delivered based on the UK pandemic stock

14 strategy of 'Just in Time'."

15 **A.** Yeah.

16 **Q.** "Just in Time allowed for an 8-week stock pandemic

17 holding across the UK based on demand modelling by DHSC

18 with replenishment orders triggered in the event of

19 a pandemic."

20 Then this:

21 "The nature of the worldwide pandemic, the collapse

22 of international supply chains and the restrictions on

23 cross-border international trade meant that the UK

24 strategy ultimately failed."

25 **A.** Yes.

94

1 January or February or any other time, about whether the

2 UK strategy to replenish the stockpile, to use your

3 phrase, would fail?

4 **A.** I don't think so at that point, because it wasn't until

5 European countries started shutting their borders that

6 it became evident there was something really different

7 happening that we'd never experienced before in

8 anybody's lifetime. So not really, no.

9 **Q.** Looking forward, do you think just-in-time contracts are

10 a reliable system in a global health emergency?

11 **A.** I think when you look at the two expert reports, they

12 talk about two different things: one having frameworks

13 with multiple suppliers in it, so that's what we were

14 putting in place, and the other was talking about having

15 long-term strategic relationships with suppliers, and

16 that's a bit more tricky, because in a world where you

17 have to do public procurement tendering, having

18 long-term strategic relationships are a bit more

19 difficult to keep in place.

20 **Q.** Thank you. I want to look at some of the changes to

21 NSS's work then during the pandemic, as it hit from

22 March 2020 onwards. During the pandemic you say that

23 NSS supported procurement and distribution relating to

24 inventory management and led on implementing a new

25 national inventory management system across all health

96

1 boards to procure pandemic stock. How did that work?
 2 What was the impact of that and what, was it?
 3 **A.** Yeah, so at the very beginning when we had low stocks,
 4 we were trying to build our stocks up, we were trying to
 5 distribute stocks out to where they were needed in
 6 hospitals and in the healthcare sector, we didn't -- we
 7 knew what we had nationally, because we had good
 8 national stock systems, but the systems we were having
 9 at the hospitals were a top-up system. So it kind of
 10 told you "You should have 20", you go along and you
 11 count eight, and it gives you another 12, but it doesn't
 12 tell you how much you've actually got.

13 So we had to rely on manual stock counts or our
 14 colleagues -- we worked very closely as a community of
 15 procurement professionals across Scotland, so our
 16 colleagues in the health boards had to do manual stock
 17 counts and provide us with information of what they had
 18 on hand locally and then what did we have on hand
 19 nationally, and together we got a total value of stock
 20 and we focused on those kind of lines that were kind of
 21 quite critical.

22 So the inventory management system now gives us eyes
 23 on to actual stock levels across all of our hospitals,
 24 so it gives us much more visibility of stock.

25 **Q.** We heard from Ms Lamb this morning a little bit about
 97

1 were trying to respond to the requirements of our
 2 hospitals and trying to get a good sense of what was
 3 going on across our hospitals, bringing that group
 4 together that I chaired on a regular, very regular
 5 basis, I think it was twice weekly, initially, gave us
 6 all a sense of exactly where the hot spots were that we
 7 were trying to respond to, and to -- you know, I think
 8 it also built a camaraderie amongst everybody in terms
 9 of being -- that kind of sharing of what our issues were
 10 and suchlike, and indeed sharing between the hospitals,
 11 as well, so it was a really good mechanism to have
 12 joined-up working.

13 **Q.** One that you'd recommend for the future, presumably it's
 14 embedded --

15 **A.** Oh totally, yeah.

16 **Q.** In terms of PPE supply and demand modelling, you say
 17 that in the initial phase of the pandemic, due to
 18 adverse publicity being generated around rogue
 19 suppliers, the Chinese government introduced new export
 20 licensing which effectively stopped the flow of PPE from
 21 China until local licences had been issued. What was
 22 the -- it may be obvious but what was the impact of that
 23 in terms of Scotland?

24 **A.** Yes, all these things were probably happening in the
 25 first three to four weeks, it felt like quite a long
 99

1 manual counting. Can I summarise it in this way: you
 2 got there in the end but it was time consuming?

3 **A.** It was time consuming for our colleagues in the health
 4 boards, absolutely, they had to make sure that -- and
 5 for the colleagues in the wards and departments who had
 6 to do the counting and get the information back and all
 7 that kind of stuff. So while stocks were tight over
 8 those first few months, yeah, we had to rely on that.

9 **Q.** And time consuming can be very costly at a time of such
 10 a globally overheated market, can't it?

11 **A.** Time consuming in terms of the cost of people doing it,
 12 I think what allowed us to (unclear) was better
 13 information in terms of where we had to plug gaps and
 14 how we could allocate stocks. So we were able to much
 15 more effectively distribute stock to where it was needed
 16 on our -- on a push basis rather than relying on people
 17 asking for it, and getting it in on a pull basis.

18 **Q.** Can we turn, please, to PPE again. At the start of
 19 April 2020, National Procurement introduced a strategic
 20 group, you say, of single points of contact --

21 **A.** Mm.

22 **Q.** -- to manage the supply, distribution and use of PPE.
 23 What did that mean in practice? What was the impact of
 24 that?

25 **A.** Yeah, that was a really useful mechanism. So where we
 98

1 time but, actually, when you look back, it was a very,
 2 very condensed period of time until that was resolved.
 3 And that was in some respects understandable that China
 4 did not want to have rogue exports tarnishing their
 5 reputation as a provider of medical equipment. So we
 6 had to work very closely on the ground -- and luckily we
 7 had our colleagues in Scottish Enterprise who were there
 8 on the ground and they were able to help us engage with
 9 factories and officials, et cetera, to make sure that we
 10 had the right -- we were using the right companies that
 11 had the right authority to export to the UK.

12 **Q.** In parallel with that, you've mentioned Scottish
 13 Enterprise, there was work to establish locally-based
 14 suppliers to manufacture PPE in Scotland?

15 **A.** Yes.

16 **Q.** What's your assessment of the impact of that, please?

17 **A.** I think that transformed what we were doing. We were
 18 heavily reliant on finding stock, as I said sourcing
 19 stock within a very, very difficult world market, and by
 20 identifying suppliers who we knew, quite a lot of them,
 21 because they were existing providers to the NHS, for
 22 different things, but we knew them, and we were able to
 23 support them and work with them to onshore production
 24 back into Scotland and give them long-term commits,
 25 because we also had to give a long-term commit as people
 100

1 were bringing on staff, they were bringing in equipment,
2 they were bringing in raw materials, it wasn't just
3 something we were buying for a couple of days, we were
4 buying it for a number -- for a longer period of time.

5 And that was very successful and I think -- it's
6 probably been mentioned elsewhere, I think we ended up
7 getting about 88% of PPE was getting produced in
8 Scotland.

9 **Q.** You make this point:

10 "No contracts awarded through the scheme with
11 Scottish Enterprise failed as a result of
12 non-performance [or] fraud ..."

13 **A.** Yes.

14 **Q.** What does that tell us about the effectiveness? It may
15 be obvious, but give us your take on it.

16 **A.** Sorry, repeat the question, sorry?

17 **Q.** Of course. You talked about the work of Scottish
18 Enterprise --

19 **A.** Yes.

20 **Q.** -- and how they went about --

21 **A.** Yes.

22 **Q.** -- assisting in domestic manufacture?

23 **A.** Yes.

24 **Q.** You go on to say that:

25 "No contracts awarded through [a] scheme with
101

1 were inundated with offers of supply from non-NSS
2 suppliers ..."

3 So not those trusted sources we've heard.

4 **A.** Yes.

5 **Q.** Non-NSS suppliers. The use of the word "inundated",
6 potentially quite problematic?

7 **A.** Yes, so it was just I think everybody's mailboxes, we
8 were getting emails in from various well-meaning
9 individuals who could offer to source PPE on our -- on
10 our behalf or knew someone who could get PPE. And
11 quite -- quite random offers of help, you know. And
12 they might come in to three or four emails and people
13 would pass them around, "Have you seen this? Have you
14 seen that?"

15 So that was, kind of, quite a lot of, you know --
16 just uncoordinated, you know, requests -- or offers for
17 help. And we were considering them, we were putting
18 them through our normal, sort of, process. We had stood
19 up staff from other parts of National Procurement, so
20 we'd put on hold some of our national framework
21 activity, and we'd allocated staff to help support this.
22 So we had, like, a triage system in place and people
23 were considering those things, making sure they had the
24 information they needed to make decisions.

25 **Q.** Do you think being inundated was the result of any call

103

1 Scottish enterprise failed as a result of
2 non-performance [or] fraud ..."

3 **A.** Yes.

4 **Q.** And why was that? What can you tell us about the
5 lessons learnt from that seeming success?

6 **A.** I think there was a partnership between ourselves, as,
7 you know, the people who were used to procuring this
8 type of -- these items, and Scottish Enterprise and
9 a range of suppliers who -- certainly ones who we used
10 in Scotland who we knew and had previously contracted
11 with them. So it was a joint effort. Everybody was
12 facing the same direction, I think, trying to respond --
13 both as buyers and suppliers, trying to respond the best
14 way we possibly could to address this national crisis.

15 **Q.** You did, of course, face the issue of unsolicited offers
16 of help?

17 **A.** Yes.

18 **Q.** No doubt many of them entirely well meaning?

19 **A.** I'm sure, yes.

20 **Q.** Of course, we've heard, the Inquiry has heard, lots of
21 evidence about the fast-moving and volatile nature of
22 the global PPE market, and about how quickly contracts
23 had to be -- decisions around contracts had to be made.

24 I put that context because you say this:

25 "At the start of the pandemic National Procurement
104

1 to arms by the Scottish Government or indeed the
2 UK Government?

3 **A.** I'm not actually sure about that. I'm trying to think
4 when that happen -- I think it was just generally,
5 because every single news article, every single
6 News at 6, every single News at 10, it was full of it.
7 PPE was the number one lead item on every news. It was
8 just in the public conscience and I think people were
9 just trying their best to -- "Can we help?"

10 **Q.** To give a flavour, you say that the number of emails
11 being received by various individuals across National
12 Procurement had the consequences of mailboxes reaching
13 their limit and being unable to be used for urgent work?

14 **A.** Yeah, so that -- I mean, we have a limit of how much we
15 could take in terms of emails, so these were coming
16 in -- some of these were, you know, big attachments.
17 Some might send you an attachment that had a 10 --
18 10 megabit attachment or something on it. So things
19 like that were coming in and causing issues.

20 **Q.** So you implemented something called the "Supplier Office
21 Portal"?

22 **A.** Yes.

23 **Q.** This was 17 April 2020 when it went live. Can you give
24 us brief description of what that is and what it tried
25 to do?

104

- 1 **A.** Yeah, so it's a standard piece of software we use
2 that -- it's a system called ServiceNow, which allows
3 you to do customer service interface. So you can go
4 into a portal, it asks you certain questions, you fill
5 the information in and it comes in a form that you can
6 then look at and triage.
7 So we build a form that allowed anybody to be
8 pointed towards that portal, fill in all the information
9 they could give us, and we then could get that
10 information, put it through the expert team, who could
11 then triage that and decide whether they were valid or
12 not.
13 **Q.** Did it then become, in effect, the single point of
14 entry?
15 **A.** Yes.
16 **Q.** To give us a flavour of the numbers, you say this:
17 "... 2,047 offers were received through the
18 portal ..."
19 Is that right?
20 **A.** Yeah.
21 **Q.** Of which you say 436 were blank, 820 failed the
22 checklist questions, and some 790 passed the checklist
23 questions but were deemed as to be not required by NSS?
24 **A.** Mm.
25 **Q.** Is that right, that's the figures?

105

- 1 And then we were putting in place the contracts with
2 our -- or suppliers we knew and some new suppliers, to
3 cover that demand. Not just for the immediacy but for
4 the next period of time.
5 And so by the time we came to the portal offers,
6 these are your -- we had that in place. So we didn't
7 need any more. We had already kind of covered our
8 demand going forward.
9 **Q.** Was there any deviation from normal -- NSS normal
10 procurement processes and the handling of these
11 unsolicited offers through the Supplier Office Portal?
12 **A.** We tried to cover the normal process. So, who were the
13 companies? What was their -- you know, what was their
14 track record? Did they have the right quality assurance
15 certification? Were they CE marked? Were they -- did
16 they have their proper certificates of export and all
17 that kind of stuff?
18 So, yeah, we tried to follow as close as we could do
19 to a normal process.
20 **Q.** Turning to something else, NSS took on, you said, an
21 expanded role in regulatory compliance?
22 **A.** Yeah, so I think that was probably particularly two
23 on -- there's a table in that particular part of my --
24 and there's two companies on there who made gowns for
25 us. These are non-sterile surgical gowns, long-sleeved

107

- 1 **A.** Yeah.
2 **Q.** And in fact only one unsolicited offer was progressed to
3 contract. What was that one?
4 **A.** Yeah, that was for face masks, I think, from ICL.
5 The other ones, the 700-odd, they were passed on to
6 other public bodies who might have needed access to PPE.
7 **Q.** All right. So you'd done an initial triage of it?
8 **A.** Yes.
9 **Q.** Deemed them acceptable --
10 **A.** Yes.
11 **Q.** -- in terms of what they might be able to provide?
12 **A.** Yeah.
13 **Q.** NSS didn't need them, so they were passed on?
14 **A.** Yeah.
15 **Q.** So we've gone from 2,000 to one.
16 **A.** Mm.
17 **Q.** What does that tell us about this process?
18 **A.** I think the key part of it was those first three or
19 four weeks when we were left with this issue of how do
20 we protect the frontline workers.
21 We were asked to also stand up our services to cover
22 social care and unpaid carers, and we had created the
23 modelling to show what the demand would be. And all of
24 that was happening in the first -- you know, the first
25 couple of weeks.

106

- 1 gowns, that were used within aerosol-generating
2 procedures, and we worked closely with them to help
3 design a gown that would work and a gown that could meet
4 the quality standards.
5 **Q.** Presumably product development and regulatory compliance
6 would normally rest with -- solely with the supplier?
7 **A.** Yes, uh-huh.
8 **Q.** So why did NSS need to take on that expanded role?
9 **A.** We were just trying to help at that point in time. We
10 had staff who knew what was required, they had -- they
11 were expert in buying sterile gowns, which is our normal
12 gowns that we normally buy for surgical procedures, so
13 they had a real deep understanding of what was required,
14 and these -- these suppliers who were helping us hadn't
15 done that before.
16 **Q.** Did it involve any engagement with regulatory agencies?
17 **A.** You know what, I can't -- I can't recall.
18 **Q.** You say in your statement there's some engagement with
19 British Safety Industry Federation and the Health and
20 Safety Executive to ensure that the products met the
21 appropriate standards?
22 **A.** I assume that would have been done with my team,
23 yeah -- (overspeaking) --
24 **Q.** Right, but -- you may not be able to answer then, if
25 you're not sure, but what I want to ask was, is this now

108

1 something to be embedded for the future? Is this a role
 2 in a future pandemic that NSS has the experience, and
 3 has already engaged with other regulators, that, looking
 4 forward, it could take on again? Would it wish to?
 5 **A.** I think probably something we should learn a lesson from
 6 and think about as we -- we move forward. I can't say
 7 that we have embedded that at the moment, but it's
 8 certainly something that the Inquiry could consider in
 9 terms of being -- you know, being ready for the future.
 10 **Q.** Clearly it was important that every item -- thinking
 11 specifically of PPE -- met its international or
 12 locally-agreed clinical standard?
 13 **A.** Yes.
 14 **Q.** You say in your statement, and this is the context that
 15 I think it's important to give before I ask you about
 16 a couple of more challenging aspects, couple of
 17 challenging contracts, but you make this point very
 18 clearly, that all of the PPE sourced by NSS met those
 19 regulatory standards, was manufactured in accordance
 20 with international standards, and held the necessary
 21 certification including CE marking.
 22 Yes.
 23 **A.** Yeah.
 24 **Q.** Where there were quality issues raised, they were
 25 managed through a quality assurance process, which you

109

1 Scotland?
 2 **A.** Yes, that's right and Bunzl and Honeywell were really
 3 helpful, I think, in terms of responding to our needs.
 4 We know Bunzl, they're a well-known supplier to the
 5 public sector, and Honeywell are a company who have got
 6 a base in Scotland, as well, and they tried their best,
 7 their very best, to provide us with a solution which
 8 would meet our needs, which was to try and bring in more
 9 FFP3 masks which at that point in time were one of the
 10 critical supplies were trying to -- we were trying to
 11 source for Scotland.
 12 **Q.** So what were the issues that arose? I should say at the
 13 outset, it's entirely right to say this, there's no
 14 criticism implied at all -- (overspeaking) --
 15 **A.** Oh no, not at all -- (overspeaking) -- relationship with
 16 them.
 17 **Q.** Yeah, absolutely, but looking at how you resolved any
 18 issues, what was the issue that arose, and how did you
 19 go about trying to resolve it?
 20 **A.** Yeah, so when they were producing the product in
 21 Tunisia -- and I think the first thing that came up was,
 22 again, back to the export bans. The raw material that
 23 was required to make the product in Tunisia came from
 24 France and France rejected the request for an export
 25 licence from France to Tunisia, so there was an initial

111

1 mentioned earlier?
 2 **A.** Yes, uh-huh.
 3 **Q.** Before we turn to specifics, in very brief summary, what
 4 was the quality assurance process?
 5 **A.** Yeah, so we're ISO9001 accredited within our national
 6 logistics service so we have a standard quality
 7 assurance regime, we have ways in which quality issues
 8 can be fed back to us, we have a documented process that
 9 tracks quality complaints, and we have a requirement to
 10 manage those complaints through with the suppliers to
 11 conclusion. So these are things that all are just
 12 a standard part of our processes.
 13 **Q.** I'm going to look at some -- two examples with you, of
 14 when those types of issues, quality assurance issues,
 15 were raised within contracts --
 16 **A.** Mm.
 17 **Q.** -- and other issues, and look at how they were resolved,
 18 if I may. And the first is with Bunzl. On
 19 29 March 2020, you say, after introduction by Scottish
 20 Enterprise, a sole supply award was made to Bunzl
 21 Healthcare for the provision of a large number of FFP3
 22 respirators for a large contract value.
 23 **A.** Yes, uh-huh.
 24 **Q.** They were to be manufactured by Honeywell in Tunisia, is
 25 that right, and then imported by Bunzl for use in

110

1 problem of getting the raw material that was required to
 2 make the mask -- again, just a reflection on the state
 3 of the international supply market at that time, and
 4 political market, and political issues of people closing
 5 borders and all that kind of stuff, you know, so that
 6 was an issue.
 7 Honeywell tried to create a mask that we were
 8 looking for, we had all the standards, all the
 9 specifications they were working to. When we got the
 10 initial samples in, and we tried to do them, tried to do
 11 the fit testing with them, the fit testing results were
 12 pretty poor, so we weren't getting the level of pass
 13 rates we needed. The -- Honeywell, Bunzl, our own teams
 14 worked really close with the hospitals, we did lots of
 15 testing, we tried to do different approaches to it.
 16 Honeywell offered us different types of mask which we
 17 tried as well, but the none of them could really get us
 18 to the level of fit test pass rates that we needed, and
 19 so after a lot of effort, we decided to bring that to an
 20 end, and mutually decided to bring it to an end, and the
 21 contract was cancelled.
 22 We retrieved our money back for what we had paid
 23 upfront, and then we had an amount, I think it was in my
 24 witness statement, an amount which was either given as
 25 stock value or as credit from Bunzl who provided the 3M

112

1 masks, which were the ones we were normally using.
 2 **Q.** All right. I want to turn briefly to the fit testing
 3 issue that arose and look at, please, INQ000483631,
 4 starting on page 2. An email chain between NHS Scotland
 5 and in fact yourself, we can see.

6 If we could look up a little bit, please, to the
 7 email beginning "Info agreed to purchase the Bunzl
 8 Honeywell FFP3, I'll do paperwork Monday."

9 Yeah?

10 Then if we go up again, please, over the page to the
 11 bottom of page 1, this is an email from a colleague of
 12 yours at NHS National Services Scotland to you and
 13 another colleague.

14 **A.** Mm.

15 **Q.** "Hi, I'm a bit torn on this [is what it says], while I'm
 16 delighted that we've met one part of the sourcing brief,
 17 ie, to get large repeatable volume, the flip side is
 18 that this product is not in use at all in hospitals,
 19 instead, of fit testing less than 50% of staff, we will
 20 now be asking for near 100% testing, which means there
 21 will be an enormous burden on health boards to fit test
 22 these masks. I'd liken it [says the writer] to asking
 23 clinical staff to remove every handwashing dispenser
 24 screwed to the wall and replace with a new unit from
 25 a different supplier within a period of 2-3 weeks.

113

1 manufacturer, model number of an FFP3, it needs to be
 2 fit tested. So this was an inevitability of moving to
 3 an alternative supply of FFP3. In fact, at this same
 4 time, I see it is 29 March, at this same time, the
 5 national stockpile of -- this is the UK national
 6 stockpile, we had something like 2.6 million FFP3s that
 7 were out of date in that stockpile. 1.7 million had
 8 recently expired, ie, 2019, and that was a stockpile
 9 that was being revalidated by the Department of Health
 10 and Social Care colleagues, and they were a particular
 11 type of mask that had been fit tested for some of our
 12 staff. So some of our staff were being fit tested for
 13 these, they're called 1863 3M masks. So yeah, these
 14 themselves were having to be fit tested and all through
 15 the pandemic as masks changed, because the 1863 were now
 16 a manufactured mask that was no longer made, every time
 17 an FFP3 changed, you had to fit test people to them.

18 So I think it's a valid point but it would -- it's
 19 the same, no matter which range of masks you move from,
 20 which you inevitably had to, because the stockpiled
 21 masks were going to be different as you move forward.

22 **Q.** Thank you.

23 Just to complete the picture, you say in your
 24 statement about PPE deliveries generally that most of
 25 the time any delays were a few days to two weeks, with

115

1 "Add this to the demand on testing consumables (also
 2 tight on supply), then we just may be about to create
 3 another massive bottleneck.

4 "This email is not to be critical of anyone's
 5 efforts but just meant to inform of the wider impacts of
 6 decisions made based on a single variable.

7 "The ideal solution is to have the same level of
 8 negotiations from both 3M and Alpha Solway [both of whom
 9 we've heard about from you and others today], can we at
 10 least attempt this before pushing the button?"

11 Just to complete it, at the very top of the page:

12 "... those have taken place with 3M and Alpha Solway
 13 cannot provide that certainty of supply. Those
 14 discussions have been continuous with delays and
 15 restrictions through the countries even when agreed. 3M
 16 have diverted to England, as you know."

17 Talk me through this if you would. I appreciate --

18 **A.** Yes.

19 **Q.** -- I have pulled out a couple of emails from a very long
 20 time ago, but what they appear to suggest is a real
 21 concern amongst you and colleagues here, that the
 22 fit testing issue could create really quite significant
 23 issues. What's your take on -- what does this tell us?

24 **A.** Yeah, so every single FFP3 needs to be fit tested to an
 25 individual. So any time you change supplier,

114

1 the exception of the masks provided by Bunzl.

2 **A.** Yeah.

3 **Q.** Can you recall what any delay was, or was it, I suppose,
 4 indefinite if they weren't delivered?

5 **A.** Yeah, they didn't come in. So Bunzl very helpfully
 6 helped as best as they could with the 3M masks, which
 7 was the type of masks we were using, Alpha Solway masks
 8 we were trying to use as well, they had been used by our
 9 hospitals, so they were just helping as much as they
 10 can, with other suppliers, like Arco who were also
 11 another what I would call a master vendor, you know,
 12 they have lots of suppliers below them, so they were
 13 helping us as well, they were on our national framework,
 14 and directly from Alpha Solway who were helping us as
 15 well. So lots of people were trying to help us ensure
 16 those products were in place.

17 What changed, I guess, was there was an approval for
 18 the revalidated FFP3s, the 1.7 million that were just
 19 expired, and they'd already been allocated out to all
 20 the hospitals. So you'll see in one of the other Audit
 21 Scotland report they talked about having a very small
 22 number of days of stock of FFP3s, about 40 days of stock
 23 in the hospitals because we were doing that daily, or
 24 twice-weekly stock count, we knew what we had, and they
 25 were all the ones that were being revalidated, and when

116

1 they became available, we had something like 1.6 million
 2 FFP3s in situ that could be used.
 3 **Q.** One other challenging contract you raise in your
 4 statement, Continuum?
 5 **A.** Yes.
 6 **Q.** National Procurement placed an order for a very large
 7 number of type 2R masks with Continuum at the very start
 8 of the pandemic; is that right?
 9 **A.** Yes, that's fluid-resistant surgical masks. I know
 10 we're using different terminology depending on who
 11 you're speaking to, the blue standard.
 12 **Q.** Understood. Thank you for the clarification. One of
 13 the issues that arose here was a cash on delivery
 14 approach.
 15 **A.** Mm.
 16 **Q.** Can we look, please, briefly at INQ000502505. Having
 17 plonked you into an email chain you were in five years
 18 ago, I am now going to, I hope not unfairly, plonk you
 19 into one you weren't in five years ago?
 20 **A.** Thanks.
 21 **Q.** But I would like your view on what it tell us, please,
 22 about this deal.
 23 **A.** Mm.
 24 **Q.** It's the top email here. If we go to the very top of
 25 the page, please, Lawrence.

117

1 we'd been asked to provide service to all of health and
 2 social care. So we had a big, big demand for type 2R
 3 fluid-resistant surgical masks, and we were in
 4 a marketplace where, if you didn't move, you'd lose the
 5 supply lines. So there's companies in China with
 6 production, machines producing thousands of these masks
 7 every day, but they were selling them to whoever had got
 8 the manufacturing slot. You weren't really buying the
 9 product; you were buying the manufacturing slot. And
 10 that was important to think about, when you think about
 11 John Manners-Bell talking about supplier relationships,
 12 in supply chains and tiers of supply chains, that's what
 13 you've got to think about when you think about that is.

14 So we had to secure the factory production slot for
 15 our production, you know, a couple of weeks ahead and
 16 you had to pay for it, otherwise the production would go
 17 to somebody else.

18 **Q.** You've led me neatly on, please, to Professor
 19 Manners-Bell's conclusions.

20 **A.** Mm.

21 **Q.** And I just want to ask you about one other aspect, it's
 22 a slightly different aspect, I've tried to keep them
 23 slightly different to those discussed with other
 24 witnesses this morning.

25 Could we please have a look at INQ000474864? It's

119

1 Some discussion is arising about the payment upfront
 2 in the emails below.

3 **A.** Mm.

4 **Q.** And an email here to -- from a Mike McCourt to -- at
 5 least your colleagues here, we can see NSS colleagues
 6 can't we?

7 "I can't speak directly to that decision however the
 8 circumstances he describes in his email pan out with
 9 me."

10 Then this:

11 "Most suppliers here are asking for 100% upfront
 12 payment at prices double of what they were three days
 13 ago. The fact that they have negotiated [they, I'm
 14 assuming Continuum] 50% payment upfront is quite
 15 something.

16 "As [somebody] said, we need to move urgently or
 17 else there will be no suppliers to negotiate with".

18 **A.** Yes.

19 **Q.** "I appreciate you all have your risks metrics in place
 20 but this is not an ordinary marketplace at present."

21 What does this kind of discussion amongst your
 22 colleagues, reading it now, what does it tell us about
 23 the difficulties of this type of approach, a cash on
 24 delivery approach?

25 **A.** I think two things, the date, 24 March, was just after

118

1 page 131 of Professor Manners-Bell's report,
 2 paragraph 574.

3 This is Professor Manners-Bell's view of what an
 4 optimal model might look like. So I'm taking you out of
 5 the specifics and back out to the general, the four
 6 nations approach. Drawing on some of what we've been
 7 discussing here. This is Professor Manners-Bell's view:

8 "If an optimal model were to be adopted across the
 9 UK, it would be essential for there to be ..."

10 And then he gives a list: shared data on actual PPE
 11 usage; shared information on potential and actual supply
 12 chain risk; a single model for projected usage, or burn
 13 rates; realtime visibility of stock at central
 14 warehouses across the four nations; more visibility of
 15 stock held by trusts; a shared policy approach to the
 16 provision of PPE to both healthcare and social care,
 17 which I know is something you were quite significantly
 18 involved in, weren't you, as we may hear later?

19 **A.** Mm.

20 **Q.** And a database of suppliers and contracts awarded by all
 21 procurers of PPE in order to enable the development of
 22 local buying consortia.

23 Drawing together your experience, what's your view
 24 on the model there proposed by Professor Manners-Bell?

25 **A.** Yeah, I think all these things are, you know, fine. You

120

1 can look at them -- of course, we should have that
 2 information, I think the sharing is fine as well.
 3 I think what we have to have behind it, however, is what
 4 is our strategy for resilience in the UK? You know, I
 5 think you'd have to link that to an overall resilience
 6 strategy. I think Professor Manners-Bell talks about
 7 contingency as well, as well as these elements here. So
 8 I think you have to take the whole thing in the round.

9 I think, does it -- does it -- does that help?
 10 I guess it does. Single model for projected usage,
 11 yeah, I suspect that would be useful. A slight
 12 difference, I suppose, I can't remember, I think at one
 13 point we were providing to unpaid carers and the rest of
 14 the UK weren't, so there's some differences in the
 15 modelling. Assumptions -- whether there's anything else
 16 that makes any specific difference to Scotland.
 17 Visibility of stock, absolutely. Those things --
 18 I think they're easy enough to say.

19 So in Scotland, we have a single inventory
 20 management system. In Scotland we've a single finance
 21 system. We have lots of single systems working. I
 22 don't think that's the same case in the rest of the UK.
 23 So to knit together multiple systems to give you those
 24 single visibility pictures I think could be really
 25 difficult, you know.

121

1 getting our head back above water, I guess, and we were
 2 looking back to what had happened in the previous few
 3 months. You can see it was only a few months since the
 4 outbreak in March. So yeah, that was an early
 5 reflection.

6 **Q.** I just want to ask you, I mean there are plenty in
 7 there, much of which you touch upon in your statement
 8 but I wanted to ask you about one, please, at page 5.

9 **A.** Sure.

10 **Q.** Under the heading "Are there any other learning points?"
 11 Can you see over the far right there?

12 **A.** Yeah, I can see that.

13 **Q.** It says, "Our staff" -- this NSS staff, is it?

14 **A.** Mm.

15 **Q.** "Our staff worked long hours with little rest due to the
 16 reliance on our relatively small resource pool."

17 **A.** Mm.

18 **Q.** "We were unable to 'hand-off' to other resources.

19 "We did all of this within our own teams. Elsewhere
 20 UK relied heavily on [brought] in resources including
 21 large consultancy organisations and the [Ministry of
 22 Defence]. A very expensive resource which was not
 23 incurred in Scotland. A fraction of that would help
 24 build a more resilient team across [National
 25 Procurement] for [NSS] and H&SC."

123

1 I did -- I think I saw something in one of the other
 2 witness statements where Supply Chain Limited only
 3 supply 38% of the trusts in England, which I was really
 4 surprised at. National Procurement provides 100% of the
 5 hospitals in Scotland, approximately 80% of the items
 6 used every day in hospital departments come from our
 7 national distribution service. So we've got a kind of
 8 whole-country approach to our data and I think that
 9 makes us much more capable now of reacting to the needs
 10 in Scotland.

11 **Q.** Thank you. Can I ask about one of your own reflections
 12 now, please. And this is in a policy document from NSS
 13 entitled "Lessons Learned Future Change Framework."

14 **A.** Mm.

15 **Q.** 22 July 2020.

16 **A.** Mm-hm.

17 **Q.** Can we look, please, at INQ000320497 at page 5 -- well
 18 actually page 1, first. We can see your name on the --

19 **A.** Oh yes.

20 **Q.** Yes? Heartening that you recognise this one, in terms
 21 of my questions.

22 **A.** Thank you.

23 **Q.** So this is something you drafted -- so this is a sort of
 24 an early pandemic set of reflections, isn't it?

25 **A.** Yeah, it was quite soon after we were kind of, you know,

122

1 It may be self-explanatory, but looking forward to
 2 another pandemic, the sense I get from this is that you
 3 feel you achieved a lot with very little.

4 **A.** Yeah, mm-hm.

5 **Q.** What's been done in terms of addressing your concern and
 6 your reflection here, in terms of future preparedness?

7 **A.** Mm-hm, I think, you know, that's obviously a reflection
 8 at the time. In an ideal world would we have a lot of
 9 people sitting there waiting to be pulled in? No, we
 10 don't really have that. We have to put in our business
 11 continuity plans where we stand down some work and pause
 12 it, and let the staff focus their attention on other
 13 things. We had an absolutely fantastic -- I've got to
 14 say the staff across procurement in Scotland generally
 15 and certainly across the NHS procurement, you know, we
 16 all know each other, it's a small community, we all work
 17 really well with each other and everybody did everything
 18 they possibly could to support the responses that we
 19 needed.

20 You know, most of us had been in the NHS for, you
 21 know, 15, 20 years, so we kind of knew what was at
 22 stake, and people responded with little rest, as I said.
 23 And you've heard, I think, in the other witness
 24 statements about NHS England bringing in the MoD and
 25 setting up parallel supply chains. In Scotland we

124

1 didn't do any of that at all.

2 **Q.** If you're not getting the MoD, you're not getting large
3 consultants, have you got the team in place and the
4 resources, do you think, to face a challenge of similar
5 magnitude in the future?

6 **A.** Well, we'd have to do the same again, so we'd have to --
7 so the business continuity plan would be you stand down
8 certain things and focus your attention on these things,
9 you know. You've got to remember in the background
10 things were happening like, you know, elective surgery
11 was being cancelled and other things were happening, so
12 some of the pressure was getting taken out of the system
13 to allow us to focus on these other things.

14 So yeah, we don't really have the luxury of having
15 big groups of people ready to come in, but yeah, it
16 was -- at that moment, that was our reflection. That's
17 all I can say.

18 **MR STOATE:** Thank you.

19 My Lady, those are my questions. There are some
20 from the CPs.

21 **LADY HALLETT:** Thank you very much indeed. I think the next
22 person to ask is Ms Morris.

23 **MS MORRIS:** Thank you, my Lady.

24 May I reassure you that I have cross-checked my
25 questions to ensure that they've all been allowed. And

125

1 and it would be dealt with in the same -- consistently,
2 that's all I can say. I can't -- I can't recall those
3 particular six. So no, everything was dealt with
4 consistently.

5 **Q.** Did any of those unsolicited offers, as you've
6 mentioned, create any additional noise in the system,
7 it's a term we've heard used in other evidence, such
8 that it was causing difficulties or requiring a bespoke
9 process to be put in place to triage those particular
10 offers or did it always stay that single point of entry
11 that you've described?

12 **A.** Yeah, no, it was that single point of entry. We had
13 a small team, people triaging these offers that came in
14 and it was just being done consistently. I think that's
15 all I can say.

16 **Q.** Thank you. I think therefore the answer to my next
17 question, were any offers that came via ministerial/MSP
18 offices prioritised or given any sort of preferential
19 treatment?

20 **A.** No.

21 **Q.** Thank you. Next topic, please, community distribution.
22 You say in your statement that National Procurement
23 supplied PPE, that's to 48 local authority hubs --

24 **A.** Yeah, yeah.

25 **Q.** -- for onward distribution to care homes --

127

1 any apologies -- any errors previously were entirely
2 mine.

3 **LADY HALLETT:** Thank you very much, Ms Morris.

4 **Questions from MS MORRIS KC**

5 **MS MORRIS:** Mr Beattie, good afternoon.

6 **A.** Good afternoon.

7 **Q.** I ask questions on behalf of the Covid Bereaved Families
8 UK. I've got two topics for you, please, one in respect
9 of those unsolicited offers that you touched upon with
10 Mr Stoate.

11 **A.** Mm.

12 **Q.** In his statement Mr Cackette refers to offers of PPE
13 being made through ministerial offices, and to a group
14 of -- he remembers to a group of Conservative MSPs who
15 were raising complaints on behalf of six private
16 companies, companies who had no other prior experience
17 of PPE, and those companies were complaining that more
18 effective steps could be taken to prioritise their
19 offers.

20 **A.** Mm.

21 **Q.** So my question is: what did National Procurement do in
22 respect of offers coming in via ministerial MSP offices?
23 Were they managed through the same supplier office
24 portal or were there different processes?

25 **A.** No, everything would come through to the same process,

126

1 **A.** Yeah.

2 **Q.** -- and social care providers. We also aware that the
3 Scottish Government provided PPE to funeral homes and
4 nurseries in an arrangement with Lyreco?

5 **A.** Oh yes, uh-huh.

6 **Q.** And National Procurement supplied the PPE stock directly
7 to Lyreco in order to be able to do that; is that
8 correct?

9 **A.** On some occasions. I think when they were a bit tight
10 we were able to supply them with a bit of stock to help
11 them over a particular shortage period.

12 **Q.** And did that supply of stock, was that at commercial
13 rates or was it provided to Lyreco for free?

14 **A.** I think -- I'd need to look back. I can't -- I didn't
15 know you were going to ask that question so I don't
16 know, it wasn't in my witness statement so I don't think
17 I can remember that.

18 **Q.** Can you recall whether that was at cost price or
19 otherwise?

20 **A.** No, I'd need to come back and confirm what it was.

21 **Q.** All right.

22 My Lady, I did have two additional questions for
23 Mr Beattie on that.

24 I think the position is, if I've understood it
25 correctly, that you don't have a recollection but you

128

1 may be able to assist the Inquiry?
 2 **A.** Oh yes, I would be able to look back
 3 and -- (overspeaking) -- absolutely, yes.
 4 **Q.** Because my questions were going to be what controls were
 5 put in place if they were supplied on a commercial basis
 6 to protect --
 7 **A.** Yeah.
 8 **Q.** -- against inflated prices and whether there is any
 9 refund, if it's on a commercial basis, given that the UK
 10 Government had endeavoured to provide PPE for the whole
 11 public sector as part of that UK procurement support?
 12 **A.** Okay, any information, I'm sure if the Inquiry wishes,
 13 we can provide additional information.
 14 **MS MORRIS:** Thank you. That's helpful.
 15 Thank you, my Lady.
 16 **LADY HALLETT:** Thank you very much indeed, Ms Morris. Very
 17 grateful.
 18 I think there are now some questions from
 19 Ms Mitchell who shall be looking directly at you.
 20 **Questions from DR MITCHELL KC**
 21 **DR MITCHELL:** I appear as instructed by Aamer Anwar &
 22 Company on behalf of the Scottish Covid Bereaved.
 23 There's just one issue I wish to ask you about and it's
 24 already been touched on by Jeane Freeman. She said in
 25 her statement and her evidence earlier today that the

129

1 **DR MITCHELL:** My Lady, no further questions.
 2 **LADY HALLETT:** Thank you very much indeed, Ms Mitchell.
 3 And now I think it's Mr Thomas.
 4 **Questions from PROFESSOR THOMAS KC**
 5 **PROFESSOR THOMAS:** Good afternoon, Mr Beattie. I represent
 6 FEMHO, the Federation of Ethnic Minority Healthcare
 7 Organisations.
 8 Mr Beattie, given the significant impact of the
 9 virus on ethnic minority healthcare workers, who
 10 experienced disproportionate, higher, infection rates,
 11 it's critical for FEMHO to assess how procurement
 12 processes address these disparities, and that's what my
 13 questions are aimed at.
 14 At paragraph 23.3 of your statement -- we don't need
 15 to turned up, but the reference is INQ000521969_0008,
 16 you explain there the strategic sourcing and supply
 17 chain management during the pandemic.
 18 My first question is, given the documented
 19 disparities in infection rates amongst ethnic minority
 20 healthcare workers, can you elaborate on any adjustments
 21 made in the procurement process to meet the specific
 22 needs of these groups, these vulnerable groups?
 23 **A.** Yeah, so I think during the pandemic we relied on --
 24 I've got to say we relied on fit testing of individuals
 25 to give us the sense of what range of FFP -- it's

131

1 difficulties provided by private care providers in
 2 securing PPE were brought to her attention by Donald
 3 Macaskill and also that concerns were raised by COSLA
 4 and trade unions about the level of PPE available to
 5 social care workers. You've said in your evidence in
 6 passing that "We had to stand up our services to cover
 7 our social care and unpaid carers."

8 Can you explain what standing up our services
 9 entailed, ie how did you go about solving this issue?
 10 **A.** Yeah, I can remember that very well. So I think
 11 on Friday the 13th we had a meeting with government, and
 12 this is in March, to say we have to expand our services
 13 to cover social care, and that was the Friday. We got
 14 some expert staff involved over the weekend. A
 15 colleague who'd recently retired came back into work for
 16 us. By the Monday we had the first kick-off meeting.
 17 By Wednesday, we had the systems in place, and by
 18 Thursday we had a call centre set up and we issued the
 19 first lot of PPE out to care homes. So it was a very,
 20 very rapid response.

21 We then ran with that process for a couple of months
 22 whilst we stood up the 48 hubs, and the 48 hubs were in
 23 place, I think, by April time, that the 48 hubs were in
 24 place was a bit of a kind of crossover between the
 25 emergency call line and the hubs being put in place.

130

1 particularly FFP3s, I think, relevant here, what range
 2 of FFP3s were needed to fit different types of faces.
 3 And we ended up with about 15 different products in
 4 stock. I think we brought that back down to about ten,
 5 and that gave us a broad range of those types of
 6 specific masks which required to be fit tested. So that
 7 was kind of during the pandemic.

8 Locally, within our health boards, there was local
 9 infection prevention and control assessments, and hoods
 10 and other respirator provisions were provided for people
 11 who were not able to wear or could not be fit tested to
 12 the FFP3. So that was during the pandemic.

13 We now have a commission from the Scottish
 14 Government to NSS to consider the forward look at FFP3
 15 fit testing, building up a database of fit requirements,
 16 and that will inform us in terms of the products we'll
 17 have to hold -- we'll have to hold in stock.

18 So that's kind of -- the kind of FFP3 part of that,
 19 if that helps.

20 **Q.** Okay. Moving on, at paragraph 83, you discuss the
 21 national service for PPE procurement and distribution.
 22 How did the National Procurement ensure that equitable
 23 access for PPE for healthcare workers and -- from
 24 minority ethnic groups and backgrounds, how did it
 25 consider access, considering the higher risk they faced?

132

1 A. Yeah, so I guess we responded to the demands from our
2 health boards as such. So I guess there may have been
3 local assessments and local requirements within our
4 hospitals. We purely responded to the demand that came
5 to us, and we were able to provide the products that
6 were needed. So I don't think we had any particular
7 specific role in that, other than to respond to what was
8 demand following local risk assessments.

9 Q. Well, specifically, were there any specific policies or
10 protocols or measures in place to address these
11 disparities?

12 A. The -- other than the wide range of FFP3 masks that we
13 kept in stock, we also spent -- and were successful in
14 getting a transparent mask which allowed people who
15 required to see people's lips moving if they were --
16 there for people who were unable to -- who had to
17 require to see people's lips moving. And that was
18 successfully put in place. But other than that I cannot
19 think of anything else particularly on that side of it.

20 Q. All right, let me move on to my final area.

21 As we look to the future -- and FEMHO wants to be
22 future looking -- the lessons learnt from the pandemic
23 are essential for improving preparedness and ensuring
24 that all healthcare workers have access to suitable PPE.
25 And I'm particularly interested in your insights being

133

1 A. What's that, sorry?

2 Q. Will that assist with lessons to be learned?

3 A. I'm sure it will do, absolutely, yes.

4 PROFESSOR THOMAS: My Lady, those are my questions.

5 LADY HALLETT: Thank you very much indeed, Mr Thomas. Very
6 grateful.

7 Mr Beattie, that completes the questions that we
8 have for you. You've spoken in an extraordinarily calm
9 manner about a period of your life which must have been
10 so pressured and so stressful, and I'm sure that the
11 people of Scotland would like me to express my thanks to
12 you on their behalf for the work that you did to try to
13 protect them and healthcare workers. So thank you for
14 all that you did and thank you for your help with the
15 Inquiry.

16 THE WITNESS: Thank you very much.

17 LADY HALLETT: Mr Stoate, I think you've got an
18 even particularly busier day than normal today and you'd
19 quite like just to be able to go and say goodbye and
20 thank you to Mr Beattie yourself, so shall I break now
21 before the final witness of the day?

22 MR STOATE: Yes, please, my Lady. I'd be very grateful.

23 LADY HALLETT: Very well, I shall return at 3.05.

24 (2.50 pm)

(A short break)

135

1 valuable in shaping how we can better incorporate the
2 needs of ethnic minorities in long-term planning for
3 medical supplies.

4 So, with that introduction, let me come on to my
5 final set of questions. In the light of the mention, as
6 you make, in paragraph 276 of your witness statement
7 regarding the fit of masks for ethnic minorities, what
8 steps are being taken to incorporate the needs of ethnic
9 minorities into the long-term planning for PPE and other
10 medical supplies?

11 A. Yes, so, as I said, there's a commission at the moment
12 that we have from Scottish Government to consider the
13 kind of longer-term fit testing, and those aspects will
14 be included within that commission to consider what we
15 have to have in stock going forward.

16 But also in every one of our categories where we're
17 creating frameworks for Scotland we do a -- quality
18 impact assessments, and so there'll be specifics for
19 individual categories of spend, and we have subject
20 matter experts who participate in all these to inform
21 our procurement colleagues in terms of what we have to
22 put into our specifications. So it's a kind of a bit of
23 business as usual as well as something a bit more
24 focused on the FFP3.

25 Q. And will that assist with the lessons to be learned?

134

1 (3.04 pm)

2 LADY HALLETT: Mr Stoate.

3 MR STOATE: My Lady, before we resume today, there are
4 number of witness statements relating to evidence from
5 Week 2 that we ask your permission to adduce into
6 evidence and be published on the Inquiry's website.

7 If I could ask for the list of documents to be
8 brought up, please. Thank you.

9 My Lady, they provide important additional
10 contextual information and background evidence which
11 will assist you when considering the evidence you've
12 heard in this investigation and in your report.

13 LADY HALLETT: Thank you, they can be published.

14 MR STOATE: Thank you very much.

15 My Lady the next witness is Paul Cackette.

16 MR PAUL CACKETTE (sworn)

17 Questions from COUNSEL TO THE INQUIRY

18 MR STOATE: Good afternoon, will you give the Inquiry your
19 full name, please.

20 A. Paul Henry Cackette.

21 Q. Thank you very much.

22 You've provided the Inquiry and this module with
23 a witness statement, the reference for which is
24 INQ000512904. It's 53 pages long, dated
25 30 October 2024. Will you confirm, please, that that

136

1 statement is true to the best of your knowledge and
2 belief?
3 **A.** Indeed so, yes.

4 **Q.** Thank you very much. By way, briefly, of background,
5 you've had a long career, Mr Cackette, working for the
6 Scottish Government from 1988 until your retirement in
7 January 2021; is that correct?

8 **A.** That's correct.

9 **Q.** Prior to the pandemic you've held a number of posts,
10 including interim director of Legal Services in Scotland
11 and Chief Planning Reporter?

12 **A.** Correct.

13 **Q.** So a variety of different roles?

14 **A.** Indeed so, yes.

15 **Q.** Importantly for this module, you were redeployed, you
16 say, to Covid roles on 26 March of 2020; is that right?

17 **A.** Yes.

18 **Q.** And you held three different roles.

19 **A.** Indeed.

20 **Q.** What were they, please?

21 **A.** Yeah, the first role was the deputy director of
22 Organisational Readiness, which involved preparation for
23 the Scotland Cares campaign, which is a volunteering
24 campaign. Then on 9 April 2020 I was promoted on
25 a temporary motion to be director of PPE, which was

137

1 suggested that there was a need for a co-ordinated
2 approach because of concerns that had arisen relating to
3 the adequacy of supply of PPE in all public sector
4 contexts in Scotland.

5 **Q.** Thank you.

6 The directorate was located within the Health and
7 Social Care Directorate-General business area of
8 Scottish Government?

9 **A.** It was, yes.

10 **Q.** That's right. You reported then to the chief executive
11 of the NHS and director general for Health and Social
12 Care?

13 **A.** Yes, that's correct. The intention was that the
14 directorate will be across the departmental directorate,
15 but because the pandemic was essentially a health crisis
16 first and foremost, the line management responsibility
17 effectively lay within the Health and Social Care
18 Directorate, so the ministerial responsibility would be
19 to the Cabinet Secretary for Health and Sport.

20 **Q.** You say in your statement, Mr Cackette, quite vividly in
21 terms of helping us place the foundations of
22 the -- (overspeaking) --

23 **A.** Yes.

24 **Q.** -- directorate, on its opening day it had a staff of
25 one, namely you?

139

1 a role I carried out until around 26 June 2020, when
2 I was redeployed to be director of Outbreak Management,
3 and I held that through to my retirement at the start of
4 January 2021.

5 **Q.** Thank you very much.

6 As you'll be aware, in this, the procurement module,
7 the questions I'm going to ask you today focus on your
8 role as director of PPE --

9 **A.** Yes.

10 **Q.** -- in those first crucial months, April to June 2020.

11 Yes?

12 **A.** Yes.

13 **Q.** The Directorate of PPE was a newly created directorate,
14 wasn't it?

15 **A.** That's correct.

16 **Q.** Can you tell us, please, what was that directorate
17 designed to do?

18 **A.** The intention behind the directorate was a response to
19 concerns about the broad-ranging provision of PPE once
20 the pandemic had begun, and the purpose of that was to
21 provide a Scottish Government coordination of a number
22 of aspects of the supply of PPE. It didn't involve
23 clinical advice and didn't involve the direct
24 procurement or delivery of PPE by NSS and others, but
25 there was a range of concerns that had arisen that had

138

1 **A.** Yes, me. Correct.

2 **Q.** How did it develop? To what size are we talking about?

3 **A.** It varied a bit over time. The essential core numbers
4 that were involved were around 20, in total, of
5 different professional backgrounds.

6 I think, as the directorate developed, and following
7 the PPE helpline review, as I recall the admin staff
8 that were involved in the helpline, they were
9 transferred into the directorate. But in terms of the
10 professional services that were provided, which came
11 from a range of different people across the directorate,
12 it was around 20.

13 I've not been able to lay my hands on the organogram
14 which set out the exact rules and structures, but it
15 also varied from time to time. But that was the general
16 rough size of the staff cohort.

17 **Q.** In its -- in the first iteration of what you say was the
18 directorate plan --

19 **A.** Yes.

20 **Q.** -- which you developed --

21 **A.** I did yes, yeah.

22 **Q.** -- a number of issues -- we don't need to bring it up,
23 but a number of issues were initially part of your work,
24 weren't they?

25 **A.** Yeah.

140

1 Q. Including, as you've said, access to PPE for health and
2 social care staff and patients. Also within your remit
3 was coordinating Scotland's involvement in a four-nation
4 approach to PPE.

5 A. Yes.

6 Q. Is that correct?

7 A. It was indeed, yes.

8 Q. Working with the Scottish companies on domestic
9 manufacture?

10 A. Yes, that was led through colleagues in the business and
11 innovation division in Glasgow, but we certainly
12 coordinated that in terms of ministerial advice.

13 Q. Consultation with interested people, COSLA and others?

14 A. Yes.

15 Q. And also in procurement and distribution?

16 A. Indeed so, yes.

17 Q. I'd like to ask you, please. Here we are, April, a very
18 difficult -- we've heard lots of evidence -- time.

19 A. Yeah.

20 Q. You and colleagues across the government and across
21 procurement. Your statement is quite reflective but
22 could you give us a summary, please, of what you
23 perceived to be the advantages of a new directorate and,
24 indeed, the disadvantages of that approach with the
25 benefit that we now have of hindsight?

141

1 really had experience or the need to be involved
2 in a, kind of, political small P, let alone
3 Political capital P, process -- it allowed them to get
4 on with what they were skilled at and expert at in
5 delivering PPE across their areas of responsibility.

6 So, in a sense, the directorate was a buffer
7 coordinating all of this between ministers and their
8 expectations, facing up the public response in the daily
9 press conferences and the delivery mechanisms through,
10 for example, NSS but also Scotland Excel, which was the
11 local authority procurement overarching body.

12 Q. That was the advantage --

13 A. Yeah.

14 Q. That was the perceived problem to be solved?

15 A. Yeah.

16 Q. Taking it just slightly slower, if you would, for the
17 stenographer's benefit, please, Mr Cackette --

18 A. Yeah, I beg your pardon.

19 Q. -- were there any disadvantages in standing up a new
20 directorate in these circumstances?

21 A. Yes. It is -- it is one of the challenges involved in
22 a crisis of that nature arising quickly, if you've -- if
23 you don't have a record or a background of rapid
24 response arrangements for a national crisis, of which
25 a pandemic is one of only a number that could arise.

143

1 A. Yeah, I mean, the intention of the new directorate was
2 to draw together a number of aspects of cross-cutting
3 Scottish Government interests. There was a concern to
4 ensure that PPE was supplied not just to healthcare
5 workers and those in care homes, but at the appropriate
6 level of clinical assessment to everybody in the public
7 sector who required PPE. So one of the intentions was
8 to try to achieve as consistent an approach across the
9 board as we could.

10 We were also conscious, because of the degree of
11 concerns that were being raised at that time about the
12 adequacy of PPE, to make sure that our external
13 communications messages or comms messages were
14 consistent, and up to date and accurate, which is partly
15 relating to the discouragement of panic buying or
16 overstocking of PPE, but, in addition to that, the
17 intention was to have somebody like myself, who had
18 a background in working within the Civil Service, to
19 provide a consistent advice process to ministers and to
20 assist ministers with their engagement with MSPs and
21 with comms and with other stakeholders such as COSLA and
22 the STUC.

23 And in one sense, one of the advantages of that,
24 bearing in mind that NSS was very much the operational
25 branch of the provision of PPE -- and therefore hadn't

142

1 One of the difficulties was the very one you alluded
2 to, sir, is the fact that I was the only member of the
3 directorate on day one, so I was simultaneously required
4 to deal with a standing start in addressing real issues
5 and real concerns whilst at the same time trying to
6 secure support systems and set up structures for
7 recruiting staff on a short-term basis.

8 And I think that was -- that was certainly
9 challenging, and in some ways very frustrating, that you
10 inevitably had to spend time writing job descriptions
11 for people so that Scottish Government colleagues could
12 assist you in providing staff, which they were very good
13 at doing, but nevertheless it was quite time intensive
14 in trying to do that.

15 The second disadvantage, which I might categorise as
16 a risk in terms of the management of that process of
17 a new directorate, is to strike the right balance
18 between bringing and encouraging change, enabling change
19 and improvement, against the risk of moving to brand new
20 systems in the context of a pandemic where they'll
21 inevitably run the risk that the systems can fail
22 initially because of the newness of them in that kind of
23 crisis situation.

24 So it's quite a nuanced balance in the role of the
25 directorate in trying to ensure that they made

144

1 a difference and they empowered the improvement of
2 services without engaging in well-intentioned but
3 disruptive changes that actually made things worse,
4 effectively.

5 **Q.** Yes, thank you.

6 Just in terms of the context, the Inquiry has heard
7 in Module 3 from an organisation you mentioned in
8 passing there, the Scottish Trades Union Congress.

9 **A.** Yes, indeed, yes.

10 **Q.** And, in particular, the evidence of its general
11 secretary, Rozanne Foyer.

12 Could we bring up, please, the transcript of a small
13 part of her evidence. It's PHT000000099. Thankfully,
14 Lawrence is ahead of me. And could we look, please,
15 at -- this is page 47, line 11, talking about the very
16 beginning of the pandemic.

17 Ms Foyer says:

18 "At the very beginning, there were some really acute
19 supply issues at the beginning. It became then a more
20 complex range of issues, so we definitely had issues
21 with Scottish Ambulance Service at the very beginning,
22 where there was a really acute lack of appropriate PPE;
23 we had people across healthcare settings being asked to
24 reuse, wash, and wipe down PPE, pie their own PPE; there
25 were inconsistent supplies; there was sometimes PPE in
145

1 first half of the period the survey covered.

2 **Q.** So it was reflecting back on some of your time in post.

3 Can we have a look, please, at that document.

4 INQ000470065.

5 You recognise this document?

6 **A.** I do indeed, yes.

7 **Q.** So looking back across the work that we've just --

8 **A.** Yeah.

9 **Q.** -- been looking briefly at:

10 "Findings: overall key messages"

11 At paragraph 4 there.

12 "People ..."

13 This is people in your directorate, is this right?

14 **A.** Yes.

15 **Q.** "• People were in many cases very complimentary about
16 other team members and the efforts they put in.

17 "• Several people wanted to stress the value they
18 place on being able to make a difference during the
19 Covid pandemic."

20 **A.** Yes.

21 **Q.** "One person described the work as 'a privilege'."

22 Pausing there, do you yourself have any reflection
23 in that regard?

24 **A.** No, I think that that's very accurate. I think people
25 didn't -- did put their -- put their shoulder to the
147

1 the building but it was locked away; there were a range
2 of debates about the type of PPE being fit for
3 purpose ..."

4 And so on.

5 **A.** Yes.

6 **Q.** Really quite acute difficulties?

7 **A.** They were indeed.

8 **Q.** Thank you. That can be taken down.

9 You make this point in your statement, Mr Cackette,
10 the directorate was established on 9 April.

11 **A.** Yeah.

12 **Q.** Some 17 days after the full national lockdown had been
13 announced.

14 **A.** Yeah.

15 **Q.** At a time when, is this right, those types of acute
16 issues that we've just looked at there were really at
17 the fore for the Scottish Government?

18 **A.** They were, yes.

19 **Q.** One of the documents I wanted to ask you about, please,
20 is a report from the PPE directorate entitled "Summary
21 Report on Survey of Former and Current Staff", dated
22 31 August of 2020.

23 **A.** Yes.

24 **Q.** To be clear, you weren't in post at that point?

25 **A.** No, that's correct, yes. I was in post roughly the
146

1 wheel. In some ways some of the issues we'll go on to
2 discuss later in that set of overall messages --

3 **Q.** Yes.

4 **A.** -- I think reflect the fact that people were really,
5 really keen to make a difference. They knew they were
6 stepping up in a national crisis, a national emergency,
7 and they wanted to do their bit.

8 **Q.** Yes. Notwithstanding that feeling of pride,
9 challenges --

10 **A.** Yes.

11 **Q.** -- arose, didn't they?

12 **A.** Yes.

13 **Q.** It says here:

14 "• The early phase (around March to May) was
15 difficult, with unclear objectives and high workloads."

16 **A.** Yeah.

17 **Q.** "Specifically, the processes of a) setting up a new
18 Directorate and b) dealing with the correspondence
19 backlog were not as well planned and executed as would
20 be ideal, and this placed pressure on individuals in
21 this first place."

22 Yes?

23 **A.** Yes.

24 **Q.** Then we can go through it says:

25 "• 'Chaotic' processes around joining the team ..."

148

1 Although that wasn't universal.
 2 "• Individuals ... under considerable pressure,
 3 especially during the early weeks ... (workload[s] ...
 4 described as 'unmanageable' and 'impossible')."
 5 **A.** Yes.
 6 **Q.** And down the bottom:
 7 "• A lack of clarity on roles and
 8 responsibility ..."
 9 **A.** Yes.
 10 **Q.** Do you think overall that's a fair summary?
 11 **A.** I think it is, yes. Nothing, really, in the survey as
 12 a whole particularly surprised me. It's what I kind of
 13 would have expected from staff working in these acutely
 14 difficult circumstances.
 15 I think the issue of the correspondence backlog,
 16 which is at bullet 3, on the issues raised, I was aware
 17 particularly for staff involved in the PPE Helpline that
 18 one of the issues they felt was completely overwhelmed
 19 by the number of emails that they were receiving and
 20 requests for help which they were desperate to try to
 21 help answer, and was one of the issues (unclear). We'll
 22 no doubt come to that.
 23 So I knew that staff were feeling a very high level
 24 of pressure and low levels of morale in having to deal
 25 with hugely difficult workloads and perhaps not feeling
 149

1 longer than others, but it was very much that
 2 difficulty, at those -- at those early days, that
 3 diluted resource and led to some of those very
 4 reasonable comments and observations from the affected
 5 staff.
 6 **Q.** Thank you very much.
 7 That can be taken down.
 8 Over time, you say the directorate took on
 9 effectively a troubleshooting role.
 10 **A.** Yes.
 11 **Q.** Is that right?
 12 **A.** Yes.
 13 **Q.** And dealt with a whole series of issues --
 14 **A.** Yes.
 15 **Q.** -- which you set out in some detail in your witness
 16 statement.
 17 **A.** Indeed.
 18 **Q.** So I'm only going to pick out a couple.
 19 One of those is something we've heard a little bit
 20 through the evidence today, and that's the delivery of
 21 PPE to public and private nursing and care homes in
 22 Scotland?
 23 **A.** Yeah.
 24 **Q.** You described that as the "single biggest and most
 25 difficult challenge for [you] in the earliest days of
 151

1 as if they were ever making a difference, in addressing
 2 them.
 3 **Q.** Ms Foyer describes very difficult issues with the supply
 4 of PPE.
 5 **A.** Yes.
 6 **Q.** This survey demonstrates, despite a real pride and
 7 willingness to work, really challenging workplace
 8 issues.
 9 Coming back to the issue that you raise about the
 10 timing of when this directorate was stood up, as you
 11 say, do you think that the impact of when it came into
 12 being had -- were any of these issues and challenges the
 13 result of that timing?
 14 **A.** I think they were, and I think it was -- the timing and,
 15 if you like, the -- the lack of a process for setting up
 16 a sort of surge capacity or rapid response teams in
 17 relation to public emergencies of this nature, and there
 18 are many you could give examples that might need such
 19 a response, but it was the standing start -- from
 20 whatever date it was chosen to stand up, the
 21 directorate, it was the standing start that caused such
 22 a difficulty, I think.
 23 And that was certainly something that made the whole
 24 establishment of the directorate, the recruitment of
 25 staff -- some staff didn't stay very long, some stayed
 150

1 the Directorate"?
 2 **A.** Yes.
 3 **Q.** In brief, please, why was that such a difficult
 4 challenge?
 5 **A.** It appeared to me to be difficult because the task that
 6 had been set of NSS in changing what they were doing to
 7 deliver to care homes and nursing homes was just
 8 different from what they'd had a number of years of
 9 experience doing since the Common Services Agency was
 10 established. So I was reasonably confident that NSS,
 11 who were gearing up to the scaling up of the challenge
 12 in providing PPE into primary and secondary healthcare
 13 settings could do that. It was the transition into new
 14 arrangements and it echoes my anxiety as an
 15 administrator in -- about the risks of setting up new
 16 systems, in the most acute of times, and that the risks
 17 that that brings.
 18 And obviously, it was well known that age is a very,
 19 very significant contributor to the consequences of
 20 Covid and therefore people in nursing homes and care
 21 homes were acutely vulnerable and needed a particularly
 22 significant response, and it just felt like a big
 23 challenge at that point.
 24 **Q.** We've heard from Ms Freeman about how the government
 25 stepped in --
 152

1 A. Yes.

2 Q. -- and what it did.

3 A. Yeah.

4 Q. We've heard from Mr Beattie --

5 A. Yes.

6 Q. -- about the hubs and the arrangements of the hubs, and

7 the delivery through those hubs. In brief, please, what

8 was your directorate's role in solving the challenge of

9 PPE getting into care homes?

10 A. Two things. One of which is we sought to engage, along

11 with NSS, with the hubs coordination and had a number of

12 phone calls during those early weeks to try to ensure

13 and lend support to the improvement of systems in order

14 that care homes could better identify information about

15 what PPE they needed in order that the hubs could then

16 pass that on to NSS and then NSS in turn could deliver

17 to those. So it was a kind of smoothing out of early

18 processes in endeavouring to make the hubs work.

19 And the second role related to a concern that both

20 Cabinet Secretary of Health and the First Minister about

21 the adequacy, operational adequacy of the hubs which led

22 to the deep dive that she held, and I've submitted my

23 note following that deep dive which she chaired,

24 First Minister chaired, and I was the lead official on.

25 So I was coordinating the discussion about whether the

153

1 it was implemented, I think four or five days later.

2 I think what happened thereafter is that following

3 that initial delivery to the 1100 care homes, matters

4 stabilised. I'm not 100% sure now whether there were

5 further direct deliveries, or whether the direct

6 delivery gave a bit of breathing space for the hubs to

7 get themselves in a place where they were better

8 organised to operate themselves, but one way or the

9 other, that seemed to kind of break a log jam and the

10 system seemed to work more effectively in the period

11 after that.

12 Q. You say in your statement, 3.85, that there was in fact

13 no need to initiate further one-off or a series of

14 one-off -- (overspeaking) --

15 A. That's what I recall was the position, yes.

16 Q. So it worked tolerably well?

17 A. It worked tolerably well, yes.

18 Q. In terms of easing the particular challenge of supply

19 into care.

20 A. Yes.

21 Q. All right. Briefly, then, another one of the challenges

22 you've touched upon was getting this PPE mailbox --

23 A. Yes.

24 Q. -- up to scratch. What was your role and what did you

25 do in order to get it there?

155

1 hub's model was successful or successful enough in

2 delivering PPE to the 1100 care homes in Scotland.

3 I think it was very successful, but it wasn't

4 universally successful. There was scope for

5 improvement, and the First Minister was very concerned

6 to ensure that we properly looked at alternatives to see

7 whether this could be done better, and my role as

8 director of PPE was to coordinate the work around the

9 deep dive and then implement the decisions that the

10 First Minister made on that date, 14 April, I think it

11 was.

12 Q. And just complete this story for us. Was it there were

13 challenges?

14 A. Yeah.

15 Q. It wasn't, as you say, universally successful?

16 A. Yeah.

17 Q. Was it sufficiently successful to carry on through the

18 pandemic?

19 A. The process was successful to carry on. The decision

20 was made to do a -- the direct delivery. That wasn't

21 something that was universally agreed by all involved.

22 COSLA were opposed to that. I had some reservations

23 about some of the risks that were involved in doing so,

24 but following discussions during the deep dive, the

25 First Minister felt that that should be implemented and

154

1 A. In that regard, the difficulty that had arisen regarding

2 people who had been invited to email to the Cabinet

3 Secretary's private office if they needed PPE, if they

4 were healthcare workers, health service workers, wasn't

5 working as effectively as it could have been. I think

6 it must have been private office that alerted me to the

7 difficulty with that. I don't think there's any way

8 I could have worked it out myself. I think I had to be

9 told from private office that they must have been

10 getting further complaints, that the figures, and

11 I think you've touched on them, in the evidence from the

12 Cabinet Secretary this morning, and so what we did was

13 we recognised that there was a need to have a review of

14 that system to see if it worked effectively, in being

15 the best way in which these individual responses could

16 be addressed.

17 One of those concerns was indeed the morale and

18 staffing numbers that were there and lack of clarity and

19 training to the staff as to how they would action the

20 requests that came in that resulted in a percentage

21 being dealt with and being lower than really was

22 acceptable, in the circumstances.

23 Q. Yes. I mean, presumably, those early response times,

24 median response times of 10, 20 days, weren't --

25 A. Yeah.

156

1 Q. -- acceptable to you?
 2 A. No use. I'm sure they were no use.
 3 Q. But you got them down.
 4 A. We got them down. I asked a colleague, a business
 5 manager who I knew had skills and experience in looking
 6 at these things, to review the system and set up a new
 7 system that primarily involved additional resource but
 8 I think also involved greater clarity of instruction as
 9 to what to be done, and that did get the figures down,
 10 but we did continue to report the figures to ministers
 11 for some time after that, before they were satisfied
 12 that -- I think it was weekly reporting, that weekly
 13 reporting was no longer necessary, and eventually, the
 14 system reached the point at which the numbers I think
 15 you've alluded to before were pretty successful.
 16 Q. A successful overhaul?
 17 A. Yes, exactly. Yeah.
 18 Q. Mr Cackette, I don't want you to feel I'm in any way
 19 doing an injustice to your very lengthy statement. I've
 20 tried to pick out some of the key points and some of
 21 those key points are in fact drawn together in your
 22 lessons learned section.
 23 A. Yes.
 24 Q. You provide a number of reflections and conclusions in
 25 your lessons learned section, part six.

157

1 the nature of the last would be unforgivable."
 2 A. Yes.
 3 Q. Specific to the challenge of PPE procurement, you say:
 4 "Central to the need for PPE is the need for future
 5 planning on the basis that the next pandemic is not
 6 a matter of if but when."
 7 A. Yeah.
 8 Q. You contrast the lack of emergency planning for
 9 a pandemic with that for a terrorist attack --
 10 A. Yes.
 11 Q. -- for which you had received previous training?
 12 A. I had indeed, yes.
 13 Q. And then perhaps you could expand, if you would briefly,
 14 on your recommendations at paragraphs 6.12 and 6.13.
 15 You say this:
 16 "In my view we need a cadre of officials identified
 17 (working across all administrations) to be trained,
 18 prepared, and updated (through simulations and
 19 exercises) to be more ready for the next pandemic.
 20 "6.13 Equally, there needs to be in my view
 21 a template of measures that can be triggered and adapted
 22 to circumstances arising. For PPE, that might mean
 23 standby contracts for PPE, earlier triggering of systems
 24 and structures such as the PPE Directorate, and
 25 strategies for all the issues identified by the PPE

159

1 A. Yeah.
 2 Q. I want to put some of them to you and ask for any
 3 further reflections. At 6.7 you say this:
 4 "... [Scottish Government] went into the pandemic
 5 unprepared in terms of the numbers and skill sets of the
 6 leaders and senior staff it needed. Too much was asked
 7 of too few (see as simply an example, the hours
 8 I worked, as did many, many others in all walks of
 9 life)."
 10 Give us a flavour of the hours you were working.
 11 A. Yeah, certainly -- I mean, from the start when I was
 12 redeployed at the end of March, I didn't have a day off,
 13 completely off, until I think the beginning of June. So
 14 I was working seven days. Generally my hours would be
 15 from sort of 6.30 in the morning until about 8.00 at
 16 night, and I would have an hour or so off at that point
 17 and do two, or three or four hours more beyond that. So
 18 sometimes I was finishing at around 2 am and starting
 19 again at 6.30 the next morning.
 20 Q. You say this:
 21 "We were not prepared to face the scale and enormity
 22 of the challenges and to a degree we never could be."
 23 A. Yeah.
 24 Q. You then make this point:
 25 "[A] lack of preparedness for the next pandemic of

158

1 Strategy and Governance Board ..."
 2 A. Mm.
 3 Q. So first question, looking at that, you would, would
 4 you, have something akin to the PPE Directorate again in
 5 the future?
 6 A. Yes, if a pandemic analogous to this would arise,
 7 I would, yes.
 8 Q. But it would be better prepared, better trained and
 9 better staffed?
 10 A. Indeed.
 11 Q. To try and avoid some of those early issues --
 12 A. And it was particularly those issues about staffing up
 13 and scaling up, I think, are particularly key issues.
 14 I think it is, in my view, something around staffing up
 15 and scaling up. I've given thought to other models of
 16 this and sort of the firefighter's model comes to mind
 17 where firefighters are willing to run into a burning
 18 building, but they're there the whole time waiting for
 19 something to happen. That's, I think, entirely
 20 unrealistic when you look at the sorts of staff and
 21 skills and resources that are required in dealing with
 22 something like a pandemic.
 23 What I think is required is an ability to redeploy
 24 and have people who are skilled and trained. One of the
 25 huge challenges of that, though, and this is where

160

1 I think there's a risk within the Scottish Government,
 2 and my point about us being too thinly spread, I do have
 3 views about the size of the Scottish administration and
 4 its ability to cope and one of the things I worry about
 5 is that we are thin in people who have got the
 6 resilience and the skills to be moving into such a role,
 7 and one of the difficulties, I think, is in looking at
 8 people who have got those skills, the very fact they are
 9 so able means they're almost certainly doing
 10 a day-to-day job elsewhere that is extremely important.
 11 So how do you then move, if you like, your best people
 12 into this sort of role at no notice whatsoever? And
 13 therein lies the challenge.

14 I think further work has to be done and further
 15 thought in pre-planning has to be done but I don't
 16 underestimate the challenges of doing so in practice for
 17 any administration, let alone one the size of the
 18 Scottish Government, which is not enormous in terms of
 19 people and in terms of senior people's skills and
 20 experience.

21 **Q.** What difference do you think having standby contracts or
 22 ready to trigger systems structures or strategies would
 23 have had for the effectiveness of the procurement
 24 response in Scotland?

25 **A.** I think two things come to mind. I know that, in
 161

1 process, it gives confidence to people, particularly
 2 those who might have bid for the work because they have
 3 the skills and experience, but they didn't know the
 4 contract was awarded, therefore couldn't bid. I think
 5 there's some scope there for maybe doing better in terms
 6 of publication of the relevant information.

7 Now, I should say that probably is not as easy as it
 8 sounds because publication of procurement information
 9 still requires redaction of commercially confidential
 10 information, so it's not a simple, easy fix, but I do
 11 believe that transparency in procurement processes would
 12 assist in giving public confidence in the overall
 13 procurement process.

14 **MR STOATE:** Thank you very much indeed, Mr Cackette.

15 My Lady, those are my questions. There are some
 16 from Core Participants.

17 **LADY HALLETT:** Thank you very much indeed, Mr Stoate.

18 Ms Morris, I think you're going first again.

19 **Questions from MS MORRIS KC**

20 **MS MORRIS:** Thank you, my Lady.

21 Good afternoon, Mr Cackette.

22 **A.** Good afternoon.

23 **Q.** I ask questions on behalf of the Covid Bereaved Families
 24 for Justice. Two topics, please. The first topic in
 25 relation to the supply of PPE for public sector
 163

1 procurement terms, there are specialisms of procurement.
 2 I don't have enough knowledge of PPE to know the extent
 3 to which there's a specialism in that regard but I think
 4 there is something to be said for moving towards
 5 consistent modelling of the sorts of PPE that would
 6 be -- that needs to be procured, consistency in
 7 processes around procurement, in order that if an
 8 emergency arises and we address issues such as
 9 fragmentation of supply, some of the issues that I was
 10 faced with here, including different legal bodies being
 11 legally committed to certain parties, how then do you
 12 coalesce that into one supplier that addresses
 13 fragmentation? That's really difficult.

14 One way of doing that is to have maybe a model set
 15 of procurement contractual terms that work for PPE.
 16 Now, maybe that exists, maybe it exists since 2020, but
 17 some thought to that, I think, is worthwhile.

18 The second aspect, I guess, and it's one of the most
 19 important things, I think, about the procurement
 20 processes, is the importance of transparency of award of
 21 contracts, whether they be through non-competitive
 22 actions or otherwise, by being fully transparent and
 23 publishing the information that you've awarded
 24 a contract, especially on a non-competitive basis.
 25 I think it drives up the quality of the procurement
 162

1 organisations.

2 **A.** Yes.

3 **Q.** A matter I addressed with Mr Beattie. I wonder if you
 4 can help. You said in your statement, you made
 5 a reference to the Scottish Government contracting with
 6 Lyreco?

7 **A.** Yes, yeah.

8 **Q.** Can you just help with that, please. Was that
 9 a contract with Lyreco to provide PPE to public sector
 10 organisations?

11 **A.** It was indeed. To public sector plus a range of other
 12 organisations carrying out, effectively, public sector
 13 type duties like funeral directors in the middle of the
 14 pandemic where they weren't able to source that through
 15 Scotland Excel and other sources.

16 **Q.** So was that a commercial contract with Lyreco?

17 **A.** It was a commercial contract. One of the conditions of
 18 the contract was that it would be, I think their
 19 profitability was capped at 5%, but essentially they
 20 were contracted with to provide, effectively, an at-cost
 21 service, and they were a well-established body who had
 22 experience in providing those services.

23 **Q.** That's helpful. Then they would pass on the PPE to the
 24 quasi public sector -- (overspeaking) --

25 **A.** Correct, yes.
 164

1 Q. And -- (overspeaking) -- point of provision.
 2 A. Or at least at no profit to them, I think.
 3 Q. Understood.
 4 We've heard in evidence about the UK procurement
 5 allocation to Scotland?
 6 A. Yes.
 7 Q. And other devolved administrations. How does this
 8 commercial contract then sit with the HMT-allocated
 9 funding which was proposed to cover funding PPE for the
 10 whole public sector?
 11 A. I'm not sure I know the answer that question. I know
 12 the funding came through the Barnett formula to NSS and
 13 I guess your question relates to the fact that NSS
 14 provided a bit of what they provided in the Lyreco
 15 contract, but I don't know about the interrelationship
 16 between the two.
 17 Q. I guess what I'm trying to understand is if the --
 18 Her Majesty's Treasury allocation was intended to fund
 19 public sector PPE, but yet Lyreco are being -- in
 20 a commercial contract --
 21 A. True, yeah.
 22 Q. -- is there a disparity there?
 23 A. I don't know if there's a disparity. It's certainly --
 24 it does leave a situation arising whereby a private
 25 company, albeit one with a good track record, would be

165

1 to be done, I think, was when the extent of home-grown
 2 supply was expanded, and I've heard a couple of times
 3 reference to about 80% of supply was eventually through
 4 homegrown sources, through Alpha Solway, through
 5 Honeywell and others, there would have been more
 6 capacity for NSS to mandate that better fitting
 7 equipment was provided.

8 How quickly that's possible to be done, again in
 9 foreshortened timescales of the pandemic, is hard to
 10 say. What I think was very hard to do, probably
 11 impossible to do during the pandemic, was achieve that
 12 from suppliers from overseas, or from outwith the EU,
 13 I should say.

14 **MS MORRIS:** Thank you. Those are my questions.
 15 Thank you, my Lady.

16 **LADY HALLETT:** Thank you very much, Ms Morris.
 17 Sorry, I pressed something too long there.
 18 I think it is now Ms Mitchell, isn't it?

19 **Questions from DR MITCHELL KC**

20 **DR MITCHELL:** I appear as instructed by Aamer Anwar and
 21 company on behalf of the Scottish Covid Bereaved.
 22 I would like to ask you about a part of your statement
 23 where you say at one point that you were:
 24 "... advised that [the] UK embassies abroad had been
 25 instructed by FCO [that's the Foreign and Commonwealth

167

1 receiving money that would have come from Treasury. So
 2 I think that probably is right, yes.
 3 Q. Yes, okay. Thank you.
 4 My next topic is around structural inequalities
 5 because you say in your statement that you became aware
 6 that historically the one-size-fits-all model --
 7 A. Yes.
 8 Q. And I think you used the words "bizarre" --
 9 A. Yes.
 10 Q. -- and "incomprehensible". So what was, in your view,
 11 the effect of this one-size-fits-all for healthcare
 12 workers, particularly for women and black and ethnic
 13 minority healthcare workers?
 14 A. Yeah. I should say at the time that my awareness then
 15 in relation to ill-fitting masks was only in relation to
 16 female workers; I wasn't aware that there were other
 17 issues in relation to minority ethnic groups that had
 18 that effect. I don't know the extent to which it caused
 19 a problem in terms of the procurement channels. What
 20 I say in my statement is an indication of some of the
 21 challenges, I think, that would have arisen in trying to
 22 rectify that problem in the middle of a pandemic.
 23 Q. So what was done about it in the middle of the pandemic?
 24 A. I don't know. I mean, Mr Beattie may have answered some
 25 of these questions earlier on. I think -- what was able

166

1 Office I take it] only to help English negotiators in
 2 offering embassy services. Embassy support for these
 3 matters was withdrawn from [Scottish Government] (and
 4 [you] would presume devolved administrations)."

5 Firstly, can I ask how did you come to find out that
 6 this was the situation with UK embassies?

7 A. I think almost certainly I'd have found it out through
 8 the investment teams based at Atlantic Quay in Glasgow,
 9 working to Ivan McKee, who was the minister for business
 10 and innovation, and his -- his support staff work very
 11 closely with -- I think it was Colin MacBean was the
 12 deputy director with primary responsibility for that
 13 area, and as -- part of my functional responsibility was
 14 liaising with that team to progress the securing of PPE
 15 from abroad, but also to develop home-grown supply.
 16 Because they were working in China primarily, and
 17 through Scottish Enterprise, I can only recall -- I can
 18 only say as far as I recall of the structures that were
 19 in place, that information I think must have come from
 20 Scottish Enterprise through the teams Atlantic Quay, and
 21 then to --

22 Q. To yourself?

23 A. To myself through the meetings that we held with
 24 Mr McKee.

25 Q. Can I ask, what was your understanding of the reasons

168

1 for the decision taken for embassy support to be
 2 withdrawn?
 3 **A.** I don't know. I can speculate as to some of the
 4 issues --
 5 **Q.** No, I don't think that would -- that would --
 6 **A.** Would help?
 7 **Q.** -- help my Lady, but if you have --
 8 **A.** I don't know.
 9 **Q.** If you believe you have an understanding of the reasons,
 10 then I'm sure my Lady would want to hear that, but not
 11 speculation.
 12 **A.** Um ... I don't know if I could say. I understand
 13 (unclear) it would fall too close into speculation,
 14 I think.
 15 **DR MITCHELL:** My Lady, in that case, I don't suppose my Lady
 16 would wish to hear that.
 17 I have no further questions.
 18 **LADY HALLETT:** Thank you very much, indeed, Ms Mitchell.
 19 Very grateful.
 20 Mr Thomas, please.
 21 **Questions from PROFESSOR THOMAS KC**
 22 **PROFESSOR THOMAS:** Good afternoon, Mr Cackette.
 23 **A.** Good afternoon.
 24 **Q.** My name is Leslie Thomas, and I am representing the
 25 Federation of Ethnic Minority Healthcare Organisations,
 169

1 circumstances is truly and properly reflective of the
 2 breadth and make-up of the identified recipients.
 3 And I think understanding that information and
 4 making that a really important part of a procurement
 5 process. Procurement, of course, is not only about how
 6 much you pay for your procurement, but it is underpinned
 7 by principles of value for money, and ensuring those
 8 matters can be properly addressed to protect those who
 9 need that protection most, I think, will be a vital part
 10 of the award of contracts to ensure that can be
 11 achieved.
 12 **PROFESSOR THOMAS:** Thank you very much.
 13 My Lady, that's my question.
 14 **LADY HALLETT:** Thank you very much indeed, Mr Thomas.
 15 Okay, those are all the questions that we have for
 16 you. As you said, the hours that you and your
 17 colleagues were working, they're unsustainable. It's
 18 just awful, the kind of pressure the pandemic put upon
 19 people like you and your colleagues. So thank you very
 20 much for withstanding the pressure and still being here
 21 to talk about it, and thank you for your help you have
 22 given to the Inquiry.
 23 **THE WITNESS:** Thank you.
 24 **LADY HALLETT:** Mr Stoate, I think that completes the
 25 evidence for today?
 171

1 FEMHO.
 2 Mr Cackette, your insights are particularly valuable
 3 in trying to understand how the procurement processes
 4 can be improved to better serve diverse needs of
 5 healthcare workers, particularly considering the
 6 disproportionate impact that the pandemic had on
 7 minority healthcare workers.
 8 So, given the challenges outlined at paragraph 3.122
 9 of your statement -- we don't need to turn it up but the
 10 reference is INQ000512904_0036, where you discuss the
 11 procurement of PPE and its compatibility issues.
 12 Question: what recommendations would you propose to
 13 ensure that future PPE procurement processes are more
 14 inclusive of the needs of ethnic groups and accommodate
 15 those of specific religious or cultural dress
 16 requirements? Can you help us with that, please?
 17 **A.** I would -- I think -- the first thing that I would
 18 suggest is that there needs to be a proper understanding
 19 within both the Scottish and the UK systems, the health
 20 service systems, and those who provide PPE too, of the
 21 different needs that are required. So a proper
 22 understanding of which groups for either -- for
 23 religious or other reasons, or gender reasons, would
 24 require a different form of PPE, and to absolutely
 25 mandate that any procurement of PPE in those
 170

1 **MR STOATE:** It does. Thank you, my Lady.
 2 **LADY HALLETT:** Very well. 10.00 tomorrow morning, please.
 3 (3.49 pm)
 4 (The hearing adjourned until 10.00 am the following day)
 5
 6
 7
 8
 9
 10
 11
 12
 13
 14
 15
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25
 172

INDEX

1		
2		
3	MS JEANE FREEMAN (sworn)	1
4	Questions from COUNSEL TO THE INQUIRY	1
5	Questions from MS MORRIS KC	26
6	Questions from DR MITCHELL KC	33
7	Questions from PROFESSOR THOMAS KC	41
8		
9	MS CAROLINE LAMB (affirmed)	46
10	Questions from COUNSEL TO THE INQUIRY	46
11	Questions from DR MITCHELL KC	82
12	Questions from PROFESSOR THOMAS KC	86
13		
14	MR GORDON BEATTIE (affirmed)	89
15	Questions from COUNSEL TO THE INQUIRY	89
16	Questions from MS MORRIS KC	126
17	Questions from DR MITCHELL KC	129
18	Questions from PROFESSOR THOMAS KC	131
19		
20	MR PAUL CACKETTE (sworn)	136
21	Questions from COUNSEL TO THE INQUIRY	136
22	Questions from MS MORRIS KC	163
23	Questions from DR MITCHELL KC	167
24	Questions from PROFESSOR THOMAS KC	169
25		

A	acted [4] 6/12 23/9 36/7 69/25 acting [1] 78/21 action [2] 59/21 156/19 actions [8] 4/23 25/11 29/25 30/2 43/18 44/16 86/23 162/22 activity [4] 6/25 30/9 95/23 103/21 actual [3] 97/23 120/10 120/11 actually [30] 11/10 20/21 32/3 32/14 34/24 40/3 40/24 45/7 52/6 54/23 56/5 60/7 61/7 64/18 64/25 72/3 75/25 81/15 81/18 85/13 85/18 86/1 87/14 87/18 88/5 97/12 100/1 104/3 122/18 145/3 acute [8] 15/2 16/20 16/23 145/18 145/22 146/6 146/15 152/16 acutely [2] 149/13 152/21 adapted [1] 159/21 add [2] 61/1 114/1 added [2] 84/7 84/7 addition [3] 15/18 53/18 142/16 additional [10] 28/18 51/14 59/25 71/4 94/12 127/6 128/22 129/13 136/9 157/7 additionally [1] 47/23 address [9] 35/11 38/10 42/1 73/16 87/10 102/14 131/12 133/10 162/8 addressed [4] 36/21 156/16 164/3 171/8 addresses [1] 162/12 addressing [4] 35/12 124/5 144/4 150/1 adduce [1] 136/5 adequacy [4] 139/3 142/12 153/21 153/21 adequate [8] 3/11 4/25 13/23 22/9 23/22 36/5 44/3 52/3 adequately [1] 17/23 adjourned [1] 172/4 Adjournment [1] 88/22 adjustments [1] 131/20 admin [1] 140/7 administration [2] 161/3 161/17 administrations [18] 27/11 27/22 30/7 38/5	52/19 56/24 58/24 62/2 62/13 63/2 64/17 64/18 65/23 73/15 81/6 159/17 165/7 168/4 administrative [2] 17/24 19/19 administrator [1] 152/15 admitting [1] 32/3 adopted [1] 120/8 adult [6] 15/4 15/6 15/9 15/13 15/24 22/12 advance [4] 52/7 59/15 65/9 87/21 advantage [7] 7/17 14/7 14/13 28/18 28/23 31/18 143/12 advantages [3] 28/16 141/23 142/23 adverse [1] 99/18 advice [7] 11/3 11/5 42/12 59/23 138/23 141/12 142/19 advised [4] 37/14 42/19 59/24 167/24 adviser [1] 48/9 advisers [1] 8/4 advising [1] 42/10 aerosol [2] 33/23 108/1 aerosol-generating [2] 33/23 108/1 affected [1] 151/4 affirmed [4] 46/13 89/2 173/9 173/14 afraid [1] 44/9 after [12] 3/19 56/13 57/15 68/2 72/19 110/19 112/19 118/25 122/25 146/12 155/11 157/11 aftermath [1] 71/6 afternoon [12] 86/14 88/25 89/4 89/5 126/5 126/6 131/5 136/18 163/21 163/22 169/22 169/23 again [22] 3/22 21/4 28/19 31/4 35/22 45/25 59/6 61/23 83/25 84/1 88/13 95/14 98/18 109/4 111/22 112/2 113/10 125/6 158/19 160/4 163/18 167/8 against [9] 29/19 34/2 38/7 39/17 40/3 51/19 85/24 129/8 144/19 age [3] 42/21 83/6 152/18 agencies [1] 108/16	Agency [3] 6/10 7/25 152/9 ago [5] 43/25 114/20 117/18 117/19 118/13 agree [12] 22/25 24/12 25/1 25/1 26/13 41/18 56/25 57/19 58/15 78/5 78/10 78/11 agreed [10] 24/5 56/15 65/3 65/10 84/18 86/6 109/12 113/7 114/15 154/21 agreeing [4] 54/23 54/24 54/24 57/12 agreement [5] 25/16 26/14 54/7 56/15 66/2 Agriculture [1] 20/18 ahead [2] 119/15 145/14 aid [7] 25/16 38/1 67/15 67/18 67/20 68/4 68/18 aimed [2] 83/10 131/13 aiming [1] 78/19 akin [1] 160/4 albeit [1] 165/25 alert [2] 18/13 44/14 alerted [1] 156/6 alerting [1] 5/17 all [103] 1/10 4/2 5/6 6/16 6/21 7/24 9/19 9/23 15/4 16/17 19/23 20/14 21/25 24/16 25/2 25/9 26/14 30/8 32/24 34/16 35/15 36/6 37/6 37/17 38/9 38/12 38/20 41/19 42/19 43/10 48/8 52/24 52/25 56/17 60/3 60/13 68/13 72/24 73/13 76/13 77/18 78/14 79/7 80/14 81/17 84/18 85/4 85/13 86/2 87/6 87/23 88/19 91/4 91/18 95/10 96/25 97/23 98/6 99/6 99/24 105/8 106/7 106/23 107/16 109/18 110/11 111/14 111/15 112/5 112/8 112/8 113/2 113/18 115/14 116/19 116/25 118/19 119/1 120/20 120/25 123/19 124/16 124/16 125/1 125/17 125/25 127/2 127/15 128/21 133/20 133/24 134/20 135/14 139/3 143/7 154/21 155/21 158/8 159/17 159/25 166/6 166/11 171/15	allocate [1] 98/14 allocated [3] 103/21 116/19 165/8 allocation [2] 165/5 165/18 allow [3] 9/25 12/11 125/13 allowed [9] 29/16 29/20 32/15 94/16 98/12 105/7 125/25 133/14 143/3 allows [1] 105/2 alluded [2] 144/1 157/15 almost [3] 20/19 161/9 168/7 alone [3] 77/25 143/2 161/17 along [3] 54/17 97/10 153/10 Alpha [6] 87/13 114/8 114/12 116/7 116/14 167/4 already [25] 1/8 8/12 29/6 29/7 31/19 35/1 36/13 41/16 47/6 52/16 60/2 63/7 67/10 77/8 77/8 78/17 80/7 80/8 80/24 81/1 87/9 107/7 109/3 116/19 129/24 also [66] 6/5 8/9 8/10 9/5 11/16 12/7 15/3 15/25 18/2 18/10 22/2 22/8 23/23 29/15 31/16 33/25 34/21 37/25 42/9 42/10 42/21 42/25 45/1 45/11 48/13 52/19 53/1 54/20 54/25 61/19 61/20 63/1 67/1 67/15 68/25 70/7 71/4 72/3 73/24 74/6 74/25 77/16 80/9 80/18 84/4 85/9 87/7 87/13 87/19 91/1 99/8 100/25 106/21 114/1 116/10 128/2 130/3 133/13 134/16 140/15 141/2 141/15 142/10 143/10 157/8 168/15 alternative [2] 14/17 115/3 alternatives [1] 154/6 although [5] 14/6 14/23 26/8 75/17 149/1 altogether [1] 83/16 always [6] 19/20 28/10 38/22 40/11 44/23 127/10 am [9] 1/2 46/7 46/9 47/14 74/21 117/18
----------	--	---	---	--

A	121/15 133/19	April 2023 [1] 90/15	140/12 148/14 148/25	Assumptions [1]
am... [3] 158/18	Anyway [1] 32/18	Arco [1] 116/10	154/8 158/18 160/14	121/15
169/24 172/4	apologies [2] 32/20	are [104] 1/9 1/10 2/6	162/7 166/4	assurance [10] 58/8
Ambulance [1]	126/1	5/3 6/21 7/23 9/4 9/6	arrangement [2]	64/9 92/16 92/22
145/21	appear [6] 33/8 35/16	10/17 10/19 10/23	84/21 128/4	92/25 107/14 109/25
amongst [6] 22/20	82/23 114/20 129/21	11/1 11/7 12/11 14/16	arrangements [8]	110/4 110/7 110/14
78/22 99/8 114/21	167/20	15/12 20/21 21/23	3/20 54/16 58/15 71/2	assurances [1] 28/1
118/21 131/19	appeared [5] 37/10	22/2 25/9 25/11 26/18	71/16 143/24 152/14	Assure [1] 91/3
amount [5] 13/24	37/11 37/12 37/14	26/19 26/20 26/21	153/6	at [191]
74/5 88/17 112/23	152/5	32/1 37/16 38/16	arrived [1] 93/11	at-cost [1] 164/20
112/24	appears [1] 34/8	40/16 43/23 44/7	article [1] 104/5	at-home [1] 23/23
anaesthetic [2] 80/23	application [1] 10/21	44/18 44/20 45/22	as [225]	Atlantic [2] 168/8
80/25	applied [1] 86/21	47/2 47/4 47/12 48/9	Ashley [1] 84/5	168/20
analogous [1] 160/6	apply [2] 8/14 9/22	51/3 59/1 60/19 60/21	Asian [2] 41/21 42/2	attachment [2]
analysis [1] 78/6	appointed [1] 2/11	63/15 63/25 64/2 68/9	ask [35] 7/12 7/19	104/17 104/18
announced [2] 1/8	appreciate [4] 40/25	68/11 70/6 72/4 76/17	14/20 24/14 27/2 34/9	attachments [1]
146/13	46/3 114/17 118/19	77/4 81/17 82/17	37/20 49/19 52/13	104/16
another [15] 10/11	appreciating [2]	82/18 82/19 85/23	59/14 61/23 63/23	attack [1] 159/9
12/5 37/15 37/22 39/5	21/15 57/22	86/8 86/23 87/1 87/17	73/10 92/2 94/10	attempt [1] 114/10
61/22 74/16 85/24	approach [47] 16/25	87/20 88/10 89/19	108/25 109/15 119/21	attempts [1] 79/22
87/21 97/11 113/13	27/14 27/25 28/5 28/8	90/1 91/3 92/2 96/9	122/11 123/6 123/8	attend [1] 54/2
114/3 116/11 124/2	28/15 28/15 28/19	96/18 107/6 107/25	125/22 126/7 128/15	attended [2] 30/18
155/21	29/3 29/8 29/9 29/10	110/11 110/11 111/5	129/23 136/5 136/7	32/7
answer [13] 24/11	29/14 29/15 29/16	118/11 120/25 123/6	138/7 141/17 146/19	attending [1] 1/9
26/11 31/14 34/13	29/20 37/18 44/22	123/10 125/19 125/19	158/2 163/23 167/22	attention [5] 60/3
38/12 40/6 40/10	53/22 54/24 54/25	129/18 131/13 133/23	168/5 168/25	60/5 124/12 125/8
45/16 72/4 108/24	55/17 56/3 56/17	134/8 135/4 136/3	asked [14] 5/2 10/20	130/2
127/16 149/21 165/11	59/17 59/18 60/14	140/2 141/17 150/18	18/5 18/6 24/5 27/4	attractive [1] 66/22
answered [2] 43/4	60/15 60/15 70/13	157/21 160/13 160/17	33/19 87/23 93/18	audit [7] 5/2 5/3 13/3
166/24	70/24 71/18 72/25	160/21 160/24 161/5	106/21 119/1 145/23	21/4 33/15 63/8
anticipated [2] 12/7	74/4 78/20 80/5 84/25	161/8 162/1 163/15	157/4 158/6	116/20
55/21	117/14 118/23 118/24	163/15 165/19 167/14	asking [5] 88/15	Auditor [1] 10/3
Anwar [4] 33/9 82/23	120/6 120/15 122/8	170/2 170/13 170/21	98/17 113/20 113/22	August [4] 56/5
129/21 167/20	139/2 141/4 141/24	171/15	118/11	58/10 58/10 146/22
anxiety [2] 85/15	142/8	area [8] 15/7 15/8	asks [2] 40/19 105/4	August 2020 [2] 56/5
152/14	approaches [4]	20/19 44/15 81/5	aspect [12] 52/14	58/10
any [66] 4/5 10/6	25/15 70/5 77/7	133/20 139/7 168/13	54/22 54/22 55/6 55/8	author [1] 25/25
10/22 14/21 14/22	112/15	areas [2] 52/25 143/5	61/16 61/17 74/16	authoritatively [1]
14/24 17/16 18/5	appropriate [16] 2/23	aren't [2] 68/10 92/22	79/11 119/21 119/22	85/18
21/16 22/22 25/17	10/2 11/13 17/17	argued [1] 24/19	162/18	authorities [2] 55/1
25/18 30/11 31/9	26/16 30/1 52/2 57/13	argument [1] 29/2	aspects [4] 109/16	61/19
39/24 40/23 45/18	60/19 61/8 64/19	arise [3] 92/20	134/13 138/22 142/2	authority [3] 100/11
45/19 49/10 50/20	80/21 86/5 108/21	143/25 160/6	assertion [1] 41/7	127/23 143/11
50/20 51/5 52/8 57/21	142/5 145/22	arisen [4] 138/25	assess [2] 76/18	availability [2] 51/20
59/25 60/1 61/9 64/4	appropriately [4]	139/2 156/1 166/21	131/11	75/12
67/21 67/22 68/8 78/7	10/14 30/9 55/2 87/24	arises [1] 162/8	assessment [6] 16/7	available [13] 3/1
79/23 84/14 92/20	appropriateness [3]	arising [5] 44/4 118/1	66/24 68/22 69/3	5/14 34/2 60/25 61/19
96/1 103/25 107/7	10/25 42/11 42/18	143/22 159/22 165/24	100/16 142/6	64/20 78/23 81/19
107/9 108/16 111/17	approval [1] 116/17	arm [3] 4/8 6/12 6/21	assessments [6]	85/17 87/13 93/10
114/25 115/25 116/3	approves [1] 48/25	arms [2] 21/25 104/1	42/20 43/5 132/9	117/1 130/4
121/16 123/10 125/1	approximately [2]	arose [7] 30/19 65/19	133/3 133/8 134/18	avoid [4] 22/4 83/5
126/1 126/1 127/5	93/24 122/5	111/12 111/18 113/3	assist [8] 10/18	83/16 160/11
127/6 127/17 127/18	April [21] 13/12 17/6	117/13 148/11	129/1 134/25 135/2	avoiding [1] 84/14
129/8 129/12 131/20	19/4 20/4 33/22 53/7	around [46] 8/1	136/11 142/20 144/12	award [4] 10/2
133/6 133/9 143/19	53/16 53/17 55/4	21/25 24/17 27/5 27/7	163/12	110/20 162/20 171/10
147/22 150/12 156/7	58/24 59/7 61/10	27/8 32/6 37/21 49/9	assistance [2] 9/16	awarded [9] 63/16
157/18 158/2 161/17	90/15 98/19 104/23	50/11 52/1 53/1 53/1	18/2	63/18 63/22 92/18
170/25	130/23 137/24 138/10	53/10 54/16 54/22	assistants [1] 23/24	101/10 101/25 120/20
anybody [1] 105/7	141/17 146/10 154/10	60/4 60/5 64/3 65/13	assisting [2] 46/3	162/23 163/4
anybody's [1] 96/8	April 2020 [8] 13/12	65/14 69/7 69/7 69/9	101/22	awards [1] 10/6
anyone's [1] 114/4	17/6 33/22 53/17	72/2 72/3 72/4 72/5	assume [1] 108/22	aware [33] 9/9 10/8
anything [6] 20/5	58/24 98/19 104/23	77/5 85/3 85/8 85/12	assumed [1] 3/15	10/15 11/6 19/23
21/18 28/7 32/9	137/24	85/15 99/18 102/23	assuming [1] 118/14	22/15 24/4 30/4 30/24
	April 2021 [1] 55/4	103/13 138/1 140/4	assumption [1] 51/8	32/2 34/10 34/15

A	173/14	126/15 129/22 135/12 163/23 167/21	69/25 72/4 86/3 98/12 134/1 153/14 154/7 155/7 160/8 160/8 160/9 163/5 167/6 170/4	borders [4] 95/9 95/9 96/5 112/5 Boris [1] 24/6 Boris Johnson [1] 24/6 both [24] 5/22 11/19 15/4 15/22 15/24 23/7 23/18 25/19 29/12 34/20 42/10 47/2 54/25 67/15 71/3 73/12 73/23 85/25 102/13 114/8 114/8 120/16 153/19 170/19	
aware... [21] 35/10 35/13 35/21 36/4 36/6 36/16 36/22 38/9 39/12 48/19 60/10 60/11 61/14 67/21 69/20 82/11 128/2 138/6 149/16 166/5 166/16	became [14] 4/24 10/15 11/10 16/4 39/21 47/23 48/2 87/4 90/16 93/10 96/6 117/1 145/19 166/5	behaved [1] 39/10 behaviour [1] 39/11 behind [2] 121/3 138/18	between [22] 26/5 27/6 30/18 34/3 34/6 35/14 38/13 51/18 53/11 53/17 53/17 63/19 68/23 73/7 84/18 99/10 102/6 113/4 130/24 143/7 144/18 165/16	bottleneck [1] 114/3 bottom [4] 63/14 83/22 113/11 149/6 bought [1] 66/4 box [3] 13/8 21/7 63/14 brackets [1] 59/22 branch [1] 142/25 brand [1] 144/19 breadth [1] 171/2 break [5] 46/6 46/8 135/20 135/25 155/9 breathing [1] 155/6 brief [13] 2/5 24/1 27/5 32/6 47/12 90/18 90/20 92/2 104/24 110/3 113/16 152/3 153/7	
awareness [3] 30/8 45/9 166/14	because [44] 5/8 7/1 9/7 12/4 14/5 14/7 15/9 15/11 19/13 19/18 23/21 26/15 29/16 31/16 35/23 39/14 50/8 58/18 60/6 67/6 80/7 84/23 85/18 88/3 96/4 96/16 97/7 100/21 100/25 102/24 104/5 115/15 115/20 116/23 129/4 139/2 139/15 142/10 144/22 152/5 163/2 163/8 166/5 168/16	being [76] 5/21 12/18 12/19 14/16 18/9 18/11 22/21 27/13 27/23 32/22 34/2 34/3 34/7 35/16 37/4 37/14 37/20 40/21 44/4 44/7 51/15 52/8 56/1 56/14 60/15 61/17 62/1 64/5 64/6 64/19 64/21 65/10 69/6 69/8 74/3 75/21 76/9 76/18 77/24 81/19 81/25 83/18 85/8 85/17 85/23 87/8 94/11 99/9 99/18 103/25 104/11 104/13 109/9 109/9 115/9 115/12 116/25 125/11 126/13 127/14 130/25 133/25 134/8 142/11 145/23 146/2 147/18 150/12 156/14 156/21 156/21 161/2 162/10 162/22 165/19 171/20	beyond [3] 14/11 52/3 158/17 bias [1] 10/6 bid [2] 163/2 163/4 bidding [6] 38/5 38/7 38/7 38/8 40/3 85/24 big [7] 70/16 70/19 104/16 119/2 119/2 125/15 152/22 bigger [2] 14/10 14/10 biggest [1] 151/24 bit [22] 4/11 4/21 41/17 69/6 73/10 74/8 77/12 96/16 96/18 97/25 113/6 113/15 128/9 128/10 130/24 134/22 134/23 140/3 148/7 151/19 155/6 165/14	breathless [1] 155/6 briefly [21] 2/25 3/3 3/22 13/3 18/15 21/3 22/11 25/24 38/12 56/19 63/6 64/6 74/15 91/25 93/4 113/2 117/16 137/4 147/9 155/21 159/13 bring [10] 4/12 8/18 25/24 76/2 85/4 111/8 112/19 112/20 140/22 145/12 bringing [7] 5/19 99/3 101/1 101/1 101/2 124/24 144/18 brings [1] 152/17 British [1] 108/19 broad [2] 132/5 138/19 broad-ranging [1] 138/19 broadly [1] 30/14 brought [4] 123/20 130/2 132/4 136/8 budget [1] 48/15 buffer [2] 71/4 143/6 build [4] 28/3 97/4 105/7 123/24 build-up [1] 28/3 building [3] 132/15 146/1 160/18 built [2] 20/2 99/8 bulk [1] 84/13 bullet [1] 149/16	
away [2] 67/6 146/1 awful [1] 171/18	become [1] 105/13 bed [1] 81/16 beds [3] 75/18 78/17 92/6 been [70] 1/8 4/25 7/25 17/22 21/8 21/19 27/4 31/2 32/10 33/19 35/6 36/13 36/14 36/16 37/13 37/18 38/3 38/4 40/4 40/11 50/14 51/10 58/16 58/16 59/11 60/2 65/24 66/3 66/4 66/15 69/25 77/17 78/2 78/15 78/25 79/7 82/11 82/12 82/13 82/16 84/1 84/3 87/21 88/7 94/4 99/21 101/6 108/22 114/14 115/11 116/8 116/19 119/1 120/6 124/5 124/20 125/25 129/24 133/2 135/9 140/13 146/12 147/9 152/6 156/2 156/5 156/6 156/9 167/5 167/24	belief [4] 2/1 47/3 89/12 137/2 believe [10] 10/10 19/3 31/14 31/15 64/25 65/3 85/22 93/24 163/11 169/9 believed [1] 6/4 Bell [10] 25/23 72/8 72/15 72/22 73/11 74/1 84/2 119/11 120/24 121/6 Bell's [4] 119/19 120/1 120/3 120/7 below [2] 116/12 118/2 benefit [4] 28/15 32/8 141/25 143/17 benefited [2] 18/2 25/19 benefits [1] 84/13 bereaved [10] 27/2 33/10 34/1 36/16 82/24 84/4 126/7 129/22 163/23 167/21 bespoke [1] 127/8 best [17] 1/25 6/22 23/12 37/8 47/2 59/15 60/15 85/25 89/11 102/13 104/9 111/6 111/7 116/6 137/1 156/15 161/11 better [23] 20/23 21/8 21/23 22/2 29/14 36/8 58/9 58/9 68/25	big [7] 70/16 70/19 104/16 119/2 119/2 125/15 152/22 bigger [2] 14/10 14/10 biggest [1] 151/24 bit [22] 4/11 4/21 41/17 69/6 73/10 74/8 77/12 96/16 96/18 97/25 113/6 113/15 128/9 128/10 130/24 134/22 134/23 140/3 148/7 151/19 155/6 165/14 bizarre [1] 166/8 black [3] 41/21 42/2 166/12 blank [1] 105/21 Blood [1] 91/2 blue [1] 117/11 BMA [2] 33/21 34/21 board [13] 7/1 16/21 48/25 53/20 55/7 77/2 82/6 82/15 89/23 90/23 90/24 142/9 160/1 board's [1] 55/6 boards [35] 7/2 7/3 7/4 7/4 12/7 13/13 13/21 16/20 18/14 20/22 38/20 42/20 43/1 47/17 47/21 49/1 55/19 55/23 74/24 76/19 77/6 77/7 77/8 77/14 79/7 81/10 82/14 87/23 91/4 97/1 97/16 98/4 113/21 132/8 133/2 boards' [1] 82/8 bodies [2] 106/6 162/10 body [7] 8/13 8/21 8/25 39/15 92/10 143/11 164/21 border [2] 40/9 94/23		
B	back [30] 1/16 5/3 12/13 21/18 29/22 39/9 40/20 60/17 60/18 64/22 80/3 80/21 94/7 98/6 100/1 100/24 110/8 111/22 112/22 120/5 123/1 123/2 128/14 128/20 129/2 130/15 132/4 147/2 147/7 150/9 back-up [1] 12/13 background [7] 47/8 89/15 125/9 136/10 137/4 142/18 143/23 backgrounds [2] 132/24 140/5 backlog [2] 148/19 149/15 bad [1] 69/11 balance [7] 51/16 51/16 51/18 51/23 52/1 144/17 144/24 BAME [3] 42/8 42/25 45/10 bans [1] 111/22 Barclay [1] 27/9 Baringa [1] 84/5 Barnett [2] 93/23 165/12 base [2] 29/11 111/6 based [17] 3/12 3/15 12/6 41/2 49/25 51/7 55/21 55/22 65/24 72/1 72/2 94/13 94/17 95/22 100/13 114/6 168/8 basis [15] 30/5 38/15 41/5 42/22 49/23 91/4 91/22 98/16 98/17 99/5 129/5 129/9 144/7 159/5 162/24 be [224] bearing [1] 142/24 Beattie [15] 89/1 89/2 89/4 89/7 95/25 126/5 128/23 131/5 131/8 135/7 135/20 153/4 164/3 166/24	became [14] 4/24 10/15 11/10 16/4 39/21 47/23 48/2 87/4 90/16 93/10 96/6 117/1 145/19 166/5	behaved [1] 39/10 behaviour [1] 39/11 behind [2] 121/3 138/18	being [76] 5/21 12/18 12/19 14/16 18/9 18/11 22/21 27/13 27/23 32/22 34/2 34/3 34/7 35/16 37/4 37/14 37/20 40/21 44/4 44/7 51/15 52/8 56/1 56/14 60/15 61/17 62/1 64/5 64/6 64/19 64/21 65/10 69/6 69/8 74/3 75/21 76/9 76/18 77/24 81/19 81/25 83/18 85/8 85/17 85/23 87/8 94/11 99/9 99/18 103/25 104/11 104/13 109/9 109/9 115/9 115/12 116/25 125/11 126/13 127/14 130/25 133/25 134/8 142/11 145/23 146/2 147/18 150/12 156/14 156/21 156/21 161/2 162/10 162/22 165/19 171/20	become [1] 105/13 bed [1] 81/16 beds [3] 75/18 78/17 92/6 been [70] 1/8 4/25 7/25 17/22 21/8 21/19 27/4 31/2 32/10 33/19 35/6 36/13 36/14 36/16 37/13 37/18 38/3 38/4 40/4 40/11 50/14 51/10 58/16 58/16 59/11 60/2 65/24 66/3 66/4 66/15 69/25 77/17 78/2 78/15 78/25 79/7 82/11 82/12 82/13 82/16 84/1 84/3 87/21 88/7 94/4 99/21 101/6 108/22 114/14 115/11 116/8 116/19 119/1 120/6 124/5 124/20 125/25 129/24 133/2 135/9 140/13 146/12 147/9 152/6 156/2 156/5 156/6 156/9 167/5 167/24

<p>B</p> <p>bullet 3 [1] 149/16</p> <p>Bunzl [10] 110/18 110/20 110/25 111/2 111/4 112/13 112/25 113/7 116/1 116/5</p> <p>burden [2] 88/16 113/21</p> <p>burn [1] 120/12</p> <p>burning [1] 160/17</p> <p>busier [1] 135/18</p> <p>busily [1] 60/7</p> <p>business [15] 18/4 26/7 49/11 70/13 70/25 83/13 90/12 90/16 124/10 125/7 134/23 139/7 141/10 157/4 168/9</p> <p>business-as-usual [4] 26/7 49/11 70/13 83/13</p> <p>businesses [2] 15/13 15/14</p> <p>but [155] 1/8 1/9 2/5 4/1 6/5 6/7 6/20 8/8 10/16 12/7 12/12 12/23 12/24 12/25 15/3 18/9 19/17 20/9 21/17 22/11 25/12 27/25 28/13 29/7 30/1 30/8 30/14 31/25 32/8 34/7 34/14 34/21 34/24 35/6 35/20 36/15 38/1 40/9 40/25 41/16 42/14 42/25 43/15 43/15 43/17 44/13 45/11 45/16 46/2 49/3 50/23 51/16 53/1 55/19 57/25 58/15 58/17 60/10 61/7 61/19 63/11 64/22 68/25 69/6 69/11 69/14 71/1 71/4 71/24 73/24 76/7 76/23 78/7 78/8 78/15 78/25 80/22 83/12 85/3 85/9 85/11 86/5 87/18 87/19 88/17 90/19 91/1 91/22 95/8 97/8 97/11 98/2 99/22 100/1 100/22 101/15 105/23 107/3 108/24 108/25 109/7 109/17 111/17 112/17 114/5 114/20 115/18 117/21 118/20 119/7 123/8 124/1 125/15 128/25 131/15 133/18 134/16 138/24 139/15 140/9 140/14 140/15 140/23 141/11 141/21 142/5 142/16 143/10 144/13 145/2 146/1 150/19</p>	<p>151/1 154/3 154/24 155/8 157/3 157/7 157/10 159/6 160/8 160/18 161/15 162/3 162/16 163/3 163/10 164/19 165/15 165/19 168/15 169/7 169/10 170/9 171/6</p> <p>button [1] 114/10</p> <p>buy [5] 52/7 70/14 70/14 84/13 108/12</p> <p>buyers [1] 102/13</p> <p>buying [8] 71/18 101/3 101/4 108/11 119/8 119/9 120/22 142/15</p> <hr/> <p>C</p> <p>Cabinet [10] 2/11 2/19 4/6 6/24 31/8 61/10 139/19 153/20 156/2 156/12</p> <p>Cackette [20] 17/10 19/8 19/19 30/17 31/8 35/22 126/12 136/15 136/16 136/20 137/5 139/20 143/17 146/9 157/18 163/14 163/21 169/22 170/2 173/20</p> <p>Cackette's [1] 31/11</p> <p>cadre [1] 159/16</p> <p>call [11] 1/12 7/3 11/21 41/25 46/11 59/11 93/8 103/25 116/11 130/18 130/25</p> <p>called [6] 39/15 71/8 76/9 104/20 105/2 115/13</p> <p>calls [5] 18/7 30/18 31/10 31/11 153/12</p> <p>calm [1] 135/8</p> <p>camaraderie [1] 99/8</p> <p>came [14] 5/17 14/25 60/3 107/5 111/21 111/23 127/13 127/17 130/15 133/4 140/10 150/11 156/20 165/12</p> <p>campaign [2] 137/23 137/24</p> <p>can [110] 1/3 1/4 1/12 4/12 4/14 5/1 5/8 7/19 8/21 8/22 9/3 9/6 13/8 14/20 15/24 17/4 18/15 18/22 19/4 20/3 21/3 21/22 24/14 25/21 25/24 25/25 27/21 37/3 37/7 40/19 41/9 41/17 42/4 45/3 56/19 56/22 58/20 59/4 59/16 61/16 63/6 63/13 63/14 63/23 69/4 70/11 72/8 76/2 76/13 78/16 79/23 83/4 83/15 86/3 92/2</p>	<p>92/14 93/4 95/1 95/21 98/1 98/9 98/18 102/4 104/9 104/23 105/3 105/5 110/8 113/5 114/9 116/3 116/10 117/16 118/5 121/1 122/11 122/17 122/18 123/3 123/11 123/12 125/17 127/2 127/15 128/17 128/18 129/13 130/8 130/10 131/20 134/1 136/13 138/16 144/21 146/8 147/3 148/24 151/7 159/21 164/4 164/8 168/5 168/17 168/17 168/25 169/3 170/4 170/16 171/8 171/10</p> <p>can't [22] 10/11 12/17 28/25 32/14 39/5 40/6 44/9 44/10 45/14 66/13 74/9 85/25 98/10 108/17 108/17 109/6 118/6 118/7 121/12 127/2 127/2 128/14</p> <p>cancelled [3] 95/5 112/21 125/11</p> <p>cannot [4] 27/20 41/20 114/13 133/18</p> <p>capable [1] 122/9</p> <p>capacity [7] 8/9 70/23 78/19 82/15 93/20 150/16 167/6</p> <p>capital [1] 143/3</p> <p>capped [1] 164/19</p> <p>care [70] 11/14 15/4 15/4 15/6 15/9 15/11 15/13 15/24 15/24 16/11 16/15 22/1 22/12 22/16 22/18 22/20 22/23 23/1 23/4 23/7 23/13 23/16 23/23 34/22 42/6 45/13 46/2 46/21 47/24 48/3 48/9 48/11 48/14 48/20 48/24 53/25 70/4 74/19 75/1 75/23 76/3 85/16 87/16 93/15 93/16 94/5 106/22 115/10 119/2 120/16 127/25 128/2 130/1 130/5 130/7 130/13 130/19 139/7 139/12 139/17 141/2 142/5 151/21 152/7 152/20 153/9 153/14 154/2 155/3 155/19</p> <p>cared [1] 37/6</p> <p>career [1] 137/5</p> <p>carers [4] 23/24 106/22 121/13 130/7</p> <p>Cares [1] 137/23</p>	<p>Caroline [4] 46/12 46/13 46/17 173/9</p> <p>Caroline Lamb [1] 46/12</p> <p>carried [4] 33/22 69/21 94/5 138/1</p> <p>carry [2] 154/17 154/19</p> <p>carrying [2] 17/15 164/12</p> <p>case [8] 3/12 9/24 37/10 45/1 78/15 78/25 121/22 169/15</p> <p>cases [2] 55/21 147/15</p> <p>cash [2] 117/13 118/23</p> <p>categories [2] 134/16 134/19</p> <p>categorise [1] 144/15</p> <p>caused [3] 36/19 150/21 166/18</p> <p>causing [2] 104/19 127/8</p> <p>caveat [1] 14/24</p> <p>CE [2] 107/15 109/21</p> <p>central [2] 120/13 159/4</p> <p>centralised [1] 37/24</p> <p>centrally [7] 13/11 13/19 13/24 14/3 16/22 17/1 55/19</p> <p>centre [2] 58/6 130/18</p> <p>certain [3] 105/4 125/8 162/11</p> <p>certainly [20] 11/6 20/4 40/11 44/13 45/25 65/9 68/15 80/20 85/5 87/10 102/9 109/8 124/15 141/11 144/8 150/23 158/11 161/9 165/23 168/7</p> <p>certainty [2] 52/8 114/13</p> <p>certificates [1] 107/16</p> <p>certification [2] 107/15 109/21</p> <p>cetera [2] 93/15 100/9</p> <p>chain [11] 29/17 70/5 73/8 75/5 92/8 92/12 113/4 117/17 120/12 122/2 131/17</p> <p>chains [7] 25/23 72/17 92/14 94/22 119/12 119/12 124/25</p> <p>chaired [5] 53/23 53/24 99/4 153/23 153/24</p> <p>challenge [28] 15/7</p>	<p>15/8 15/22 16/1 16/3 29/20 57/9 57/10 58/2 58/3 58/20 61/22 65/12 75/6 75/16 75/17 79/17 79/21 79/24 125/4 151/25 152/4 152/11 152/23 153/8 155/18 159/3 161/13</p> <p>challenged [1] 15/16</p> <p>challenges [18] 41/22 42/2 68/19 68/25 74/12 75/9 84/8 84/12 143/21 148/9 150/12 154/13 155/21 158/22 160/25 161/16 166/21 170/8</p> <p>challenging [6] 56/10 109/16 109/17 117/3 144/9 150/7</p> <p>change [6] 43/2 66/10 114/25 122/13 144/18 144/18</p> <p>changed [5] 34/3 90/15 115/15 115/17 116/17</p> <p>changes [4] 44/16 86/23 96/20 145/3</p> <p>changing [3] 95/11 95/20 152/6</p> <p>channels [1] 166/19</p> <p>chartered [1] 89/19</p> <p>check [2] 37/9 77/10</p> <p>checked [1] 125/24</p> <p>checking [1] 61/6</p> <p>checklist [2] 105/22 105/22</p> <p>checks [1] 79/8</p> <p>chief [10] 5/24 11/7 27/10 42/13 47/12 47/19 47/21 48/3 137/11 139/10</p> <p>China [6] 38/6 95/10 99/21 100/3 119/5 168/16</p> <p>Chinese [1] 99/19</p> <p>chosen [1] 150/20</p> <p>Chris [1] 58/22</p> <p>circumstance [2] 15/15 74/10</p> <p>circumstances [7] 71/17 118/8 143/20 149/14 156/22 159/22 171/1</p> <p>civil [2] 20/14 142/18</p> <p>clarification [2] 47/22 117/12</p> <p>clarify [1] 54/15</p> <p>clarity [3] 149/7 156/18 157/8</p> <p>cleanse [1] 77/10</p> <p>clear [12] 14/1 36/22 45/1 50/19 56/15 61/14 61/18 72/24</p>
---	---	--	---	--

C	105/5 160/16	15/16 66/20 162/21 162/24	consequently [1] 6/3 Conservative [1] 126/14	Continuum [3] 117/4 117/7 118/14
clear... [4] 83/4 83/18 87/4 146/24	comestibles [1] 8/4	competitively [1] 14/12	consider [7] 44/16 86/24 109/8 132/14 132/25 134/12 134/14	contract [17] 63/16 92/16 92/18 92/19 106/3 110/22 112/21 117/3 162/24 163/4 164/9 164/16 164/17 164/18 165/8 165/15 165/20
clearly [10] 51/8 52/1 52/4 54/18 60/10 68/19 70/15 73/11 109/10 109/18	comfort [1] 68/16	complaining [1] 126/17	considerable [1] 149/2	contracted [2] 102/10 164/20
clinical [9] 5/23 8/3 11/3 11/4 76/3 109/12 113/23 138/23 142/6	comfortable [2] 50/18 88/8	complaints [5] 36/17 110/9 110/10 126/15 156/10	considerably [1] 20/1	contracting [1] 164/5
clinicians [3] 80/8 80/16 81/1	coming [11] 12/6 18/8 42/22 80/18 81/19 92/13 95/8 104/15 104/19 126/22 150/9	complete [4] 79/9 114/11 115/23 154/12	considerations [3] 43/6 43/23 72/13	contracts [18] 10/2 30/23 63/18 63/21 92/19 96/9 101/10 101/25 102/22 102/23 107/1 109/17 110/15 120/20 159/23 161/21 162/21 171/10
close [5] 14/25 17/3 107/18 112/14 169/13	comment [4] 24/6 24/7 45/14 49/20	completely [6] 16/1 31/23 37/6 45/4 149/18 158/13	considered [1] 23/1	contractual [1] 162/15
closed [1] 17/8	comments [2] 7/11 151/4	completes [2] 135/7 171/24	considering [8] 61/4 72/17 80/13 103/17 103/23 132/25 136/11 170/5	contractually [1] 31/4
closely [5] 87/13 97/14 100/6 108/2 168/11	commercial [7] 128/12 129/5 129/9 164/16 164/17 165/8 165/20	complex [1] 145/20	considers [1] 84/3	contrast [1] 159/8
closing [1] 112/4	commercially [1] 163/9	compliance [2] 107/21 108/5	consistency [1] 162/6	contribute [1] 54/4
co [1] 139/1	commission [3] 132/13 134/11 134/14	complimentary [1] 147/15	consistent [4] 142/8 142/14 142/19 162/5	contributed [2] 25/19 28/14
coalesce [1] 162/12	commissioned [1] 93/7	concept [1] 67/7	consistently [3] 127/1 127/4 127/14	contributor [1] 152/19
COBR [5] 32/6 32/7 32/10 32/22 32/23	Commissioning [1] 90/11	concern [13] 22/15 22/18 36/19 38/3 50/16 57/8 64/2 64/9 66/7 114/21 124/5 142/3 153/19	consortia [1] 120/22	control [3] 11/9 42/14 132/9
cohort [1] 140/16	commit [1] 100/25	concerned [2] 52/10 154/5	constantly [2] 44/24 83/22	controls [1] 129/4
Colin [1] 168/11	commitment [2] 59/18 60/14	concerns [15] 27/12 30/11 36/25 38/10 54/17 61/12 95/17 95/25 130/3 138/19 138/25 139/2 142/11 144/5 156/17	constitute [1] 48/8	conversations [1] 31/13
collaborate [1] 52/24	commits [1] 100/24	concluded [1] 10/5	consultancy [1] 123/21	converted [1] 80/24
collaborating [1] 57/3	committed [3] 31/4 52/7 162/11	conclusion [1] 110/11	consultant [1] 35/2	cooperate [1] 68/20
collaboration [9] 9/20 32/11 40/12 53/11 57/2 69/1 69/13 69/15 85/3	common [5] 3/23 6/10 7/24 92/5 152/9	conclusions [3] 72/9 119/19 157/24	consultants [1] 125/3	cooperation [7] 25/14 30/20 53/4 53/11 67/18 68/23 69/1
collaborative [3] 54/25 67/9 86/4	Commonwealth [1] 167/25	condensed [1] 100/2	consultation [2] 72/18 141/13	coordinated [3] 4/1 59/15 141/12
collaboratively [1] 81/7	comms [2] 142/13 142/21	conditions [1] 164/17	Consulting [1] 84/6	coordinating [3] 141/3 143/7 153/25
collapse [1] 94/21	communicate [2] 85/17 85/18	conducted [1] 35/23	consumables [3] 6/22 8/2 114/1	coordination [3] 59/21 138/21 153/11
colleague [6] 27/9 40/12 113/11 113/13 130/15 157/4	communication [1] 26/5	conferences [1] 143/9	consuming [4] 98/2 98/3 98/9 98/11	cope [3] 70/20 73/21 161/4
colleagues [25] 6/19 9/20 18/3 31/17 44/20 75/24 78/16 78/20 78/25 97/14 97/16 98/3 98/5 100/7 114/21 115/10 118/5 118/5 118/22 134/21 141/10 141/20 144/11 171/17 171/19	communications [1] 142/13	confidence [5] 29/1 88/4 88/6 163/1 163/12	contact [9] 16/11 16/12 16/20 18/14 20/22 29/12 34/21 35/1 98/20	core [5] 26/20 82/19 91/25 140/3 163/16
collection [1] 85/6	community [6] 2/6 42/9 45/10 97/14 124/16 127/21	confident [1] 152/10	contacted [1] 35/25	corporate [1] 46/20
collective [1] 27/12	company [7] 33/9 82/24 95/4 111/5 129/22 165/25 167/21	confidential [1] 163/9	contacting [1] 35/14	correct [49] 2/8 2/15 2/24 3/21 6/11 45/6 47/11 48/1 48/12 48/15 48/16 49/2 49/16 50/8 52/20 57/17 62/5 62/18 62/23 63/5 64/11 66/6 67/19 70/2 71/11 74/20 75/8 76/12 76/22 77/23 79/20 81/11 82/12 83/24 90/4 90/9 90/14 91/10
College [1] 33/16	comparable [1] 40/8	confirm [5] 61/6 77/2 78/16 128/20 136/25	contacts [2] 6/2 31/19	
collegiately [1] 23/11	compared [3] 7/18 14/9 66/20	confirmed [1] 12/2	contexts [1] 139/4	
combined [1] 48/1	compatibility [1] 170/11	confronted [1] 8/15	contextual [1] 136/10	
come [24] 4/9 5/13 9/17 9/18 12/23 35/22 60/5 60/9 83/4 83/21 92/25 95/4 103/12 116/5 122/6 125/15 126/25 128/20 134/4 149/22 161/25 166/1 168/5 168/19	competing [1] 28/20	Congress [1] 145/8	contingency [1] 121/7	
comes [4] 5/3 87/2	competition [4] 38/21 39/13 63/22 84/15	connections [1] 61/20	continue [6] 26/8 40/14 52/23 83/8 88/3 157/10	
	competitive [5] 5/20	conscience [1] 104/8	continuing [1] 92/20	
		conscious [3] 42/14 44/21 142/10	continuity [2] 124/11 125/7	
		consequences [3] 73/8 104/12 152/19	continuous [2] 92/21 114/14	

C	country's [1] 55/10	currently [4] 2/6 27/13 27/20 44/11	decided [2] 112/19 112/20	department [12] 4/18 53/24 59/22 64/13 64/21 67/7 67/11 69/8 93/14 93/16 94/5 115/9
correct... [11] 91/14 128/8 137/7 137/8 137/12 138/15 139/13 140/1 141/6 146/25 164/25	counts [2] 97/13 97/17	customer [1] 105/3	decision [10] 15/20 26/10 26/15 29/10 44/19 66/15 73/4 118/7 154/19 169/1	departmental [1] 139/14
correctly [1] 128/25	couple [12] 40/19 44/4 93/3 101/3 106/25 109/16 109/16 114/19 119/15 130/21 151/18 167/2	cut [1] 1/6	deemed [2] 105/23 106/9	departments [2] 98/5 122/6
correspondence [2] 148/18 149/15	course [10] 6/18 37/16 42/9 48/19 69/20 101/17 102/15 102/20 121/1 171/5	cutting [1] 142/2	deep [5] 108/13 153/22 153/23 154/9 154/24	depended [1] 28/12
COSLA [4] 130/3 141/13 142/21 154/22	cover [9] 6/15 7/4 64/4 106/21 107/3 107/12 130/6 130/13 165/9	Cygnus [1] 21/17	deeper [1] 41/17	Dependencies [1] 81/6
cost [7] 9/7 66/3 78/2 78/2 98/11 128/18 164/20	covered [4] 6/16 67/2 107/7 147/1	D	Defence [1] 123/22	depending [1] 117/10
costly [1] 98/9	covering [1] 64/10	DA [1] 28/1	definitely [1] 145/20	deploy [1] 50/25
costs [9] 27/17 63/3 63/23 63/25 64/2 64/5 64/10 77/25 78/9	Covid [22] 21/9 27/2 33/10 34/1 49/4 49/21 51/21 54/9 59/6 59/19 63/8 70/10 73/18 82/24 92/1 126/7 129/22 137/16 147/19 152/20 163/23 167/21	daily [4] 11/21 78/4 116/23 143/8	degree [3] 62/6 142/10 158/22	deputy [2] 137/21 168/12
could [88] 4/18 5/15 8/10 8/14 12/3 12/14 12/24 12/24 13/2 13/3 13/6 14/15 17/17 18/5 19/14 19/16 19/24 21/8 21/13 21/18 21/22 23/9 25/10 35/10 35/11 35/13 36/7 40/20 44/6 54/24 56/8 56/21 58/16 58/25 62/14 62/15 68/8 68/16 69/24 75/13 78/23 85/1 85/2 86/22 90/18 91/8 95/12 98/14 102/14 103/9 103/10 104/15 105/9 105/9 105/10 107/18 108/3 109/4 109/8 112/17 113/6 114/22 116/6 117/2 119/25 121/24 124/18 126/18 132/11 136/7 141/22 142/9 143/25 144/11 145/12 145/14 150/18 152/13 153/14 153/15 153/16 154/7 156/5 156/8 156/15 158/22 159/13 169/12	Covid-19 [11] 21/9 49/4 49/21 51/21 54/9 59/6 59/19 63/8 70/10 73/18 92/1	DAs [4] 26/5 26/8 28/1 30/13	delay [6] 19/10 35/14 35/20 35/21 36/3 116/3	describes [3] 19/8 118/8 150/3
CPs [1] 125/20	create [6] 29/17 39/16 112/7 114/2 114/22 127/6	data [24] 25/14 26/9 42/16 42/22 45/2 53/2 53/2 57/15 58/15 69/7 73/6 74/9 74/11 74/13 77/10 77/15 78/7 79/2 85/5 85/6 85/12 85/22 120/10 122/8	delays [3] 36/6 114/14 115/25	describing [1] 65/21
created [2] 106/22 138/13	creating [1] 134/17	database [4] 76/17 77/17 120/20 132/15	delighted [1] 113/16	description [3] 31/11 92/3 104/24
creation [1] 16/19	credit [1] 112/25	date [12] 22/8 44/2 50/6 50/16 77/11 83/12 83/17 115/7 118/25 142/14 150/20 154/10	deliver [3] 8/9 152/7 153/16	descriptions [1] 144/10
crisis [7] 73/2 102/14 139/15 143/22 143/24 144/23 148/6	critical [7] 10/25 76/3 87/18 97/21 111/10 114/4 131/11	dated [9] 1/24 33/15 46/22 47/1 59/6 63/9 89/10 136/24 146/21	delivered [5] 27/13 62/1 77/25 94/13 116/4	design [1] 108/3
criticism [2] 81/12 111/14	cross [3] 94/23 125/24 142/2	day [19] 11/25 12/9 12/10 12/17 13/15 19/6 50/2 50/2 77/18 119/7 122/6 135/18 135/21 139/24 144/3 158/12 161/10 161/10 172/4	deliveries [3] 56/12 115/24 155/5	designed [1] 138/17
cross-border [1] 94/23	cross-checked [1] 125/24	Day 1 [1] 77/18	delivering [2] 143/5 154/2	designs [2] 79/23 79/23
cross-cutting [1] 142/2	cross-cutting [1] 142/2	day one [1] 144/3	delivery [12] 16/15 16/16 56/8 117/13 118/24 138/24 143/9 151/20 153/7 154/20 155/3 155/6	desire [1] 68/19
crossover [1] 130/24	Crown [1] 81/6	days [18] 4/22 13/16 19/2 55/20 75/22 77/15 77/15 101/3 115/25 116/22 116/22 118/12 146/12 151/2 151/25 155/1 156/24 158/14	delve [1] 41/17	desperate [1] 149/20
crucial [2] 75/15 138/10	cultural [2] 42/10 170/15	deal [6] 61/8 73/5 80/9 117/22 144/4 149/24	demand [34] 6/3 9/2 12/6 12/16 14/6 14/10 14/19 15/23 15/25 16/24 23/14 28/22 38/22 55/9 55/12 56/6 65/17 65/18 70/25 71/1 71/5 71/25 73/2 74/7 93/15 94/17 99/16 106/23 107/3 107/8 114/1 119/2 133/4 133/8	despite [2] 68/19 150/6
cupboard [1] 35/6	current [3] 57/6 90/1 146/21	dealing [4] 84/3 87/2 148/18 160/21	demanding [1] 46/3	destination [1] 11/20
		dealt [4] 127/1 127/3 151/13 156/21	demands [2] 25/4 133/1	detail [2] 79/1 151/15
		dean [1] 2/6	demographic [2] 87/15 87/15	determined [1] 91/12
		debate [1] 28/11	demonstrates [1] 150/6	develop [5] 8/5 52/18 54/14 140/2 168/15
		debates [1] 146/2	dentists [1] 15/12	developed [4] 54/15 73/12 140/6 140/20
		December [2] 1/25 90/3		developing [2] 49/14 58/9
		December 2019 [1] 90/3		development [5] 2/7 9/21 31/17 108/5 120/21
		decide [3] 50/24 60/23 105/11		deviation [1] 107/9
				device [1] 82/6
				devices [2] 76/18 91/18
				devolution [2] 25/4 84/19
				devolved [33] 27/11 27/16 27/22 27/24 29/8 29/10 29/10 29/14 29/16 29/20 30/7 48/20 52/19 54/1 54/18 55/1 56/24 58/23 60/20 60/22 61/19 62/2 62/13 62/15 63/2 64/16 64/18 65/23 73/14

D	140/11 152/8 162/10 170/21 170/24 differently [2] 85/1 85/2 differing [1] 24/16 difficult [13] 15/17 96/19 100/19 121/25 141/18 148/15 149/14 149/25 150/3 151/25 152/3 152/5 162/13 difficulties [9] 22/20 71/14 84/11 118/23 127/8 130/1 144/1 146/6 161/7 difficulty [5] 12/15 150/22 151/2 156/1 156/7 diligence [5] 8/8 9/22 9/23 10/22 29/4 diligently [1] 81/8 diluted [1] 151/3 direct [13] 16/10 16/15 16/16 23/18 29/12 31/16 32/8 36/25 62/24 138/23 154/20 155/5 155/5 directed [2] 64/20 64/21 direction [1] 102/12 directly [11] 7/7 9/17 12/11 14/20 19/15 34/25 81/9 116/14 118/7 128/6 129/19 director [12] 17/11 47/23 48/2 90/1 137/10 137/21 137/25 138/2 138/8 139/11 154/8 168/12 directorate [37] 17/12 17/13 20/13 46/20 91/20 138/13 138/13 138/16 138/18 139/6 139/7 139/14 139/14 139/18 139/24 140/6 140/9 140/11 140/18 141/23 142/1 143/6 143/20 144/3 144/17 144/25 146/10 146/20 147/13 148/18 150/10 150/21 150/24 151/8 152/1 159/24 160/4 directorates [1] 153/8 Directorate-General [1] 139/7 directorates [1] 48/8 directors [1] 164/13 disabilities [1] 23/25 disadvantage [2] 28/24 144/15 disadvantages [3] 28/17 141/24 143/19 disagree [1] 57/19	disagreed [1] 25/13 discouragement [1] 142/15 discover [1] 40/24 discovered [1] 35/5 discretion [1] 24/20 discuss [8] 30/19 41/25 53/13 59/9 86/16 132/20 148/2 170/10 discussed [5] 32/9 32/22 59/10 64/6 119/23 discussing [2] 31/5 120/7 discussion [3] 118/1 118/21 153/25 discussions [5] 40/7 40/8 51/14 114/14 154/24 disparities [3] 131/12 131/19 133/11 disparity [2] 165/22 165/23 dispenser [1] 113/23 disproportionate [2] 131/10 170/6 disruptive [1] 145/3 distinctive [1] 7/13 distribute [4] 92/14 93/21 97/5 98/15 distributed [8] 13/12 16/24 23/14 28/8 34/7 54/8 59/21 81/9 distribution [18] 15/1 16/1 23/19 28/10 36/11 37/24 38/2 53/5 84/8 84/18 92/12 96/23 98/22 122/7 127/21 127/25 132/21 141/15 dive [4] 153/22 153/23 154/9 154/24 diverse [3] 22/10 44/3 170/4 diverted [1] 114/16 division [3] 49/5 49/8 141/11 do [91] 6/4 7/20 8/17 10/20 16/14 17/4 18/1 18/2 20/2 20/8 20/9 21/18 21/21 22/3 22/22 22/25 24/12 24/14 26/13 28/21 28/24 29/12 29/21 30/15 30/15 31/7 31/11 32/2 32/13 36/7 37/12 42/20 44/16 45/8 48/5 48/6 62/6 66/12 66/18 67/14 67/21 67/22 68/8 69/16 70/11 74/4 77/16 78/9 78/11 85/22 86/23 88/17	95/1 96/9 96/17 97/16 98/6 103/25 104/25 105/3 106/19 107/18 112/10 112/10 112/15 113/8 125/1 125/4 125/6 126/21 128/7 134/17 135/3 138/17 144/14 147/6 147/22 148/7 149/10 150/11 152/13 154/20 155/25 158/17 161/2 161/11 161/21 162/11 163/10 167/10 167/11 doctors [1] 34/10 document [5] 13/9 63/6 122/12 147/3 147/5 documented [2] 110/8 131/18 documents [3] 38/4 136/7 146/19 does [20] 11/21 19/9 19/12 19/12 20/4 20/7 29/4 83/5 101/14 106/17 114/23 118/21 118/22 121/9 121/9 121/9 121/10 165/7 165/24 172/1 doesn't [8] 31/25 36/5 41/9 45/7 47/18 83/16 87/6 97/11 doing [21] 9/7 10/13 12/8 12/12 32/1 42/18 44/11 45/8 58/18 98/11 100/17 116/23 144/13 152/6 152/9 154/23 157/19 161/9 161/16 162/14 163/5 domestic [5] 29/17 39/16 83/1 101/22 141/8 domestically [1] 29/19 don't [49] 10/10 12/9 12/12 24/16 24/25 25/1 31/14 31/15 32/22 36/4 38/19 40/9 41/25 45/5 58/13 58/17 60/18 61/8 64/22 78/5 83/7 85/16 85/25 95/12 96/4 121/22 124/10 125/14 128/15 128/16 128/25 131/14 133/6 140/22 143/23 156/7 157/18 161/15 162/2 165/15 165/23 166/18 166/24 169/3 169/5 169/8 169/12 169/15 170/9 Donald [1] 130/2 done [23] 21/13 21/19 21/22 38/10 43/11 53/19 77/9 79/8 81/25 82/4 87/9 106/7	108/15 108/22 124/5 127/14 154/7 157/9 161/14 161/15 166/23 167/1 167/8 double [3] 37/9 82/15 118/12 double-check [1] 37/9 doubt [2] 102/18 149/22 down [20] 4/21 17/8 19/22 20/21 32/1 34/8 56/23 66/1 77/13 91/9 124/11 125/7 132/4 145/24 146/8 149/6 151/7 157/3 157/4 157/9 Dr [12] 23/1 23/3 23/12 33/7 34/22 82/22 129/20 167/19 173/6 173/11 173/17 173/23 Dr Macaskill [4] 23/1 23/3 23/12 34/22 DR MITCHELL [4] 33/7 82/22 173/6 173/11 Draeger [1] 78/21 drafted [2] 20/11 122/23 draw [1] 142/2 drawing [3] 65/25 120/6 120/23 drawn [3] 54/6 54/11 157/21 dress [1] 170/15 drives [1] 162/25 drove [1] 69/13 due [13] 8/7 8/13 8/24 9/22 9/23 10/21 12/23 17/24 29/4 95/4 95/5 99/17 123/15 dumped [1] 39/6 during [22] 2/18 2/23 3/2 6/18 13/12 21/16 29/18 31/10 45/2 49/3 90/10 96/21 96/22 131/17 131/23 132/7 132/12 147/18 149/3 153/12 154/24 167/11 duties [4] 44/17 44/21 86/24 164/13 Duty [3] 44/18 86/21 87/1
E			each [9] 25/16 26/16 38/16 48/25 55/9 82/5 92/3 124/16 124/17 earlier [17] 13/25 14/6 22/4 34/19 35/18 40/12 43/15 43/17 58/17 63/7 64/25 66/15 77/25 110/1	

E	104/15 114/19 118/2 149/19	10/12 17/23 70/16 70/19 73/21 78/8 121/18 154/1 162/2	120/9 133/23 140/3	82/25 84/10 102/21 127/7 129/25 130/5 136/4 136/6 136/10 136/11 141/18 145/10 145/13 151/20 156/11 165/4 171/25
earlier... [3] 129/25 159/23 166/25	embassies [5] 30/21 37/16 59/11 167/24 168/6	ensure [26] 3/11 14/16 17/17 21/13 23/9 42/5 44/16 44/23 47/15 50/13 64/17 73/16 76/17 81/8 86/24 87/23 108/20 116/15 125/25 132/22 142/4 144/25 153/12 154/6 170/13 171/10	essentially [6] 50/12 64/4 64/12 70/14 139/15 164/19	evidenced [1] 52/6
earliest [1] 151/25	embassy [4] 30/22 168/2 168/2 169/1	ensuring [9] 2/21 43/23 44/2 52/1 82/17 83/10 87/19 133/23 171/7	establish [1] 100/13 established [21] 6/9 8/1 8/3 8/7 8/13 8/20 8/25 14/14 17/12 17/13 17/15 19/13 26/4 39/2 54/20 58/7 73/17 80/3 146/10 152/10 164/21	evident [3] 4/24 16/5 96/6
early [19] 13/17 14/3 17/12 19/10 49/4 55/20 62/1 68/10 68/11 75/22 122/24 123/4 148/14 149/3 151/2 153/12 153/17 156/23 160/11	embedded [4] 43/24 99/14 109/1 109/7	entail [1] 11/24	establishing [3] 15/23 18/13 35/19	exact [1] 140/14
easing [1] 155/18	emergencies [2] 26/8 150/17	entailed [1] 130/9	establishment [3] 16/9 17/5 150/24	exactly [4] 20/8 44/10 99/6 157/17
easy [3] 121/18 163/7 163/10	emergency [8] 49/4 52/17 63/16 96/10 130/25 148/6 159/8 162/8	enterprise [13] 9/21 61/2 61/5 61/21 100/7 100/13 101/11 101/18 102/1 102/8 110/20 168/17 168/20	et [2] 93/15 100/9	example [15] 6/20 16/13 18/13 21/3 21/24 22/6 42/19 55/25 77/16 85/23 94/4 95/2 95/21 143/10 158/7
echoes [1] 152/14	emerging [2] 6/2 95/17	entirely [8] 22/25 26/16 29/25 49/11 102/18 111/13 126/1 160/19	et cetera [2] 93/15 100/9	examples [6] 67/21 68/9 68/25 93/3 110/13 150/18
Economic [1] 2/7	emphasis [1] 81/14	entirety [1] 83/5	ethnic [16] 41/14 41/21 42/3 86/15 87/7 131/6 131/9 131/19 132/24 134/2 134/7 134/8 166/12 166/17 169/25 170/14	Excel [2] 143/10 164/15
economies [2] 8/16 8/18	emphasised [1] 67/17	entities [1] 38/16	ethnically [2] 22/10 44/3	excellence [1] 58/6
effect [3] 105/13 166/11 166/18	empowered [1] 145/1	entitled [2] 122/13 146/20	EU [1] 167/12	except [2] 14/13 40/6
effective [3] 55/13 68/23 126/18	enable [4] 26/4 57/6 59/20 120/21	entity [1] 47/19	European [1] 96/5	exception [1] 116/1
effectively [14] 17/8 38/6 42/5 60/24 98/15 99/20 139/17 145/4 151/9 155/10 156/5 156/14 164/12 164/20	enabling [2] 76/20 144/18	entry [3] 105/14 127/10 127/12	even [9] 14/9 14/9 14/10 17/2 31/3 35/22 45/1 114/15 135/18	exchange [3] 25/14 25/15 40/11
effectiveness [4] 69/3 80/23 101/14 161/23	encouraged [1] 26/10	envelope [1] 30/5	even particularly [1] 135/18	excuse [1] 39/6
efficacy [1] 83/6	encouraging [1] 144/18	environments [1] 33/18	event [3] 20/6 93/21 94/18	executed [1] 148/19
effort [3] 91/13 102/11 112/19	end [7] 5/4 19/4 20/4 98/2 112/20 112/20 158/12	envisaged [1] 95/12	eventual [1] 66/10	executive [5] 47/13 47/19 48/3 108/20 139/10
efforts [3] 59/10 114/5 147/16	endeavoured [1] 129/10	EPRR [3] 49/5 49/8 51/13	eventually [2] 157/13 167/3	executives [1] 47/21
eight [1] 97/11	endeavouring [1] 153/18	equal [3] 25/10 69/14 85/4	Events [1] 20/18	exercise [3] 38/18 72/18 79/11
either [2] 112/24 170/22	ended [2] 101/6 132/3	Equalities [1] 44/17	eventual [1] 66/10	exercised [1] 24/19
Ekatah [1] 76/6	engage [5] 40/7 52/24 92/21 100/8 153/10	equality [7] 32/25 43/23 44/18 86/20 86/21 86/25 87/1	eventually [2] 157/13 167/3	exercises [6] 21/12 21/17 69/21 70/1 81/25 159/19
Ekatah's [1] 78/6	engaged [2] 64/16 109/3	equally [2] 12/24 159/20	ever [3] 12/9 95/11 150/1	exist [2] 22/1 47/19
elaborate [2] 44/6 131/20	engagement [6] 2/7 39/25 53/19 108/16 108/18 142/20	equip [1] 81/16	every [16] 11/25 11/25 12/9 34/14 78/13 104/5 104/5 104/6 104/7 109/10 113/23 114/24 115/16 119/7 122/6 134/16	existing [3] 6/4 60/1 100/21
elective [1] 125/10	engaging [1] 145/2	equipment [23] 2/18 14/21 26/6 72/16 73/2 73/7 74/19 75/5 75/21 76/17 79/5 80/10 80/11 80/13 80/17 81/4 81/9 84/9 85/11 91/16 100/5 101/1 167/7	everybody [5] 68/12 99/8 102/11 124/17 142/6	exists [3] 32/4 162/16 162/16
element [2] 50/22 50/25	England [18] 4/2 9/10 10/9 14/9 31/2 36/17 38/14 38/15 40/21 40/22 42/25 60/23 67/15 67/24 75/11 114/16 122/3 124/24	equally [2] 12/24 159/20	everybody's [2] 69/16 103/7	expand [5] 7/19 70/11 95/1 130/12 159/13
elements [3] 7/23 16/1 121/7	English [3] 31/2 36/18 168/1	equip [1] 81/16	everyone [1] 76/24	expanded [5] 15/3 87/11 107/21 108/8 167/2
elicit [1] 31/9	enhance [1] 44/8	equipment [23] 2/18 14/21 26/6 72/16 73/2 73/7 74/19 75/5 75/21 76/17 79/5 80/10 80/11 80/13 80/17 81/4 81/9 84/9 85/11 91/16 100/5 101/1 167/7	everything [6] 19/23 67/8 92/6 124/17 126/25 127/3	expect [6] 12/12 29/2 29/5 31/23 32/2 80/16
else [7] 12/13 39/7 107/20 118/17 119/17 121/15 133/19	enhanced [2] 72/25 74/3	errors [1] 126/1	evidence [37] 2/4 4/10 4/13 4/15 9/10 10/5 22/15 24/6 33/13 37/19 39/20 40/23 41/1 41/2 41/3 47/7 64/7 74/17 75/2 79/16	expectations [2] 30/12 143/8
else's [1] 30/2	enormity [1] 158/21	especially [3] 10/22 149/3 162/24	essential [4] 91/12	expected [10] 12/1 12/2 13/1 13/25 37/6 53/14 56/6 56/12 95/11 149/13
elsewhere [3] 101/6 123/19 161/10	enormous [2] 113/21 161/18	essentially [6] 50/12 64/4 64/12 70/14 139/15 164/19		expecting [1] 56/8
email [14] 9/18 16/11 17/17 20/7 34/25 113/4 113/7 113/11 114/4 117/17 117/24 118/4 118/8 156/2	enough [10] 5/8			expensive [1] 123/22

E	143/8 fact [36] 1/22 4/1 5/6 5/18 19/5 24/17 41/7 52/6 57/14 57/15 57/18 58/8 62/7 67/17 68/1 68/20 74/21 75/14 75/19 78/15 79/5 79/14 79/24 80/25 81/3 90/15 106/2 113/5 115/3 118/13 144/2 148/4 155/12 157/21 161/8 165/13 factored [1] 44/22 factories [1] 100/9 factors [1] 84/16 factory [1] 119/14 fail [2] 96/3 144/21 failed [5] 50/24 94/24 101/11 102/1 105/21 failure [1] 95/15 failures [2] 17/23 17/24 fair [5] 10/11 13/18 23/5 81/3 149/10 fairly [1] 70/25 fall [2] 51/23 169/13 fallen [1] 34/8 familiar [5] 13/9 59/1 72/20 80/12 81/1 familiarisation [1] 63/11 familiarity [1] 29/10 Families [3] 27/2 126/7 163/23 fantastic [1] 124/13 far [11] 52/10 61/13 67/20 75/19 80/5 80/10 82/10 88/18 95/6 123/11 168/18 fashion [1] 11/10 fast [2] 9/13 102/21 fast-moving [1] 102/21 favour [2] 29/9 39/7 FCO [3] 30/21 59/23 167/25 feature [1] 7/14 features [2] 53/9 53/10 February [6] 51/13 52/1 56/13 64/24 67/1 96/1 February '21 [1] 67/1 February 2020 [2] 51/13 52/1 February 2021 [1] 56/13 fed [1] 110/8 federated [1] 84/7 Federation [5] 41/14 86/15 108/19 131/6 169/25 feed [1] 43/5	feedback [1] 42/25 feel [3] 73/15 124/3 157/18 feeling [4] 23/16 148/8 149/23 149/25 Fellowship [1] 76/3 felt [7] 24/21 39/12 81/1 99/25 149/18 152/22 154/25 female [1] 166/16 FEMHO [7] 41/14 43/21 86/15 131/6 131/11 133/21 170/1 few [7] 77/14 90/6 98/8 115/25 123/2 123/3 158/7 FFP [1] 131/25 FFP3 [23] 13/15 22/7 33/25 44/2 50/11 51/15 55/25 87/9 87/11 95/2 95/5 110/21 111/9 113/8 114/24 115/1 115/3 115/17 132/12 132/14 132/18 133/12 134/24 FFP3 masks [1] 33/25 FFP3s [6] 115/6 116/18 116/22 117/2 132/1 132/2 field [1] 8/11 figures [4] 105/25 156/10 157/9 157/10 fill [3] 76/23 105/4 105/8 final [8] 32/6 44/15 65/12 79/8 79/11 133/20 134/5 135/21 finally [3] 56/14 65/10 81/24 finance [2] 64/17 121/20 find [4] 16/13 34/12 41/1 168/5 finding [1] 100/18 Findings [1] 147/10 fine [3] 70/24 120/25 121/2 finish [1] 24/2 finishing [1] 158/18 firefighter's [1] 160/16 firefighters [1] 160/17 first [54] 1/5 6/6 6/7 7/13 7/23 18/21 18/24 18/25 24/5 24/16 25/2 26/22 27/8 30/20 31/15 33/12 34/16 35/15 46/19 53/6 54/11 60/3 69/24 77/20 80/14 82/21 83/20 83/21 98/8 99/25 106/18 106/24	106/24 110/18 111/21 122/18 130/16 130/19 131/18 137/21 138/10 139/16 140/17 147/1 148/21 153/20 153/24 154/5 154/10 154/25 160/3 163/18 163/24 170/17 First Minister [6] 24/5 153/20 153/24 154/5 154/10 154/25 firstly [3] 44/6 86/23 168/5 Fish [1] 20/18 fit [35] 22/7 22/9 33/19 42/1 42/10 44/1 44/8 50/13 87/6 87/21 87/24 88/1 88/7 112/11 112/11 112/18 113/2 113/19 113/21 114/22 114/24 115/2 115/11 115/12 115/14 115/17 131/24 132/2 132/6 132/11 132/15 132/15 134/7 134/13 146/2 fit testing [2] 22/7 114/22 fits [4] 73/12 87/12 166/6 166/11 fitting [3] 87/9 166/15 167/6 five [4] 50/24 117/17 117/19 155/1 five years [2] 117/17 117/19 fix [1] 163/10 flavour [3] 104/10 105/16 158/10 flip [1] 113/17 flow [4] 54/21 91/18 91/21 99/20 flu [2] 51/8 72/2 fluid [2] 117/9 119/3 fluid-resistant [2] 117/9 119/3 focus [7] 2/17 59/20 91/12 124/12 125/8 125/13 138/7 focused [6] 32/10 52/21 59/14 72/13 97/20 134/24 focusing [1] 63/2 follow [5] 12/11 36/15 37/3 37/8 107/18 follow-up [1] 37/8 following [7] 27/3 133/8 140/6 153/23 154/24 155/2 172/4 food [1] 92/6 Forbes [3] 27/9 30/10 64/15 fore [1] 146/17	forefront [2] 44/19 87/1 foreign [2] 30/23 167/25 foremost [1] 139/16 foresee [1] 4/18 foreshortened [1] 167/9 forgive [7] 28/3 32/19 33/2 39/18 76/4 76/8 76/10 form [3] 105/5 105/7 170/24 formal [2] 26/4 37/5 formalise [1] 54/7 former [4] 24/4 24/15 24/24 146/21 formula [2] 28/10 165/12 forward [14] 43/22 50/12 51/5 57/5 69/4 71/13 96/9 107/8 109/4 109/6 115/21 124/1 132/14 134/15 found [3] 32/8 33/22 168/7 foundations [1] 139/21 four [45] 3/9 4/2 9/16 13/1 24/2 25/17 26/17 28/9 28/21 30/20 32/11 37/17 38/25 49/22 52/15 52/24 53/6 53/11 53/12 53/19 53/22 55/7 56/17 58/21 61/9 65/13 65/18 67/2 67/8 68/18 68/23 69/18 72/25 73/14 74/4 85/13 86/2 99/25 103/12 106/19 120/5 120/14 141/3 155/1 158/17 four hours [1] 158/17 four weeks [1] 106/19 fourth [1] 34/24 Foyer [3] 145/11 145/17 150/3 fraction [1] 123/23 fragmentation [3] 73/3 162/9 162/13 framework [4] 43/3 103/20 116/13 122/13 frameworks [3] 92/5 96/12 134/17 France [5] 95/5 95/8 111/24 111/24 111/25 frank [2] 37/6 45/5 frankly [1] 87/5 fraud [2] 101/12 102/2 free [1] 128/13 Freeman [20] 1/5
F	face [7] 5/15 33/24 87/8 102/15 106/4 125/4 158/21 faced [4] 41/22 51/9 132/25 162/10 faces [1] 132/2 facilitate [1] 55/8 facilitated [1] 75/23 Facilities [1] 90/12 facing [2] 102/12			

F
Freeman... [19] 1/12
 1/14 1/16 1/20 21/15
 26/25 41/11 41/13
 41/18 45/24 49/24
 61/10 64/7 72/12
 88/13 95/19 129/24
 152/24 173/3
French [2] 95/4
 95/21
Friday [2] 130/11
 130/13
friend [3] 36/13
 82/25 84/1
front [5] 13/5 19/14
 34/10 42/7 56/21
frontline [3] 27/18
 63/4 106/20
frustrating [1] 144/9
full [8] 1/18 33/24
 46/16 56/5 89/6 104/6
 136/19 146/12
full-face [1] 33/24
fullness [1] 90/8
fully [4] 21/11 69/25
 79/9 162/22
function [2] 92/11
 92/12
functional [1] 168/13
functions [4] 90/25
 91/1 91/15 91/25
fund [1] 165/18
fundamental [1] 70/8
funding [14] 27/8
 28/1 30/5 52/7 52/9
 54/21 64/13 64/19
 65/4 65/7 65/9 165/9
 165/9 165/12
funeral [2] 128/3
 164/13
further [8] 131/1
 155/5 155/13 156/10
 158/3 161/14 161/14
 169/17
future [26] 20/6
 29/20 43/22 44/5
 44/25 45/18 51/5
 61/24 72/16 73/5
 73/22 85/1 85/2 86/18
 99/13 109/1 109/2
 109/9 122/13 124/6
 125/5 133/21 133/22
 159/4 160/5 170/13
Futures [1] 71/7

G
gaps [2] 4/24 98/13
gather [1] 77/15
gathering [3] 5/22
 5/24 6/1
gave [4] 7/16 99/5
 132/5 155/6
gazumped [2] 14/17

37/20
gearing [1] 152/11
gender [1] 170/23
general [10] 10/4
 21/1 47/23 48/2 78/7
 120/5 139/7 139/11
 140/15 145/10
generally [5] 27/23
 104/4 115/24 124/14
 158/14
generated [1] 99/18
generating [2] 33/23
 108/1
Germany [1] 95/8
get [26] 16/3 17/1
 19/4 22/21 26/14
 30/15 34/7 37/4 38/9
 39/9 51/17 66/24
 72/11 78/18 95/5 98/6
 99/2 103/10 105/9
 112/17 113/17 124/2
 143/3 155/7 155/25
 157/9
getting [19] 37/12
 43/15 66/19 84/14
 84/24 98/17 101/7
 101/7 103/8 112/1
 112/12 123/1 125/2
 125/2 125/12 133/14
 153/9 155/22 156/10
give [20] 1/18 20/17
 46/15 89/6 90/18
 90/19 100/24 100/25
 101/15 104/10 104/23
 105/9 105/16 109/15
 121/23 131/25 136/18
 141/22 150/18 158/10
given [18] 2/4 26/11
 32/15 33/13 36/14
 47/6 72/25 80/25
 83/12 88/18 112/24
 127/18 129/9 131/8
 131/18 160/15 170/8
 171/22
gives [8] 24/13 28/22
 85/8 97/11 97/22
 97/24 120/10 163/1
giving [2] 47/7
 163/12
glance [1] 12/3
Glasgow [3] 2/8
 141/11 168/8
glitches [2] 19/19
 22/4
global [13] 4/20 5/20
 6/2 6/3 14/5 14/8
 14/12 15/15 28/20
 29/20 75/5 96/10
 102/22
globally [1] 98/10
globe [1] 31/18
go [22] 14/10 15/2
 16/13 20/23 29/22
 40/20 56/22 64/22

71/1 80/3 83/21 97/10
 101/24 105/3 111/19
 113/10 117/24 119/16
 130/9 135/19 148/1
 148/24
going [31] 1/7 5/5 5/7
 5/24 17/2 26/21 28/25
 39/22 50/6 50/20
 50/25 54/21 74/9
 74/15 82/21 83/12
 83/17 88/15 92/23
 94/9 99/3 107/8
 110/13 115/21 117/18
 128/15 129/4 134/15
 138/7 151/18 163/18
gone [4] 19/22 50/16
 87/25 106/15
good [28] 1/4 1/17
 25/5 26/25 27/1 39/11
 40/4 41/13 69/5 77/16
 86/14 88/25 89/4 89/5
 95/2 97/7 99/2 99/11
 126/5 126/6 131/5
 136/18 144/12 163/21
 163/22 165/25 169/22
 169/23
goodbye [1] 135/19
goods [1] 59/16
Gordon [4] 89/1 89/2
 89/7 173/14
got [34] 5/5 8/24
 12/12 12/13 41/2
 55/22 56/3 57/11
 57/22 72/5 74/5 75/3
 88/4 92/11 93/17
 97/12 97/19 98/2
 111/5 112/9 119/7
 119/13 122/7 124/13
 125/3 125/9 126/8
 130/13 131/24 135/17
 157/3 157/4 161/5
 161/8
governance [2]
 54/23 160/1
government [63]
 9/18 15/19 19/15
 20/13 20/14 20/16
 21/8 21/10 25/4 25/7
 26/5 27/6 27/7 27/21
 29/5 29/23 30/22
 39/25 44/9 44/10
 45/15 45/16 47/10
 48/3 48/23 54/1 54/2
 56/24 62/14 64/3 67/4
 67/21 69/24 72/18
 73/2 73/5 79/17 79/19
 81/5 91/7 93/6 93/18
 99/19 104/1 104/2
 128/3 129/10 130/11
 132/14 134/12 137/6
 138/21 139/8 141/20
 142/3 144/11 146/17
 152/24 158/4 161/1
 161/18 164/5 168/3

Government's [3]
 16/2 59/18 60/14
governments [3]
 9/15 59/15 62/16
governments' [1]
 27/16
gown [2] 108/3 108/3
gowns [6] 13/14
 107/24 107/25 108/1
 108/11 108/12
GP [1] 15/12
grants [1] 36/14
granular [2] 76/1
 79/1
grateful [7] 33/5
 40/18 46/2 129/17
 135/6 135/22 169/19
great [1] 69/14
greater [4] 38/22
 45/12 85/8 157/8
Gregory [2] 76/6 78/6
Gregory Ekatah's [1]
 78/6
grips [1] 43/16
ground [3] 61/6
 100/6 100/8
group [10] 42/8
 74/23 76/4 80/16 82/1
 82/4 98/20 99/3
 126/13 126/14
grouping [1] 53/21
groups [9] 87/3 87/7
 125/15 131/22 131/22
 132/24 166/17 170/14
 170/22
growing [1] 5/20
grown [2] 167/1
 168/15
guarantee [2] 27/20
 62/14
guess [10] 66/19
 95/2 116/17 121/10
 123/1 133/1 133/2
 162/18 165/13 165/17
guidance [8] 11/9
 11/12 24/17 24/21
 42/11 42/13 43/2
 94/11

H
had [180]
had a [2] 80/16
 130/18
hadn't [3] 37/13
 108/14 142/25
half [1] 147/1
Hancock [7] 4/11
 30/18 31/10 31/23
 37/1 41/6 95/16
Hancock's [1] 4/15
hand [7] 12/1 12/5
 13/8 21/7 63/14 97/18
 97/18
handed [1] 56/4

handling [2] 34/4
 107/10
hands [1] 140/13
handwashing [1]
 113/23
happen [4] 31/25
 95/11 104/4 160/19
happened [5] 20/21
 68/9 95/13 123/2
 155/2
happening [14]
 36/22 37/3 40/24 41/9
 44/25 56/9 85/19
 95/13 95/22 96/7
 99/24 106/24 125/10
 125/11
happens [2] 73/14
 95/14
hard [5] 62/19 68/13
 70/22 167/9 167/10
has [17] 1/8 9/9 14/6
 34/8 36/13 38/3 51/10
 74/17 82/11 83/4
 83/25 102/20 109/2
 109/3 145/6 161/14
 161/15
have [198]
having [24] 4/25 18/1
 25/9 28/14 34/6 40/7
 50/6 50/16 52/8 74/13
 84/17 87/19 88/4 88/6
 96/12 96/14 96/17
 97/8 115/14 116/21
 117/16 125/14 149/24
 161/21
he [28] 4/17 4/17
 4/21 5/4 17/12 17/21
 18/5 18/5 19/12 23/5
 25/2 26/3 30/18 31/8
 35/3 35/3 35/4 35/5
 73/4 74/3 74/8 76/9
 76/15 84/2 89/1 118/8
 120/10 126/14
he's [4] 72/17 74/2
 76/7 76/14
head [2] 89/23 123/1
heading [2] 63/15
 123/10
health [75] 2/11 2/20
 2/22 4/2 4/10 5/12
 6/17 6/23 6/24 7/14
 11/14 12/7 16/21
 18/14 20/12 20/13
 20/15 20/22 21/25
 31/6 37/1 42/6 42/20
 43/1 45/13 46/21 47/9
 47/21 47/24 48/2 48/8
 48/10 48/14 48/20
 48/24 49/4 53/12
 53/24 60/21 61/11
 61/12 64/13 64/21
 67/7 67/11 69/8 73/24
 87/16 89/23 90/23
 90/24 91/4 93/14

H	171/21	165/8	hubs [15] 16/9 23/15 127/23 130/22 130/22 130/23 130/25 153/6 153/6 153/7 153/11 153/15 153/18 153/21 155/6	I go [1] 29/22 I guess [10] 66/19 95/2 116/17 121/10 123/1 133/1 133/2 162/18 165/13 165/17 I had [6] 10/12 30/8 35/1 154/22 156/8 159/12 I have [7] 28/12 33/10 41/8 44/4 86/16 114/19 169/17 I held [1] 138/3 I hope [2] 95/13 117/18 I instructed [1] 5/5 I just [3] 40/20 119/21 123/6 I kind [1] 149/12 I knew [2] 149/23 157/5 I know [12] 10/3 24/17 31/25 45/25 67/23 88/14 88/16 117/9 120/17 161/25 165/11 165/11 I left [2] 44/9 44/13 I may [6] 2/6 52/14 62/11 65/12 94/10 110/18 I maybe [1] 55/14 I mean [7] 60/18 68/11 123/6 142/1 156/23 158/11 166/24 I might [3] 36/10 36/15 144/15 I need [1] 38/12 I never [3] 37/5 37/6 39/12 I now [1] 32/2 I pressed [1] 167/17 I presume [1] 19/17 I put [2] 25/21 102/24 I reassure [1] 125/24 I recall [3] 140/7 155/15 168/18 I represent [4] 43/21 43/21 86/14 131/5 I right [1] 74/21 I said [4] 14/6 34/18 100/18 134/11 I saw [3] 12/9 88/13 122/1 I say [1] 166/20 I see [3] 65/6 66/24 115/4 I shall [3] 46/6 88/20 135/23 I should [6] 47/18 61/1 111/12 163/7 166/14 167/13 I summarise [1] 98/1 I suppose [2] 116/3 121/12 I suspect [3] 63/11
health... [22] 93/16 94/5 95/17 96/10 96/25 97/16 98/3 108/19 113/21 115/9 119/1 132/8 133/2 139/6 139/11 139/15 139/17 139/19 141/1 153/20 156/4 170/19 Health Secretary [4] 4/10 5/12 31/6 95/17 Health-related [1] 47/9 healthcare [31] 8/6 14/21 26/6 41/15 41/20 41/21 72/16 73/2 73/7 84/7 84/9 86/15 91/16 97/6 110/21 120/16 131/6 131/9 131/20 132/23 133/24 135/13 142/4 145/23 152/12 156/4 166/11 166/13 169/25 170/5 170/7 hear [5] 1/3 76/23 120/18 169/10 169/16 heard [35] 9/9 22/16 33/13 37/19 37/25 39/20 49/24 51/16 74/17 75/2 75/11 78/3 79/16 79/21 83/25 84/10 85/10 90/18 95/16 95/18 97/25 102/20 102/20 103/3 114/9 124/23 127/7 136/12 141/18 145/6 151/19 152/24 153/4 165/4 167/2 hearing [4] 1/10 6/7 17/10 172/4 Heartening [1] 122/20 heavily [2] 100/18 123/20 heightened [1] 45/9 held [15] 2/14 13/11 13/19 14/3 49/22 55/19 85/9 90/3 109/20 120/15 137/9 137/18 138/3 153/22 168/23 Helen [1] 22/16 help [34] 9/16 17/25 18/5 25/16 36/5 42/4 45/24 46/4 88/12 88/15 88/17 92/24 100/8 102/16 103/11 103/17 103/21 104/9 108/2 108/9 116/15 121/9 123/23 128/10 135/14 149/20 149/21 164/4 164/8 168/1 169/6 169/7 170/16	helped [1] 116/6 helpful [9] 32/5 58/4 58/19 65/6 65/11 81/23 111/3 129/14 164/23 helpfully [5] 1/21 18/19 46/18 89/8 116/5 helping [6] 92/20 108/14 116/9 116/13 116/14 139/21 helpline [14] 16/9 16/10 16/10 17/6 17/15 18/7 18/20 20/7 34/16 35/15 35/19 140/7 140/8 149/17 helps [2] 72/23 132/19 Henry [1] 136/20 her [7] 24/13 30/4 129/25 129/25 130/2 145/13 165/18 Her Majesty's [2] 30/4 165/18 here [30] 4/14 20/21 39/8 57/1 57/4 63/2 63/15 64/1 71/16 72/15 76/14 77/13 77/20 78/6 81/12 81/25 114/21 117/13 117/24 118/4 118/5 118/11 120/7 121/7 124/6 132/1 141/17 148/13 162/10 171/20 here's [2] 20/20 20/22 Hi [1] 113/15 high [6] 9/2 9/10 10/8 33/18 148/15 149/23 high-risk [1] 33/18 higher [3] 24/22 131/10 132/25 highly [1] 15/16 him [5] 17/13 18/6 35/7 41/7 76/10 hindsight [2] 29/2 141/25 his [13] 4/10 4/13 17/12 18/4 24/6 24/7 25/25 30/17 35/23 118/8 126/12 168/10 168/10 historically [1] 166/6 hit [3] 87/20 90/8 96/21 hm [8] 22/14 24/3 39/23 64/12 65/22 122/16 124/4 124/7 HM Treasury [2] 64/12 65/22 HMT [3] 52/9 52/13 165/8 HMT-allocated [1]	hold [9] 16/22 82/14 93/19 93/20 94/2 94/3 103/20 132/17 132/17 holding [3] 51/10 71/23 94/17 home [5] 15/5 15/10 23/23 167/1 168/15 home-grown [2] 167/1 168/15 homegrown [1] 167/4 homes [17] 16/15 23/7 23/13 23/16 127/25 128/3 130/19 142/5 151/21 152/7 152/7 152/20 152/21 153/9 153/14 154/2 155/3 honest [1] 31/23 Honeywell [8] 110/24 111/2 111/5 112/7 112/13 112/16 113/8 167/5 hoods [1] 132/9 hope [2] 95/13 117/18 hospital [3] 15/2 78/13 122/6 hospitals [15] 75/13 92/15 97/6 97/9 97/23 99/2 99/3 99/10 112/14 113/18 116/9 116/20 116/23 122/5 133/4 hot [3] 39/21 75/2 99/6 hour [1] 158/16 hours [6] 123/15 158/7 158/10 158/14 158/17 171/16 how [56] 8/5 9/12 10/14 11/11 19/10 20/20 22/3 22/4 28/14 34/11 37/1 37/22 39/10 52/21 54/14 54/20 60/17 61/16 61/23 66/12 66/13 75/2 75/18 78/14 78/17 78/18 83/15 85/16 86/21 93/10 95/6 97/1 97/12 98/14 101/20 102/22 104/14 106/19 110/17 111/17 111/18 130/9 131/11 132/22 132/24 134/1 140/2 152/24 156/19 161/11 162/11 165/7 167/8 168/5 170/3 171/5 however [8] 50/4 60/1 73/4 77/9 77/12 77/14 118/7 121/3 hub's [1] 154/1		

I	I've [21] 5/23 31/19 32/15 32/15 32/23 35/1 41/15 42/15 46/1 61/20 84/23 119/22 124/13 126/8 128/24 131/24 140/13 153/22 157/19 160/15 167/2	97/2 98/23 99/22 100/16 131/8 134/18 150/11 170/6 impacts [1] 114/5 implement [2] 21/11 154/9 Implementation [1] 71/9 implemented [8] 47/17 70/4 77/14 82/11 85/7 104/20 154/25 155/1 implementing [1] 96/24 implied [1] 111/14 imply [1] 62/9 importance [5] 21/24 23/22 41/19 44/1 162/20 important [12] 14/23 76/19 85/20 86/22 93/12 109/10 109/15 119/10 136/9 161/10 162/19 171/4 importantly [2] 22/11 137/15 imported [1] 110/25 imposing [1] 45/25 impossible [1] 167/11 impression [2] 55/12 68/15 impressive [1] 16/8 improve [4] 16/4 36/7 57/15 86/18 improved [9] 20/1 35/21 43/2 45/3 57/3 58/16 69/12 69/12 170/4 improvement [6] 73/19 92/22 144/19 145/1 153/13 154/5 improvements [7] 8/6 16/6 16/18 21/11 36/8 44/7 66/25 improving [2] 43/22 133/23 inadequacy [1] 70/8 inadvertently [1] 76/10 include [2] 4/5 59/13 included [4] 47/9 67/15 91/17 134/14 including [10] 5/6 34/3 47/7 55/18 90/25 109/21 123/20 137/10 141/1 162/10 inclusive [1] 170/14 incomprehensible [1] 166/10 inconsistent [1] 145/25 incorporate [2] 134/1 134/8	increase [4] 6/5 71/22 78/9 78/19 increased [4] 6/2 51/11 66/16 85/6 increasing [1] 78/3 incrementally [1] 82/16 incurred [3] 63/24 64/5 123/23 incurring [2] 27/17 63/3 indeed [30] 39/18 45/23 52/3 82/14 88/11 88/12 99/10 104/1 125/21 129/16 131/2 135/5 137/3 137/14 137/19 141/7 141/16 141/24 145/9 146/7 147/6 151/17 156/17 159/12 160/10 163/14 163/17 164/11 169/18 171/14 indefinite [1] 116/4 independent [1] 62/20 indicated [1] 2/4 indication [1] 166/20 individual [10] 16/12 23/7 23/13 23/16 38/15 38/23 42/20 114/25 134/19 156/15 individually [1] 38/17 individuals [8] 34/25 36/3 42/3 103/9 104/11 131/24 148/20 149/2 Industry [1] 108/19 inequalities [1] 166/4 inevitability [1] 115/2 inevitably [6] 38/22 72/13 83/15 115/20 144/10 144/21 infection [5] 11/8 42/14 131/10 131/19 132/9 inflated [1] 129/8 influenza [3] 3/5 3/13 50/1 Info [1] 113/7 inform [4] 42/12 114/5 132/16 134/20 information [27] 23/14 34/12 40/11 55/9 57/5 57/13 75/12 77/18 97/17 98/6 98/13 103/24 105/5 105/8 105/10 120/11 121/2 129/12 129/13 136/10 153/14 162/23 163/6 163/8 163/10 168/19 171/3 informed [1] 11/14 infrastructure [1] 7/14	initial [8] 36/3 49/6 52/16 99/17 106/7 111/25 112/10 155/3 initially [8] 20/24 23/14 50/23 54/6 65/22 99/5 140/23 144/22 initiate [1] 155/13 initiative [1] 79/19 injustice [1] 157/19 innovation [3] 8/6 141/11 168/10 input [2] 11/3 11/4 INQ000108737 [2] 13/6 63/10 INQ00018737 [1] 21/6 INQ000242496 [1] 56/20 INQ000320497 [1] 122/17 INQ000470065 [1] 147/4 INQ000474864 [2] 72/11 119/25 INQ000476864 [1] 25/24 INQ000483631 [1] 113/3 INQ000493484 [1] 41/24 INQ000495258 [1] 76/2 INQ000496582 [1] 58/25 INQ000498141 [1] 46/22 INQ000502505 [1] 117/16 INQ000512475 [1] 46/25 INQ000512904 [2] 136/24 170/10 INQ000521969 [2] 89/10 131/15 INQ000531855 [2] 1/24 18/17 INQUIRY [40] 1/15 1/18 1/21 1/23 2/4 5/23 9/9 10/18 10/20 11/6 24/7 27/4 35/1 44/1 46/3 46/14 46/16 47/7 48/19 69/20 74/16 83/1 83/25 89/3 89/6 89/8 102/20 109/8 129/1 129/12 135/15 136/17 136/18 136/22 145/6 171/22 173/4 173/10 173/15 173/21 Inquiry's [1] 136/6 inside [2] 16/19 20/22 insights [2] 133/25
----------	---	---	--	---

I	invasive [1] 75/14 inventory [5] 85/7 96/24 96/25 97/22 121/19 investigation [2] 35/5 136/12 investment [2] 82/8 168/8 invited [1] 156/2 invoices [1] 8/24 involve [3] 108/16 138/22 138/23 involved [18] 49/6 49/8 49/13 74/23 74/25 85/19 120/18 130/14 137/22 140/4 140/8 143/1 143/21 149/17 154/21 154/23 157/7 157/8 involvement [4] 49/10 74/18 74/21 141/3 involving [1] 42/9 Ireland [1] 59/14 Iris [1] 21/17 is [291] is the [1] 109/14 isn't [5] 78/7 81/14 88/14 122/24 167/18 ISO9001 [1] 110/5 issue [21] 18/11 30/20 31/1 31/5 36/10 45/5 49/18 65/12 72/16 83/5 87/6 102/15 106/19 111/18 112/6 113/3 114/22 129/23 130/9 149/15 150/9 issued [3] 11/12 99/21 130/18 issues [52] 15/1 16/12 18/9 19/15 23/20 26/6 30/19 31/12 34/22 65/4 65/7 65/9 69/23 85/23 92/20 92/23 99/9 104/19 109/24 110/7 110/14 110/14 110/17 111/12 111/18 112/4 114/23 117/13 140/22 140/23 144/4 145/19 145/20 145/20 146/16 148/1 149/16 149/18 149/21 150/3 150/8 150/12 151/13 159/25 160/11 160/12 160/13 162/8 162/9 166/17 169/4 170/11 it [360] it's [64] 1/22 1/24 4/13 7/13 9/1 13/6 18/17 20/20 21/6 28/3 32/18 41/9 44/3 46/3 48/1 48/23 51/16	56/20 57/4 63/10 71/24 71/25 72/1 72/2 76/5 79/7 81/14 81/14 86/12 88/3 88/5 89/10 90/21 90/23 93/12 95/13 99/13 101/5 105/1 105/2 109/7 109/15 111/13 115/18 115/18 117/24 119/21 119/25 124/16 127/7 129/9 129/23 131/3 131/11 131/25 134/22 136/24 144/24 145/13 149/12 162/18 163/10 165/23 171/17 item [5] 11/25 12/21 14/21 104/7 109/10 item -- thinking [1] 109/10 items [10] 4/5 6/16 6/17 11/20 50/5 50/9 57/6 92/5 102/8 122/5 iteration [1] 140/17 iterative [1] 11/9 its [29] 3/23 7/25 8/17 8/22 8/22 9/2 12/7 15/10 18/22 21/14 22/5 31/20 38/1 38/17 39/3 51/19 55/8 64/13 83/5 83/6 90/8 90/21 91/8 109/11 139/24 140/17 145/10 161/4 170/11 itself [2] 38/7 39/19 Ivan [1] 168/9 Ivan McKee [1] 168/9	joint [4] 3/8 52/15 59/21 102/11 jointly [1] 27/11 July [4] 17/8 65/3 65/4 122/15 July 2020 [1] 65/3 June [11] 2/10 13/4 21/5 33/16 63/9 63/20 65/4 82/4 138/1 138/10 158/13 June 2018 [1] 2/10 June 2020 [1] 138/10 June 2021 [5] 13/4 21/5 33/16 63/9 63/20 June/July 2020 [1] 65/4 just [77] 3/22 5/4 16/17 23/3 26/11 27/4 29/18 36/20 39/22 40/19 40/20 41/17 43/10 43/10 43/25 46/1 49/19 53/1 55/19 56/19 70/9 70/13 70/23 71/15 76/23 77/12 78/24 80/3 81/14 81/16 83/4 83/18 85/9 85/10 87/18 88/4 88/13 90/5 90/18 90/19 93/4 94/9 94/16 95/8 96/9 101/2 103/7 103/16 104/4 104/8 104/9 107/3 108/9 110/11 112/2 114/2 114/5 114/11 115/23 116/9 116/18 118/25 119/21 123/6 127/14 129/23 135/19 142/4 143/16 145/6 146/16 147/7 152/7 152/22 154/12 164/8 171/18 Justice [2] 27/3 163/24 Justice UK [1] 27/3	85/11 91/16 92/21 106/18 147/10 157/20 157/21 160/13 kick [1] 130/16 kick-off [1] 130/16 kind [30] 5/25 20/20 39/13 68/1 75/5 97/9 97/20 97/20 98/7 99/9 103/15 107/7 107/17 112/5 118/21 122/7 122/25 124/21 130/24 132/7 132/18 132/18 134/13 134/22 143/2 144/22 149/12 153/17 155/9 171/18 Kingdom [1] 40/22 kit [3] 6/18 6/21 51/19 knew [17] 66/21 75/18 75/19 78/17 78/18 97/7 100/20 100/22 102/10 103/10 107/2 108/10 116/24 124/21 148/5 149/23 157/5 knit [1] 121/23 know [77] 2/17 6/19 10/3 20/22 22/3 22/4 24/17 31/25 33/15 33/21 36/25 37/2 37/7 37/7 39/24 40/9 41/8 41/22 45/25 50/8 52/4 54/23 55/25 66/12 67/23 69/16 74/9 78/5 80/9 84/23 85/16 86/6 87/5 88/14 88/16 99/7 102/7 103/11 103/15 103/16 104/16 106/24 107/13 108/17 109/9 111/4 112/5 114/16 116/11 117/9 119/15 120/17 120/25 121/4 121/25 122/25 124/7 124/15 124/16 124/20 124/21 125/9 125/10 128/15 128/16 161/25 162/2 163/3 165/11 165/11 165/15 165/23 166/18 166/24 169/3 169/8 169/12 knowing [1] 85/22 knowledge [7] 2/1 12/6 37/9 47/3 89/12 137/1 162/2 knowledgeable [1] 11/10 known [2] 111/4 152/18
	J	JACT [1] 59/22 jam [1] 155/9 January [12] 4/17 4/22 5/1 5/2 47/24 48/2 51/25 53/18 95/18 96/1 137/7 138/4 January 2020 [2] 4/17 4/22 January 2021 [4] 47/24 48/2 137/7 138/4 January 2022 [1] 53/18 Jeane [6] 1/5 1/12 1/14 1/20 129/24 173/3 job [3] 93/25 144/10 161/10 John [3] 25/23 84/2 119/11 Johnson [1] 24/6 joined [1] 99/12 joined-up [1] 99/12 joining [2] 89/22 148/25	K Kate [1] 27/9 KC [22] 26/23 33/7 41/12 82/22 86/13 126/4 129/20 131/4 163/19 167/19 169/21 173/5 173/6 173/7 173/11 173/12 173/16 173/17 173/18 173/22 173/23 173/24 keen [1] 148/5 keep [2] 96/19 119/22 keeping [1] 44/1 kept [1] 133/13 key [21] 2/18 14/21 51/3 51/6 53/9 53/10 69/23 71/12 76/13 76/16 78/22 82/3 84/9	L lack [7] 19/10 145/22 149/7 150/15 156/18 158/25 159/8 Lady [35] 1/4 1/6

L	led [14] 4/7 27/21 29/3 29/7 30/9 62/14 72/23 79/19 95/14 96/24 119/18 141/10 151/3 153/21 left [8] 12/21 13/8 21/7 44/9 44/13 63/14 83/21 106/19 left-hand [3] 13/8 21/7 63/14 legal [3] 47/19 137/10 162/10 legally [1] 162/11 lend [1] 153/13 length [3] 7/24 31/20 57/20 lengthy [1] 157/19 Leslie [1] 169/24 less [5] 75/19 81/21 83/12 83/14 113/19 lesson [5] 51/6 71/10 83/3 86/22 109/5 lesson-learning [1] 71/10 lessons [14] 20/5 51/3 69/19 69/22 71/13 81/24 85/14 102/5 122/13 133/22 134/25 135/2 157/22 157/25 let [6] 44/15 124/12 133/20 134/4 143/2 161/17 let's [1] 39/25 letter [2] 27/14 58/22 level [32] 8/10 13/21 20/23 24/22 29/4 37/23 42/16 43/16 50/12 50/15 51/21 56/10 56/11 68/22 69/10 71/22 71/23 71/24 75/18 75/18 76/1 77/2 79/1 80/22 82/15 85/15 112/12 112/18 114/7 130/4 142/6 149/23 level 3 [1] 75/18 levels [7] 14/3 51/12 55/18 71/24 73/3 97/23 149/24 leverage [3] 14/15 28/23 39/4 liaised [1] 4/4 liaising [1] 168/14 liaison [1] 4/6 licence [1] 111/25 licences [1] 99/21 licensing [1] 99/20 lies [1] 161/13 life [3] 81/25 135/9 158/9 lifetime [1] 96/8 light [1] 134/5 like [51] 5/21 7/1	8/12 8/21 9/24 12/14 12/22 14/17 17/1 18/11 20/19 20/23 24/20 28/9 34/9 37/5 38/21 40/8 47/6 51/17 53/2 56/7 56/12 70/10 72/14 73/10 87/25 88/1 88/13 90/25 91/1 99/25 103/22 104/19 115/6 116/10 117/1 117/21 120/4 125/10 135/11 135/19 141/17 142/17 150/15 152/22 160/22 161/11 164/13 167/22 171/19 likely [3] 4/18 55/24 87/20 liken [1] 113/22 limit [3] 83/15 104/13 104/14 limited [8] 27/12 50/4 50/9 62/3 62/6 62/10 63/24 122/2 limiting [1] 82/5 line [10] 4/14 16/11 17/25 19/14 34/11 42/7 56/14 130/25 139/16 145/15 line 11 [1] 145/15 lines [3] 56/7 97/20 119/5 link [3] 34/6 34/8 121/5 lips [2] 133/15 133/17 list [5] 32/18 46/1 88/13 120/10 136/7 lit [1] 12/3 literally [1] 77/4 little [9] 37/20 41/17 77/12 97/25 113/6 123/15 124/3 124/22 151/19 live [1] 104/23 local [11] 16/9 23/15 31/19 99/21 120/22 127/23 132/8 133/3 133/3 133/8 143/11 locally [7] 55/19 77/7 85/9 97/18 100/13 109/12 132/8 locally-agreed [1] 109/12 locally-based [1] 100/13 located [2] 31/17 139/6 locations [1] 75/21 lockdown [1] 146/12 locked [1] 146/1 log [1] 155/9 logistic [1] 22/3 logistical [2] 15/22 16/3	logistics [3] 92/8 92/11 110/6 long [29] 1/24 13/14 14/14 28/3 39/2 39/4 39/15 46/22 47/1 57/20 58/14 66/12 66/13 86/17 89/10 96/15 96/18 99/25 100/24 100/25 107/25 114/19 123/15 134/2 134/9 136/24 137/5 150/25 167/17 long-established [2] 14/14 39/2 long-sleeved [1] 107/25 long-standing [1] 39/4 long-term [5] 96/15 96/18 100/24 134/2 134/9 longer [9] 39/8 70/3 72/1 82/8 101/4 115/16 134/13 151/1 157/13 longer-term [3] 70/3 82/8 134/13 longstanding [2] 5/18 8/1 look [37] 2/25 6/5 10/2 13/3 18/15 18/24 21/3 39/25 41/1 43/22 55/2 56/19 58/20 63/6 63/13 86/18 92/25 96/11 96/20 100/1 105/6 110/13 110/17 113/3 113/6 117/16 119/25 120/4 121/1 122/17 128/14 129/2 132/14 133/21 145/14 147/3 160/20 looked [6] 12/14 56/7 56/12 64/24 146/16 154/6 looking [30] 10/14 27/25 37/9 38/17 38/25 38/25 40/1 40/2 40/2 43/12 44/5 51/4 60/17 60/18 69/3 72/15 93/4 96/9 109/3 111/17 112/8 123/2 124/1 129/19 133/22 147/7 147/9 157/5 160/3 161/7 lose [1] 119/4 losing [3] 23/17 83/6 84/12 lot [14] 9/9 20/11 75/2 75/22 77/21 79/16 81/21 87/10 100/20 103/15 112/19 124/3 124/8 130/19 lots [8] 39/20 79/22 102/20 112/14 116/12	116/15 121/21 141/18 low [9] 12/19 12/21 13/11 13/18 13/19 14/4 42/16 97/3 149/24 lower [1] 156/21 lowered [1] 42/21 luckily [1] 100/6 luxury [1] 125/14 Lyreco [8] 128/4 128/7 128/13 164/6 164/9 164/16 165/14 165/19
			M	
			Macaskill [5] 23/1 23/3 23/12 34/22 130/3 MacBean [1] 168/11 machines [3] 80/23 80/25 119/6 made [24] 10/6 16/6 16/18 35/9 36/22 38/9 39/12 42/15 64/19 66/15 66/22 102/23 107/24 110/20 114/6 115/16 126/13 131/21 144/25 145/3 150/23 154/10 154/20 164/4 magnitude [1] 125/5 mailbox [2] 18/20 155/22 mailboxes [2] 103/7 104/12 main [2] 7/21 75/9 maintained [1] 38/1 Majesty's [2] 30/4 165/18 majority [2] 62/8 62/21 make [37] 7/11 7/15 9/25 10/13 16/23 18/7 24/14 26/17 31/25 36/8 40/1 41/9 45/18 61/13 61/14 61/21 77/10 78/13 78/23 80/6 80/15 94/8 98/4 100/9 101/9 103/24 109/17 111/23 112/2 134/6 142/12 146/9 147/18 148/5 153/18 158/24 171/2 make-up [1] 171/2 makes [3] 82/17 121/16 122/9 making [10] 22/7 22/8 26/10 26/15 29/10 44/19 72/5 103/23 150/1 171/4 manage [6] 26/8 83/9 83/9 93/25 98/22 110/10 managed [2] 109/25 126/23	

M	mask [7] 33/18 112/2 112/7 112/16 115/11 115/16 133/14	118/9 119/18 133/20 134/4 135/11 140/1 145/14 149/12 152/5 156/6	middle [4] 5/1 164/13 166/22 166/23	160/2
management [19] 7/17 7/21 49/9 49/10 51/4 79/6 84/5 92/8 92/16 92/18 93/8 96/24 96/25 97/22 121/20 131/17 138/2 139/16 144/16	masks [29] 13/15 22/7 33/25 44/2 50/11 55/25 67/24 87/9 87/11 106/4 111/9 113/1 113/22 115/13 115/15 115/19 115/21 116/1 116/6 116/7 116/7 117/7 117/9 119/3 119/6 132/6 133/12 134/7 166/15	mean [17] 9/12 11/22 37/12 60/18 62/20 68/11 70/11 93/9 95/1 98/23 104/14 123/6 142/1 156/23 158/11 159/22 166/24	might [29] 8/5 10/14 12/14 16/13 34/25 36/10 36/15 38/7 39/8 39/14 42/17 45/20 53/14 54/12 61/24 75/10 78/15 78/25 88/16 92/17 103/12 104/17 106/6 106/11 120/4 144/15 150/18 159/22 163/2	mm-hm [6] 22/14 24/3 39/23 122/16 124/4 124/7
manager [1] 157/5	massive [1] 114/3	meaning [3] 83/19 102/18 103/8	Mike [1] 118/4	MoD [2] 124/24 125/2
manages [1] 49/1	master [1] 116/11	means [8] 9/3 13/21 19/14 24/24 37/10 94/6 113/20 161/9	million [9] 63/15 63/18 63/21 67/23 67/24 115/6 115/7 116/18 117/1	model [12] 22/1 55/10 115/1 120/4 120/8 120/12 120/24 121/10 154/1 160/16 162/14 166/6
managing [3] 11/16 92/19 93/13	material [5] 57/21 58/13 58/17 111/22 112/1	meant [4] 8/9 8/11 94/23 114/5	mind [5] 43/25 76/9 142/24 160/16 161/25	modelled [1] 49/25
mandate [2] 167/6 170/25	materials [1] 101/2	measure [1] 39/17	mine [1] 126/2	modelling [13] 12/8 12/16 53/2 55/9 55/13 55/18 55/20 57/25 94/17 99/16 106/23 121/15 162/5
manner [1] 135/9	Matt [2] 4/11 30/18	measures [3] 42/4 133/10 159/21	minimising [2] 9/6 82/5	models [2] 79/12 160/15
Manners [14] 25/23 72/8 72/15 72/22 73/11 74/1 84/2 119/11 119/19 120/1 120/3 120/7 120/24 121/6	Matt Hancock [2] 4/11 30/18	mechanism [2] 98/25 99/11	minister [13] 18/4 22/16 24/5 24/15 24/24 29/23 37/1 153/20 153/24 154/5 154/10 154/25 168/9	module [11] 1/22 2/10 25/22 32/12 46/1 46/2 46/19 136/22 137/15 138/6 145/7
Manners-Bell [3] 25/23 84/2 119/11	matter [8] 45/7 45/19 48/21 83/7 115/19 134/20 159/6 164/3	mechanisms [3] 60/24 86/6 143/9	ministerial [6] 18/3 126/13 126/22 127/17 139/18 141/12	Module 3 [1] 145/7
Manners-Bell's [1] 119/19	matters [6] 35/10 48/10 60/22 155/3 168/3 171/8	median [4] 18/21 19/1 19/24 156/24	ministerial/MSP [1] 127/17	Module 5 [1] 25/22
manual [6] 75/23 77/1 77/4 97/13 97/16 98/1	maximum [2] 59/20 82/6	medical [12] 2/18 5/25 59/5 76/17 76/18 77/2 79/5 80/17 85/11 100/5 134/3 134/10	ministers [14] 7/6 7/16 25/11 48/10 53/13 53/17 58/8 59/24 64/17 91/5 142/19 142/20 143/7 157/10	moment [6] 5/13 43/25 83/2 109/7 125/16 134/11
manufacture [4] 29/11 100/14 101/22 141/9	may [40] 2/6 2/14 22/1 22/15 27/10 28/5 29/3 40/25 43/12 43/13 44/10 46/11 52/14 62/11 65/12 66/15 66/21 67/16 67/23 68/11 70/24 72/12 72/24 73/1 73/19 89/1 92/25 94/10 99/22 101/14 108/24 110/18 114/2 120/18 124/1 125/24 129/1 133/2 148/14 166/24	medicines [1] 92/7	ministry [1] 123/21	Monday [3] 1/1 113/8 130/16
manufactured [3] 109/19 110/24 115/16	May 2020 [5] 27/10 28/5 43/13 67/16 67/23	meet [12] 12/15 27/21 30/12 34/6 54/11 62/15 71/5 88/5 88/8 108/3 111/8 131/21	minorities [3] 134/2 134/7 134/9	money [5] 10/23 57/2 112/22 166/1 171/7
manufacturer [2] 82/5 115/1	May 2021 [2] 2/14 44/10	meeting [6] 26/6 31/22 36/21 59/9 130/11 130/16	minority [15] 41/14 41/21 42/2 42/6 86/15 87/3 87/7 131/6 131/9 131/19 132/24 166/13 166/17 169/25 170/7	monitor [2] 26/7 88/3
manufacturer's [1] 34/2	maybe [10] 51/6 55/14 61/1 65/3 72/4 80/3 162/14 162/16 162/16 163/5	meetings [7] 32/7 32/7 32/23 32/24 53/16 65/17 168/23	minute [1] 32/12	monitored [1] 83/18
manufacturers [1] 94/12	McCourt [1] 118/4	megabit [1] 104/18	Mitchell [16] 33/6 33/7 40/17 82/21 82/22 86/10 129/19 129/20 131/2 167/18 167/19 169/18 173/6 173/11 173/17 173/23	month [2] 16/17 18/21
manufacturing [2] 119/8 119/9	McKee [2] 168/9 168/24	member [2] 89/19 144/2	mitigate [1] 4/24	months [5] 98/8 123/3 123/3 130/21 138/10
many [12] 10/19 40/25 75/18 78/17 78/18 80/9 80/9 102/18 147/15 150/18 158/8 158/8	me [34] 1/3 9/17 11/25 12/11 14/23 18/10 20/16 28/3 32/19 33/2 34/25 35/2 35/3 35/22 35/23 35/24 39/6 39/18 44/15 75/24 76/8 76/10 95/7 114/17	members [5] 33/17 33/21 35/25 87/25 147/16	mm [24] 19/4 22/14 24/3 36/12 39/23 98/21 105/24 106/16 110/16 113/14 117/15 117/23 118/3 119/20 120/19 122/14 122/16 123/14 123/17 124/4 124/7 126/11 126/20	morale [2] 149/24 156/17
March [11] 1/1 63/19 96/22 110/19 115/4 118/25 123/4 130/12 137/16 148/14 158/12	mentioned [10] 6/6 8/16 11/3 22/11 43/25 100/12 101/6 110/1 127/6 145/7	memory [1] 50/22	morning [20] 1/4 1/5 1/17 26/25 27/1 33/11 33/13 34/5 41/13 41/16 63/8 84/10 88/14 95/18 97/25 119/24 156/12 158/15 158/19 172/2	morale [2] 149/24 156/17
March 2020 [2] 63/19 96/22	merely [2] 1/7 41/3	mention [2] 72/18 134/5		
marked [1] 107/15	merit [1] 84/16	mentioned [10] 6/6 8/16 11/3 22/11 43/25 100/12 101/6 110/1 127/6 145/7		
marker [1] 32/1	messages [6] 24/10 24/17 142/13 142/13 147/10 148/2	mentioned [10] 6/6 8/16 11/3 22/11 43/25 100/12 101/6 110/1 127/6 145/7		
market [16] 5/20 14/5 14/12 15/15 26/7 28/20 39/21 65/25 66/4 66/10 75/3 98/10 100/19 102/22 112/3 112/4	met [6] 42/5 53/13 108/20 109/11 109/18 113/16	mentioned [10] 6/6 8/16 11/3 22/11 43/25 100/12 101/6 110/1 127/6 145/7		
marketplace [2] 118/20 119/4	metrics [1] 118/19	mentioned [10] 6/6 8/16 11/3 22/11 43/25 100/12 101/6 110/1 127/6 145/7		
marking [1] 109/21		mentioned [10] 6/6 8/16 11/3 22/11 43/25 100/12 101/6 110/1 127/6 145/7		

M
Morris [14] 26/21
 26/23 32/13 33/4
 125/22 126/3 126/4
 129/16 163/18 163/19
 167/16 173/5 173/16
 173/22
most [9] 39/3 77/8
 115/24 118/11 124/20
 151/24 152/16 162/18
 171/9
motion [1] 137/25
mouthful [1] 76/5
move [16] 20/17
 36/10 43/20 44/15
 51/2 54/15 66/10
 74/15 76/25 109/6
 115/19 115/21 118/16
 119/4 133/20 161/11
moved [4] 52/13
 55/22 67/6 70/12
moves [1] 25/2
moving [15] 4/21
 37/19 51/25 55/4
 77/12 82/16 83/25
 102/21 115/2 132/20
 133/15 133/17 144/19
 161/6 162/4
Mr [61] 1/11 4/15
 18/3 19/8 19/19 30/17
 31/8 31/10 31/11
 31/23 34/18 35/22
 37/1 40/19 41/6 41/11
 44/1 45/23 46/10
 82/20 82/25 84/2
 86/12 88/11 88/24
 89/2 89/4 95/16 95/25
 126/5 126/10 126/12
 128/23 131/3 131/5
 131/8 135/5 135/7
 135/17 135/20 136/2
 136/16 137/5 139/20
 143/17 146/9 153/4
 157/18 163/14 163/17
 163/21 164/3 166/24
 168/24 169/20 169/22
 170/2 171/14 171/24
 173/14 173/20
Mr Beattie [11] 89/4
 95/25 126/5 128/23
 131/5 131/8 135/7
 135/20 153/4 164/3
 166/24
Mr Cackette [14]
 19/8 19/19 30/17 31/8
 126/12 137/5 139/20
 143/17 146/9 157/18
 163/14 163/21 169/22
 170/2
Mr Cackette's [1]
 31/11
Mr Dey [1] 18/3
Mr Dey's [1] 34/18

MR GORDON [2]
 89/2 173/14
Mr Hancock [5]
 31/10 31/23 37/1 41/6
 95/16
Mr Hancock's [1]
 4/15
Mr McKee [1] 168/24
Mr Stoate [12] 1/11
 44/1 46/10 82/20
 82/25 84/2 88/24
 126/10 135/17 136/2
 163/17 171/24
Mr Thomas [9] 40/19
 41/11 45/23 86/12
 88/11 131/3 135/5
 169/20 171/14
MS [50] 1/14 1/16
 21/15 26/21 26/23
 26/25 30/10 32/13
 33/4 33/6 40/17 41/11
 41/13 41/18 45/24
 46/13 46/15 49/24
 61/10 64/7 64/15
 72/12 82/21 82/23
 86/10 86/14 86/18
 88/12 88/13 95/19
 97/25 125/22 126/3
 126/4 129/16 129/19
 131/2 145/17 150/3
 152/24 163/18 163/19
 167/16 167/18 169/18
 173/3 173/5 173/9
 173/16 173/22
Ms Forbes [2] 30/10
 64/15
Ms Foyer [1] 150/3
Ms Freeman [12]
 1/16 21/15 26/25
 41/11 45/24 49/24
 61/10 64/7 72/12
 88/13 95/19 152/24
Ms Lamb [6] 46/15
 82/23 86/14 86/18
 88/12 97/25
Ms Mitchell [7] 33/6
 40/17 82/21 86/10
 129/19 131/2 167/18
Ms Morris [8] 26/21
 32/13 33/4 125/22
 126/3 129/16 163/18
 167/16
MSP [3] 27/9 126/22
 127/17
MSPs [4] 9/17 35/23
 126/14 142/20
much [62] 2/3 2/16
 15/13 21/23 33/4
 34/13 40/17 41/10
 43/22 45/6 45/19
 45/23 45/24 46/5 47/5
 47/20 48/13 51/9
 55/17 67/9 72/2 79/4
 83/15 85/8 85/17

86/10 87/4 88/11
 88/12 88/17 88/19
 89/14 91/24 97/12
 97/24 98/14 104/14
 116/9 122/9 123/7
 125/21 126/3 129/16
 131/2 135/5 135/16
 136/14 136/21 137/4
 138/5 142/24 151/1
 151/6 158/6 163/14
 163/17 167/16 169/18
 171/6 171/12 171/14
 171/20
multiple [2] 96/13
 121/23
must [4] 135/9 156/6
 156/9 168/19
mutual [7] 25/15 38/1
 67/15 67/18 67/20
 68/4 68/18
mutually [1] 112/20
my [121] 1/4 1/6 1/17
 2/17 5/17 10/12 10/19
 15/8 18/3 26/19 26/19
 26/24 27/5 28/6 29/14
 29/25 29/25 30/1 30/1
 30/14 32/6 32/17
 32/18 32/23 32/25
 33/2 33/2 36/13 36/24
 37/8 39/1 40/16 40/16
 41/5 43/4 43/20 44/15
 44/20 45/14 45/17
 45/22 45/22 46/5
 46/11 47/19 57/18
 60/5 64/11 67/10
 68/15 73/19 74/11
 79/8 81/18 82/18
 82/18 82/25 84/1
 84/23 86/8 86/8 86/22
 88/10 88/10 88/25
 90/25 92/4 93/18
 107/23 108/22 112/23
 122/21 125/19 125/19
 125/23 125/24 126/21
 127/16 128/16 128/22
 129/4 129/15 131/1
 131/12 131/18 133/20
 134/4 135/4 135/4
 135/11 135/22 136/3
 136/9 136/15 138/3
 140/13 152/14 153/22
 154/7 158/14 159/16
 159/20 160/14 161/2
 163/15 163/15 163/20
 166/4 166/14 166/20
 167/14 167/15 168/13
 169/7 169/10 169/15
 169/15 169/24 171/13
 171/13 172/1
my Lady [4] 1/6 1/17
 129/15 136/9
myself [4] 86/11
 142/17 156/8 168/23

N
name [7] 1/19 6/9
 46/16 89/6 122/18
 136/19 169/24
namely [2] 84/13
 139/25
nation [3] 37/15
 72/25 141/3
national [53] 4/8 6/23
 7/3 48/23 49/12 52/22
 73/18 76/16 76/20
 76/25 77/17 85/7
 89/22 90/1 90/2 90/10
 90/24 90/24 90/25
 91/2 91/11 91/19
 91/25 92/4 93/7 93/18
 93/25 96/25 97/8
 98/19 102/14 102/25
 103/19 103/20 104/11
 110/5 113/12 115/5
 115/5 116/13 117/6
 122/4 122/7 123/24
 126/21 127/22 128/6
 132/21 132/22 143/24
 146/12 148/6 148/6
nationally [3] 85/9
 97/7 97/19
nations [45] 3/9 3/23
 4/2 9/16 24/2 25/18
 26/17 28/9 28/21
 30/20 32/11 37/17
 38/25 40/22 49/15
 49/23 52/15 52/24
 53/6 53/11 53/12
 53/20 53/22 54/18
 55/7 56/17 58/21 59/9
 60/20 61/9 65/13
 65/17 65/18 67/3 67/8
 68/18 68/23 69/18
 73/7 73/14 74/4 85/13
 86/2 120/6 120/14
nature [11] 5/7 8/4
 11/11 14/5 38/13
 70/20 94/21 102/21
 143/22 150/17 159/1
near [2] 35/6 113/20
neatly [1] 119/18
necessarily [5] 20/12
 34/14 64/22 73/8
 73/21
necessary [6] 25/3
 44/16 51/19 86/24
 109/20 157/13
need [54] 5/8 10/7
 13/24 15/25 17/2 17/4
 19/9 20/3 20/10 20/17
 30/15 38/12 41/25
 42/6 45/14 45/17 55/2
 55/25 63/11 64/22
 69/14 70/15 71/2 71/3
 72/7 73/15 76/16 77/9
 80/9 80/15 85/3 85/4
 86/5 87/20 88/3 88/6

106/13 107/7 108/8
 118/16 128/14 128/20
 131/14 139/1 140/22
 143/1 150/18 155/13
 156/13 159/4 159/4
 159/16 170/9 171/9
needed [41] 5/6 6/4
 6/17 8/5 9/13 11/15
 12/16 15/2 15/18
 16/14 23/8 24/21
 34/11 34/17 35/4
 43/16 54/18 55/17
 58/12 64/14 67/12
 68/14 68/17 76/18
 77/15 77/21 81/16
 84/24 97/5 98/15
 103/24 106/6 112/13
 112/18 124/19 132/2
 133/6 152/21 153/15
 156/3 158/6
needing [1] 50/17
needs [25] 27/21
 45/2 54/12 59/13
 59/16 62/15 73/5
 73/13 87/17 88/5 88/8
 111/3 111/8 114/24
 115/1 122/9 131/22
 134/2 134/8 159/20
 162/6 170/4 170/14
 170/18 170/21
negative [1] 31/16
negotiate [2] 9/3
 118/17
negotiated [1]
 118/13
negotiating [1] 30/23
negotiation [1] 64/14
negotiations [1]
 114/8
negotiators [1] 168/1
network [1] 59/24
networks [3] 60/19
 61/18 75/24
never [11] 5/8 37/5
 37/6 39/12 39/12
 69/11 95/11 95/13
 95/14 96/7 158/22
nevertheless [1]
 144/13
new [29] 9/13 10/1
 10/1 14/18 16/1 34/5
 59/25 61/4 63/16
 63/22 70/4 73/18
 79/22 79/23 80/13
 80/17 96/24 99/19
 107/2 113/24 141/23
 142/1 143/19 144/17
 144/19 148/17 152/13
 152/15 157/6
newly [1] 138/13
newness [1] 144/22
news [4] 104/5 104/6
 104/6 104/7
News at 10 [1] 104/6

<p>N</p> <p>News at 6 [1] 104/6 next [17] 21/23 29/7 30/17 33/6 79/2 85/24 88/25 107/4 125/21 127/16 127/21 136/15 158/19 158/25 159/5 159/19 166/4</p> <p>NHS [46] 6/13 8/2 9/2 13/13 14/8 16/11 16/19 17/16 22/19 23/2 31/2 36/18 38/13 38/14 47/13 47/17 47/18 48/4 48/25 49/7 50/2 51/14 51/20 52/3 52/3 55/23 63/16 76/19 79/15 79/25 81/9 82/8 87/23 89/16 89/22 89/23 90/2 91/2 92/6 100/21 113/4 113/12 124/15 124/20 124/24 139/11</p> <p>NHS England [1] 124/24</p> <p>NHS Scotland [1] 91/2</p> <p>nicer [1] 79/4</p> <p>Nicola [2] 24/4 24/11</p> <p>night [1] 158/16</p> <p>no [45] 1/7 4/7 10/5 14/23 14/23 25/12 32/8 34/1 39/8 63/22 72/1 73/6 81/12 81/13 81/13 81/13 82/17 96/8 101/10 101/25 102/18 111/13 111/15 115/16 115/19 118/17 124/9 126/16 126/25 127/3 127/12 127/20 128/20 131/1 146/25 147/24 149/22 155/13 157/2 157/2 157/13 161/12 165/2 169/5 169/17</p> <p>nobody [1] 35/6</p> <p>noise [1] 127/6</p> <p>non [8] 50/9 101/12 102/2 103/1 103/5 107/25 162/21 162/24</p> <p>non-competitive [1] 162/21</p> <p>non-NSS [2] 103/1 103/5</p> <p>non-pandemic [1] 50/9</p> <p>non-performance [2] 101/12 102/2</p> <p>non-sterile [1] 107/25</p> <p>none [1] 112/17</p> <p>normal [10] 3/19 9/24 38/18 103/18 107/9 107/9 107/12</p>	<p>107/19 108/11 135/18</p> <p>normally [3] 108/6 108/12 113/1</p> <p>Northern [1] 59/14</p> <p>Northern Ireland [1] 59/14</p> <p>not [105] 9/15 9/25 10/7 10/7 10/16 14/13 14/17 14/24 15/2 17/2 19/23 20/12 21/11 21/16 21/21 21/21 22/25 23/17 24/12 24/18 25/8 25/10 25/13 29/4 30/2 31/23 32/18 32/25 33/12 33/18 34/3 34/7 34/14 35/4 35/15 37/14 37/20 39/8 40/3 40/4 40/7 40/24 41/9 45/6 45/6 45/8 45/15 50/20 50/21 52/25 55/19 59/24 60/25 62/14 67/11 70/19 71/17 72/1 72/24 73/21 74/10 76/7 78/11 78/25 81/16 83/21 84/16 84/24 85/9 85/23 87/18 88/4 91/21 96/8 100/4 103/3 104/3 105/12 105/23 107/3 108/24 108/25 111/15 113/18 114/4 117/18 118/20 123/22 125/2 125/2 132/11 132/11 140/13 142/4 148/19 149/25 155/4 158/21 159/5 161/18 163/7 163/10 165/11 169/10 171/5</p> <p>note [6] 53/12 56/23 70/7 75/10 84/4 153/23</p> <p>Nothing [1] 149/11</p> <p>notice [1] 161/12</p> <p>Notwithstanding [1] 148/8</p> <p>now [46] 2/17 15/22 21/15 21/18 22/3 32/2 33/9 34/5 36/25 37/7 41/11 45/15 46/6 47/13 48/5 51/10 59/11 60/6 60/10 60/11 60/17 70/22 71/23 73/23 79/6 83/2 83/7 85/1 86/12 97/22 108/25 113/20 115/15 117/18 118/22 122/9 122/12 129/18 131/3 132/13 135/20 141/25 155/4 162/16 163/7 167/18</p> <p>NSS [99] 4/7 5/17 6/1 6/6 6/8 7/1 7/4 7/13 7/16 7/22 7/25 8/17</p>	<p>9/12 9/19 11/4 11/14 11/16 14/7 14/14 15/9 15/21 15/24 16/10 16/22 21/22 23/10 23/14 31/20 37/10 38/19 38/20 39/1 39/15 40/2 40/7 44/20 49/8 49/11 56/4 57/23 58/5 58/8 58/18 61/4 61/21 62/9 62/19 62/21 63/16 66/21 67/14 72/4 73/1 74/3 74/5 74/25 76/21 78/16 78/20 78/25 83/9 84/22 85/7 87/11 90/10 90/12 90/16 90/20 90/23 91/6 91/15 93/18 95/19 96/23 103/1 103/5 105/23 106/13 107/9 107/20 108/8 109/2 109/18 118/5 122/12 123/13 123/25 132/14 138/24 142/24 143/10 152/6 152/10 153/11 153/16 153/16 165/12 165/13 167/6</p> <p>NSS's [6] 9/1 12/6 16/2 38/21 93/5 96/21</p> <p>NSS: [1] 12/11</p> <p>NSS: what [1] 12/11</p> <p>nuanced [1] 144/24</p> <p>number [25] 7/11 7/23 18/19 35/9 35/14 52/25 75/13 101/4 104/7 104/10 110/21 115/1 116/22 117/7 136/4 137/9 138/21 140/22 140/23 142/2 143/25 149/19 152/8 153/11 157/24</p> <p>number one [1] 104/7</p> <p>numbers [12] 19/5 42/17 55/21 55/22 55/24 77/3 87/25 105/16 140/3 156/18 157/14 158/5</p> <p>Numerous [1] 77/1</p> <p>nurseries [1] 128/4</p> <p>nursing [6] 11/7 33/16 42/13 151/21 152/7 152/20</p>	<p>obviously [10] 10/15 14/13 14/25 36/20 37/23 39/3 63/3 72/12 124/7 152/18</p> <p>occasions [2] 29/3 128/9</p> <p>occurred [1] 5/13</p> <p>October [5] 10/4 46/23 47/1 89/11 136/25</p> <p>October '21 [1] 10/4</p> <p>odd [1] 106/5</p> <p>off [12] 1/6 23/18 34/19 55/20 69/5 71/1 130/16 155/13 155/14 158/12 158/13 158/16</p> <p>off [1] 123/18</p> <p>offer [4] 10/22 68/18 103/9 106/2</p> <p>offered [2] 56/1 112/16</p> <p>offering [1] 168/2</p> <p>offers [19] 9/16 9/23 10/1 10/2 102/15 103/1 103/11 103/16 105/17 107/5 107/11 126/9 126/12 126/19 126/22 127/5 127/10 127/13 127/17</p> <p>office [9] 11/7 11/8 104/20 107/11 126/23 156/3 156/6 156/9 168/1</p> <p>officer [3] 11/8 42/13 48/14</p> <p>Officers [1] 5/25</p> <p>offices [3] 126/13 126/22 127/18</p> <p>official [2] 69/10 153/24</p> <p>officials [8] 5/17 15/8 20/11 20/12 54/2 59/8 100/9 159/16</p> <p>Oh [5] 99/15 111/15 122/19 128/5 129/2</p> <p>okay [8] 30/11 30/16 32/18 43/14 129/12 132/20 166/3 171/15</p> <p>old [2] 78/14 83/22</p> <p>on [243]</p> <p>on Friday [1] 130/11</p> <p>on Survey [1] 146/21</p> <p>once [4] 18/12 37/2 93/10 138/19</p> <p>oncoming [1] 5/16</p> <p>one [103] 4/24 7/5 8/16 10/7 11/3 12/21 12/23 13/2 16/18 17/11 18/3 18/12 20/10 23/18 24/9 25/17 25/21 25/22 34/19 37/6 37/15 37/22 41/1 42/18 43/1 43/4 43/10 44/25</p>	<p>45/25 54/21 55/6 55/7 57/4 58/3 58/20 65/19 70/7 70/21 71/13 71/21 75/9 76/9 79/11 80/1 82/3 85/24 86/16 87/5 93/6 95/21 96/12 99/13 104/7 106/2 106/3 106/15 111/9 113/16 116/20 117/3 117/12 117/19 119/21 121/12 122/1 122/11 122/20 123/8 126/8 129/23 134/16 139/25 142/7 142/23 142/23 143/21 143/25 144/1 144/1 144/3 146/19 147/21 149/18 149/21 151/19 153/10 155/8 155/13 155/14 155/21 156/17 160/24 161/4 161/7 161/17 162/12 162/14 162/18 164/17 165/25 166/6 166/11 167/23</p> <p>one-off [4] 23/18 34/19 155/13 155/14</p> <p>one-size-fits-all [2] 166/6 166/11</p> <p>one/two weeks [1] 12/21</p> <p>ones [6] 36/18 43/15 102/9 106/5 113/1 116/25</p> <p>online [1] 1/9</p> <p>only [21] 12/4 12/21 13/24 15/2 19/6 32/24 56/13 70/14 70/14 92/10 106/2 122/2 123/3 143/25 144/2 151/18 166/15 168/1 168/17 168/18 171/5</p> <p>onshore [1] 100/23</p> <p>onward [1] 127/25</p> <p>onwards [1] 96/22</p> <p>opening [1] 139/24</p> <p>operate [4] 9/13 29/4 39/11 155/8</p> <p>operated [1] 15/14</p> <p>operates [1] 38/15</p> <p>operating [1] 68/4</p> <p>operation [6] 7/25 9/10 10/8 10/21 18/6 18/22</p> <p>operational [3] 92/8 142/24 153/21</p> <p>operations [1] 26/9</p> <p>opportunity [1] 50/4</p> <p>opposed [3] 22/19 34/19 154/22</p> <p>opticians [1] 15/12</p> <p>optimal [4] 73/11 73/20 120/4 120/8</p> <p>options [2] 42/1 42/5</p> <p>or [107] 4/22 5/13</p>
---	--	--	--	---

<p>O</p> <p>or... [105] 5/15 7/20 8/4 9/11 9/18 9/18 9/25 10/1 10/6 12/5 12/7 13/1 13/2 14/19 14/21 15/9 17/13 17/23 18/7 18/12 19/20 19/23 20/5 20/18 21/18 25/2 28/12 29/12 34/2 35/24 40/1 40/2 40/23 40/24 41/3 44/7 44/16 45/8 45/15 49/5 49/10 52/8 52/21 57/19 65/12 66/2 67/24 68/8 70/17 70/17 73/6 74/19 83/9 86/23 91/8 96/1 96/1 97/13 101/12 102/2 103/10 103/12 103/16 104/1 104/18 105/11 106/18 107/2 109/11 112/25 116/3 116/23 118/16 120/12 126/24 127/8 127/10 127/18 128/13 128/18 132/11 133/9 133/10 138/24 142/13 142/15 143/1 143/23 150/16 154/1 155/1 155/5 155/8 155/13 158/16 158/17 158/17 161/21 161/22 162/22 165/2 167/12 170/15 170/23 170/23</p> <p>or the [1] 70/17</p> <p>order [22] 8/22 9/5 12/22 12/22 12/23 12/25 14/15 14/18 38/12 71/5 77/18 78/1 82/15 95/3 95/6 117/6 120/21 128/7 153/13 153/15 155/25 162/7</p> <p>ordering [2] 37/24 92/12</p> <p>orders [9] 12/2 12/12 14/16 14/16 15/17 57/5 60/1 77/24 94/18</p> <p>ordinary [2] 90/21 118/20</p> <p>ordinated [1] 139/1</p> <p>organisation [2] 43/21 145/7</p> <p>Organisational [1] 137/22</p> <p>organisations [8] 41/15 86/16 123/21 131/7 164/1 164/10 164/12 169/25</p> <p>organised [1] 155/8</p> <p>organogram [1] 140/13</p> <p>other [70] 1/10 3/23 7/1 7/1 7/18 8/4 9/15</p>	<p>9/17 10/12 13/2 19/21 25/16 26/20 27/11 28/20 37/10 40/22 45/13 45/19 49/14 52/19 54/1 54/17 54/22 58/20 59/14 64/16 68/18 70/21 71/2 74/13 90/19 91/1 96/1 96/14 103/19 106/5 106/6 109/3 110/17 116/10 116/20 117/3 119/21 119/23 122/1 123/10 123/18 124/12 124/16 124/17 124/23 125/11 125/13 126/16 127/7 132/10 133/7 133/12 133/18 134/9 142/21 147/16 155/9 160/15 164/11 164/15 165/7 166/16 170/23</p> <p>other -- in [1] 7/1</p> <p>others [12] 10/14 23/6 23/12 61/2 78/3 90/19 114/9 138/24 141/13 151/1 158/8 167/5</p> <p>otherwise [3] 119/16 128/19 162/22</p> <p>ought [1] 36/23</p> <p>our [102] 1/5 4/7 4/8 5/24 6/23 11/7 11/7 11/8 12/13 13/21 14/7 15/2 15/3 16/20 16/20 18/5 21/25 23/22 27/18 29/18 31/16 34/20 36/16 37/16 39/16 42/13 42/19 43/1 45/2 45/13 47/21 54/19 54/19 55/20 55/23 56/3 59/19 61/20 67/9 70/16 74/23 74/24 80/5 80/20 83/10 85/6 87/22 88/25 90/24 92/19 92/21 93/20 97/4 97/13 97/15 97/23 98/3 98/16 99/1 99/3 99/9 100/7 103/9 103/10 103/18 103/20 106/21 107/2 107/7 108/11 110/5 110/12 111/3 111/8 112/13 112/22 115/11 115/12 116/8 116/13 119/15 121/4 122/6 122/8 123/1 123/13 123/15 123/16 123/19 124/10 125/16 130/6 130/7 130/8 130/12 132/8 133/1 133/3 134/16 134/21 134/22 142/12</p> <p>our national [1] 90/24</p>	<p>our strategy [1] 121/4</p> <p>ourselves [4] 40/4 91/23 92/14 102/6</p> <p>out [46] 14/21 14/24 17/1 17/15 19/23 23/11 23/17 25/16 33/12 33/14 33/22 34/12 44/4 50/6 50/16 69/18 69/21 79/7 83/12 83/17 83/21 84/13 84/23 85/12 86/7 92/14 94/5 97/5 114/19 115/7 116/19 118/8 120/4 120/5 125/12 130/19 138/1 140/14 151/15 151/18 153/17 156/8 157/20 164/12 168/5 168/7</p> <p>outbreak [3] 17/16 123/4 138/2</p> <p>Outbreak Management [1] 138/2</p> <p>outcomes [2] 43/5 48/24</p> <p>outlined [3] 29/15 67/10 170/8</p> <p>outset [5] 21/25 42/15 49/21 50/15 111/13</p> <p>outwith [1] 167/12</p> <p>over [21] 8/5 15/20 16/17 20/15 22/12 25/12 29/18 31/3 36/18 37/15 40/22 56/4 78/1 95/10 98/7 113/10 123/11 128/11 130/14 140/3 151/8</p> <p>overall [10] 18/5 54/23 66/24 68/22 81/3 121/5 147/10 148/2 149/10 163/12</p> <p>overarching [1] 143/11</p> <p>overcome [1] 85/22</p> <p>overhaul [5] 17/25 19/9 20/3 20/4 157/16</p> <p>overheated [1] 98/10</p> <p>overseas [5] 59/24 60/19 61/4 61/18 167/12</p> <p>oversee [2] 18/6 53/21</p> <p>overspeaking [10] 67/22 75/7 108/23 111/14 111/15 129/3 139/22 155/14 164/24 165/1</p> <p>overspending [1] 51/19</p> <p>overstated [1] 41/20</p> <p>overstocking [1] 142/16</p>	<p>overview [1] 90/20</p> <p>overwhelmed [1] 149/18</p> <p>own [16] 15/11 15/15 26/9 26/17 29/11 38/1 39/16 54/19 55/3 61/20 73/16 90/25 112/13 122/11 123/19 145/24</p> <p>owned [2] 3/4 3/23</p> <p>oxygen [1] 91/17</p> <hr/> <p>P</p> <p>pace [3] 10/13 16/3 36/2</p> <p>page [18] 13/5 13/6 18/17 21/6 25/25 56/21 56/22 63/13 113/4 113/10 113/11 114/11 117/25 120/1 122/17 122/18 123/8 145/15</p> <p>page 1 [2] 113/11 122/18</p> <p>page 131 [1] 120/1</p> <p>page 132 [1] 25/25</p> <p>page 2 [1] 113/4</p> <p>page 24 [1] 18/17</p> <p>page 3 [1] 21/6</p> <p>page 4 [2] 13/6 63/13</p> <p>page 5 [2] 122/17 123/8</p> <p>pages [5] 1/24 46/22 46/25 89/10 136/24</p> <p>paid [2] 65/24 112/22</p> <p>pan [1] 118/8</p> <p>pandemic [129] 2/19 2/23 3/2 3/4 3/5 3/13 3/15 4/20 5/2 5/9 5/16 6/18 7/7 7/18 7/22 8/12 13/17 14/3 15/10 16/21 20/6 21/9 21/12 21/16 21/20 21/23 29/18 38/14 38/18 38/24 39/8 45/2 45/18 49/9 49/21 50/1 50/9 50/15 51/5 51/8 51/12 52/16 52/23 53/1 53/13 54/8 55/21 62/1 62/9 62/21 70/10 70/15 70/20 70/20 71/6 71/17 71/18 72/2 72/19 72/24 73/5 73/13 73/18 73/25 75/15 75/22 79/2 83/4 83/14 84/10 84/17 84/17 84/20 85/24 87/5 87/21 87/22 87/22 88/1 90/8 90/10 90/22 91/6 91/13 93/8 93/11 93/21 94/13 94/16 94/19 94/21 95/25 96/21 96/22 97/1 99/17 102/25</p>	<p>109/2 115/15 117/8 122/24 124/2 131/17 131/23 132/7 132/12 133/22 137/9 138/20 139/15 143/25 144/20 145/16 147/19 154/18 158/4 158/25 159/5 159/9 159/19 160/6 160/22 164/14 166/22 166/23 167/9 167/11 170/6 171/18</p> <p>pandemics [1] 73/22</p> <p>panic [1] 142/15</p> <p>paper [1] 76/2</p> <p>paperwork [1] 113/8</p> <p>paragraph [16] 18/15 18/18 41/24 49/19 57/14 61/25 65/16 71/12 74/2 94/9 120/2 131/14 132/20 134/6 147/11 170/8</p> <p>paragraph 180 [1] 71/12</p> <p>paragraph 198 [1] 49/19</p> <p>paragraph 208 [1] 41/24</p> <p>paragraph 224 [1] 61/25</p> <p>paragraph 23.3 [1] 131/14</p> <p>paragraph 235 [1] 57/14</p> <p>paragraph 236 [1] 65/16</p> <p>paragraph 276 [1] 134/6</p> <p>paragraph 3.122 [1] 170/8</p> <p>paragraph 4 [1] 147/11</p> <p>paragraph 574 [1] 120/2</p> <p>paragraph 80 [1] 18/18</p> <p>paragraph 83 [1] 132/20</p> <p>paragraph 92 [1] 94/9</p> <p>paragraphs [2] 72/14 159/14</p> <p>parallel [3] 6/1 100/12 124/25</p> <p>pardon [1] 143/18</p> <p>Parliament [1] 48/21</p> <p>Parliamentary [1] 18/4</p> <p>part [34] 4/6 4/12 18/24 21/12 22/17 31/14 36/2 45/19 49/13 53/5 54/8 59/8 72/25 75/24 75/25 76/21 79/21 87/22 90/11 92/4 93/25</p>
---	---	---	---	--

P	Penlon [2] 80/1 80/20	pick [2] 151/18 157/20	plenty [1] 123/6	85/2 103/6
part... [13] 106/18 107/23 110/12 113/16 129/11 132/18 140/23 145/13 157/25 167/22 168/13 171/4 171/9	people [52] 19/20 23/24 29/24 34/10 34/16 35/14 35/15 40/25 44/14 45/10 56/8 85/16 87/7 87/19 88/6 98/11 98/16 100/25 102/7 103/12 103/22 104/8 112/4 115/17 116/15 124/9 124/22 125/15 127/13 132/10 133/14 133/16 135/11 140/11 141/13 144/11 145/23 147/12 147/13 147/15 147/17 147/24 148/4 152/20 156/2 160/24 161/5 161/8 161/11 161/19 163/1 171/19	picture [2] 81/3 115/23	plonk [1] 117/18	PPE [221]
participants [4] 1/10 26/20 82/19 163/16	people's [4] 88/5 133/15 133/17 161/19	pictures [1] 121/24	plonked [1] 117/17	practice [4] 44/24 69/6 98/23 161/16
participate [1] 134/20	per [1] 82/6	pie [1] 145/24	plug [1] 98/13	pre [7] 15/10 16/21 21/16 38/14 87/22 88/1 161/15
participated [1] 37/25	perceived [3] 51/20 141/23 143/14	piece [2] 83/16 105/1	plus [2] 39/15 164/11	pre-pandemic [6] 15/10 16/21 21/16 38/14 87/22 88/1
particular [24] 12/4 12/20 12/25 15/7 15/8 16/12 18/10 21/2 31/22 44/18 49/17 52/14 56/2 58/1 58/3 86/25 107/23 115/10 127/3 127/9 128/11 133/6 145/10 155/18	percentage [1] 156/20	piggyback [1] 43/10	pm [5] 88/21 88/23 135/24 136/1 172/3	pre-planning [1] 161/15
particularly [28] 25/18 38/6 41/20 50/10 54/16 55/24 61/3 69/7 69/12 70/24 76/19 85/15 87/2 87/8 107/22 132/1 133/19 133/25 135/18 149/12 149/17 152/21 160/12 160/13 163/1 166/12 170/2 170/5	performance [3] 49/1 101/12 102/2	pile [1] 83/23	point [44] 5/5 7/15 8/20 8/25 9/1 13/17 14/22 14/25 16/19 18/14 22/6 26/12 26/15 29/22 35/12 42/16 55/11 57/11 57/12 60/8 72/14 76/14 76/16 78/7 94/8 96/4 101/9 105/13 108/9 109/17 111/9 115/18 121/13 127/10 127/12 146/9 146/24 152/23 157/14 158/16 158/24 161/2 165/1 167/23	precise [2] 75/20 75/21
parties [3] 25/9 32/24 162/11	perhaps [8] 19/23 20/16 20/17 24/18 58/15 91/11 149/25 159/13	pipeline [1] 56/12	PIP [5] 3/5 3/8 3/24 93/10 93/13	precisely [1] 78/12
partly [2] 19/17 142/14	period [11] 64/3 68/12 83/5 100/2 101/4 107/4 113/25 128/11 135/9 147/1 155/10	place [35] 4/23 18/1 18/12 43/18 50/19 58/17 64/14 67/14 70/23 71/2 71/3 77/18 79/6 96/14 96/19 103/22 107/1 107/6 114/12 116/16 118/19 125/3 127/9 129/5 130/17 130/23 130/24 130/25 133/10 133/18 139/21 147/18 148/21 155/7 168/19	placed [6] 14/16 21/23 60/2 72/4 117/6 148/20	predicted [1] 71/1 predicted [1] 3/19
partners [2] 69/14 85/4	permanent [1] 58/23	place the [1] 107/1	pointed [1] 105/8	preferable [2] 29/8 81/2
partnership [1] 102/6	permission [2] 32/16 136/5	placed [6] 14/16 21/23 60/2 72/4 117/6 148/20	points [7] 13/11 20/21 24/1 98/20 123/10 157/20 157/21	preferential [2] 10/5 127/18
parts [6] 7/18 15/23 16/23 20/15 55/16 103/19	permitted [2] 24/20 36/15	planned [3] 44/8 55/11 148/19	policy [3] 47/16 120/15 122/12	preparation [2] 22/17 137/22
pass [5] 103/13 112/12 112/18 153/16 164/23	person [2] 125/22 147/21	planners [1] 73/3	political [4] 112/4 112/4 143/2 143/3	preparedness [12] 3/5 20/5 21/2 21/12 45/17 45/19 49/5 52/17 70/1 124/6 133/23 158/25
passed [4] 9/19 105/22 106/5 106/13	personal [2] 23/24 46/24	planning [9] 3/8 72/2 87/23 134/2 134/9 137/11 159/5 159/8 161/15	Political capital [1] 143/3	present [3] 1/10 73/3 118/20
passing [2] 130/6 145/8	perspective [10] 5/12 7/20 51/3 51/17 51/22 51/23 57/21 64/15 69/19 72/11	plans [2] 48/25 124/11	politically [2] 2/21 6/25	press [1] 143/9
pathogen [1] 5/7	pertinently [1] 2/10	plate [1] 10/12	pool [1] 123/16	pressed [1] 167/17
patients [3] 11/1 34/4 141/2	pharmacies [1] 15/12	please [69] 1/12 1/18 2/25 4/12 13/3 13/7 18/15 21/4 24/1 25/21 25/24 27/8 30/17 44/6 46/11 46/15 48/18 49/20 51/17 53/20 56/19 58/25 63/6 63/13 66/24 72/8 74/15 75/16 76/2 79/11 89/1 89/6 90/20 93/4 98/18 100/16 113/3 113/6 113/10 117/16 117/21 117/25 119/18 119/25 122/12 122/17 123/8 126/8 127/21 135/22 136/8 136/19 136/25 137/20 138/16 141/17 141/22 143/17 145/12 145/14 146/19 147/3 152/3 153/7 163/24 164/8 169/20 170/16 172/2	poor [1] 112/12	pressure [6] 125/12 148/20 149/2 149/24 171/18 171/20
Paul [5] 17/10 136/15 136/16 136/20 173/20	phase [2] 99/17 148/14	plans [2] 48/25 124/11	population [2] 22/10 44/3	pressured [1] 135/10
pause [2] 86/9 124/11	phone [1] 153/12	plate [1] 10/12	portal [7] 104/21 105/4 105/8 105/18 107/5 107/11 126/24	presumably [3] 99/13 108/5 156/23
pausing [3] 23/3 76/21 147/22	phoning [1] 34/17	plate [1] 10/12	portfolio [2] 48/9 48/15	presume [2] 19/17 168/4
pay [3] 65/23 119/16 171/6	phrase [2] 65/19 96/3	please [69] 1/12 1/18 2/25 4/12 13/3 13/7 18/15 21/4 24/1 25/21 25/24 27/8 30/17 44/6 46/11 46/15 48/18 49/20 51/17 53/20 56/19 58/25 63/6 63/13 66/24 72/8 74/15 75/16 76/2 79/11 89/1 89/6 90/20 93/4 98/18 100/16 113/3 113/6 113/10 117/16 117/21 117/25 119/18 119/25 122/12 122/17 123/8 126/8 127/21 135/22 136/8 136/19 136/25 137/20 138/16 141/17 141/22 143/17 145/12 145/14 146/19 147/3 152/3 153/7 163/24 164/8 169/20 170/16 172/2	Political capital [1] 143/3	pretty [7] 16/8 58/10 58/11 68/9 68/11 112/12 157/15
payment [5] 8/24 66/2 118/1 118/12 118/14	PHT00000099 [1] 145/13	plate [1] 10/12	portion [1] 3/4	preventative [1] 39/17
PCR [2] 91/18 91/22	PHT00000159 [1] 4/13	please [69] 1/12 1/18 2/25 4/12 13/3 13/7 18/15 21/4 24/1 25/21 25/24 27/8 30/17 44/6 46/11 46/15 48/18 49/20 51/17 53/20 56/19 58/25 63/6 63/13 66/24 72/8 74/15 75/16 76/2 79/11 89/1 89/6 90/20 93/4 98/18 100/16 113/3 113/6 113/10 117/16 117/21 117/25 119/18 119/25 122/12 122/17 123/8 126/8 127/21 135/22 136/8 136/19 136/25 137/20 138/16 141/17 141/22 143/17 145/12 145/14 146/19 147/3 152/3 153/7 163/24 164/8 169/20 170/16 172/2	position [12] 24/19 52/5 54/19 57/7 58/11 64/13 65/18 74/6 78/5 90/2 128/24 155/15	prevented [1] 95/7
peak [1] 66/5	physicians [1] 80/17	pick [2] 151/18 157/20	positions [2] 47/9 55/10	prevention [3] 11/8 42/14 132/9
	Physics [1] 77/2	picture [2] 81/3 115/23	positive [1] 73/1	previous [4] 47/6 72/1 123/2 159/11
		pictures [1] 121/24	possibility [1] 84/14	previously [3] 86/21 102/10 126/1
		pie [1] 145/24	possible [5] 24/9 80/5 80/11 82/6 167/8	price [5] 65/24 66/3 66/20 78/4 128/18
		piece [2] 83/16 105/1	possibly [2] 102/14 124/18	prices [5] 9/3 39/21 66/20 118/12 129/8
		piggyback [1] 43/10	post [8] 7/7 21/16 47/15 48/1 48/5 146/24 146/25 147/2	pricing [2] 65/14 65/20
		pile [1] 83/23	posts [1] 137/9	pride [2] 148/8 150/6
		pipeline [1] 56/12	potential [3] 4/19 51/18 120/11	primarily [3] 64/16
		PIP [5] 3/5 3/8 3/24 93/10 93/13	potentially [3] 83/17	
		place [35] 4/23 18/1 18/12 43/18 50/19 58/17 64/14 67/14 70/23 71/2 71/3 77/18 79/6 96/14 96/19 103/22 107/1 107/6 114/12 116/16 118/19 125/3 127/9 129/5 130/17 130/23 130/24 130/25 133/10 133/18 139/21 147/18 148/21 155/7 168/19		

P	148/25 153/18 162/7 162/20 163/11 170/3 170/13	111/20 111/23 113/18 119/9	propositions [1] 57/1	purchasing [2] 27/24 37/21
primarily... [2] 157/7 168/16	processing [1] 18/21	production [5]	protect [7] 6/20	purely [1] 133/4
primary [6] 15/4 15/11 15/24 70/3 152/12 168/12	procure [13] 9/4 30/6 38/17 38/25 39/1 51/14 54/19 60/7 67/7 80/5 84/23 87/12 97/1	100/23 119/6 119/14 119/15 119/16	27/18 63/4 106/20 129/6 135/13 171/8	purpose [3] 10/24 138/20 146/3
Prime [2] 24/15 24/24	procured [7] 29/19 54/7 62/9 79/14 91/23 93/14 162/6	products [7] 92/13 92/23 108/20 116/16 132/3 132/16 133/5	protection [2] 29/19 171/9	purposes [3] 13/23 46/19 53/2
Prime Minister [2] 24/15 24/24	procurement [139] 2/18 3/8 3/19 4/1 4/4 4/8 6/12 6/16 6/21 8/7 8/11 8/18 9/7 9/11 10/9 21/1 21/20 22/12 22/24 24/25 26/9 27/7 27/14 27/21 28/5 28/7 29/5 29/7 32/13 32/19 32/22 38/24 41/19 41/25 43/24 44/19 48/19 49/7 49/10 52/11 52/14 53/5 55/11 57/25 58/1 58/6 59/5 59/10 59/12 59/20 59/25 60/21 60/21 62/3 62/15 62/20 63/17 66/16 67/11 68/24 69/9 69/20 73/20 74/16 74/19 76/14 76/20 76/25 79/11 81/4 81/20 84/8 84/11 85/20 86/4 86/19 87/1 89/16 89/20 89/23 90/1 90/11 90/11 91/1 91/11 91/16 91/20 92/1 93/7 93/18 95/19 95/22 96/17 96/23 97/15 98/19 102/25 103/19 104/12 107/10 117/6 122/4 123/25 124/14 124/15 126/21 127/22 128/6 129/11 131/11 131/21 132/21 132/22 134/21 138/6 138/24 141/15 141/21 143/11 159/3 161/23 162/1 162/1 162/7 162/15 162/19 162/25 163/8 163/11 163/13 165/4 166/19 170/3 170/11 170/13 170/25 171/4 171/5 171/6	professional [4] 24/20 47/8 140/5 140/10	protocol [14] 27/24 54/6 54/11 56/14 56/18 56/21 57/16 64/23 65/1 65/10 67/1 85/12 86/1 86/7	push [3] 16/25 17/1 98/16
principal [2] 34/15 48/9	professors [1] 97/15	professionals [1] 97/15	protocols [1] 133/10	pushing [1] 114/10
principle [1] 78/9	professor [25] 4/19 25/23 41/12 72/8 72/15 72/22 73/11 74/1 76/5 76/6 76/7 84/2 86/13 119/18 120/1 120/3 120/7 120/24 121/6 131/4 169/21 173/7 173/12 173/18 173/24	Professor Gregory Ekatah [1] 76/6	provided [22] 1/21 18/19 22/18 30/5 46/18 61/5 63/15 67/23 89/8 91/3 94/6 112/25 116/1 128/3 128/13 130/1 132/10 136/22 140/10 165/14 165/14 167/7	put [25] 4/19 4/23 6/22 25/21 35/6 49/19 62/11 70/23 92/4 93/19 94/7 102/24 103/20 105/10 124/10 127/9 129/5 130/25 133/18 134/22 147/16 147/25 147/25 158/2 171/18
principles [4] 49/14 52/18 86/19 171/7	Professor John [1] 25/23	Professor Manners-Bell [7] 72/8 72/15 72/22 73/11 74/1 120/24 121/6	provided [22] 1/21 18/19 22/18 30/5 46/18 61/5 63/15 67/23 89/8 91/3 94/6 112/25 116/1 128/3 128/13 130/1 132/10 136/22 140/10 165/14 165/14 167/7	putting [5] 10/12 39/6 96/14 103/17 107/1
prior [5] 3/3 89/22 90/22 126/16 137/9	Professor THOMAS [2] 86/13 173/12	Professor Manners-Bell's [3] 120/1 120/3 120/7	provider [1] 100/5	Q
priorities [2] 48/24 57/7	Professor Whitty [1] 4/19	PROFESSOR	providers [4] 22/21 100/21 128/2 130/1	quality [17] 10/24 45/2 92/16 92/22 92/23 92/25 107/14 108/4 109/24 109/25 110/4 110/6 110/7 110/9 110/14 134/17 162/25
prioritisation [2] 22/19 22/23	profit [1] 165/2	THOMAS [2] 86/13 173/12	provides [2] 90/24 122/4	quantities [1] 51/7
prioritise [5] 31/2 36/18 37/15 40/21 126/18	profitability [1] 164/19	Professor John [1] 25/23	provision [7] 49/25 63/25 110/21 120/16 138/19 142/25 165/1	quantum [1] 23/7
prioritised [1] 127/18	Programme [2] 3/5 71/7	Professor John [1] 25/23	provisions [1] 132/10	quasi [1] 164/24
Priority [2] 9/11 10/8	programmes [1] 82/9	Professor Manners-Bell [7] 72/8 72/15 72/22 73/11 74/1 120/24 121/6	public [24] 4/1 10/23 44/18 86/20 86/25 92/10 96/17 104/8 106/6 111/5 129/11 139/3 142/6 143/8 150/17 151/21 163/12 163/25 164/9 164/11 164/12 164/24 165/10 165/19	Quay [2] 168/8 168/20
private [7] 126/15 130/1 151/21 156/3 156/6 156/9 165/24	progress [1] 168/14	Professor Manners-Bell's [3] 120/1 120/3 120/7	public [24] 4/1 10/23 44/18 86/20 86/25 92/10 96/17 104/8 106/6 111/5 129/11 139/3 142/6 143/8 150/17 151/21 163/12 163/25 164/9 164/11 164/12 164/24 165/10 165/19	queries [1] 20/24
privilege' [1] 147/21	progressed [1] 106/2	PROFESSOR	public [24] 4/1 10/23 44/18 86/20 86/25 92/10 96/17 104/8 106/6 111/5 129/11 139/3 142/6 143/8 150/17 151/21 163/12 163/25 164/9 164/11 164/12 164/24 165/10 165/19	query [1] 20/20
probably [17] 6/22 24/8 24/8 33/9 51/6 56/14 69/5 78/21 80/22 81/20 99/24 101/6 107/22 109/5 163/7 166/2 167/10	Project [1] 71/9	THOMAS [2] 86/13 173/12	provision [7] 49/25 63/25 110/21 120/16 138/19 142/25 165/1	question [24] 2/25 14/20 29/7 31/15 32/14 33/12 34/9 36/16 36/16 36/24 39/13 40/6 42/4 43/10 101/16 126/21 127/17 128/15 131/18 160/3 165/11 165/13 170/12 171/13
probity [4] 8/8 8/8 10/22 29/4	projected [2] 120/12 121/10	Professor Whitty [1] 4/19	provisions [1] 132/10	questions [71] 1/15 2/17 10/19 26/19 26/23 27/2 27/3 27/5 32/15 33/7 33/11 36/15 40/16 40/20 41/12 43/4 44/4 45/22 46/14 48/18 82/18 82/22 86/8 86/13 86/23 88/10 89/3 105/4 105/22 105/23 122/21 125/19 125/25 126/4 126/7 128/22 129/4 129/18 129/20 131/1 131/4 131/13
problem [4] 112/1 143/14 166/19 166/22	promoted [1] 137/24	Professor Whitty [1] 4/19	public [24] 4/1 10/23 44/18 86/20 86/25 92/10 96/17 104/8 106/6 111/5 129/11 139/3 142/6 143/8 150/17 151/21 163/12 163/25 164/9 164/11 164/12 164/24 165/10 165/19	
problematic [1] 103/6	promoting [1] 76/10	PROFESSOR	publication [2] 163/6 163/8	
problems [9] 5/3 12/4 16/4 19/8 23/6 23/6 23/15 84/7 92/24	proper [5] 9/22 22/22 107/16 170/18 170/21	THOMAS [2] 86/13 173/12	publicity [1] 99/18	
procedures [5] 33/23 44/8 63/17 108/2 108/12	properly [3] 154/6 171/1 171/8	Professor Whitty [1] 4/19	published [2] 136/6 136/13	
proceed [1] 24/9	proportion [1] 93/17	PROFESSOR	publishing [1] 162/23	
process [30] 8/7 8/14 9/22 22/9 50/18 61/6 67/8 67/11 73/6 80/14 93/1 103/18 106/17 107/12 107/19 109/25 110/4 110/8 126/25 127/9 130/21 131/21 142/19 143/3 144/16 150/15 154/19 163/1 163/13 171/5	proportionately [1] 28/8	THOMAS [2] 86/13 173/12	pull [1] 98/17	
processes [17] 9/6 21/2 43/24 44/19 86/19 107/10 110/12 126/24 131/12 148/17	propose [1] 170/12	Professor Whitty [1] 4/19	pulled [2] 114/19 124/9	
	proposed [2] 120/24 165/9	PROFESSOR	purchase [1] 113/7	
	product [5] 108/5	THOMAS [2] 86/13 173/12	purchased [1] 28/2	

<p>Q</p> <p>questions... [29] 134/5 135/4 135/7 136/17 138/7 163/15 163/19 163/23 166/25 167/14 167/19 169/17 169/21 171/15 173/4 173/5 173/6 173/7 173/10 173/11 173/12 173/15 173/16 173/17 173/18 173/21 173/22 173/23 173/24</p> <p>quibbles [1] 28/24</p> <p>quickly [15] 17/23 18/8 19/13 23/9 23/11 23/20 35/11 35/13 65/8 71/5 76/25 78/8 102/22 143/22 167/8</p> <p>quite [31] 19/13 21/3 50/25 55/6 62/11 65/7 74/18 74/21 75/2 75/2 81/21 87/5 87/10 88/19 97/21 99/25 100/20 103/6 103/11 103/11 103/15 114/22 118/14 120/17 122/25 135/19 139/20 141/21 144/13 144/24 146/6</p> <p>quoted [1] 84/1</p>	<p>re [2] 13/25 33/19</p> <p>re-supply [1] 13/25</p> <p>re-use [1] 33/19</p> <p>reached [1] 157/14</p> <p>reaching [1] 104/12</p> <p>reacting [1] 122/9</p> <p>read [3] 27/16 27/20 94/9</p> <p>Readiness [1] 137/22</p> <p>reading [1] 118/22</p> <p>ready [5] 60/1 109/9 125/15 159/19 161/22</p> <p>real [8] 22/18 22/20 35/5 108/13 114/20 144/4 144/5 150/6</p> <p>realised [2] 5/14 77/21</p> <p>really [43] 13/18 36/5 39/19 46/2 56/5 56/11 56/13 68/13 74/3 75/25 80/2 85/20 87/14 88/15 94/2 95/12 95/22 96/6 96/8 98/25 99/11 111/2 112/14 112/17 114/22 119/8 121/24 122/3 124/10 124/17 125/14 143/1 145/18 145/22 146/6 146/16 148/4 148/5 149/11 150/7 156/21 162/13 171/4</p> <p>realtime [1] 120/13</p> <p>reason [2] 62/24 84/22</p> <p>reasonable [3] 3/12 9/3 151/4</p> <p>reasonably [1] 152/10</p> <p>reasons [11] 14/2 24/13 25/2 29/15 42/19 58/4 91/11 168/25 169/9 170/23 170/23</p> <p>reassure [1] 125/24</p> <p>reassured [2] 4/25 67/13</p> <p>recall [14] 12/17 18/1 20/10 31/5 32/22 66/13 108/17 116/3 127/2 128/18 140/7 155/15 168/17 168/18</p> <p>recalls [1] 31/8</p> <p>receive [2] 28/1 29/1</p> <p>received [9] 11/21 16/22 18/20 18/25 37/5 60/17 104/11 105/17 159/11</p> <p>receiving [4] 34/11 52/8 149/19 166/1</p> <p>recently [2] 115/8 130/15</p> <p>recipients [1] 171/2</p> <p>recognise [2] 122/20</p>	<p>147/5</p> <p>recognised [2] 55/16 156/13</p> <p>recognition [1] 69/13</p> <p>recollection [2] 81/18 128/25</p> <p>recommend [1] 99/13</p> <p>recommendation [6] 25/25 26/13 34/3 79/5 82/10 82/13</p> <p>recommendations [5] 25/22 70/1 82/3 159/14 170/12</p> <p>record [3] 107/14 143/23 165/25</p> <p>records [2] 77/8 77/9</p> <p>recovered [1] 3/20</p> <p>recruiting [1] 144/7</p> <p>recruitment [1] 150/24</p> <p>rectify [1] 166/22</p> <p>recycle [2] 83/15 83/19</p> <p>recycling [1] 83/11</p> <p>red [7] 12/10 12/17 12/17 12/19 12/20 12/24 13/1</p> <p>redaction [1] 163/9</p> <p>redeploy [1] 160/23</p> <p>redeployed [3] 137/15 138/2 158/12</p> <p>redeployment [1] 20/14</p> <p>reducing [1] 82/7</p> <p>reduction [1] 43/3</p> <p>refer [1] 63/7</p> <p>reference [9] 1/23 46/21 46/25 89/9 131/15 136/23 164/5 167/3 170/10</p> <p>referred [1] 63/7</p> <p>referring [1] 72/20</p> <p>refers [1] 126/12</p> <p>reflect [2] 51/11 148/4</p> <p>reflecting [4] 21/17 26/12 62/7 147/2</p> <p>reflection [9] 21/1 24/1 94/10 112/2 123/5 124/6 124/7 125/16 147/22</p> <p>reflections [5] 22/22 122/11 122/24 157/24 158/3</p> <p>reflective [2] 141/21 171/1</p> <p>reflects [3] 47/20 59/17 60/14</p> <p>reformed [1] 71/18</p> <p>refund [1] 129/9</p> <p>regard [5] 25/10 25/18 147/23 156/1 162/3</p>	<p>regarding [3] 30/19 134/7 156/1</p> <p>regardless [2] 22/1 24/21</p> <p>regards [3] 7/22 27/12 74/7</p> <p>regime [1] 110/7</p> <p>regular [3] 34/20 99/4 99/4</p> <p>regularly [2] 26/6 53/13</p> <p>regulators [1] 109/3</p> <p>regulatory [4] 107/21 108/5 108/16 109/19</p> <p>reimbursed [1] 52/8</p> <p>reintroduction [2] 2/5 47/12</p> <p>rejected [1] 111/24</p> <p>relate [1] 32/14</p> <p>related [4] 21/14 22/5 47/9 153/19</p> <p>relates [4] 33/12 52/15 59/4 165/13</p> <p>relating [5] 48/10 96/23 136/4 139/2 142/15</p> <p>relation [24] 7/12 8/17 21/1 32/19 49/3 49/18 50/1 50/16 51/4 58/21 65/19 69/21 71/14 75/11 80/19 84/8 91/15 93/5 93/9 150/17 163/25 166/15 166/15 166/17</p> <p>relationship [4] 5/18 31/21 39/4 111/15</p> <p>relationships [10] 8/1 8/3 14/14 39/2 39/11 69/10 69/10 96/15 96/18 119/11</p> <p>relative [1] 51/18</p> <p>relatively [2] 14/9 123/16</p> <p>relevant [2] 132/1 163/6</p> <p>reliable [1] 96/10</p> <p>reliance [1] 123/16</p> <p>reliant [1] 100/18</p> <p>relied [3] 123/20 131/23 131/24</p> <p>religious [2] 170/15 170/23</p> <p>rely [2] 97/13 98/8</p> <p>relying [1] 98/16</p> <p>remain [1] 48/5</p> <p>remains [1] 22/8</p> <p>remember [5] 33/9 121/12 125/9 128/17 130/10</p> <p>remembering [1] 81/15</p> <p>remembers [1] 126/14</p> <p>remind [2] 38/12</p>	<p>39/5</p> <p>remit [3] 55/7 55/8 141/2</p> <p>remotely [1] 1/9</p> <p>remove [1] 113/23</p> <p>repeat [1] 101/16</p> <p>repeatable [1] 113/17</p> <p>repeated [1] 41/2</p> <p>rephrase [1] 32/13</p> <p>replace [1] 113/24</p> <p>replacement [1] 82/8</p> <p>replenish [1] 96/2</p> <p>replenishment [3] 94/18 95/3 95/7</p> <p>report [16] 10/4 11/22 13/4 21/4 33/15 40/25 41/1 43/12 63/8 82/4 116/21 120/1 136/12 146/20 146/21 157/10</p> <p>reported [4] 7/7 33/23 33/24 139/10</p> <p>Reporter [1] 137/11</p> <p>reporting [2] 157/12 157/13</p> <p>reports [6] 40/23 41/3 41/5 41/8 69/23 96/11</p> <p>represent [5] 37/17 43/21 43/21 86/14 131/5</p> <p>representing [3] 41/14 42/8 169/24</p> <p>reputation [1] 100/5</p> <p>request [2] 91/7 111/24</p> <p>requested [1] 66/2</p> <p>requests [3] 103/16 149/20 156/20</p> <p>require [2] 133/17 170/24</p> <p>required [21] 13/22 17/24 49/25 51/9 70/6 71/19 77/18 81/17 82/16 105/23 108/10 108/13 111/23 112/1 132/6 133/15 142/7 144/3 160/21 160/23 170/21</p> <p>requirement [6] 43/17 50/9 50/10 83/13 86/3 110/9</p> <p>requirements [8] 42/12 55/3 55/10 56/2 99/1 132/15 133/3 170/16</p> <p>requires [2] 8/23 163/9</p> <p>requiring [1] 127/8</p> <p>reservations [1] 154/22</p> <p>reserve [1] 26/17</p> <p>residential [5] 15/5</p>
---	--	--	---	--

R	residential... [4] 15/9 15/13 16/15 23/22 resilience [10] 49/5 52/17 57/3 70/5 73/9 74/23 76/4 121/4 121/5 161/6 resilient [2] 73/21 123/24 resistant [2] 117/9 119/3 resolution [1] 57/10 resolve [2] 92/24 111/19 resolved [14] 18/9 19/11 37/2 61/16 61/17 61/24 64/23 64/25 65/4 65/7 65/9 100/2 110/17 111/17 resource [4] 123/16 123/22 151/3 157/7 resources [4] 123/18 123/20 125/4 160/21 respect [6] 68/24 71/22 76/14 93/3 126/8 126/22 respect of [1] 93/3 respecting [1] 84/19 respects [2] 71/21 100/3 respirator [1] 132/10 respirators [3] 51/15 95/5 110/22 respond [9] 17/23 19/17 20/24 21/9 99/1 99/7 102/12 102/13 133/7 responded [10] 18/8 18/20 23/10 23/20 35/16 35/17 91/6 124/22 133/1 133/4 respondents [2] 33/17 33/22 responding [3] 19/21 36/9 111/3 response [30] 18/6 19/1 19/7 19/10 19/25 31/9 36/1 37/4 37/5 49/4 49/5 51/20 52/17 54/9 59/6 59/19 61/9 72/24 91/13 92/2 130/20 138/18 143/8 143/24 150/16 150/19 152/22 156/23 156/24 161/24 responses [7] 19/1 19/6 35/20 36/3 43/23 124/18 156/15 responsibilities [3] 44/21 69/17 91/15 responsibility [6] 139/16 139/18 143/5 149/8 168/12 168/13	responsible [4] 2/21 6/25 19/21 48/7 rest [6] 84/15 108/6 121/13 121/22 123/15 124/22 restricted [1] 95/10 restrictions [2] 94/22 114/15 result [7] 20/3 58/14 63/24 101/11 102/1 103/25 150/13 resulted [5] 27/16 43/1 63/1 77/24 156/20 resulting [1] 50/5 results [1] 112/11 resume [1] 136/3 retired [1] 130/15 retirement [2] 137/6 138/3 retrieved [1] 112/22 return [3] 46/6 88/20 135/23 returned [1] 68/1 reuse [1] 145/24 revalidate [1] 50/19 revalidated [10] 50/6 50/14 50/17 50/21 50/23 94/7 94/12 115/9 116/18 116/25 revalidation [2] 94/4 94/8 review [7] 17/15 19/25 35/23 44/24 140/7 156/13 157/6 reviews [3] 69/21 70/7 82/13 right [73] 2/20 3/6 3/7 3/9 3/14 3/24 3/25 6/8 6/13 6/14 11/4 11/17 11/18 16/4 17/6 20/8 20/9 23/4 26/17 31/24 44/12 44/15 47/10 47/15 47/25 48/7 49/1 49/15 54/9 60/13 62/4 62/17 65/2 71/8 71/10 74/2 74/21 76/11 76/13 77/22 81/7 86/12 88/19 89/17 90/13 90/17 91/7 91/17 93/22 100/10 100/10 100/11 105/19 105/25 106/7 107/14 108/24 110/25 111/2 111/13 113/2 117/8 123/11 128/21 133/20 137/16 139/10 144/17 146/15 147/13 151/11 155/21 166/2 rightly [1] 19/13 risk [14] 33/18 42/20 43/3 43/5 50/20 52/11 82/7 120/12 132/25 133/8 144/16 144/19	144/21 161/1 risks [6] 45/11 51/18 118/19 152/15 152/16 154/23 robust [1] 55/17 rogue [2] 99/18 100/4 role [33] 2/14 2/19 3/1 11/16 18/4 47/15 47/19 48/7 49/11 57/22 60/6 73/1 74/3 79/18 90/5 92/19 93/5 93/20 107/21 108/8 109/1 133/7 137/21 138/1 138/8 144/24 151/9 153/8 153/19 154/7 155/24 161/6 161/12 roles [7] 69/17 73/24 89/17 137/13 137/16 137/18 149/7 rolled [1] 79/7 room [1] 1/10 rotate [1] 50/4 rough [1] 140/16 roughly [1] 146/25 round [2] 74/14 121/8 route [12] 11/4 15/23 16/16 23/13 24/25 25/7 25/8 28/19 34/24 39/9 39/16 79/24 routes [8] 19/24 22/3 34/15 35/9 38/2 54/20 58/7 71/15 Royal [1] 33/16 Rozanne [1] 145/11 Rozanne Foyer [1] 145/11 rules [1] 140/14 run [5] 14/20 14/24 33/14 144/21 160/17 running [1] 33/12	Sarah [2] 46/17 84/5 satisfied [1] 157/11 savings [1] 78/2 saw [5] 12/9 35/18 84/9 88/13 122/1 say [109] 1/7 6/8 6/12 7/13 8/17 10/11 10/12 11/19 17/8 21/15 22/25 23/5 25/12 25/13 27/19 28/12 29/9 31/23 32/7 32/8 34/16 36/6 39/25 40/6 43/8 44/10 44/20 45/5 47/18 48/13 49/3 49/17 50/3 51/13 53/4 53/16 53/18 54/6 55/4 55/8 56/18 57/14 61/10 61/25 62/6 62/7 62/11 63/1 63/24 65/16 66/9 66/14 66/18 67/3 67/17 68/1 69/22 71/16 81/3 81/7 82/3 90/5 91/19 93/12 94/10 96/22 98/20 99/16 101/24 102/24 104/10 105/16 105/21 108/18 109/6 109/14 110/19 111/12 111/13 115/23 121/18 124/14 125/17 127/2 127/15 127/22 130/12 131/24 135/19 137/16 139/20 140/17 150/11 151/8 154/15 155/12 158/3 158/20 159/3 159/15 163/7 166/5 166/14 166/20 167/10 167/13 167/23 168/18 169/12 saying [3] 14/24 34/17 85/10 says [26] 4/17 4/21 5/4 13/10 17/21 19/12 19/19 21/7 26/3 30/17 31/8 56/23 59/7 60/13 72/22 73/4 73/11 76/15 77/12 84/6 113/15 113/22 123/13 145/17 148/13 148/24 SC [1] 123/25 scale [6] 8/17 8/18 9/8 71/2 79/22 158/21 scaling [3] 152/11 160/13 160/15 scenario [1] 3/12 scheme [3] 37/23 101/10 101/25 scope [2] 154/4 163/5 Scotland [137] 2/12 2/22 3/2 3/4 3/22 4/4 4/8 5/15 6/13 6/23 7/3 7/14 9/2 9/13 11/20 13/3 14/6 14/8 14/12 14/20 17/11 21/4	21/19 24/5 25/8 25/20 28/14 29/17 29/24 31/3 31/13 32/10 33/15 33/17 37/21 37/25 38/7 38/14 38/19 38/25 39/1 39/9 40/1 42/8 45/4 46/21 47/13 47/17 47/18 47/24 48/4 48/20 49/7 49/12 52/4 52/7 52/10 54/17 55/16 56/6 58/1 58/12 58/14 59/13 60/25 61/1 62/8 63/2 63/8 65/23 67/12 68/17 72/17 72/23 73/24 74/6 74/12 75/9 75/17 79/25 80/7 80/18 81/10 81/20 83/2 84/3 84/11 84/22 85/5 87/14 87/15 89/16 89/22 89/24 90/2 90/23 91/2 91/4 91/5 91/18 92/6 92/10 92/15 93/16 93/22 95/4 97/15 99/23 100/14 100/24 101/8 102/10 111/1 111/6 111/11 113/4 113/12 116/21 121/16 121/19 121/20 122/5 122/10 123/23 124/14 124/25 134/17 135/11 137/10 137/23 139/4 143/10 151/22 154/2 161/24 164/15 165/5 Scotland's [10] 10/4 11/16 28/11 51/22 70/17 70/17 70/19 91/13 93/13 141/3 Scottish [84] 5/12 7/6 7/16 9/20 9/21 15/19 16/2 19/15 20/13 20/14 20/15 21/8 21/10 22/18 23/3 25/4 25/11 27/6 30/22 31/4 31/17 33/10 33/21 33/25 34/22 36/18 47/10 47/16 48/3 48/10 48/21 48/23 54/1 58/7 61/2 61/5 61/21 64/3 64/15 67/4 67/21 69/24 73/5 75/13 76/3 79/15 79/17 82/24 87/17 91/1 91/7 93/6 93/17 100/7 100/12 101/11 101/17 102/1 102/8 104/1 110/19 128/3 129/22 132/13 134/12 137/6 138/21 139/8 141/8 142/3 144/11 145/8 145/21 146/17 158/4 161/1 161/3 161/18 164/5 167/21
----------	--	---	---	---	--

S	seen [7] 10/3 16/5 22/17 38/4 46/1 103/13 103/14	120/15	simulations [1] 159/18	48/24 53/24 70/4 85/16 87/16 93/15 93/16 94/5 106/22 115/10 119/2 120/16 128/2 130/5 130/7 130/13 139/7 139/11 139/17 141/2
Scottish... [4] 168/3 168/17 168/20 170/19	self [2] 92/17 124/1	sharing [13] 26/9 49/14 52/18 55/9 57/12 57/15 58/15 69/7 73/6 85/12 99/9 99/10 121/2	simultaneously [1] 144/3	software [1] 105/1
Scottish Enterprise [1] 61/2	self-explanatory [2] 92/17 124/1	she [8] 24/5 24/13 61/13 61/14 84/6 129/24 153/22 153/23	since [7] 52/13 82/12 89/16 90/3 123/3 152/9 162/16	sole [1] 110/20
scratch [1] 155/24	sell [1] 66/3	shift [5] 16/13 19/16 35/2 35/2 36/4	single [29] 6/12 6/21 16/19 18/14 24/25 25/9 33/19 51/8 59/12 84/14 84/17 84/17 84/25 98/20 104/5 104/5 104/6 105/13 114/6 114/24 120/12 121/10 121/19 121/20 121/21 121/24 127/10 127/12 151/24	solely [1] 108/6
screen [3] 26/1 58/25 63/12	selling [1] 119/7	shocking [1] 31/24	Sir Chris [1] 58/22	solution [4] 72/23 73/12 111/7 114/7
screwed [1] 113/24	send [1] 104/17	shores [1] 14/11	sit [2] 73/23 165/8	solutions [1] 70/3
script [1] 20/19	senior [3] 47/9 158/6 161/19	short [6] 46/8 81/25 83/5 88/22 135/25 144/7	sitrep [2] 11/21 12/10	solved [1] 143/14
second [10] 4/14 31/1 31/5 31/14 43/20 70/3 74/8 144/15 153/19 162/18	separate [1] 90/16	shortage [2] 57/6 128/11	sitting [2] 83/22 124/9	solving [2] 130/9 153/8
secondary [2] 23/2 152/12	September [1] 67/3	shortages [2] 33/23 33/24	sir [2] 58/22 144/2	Solway [6] 87/14 114/8 114/12 116/7 116/14 167/4
secondly [4] 10/24 25/6 34/20 46/24	series [4] 4/23 57/1 151/13 155/13	shortly [1] 4/9	Sir Chris [1] 58/22	some [79] 8/21 19/9 22/4 23/17 26/20 27/25 28/16 28/23 30/8 33/10 35/15 38/3 42/2 43/17 45/12 48/18 50/5 50/9 50/22 53/16 64/14 65/3 71/9 71/12 74/17 74/18 77/7 77/9 79/8 80/23 82/19 83/6 84/1 85/14 91/22 96/20 100/3 103/20 104/16 104/17 105/22 107/2 108/18 110/13 115/11 115/12 118/1 120/6 121/14 124/11 125/12 125/19 128/9 129/18 130/14 144/9 145/18 146/12 147/2 148/1 148/1
secretaries [1] 58/23	serious [1] 5/3	should [28] 13/24 21/19 24/8 24/8 24/22 24/25 26/4 32/10 40/13 45/8 47/18 60/24 61/1 61/18 68/9 69/25 70/4 73/12 87/20 88/6 97/10 109/5 111/12 121/1 154/25 163/7 166/14 167/13	sit [2] 73/23 165/8	sized [1] 1/23
secretary [17] 2/11 2/20 4/6 4/10 5/12 6/24 27/10 31/6 31/9 61/11 61/11 61/12 95/17 139/19 145/11 153/20 156/12	servants [1] 20/14	shouldn't [3] 25/13 25/14 86/17	sitrep [2] 11/21 12/10	size [7] 87/6 140/2 140/16 161/3 161/17 166/6 166/11
Secretary's [1] 156/3	serve [2] 84/21 170/4	show [2] 11/24 106/23	sizing [1] 42/1	skill [1] 158/5
section [2] 157/22 157/25	service [13] 6/23 91/2 93/8 105/3 110/6 119/1 122/7 132/21 142/18 145/21 156/4 164/21 170/20	showed [3] 11/25 33/17 65/17	skilled [2] 143/4 160/24	skilled [2] 143/4 160/24
sector [20] 22/23 23/1 23/23 23/25 44/18 86/20 86/25 92/10 97/6 111/5 129/11 139/3 142/7 163/25 164/9 164/11 164/12 164/24 165/10 165/19	ServiceNow [1] 105/2	showing [1] 18/19	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3
secure [8] 6/4 11/15 15/17 17/17 27/17 63/3 119/14 144/6	services [21] 6/10 7/24 49/12 56/1 89/22 90/2 90/25 91/3 91/8 93/6 106/21 113/12 130/6 130/8 130/12 137/10 140/10 145/2 152/9 164/22 168/2	shut [2] 95/8 95/9	skilled [2] 143/4 160/24	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3
secured [5] 10/25 15/10 15/14 28/7 77/24	set [21] 16/3 17/22 19/18 20/9 34/6 36/2 53/21 84/23 85/12 86/7 93/15 122/24 130/18 134/5 140/14 144/6 148/2 151/15 152/6 157/6 162/14	shutting [1] 96/5	skilled [2] 143/4 160/24	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3
securing [4] 12/15 23/7 130/2 168/14	sets [3] 27/5 48/23 158/5	sic [2] 33/19 71/12	sleeve [1] 13/14	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3
see [35] 1/3 4/14 5/1 12/3 13/8 18/22 19/5 20/3 26/1 32/15 42/24 56/8 56/22 59/4 61/23 61/24 63/14 65/6 66/24 76/13 85/25 95/21 113/5 115/4 116/20 118/5 122/18 123/3 123/11 123/12 133/15 133/17 154/6 156/14 158/7	setting [8] 6/17 16/23 22/13 78/13 124/25 148/17 150/15 152/15	side [6] 21/7 29/12 29/13 30/9 113/17 133/19	sleeved [1] 107/25	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3
see [35] 1/3 4/14 5/1 12/3 13/8 18/22 19/5 20/3 26/1 32/15 42/24 56/8 56/22 59/4 61/23 61/24 63/14 65/6 66/24 76/13 85/25 95/21 113/5 115/4 116/20 118/5 122/18 123/3 123/11 123/12 133/15 133/17 154/6 156/14 158/7	settings [7] 11/13 15/3 16/20 31/3 36/18 145/23 152/13	signed [1] 56/15	slight [1] 121/11	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3
seeing [2] 18/11 81/19	settlement [1] 84/19	significantly [5] 55/6 62/6 78/9 83/14 120/17	slightly [4] 57/22 119/22 119/23 143/16	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3
seeking [3] 9/4 28/3 57/2	seven [1] 158/14	signing [1] 57/15	slot [3] 119/8 119/9 119/14	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3
seem [1] 29/9	several [2] 69/21 147/17	Silver [1] 21/17	slow [1] 19/25	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3
seemed [2] 155/9 155/10	shall [5] 46/6 88/20 129/19 135/20 135/23	similar [3] 36/14 75/10 125/4	slower [1] 143/16	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3
seeming [1] 102/5	shaping [1] 134/1	simple [1] 163/10	small [11] 14/9 15/12 15/14 43/10 50/25 116/21 123/16 124/16 127/13 143/2 145/12	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3
	share [13] 28/11 28/25 29/1 56/16 57/5 64/19 70/17 70/19 74/9 74/11 93/13 93/17 93/22	simplest [1] 24/9	smoothing [1] 153/17	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3
	shared [5] 26/10 26/15 120/10 120/11	simply [4] 9/4 41/7 83/19 158/7	so [307]	skills [7] 69/17 157/5 160/21 161/6 161/8 161/19 163/3

S	31/20 135/8	46/20 46/24 49/17	4/25 5/8 5/11 5/14	successful [11]
soon [8] 23/5 23/8	Sport [4] 2/11 2/20	53/4 57/14 61/22	38/19 49/9 49/13	101/5 133/13 154/1
36/6 68/1 68/14 68/15	6/24 139/19	62/12 63/1 65/13 66/9	49/18 50/5 51/2 51/4	154/1 154/3 154/4
71/1 122/25	spots [1] 99/6	67/1 67/10 69/23	51/7 53/1 70/16 70/19	154/15 154/17 154/19
sooner [1] 68/9	spread [1] 161/2	84/24 89/9 89/11 94/8	71/23 81/5 82/14 83/2	157/15 157/16
sophisticated [3]	squeezed [1] 5/21	108/18 109/14 112/24	83/9 83/10 83/11 93/5	successfully [1]
55/23 56/3 58/11	stabilised [1] 155/4	115/24 117/4 123/7	93/10 93/13 95/18	133/18
sorry [12] 1/6 39/18	staff [43] 11/1 16/11	126/12 127/22 128/16	96/2 115/5 115/6	such [12] 9/8 39/17
60/23 66/13 76/4	17/16 19/14 24/20	129/25 131/14 134/6	115/7 115/8	98/9 127/7 133/2
83/24 86/10 88/15	42/21 43/1 45/11	136/23 137/1 139/20	stockpiled [1] 115/20	142/21 150/18 150/21
101/16 101/16 135/1	45/13 55/24 87/24	141/21 146/9 151/16	stockpiles [1] 49/22	152/3 159/24 161/6
167/17	88/1 101/1 103/19	155/12 157/19 164/4	stockpiling [3] 70/5	162/8
sort [21] 31/9 51/12	103/21 108/10 113/19	166/5 166/20 167/22	71/15 71/18	suchlike [1] 99/10
53/22 54/25 61/5 61/9	113/23 115/12 115/12	170/9	stocks [10] 13/11	sufficient [6] 12/15
67/22 69/8 70/13	123/13 123/13 123/15	statements [5] 46/19	55/18 66/16 94/11	27/17 30/6 34/7 63/4
70/24 72/1 77/10	124/12 124/14 130/14	47/2 122/2 124/24	95/3 97/3 97/4 97/5	71/17
78/14 95/19 103/18	139/24 140/7 140/16	136/4	98/7 98/14	sufficiently [1]
122/23 127/18 150/16	141/2 144/7 144/12	statistics [1] 63/14	stood [5] 74/24 91/9	154/17
158/15 160/16 161/12	146/21 149/13 149/17	status [1] 32/25	103/18 130/22 150/10	suggest [4] 19/5
sorting [1] 19/22	149/23 150/25 150/25	stay [2] 127/10	stop [2] 36/23 37/8	39/14 114/20 170/18
sorts [3] 81/17	151/5 156/19 158/6	150/25	stopped [5] 37/3 37/4	suggested [1] 139/1
160/20 162/5	160/20 168/10	stayed [1] 150/25	37/11 37/18 99/20	suggesting [1] 57/8
sought [4] 35/10	staffed [1] 160/9	stenographer's [1]	storage [1] 94/7	suggestion [4] 24/14
52/23 52/25 153/10	staffing [4] 55/22	143/17	store [1] 12/22	40/20 57/18 57/19
sounds [1] 163/8	156/18 160/12 160/14	step [1] 80/3	story [1] 154/12	suitable [2] 41/19
source [4] 11/20	stage [1] 52/16	stepped [1] 152/25	straight [1] 9/19	133/24
103/9 111/11 164/14	stages [1] 49/6	stepping [1] 148/6	strategic [9] 2/6	summarise [1] 98/1
sourced [1] 109/18	stake [1] 124/22	steps [3] 39/16	53/19 55/7 90/12 92/3	summary [5] 72/15
sources [3] 103/3	stakeholders [1]	126/18 134/8	96/15 96/18 98/19	110/3 141/22 146/20
164/15 167/4	142/21	sterile [2] 107/25	131/16	149/10
sourcing [5] 57/2	stand [6] 60/1 106/21	108/11	strategies [5] 44/7	summer [1] 79/10
92/3 100/18 113/16	124/11 125/7 130/6	Steve [1] 27/9	55/11 73/16 159/25	superseded [1] 71/7
131/16	150/20	still [12] 14/8 35/25	161/22	supplemented [1]
south [1] 40/9	standalone [1] 38/16	37/9 45/8 50/13 68/11	strategy [10] 47/16	50/1
space [1] 155/6	standard [8] 9/23	68/12 68/13 79/8	67/2 67/17 94/14	supplied [6] 79/15
speak [1] 118/7	28/10 41/23 105/1	84/19 163/9 171/20	94/24 95/15 96/2	86/3 127/23 128/6
speaking [1] 117/11	109/12 110/6 110/12	Stoate [12] 1/11 44/1	121/4 121/6 160/1	129/5 142/4
specialism [1] 162/3	117/11	46/10 82/20 82/25	streamline [1] 9/6	supplier [15] 6/2 8/21
specialisms [1]	standards [5] 108/4	84/2 88/24 126/10	stress [2] 80/8	14/18 23/10 71/15
162/1	108/21 109/19 109/20	135/17 136/2 163/17	147/17	87/14 104/20 107/11
specific [13] 21/3	112/8	171/24	stressful [1] 135/10	108/6 111/4 113/25
39/24 41/22 43/18	standby [2] 159/23	stock [67] 11/15	strike [1] 144/17	114/25 119/11 126/23
44/7 79/18 121/16	161/21	11/16 12/1 12/4 12/19	structural [1] 166/4	162/12
131/21 132/6 133/7	standing [8] 8/21	12/20 13/12 13/14	structure [1] 26/4	supplier's [2] 8/20
133/9 159/3 170/15	39/4 84/16 130/8	13/18 13/19 13/22	structures [5] 140/14	8/25
specifically [6] 5/11	143/19 144/4 150/19	13/24 14/3 49/14 50/6	144/6 159/24 161/22	suppliers [43] 5/19
49/3 86/20 109/11	150/21	50/13 50/16 50/19	168/18	8/2 9/14 10/1 10/1
133/9 148/17	starkly [1] 62/11	50/21 50/23 51/1	struggling [1] 25/18	14/15 28/22 31/1 31/3
specification [1] 8/23	start [14] 17/16 35/19	51/10 51/10 52/18	STUC [1] 142/22	31/21 36/17 37/13
specifications [2]	75/15 81/7 91/6 93/4	54/8 55/10 57/5 57/7	stuff [4] 78/14 98/7	37/14 39/2 39/3 39/4
112/9 134/22	98/18 102/25 117/7	65/20 66/3 71/4 83/20	107/17 112/5	40/21 61/4 61/7 63/22
specifics [4] 78/6	138/3 144/4 150/19	83/20 83/22 93/8	Sturgeon [1] 24/4	72/5 77/1 78/21 92/21
110/3 120/5 134/18	150/21 158/11	93/14 93/19 94/1 94/2	Sturgeon's [1] 24/11	96/13 96/15 99/19
speculate [1] 169/3	started [3] 55/20	94/4 94/6 94/13 94/16	sub [1] 73/20	100/14 100/20 102/9
speculation [2]	69/5 96/5	97/1 97/8 97/13 97/16	sub-optimal [1]	102/13 103/2 103/5
169/11 169/13	starting [3] 48/18	97/19 97/23 97/24	73/20	107/2 107/2 108/14
speed [3] 19/18 20/2	113/4 158/18	98/15 100/18 100/19	subject [2] 32/12	110/10 116/10 116/12
20/8	starts [1] 71/1	112/25 116/22 116/22	134/19	118/11 118/17 120/20
spend [2] 134/19	state [3] 61/11 61/12	116/24 120/13 120/15	submitted [1] 153/22	167/12
144/10	112/2	121/17 128/6 128/10	suboptimal [1] 84/4	suppliers' [1] 8/8
spent [1] 133/13	statement [53] 1/22	128/12 132/4 132/17	substantial [1] 49/22	supplies [11] 2/18
split [1] 55/14	1/25 6/9 7/12 8/16	133/13 134/15	substantially [2]	8/5 50/2 59/5 59/20
spoken [3] 5/23	11/19 18/16 18/18	stockpile [38] 3/1 3/4	51/11 85/6	61/7 91/16 111/10
	22/17 30/17 41/24	3/11 3/24 4/3 4/5 4/11	success [1] 102/5	134/3 134/10 145/25

S	33/21 146/21 147/1 149/11 150/6 surveys [3] 34/20 77/1 77/4 suspect [3] 63/11 77/6 121/11 Swan [1] 21/17 swiftly [1] 35/20 switched [1] 16/21 switched [1] 16/25 sworn [5] 1/14 89/1 136/16 173/3 173/20 system [24] 9/13 17/22 19/20 25/9 34/5 70/9 79/6 84/7 85/7 96/10 96/25 97/9 97/22 103/22 105/2 121/20 121/21 125/12 127/6 155/10 156/14 157/6 157/7 157/14 systematic [1] 75/20 systems [18] 17/24 73/17 73/18 85/6 97/8 97/8 121/21 121/23 130/17 144/6 144/20 144/21 152/16 153/13 159/23 161/22 170/19 170/20	tarnishing [1] 100/4 task [2] 20/12 152/5 tasks [1] 17/12 team [13] 59/22 75/25 81/8 92/4 93/18 105/10 108/22 123/24 125/3 127/13 147/16 148/25 168/14 teams [5] 112/13 123/19 150/16 168/8 168/20 tell [17] 15/24 17/11 20/5 35/3 61/16 61/24 74/1 79/23 89/15 97/12 101/14 102/4 106/17 114/23 117/21 118/22 138/16 telling [2] 35/23 35/24 tells [1] 20/16 template [1] 159/21 temporary [2] 54/11 137/25 temptation [1] 45/4 ten [2] 4/22 132/4 tendering [1] 96/17 Tennent [1] 1/20 term [11] 70/3 82/8 96/15 96/18 100/24 100/25 127/7 134/2 134/9 134/13 144/7 terminology [1] 117/10 terms [56] 8/23 14/8 20/5 22/5 23/16 25/17 31/22 37/15 42/22 45/7 49/13 51/24 56/6 60/13 61/3 61/17 62/11 70/12 73/8 73/20 74/4 76/19 77/25 78/7 78/19 78/22 87/8 90/10 95/2 98/11 98/13 99/8 99/16 99/23 104/15 106/11 109/9 111/3 122/20 124/5 124/6 132/16 134/21 139/21 140/9 141/12 144/16 145/6 155/18 158/5 161/18 161/19 162/1 162/15 163/5 166/19 territorial [3] 7/2 7/2 48/25 terrorist [1] 159/9 test [7] 6/20 8/8 50/12 50/24 112/18 113/21 115/17 tested [12] 33/19 87/21 87/24 88/1 88/7 114/24 115/2 115/11 115/12 115/14 132/6 132/11 testing [16] 22/7 44/2 44/8 80/14 91/22	112/11 112/11 112/15 113/2 113/19 113/20 114/1 114/22 131/24 132/15 134/13 tests [2] 91/18 91/21 than [22] 10/12 13/25 18/12 18/12 19/6 20/24 38/22 45/12 64/21 65/1 65/25 74/13 82/17 83/14 98/16 113/19 133/7 133/12 133/18 135/18 151/1 156/21 thank [105] 1/4 1/11 1/12 1/13 1/21 2/3 2/16 4/9 5/10 7/10 21/6 26/19 26/24 29/6 30/3 30/11 30/16 32/5 32/21 33/1 33/2 33/4 34/13 40/17 41/10 43/4 43/14 43/19 45/21 45/23 45/24 46/4 46/5 46/11 46/15 46/18 47/5 47/22 48/13 48/17 51/13 56/20 58/19 59/3 59/8 65/6 65/11 74/15 82/18 82/20 86/10 88/9 88/11 88/12 88/17 88/19 88/20 88/25 89/8 89/14 91/24 96/20 115/22 117/12 122/11 122/22 125/18 125/21 125/23 126/3 127/16 127/21 129/14 129/15 129/16 131/2 135/5 135/13 135/14 135/16 135/20 136/8 136/13 136/14 136/21 137/4 138/5 139/5 145/5 146/8 151/6 163/14 163/17 163/20 166/3 167/14 167/15 167/16 169/18 171/12 171/14 171/19 171/21 171/23 172/1 Thankfully [1] 145/13 thanks [3] 87/4 117/20 135/11 that [1048] that happen [1] 104/4 that I [11] 7/12 10/11 22/25 29/5 40/6 41/6 99/4 133/18 144/2 162/9 170/17 that's [103] 2/15 2/24 3/7 3/14 3/21 3/25 6/14 6/17 11/18 14/1 17/19 20/19 23/3 30/14 31/24 32/5 36/20 41/8 43/17 45/6 45/16 46/22 46/25 47/11 48/1 48/12	48/16 49/2 49/11 49/16 50/8 51/17 52/6 52/20 58/19 60/21 62/5 62/18 62/23 62/24 63/5 64/11 65/6 65/11 65/19 70/2 71/11 74/18 74/20 75/8 75/12 76/12 76/21 77/23 79/12 79/20 81/11 81/23 82/12 83/3 83/18 83/22 83/24 84/21 86/1 88/2 88/19 90/4 90/9 90/14 90/17 91/10 92/4 96/13 96/16 105/25 111/2 117/9 119/12 121/22 124/7 125/16 127/2 127/14 127/23 129/14 131/12 132/18 137/8 138/15 139/10 139/13 146/25 147/24 149/10 151/20 155/15 160/19 162/13 164/23 167/8 167/25 171/13 their [46] 5/18 6/1 6/19 8/9 9/20 10/15 13/23 15/15 15/17 15/25 23/13 26/9 26/17 27/12 31/19 33/18 40/8 42/12 42/20 55/3 64/18 73/16 87/24 88/8 95/9 95/9 96/5 100/4 104/9 104/13 107/13 107/13 107/16 111/6 111/7 124/12 126/18 135/12 142/20 143/5 143/7 145/24 147/25 147/25 148/7 164/18 them [55] 4/9 5/19 6/7 9/25 12/12 15/17 17/3 20/17 35/11 36/7 38/11 38/21 39/5 41/16 41/17 62/19 64/20 65/13 77/5 78/23 80/10 80/11 100/20 100/22 100/23 100/23 100/24 102/11 102/18 103/13 103/17 103/18 106/9 106/13 108/2 111/16 112/10 112/11 112/17 115/17 116/12 119/7 119/22 121/1 128/10 128/11 135/13 143/3 144/22 150/2 156/11 157/3 157/4 158/2 165/2 theme [2] 27/5 70/7 themselves [6] 34/1 45/11 65/7 115/14 155/7 155/8 then [84] 7/20 8/12 8/14 8/15 9/19 9/25
	T			
	table [4] 18/19 35/18 85/5 107/23 Taiwan [1] 95/9 take [15] 15/20 18/1 25/8 44/22 64/14 66/12 72/8 86/17 101/15 104/15 108/8 109/4 114/23 121/8 168/1 taken [12] 42/5 50/11 57/7 73/4 79/24 114/12 125/12 126/18 134/8 146/8 151/7 169/1 taking [11] 22/12 26/11 28/22 37/18 45/20 58/14 59/8 68/24 71/13 120/4 143/16 talk [9] 51/15 67/2 71/6 71/12 78/21 81/24 96/12 114/17 171/21 talked [6] 4/11 9/12 17/5 66/25 101/17 116/21 talking [12] 4/17 17/19 28/12 42/17 63/25 76/14 77/4 77/20 96/14 119/11 140/2 145/15 talks [4] 60/13 74/3 74/8 121/6 tangible [1] 66/25			

T	131/16 132/8 133/2 133/9 133/16 136/3 138/25 139/1 142/3 143/19 145/8 145/18 145/22 145/24 145/25 146/1 146/16 147/11 147/22 150/17 154/4 154/12 155/4 155/12 155/25 156/13 156/18 159/20 160/18 162/1 162/4 163/5 163/15 165/22 165/22 166/16 167/5 167/17 170/18 there'll [1] 134/18 there's [24] 13/5 19/5 19/5 34/24 57/1 79/8 81/12 81/17 82/13 92/23 107/23 107/24 108/18 111/13 119/5 121/14 121/15 129/23 134/11 156/7 161/1 162/3 163/5 165/23 thereabouts [1] 67/25 thereafter [4] 10/16 10/17 57/25 155/2 thereby [1] 82/7 therefore [7] 58/12 67/12 87/16 127/16 142/25 152/20 163/4 therein [1] 161/13 these [50] 10/1 14/11 31/12 35/10 38/10 41/8 42/5 43/5 49/25 62/11 63/21 63/25 64/2 68/9 69/24 72/14 73/18 85/23 91/3 99/24 102/8 104/15 104/16 107/6 107/10 107/25 108/14 108/14 110/11 113/22 115/13 115/13 119/6 120/25 121/7 125/8 125/13 127/13 131/12 131/22 131/22 133/10 134/20 143/20 149/13 150/12 156/15 157/6 166/25 168/2 they [177] they'd [2] 116/19 152/8 they'll [2] 40/9 144/20 they're [12] 6/20 17/2 71/13 77/11 88/8 91/5 111/4 115/13 121/18 160/18 161/9 171/17 they've [2] 88/7 125/25 thin [1] 161/5 thing [10] 8/16 11/3 20/8 20/9 25/5 39/17 70/22 111/21 121/8 170/17	things [35] 5/6 10/13 10/23 20/10 40/25 44/25 53/2 58/16 83/12 83/17 84/4 92/22 95/10 95/20 96/12 99/24 100/22 103/23 104/18 110/11 118/25 120/25 121/17 124/13 125/8 125/8 125/10 125/11 125/13 145/3 153/10 157/6 161/4 161/25 162/19 think [261] thinking [3] 5/11 69/18 109/10 thinly [1] 161/2 third [3] 23/25 56/22 56/22 thirdly [1] 70/4 this [178] This is [1] 147/13 Thomas [18] 40/19 41/11 41/12 45/23 86/12 86/13 88/11 131/3 131/4 135/5 169/20 169/21 169/24 171/14 173/7 173/12 173/18 173/24 those [109] 1/8 6/8 7/5 9/19 9/23 14/2 14/16 15/23 16/5 17/2 19/17 19/19 20/11 22/2 23/6 26/19 30/1 31/10 31/11 31/12 34/20 35/16 36/8 36/21 36/24 38/16 39/3 39/4 40/7 40/16 41/21 43/18 44/21 44/22 45/22 47/2 49/1 53/17 58/15 60/24 61/7 61/9 61/18 64/10 69/23 78/10 78/11 78/22 79/23 80/25 81/2 82/18 84/12 84/16 86/6 86/8 88/10 92/19 92/24 95/21 97/20 98/8 103/3 103/23 106/18 109/18 110/10 110/14 114/12 114/13 116/16 119/23 121/17 121/23 125/19 126/9 126/17 127/2 127/5 127/9 132/5 134/13 135/4 138/10 142/5 146/15 151/2 151/2 151/3 151/19 153/7 153/12 153/17 156/17 156/23 157/21 160/11 160/12 161/8 163/2 163/15 164/22 167/14 170/15 170/20 170/25 171/7 171/8 171/15 though [3] 36/4	44/23 160/25 thought [7] 41/10 66/19 75/10 75/15 160/15 161/15 162/17 thousands [1] 119/6 threat [1] 51/21 three [10] 13/1 27/5 34/15 50/23 99/25 103/12 106/18 118/12 137/18 158/17 three days [1] 118/12 three years [1] 50/23 through [59] 6/1 7/25 8/6 9/5 14/14 15/20 23/15 28/7 34/15 34/20 37/10 42/12 51/12 54/19 61/20 62/2 62/8 75/23 81/19 81/25 83/11 83/20 84/20 84/24 86/6 86/6 92/13 101/10 101/25 103/18 105/10 105/17 107/11 109/25 110/10 114/15 114/17 115/14 126/13 126/23 126/25 138/3 141/10 143/9 148/24 151/20 153/7 154/17 159/18 162/21 164/14 165/12 167/3 167/4 167/4 168/7 168/17 168/20 168/23 throughout [1] 52/23 Thursday [2] 59/9 130/18 thus [1] 84/14 tiers [1] 119/12 tight [3] 98/7 114/2 128/9 time [75] 7/24 8/6 10/9 10/10 10/16 12/13 18/21 19/1 19/4 19/7 19/25 24/18 24/18 25/23 30/11 31/6 34/10 35/5 35/13 35/17 39/7 39/15 56/18 57/20 60/4 60/5 62/16 65/3 65/25 66/4 70/9 70/13 70/23 71/15 77/20 78/8 88/14 94/16 96/1 96/9 98/2 98/3 98/9 98/9 98/11 100/1 100/2 101/4 107/4 107/5 108/9 111/9 112/3 114/20 114/25 115/4 115/4 115/16 115/25 124/8 130/23 140/3 140/15 140/15 141/18 142/11 144/5 144/10 144/13 146/15 147/2 151/8 157/11 160/18 166/14 Time' [1] 94/14 timeline [4] 16/5 16/7	16/8 18/24 timeous [1] 15/1 times [9] 9/24 26/7 38/18 50/10 83/14 152/16 156/23 156/24 167/2 timescales [1] 167/9 timing [3] 150/10 150/13 150/14 title [1] 59/4 today [10] 1/9 6/7 90/19 114/9 129/25 135/18 136/3 138/7 151/20 171/25 together [13] 28/21 52/25 64/24 69/11 69/15 92/4 93/19 97/19 99/4 120/23 121/23 142/2 157/21 told [5] 35/1 35/7 40/21 97/10 156/9 told you [1] 97/10 tolerably [2] 155/16 155/17 tomorrow [1] 172/2 too [8] 19/25 86/17 158/6 158/7 161/2 167/17 169/13 170/20 too close [1] 169/13 took [18] 15/19 25/7 39/16 43/18 57/18 57/19 57/20 58/8 66/13 71/9 77/15 78/8 78/20 80/1 81/20 90/5 107/20 151/8 top [8] 13/8 16/14 23/18 73/24 97/9 114/11 117/24 117/24 top-up [2] 16/14 23/18 topic [7] 27/8 32/6 43/20 86/16 127/21 163/24 166/4 topics [3] 41/15 126/8 163/24 torn [1] 113/15 total [3] 75/19 97/19 140/4 totally [1] 99/15 touch [1] 123/7 touched [8] 29/6 36/13 36/20 41/16 126/9 129/24 155/22 156/11 touching [1] 35/12 towards [5] 5/4 82/16 86/2 105/8 162/4 track [4] 9/13 20/20 107/14 165/25 tracked [1] 11/19 tracking [1] 19/22 tracks [1] 110/9 trade [5] 34/23 35/24 59/23 94/23 130/4
----------	---	--	---	--

T	160/11	79/19 79/21 81/20	undertakes [1] 92/1	updated [1] 159/18
Trades [1] 145/8	trying [25] 23/11 38/9	84/7 84/15 84/25	undertaking [1]	upfront [4] 112/23
traditional [2] 70/8	60/7 78/22 97/4 97/4	91/22 93/13 93/14	45/15	118/1 118/11 118/14
71/14	99/1 99/2 99/7 102/12	94/11 94/13 94/17	underway [2] 71/20	upon [7] 7/19 35/4
traditionally [1]	102/13 104/3 104/9	94/23 95/16 95/18	71/21	41/16 123/7 126/9
15/10	108/9 111/10 111/10	96/2 100/11 104/2	unfairly [1] 117/18	155/22 171/18
traffic [1] 12/3	111/19 116/8 116/15	115/5 120/9 121/4	unfamiliar [1] 6/8	urgent [2] 54/11
trained [3] 159/17	144/5 144/14 144/25	121/14 121/22 123/20	unforgivable [1]	104/13
160/8 160/24	165/17 166/21 170/3	126/8 129/9 129/11	159/1	urgently [2] 17/22
training [6] 21/14	Tunisia [4] 110/24	165/4 167/24 168/6	unilateral [1] 73/6	118/16
22/5 22/9 80/19	111/21 111/23 111/25	170/19	unilaterally [1] 60/24	us [70] 8/9 16/12
156/19 159/11	turn [6] 13/6 98/18	UK Government [6]	Union [1] 145/8	17/11 18/13 20/5
transcript [2] 4/12	110/3 113/2 153/16	25/7 26/5 39/25 56/24	unions [4] 34/23	29/16 29/21 31/18
145/12	170/9	73/2 104/2	35/24 42/9 130/4	38/13 39/6 42/4 42/10
transferred [1] 140/9	turned [1] 131/15	UK Government's [2]	unique [1] 7/13	42/23 58/5 58/18 61/2
transformed [1]	Turning [1] 107/20	59/18 60/14	unit [6] 52/17 74/19	61/16 61/24 67/14
100/17	twice [2] 99/5 116/24	UK Government-led	84/14 90/12 90/16	74/1 78/23 79/23
Transfusion [1] 91/2	twice-weekly [1]	[1] 27/21	113/24	84/21 84/23 85/8
transition [1] 152/13	116/24	UK nations [1] 49/15	United [1] 40/22	88/15 89/15 90/18
transmitted [1] 11/11	two [30] 10/23 12/5	UK's [2] 37/16 70/17	universal [1] 149/1	90/20 92/4 97/17
transparency [2]	12/21 16/1 24/1 25/1	UK-led [2] 29/3 29/7	universally [3] 154/4	97/22 97/24 98/12
162/20 163/11	30/19 34/15 41/15	UK-procured [1]	154/15 154/21	99/5 100/8 101/14
transparent [2]	46/19 55/16 71/21	54/7	University [1] 2/7	101/15 102/4 104/24
133/14 162/22	82/6 82/13 82/17	UK-wide [8] 27/13	unmute [1] 86/11	105/9 105/16 106/17
Treasury [8] 27/10	92/16 96/11 96/12	28/5 28/7 28/15 55/8	unpaid [4] 23/24	107/25 108/14 110/8
30/4 64/4 64/12 65/22	107/22 107/24 110/13	55/12 59/21 73/12	106/22 121/13 130/7	111/7 112/16 112/17
66/2 165/18 166/1	115/25 118/25 126/8	ultimately [4] 2/21	unprepared [1] 158/5	114/23 116/13 116/14
treating [1] 11/2	128/22 153/10 158/17	6/25 94/24 95/14	unrealistic [1]	116/15 117/21 118/22
treatment [2] 10/6	161/25 163/24 165/16	Um [1] 169/12	160/20	122/9 124/20 125/13
127/19	two weeks [1] 12/5	unable [5] 17/16 31/9	unsolicited [5]	130/16 131/25 132/5
trends [2] 18/10	type [15] 11/12 13/18	104/13 123/18 133/16	102/15 106/2 107/11	132/16 133/5 138/16
34/19	23/8 75/14 79/14 80/1	unclear [4] 98/12	126/9 127/5	139/21 141/22 154/12
triage [7] 9/22 16/9	88/7 102/8 115/11	148/15 149/21 169/13	unstable [1] 39/21	158/10 161/2 170/16
103/22 105/6 105/11	116/7 117/7 118/23	uncoordinated [1]	unsustainable [1]	usage [5] 50/2 51/11
106/7 127/9	119/2 146/2 164/13	103/16	171/17	120/11 120/12 121/10
triaging [1] 127/13	types [9] 75/21 80/10	under [6] 44/17	until [13] 2/14 26/14	use [23] 3/1 8/14
tricky [2] 69/6 96/16	80/13 87/11 110/14	63/15 80/8 86/24	55/11 73/14 78/12	17/2 17/4 21/14 22/6
tried [11] 104/24	112/16 132/2 132/5	123/10 149/2	96/4 99/21 100/2	24/22 33/19 50/7
107/12 107/18 111/6	146/15	undercuts [1] 25/3	137/6 138/1 158/13	50/13 53/2 61/21
112/7 112/10 112/10	U	underestimate [1]	158/15 172/4	80/19 88/7 96/2 98/22
112/15 112/17 119/22	uh [4] 108/7 110/2	161/16	up [76] 4/12 12/11	103/5 105/1 110/25
157/20	110/23 128/5	underpinned [1]	12/13 16/3 16/14	113/18 116/8 157/2
trigger [1] 161/22	uh-huh [4] 108/7	171/6	17/22 19/18 20/9 22/8	157/2
triggered [2] 94/18	110/2 110/23 128/5	understand [13] 7/20	23/18 25/24 28/3 34/6	used [17] 34/2 42/12
159/21	UK [96] 3/9 3/23 4/4	14/2 28/4 39/18 45/3	36/2 36/15 37/3 37/8	62/8 75/21 76/18
triggering [1] 159/23	4/10 7/18 22/16 24/8	54/20 55/24 76/1	39/22 39/22 39/22	80/24 84/22 92/5
troubleshooting [1]	24/9 25/7 26/5 27/3	85/16 87/15 165/17	41/25 44/2 53/21 54/6	102/7 102/9 104/13
151/9	27/13 27/21 27/25	169/12 170/3	54/11 55/11 58/25	108/1 116/8 117/2
true [5] 1/25 47/2	28/5 28/7 28/15 28/19	understandable [1]	71/4 74/24 76/2 77/11	122/6 127/7 166/8
89/11 137/1 165/21	29/3 29/7 30/21 37/1	100/3	79/22 80/21 90/5 91/8	useful [4] 72/24 74/4
truly [1] 171/1	37/17 37/21 37/23	understanding [18]	97/4 97/9 99/12 101/6	98/25 121/11
trust [3] 8/22 8/22	38/6 38/8 38/18 38/24	3/17 21/24 28/4 28/6	103/19 106/21 111/21	using [13] 10/23 28/9
39/11	39/25 40/2 49/15	43/16 55/18 58/9	113/6 113/10 124/25	39/1 39/2 39/3 50/21
trust's [1] 38/23	50/12 54/7 55/8 55/12	64/12 74/6 79/9 85/19	130/6 130/8 130/18	63/16 80/7 81/2
trusted [2] 78/21	56/10 56/11 56/24	86/19 108/13 168/25	130/22 131/15 132/3	100/10 113/1 116/7
103/3	57/6 59/6 59/11 59/12	169/9 170/18 170/22	142/14 143/8 143/19	117/10
trusting [1] 8/23	59/14 59/17 59/18	171/3	144/6 145/12 148/6	usual [6] 26/7 49/11
trusts [4] 38/15	59/18 59/21 60/14	understood [8] 23/21	148/17 150/10 150/15	70/13 70/25 83/13
38/20 120/15 122/3	60/15 60/21 60/23	30/3 36/19 62/13	150/20 152/11 152/11	134/23
try [13] 11/15 14/15	61/12 62/2 62/10	78/12 117/12 128/24	152/15 155/24 157/6	usual' [1] 73/13
24/8 36/8 68/13 80/5	62/14 66/2 66/16	165/3	160/12 160/13 160/14	
87/10 111/8 135/12	68/18 70/19 72/23	undertake [1] 59/24	160/15 162/25 170/9	V
142/8 149/20 153/12	73/2 73/8 73/12 74/13	undertaken [2] 72/18	171/2	vaccines [1] 6/20
		77/1		valid [2] 105/11

V	147/24 149/23 150/3 150/25 151/1 151/3 151/6 152/18 152/19 154/3 154/5 157/19 161/8 163/14 163/17 167/10 167/16 168/10 169/18 169/19 171/12 171/14 171/19 172/2	43/20 43/22 52/13 58/20 61/23 66/24 79/2 80/7 83/8 96/20 100/4 108/25 113/2 119/21 123/6 157/18 158/2 169/10 wanted [10] 19/13 39/24 65/23 66/2 78/18 80/10 123/8 146/19 147/17 148/7	103/3 106/15 113/16 114/9 120/6 121/20 122/7 127/7 141/18 146/16 147/7 151/19 152/24 153/4 165/4 weaknesses [1] 73/17 wear [1] 132/11 website [1] 136/6 Wednesday [1] 130/17 week [7] 4/10 4/15 12/23 18/25 94/16 95/16 136/5 weekend [1] 130/14 weekly [4] 99/5 116/24 157/12 157/12 weeks [17] 3/15 12/5 12/21 13/1 13/1 71/24 77/25 83/3 90/6 99/25 106/19 106/25 113/25 115/25 119/15 149/3 153/12 weeks' [1] 51/11 weight [1] 9/5 Welcome [1] 1/16 welcomed [3] 67/4 67/5 67/6 well [56] 8/3 8/7 10/17 10/19 11/25 18/21 19/20 24/16 27/24 30/15 36/4 53/3 53/12 55/3 58/7 62/7 66/19 66/21 68/6 71/20 71/21 73/13 74/7 80/3 81/18 84/12 84/21 85/14 92/23 95/2 99/11 102/18 103/8 111/4 111/6 112/17 116/8 116/13 116/15 121/2 121/7 121/7 122/17 124/17 125/6 130/10 133/9 134/23 135/23 145/2 148/19 152/18 155/16 155/17 164/21 172/2 well-established [3] 8/3 58/7 80/3 well-intentioned [1] 145/2 well-meaning [1] 103/8 went [6] 27/19 62/21 73/19 101/20 104/23 158/4 were [325] weren't [13] 34/11 50/24 74/9 112/12 116/4 117/19 119/8 120/18 121/14 140/24 146/24 156/24 164/14 Westminster [1] 27/7 what [193] what range [1] 132/1	what's [13] 12/13 20/21 69/3 73/25 85/8 85/19 92/3 92/9 100/16 114/23 120/23 124/5 135/1 Whately [1] 22/16 whatever [4] 5/7 9/4 12/5 150/20 whatsoever [1] 161/12 wheel [1] 148/1 when [55] 4/23 5/2 5/13 5/21 8/11 10/23 10/23 10/24 12/2 16/5 17/1 17/3 30/22 39/7 40/25 43/10 43/17 51/25 56/7 56/12 66/3 66/4 66/4 68/12 70/15 70/25 72/6 72/6 76/18 87/2 90/15 92/18 96/11 97/3 100/1 104/4 104/23 106/19 110/14 111/20 112/9 114/15 116/25 119/10 119/13 128/9 136/11 138/1 146/15 150/10 150/11 158/11 159/6 160/20 167/1 where [53] 12/3 12/10 12/14 14/16 14/25 15/1 17/16 20/22 24/19 25/11 25/17 28/20 29/3 31/3 34/8 34/16 34/25 35/10 51/23 61/3 61/4 71/20 73/23 74/3 74/8 74/10 77/12 77/16 80/13 82/6 84/17 85/16 86/2 95/21 96/16 97/5 98/13 98/15 98/25 99/6 109/24 119/4 122/2 124/11 134/16 144/20 145/22 155/7 160/17 160/25 164/14 167/23 170/10 whereby [2] 25/16 165/24 whether [20] 9/25 24/5 28/11 37/9 40/7 40/24 45/8 45/15 72/23 78/5 96/1 105/11 121/15 128/18 129/8 153/25 154/7 155/4 155/5 162/21 which [107] 3/19 4/7 4/19 5/1 8/9 9/24 13/9 14/15 17/24 19/14 20/2 20/9 25/12 25/12 26/18 32/7 35/9 36/2 37/16 38/15 39/17 43/5 46/25 47/8 47/20 53/6 54/7 57/11 59/12 59/22 60/9 63/6 63/7
valid... [1] 115/18 valuable [4] 40/13 61/5 134/1 170/2 value [9] 31/20 57/2 65/25 66/11 97/19 110/22 112/25 147/17 171/7 variable [1] 114/6 variation [1] 82/5 varied [2] 140/3 140/15 variety [2] 47/9 137/13 various [7] 15/23 38/4 42/13 89/16 92/13 103/8 104/11 vendor [1] 116/11 ventilation [1] 75/14 ventilator [7] 79/16 79/21 79/24 80/2 80/20 80/22 81/16 ventilators [14] 60/7 75/13 76/15 77/16 77/21 78/1 78/3 79/12 79/14 80/6 80/24 81/22 82/14 91/17 venture [1] 3/8 very [132] 1/21 2/3 2/5 2/16 3/3 13/11 13/18 14/1 14/25 15/16 15/17 18/18 19/13 19/20 21/3 23/10 23/11 23/20 33/4 33/4 34/13 35/17 35/19 36/14 39/21 39/21 40/17 40/17 41/10 43/22 44/14 44/21 45/23 45/24 46/3 46/5 46/18 47/5 47/12 47/20 48/13 50/19 58/4 58/19 65/11 67/13 68/17 81/23 86/10 87/4 88/11 88/12 88/17 88/19 89/8 89/14 90/18 90/20 91/24 91/25 97/3 97/14 98/9 99/4 100/1 100/2 100/6 100/19 100/19 101/5 109/17 110/3 111/7 114/11 114/19 116/5 116/21 117/6 117/7 117/24 123/22 124/3 125/21 126/3 129/16 129/16 130/10 130/19 130/20 131/2 135/5 135/5 135/16 135/22 135/23 136/14 136/21 137/4 138/5 141/17 142/24 144/1 144/9 144/12 145/15 145/18 145/21 147/15	via [4] 53/19 79/24 126/22 127/17 view [28] 8/20 8/25 9/1 10/19 26/12 29/8 29/13 29/14 30/14 32/23 39/1 45/14 45/17 54/15 57/6 61/14 72/14 73/20 73/25 80/20 117/21 120/3 120/7 120/23 159/16 159/20 160/14 166/10 viewed [1] 64/12 views [4] 10/16 10/17 10/18 161/3 VIP [4] 9/11 10/7 10/21 25/7 VIP Lane [2] 9/11 25/7 virus [3] 11/11 45/10 131/9 visibility [12] 56/5 56/11 56/16 73/1 74/13 75/20 85/8 97/24 120/13 120/14 121/17 121/24 visors [2] 13/16 33/24 vital [1] 171/9 vividly [1] 139/20 volatile [1] 102/21 volume [9] 9/2 11/15 12/6 12/25 15/25 23/13 28/22 38/21 113/17 volumes [2] 51/14 93/15 volunteering [1] 137/23 vulnerable [3] 42/6 131/22 152/21	was [502] was probably [1] 107/22 was the [1] 137/21 wash [1] 145/24 wasn't [21] 4/7 12/10 12/17 13/1 41/2 41/6 60/6 60/22 60/23 70/16 95/8 96/4 101/2 128/16 138/14 149/1 154/3 154/15 154/20 156/4 166/16 watching [1] 1/9 water [1] 123/1 wave [2] 3/15 51/8 way [32] 2/5 3/3 3/22 6/22 10/11 12/1 18/5 23/17 28/13 39/6 47/12 47/20 50/20 54/7 56/23 58/21 59/15 61/8 74/13 83/8 83/16 84/3 89/15 93/19 98/1 102/14 137/4 155/8 156/7 156/15 157/18 162/14 ways [4] 69/11 110/7 144/9 148/1 we [445] we call [1] 1/12 we'd [7] 57/11 96/7 103/20 103/21 119/1 125/6 125/6 we'll [10] 4/9 6/6 30/15 60/9 76/23 92/23 132/16 132/17 148/1 149/21 we're [12] 17/10 40/3 45/25 51/10 71/23 77/20 83/10 88/14 92/10 110/5 117/10 134/16 we've [35] 12/12 33/13 36/14 39/20 49/24 51/16 63/7 70/22 72/5 72/12 75/2 75/11 78/3 79/16 79/21 84/10 87/9 90/18 92/18 102/20		
W	wait [3] 32/12 78/16 79/1 waited [2] 78/12 78/24 waiting [3] 35/25 124/9 160/18 Wales [4] 59/13 67/16 67/24 68/1 walking [1] 77/5 walks [1] 158/8 wall [1] 113/24 want [23] 2/25 7/12 30/1 32/13 37/20			

W which... [74] 63/23 64/3 65/19 67/2 67/14 68/8 71/7 71/16 71/23 73/12 74/16 74/17 74/24 75/13 80/12 81/5 83/7 83/9 89/9 90/2 91/8 91/25 92/1 93/17 99/20 105/2 105/21 108/11 109/25 110/7 111/7 111/8 111/9 112/16 112/24 113/1 113/20 115/19 115/20 116/6 120/17 122/3 123/7 123/22 132/6 133/14 135/9 136/10 136/23 137/22 137/23 137/25 140/10 140/14 140/20 142/14 143/10 143/24 144/12 144/15 149/16 149/20 151/15 153/10 153/21 153/23 156/15 157/14 159/11 161/18 162/3 165/9 166/18 170/22 while [5] 7/6 14/24 77/14 98/7 113/15 whilst [5] 54/25 69/5 73/18 130/22 144/5 Whitty [1] 4/19 who [67] 1/8 5/17 9/19 17/11 18/3 19/20 19/21 20/11 28/12 33/22 35/2 36/14 36/24 41/22 53/23 61/2 67/14 71/9 72/12 74/25 75/24 80/8 80/17 87/19 92/4 98/5 100/7 100/20 102/7 102/9 102/9 102/10 103/9 103/10 105/10 106/6 107/12 107/24 108/10 108/14 111/5 112/25 116/10 116/14 117/10 126/14 126/16 129/19 131/9 132/11 133/14 133/16 133/16 134/20 142/7 142/17 152/11 156/2 157/5 160/24 161/5 161/8 163/2 164/21 168/9 170/20 171/8 who'd [2] 35/25 130/15 who've [1] 92/11 whoever [1] 119/7 whole [19] 4/23 5/9 6/13 7/4 8/11 9/2 14/7 57/1 59/17 70/18 92/5 121/8 122/8 129/10 149/12 150/23 151/13 160/18 165/10 whole-country [1]	122/8 whom [4] 43/21 76/11 90/21 114/8 why [13] 15/19 32/9 54/12 58/4 58/7 62/18 66/18 67/4 84/22 85/25 102/4 108/8 152/3 wide [18] 27/13 27/25 28/5 28/7 28/15 28/19 55/8 55/12 57/6 59/6 59/18 59/21 62/2 72/23 73/12 91/4 91/22 133/12 widely [1] 69/18 wider [4] 59/18 60/14 62/10 114/5 will [29] 6/19 10/3 10/20 26/8 29/1 51/23 59/13 68/20 73/15 73/20 77/6 77/7 79/9 83/15 88/5 88/8 113/19 113/21 118/17 132/16 134/13 134/25 135/2 135/3 136/11 136/18 136/25 139/14 171/9 willing [2] 68/17 160/17 willingness [1] 150/7 wipe [1] 145/24 wise [1] 44/23 wish [4] 25/8 109/4 129/23 169/16 wishes [1] 129/12 withdraw [1] 30/21 withdrawn [2] 168/3 169/2 within [26] 3/24 22/23 23/2 47/10 48/25 50/5 55/19 60/20 77/14 90/16 90/23 100/19 108/1 110/5 110/15 113/25 123/19 132/8 133/3 134/14 139/6 139/17 141/2 142/18 161/1 170/19 without [4] 29/2 32/3 50/14 145/2 withstanding [1] 171/20 witness [23] 1/5 1/22 6/7 7/11 17/10 22/17 46/19 46/20 46/24 47/6 69/22 89/1 89/9 112/24 122/2 124/23 128/16 134/6 135/21 136/4 136/15 136/23 151/15 witnesses [2] 46/1 119/24 women [3] 42/3 87/7 166/12	won't [3] 63/11 76/9 79/3 wonder [2] 36/10 164/3 wondering [1] 39/20 word [2] 83/19 103/5 words [2] 19/22 166/8 work [57] 6/19 9/7 16/2 16/2 19/20 22/11 23/11 28/13 29/12 32/9 32/24 34/18 47/20 49/13 50/11 52/19 52/21 52/25 58/18 59/11 59/25 67/14 70/24 71/10 71/20 71/21 75/23 77/9 80/17 85/1 85/2 87/10 90/19 90/21 96/21 97/1 100/6 100/13 100/23 101/17 104/13 108/3 124/11 124/16 130/15 135/12 140/23 147/7 147/21 150/7 153/18 154/8 155/10 161/14 162/15 163/2 168/10 worked [23] 9/12 39/15 52/18 55/23 61/2 68/6 68/14 70/22 76/11 80/15 81/7 81/8 87/13 89/15 97/14 108/2 112/14 123/15 155/16 155/17 156/8 156/14 158/8 workers [20] 27/18 41/20 41/22 42/7 63/4 106/20 130/5 131/9 131/20 132/23 133/24 135/13 142/5 156/4 156/4 166/12 166/13 166/16 170/5 170/7 workforce [2] 2/22 45/13 working [31] 24/2 32/11 33/18 49/8 52/15 58/22 60/7 61/25 62/19 65/14 68/13 69/11 69/15 72/5 75/24 82/1 86/2 99/12 112/9 121/21 137/5 141/8 142/18 149/13 156/5 158/10 158/14 159/17 168/9 168/16 171/17 workload [1] 149/3 workloads [2] 148/15 149/25 workplace [1] 150/7 world [4] 95/10 96/16 100/19 124/8 worlds [1] 86/1 worldwide [1] 94/21 Wormwald [1] 58/22	worry [4] 41/8 83/7 83/12 161/4 worrying [1] 39/14 worse [1] 145/3 worst [1] 3/12 worst-case [1] 3/12 worth [3] 13/14 63/18 63/21 worthwhile [1] 162/17 would [147] 1/18 3/20 4/7 5/15 5/21 6/16 8/5 9/17 9/18 9/22 9/23 9/24 10/10 10/16 10/18 11/12 12/8 12/11 12/16 12/20 13/22 14/17 15/20 16/22 16/23 16/24 18/13 22/25 23/5 23/12 25/8 25/16 26/10 26/14 26/16 28/1 28/8 28/13 28/14 28/15 29/5 30/6 34/9 35/16 35/22 35/23 35/24 36/6 38/6 38/17 38/22 39/7 40/4 40/10 44/20 44/25 45/16 46/15 54/8 55/1 56/2 56/12 56/16 56/16 62/7 62/9 66/22 67/7 68/15 73/7 74/10 77/9 77/17 77/24 78/1 79/4 80/15 80/17 83/8 84/12 84/16 85/3 85/4 85/22 86/4 86/5 94/4 94/6 94/13 95/2 96/3 103/13 106/23 108/3 108/6 108/22 109/4 111/8 114/17 115/18 116/11 117/21 119/16 120/9 121/11 123/23 124/8 125/7 126/25 127/1 129/2 135/11 139/18 143/16 148/19 149/13 156/19 158/14 158/16 159/1 159/13 160/3 160/3 160/6 160/7 160/8 161/22 162/5 163/11 164/18 164/23 165/25 166/1 166/21 167/5 167/22 168/4 169/5 169/5 169/6 169/10 169/13 169/16 170/12 170/17 170/17 170/23 wouldn't [1] 50/14 wrapping [1] 21/24 writer [1] 113/22 writing [1] 144/10 wrong [1] 19/22 wrote [2] 27/9 61/11 <hr/> Y yeah [86] 22/25	34/13 53/8 53/15 55/5 60/16 64/8 65/15 66/6 66/6 66/8 66/17 72/10 75/4 79/13 82/2 87/4 92/18 93/12 94/15 95/24 95/24 97/3 98/8 98/25 99/15 104/14 105/1 105/20 106/1 106/4 106/12 106/14 107/18 107/22 108/23 109/23 110/5 111/17 111/20 113/9 114/24 115/13 116/2 116/5 120/25 121/11 122/25 123/4 123/12 124/4 125/14 125/15 127/12 127/24 127/24 128/1 129/7 130/10 131/23 133/1 137/21 140/21 140/25 141/19 142/1 143/13 143/15 143/18 146/11 146/14 147/8 148/16 151/23 153/3 154/14 154/16 156/25 157/17 158/1 158/11 158/23 159/7 164/7 165/21 166/14 year [2] 50/24 79/10 years [5] 50/23 117/17 117/19 124/21 152/8 Yep [1] 48/22 yes [205] yet [3] 12/24 88/13 165/19 you [598] you'd [7] 37/2 43/8 99/13 106/7 119/4 121/5 135/18 you'll [7] 9/9 16/5 33/8 41/18 79/2 116/20 138/6 you're [29] 9/7 13/9 17/19 24/4 26/21 28/20 28/22 31/24 33/6 36/4 48/7 48/13 60/11 61/13 63/25 65/21 72/20 78/5 82/10 82/21 83/19 83/19 83/21 85/18 108/25 117/11 125/2 125/2 163/18 you've [49] 6/6 8/24 9/11 10/17 17/5 18/18 22/16 26/11 29/6 29/15 34/5 36/21 37/25 41/16 43/4 46/18 52/13 52/15 57/22 66/25 69/1 83/25 85/10 88/4 88/18 89/8 89/15 90/3 97/12 100/12 119/13 119/18 124/23 125/9 127/5 127/11 130/5
--	--	--	--	--

Y
you've... [12] 135/8
135/17 136/11 136/22
137/5 137/9 141/1
143/22 155/22 156/11
157/15 162/23
your [156] 1/18 1/23
2/1 2/19 3/1 3/17 5/12
6/9 7/11 7/19 8/16 9/5
9/6 9/7 9/16 11/1
11/19 16/7 18/15
18/18 22/17 22/24
26/12 26/12 27/8 28/4
28/25 29/8 29/11
29/13 31/14 32/9
33/13 37/19 39/13
41/1 41/24 44/24
45/17 45/19 45/24
46/4 46/16 47/3 47/7
47/15 49/17 49/18
49/20 51/2 51/17
51/22 53/4 55/12
57/14 57/14 57/21
59/8 60/3 61/22 61/25
62/12 63/1 65/13
65/16 65/19 66/9
66/24 67/1 68/22 69/3
69/19 69/22 70/25
71/5 71/12 72/11
72/14 73/23 73/24
73/25 73/25 74/21
75/6 82/25 85/20
88/12 89/6 89/12
90/19 93/25 94/8
94/10 96/2 100/16
101/15 107/6 108/18
109/14 114/23 115/23
117/3 117/21 118/5
118/19 118/21 120/23
120/23 122/11 122/18
123/7 124/5 124/6
125/8 127/22 130/5
131/14 133/25 134/6
135/9 135/14 136/5
136/12 136/18 137/1
137/6 138/7 139/20
140/23 141/2 141/21
143/18 146/9 147/2
147/13 151/15 153/8
155/12 155/24 157/19
157/21 157/25 159/14
161/11 164/4 165/13
166/5 166/10 167/22
168/25 170/2 170/9
171/6 171/16 171/19
171/21
yours [1] 113/12
yourself [6] 30/18
31/8 113/5 135/20
147/22 168/22

Zooming [1] 69/18

Z
Zoom [2] 30/18 31/10