

**From:** Richards N (Nicola) [REDACTED]@gov.scot>

**Sent:** 31 October 2017 18:06

**To:** [Private Secretary 1] [Private Secretary 1]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Mackinnon J (Judith) <[REDACTED]@gov.scot>; Director Communications, Ministerial Support & Facilities <[REDACTED]@gov.scot>

**Cc:** Permanent Secretary [REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; DG Health & Social Care [REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] [REDACTED]@gov.scot>; Richards N (Nicola) <[REDACTED]@gov.scot> **Subject:** RE: OFFICIAL SENSITIVE: Follow up from Cabinet

Thanks [Private Secretary 1]

Following the helpful discussion at ET, Judith and I have now spoken. We will take forward tomorrow with a view to action along the following lines (draft so far) and seek advice from Barbara and comms colleagues on handling.

#### **Taking the opportunity to set out our position:**

Immediate comms on this – saltire article along the lines of:

- media coverage can raise awareness of important issues and help spotlight the care and vigilance that is needed to create positive and inclusive cultures
- conscious too that the coverage can trigger memories and concerns and mean that additional support is needed
- response therefore is two-fold:
  - if there are issues of concern or cultures that don't meet our aspirations then call them out (process for this)
  - and if you need support then these exist – reiterate sources i.e. EAP, internal support, external sources of support: charities / NHS
- also links to our longer term work on policy and culture – SG2020 & People Plan

#### **Understanding and addressing the nature of the problem:**

- what are the risk factors? e.g.
  - male-dominated culture/workplace
  - insecure employment / appointments based on patronage
  - Positive and Inclusive Cultures indicators: prevalence and acceptance of banter etc.
- where therefore might the risks be at their most intense for us as we look across our organisation?
- what action needs to be taken to reassure that everyone has the chance to speak up?

I hope this helps.

We'll also take the opportunity to clarify routes for press/FoI etc so that we can deal with these in an orderly manner. **Grateful if requests can just be routed to Judith and I for the time being so that we can control the commissions.**

cheers  
Nicky

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**From:** [Private Secretary 1]

**Sent:** 31 October 2017 13:44

**To:** DG Organisational Development & Operations; Richards N (Nicola)

**Cc:** Permanent Secretary; DG Economy; DG Scottish Exchequer Mailbox; DG Health & Social Care; DG Constitution and External Affairs; DG Education, Communities & Justice

**Subject:** OFFICIAL SENSITIVE: Follow up from Cabinet

[REDACTED]/Nicky

As discussed, Cabinet has asked Perm Sec to take a fresh look at our approach to check that the SG is well placed to respond effectively to any complaints from staff about sexual harassment. Cabinet was clear that this included having effective, well understood policies in place; and that there was a safe environment for people to raise any concern – confident that they would be addressed in full. More generally Cabinet was also clear that this was also about ensuring that the correct attitudes and behaviours exist within the organisation.

Leslie made a couple of suggestions:

- Do we need an equivalent of the parliament's offer to staff? This should be on the basis of consideration of the relevant risk factors. If further action is required - what should that be?
- We should consider asking for some external support with relevant expertise – someone from the third sector?
- [Redacted] should have a visible role in staff communications. [Redacted] is happy to take this on – links to the kind of workplace we are trying to create; [Redacted] role in leading improvement around equalities and diversity – and is situated in the SG2020 aims of becoming a more open, transparent, responsive.

Further thought – this is focused on SG - what about public bodies/agencies? Something for directors on Thursday?

Cabinet's commission will be made public as part of the post cabinet briefing; James or [REDACTED] will be able to provide any further readout.

Happy to discuss

[Private Secretary 1]

[Private Secretary 1] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED]