

**From:** [Redacted] <[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)>

**Sent:** 09 November 2017 08:25

**To:** Richards N (Nicola) <[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)>; Hynd JS (James) <[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)>;  
[Private Secretary 2] <[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)>; Mackinnon J (Judith) <[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)>

**Cc:** Richards N (Nicola) <[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)>

**Subject:** RE: Personal and private

[Redacted 1 Paragraph]

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**From:** Richards N (Nicola) <[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)>

**Date:** Wednesday, 08 Nov 2017, 10:43 pm

**To:** Hynd JS (James) <[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)>, [Private Secretary 2] <[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)>,  
Mackinnon J (Judith) <[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)>, [Redacted] <[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)>

**Cc:** Richards N (Nicola) <[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)>

**Subject:** Personal and private

Dear all

As discussed today, here's a further development of an outline process should it be required.

[Redacted]

We'd like to get this to Perm Sec in the course of tomorrow.

Many thanks all,

Nicky



**Nicola Richards** | Director, People Directorate | [Redacted]

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