

From: [Head of Branch, People Directorate 2] <[Head of Branch, People Directorate 2]@gov.scot>
Sent: 10 November 2017 14:39
To: Mackinnon J (Judith) [REDACTED]@gov.scot>; [Head of Branch, People Directorate 1] <[Head of Branch, People Directorate 1]@gov.scot>; [Head of Branch, People Directorate 4] [Head of Branch, People Directorate 4]@gov.scot>; [Head of Branch, People Directorate 3] [Head of Branch, People Directorate 3]@gov.scot> **Subject:** RE: For today

Thanks – I'll update the routemap to make sense of some of this. [Head of Branch, People Directorate 1] and I are around this afternoon so once the message is clear we can ping over to [REDACTED] etc.



From: Mackinnon J (Judith)
Sent: 10 November 2017 14:37
To: [Head of Branch, People Directorate 2]; [Head of Branch, People Directorate 1]; [Head of Branch, People Directorate 4]; [Head of Branch, People Directorate 3] **Subject:** RE: For today

Good point [Head of Branch, People Directorate 2] – will feed that back.

J

From: [Head of Branch, People Directorate 2]
Sent: 10 November 2017 14:36
To: Mackinnon J (Judith); [Head of Branch, People Directorate 1]; [Head of Branch, People Directorate 4]; [Head of Branch, People Directorate 3]

Subject: RE: For today

Thanks Judith,

One tiny bit of feedback on the process James H worked up – is there a way we can call Gillian's role something other than "nominated officer?" this has a particular meaning in whistleblowing as you know and so there might be danger for confusion particularly if [REDACTED] is launching the new whistleblowing policy in the same timeframe?

[Head of Branch, People Directorate 2]



From: Mackinnon J (Judith)

Sent: 10 November 2017 14:30

To: [Head of Branch, People Directorate 1]; [Head of Branch, People Directorate 2][Head of Branch, People Directorate 4]; [Head of Branch, People Directorate 3]**Subject:** FW: For today

All

Latest positions – the perm sec message to all staff due to go out on Monday – we need to get to the unions before it is issued to all staff. You can see below that we are waiting for Leslie to review – and one final point to be checked with comms on advice to staff who may be contacted by the press.

[Head of Branch, People Directorate 1]; [Head of Branch, People Directorate 2] – will send you the final version when it comes through, if you could then arrange to distribute to unions.

[Head of Branch, People Directorate 2] – the complaints process you can use to feed into the route map.

- Next week we need to provide an update on what we have done to date as below – but we can catch up early next week.
- Policy review (JMck / [Head of Branch, People Directorate 2]
 - Work underway on Fairness at Work and conduct policy.
 - Early milestones
 - route map to clarify complaint handling
 - engagement with unions
 - development with EAP of options for bespoke confidential offer
 - material to be shared as part of comms and engagement plan – including updated Standards of Behaviour.
 - Outline of work undertaken to date and plan forward required in form of short briefing note for Perm Sec to share with FM [JMck - next week – IS THAT OK FOR TIMING?] Sounds fine for timing

Have a great weekend everyone and thanks for all your hard work and support this week – you've been amazing in your response to this stuff.

Best wishes

Judith

From: Richards N (Nicola)

Sent: 10 November 2017 13:24

To: Permanent Secretary; Hynd JS (James); Mackinnon J (Judith)

Cc: [Private Secretary 1]
Subject: RE: For today

Thanks [Private Secretary 2]

James has sent the complaints process and suggested names. So complete there.

<< Message: FW: For today >>

All staff message draft is here, with comms input. It is also with Gillian for review (we've spoken). If Leslie has time to look at this we can share with Unions and comms can get ready for issue on Monday. Suggest all staff message because it is personal and reaches everyone. Question about whether to cover press contact or not. I'll check that with Comms.

<< File: Perm Sec all staff message 13 November (2).docx >>

Communications plan outline is here. Perm Sec may not need to see this and I have asked Comms to work with the teams to develop and deliver. But perhaps helpful for her to be aware that it exists and she may want to review messages.

<< File: Sexual Harassment Communications Outline Plan (2).pptx >>

Notes for GR and BA below. Gillian and I have spoken. I've done them from Perm Sec - perhaps you could just send from the box if Leslie doesn't need to clear?

Gillian

Thank you for agreeing to take on this role. I understand that you have now had a chance to discuss with Nicky. We see the role as follows:

- To provide a further choice for staff as a confidante and sounding board (in addition to established mechanisms such as HR / TUs / EAP etc) to help them consider options. If they want to take things forward more formally then you would pass to Judith and team.
- To keep this manageable the focus in on those who have had experiences of sexual harassment.
- To act as a sensitive conduit through to other sources of support or process as appropriate, such as:
 - professional support and counselling
 - internal complaint structures
 - mediation
 - mentoring
 - police
- Judith and team will work with you to:
 - provide the contacts / sources / processes for each of these and options for ongoing care and recovery.
 - arrange for legal advice around the limits to confidentiality, process for note taking and when you would need to pass on information to Police / People Directorate.
 - how best to establish and agree expectations and exit points
- It would be helpful if you could give regular updates to Nicky/Judith if issues are raised with you - anonymised if that is the person's wish. They will then provide me (Perm Sec) or the relevant DG with updates as required.

In the early period, I would suggest you take stock weekly with Nicky and Judith to review how it is developing, emerging themes and to check that the level of contact is manageable. I will speak to

[Redacted] to let him know that you have taken on this responsibility and you may want to think with him about whether there are ways to free up your time if that becomes necessary.

For Barbara

We discussed how you might provide some pastoral care to staff, particularly in private office and communications, at this time. This may also help inform any work that might be required to set standards of behaviour and culture in these areas in the future.

We are aware that staff past and present are being approached by the press and that individuals have expressed concern and worry about this intrusion. If this is causing them anxiety they may need signposting to professional support or they may simply appreciate a listening ear and advice.

We also want to be sure that anyone with experiences that wants to come forward, including previous members of staff, feels able to do so and has a supportive route to do so. This is not designed to replace established mechanisms such as HR, TUs, EAP etc and if the individual wants to take things forward formally or needs ongoing support then you would pass to People Directorate.

Judith and team will work with you to provide the details for sources of support etc so that you can feel able to signpost people. They will also arrange for legal advice around the limits to confidentiality and when you would need to pass information directly to Police / People Directorate.

It would be helpful if you could give regular updates to Nicky/Judith if issues are raised with you – fully anonymised if that is the person's wish - and to review any emerging themes. They will then collate and provide me with updates as required. We may also want to consider with [REDACTED] if there are ways to free up your time if that becomes necessary.

From: [Private Secretary 2] **On Behalf Of** Permanent Secretary
Sent: 10 November 2017 13:11
To: Richards N (Nicola); Hynd JS (James); Mackinnon J (Judith)
Cc: Permanent Secretary; [Private Secretary 1]
Subject: RE: For today

Small update – in blue highlight

And including [Private Secretary 1] in just these exchanges – given really helpful for sit rep.

[Private Secretary 2]

From: [Private Secretary 2] **On Behalf Of** Permanent Secretary
Sent: 10 November 2017 12:40
To: Richards N (Nicola); Hynd JS (James); Mackinnon J (Judith)
Cc: Permanent Secretary
Subject: RE: For today

Thanks Nicky – Updated in blue from this side.

From: Richards N (Nicola)
Sent: 10 November 2017 10:28

To: Permanent Secretary; Hynd JS (James); Mackinnon J (Judith)

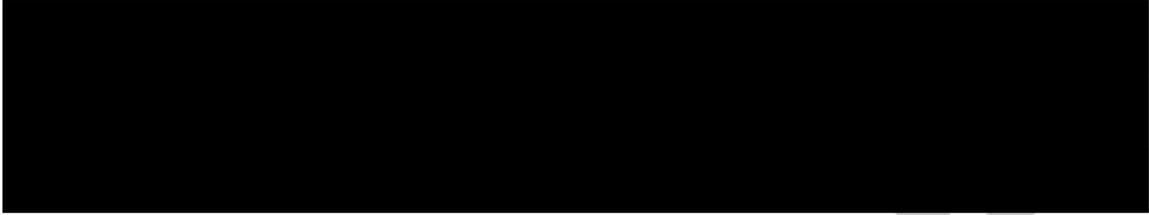
Subject: For today

Hi all

Just confirming we know what's needed for today and who's leading on what. Perhaps [Private Secretary 2] could confirm and add anything I've missed? I've used the headings from yesterday's sitrep.

- Process for former ministers (NR / JH)
 - JH has final draft, seeking legal input.
 - [Head of Branch, People Directorate 1]/ [Private Secretary 2] seeing if they can contact [REDACTED] so we can consider in line with Whitehall practice.
 - options for nominated officer
 - Process will be with Perm Sec today. [IS THIS NEEDED FOR FM BOX CLOSURE OR JUST FOR PERM SEC REVIEW/AWARENESS?] Process note not needed for FM box. Be aware FM may ask Perm Sec for confirmation / understanding of this process in writing next week.
- Communications plan (JMck / [REDACTED] / Corp comms)
 - to continue conversation with organisation and develop this as part of our early intervention / positive and inclusive cultures change process
 - 6 week plan as a basis for fleshing out with Comms – NR - will share copy today
 - draft letter for Monday – required today [NR - could you confirm that Perm Sec wants this to be an all staff message?] Draft letter not needed for FM box and Perm Sec will be able to look at first thing on Monday am if that extra time helps. Checking want as all staff message – any advice on if that is best route? It is consistent and ensure reaches all?
 - outline for Gillian and Barbara on what is asked of them [NR – required today] To bear in mind that outline may become public. There is a phrase Perm Sec thought good for BA role that I'm double checking. – It's "pastoral care" Perm Sec doesn't need to see/ clear.
- Policy review (JMck / [Head of Branch, People Directorate 2])
 - Work underway on Fairness at Work and conduct policy.
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 - material to be shared as part of comms and engagement plan – including updated Standards of Behaviour.
 - Outline of work undertaken to date and plan forward required in form of short briefing note for Perm Sec to share with FM [JMck - next week – IS THAT OK FOR TIMING?] Sounds fine for timing
- Engagement on culture (NR/JMck – linking with [REDACTED], [REDACTED] and [REDACTED] amongst others)
 - analysis and action on back of Survey results
 - engagement with interested parties (e.g. DG ally / other hosted staff sessions)
 - review interventions underway with DGs
 - DQ session on building positive team cultures
 - planning for wider interventions with managers

- Live issues (NR / JMck / [Head of Branch, People Directorate 3])
 - Reports to HR:
 - one issue – confirmed against a [REDACTED] member of staff in [REDACTED], individuals affected determining if they wish to pursue
 - one reflection on response to message
 - Reports to others:
 - 2: 1 to PJ / 1 to BA



SP SGTHC