

Scottish Futures Trust  
1st Floor  
11-15 Thistle Street  
Edinburgh  
EH2 1DF  
0131 510 0800

Scottish Government  
St. Andrew's House  
Regent Road  
Edinburgh  
EH1 3DG

20 March 2019

To Whom It May Concern,

**Release of our 'Review of Scottish Government Estates; Facilities; Security and Business Continuity; and Smarter Workplaces Service Delivery Structure Report' dated 20 March 2019 ("the Report") addressed to Scottish Futures Trust ("our Client")**

You have requested a copy of the Report for information purposes only in connection with its references to Scottish Government (the "Purpose"). The Report is confidential and our Client has sought our consent for the Report to be disclosed to you. We will agree to disclose the Report to you and, at our discretion, provide information or explanations in relation to the Report (together "the Information"), if you acknowledge and agree the following:

- (a) The Report was prepared solely for the use of our Client and was not prepared for your use or with your interests in mind;
- (b) We have not updated the Report and are not obliged to do so. Events may have occurred after the date of the Report which would change its content, had they been known when the Report was prepared;
- (c) You will not disclose or make available the Information to any other party except as required by law or regulation;
- (d) If you choose to rely upon the Information, you do so entirely at your own risk and without recourse to the Deloitte Parties. The Deloitte Parties have no liability or responsibility to you in contract or tort or otherwise for any loss, damage, cost or expense caused by your use of or reliance on the Information.
- (e) You agree not to bring or threaten to bring, any actions, proceedings or claims against any of the Deloitte Parties in connection with the provision of the Information to you.

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Yours faithfully



**Deloitte LLP**

Acknowledged and agreed, for and on behalf of Scottish Futures Trust

Signed:   
Position: Senior Associate Director  
Date: 20.3.19

Acknowledged and agreed, for and on behalf of Scottish Government.

Signed:   
Position: Deputy Commissioner, Minister to Support  
Date: 20/3/19 r facilities

**From:** [Redacted] <[Redacted]@gov.scot>  
**Sent:** 22 February 2019 15:53  
**To:** [Redacted] <[Redacted]@deloitte.co.uk>; [Redacted] <[Redacted]@gov.scot>  
**Subject:** RE: Deloitte: Review of Scottish Government Estates - H&S

[Redacted], Happy to do a conference call. We will get a room for ourselves. Have a good weekend.

[Redacted]

**From:** [Redacted] <[Redacted]@deloitte.co.uk>  
**Sent:** 22 February 2019 15:31  
**To:** [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>  
**Cc:** [Redacted] <[Redacted]@deloitte.co.uk>  
**Subject:** RE: Deloitte: Review of Scottish Government Estates - H&S

Hi [Redacted],

OK not to worry, lets stick to the Wednesday morning slot as it would be great to have both yourself and [Redacted] there.

Unfortunately I won't be in Edinburgh so is it possible to do a conference call? I will send you dial in details within the meeting invite.

Thanks

**[Redacted]**  
Manager | FA - Real Estate | Deloitte LLP  
1 New Street Square, London, EC4A 3HQ  
D: [Redacted] | M: [Redacted]  
[Redacted]@deloitte.co.uk | [www.deloitte.co.uk](http://www.deloitte.co.uk)

**From:** [Redacted] <[Redacted]@gov.scot>  
**Sent:** 22 February 2019 15:03  
**To:** [Redacted] <[Redacted]@deloitte.co.uk>; <[Redacted]@gov.scot>  
**Cc:** [Redacted] <[Redacted]@deloitte.co.uk>  
**Subject:** RE: Deloitte: Review of Scottish Government Estates - H&S

[Redacted], If we move to Mon/Tues the meeting will need to be with me rather than both of us. I can do 9:30/15:00 on Monday or 8:30/12:00 on Tuesday. All at SaH. Hope this helps.

[Redacted]

**From:** [Redacted] <[Redacted]@deloitte.co.uk>  
**Sent:** 22 February 2019 14:53  
**To:** [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>  
**Cc:** [Redacted] <[Redacted]@deloitte.co.uk>  
**Subject:** RE: Deloitte: Review of Scottish Government Estates - H&S

Hi [Redacted],

Do you have availability on Monday?

Thanks

**[Redacted]**

Manager | FA - Real Estate | Deloitte LLP  
1 New Street Square, London, EC4A 3HQ  
D: [Redacted] | M: [Redacted]

[Redacted]@deloitte.co.uk | [www.deloitte.co.uk](http://www.deloitte.co.uk)

**From:** [Redacted] <[Redacted]@gov.scot>

**Sent:** 22 February 2019 13:47

**To:** [Redacted] <[Redacted]@deloitte.co.uk>; <[Redacted]@gov.scot>

**Cc:** [Redacted] <[Redacted]@deloitte.co.uk>

**Subject:** RE: Deloitte: Review of Scottish Government Estates - H&S

Hi [Redacted],

I cant do the Tuesday unfortunately. I am in the Gala office delivering training.

[Redacted]

[Redacted] | Directorate for Communications and Ministerial Support | COMMS FS:  
Occupational Health and Safety Branch | Senior Occupational Health and Safety Advisor |  
U1 Spur | Saughton House | Broomhouse Drive | Edinburgh | EH11 3XD | Tel:  
[Redacted] | Mob: [Redacted] | Occupational Health & Safety Branch

**From:** [Redacted] <[Redacted]@deloitte.co.uk>

**Sent:** 22 February 2019 13:16

**To:** [Redacted] <[Redacted]@gov.scot>

**Cc:** [Redacted] <[Redacted]@deloitte.co.uk>; [Redacted] <[Redacted]@gov.scot>

**Subject:** RE: Deloitte: Review of Scottish Government Estates - H&S

Hi [Redacted]

Would it be at all possible to reschedule for the Tuesday morning/ or afternoon?

Thanks

**[Redacted]**

Manager | FA - Real Estate | Deloitte LLP  
1 New Street Square, London, EC4A 3HQ  
D: [Redacted] | M: [Redacted]

[Redacted]@deloitte.co.uk | [www.deloitte.co.uk](http://www.deloitte.co.uk)

**From:** [Redacted]

**Sent:** 22 February 2019 10:08

**To:** [Redacted] <[Redacted]@gov.scot>

**Cc:** [Redacted] <[Redacted]@deloitte.co.uk>; [Redacted] <[Redacted]@deloitte.co.uk>;  
<[Redacted]@gov.scot>

**Subject:** RE: Deloitte: Review of Scottish Government Estates - H&S

Hi [Redacted],

That would be great, I will send a meeting invite and include [Redacted].

Kind regards,

**[Redacted]**

Manager | FA - Real Estate | Deloitte LLP  
1 New Street Square, London, EC4A 3HQ  
D: [Redacted] | M: [Redacted]  
[Redacted]@deloitte.co.uk | [www.deloitte.co.uk](http://www.deloitte.co.uk)

**From:** [Redacted] <[Redacted]@gov.scot>

**Sent:** 22 February 2019 10:00

**To:** [Redacted] <[Redacted]@deloitte.co.uk>

**Cc:** [Redacted] <[Redacted]@deloitte.co.uk>; [Redacted] <[Redacted]@deloitte.co.uk>; <[Redacted]@gov.scot>

**Subject:** RE: Deloitte: Review of Scottish Government Estates - H&S

[Redacted], Thanks. Happy to have a chat. Would 9am on Wednesday suit? I will also like to involve [Redacted] who heads up the Health and Safety team.

[Redacted]

**From:** [Redacted] <[Redacted]@deloitte.co.uk>

**Sent:** 22 February 2019 09:34

**To:** [Redacted] <[Redacted]@gov.scot>

**Cc:** [Redacted] <[Redacted]@deloitte.co.uk>; [Redacted] <[Redacted]@deloitte.co.uk>**Subject:**  
Deloitte: Review of Scottish Government Estates - H&S

Good Morning [Redacted],

I hope you are well and thank you again for your time up in Edinburgh a couple of weeks ago. We are currently in the process of reviewing the key issues, gaps and overlaps that were identified as part of the stakeholder interview process.

Within our review we would like to explore further the roles and responsibilities associated with Health & Safety, particularly relating to service delivery (not occupational). It would be great to gain a greater understanding of these roles and were they sit to inform the report on recommendations.

Would you be able to spare 30 minutes at a time convenient to you in which to discuss this further? Perhaps early next week, prior to the workshop on Thursday 28<sup>th</sup>.

Kind regards,

**[Redacted]**

Manager | FA - Real Estate | Deloitte LLP  
1 New Street Square, London, EC4A 3HQ  
D: [Redacted] | M: [Redacted]  
[Redacted]@deloitte.co.uk | [www.deloitte.co.uk](http://www.deloitte.co.uk)

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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**From:** [Redacted] <[Redacted]@deloitte.co.uk>  
**Sent:** 27 February 2019 08:32  
**To:** [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>  
**Cc:** [Redacted] <[Redacted]@deloitte.co.uk>  
**Subject:** RE: Deloitte Review - Approach to H&S

Hi [Redacted],

You should be able to join the meeting by phone (Skype not required) using the below details:

Phone: [Redacted]  
Conference ID: [Redacted]

Let me know If you have any issues.

Thanks

[Redacted]  
Manager | FA - Real Estate | Deloitte LLP  
1 New Street Square, London, EC4A 3HQ  
D: [Redacted] | M: [Redacted]  
[Redacted]@deloitte.co.uk | [www.deloitte.co.uk](http://www.deloitte.co.uk)

**From:** [Redacted] <[Redacted]@gov.scot>  
**Sent:** 27 February 2019 08:27  
**To:** [Redacted] <[Redacted]@deloitte.co.uk>; [Redacted] <[Redacted]@gov.scot>  
**Cc:** [Redacted] <[Redacted]@deloitte.co.uk>  
**Subject:** RE: Deloitte Review - Approach to H&S

Hi [Redacted],

Unfortunately our Skype system is only for internal use or those who are federated. This being the case could we do this meeting with a conference call? Just let us know if it would be better us calling you?

[Redacted]

[Redacted] | Directorate for Communications and Ministerial Support | COMMS FS:  
Occupational Health and Safety Branch | Senior Occupational Health and Safety Advisor |  
U1 Spur | Saughton House | Broomhouse Drive | Edinburgh | EH11 3XD | Tel:  
[Redacted] | Mob: [Redacted] | Occupational Health & Safety Branch

**From:** [Redacted] <[Redacted]@deloitte.co.uk>  
**Sent:** 26 February 2019 14:44  
**To:** [Redacted] <[Redacted]@gov.scot>; [Redacted] <[Redacted]@gov.scot>  
**Cc:** [Redacted] <[Redacted]@deloitte.co.uk>  
**Subject:** Deloitte Review - Approach to H&S

Hi [Redacted]/ [Redacted],

Ahead of our call tomorrow morning I wanted to send some material to help guide the conversation. In terms of a rough agenda please see below:

1. H&S roles and responsibilities at each site
2. H&S roles and responsibilities across the core SG estate
3. Processes and responsibilities in setting of H&S policy and standards
4. Role in auditing H&S processes and monitoring of H&S performance
5. Roles in providing oversight with regard to H&S issues

It would also be beneficial for us to run through a brief maturity assessment based on the discussion above. I have outlined below a brief maturity scale which can facilitate the exercise:

Emergent	Understanding	Excellence
<p>Safety is defined in terms of technical and procedural solutions, and compliance with regulations. Only seen as responsibility of Health &amp; Safety department.</p>	<p>Safety is seen as business risk, with some senior management involvement in accident prevention. Safety performance actively measured, and data used effectively. Majority of staff accept personal responsibility for their own health and safety.</p>	<p>Strong commitment to safety across organisation, with proactive measures in place to prevent accidents. Prevention of injury/harm to employees both at work and at home is core SG objective. Uses indicators to monitor performance, but not performance-driven due to confidence in safety processes.</p>

Look forward to speaking tomorrow.

Kind regards,

[Redacted]  
 Manager | FA - Real Estate | Deloitte LLP  
 1 New Street Square, London, EC4A 3HQ  
 D: [Redacted] | M: [Redacted]  
 [Redacted]@deloitte.co.uk | [www.deloitte.co.uk](http://www.deloitte.co.uk)

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri

beachdan Riaghaltas na h-Alba.

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**From:** Director Communications, Ministerial Support & Facilities <DirectorCMSF@gov.scot>  
**Sent:** 06 March 2019 15:11  
**To:** [Redacted] <[Redacted]@scottishfuturestrust.org.uk>  
**Cc:** Director Communications, Ministerial Support & Facilities <DirectorCMSF@gov.scot>  
**Subject:** RE: Hold Harmless Letter for Signature

Hi [Redacted]

Barbara asked me to thank you for your email and to forward to you scanned, signed copy of the 'hold harmless' letter.

If I can offer further assistance please do not hesitate to contact me.

Kind regards

[Redacted]

[Redacted]  
PA – Director of Communications, Ministerial Support & Facilities  
Scottish Government  
3W  
St Andrew's House  
Regent Road  
Edinburgh EH1 3DG

Tel: [Redacted]  
Email: [Redacted]@gov.scot

**From:** [Redacted] <[Redacted]@scottishfuturestrust.org.uk>  
**Sent:** 06 March 2019 11:43  
**To:** Director Communications, Ministerial Support & Facilities <[DirectorCMSF@gov.scot](mailto:DirectorCMSF@gov.scot)>  
**Subject:** Fw: Hold Harmless Letter for Signature

Barbara

Re the Services Review exercise, Deloitte has asked if a 'hold harmless' letter can be signed given their contract is with SFT but the output will be for SG. SFT has no issue with this and I've signed the letter. Assuming you are content too could you print, sign, scan and send back to me and I will forward to Deloitte, copying you in. I have checked and they are content that this method of signing is fine as I won't be in SAH again this week.

Regards.

[Redacted]

[Redacted]  
Senior Associate Director  
Mobile: [Redacted]  
Main: [Redacted]

Address: 11-15 Thistle Street, Edinburgh, EH2 1DF

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**From:** [Redacted] <[Redacted]@gov.scot>  
**Sent:** 06 March 2019 11:35  
**To:** [Redacted]  
**Subject:** FW: Hold Harmless Letter for Signature

**From:** [Redacted] <[Redacted]@deloitte.co.uk>  
**Sent:** 05 March 2019 11:08  
**To:** [Redacted] <[Redacted]@gov.scot>  
**Cc:** [Redacted] <[Redacted]@scottishfuturestrust.org.uk>; [Redacted] <[Redacted]@deloitte.co.uk>  
**Subject:** Hold Harmless Letter for Signature

Good morning [Redacted] ,

As discussed please see attached the Hold Harmless letter with regard to releasing the Report to SG. Could we please ask that this is signed by both parties (yourself and Barbara) and returned? Following receipt of the letter we will be able to issue the draft version of the report later this week.

Kind regards,

**[Redacted]**  
Manager | FA - Real Estate | Deloitte LLP  
1 New Street Square, London, EC4A 3HQ  
D: [Redacted] | M: [Redacted]  
[Redacted]@deloitte.co.uk | [www.deloitte.co.uk](http://www.deloitte.co.uk)

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Tha am post-d seo (agus faidhle neo ceanglan còmhla ris) dhan neach neo luchd-ainmichte a-mhàin. Chan eil e ceadaichte a chleachdadh ann an dòigh sam bith, a' toirt a-steach còraichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gun d'fhuair sibh seo gun fhiosd', bu choir cur às dhan phost-d agus lethbhreac sam bith air an t-siostam agaibh agus fios a leigeil chun neach a sgaoil am post-d gun dàil.

Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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**From:** Allison B (Barbara) <Barbara.Allison@gov.scot> **On Behalf Of** Director Communications, Ministerial Support & Facilities  
**Sent:** 20 February 2019 12:00  
**To:** Director Communications, Ministerial Support & Facilities <DirectorCMSF@gov.scot>; [Redacted] <[Redacted]@gov.scot>  
**Subject:** RE: Today's Conference Call

Hi [Redacted]

Happy for [Redacted] to join the call.

Regards

Barbara

**BARBARA ALLISON,**  
Director, Communications, Ministerial Support and Facilities  
Scottish Government.  
Tel: [Redacted]  
(Pronouns She / her)



**I AM AN ALLY**

**From:** Director Communications, Ministerial Support & Facilities <[DirectorCMSF@gov.scot](mailto:DirectorCMSF@gov.scot)>  
**Sent:** 20 February 2019 10:58  
**To:** [Redacted] <[Redacted]@gov.scot>  
**Cc:** Director Communications, Ministerial Support & Facilities <[DirectorCMSF@gov.scot](mailto:DirectorCMSF@gov.scot)>  
**Subject:** RE: Today's Conference Call

Hi [Redacted]

Thanks for your email. Barbara is out at the moment but I will check when she returns to the office later this morning re [Redacted]. I can't see it being an issue but I will check. I've not had a report from Deloitte.

[Redacted]

[Redacted]  
PA – Director of Communications, Ministerial Support & Facilities  
Scottish Government  
3W  
St Andrew's House  
Regent Road  
Edinburgh EH1 3DG

Tel: [Redacted]  
Email: [Redacted]

**From:** [Redacted] <[Redacted]@gov.scot>  
**Sent:** 20 February 2019 10:55  
**To:** Director Communications, Ministerial Support & Facilities <[DirectorCMSF@gov.scot](mailto:DirectorCMSF@gov.scot)>  
**Subject:** RE: Today's Conference Call

[Redacted]

Could you check with Barbara if happy that [Redacted] joins us - he has been helping me with this project. If not, not an issue.

Did you get the pdf attachment from Deloitte for the meeting?

[Redacted]

**From:** Director Communications, Ministerial Support & Facilities <[DirectorCMSF@gov.scot](mailto:DirectorCMSF@gov.scot)>  
**Sent:** 20 February 2019 09:28  
**To:** [Redacted] <[Redacted]@gov.scot>  
**Cc:** Director Communications, Ministerial Support & Facilities <[DirectorCMSF@gov.scot](mailto:DirectorCMSF@gov.scot)>  
**Subject:** RE: Today's Conference Call

Thanks [Redacted] – see you later.

[Redacted]

[Redacted]  
PA – Director of Communications, Ministerial Support & Facilities  
Scottish Government  
3W  
St Andrew's House  
Regent Road  
Edinburgh EH1 3DG

Tel: [Redacted]  
Email: [Redacted]

**From:** [Redacted] <[Redacted]@gov.scot>  
**Sent:** 20 February 2019 09:03  
**To:** Director Communications, Ministerial Support & Facilities <[DirectorCMSF@gov.scot](mailto:DirectorCMSF@gov.scot)>  
**Subject:** RE: Today's Conference Call

[Redacted] – I will be joining Barbara in her room for the call.

**From:** Director Communications, Ministerial Support & Facilities <[DirectorCMSF@gov.scot](mailto:DirectorCMSF@gov.scot)>  
**Sent:** 20 February 2019 07:49  
**To:** [Redacted] <[Redacted]@gov.scot>  
**Cc:** Director Communications, Ministerial Support & Facilities <[DirectorCMSF@gov.scot](mailto:DirectorCMSF@gov.scot)>  
**Subject:** Today's Conference Call

Good morning [Redacted]

I received this morning conference call details for the call this afternoon with Deloitte. Can I please check if you will be dialling in with Barbara from her room?

I also noted in the calendar invite the Agenda items, which are:

All,

Please see below dial in details for tomorrow afternoon's call. Revised draft workshop material attached for further discussion and review with Barbara.

Agenda as follows:

**Agenda**

1. Brief status of progress made to date
  - Outcomes from stakeholder interviews
  - Next steps and approach
  
2. Workshop agenda and review of material
  - Discussion on proposed agenda, aims and objectives of the workshop on the 28<sup>th</sup> February
  - Walk through of draft agenda material (attached)
  
3. AOB

Kind regards,

[Redacted]  
Manager | FA - Real Estate | Deloitte LLP  
1 New Street Square, London, EC4A 3HQ  
D: [Redacted] | M: [Redacted]  
[Redacted]@deloitte.co.uk | [www.deloitte.co.uk](http://www.deloitte.co.uk)

[Redacted]'s email mention attached draft Workshop material. I'm afraid the calendar invite doesn't have anything attached. Do you have a copy?

I look forward to hearing from you.

Regards

[Redacted]

[Redacted]  
PA – Director of Communications, Ministerial Support & Facilities  
Scottish Government

3W  
St Andrew's House  
Regent Road  
Edinburgh EH1 3DG

Tel: [Redacted]  
Email: [Redacted]