

Email Chain 1

From: [redacted]@gov.scot

Sent: 9 December 2022 15:34

To: Thomson KAL (Ken) (Director-General) <Ken.Thomson@gov.scot>; DG Strategy and External Affairs <DGSEA@gov.scot>; Richards N (Nicola) <Nicola.Richards@gov.scot>

Cc: [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; Lowe P (Paul) <Paul.Lowe@nrscotland.gov.uk>; [redacted]@gov.scot; Director of Culture and Major Events <Directorofcultureandmajorevents@gov.scot>; [redacted]@gov.scot; [redacted]@gov.scot; Malpass R (Robert) Robert.malpass@gov.scot; [redacted]@gov.scot

Subject: Deputy Chief Executive – Next Steps

Thanks Ken,

That's useful to know. In the meantime are you content with the holding line below should we be approached on this today/over the weekend?

Thanks,

[redacted]

A Scottish Government spokesperson said:

“Recruitment for the role of Registrar General and chief executive of National Records of Scotland will begin shortly. This follows the upcoming departure of the current post holder, Paul Lowe, who has held the role for four years.”

From: Thomson KAL (Ken) (Director-General) <Ken.Thomson@gov.scot>

Sent: 09 December 2022 14:58

To: [redacted]@gov.scot; DG Strategy and External Affairs <DGSEA@gov.scot>; Richards N (Nicola) <Nicola.Richards@gov.scot>

Cc: [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; Lowe P (Paul) <Paul.Lowe@nrscotland.gov.uk>; [redacted]@gov.scot; Director of Culture and Major Events <Directorofcultureandmajorevents@gov.scot>; [redacted]@gov.scot; [redacted]@gov.scot;

Subject: RE: NRS chief executive - recruitment process

[redacted] –

I've added Paul Lowe direct, to confirm for him that we have comms in hand on this, and to some other colleagues with whom I'm also in touch already.

People Directorate colleagues are about to come back to me on the process for filling Paul's role, and I hope to be able to confirm shortly how and when that will be taken forward. I expect it to be handled as a process open to civil servants within SG and other government departments (rather than a full open competition), and to appoint an interim Registrar General and Chief Executive while that process is completed; but I will need to confirm that with People Directorate colleagues before using it in public lines.

K

Ken Thomson | Director General, Constitution & External Affairs, Scottish Government | ☎ 0131 244 6923 | [redacted] | 📧 dgcea@gov.scot | 📍 1N.04A St Andrew's House, Regent Road, Edinburgh EH1 3DG

From: [redacted]@gov.scot

Sent: 09 December 2022 14:18

To: DG Strategy and External Affairs <DGSEA@gov.scot>; Richards N (Nicola)

<Nicola.Richards@gov.scot>; Thomson KAL (Ken) (Director-General) <Ken.Thomson@gov.scot>

Cc: [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot

Subject: NRS chief executive - recruitment process

Hello,

I have been speaking with [redacted] from NRS comms regarding the upcoming recruitment for a new chief executive of NRS. As a note has gone out internally to staff to confirm Paul Lowe will be leaving, NRS has prepared a holding line below should they be approached by media. In addition, we will need to prepare an SG holding line in case approached by media on the recruitment process.

Do you know when the recruitment process will begin for this role? Will it be internal or external? [redacted] also wasn't sure exactly when Paul would be moving on – will he remain in post until a successor is appointed?

I have put the starter of a line below - I've kept this fairly brief and factual as imagine we will do a longer line thanking Paul on his work once his successor is appointed. Once I have more information I can add to the line below.

Also, please copy in anyone else who should be on this email chain.

Thanks,

[redacted]

A Scottish Government spokesperson said:

“Recruitment for the role of Registrar General and chief executive of National Records of Scotland, will begin shortly. This follows the upcoming departure of the current post holder, Paul Lowe, who has held the role for four years.”

A National Records of Scotland spokesperson said:

“The current Registrar General and Chief Executive will be leaving NRS shortly after four years in post. The Scottish Government will be taking forward arrangements to recruit a successor.”

[redacted]

My working days are Tuesday to Friday

News | Scottish Government | [redacted] | www.gov.scot

Email Chain 2

From: Richards N (Nicola) <Nicola.Richards@gov.scot>

Sent: 04 November 2022 10:35

To: Malpass R (Robert) <Robert.Malpass@gov.scot>

Subject: OFFSEN staffing – Paul Lowe

Hi both,

Email readout from my chat with Paul Lowe this morning –

- [redacted]
- Rob - could you confirm when the backdating for T/P would run to? [redacted]
- [redacted]
- Backfill – [redacted]; would Ken / Penelope be content to put it out as a T/P director opportunity ahead of going out substantively? I'm not sure if there has been any discussion on that yet and I think [redacted]. Are there others around the CX network who might be credible long term candidates? Are there any developmental managed moves around the CX cohort that might make sense? Could you both have a wee check in with [redacted] and review potential options from talent / pipeline perspective?
- [redacted]
- [redacted]

I'll share this with Lesley by way of update.

Thanks both

Nicky

Email Chain 3

From: Lowe P (Paul) <Paul.Lowe@gov.scot>

Sent: 13 December 2022 15:50

To: Thomson KAL (Ken) (Director-General) <Ken.Thomson@gov.scot>

CC: DG Strategy and External Affairs <DGSEA@gov.scot>

Subject: RE: In Confidence

Ken

I have spoken to [redacted] seems to be interested in covering for a few weeks as interim and may well put [redacted] hat in the ring for the interim temp promotion.

I think [redacted] would find it helpful to discuss further with you, perhaps your team could set something up for the two of you.

Thanks

P

From: Thomson KAL (Ken) (Director-General) <Ken.Thomson@gov.scot>

Sent: 13 December 2022 14:59

To: Lowe P (Paul) <Paul.Lowe@nrscotland.gov.uk>

Cc: DG Strategy and External Affairs <DGSEA@gov.scot>

Subject: RE: In Confidence

Sensitivity: Confidential

Paul –

I'm sorry not to have responded sooner. I've now heard back from People Directorate colleagues. Here's what I propose.

I'd be grateful if you'd ask [redacted] to provide initial interim cover over the Xmas break, while we put in place the arrangements described below. I'm asking [redacted] to do that at DD, as would be usual for cover while someone was on leave; but see below for the period beyond the coming leave season.

[redacted]. To do that on the basis of being an acting Director, my colleagues advise me there needs to be rapid expressions-of-interest process, which we can organise rapidly for the first week back after the Xmas break (so, w/b 9/1/2022), done on the basis of the existing job description (that is, yours).

That would be open to others in SG. [redacted]; but it also means that we get the best possible outcome for NRS, and we can recognise the role at the appropriate level for the ongoing interim cover.

My People Directorate colleagues will be coming back to me with a timetable for the recruitment of your substantive successor, with an advertisement in January, and obviously I'll want to discuss the timings with you and with [redacted].

Let me know if it would be helpful to have a quick word. It might be useful to combine that with an opportunity for me to ask you any questions I have about the material we discussed when we spoke, telling the story of the Census so far, lessons learned, and the sound basis now in place for the products.

K

Ken Thomson | Director General, Constitution & External Affairs, Scottish Government | ☎ 0131 244 6923 | 📧 [redacted] | 📧 dgcea@gov.scot | 📍 1N.04A St Andrew's House, Regent Road, Edinburgh EH1 3DG

From: Lowe P (Paul) <Paul.Lowe@nrscotland.gov.uk>

Sent: 09 December 2022 11:18

To: Thomson KAL (Ken) (Director-General) <Ken.Thomson@gov.scot>; DG Strategy and External Affairs <DGSEA@gov.scot>

Subject: In Confidence

Sensitivity: Confidential

Morning Ken

Hope you are well

Sorry to bother you when I know you will be extremely busy but I wondered if you had any update in relation to discussions you were having with HR on what the offer of temporary promotion for [redacted], it will be useful to resolve this (as highlighted earlier in the week) before I speak to [redacted].

I'm mindful that I have 8 working days before I finish up now so trying to tie up all loose ends.

Thanks

P

Paul Lowe – Chief Executive
Registrar General for Scotland / Keeper of the Records of Scotland
National Records of Scotland | General Register House | Edinburgh EH1 3YY
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Email Chain 4

From: [redacted]@gov.scot
Sent: 09 December 2022 16:11
To: [redacted]@nrscotland.gov.uk; [redacted]@gov.scot
Subject: RE: PAUL LOWE, CEO

Hi [redacted], just confirming below – Paul should remain on NRS budget.

Thanks
[redacted]

From: [redacted]@gov.scot
Sent: 09 December 2022 09:48
To: [redacted]@nrscotland.gov.uk; [redacted]@gov.scot
Subject: RE: PAUL LOWE, CEO

Hi [redacted]

I expect Paul will remain on NRS's budget given his annual leave balance, but just confirming with colleagues. Will come back as soon as I've answer.

[redacted]

From: [redacted]@nrscotland.gov.uk
Sent: 09 December 2022 09:13
To: [redacted]@gov.scot; [redacted]@gov.scot
Subject: RE: PAUL LOWE, CEO

Many thanks [redacted].

[redacted]

[redacted]
NRS HR Business Advisor
National Records of Scotland
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From: [redacted]@gov.scot
Sent: 09 December 2022 09:07
To: [redacted]@nrscotland.gov.uk; [redacted]@gov.scot
Subject: RE: PAUL LOWE, CEO

Hi [redacted]

I no longer work in senior staffing so am sending on to [redacted].

[redacted]



[redacted]

Head of Talent, Leadership and Learning, People Development Division
Scottish Government

Tel: [redacted]

I work flexibly– my calendar shows where I am today

[redacted]



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From: [redacted]@nrscotland.gov.uk

Sent: 09 December 2022 08:23

To: [redacted]@gov.scot

Subject: PAUL LOWE, CEO

Hi [redacted]

Paul has announced that he will be leaving NRS.

He has told me that he is going on leave before finding a new post, but will no longer be assigned to NRS. He asked for his IT equipment etc to be picked up from his house.

I explained to him that although he is going in leave, he will still be assigned to NRS as this is where his salary will continue to be paid from?

Or are you temporarily assigning him elsewhere? Will NRS pay his salary costs during this time?

Thanks

[redacted]

[redacted]

NRS HR Business Advisor

National Records of Scotland

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Email Chain 5

From: Lowe P (Paul) <Paul.Lowe@nrscotland.gov.uk>
Sent: 11 November 2022 07:26
To: Richards N (Nicola) <Nicola.Richards@gov.scot>
Subject: RE: Personal

Thanks Nicky

Meeting with Ken went fine, I think largely he was checking in on my thinking on next steps.

[redacted]

Most of the discussion was about the process to replace me, which he has picked up with Penelope. He is weighing up a temporary promotion process I think and planned to come back to you for thinking and advice on that.

Thanks

P

From: Richards N (Nicola) <Nicola.Richards@gov.scot>
Sent: 10 November 2022 11:58
To: Lowe P (Paul) <Paul.Lowe@nrscotland.gov.uk>
Subject: RE: Personal
Sensitivity: Personal

Thanks Paul

It was good to check in and to think through options and plans. [redacted]

Keep us posted if you don't hear back from Ken / Penelope and we need to prompt at this end. Rob Malpass would be very happy to assist in any way and as would [redacted] in the recruitment team.

[redacted]

[redacted]. Let me know if there's anything I can do to assist.

Best wishes Paul and thanks for making such a massive contribution to Scottish Government [redacted]. It is appreciated.

Cheers
Nicky

From: Lowe P (Paul) <Paul.Lowe@nrscotland.gov.uk>
Sent: 07 November 2022 10:39
To: Richards N (Nicola) <Nicola.Richards@gov.scot>

Subject: Personal
Sensitivity: Personal

Nicky

Thanks again for discussion last week, appreciated your time and the suggestions.

Off the back of this:-

I've dropped Penelope (and Ken) an update this morning and asked them if we can find a way to move on with the recruitment of a temporary CEO for NRS to allow me to go at Christmas.

[redacted].

I'll pick up your suggestions on good people to speak to, starting with **[redacted]**

Thanks again for the suggestions

P

Paul Lowe – Chief Executive
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Email Chain 6

From: Lowe P (Paul) <Paul.Lowe@nrscotland.gov.uk>

Sent: 09 December 2022 11:22

To: Thomson KAL (Ken) (Director-General) <Ken.Thomson@gov.scot>; DG Strategy and External Affairs <DGSEA@gov.scot>;

Subject: Re

Ken

There are some suggestions that news of my departure may be doing the rounds now as these things often do. I just wanted to highlight as you may wish to make Ministers aware now rather than them finding out on the grapevine.

Thanks

P

Paul Lowe – Chief Executive

Registrar General for Scotland / Keeper of the Records of Scotland

National Records of Scotland | General Register House | Edinburgh EH1 3YY

0131 535 1312 Paul.Lowe@nrscotland.gov.uk | www.nrscotland.gov.uk

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Email Chain 7

From: Lowe P (Paul) <Paul.Lowe@nrscotland.gov.uk>

Sent: 26 November 2022 16:18

To: Cooper P (Penelope) <Penelope.Cooper@gov.scot>; Director of Culture and Major Events <Directorofcultureandmajorevents@gov.scot>

Subject: RE: re

Thanks Ken

That's helpful to understand thank you for the update.

Thanks

P

From: Thomson KAL (Ken) (Director-General) <Ken.Thomson@gov.scot>

Sent: 24 November 2022 08:03

To: Lowe P (Paul) <Paul.Lowe@nrscotland.gov.uk>; Cooper P (Penelope) <Penelope.Cooper@gov.scot>; Director of Culture and Major Events <Directorofcultureandmajorevents@gov.scot>

Cc: DG Strategy and External Affairs <DGSEA@gov.scot>

Subject: RE: Re

Sensitivity: Confidential

Paul (OR) –

Just to confirm, in Penelope's absence, that I'm in touch with Nicky Richards and the Senior Staff Team on the process for appointing your successor. There won't be any public communication of that before you get back from leave. Once you are, let's catch up on that and on interim arrangements. I'm also arranging to catch up with Penelope next week.

My office will be in touch to fix us a call. See you then,

K

Ken Thomson | Director General, Constitution & External Affairs, Scottish Government | ☎ 0131 244 6923 | 📧 [redacted] | 📧 dgcea@gov.scot | 📍 1N.04A St Andrew's House, Regent Road, Edinburgh EH1 3DG

From: Lowe P (Paul) <Paul.Lowe@nrscotland.gov.uk>

Sent: 15 November 2022 14:14

To: Cooper P (Penelope) <Penelope.Cooper@gov.scot>; Director of Culture and Major Events <Directorofcultureandmajorevents@gov.scot>

Cc: Thomson KAL (Ken) (Director-General) <Ken.Thomson@gov.scot>; DG Strategy and External Affairs <DGSEA@gov.scot>

Subject: Re

Sensitivity: Confidential

Hi Penelope

Hope you are **[redacted]**. Conscious that your return is likely to coincide with leave I have planned.

Ken and I caught up last week on my departure and I understand from this he has spoken to you. Off the back of our discussion he was going to speak to Nicky about putting in place the process to replace me.

I have this week let my Directors and NxDs know in confidence that I will be leaving and now need to think forward to process of communicating this to my wider staff at NRS and to key stakeholders.

I finish up for leave tomorrow (16th) and am due to return on Monday the 5th so perhaps something I could do during that week. It will just be short, let them know I am going and that a process will get underway to appoint my successor.

I do however think that my comms to staff should go out ahead of any advert for the role, since this may be picked up by my staff. So if there is a plan to advertise the role before I am back from leave on the 5th could you let me know (**[redacted]**) so that I can bring the staff comms forward to just before the advert issues.

Many thanks

P

Paul Lowe – Chief Executive
Registrar General for Scotland / Keeper of the Records of Scotland
National Records of Scotland | General Register House | Edinburgh EH1 3YY
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Email Chain 8

From: Thomson KAL (Ken) (Director-General) <Ken.Thomson@gov.scot>

Sent: 09 December 2022 15:55

To: Cabinet Secretary for Constitution, External Affairs and Culture <CabSecCEAC@gov.scot>

Cc: First Minister <firstminister@gov.scot>; Deputy First Minister and Cabinet Secretary for Covid Recovery <DFMCSCR@gov.scot>; Minister for Culture, Europe and International Development and Minister with special responsibility for Refugees from Ukraine <MinisterCEID@gov.scot>; Permanent Secretary <PermanentSecretary@gov.scot>; Director of Culture and Major Events <Directorofcultureandmajorevents@gov.scot>; DG Corporate <dgcorporate@gov.scot>; Richards N (Nicola) <Nicola.Richards@gov.scot>; [redacted]@gov.scot; Bruce A (Andrew) <Andrew.Bruce@gov.scot>; [redacted]@gov.scot

Subject: Registrar General and chief executive, NRS

PS/Cab Sec –

This is to make you aware that Paul Lowe, Registrar General and chief executive of National Records of Scotland, will be stepping down from that role at the end of this year. Paul will be taking some leave, including to spend some time with his [redacted], before moving to a new role.

I am in the process of confirming interim arrangements with Paul, and arrangements for recruiting his successor, and will return to Ministers on those prior to the process being launched.

In the meantime, it is possible that Paul's internal communication to NRS staff could give rise to media inquiries. Comms colleagues and NRS are preparing short lines to hold over the weekend. The current version of that line is as follows:

“Recruitment for the role of Registrar General and chief executive of National Records of Scotland will begin shortly. This follows the upcoming departure of the current post holder, Paul Lowe, who has held the role for four years.”

Comms colleagues will confirm the lines with NRS and SpAds in the usual way. Since I am about to be away from my inbox for a few hours, I've included the draft line for your awareness.

[redacted]

K

Ken Thomson | Director General, Constitution & External Affairs, Scottish Government | ☎ 0131 244 6923 | 📧 [redacted] | 📧 dgcea@gov.scot | 📍 1N.04A St Andrew's House, Regent Road, Edinburgh EH1 3DG