
From: Tim Hair <[Redacted]@gov.scot>
Sent: Monday, 23 August 2021 17:18
To: [Redacted]@gov.scot>
Cc: [Redacted]@gov.scot>; [Redacted]@gov.scot>; Rooney@gov.scot>
M (Maureen) <[Redacted]@gov.scot>; [Redacted]@gov.scot>
[Redacted]@gov.scot>
Subject: RE: Ms Forbes Visit - URGENT

Great News.

Regards

Tim Hair

Turnaround Director

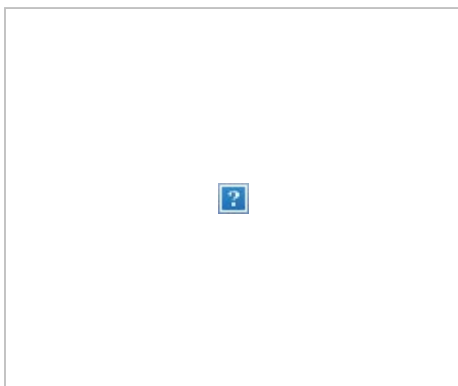
T: [Redacted]

E: [Redacted] [@fergusonmarine.com](mailto:[Redacted]@fergusonmarine.com)



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From: [Redacted]@gov.scot <[Redacted]@gov.scot>
Sent: 23 August 2021 16:49
To: Tim Hair [Redacted]@fergusonmarine.com>

Cc: [Redacted] [@gov.scot](#); [Redacted] [@gov.scot](#); [Redacted] [@gov.scot](#);
[Redacted] [@gov.scot](#); [Redacted] [@gov.scot](#)
Subject: RE: Ms Forbes Visit - URGENT

Tim,

Ms Forbes office have confirmed Mr McMillan and Mr Cowan won't be attending the visit. No need to amend your schedule.

Reuben's office should be confirming whether or not Reuben is attending tomorrow.

Thanks

[Red

From: Tim Hair <[Redac [@fergusonmarine.com](#)>
Sent: Friday, 20 August 2021 11:46
To: [Redacted] [@gov.scot](#)>
Cc: [Redacted] [@gov.scot](#)>; [Redacted] [@gov.scot](#)>; Rooney [@gov.scot](#)>;
M (Maureen) <[Redacted] [@gov.scot](#)>; [Redacted] [@gov.scot](#)>;
[Redacted] [@gov.scot](#)>
Subject: RE: Ms Forbes Visit - URGENT

[Re ,

All noted.

Just need to know parking the day before.

Regards

Tim Hair
Turnaround Director

T: [Redacted]
E: [Redac [@fergusonmarine.com](#)



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From: [Redacted] [@gov.scot](#) <[Redacted] [@gov.scot](#)>
Sent: 20 August 2021 09:28
To: Tim Hair <[Redac] [@fergusonmarine.com](#)>
Cc: [Redacted] [@gov.scot](#); [Redacted] [@gov.scot](#); [Redacted] [@gov.scot](#);
[Redacted] [@gov.scot](#); [Redacted] [@gov.scot](#)
Subject: RE: Ms Forbes Visit - URGENT

Morning Tim,

I've relayed your concerns about the MP/MSP joining, SIAD are in agreement that it wouldn't be the best idea. Ms Forbes office have still not decided yet, I will keep you posted.

I've checked with Reuben's office and unfortunately he may not be able to attend, I will confirm in due course.

In relation to the car parking – Ms Forbes will be getting dropped off and picked up by the government car service. Her Private Secretary will require a space and I assume Mo and or Reuben may need one too, however this can confirmed later.

Thanks

[Red

From: Tim Hair <[Redac] [@fergusonmarine.com](#)>
Sent: Thursday, 19 August 2021 17:52
To: [Redacted] [@gov.scot](#)>
Cc: [Redacted] [@gov.scot](#)>; [Redacted] [@gov.scot](#)>; Rooney
M (Maureen) <[Redacted] [@gov.scot](#)>; [Redacted] [@gov.scot](#)>;
[Redacted] [@gov.scot](#)>
Subject: RE: Ms Forbes Visit - URGENT

[Re ,

Sorry for the delay in a full reply. It's been a lively day.

[Redacted]

[Redacted]

[Redacted]

I understand the potential need for Mr McMillan and Mr Cowan to be involved but we will not be able to go ahead with the group meetings if they come and will change the visit to a more conventional tour.

Thanks for the PPE sizes. I also have Mo and Reuben down as attending. I think we still have Mo's details but perhaps you could also ask Reuben for his sizes. Just to be clear, I would prefer to limit the group sessions just to CabSec and one or two others so they are as relaxed as possible. We are however happy to accommodate others for the rest of the visit – there is plenty to see.

Car parking is not a problem. You can have as many spaces as you like, I just need a guide.

Bios for [Red] and [Redac] follow shortly.

Regards

Tim Hair

Turnaround Director

T: [Redacted]

E: [Redac] [@fergusonmarine.com](mailto:[Redac]@fergusonmarine.com)



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From: [Redacted] [@gov.scot](#) <[Redacted] [@gov.scot](#)>
Sent: 19 August 2021 09:35
To: Tim Hair <[Redac] [@fergusonmarine.com](#)>
Cc: [Redacted] [@gov.scot](#); [Redacted] [@gov.scot](#); [Redacted] [@gov.scot](#);
[Redacted] [@gov.scot](#); [Redacted] [@gov.scot](#)
Subject: RE: Ms Forbes Visit - URGENT

Morning Tim,

Ms Forbes office have come back to me with some further details.

- PPE sizes for all individuals attending from your office. Safety shoes and a boiler suit must be worn on site.
Ms Forbes – size [Redacted] and [Redacted] boiler suit
[Redacted] – size [Redacted] and [Redacted] boiler suit
- Confirmation of who will be attending from your office?
[Redacted] (Private Secretary)
- Will only one car parking space be required.?
[Redacted] is unable to travel with Ms Forbes in the government car. He will therefore require a car parking space. Ms Forbes will arrive the government car. We are trying to find out from GCS if the car will remain on site for Cab Sec or it will leave and return for pick up. As soon as we know we will update you.

As a courtesy private office have alerted local MSPs and MPs that Ms Forbes is visiting their constituency. Which is unfortunate, as Stuart McMillan MSP and Ronnie Cowan MP have responded to ask if they can attend the visit. Ms Forbes has not yet confirmed with her office if she is content with them attending.

I have responded this morning to say that the visit was arranged as a private visit for Ms Forbes only. However I have said I would check with yourself to see what kind of impact two more attendees would have on the agenda for the day as I am mindful that 1m social distancing is still in operation indoors at the meeting rooms etc. I have also suggested it may be more appropriate for Mr McMillan and Mr Cowan to visit another time.

Thanks

[Redacted]

From: Tim Hair <[Redacted] [@fergusonmarine.com](mailto:[Redacted]@fergusonmarine.com)>

Sent: Wednesday, 18 August 2021 13:49

To: [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot)>

Cc: [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot)>; [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot)>; Rooney

M (Maureen) <[Redacted] [@gov.scot](mailto:[Redacted]@gov.scot)>; [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot)>;

[Redacted] [@gov.scot](mailto:[Redacted]@gov.scot)>

Subject: RE: Ms Forbes Visit - URGENT

[Re ,

We have decided to stick with the original timing but change the structure of the two groups so that the first is a mix of non-union people from across the business and the second is only people chosen by the shop stewards. The schedule will therefore be:

13.30 – 13.40 Arrival & Introductions. Tim Hair

13.40 – 14.40 Change into PPE & yard tour. TH plus [Redacted] (Operations Director) & [Redacted] (Engineering Director)

14.40 – 15.00 Employee Group 1. Mixed employees from across the business

15.00 – 15.20 Employee Group 2. Shop stewards and union members selected by them.

15.20 – 15.30 Wrap-up and exit

Some points to be aware of:

1. [Redacted]
2. We have heard that some Union members think they should be allocated at least an hour with Ms Forbes. We have made their session the last item so that she can bring it to an end by having to leave for another engagement
3. [Redacted]

Look forward to introducing Ms Forbes (and Reuben) to the yard.

Regards

Tim Hair

Turnaround Director

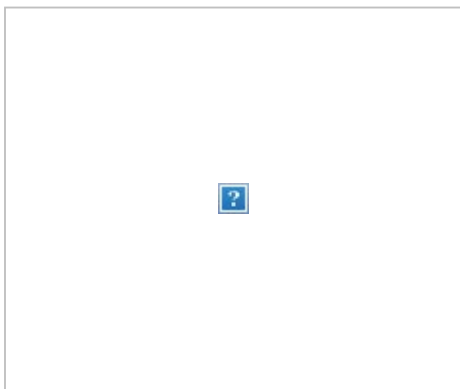
T: [Redacted]

E: [Redacted] [@fergusonmarine.com](mailto:[Redacted]@fergusonmarine.com)



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From: Tim Hair

Sent: 18 August 2021 10:19

To: [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot)

Cc: [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot); [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot); [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot);

[Redacted] [@gov.scot](mailto:[Redacted]@gov.scot); [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot)

Subject: RE: Ms Forbes Visit - URGENT

[Re ,

[Redacted]

I know you need to submit a briefing paper today so we'll figure this out quickly and get back to you.

Regards

Tim Hair

Turnaround Director

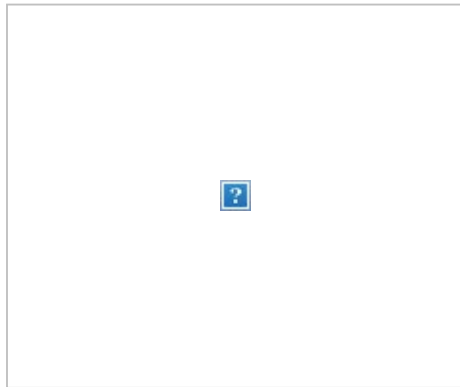
T: [Redacted]

E: [Redacted] [@fergusonmarine.com](mailto:[Redacted]@fergusonmarine.com)



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From: Tim Hair

Sent: 17 August 2021 18:31

To: [Redacted] [@gov.scot](mailto:)

Cc: [Redacted] [@gov.scot](mailto:); [Redacted] [@gov.scot](mailto:); [Redacted] [@gov.scot](mailto:);

[Redacted] [@gov.scot](mailto:); [Redacted] [@gov.scot](mailto:)

Subject: RE: Ms Forbes Visit

[Re ,

We can accommodate as many as required for a tour so Reuben would be very welcome to visit.

We don't have many big meeting rooms, so for the group sessions I'd thought to arrange the seats in an oval so it feels more interactive but this limits the room to about 16 people at 1m distance. I'd prefer to keep it to CabSec plus one or at most two, but ultimately we can make anything work.

I'm sure Reuben, Mo and I can find things to discuss while Ms Forbes is busy, so please encourage both to come.

Noting SG Coms on the distribution, I had a routine call today with CabSec where she mentioned that she did not envisage any formal media but possibly something on Twitter. We will be guided by you and will be happy to support whatever is best. Ms Forbes will be in a boilersuit for the tour and as we put visitors in red and employees in blue I would have thought there is a good photo available, possibly with our Engineering and Operations Directors both of whom happen to be female.

Regards

Tim Hair

Turnaround Director

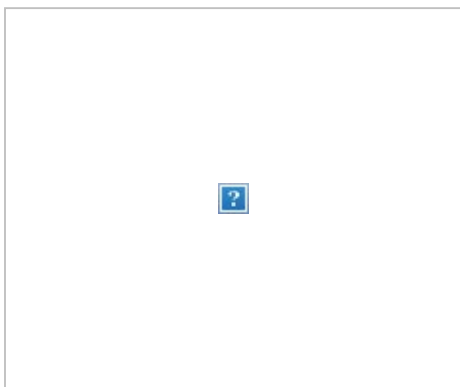
T: [Redacted]

E: [Redac] [@fergusonmarine.com](mailto:[Redac]@fergusonmarine.com)



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From: [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot) [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot)>
Sent: 17 August 2021 17:41
To: Tim Hair <[\[Redac\]@fergusonmarine.com](mailto:[Redac]@fergusonmarine.com)>
Cc: [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot); [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot); [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot);
[Redacted] [@gov.scot](mailto:[Redacted]@gov.scot); [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot)
Subject: RE: Ms Forbes Visit

Tim,

Thanks for this, all very helpful.

I will speak to private office and get the details you require.

The plan was for Mo and Reuben to attend as official support. Reuben was particularly keen to visit the yard as he hasn't been before, however if you think only 1 official can realistically be accommodated then I'm sure he can wait until next time.

Attending from SG side will likely be the following –

- Mo
- [Redacted] from Comms to take pictures for twitter
- Likely someone from Ms Forbes office, I can confirm who soon.

For briefing purposes it would also be helpful if you provide a short bio for [Red] and [Redact] if

possible.

Thanks

[Red

From: Tim Hair <[Redac @fergusonmarine.com]>

Sent: Tuesday, 17 August 2021 15:52

To: [Redacted] @gov.scot>

Cc: [Redacted] @gov.scot>; [Redacted] @gov.scot>; Rooney

M (Maureen) <[Redacted] @gov.scot>

Subject: RE: Ms Forbes Visit

[Re ,

Our plan has matured a little.

[Redacted]

The structure now looks like this

13.30 – 13.40 Arrival & Introductions. Tim Hair

13.40 – 14.40 Change into PPE & yard tour. TH plus [Redacted] (Operations Director) & [Redacted] (Engineering Director)

14.40 – 15.00 Employee Group 1. Yard-facing employees including Union reps

15.00 – 15.20 Group 2. Office based employees.

15.20 – 15.30 Wrap-up and exit

The group sessions will not include any managers and my hope is that Ms Forbes will be able to have an open 2-way conversation with employees. The groups will be a mix of functions from across the business and we will put together a range of people from hourly paid trades to design engineers. We will be able to get about 16 people into the meeting room at 1m distancing so would suggest that Ms Forbes is accompanied by only one official, assuming she is comfortable with that.

The yard tour requires PPE, including safety boots and boilersuit which we will provide but we'll need sizes for all her party in advance. You may want to diplomatically point out that Ms Forbes should plan her wardrobe for the day with a boilersuit in mind. Liz and Mo are both experts if she needs advice.

It would also be useful to know who else will be coming.

Regarding parking, we have room inside the gates but it is limited so we'll need to know how many cars to expect. To gain entry they should call reception on [Redacted] or failing that my mobile [Red

[Redac] and I'll let them in.

Regards

Tim Hair

Turnaround Director

T: [Redacted]

E: [Redac] [@fergusonmarine.com](mailto:[Redac]@fergusonmarine.com)



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

Sent: 16 August 2021 10:41

To: Tim Hair <[Redac] [@fergusonmarine.com](mailto:[Redac]@fergusonmarine.com)>

Cc: [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot); [Redacted] [@gov.scot](mailto:[Redacted]@gov.scot)

Subject: Ms Forbes Visit

Hi Tim,

I'm currently pulling together briefing for Ms Forbes visit to the yard on 25 August.

I understand the current plan is for Cab Sec to meet 3 groups of workers from various roles. It would be helpful if you could perhaps send me a short blurb for background purposes on each of the groups Cab Sec is likely to meet. Something general about the roles they carry out should suffice.

Can you also confirm the parking arrangements for Cab Sec, I understand that the last time a Minister visited the yard they were able to drive into the main forecourt area of the yard.

Ms Forbes office have requested the briefing pack by close of play Wednesday. If you could provide the information I need by **close of play tomorrow** that would be appreciated.

Thanks

[Redacted]

[Redacted] | **Strategic Industrial Assets Division | Scottish Government**

1
Scottish Government | 4th Floor | 5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

✉: [Redacted] @gov.scot ☎: Tel: [Redacted] | [Redacted]

I am working from home, contactable by email, on my mobile, and by MS Teams.

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