

From: Kenneth Hogg
Sent: 13 August 2025 18:41
To: Shona Riach
Subject: FW: HES Board meeting with Cabinet Secretary
Attachments: RE ShonaHugh - Note of discussion - 240725

Hi Shona

I'm speaking with Hugh tomorrow at 2pm. Can you update me on the position you have taken on this issue previously? Normal to speak with CEO. But nothing in principle stopping a meeting also with the full Board? Question around best time for that?

Kenneth

From: Hugh Hall
Sent: 12 August 2025 08:35
To: Kenneth Hogg
Subject: HES Board meeting with Cabinet Secretary

Morning Kenneth.

When I met with Shona on 24/7, I reiterated my request for a meeting with the Cabinet Secretary. In the circumstances, it would seem apt for the Cabinet Secretary to meet with the full Board. I was asked to put our request to officials and it would be passed on. I would be grateful if you could take this as a formal request.

I remain puzzled that I have not had a meeting with the Cabinet Secretary since he took on responsibility for HES early last year.

I note that in the 2022 Scottish Government Response to the Progress Review of Scottish Government's Relationship with Public Bodies, Government agreed with the recommendation that "Portfolio Accountable Officers should ensure that there is regular contact between NDPB Boards and both Ministers and SG officials". I may be missing something so please feel free to correct me.

Given my impending departure this is no longer an issue for me but I suggest it is something for SG to ponder on the appointment of the new Chair. From my perspective, I certainly found the relationship that I had with predecessor Ministers both valuable and enjoyable.

Happy to pick up on this when we speak.

Hugh

From: Hugh Hall
Sent: 08 April 2025 17:16
To: Shona.Riach@gov.scot
Cc: Anne-Marie O'Hara ; Joe.Griffin@gov.scot; [Redacted S.38(1)(b)] [Redacted S.38(1)(b)]@gov.scot>
Subject: RE: STRICTLY CONFIDENTIAL HES CEO

Dear Shona

Thank you for your email.

Matters continue to escalate and it would be helpful if we could meet this week to brief you on proposed next steps.

We are mindful of the Scottish Government's requirements on these matters but at this stage it is in everyone's interests to move forward on the probationary performance review.

When we spoke of this on 20 March, you mentioned that the individual was highly regarded by Scottish Government colleagues. As part of the review, it would be most helpful if you could set out why this is the case so that we can include in the overall assessment.

As discussed, I am also keen to understand why in the last six months I have not been invited to join the twice yearly business meetings with the Cabinet Secretary. These meetings worked very successfully in the past and promoted good governance and a "Team" approach. It would be helpful to have a business meeting with the Cabinet Secretary in the coming weeks to provide a HES Board perspective on some of the big issues of the day, not least what the new business model could mean for future investment.

Best wishes
Hugh

Dr Hugh Hall[?]
Chair

Historic Environment Scotland

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From: Hugh Hall <hugh.hall@hes.scot>
Sent: 08 August 2025 10:00
To: DG Strategy and External Affairs
Cc: Anne-Marie O'Hara
Subject: RE: Shona/Hugh - Note of discussion - 24/07/25

Hope you are well [Redacted S.38(1)(b)].

Many thanks for sharing the high level note of the meeting. I have shared with Anne-marie and we are proposing the changes below.

Best wishes
Hugh

HES Meeting – High Level Note - 24th July 2025

- [redacted s36(2)- actionable breach of confidence]
- [redacted s36(2)- actionable breach of confidence]
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- Following this tThe Chair outlined that, following the standard recruitment for his successor, he would be willing to demit from post.
- Shona reminded the Chair to ensure all board meetings remained in a formal capacity, with minutes produced. The Chair was confident this was the case.
- The Chair reiterated his request for a meeting with the Cabinet Secretary. Shona made clear that the Cabinet Secretary was fully engaged with current issues at HES. He had conducted quarterly meetings with the HES CEO in line with best practice. If the board would like to request a meeting with the Cabinet Secretary officials would be happy to pass that request on.

Next Steps:

- Annea-Marie to write to the CEO outlining the next steps.

- The Sponsorship team to continue engaging with HES throughout this process.

From: [Redacted S.38(1)(b)]@gov.scot On Behalf Of DGSEA@gov.scot
Sent: 31 July 2025 12:53
To: Hugh Hall
Cc: DGSEA@gov.scot
Subject: Shona/Hugh - Note of discussion - 24/07/25

Dr Hall,

Please see attached brief note of your discussion with the Director General on 24th July.

Please let me know if you have any comments.

Kind regards, [Redacted S.38(1)(b)]
[Redacted S.38(1)(b)]|DG Strategy and External Affairs Office | Scottish Government | St Andrew's House |
Edinburgh | EH1 3DG| 0131 244 4450

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Next Steps:

- Anna-Marie to write to the CEO outlining the next steps.
- The Sponsorship team to continue engaging with HES throughout this process.

From: Kenneth Hogg
Sent: 14 August 2025 11:27
To: Shona Riach
Subject: RE: HES Board meeting with Cabinet Secretary

Thanks. I'll clarify there is no 'refusal'.

Kenneth

From: Shona Riach
Sent: 14 August 2025 10:21
To: Kenneth Hogg
Subject: RE: HES Board meeting with Cabinet Secretary

This is a little sensitive because Hugh keeps saying that he has repeatedly asked for a meeting with Cab Sec and that Cab Sec has refused. That is not true and I tried to clarify that when I last met him. What Hugh has done is repeatedly complain to me that the Cab Sec has not met him and that this is unusual. We clarified that it is normal practice for the Cab Sec to meet an incoming chair (Hugh met the Cab Sec when he started but it wasn't this Cab Sec) and to have quarterly meetings with HES. Cab Sec has had quarterly meetings with Kat. As ever the problem here is the breakdown in the relationship between the Chair and the CEO.

When I last met him I said that if the Board wanted to request a meeting with Cab Sec then I would support that but I agree that the timing is difficult.

I worry that if Hugh starts saying publicly that Cab Sec has refused to meet with him/ the Board then that looks bad for us.

Shona
[Redacted S.38(1)(b)]

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Dr Hugh Hall 
Chair

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