

From: Richards N (Nicola)
Sent: 06 December 2017 22:28
To: Mackinnon J (Judith) <[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)>
Subject: official sensitive - timeline

Hi there

I've updated the timeline – and this is the final version of the policy I've sent to Perm Sec.

Do you want to have a look at the timeline and see what you think? It might need testing back against the policy.

I'll be at Directors Quarterly tomorrow morning so will be a bit uncontactable.

cheers
N



Nicola Richards | Director, People Directorate [Redacted]

Timeline – sexual harassment
Updated – 6 December 2017

Date	Action	Who involved
2 Nov	Perm Sec communication to all staff – support, processes, policy review	
2 Nov on	Policy reviews initiated: - F@W and related policies - complaints against ministers, including former ministers	HR PA team JH / SGLD / HR
13 Nov	Perm Sec communication to all staff – GR confidential sounding board role	
22 Nov	[Redacted]	GR NR / JMack
23 Nov	[Redacted]	GR NR / JMack
27 Nov on	Revision of Code / letters for former ministers developed to go with revised policy	JH
28 Nov	NR asks GR/BA to ask if those who have come forward would be prepared to meet with HR to discuss organisational response. They pass on contact. [Redacted]	NR / GR / BA
30 Nov	[Redacted]	NR / JMack
4 Nov	Review draft policy	NR/JMack/[Redacted]/JH
5 Nov	NR/JMack meet Ms A Sought views on draft policy – whether this have helped her at the time and how to put in place safeguards for the future. [Redacted]	NR / JMack
5 Nov	NR / Perm Sec - 1:1	
6 Nov	Revised policy agreed with legal and submitted to Perm Sec	NR/JMack/[Redacted]/JH

7 Nov	J[Redacted]	
By 8 Nov	<p>To do / decide:</p> <ul style="list-style-type: none">- agree draft policy- draft policy – to be shared with CSGU- determine timing of letters <p>[Redacted]</p> <p>[Redacted]</p>	

Goal?

4. re-setting the culture so that civil servants feel able to raise issues and be supported to resolve them
5. as relevant between civil servants and ministers as between civil servants, in control of the between civil servants interactions but need to extend this more meaningfully to cover ministers

6. how to acknowledge the past behaviours as well as setting the bar for the future, at least on sexual harassment

What would we say if asked:

- have you had any complaints about former ministers

Yes

- what did you do?

Encouraged people to come forward as part of wider campaign

Gathered evidence

Reviewed our policy and followed it

Limited options to pursue because no longer a minister, private citizen

However raised the allegations to the individual and...

Perm Sec informs FM as party leader

FM may decide to meet with individuals / take action as party leader etc

How to protect the individuals / civil service not individuals?

- **Purpose of taking statements to former minister:**

To make him aware of allegations against him

To offer the opportunity to deny or accept the allegations so that this can be placed on record

Offer opportunity for him to provide a statement setting out his recollections which could be added to the record

No power or sanction so cannot take any action against him but impacted on staff over whom we have a duty of care, now looking at it to make sure that we have done all we can now, provide support and ensure it doesn't happen again.

What are we doing with the information we have?

- Acknowledging that this behaviour was unacceptable
- Ensuring staff now feel supported and are able to access whatever they need
- Asking FM to raise issue of standards of behaviours with ministers – in terms of standards going forward
- Using the learning to inform process review
- Using the learning to refresh culture and what's acceptable in terms of behaviours at work
- Ensuring we are able to demonstrate that we have done everything we can under our duty of care to staff
- Prepare for media enquiry or FOI interest in terms of response.

Handling of Sexual Harassment Complaints Involving Current or Former Ministers

Initial contact

1. An individual may choose to raise an issue involving a current or former Minister through a number of mechanisms. These may include a trusted senior manager, direct to HR or a Trade Union representative. If the approach is made through these routes it should be escalated to the Director of People for consideration and so that sources of support can be offered to the individual.
2. At this early point it will be important to support the individual to consider the outcome they are seeking. At this point the staff member's choices include:
 - 2.1 Asking that their concern is acknowledged but without further action being taken, in order to recognise their experience and to assist our organisational commitment to help prevent the circumstances arising again (although, as set out at note ii below, the SG may require to take follow up action where deemed necessary in light of the concern being raised). The details of the concern, along with the staff member's decision not to proceed with a formal complaint, will be held on file; or
 - 2.2 Indicating that they wish to make a formal complaint.

Formal complaints against current Scottish Government Ministers

3. The Scottish Ministerial Code sets out the general principle that Scottish Ministers are expected to behave in a way that upholds the highest standards of propriety. Ministers are personally responsible for deciding how to act and conduct themselves in the light of the Code and for justifying their actions to Parliament and the public. The First Minister is, however, the ultimate judge of the standards of behaviour expected of a Minister, including in their interactions with civil servants, and of the appropriate consequences of a breach of those standards. Ministers can only remain in office for so long as they retain the First Minister's confidence.
4. Alongside Ministerial responsibilities under the Code, the Scottish Government as an employer has a duty of care to staff. Where a formal sexual harassment complaint is raised about the conduct of a current Minister, the Permanent Secretary will inform the First Minister. In line with her responsibilities under the Ministerial Code, the First Minister has instructed the Permanent Secretary that complaints of this nature should be investigated using the process set out at paragraphs 6-8, and to provide a report of the facts as provided by those concerned, or to establish if it is possible to seek a mutually agreed resolution between the parties involved.
5. In situations relating to complaints against a current Minister, the Permanent Secretary will also take appropriate steps to (1) ensure that the member of staff making such a complaint receives the necessary support throughout the process, and (2) put in train any further action that might be required within the civil service as a result of the issues raised by any complaint.
6. In the event that a formal complaint about sexual harassment is received against a current Minister, the Director of People will designate a senior civil servant as the senior

officer to deal with the issue. That person will have had no prior involvement with any aspect of the matter being raised. The role of the senior officer will be to undertake an impartial collection of facts from the parties involved, including the minister and any witnesses, and prepare a report for the Permanent Secretary. The report will also be shared with the staff member and the Minister.

7. The Permanent Secretary will inform the First Minister of the outcome of the investigation. It will be for the First Minister to decide the appropriate response to any complaint about a Minister in light of the report produced following the investigation. The Permanent Secretary will also consider the report and take any actions required within the civil service to safeguard staff and ensure a positive working environment.

8. Current Ministers will be expected to cooperate fully with such an investigation. If the Minister declines to co-operate with the process the matter will be investigated as far as possible without their involvement. They will be advised of the complaint against them and the outcome of the investigation undertaken. This will be recorded within the SG. The First Minister will be advised where a current Minister has declined to cooperate and will be responsible for any further action.

9. Where a formal complaint of sexual harassment is raised against the First Minister, the Permanent Secretary will instigate an investigation as set out above in line with the employer's duty of care to its staff and to assist the First Minister in discharging their responsibilities under the Code. The Permanent Secretary may draw upon the Independent Advisers on the Ministerial Code (the Rt. Hon. Dame Elish Angiolini QC DBE or James Hamilton) to reach a view on whether the First Minister has been in breach of the Code. The Permanent Secretary will take any action necessary to protect staff.

Formal complaints against former Scottish Government Ministers

10. In the event that a formal complaint about sexual harassment is received against a former Minister, the Director of People will designate a senior civil servant as the senior officer to deal with the issue. That person will have had no prior involvement with any aspect of the matter being raised. The role of the senior officer will be to undertake an impartial collection of facts, including written statements from the complainant and any witnesses, and to prepare a report for the Permanent Secretary.

11. If the Permanent Secretary considers that the report gives cause for concern over the former Minister's behaviour towards current or former civil servants the former Minister should be provided with details of the complaint and given an opportunity to respond. The former Minister may wish to provide a statement setting out their recollection of events to add to the record. They may also request that statements are taken from other witnesses. If additional statements are collected the senior officer will revise their report to include this information and submit this to the Permanent Secretary. The Permanent Secretary will consider the revised report and decide whether the complaint is well-founded. The outcome of the investigation will be recorded within the SG. The Permanent Secretary will also determine whether any further action is required; including action to ensure lessons are learnt for the future.

12. For complaints involving a former Minister who is a member of the Party of the current Administration, the Permanent Secretary will inform the First Minister both in this capacity and in their capacity as Party Leader, of the outcome of the investigation. In their

First Ministerial role they will wish to take steps to review practice to ensure the highest standards of behaviour within their current Administration.

13. Where the former Minister was a member of an Administration formed by a different Party, the Permanent Secretary will inform the relevant Scottish Party leader of the outcome of the investigation and any action taken.

14. The final report will be provided to the staff member and the former Minister.

15. If the former Minister **declines to co-operate** with the process the matter will be investigated as far as possible without their involvement. They will be advised of the complaint against them and the outcome of any investigation undertaken. This will be recorded within the SG.

16. The First Minister will be advised where a current or former Minister who is a member of the Party of the current Administration has declined to cooperate and will be responsible for any further action.

17. Where the former Minister was a member of an Administration formed by a different Party, the Permanent Secretary will inform the relevant Scottish Party Leader of the outcome of the investigation and that the former Minister has declined to cooperate. It will be the responsibility of the Party to consider any further action.

NOTE:

(i) At all times the staff member is free to make a complaint directly to the Police. SG will co-operate fully with any Police investigation or criminal proceedings and may continue to investigate the complaint without awaiting the outcome of criminal proceedings. We will continue to offer support to the staff member.

(ii) Throughout the process we will take all available steps to support the staff member and ensure they are protected from any harmful behaviour. However, if at any point it becomes apparent to the SG that criminal behaviour might have occurred the SG may bring the matter directly to the attention of the Police. Also, if it becomes apparent that the matter being raised is part of a wider pattern of behaviour it may be necessary for the SG to consider involving the Police in light of the information provided. Should either of these steps be necessary the staff member will be advised and supported throughout.

Scottish Government
December 2017