

## **ATTACHMENT – DOCUMENT 5**

**From:** [REDACTED] <[REDACTED]@sbrcentre.co.uk>

**Sent:** 27 May 2020 16:04

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

**Cc:** Jude McCorry <jude.mccorry@sbrcentre.co.uk>; [REDACTED] <[REDACTED]@gov.scot>

**Subject:** RE: [EXTERNAL]Grant Offer Letter for Signature - Scottish Business Resilience Centre - Covid business resilience

**Importance:** High

Good afternoon [REDACTED],

We are pleased to receive the grant offer letter.

Please see attached document signed at section Grant Acceptance (page 9) by Jude McCorry, our CEO and witnessed by myself.

We would like to note that some of the milestones have been already achieved before receipt of the grant offer letter, however, as we outsource the app development work, some milestones will be delayed by approximately 4 weeks due to the administrative time gap between our grant application and the grant offer letter date.

We are on the opinion that the granted amount for 2019/20 of £194,500.00 should be claimed as soon as possible.

Could you please advise on how to best proceed on this matter?

Please let us know.

Thank you.

Kind Regards,

[REDACTED]  
*Office Manager*

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Scottish Business Resilience Centre  
Company number: SC170241  
Oracle, Blackness Road, Springfield, Linlithgow, West Lothian, EH49 7LR

☎ 01786 4[REDACTED], M: [REDACTED]

✉ [REDACTED]@sbrcentre.co.uk

[www.sbrcentre.co.uk](http://www.sbrcentre.co.uk)





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**From:** Jude McCorry <jude.mccorry@sbrcentre.co.uk>

**Sent:** 26 May 2020 16:40

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

**Cc:** [REDACTED] <[REDACTED]@gov.scot>

**Subject:** Re: [EXTERNAL]Grant Offer Letter for Signature - Scottish Business Resilience Centre - Covid business resilience

Hi [REDACTED]

Thanks for this - I will get it back to you ASAP.

Kind regards

Jude

Get Outlook for iOS

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

**Sent:** Tuesday, May 26, 2020 4:33:17 PM

**To:** Jude McCorry <jude.mccorry@sbrcentre.co.uk>

**Cc:** [REDACTED]@gov.scot <[REDACTED]@gov.scot>

**Subject:** [EXTERNAL]Grant Offer Letter for Signature - Scottish Business Resilience Centre - Covid business resilience

Dear Jude

Thank you for your application for funding, which I am pleased to tell you has been approved.

Attached is a grant award letter. You should read this over carefully before accepting the terms of the grant letter on the Grant Acceptance form at page 9.

This form should be normally be completed by an appropriate person in your organisation, and witnessed by another. However we understand that, under the current circumstances, many people are working from home and may not have access to printers or scanners.

To complete this section electronically, open the attached pdf file, which should open in Adobe Acrobat Reader. To the right of the document is an option to Fill and

Sign. If this doesn't appear to the right of the document, look at the Tools tab at the top of the window.

Please select the Fill and Sign option, and take the cursor down to page 9. Clicking on the relevant part of the document will open a text box which will enable you to complete the details required. Save the signed document.

As it is unlikely that the person who should witness the signing of the document will actually be able to do so, can I ask that you return an electronic version of the "signed" grant offer letter to me, **copying in both signatories from the grant acceptance form**. This will provide evidence that the people who have "signed" are aware of the grant offer, and of its acceptance.

We will file a copy of that email for our records as evidence of acceptance.

Best regards

[REDACTED]

[REDACTED] | **Team Leader – Inclusive Business & Entrepreneurship**

The Scottish Government | Enterprise & Innovation Division | Directorate for Economic Development | Tel: AQ: 0131 24[REDACTED] | Blackberry: [REDACTED] | email: [REDACTED]@gov.scot

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**From:** Jude McCorry <jude.mccorry@sbrcentre.co.uk>  
**Sent:** 06 May 2020 22:15  
**To:** [REDACTED] <[REDACTED]@gov.scot>  
**Subject:** FW: [EXTERNAL]Proposed deliverables and project description for grant letter

Hi [REDACTED],

Sorry about the delay, I am not blocking out free time in my diary from next week on, so I can catch up with everything!

Please see details below.

J

**From:** [REDACTED] <[REDACTED]@gov.scot>  
**Sent:** 04 May 2020 17:14  
**To:** 'Jude McCorry' <jude.mccorry@sbrcentre.co.uk>  
**Subject:** Proposed deliverables and project description for grant letter

Hi Jude

As discussed earlier. I'm pulling together the formal grant offer letter for sign off – does the list of deliverables and project description below look reasonable to you? Also can you populate the expected milestones at section 2.5 – these can be short points.

Many thanks

[REDACTED]

2.4 The main objectives/expected outcomes of the Grant are:

- Development of a risk and business continuity tool for SME use based on self assessment
- Provision of support to business using that tool via expert advisers.
- Development of analytical tool utilising data from the risk and business continuity assessment process.
- Establishment of communication channels with businesses on available support including newsletters and webinars.

2.5 The targets/milestones against which progress in achieving objectives/expected outcomes shall be monitored are:

1 - Development of a risk and business continuity tool for SME use based on self assessment

Assessment template designed by 31st May 2020

Assessment functionality embedded within App available to all Scottish businesses by 26th June 2020

App including push notification functionality and business related guidance, released and in operation by 17th July 2020

## 2 - Provision of support to business using that tool via expert advisers

- *Comms around Mentoring scheme to get pipeline of companies for mentoring end of May 2020*
- *Initial Survey monkey feedback from webinar participants – bi-weekly*

Mentoring support to 25 representative sample businesses provided by 19th June 2020

Mentoring support to 50 representative sample businesses provided by 31st July 2020

Provision of report to SG on emerging needs required by businesses across Scotland on 19th June 2020 and 31st July 2020

Provision of evidence-based reports to SG on how mentoring has improved capability, capacity and confidence within mentoring beneficiaries, as well as through use of the more widely available app, across Scotland on 19th June 2020 and 31st July 2020

## 3 - Development of analytical tool utilising data from the risk and business continuity assessment process.

Analytical reports recording business needs based upon businesses using App and its self-assessment risk and business continuity template, weekly/monthly as of 17th July 2020

Target of 100 App users by 31st July 2020

Target of 500 App users by 28 August 2020

## 4 - Establishment of communication channels with businesses on available support including newsletters and webinars.

- *Deliver appropriate themed webinars to reach upto 2,500 businesses on COVID related issues by end of June 2020*
- *Delivery of micro website with details of Scottish Business Cares end of May 2020*
- *Regional specific webinar delivery for Aberdeen, HIE, Dundee*
- *Delivery of Comms and social media campaign to launch Scottish Business Cares End of May 2020*
- *Establishment of Scottish Business cares Advisory Board end of May 2020*
- *Initial Survey monkey feedback from webinar participants – bi-weekly*

- utilisation of business needs identified through App and mentoring programme to develop further SBRC support programme to increase Scottish businesses' confidence, capability and capacity

# SCHEDULE 1

## **PART 1: THE PROJECT/PROGRAMME**

SBRC will provide a Scotland-wide, risk and business continuity assessment tool for SMEs to use, based on self-assessment combined with more detailed support from an expert advisor. The toolkit will initially be in text questionnaire format but, working with Dundee's tech community, SBRC will produce a fully-functioned mobile app that can be used by businesses of all sizes to work through assessment protocols, score themselves against scenarios, and benefit from a continuously updated integral library of help-sheets, reference material and links to relevant sources of support. The anonymous metadata from use of the app will feed into the national business analysis tool described below. The app will contribute to prompt and effective communications through a push notification service, allowing immediate broadcasts to all users where necessary, broken down to sectors.

SBRC will build an analytic tool that utilises data from the risk and business continuity assessment process which, when combined with other economic data, will create the essential information to support informed decision making towards an economically enhanced position throughout and particularly beyond the crisis

SBRC will enhance its communication capabilities, launching a continuing series of webinars addressing the organisation health of businesses, help with making the practical decisions, keeping company and brand culture alive, managing remotely, cyber protection, organisational resilience, keeping employees, customers and suppliers informed. The webinar panels will comprise senior business leaders from Scotland and subject matter experts.

SBRC will design, co-ordinate, facilitate communications and build the community of participants and beneficiaries across Scotland, while linking into good practice elsewhere. SBRC will work with all agencies in Scotland, including SCDI, SE, HIE, IOD, chambers of commerce, etc. Also, with the National Cyber Security Centre (NCSC), the National Business Crime Centre (New Scotland Yard) and others, to ensure that Scotland benefits fully from the resources and expertise of UK agencies. SBRC will act as focus and conduit for disseminating crime related risks.

**[REDACTED] | Team Leader – Inclusive Business & Entrepreneurship**

The Scottish Government | Enterprise & Innovation Division | Directorate for Economic Development | Tel: AQ: 0131 24[REDACTED] | Blackberry: [REDACTED] | email: [REDACTED]@gov.scot

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**From:** Jude McCorry <jude.mccorry@sbrcentre.co.uk>  
**Sent:** 05 April 2020 10:51  
**To:** Nicola.Sturgeon.msp@parliament.scot  
**Cc:** Central Enquiry Unit <CEU@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; [REDACTED]<[REDACTED]@gov.scot>; Paul Atkinson  
<paul.atkinson@parequity.com>; Patrick Tomkins <paddy.tomkins@sbrcentre.co.uk>  
**Subject:** Scottish Business Cares initiative launch - Friday 10th of April

Dear First Minister,

I hope you are keeping well, and getting some greatly deserved rest, during these tough times.

I have recently been appointed CEO of the Scottish Business Resilience Centre and just finished my first two weeks in post (not the start I imagined). I don't know if you remember me but I worked with the Data Lab and have met you at Datasummit 2019, and I set up the Data for Children Hub with Unicef whilst in post there too.

A few days before I started as CEO, Paul Atkinson from Par Equity called me and asked the question "what are we going to do?" for all the businesses who we have helped over the years and were really struggling with COVID19 and didn't really know where to start, or what the high level information that was coming out around Business support, loans, grants, legal information etc meant for them. Some of the companies have needed urgent help over the last two weeks, so between ourselves, Par Equity, Droman Solutions and hopefully Scottish Government, and other members of the business community we have helped them individually.

We have also ran 5 webinars with business leaders, to help businesses navigate this "new world" with an average of 300 businesses per webinar from all over Scotland, the next steps are to continue with the webinars with more focused topics, but also set up a triaging service for the business who need this most and some leading business people have come forward to help out on a one to one basis with these companies, to help them make the tough decisions, turn around their business or sadly some will fail, but if they have to, they have the support of the right people to do it right, and feel supported.

We also want to rally the business volunteer community, to get involved in helping other areas like Police, NHS, Scottish Government with high end skills, who may have been furloughed but can work/volunteer elsewhere.

Our aim is to help as many as possible, so we can have the business community we had a few weeks ago.

On Friday we are going to launch a sub brand of the SBRC – called Scottish Business Cares (**messaging below**) which we would love you to help launch, as we think it would be a great boost for the business community, good news story, to show them what's going on and also to celebrate those who have stepped up the mark! We have an amazing supportive and collaborative business community who have really come together to support all this, and we can do much more.

*Scottish Business Cares (SBC) is a goodwill collective formed in response to COVID19, delivered by The Scottish Business Resilience Centre in partnership with the Scottish Government, and supported by in-kind partners Par Equity, Taranata Group, Droman Solutions and Clark Communications. The focus of the newly formed service is to provide agile guidance, navigation and support around the practical and legal issues facing businesses and offer focused mentoring pre- and post- COVID19.*



*Above all is a guiding principle of sharing information and experiences to ensure that no Scottish business fails because of lack of knowledge and support.*

***How do we do this –***

- *Webinars with leading industry experts that will help business leaders navigate COVID19*
- *Dissemination of timely advice via our Social Media, Apps and Video Platforms*
- *Triaging and 1-1- mentoring of organisations who need immediate support by leading industry mentors*
- *Collaborating and co-ordinating the business community around public sector efforts for COVID19, around volunteering or supply chain engagement.*
- *Mobilising professional volunteers via furlough scheme to support industry and the public sector including NHS, Scottish Government, Police and Fire.*

**Link to all webinars so far -** <https://www.sbrcentre.co.uk/news/2020/march/catch-up-on-the-latest-sbrc-webinars/>

Kind Regards

Jude

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**From:** Jude McCorry <jude.mccorry@sbrcentre.co.uk>

**Sent:** 01 April 2020 13:54

**To:** [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>

**Cc:** paulatkinson@parequity.com

**Subject:** Update on the Business Covid service from SBRC.

Hi [REDACTED] and [REDACTED],

I just wanted to give you an update on where we are with the COVID offering from SBRC since we started speaking 2 weeks ago.

We have help 3 Webinars so far with another 2 scheduled this week around Cyber with Ciaran Martin the CEO from NCSC and then on Friday around People and leadership, with the legal sector also around Furlough etc.

We are keeping them to a theme and running them in line with what is happening at a high level to get the relevant information out there.

We are averaging 300 people per webinar, which has resulted in SBRC having nearly 1,000 more people on our database and helping triage a lot of businesses in Scotland. We are doing this on a individual basis and a lot of individuals coming forward as mentors which who we are trying to mentor.

- We are working with SG on the volunteering and Simone Lockhart has come forward to lead this
- We mobilised the VC community yesterday and have their advice in the Scotsman today, about what they are doing for their portfolio companies and advice all businesses can take.
- We have 2 legal firms and 2 accountancy/consultancy firms offering their help free of charge and taking companies who desperately need the help and advice on for free as part of their commitment.
- Feedback from around 30 companies already directly to say they have got some incredible and practical advice they could not have afforded or did not know where to get it.
- We are destroying the urban myths around funding etc and making sure everyone is getting the correct and factual information.
- Have set up a direct link with SG/Police via one of our ethical hackers who is scanning all the networks on a daily basis and updating what is happening around Cyber crime around COVID on a daily basis, as companies are being compromised all around the UK.
- We have a company setting up podcasts with Speakers
- The Scotsman have stepped up to be webinar partners and are publishing content and the webinars after the events.
- We have requests in this morning from the Army this morning who built the Nightingale hospitals at Xcel who will start working on building the 1,000 bed facility at SECC, but don't have contacts in Scotland and their supply chain was stretched in London so they are looking for our help with comms and help to get this up and running when it is announced.

We are running all this on already over stretched staff, and also some people who have been furloughed and come forward to help, but we need to get this all online and more manageable asap.

I am about to loose quite a lot of my staff as they are being called back to the forces, so I am very worried that all this will have to stop and those who are helping will run out of bandwidth, so if you can let us know the status on the funding, as everyone is ready to go once it has been signed off.

Here is a link to all the webinars far -  
<https://www.sbrcentre.co.uk/news/2020/march/catch-up-on-the-latest-sbrc-webinars/>

Kind Regards

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**From:** Jude McCorry <jude.mccorry@sbrcentre.co.uk>  
**Sent:** 30 March 2020 15:42  
**To:** [REDACTED] <[REDACTED]@gov.scot>  
**Cc:** [REDACTED] <[REDACTED]@sbrcentre.co.uk>  
**Subject:** Re: [EXTERNAL]Costs breakdown for SBRC business proposal

Hi [REDACTED],

I hope you are well, and got some rest over the weekend.  
I have [REDACTED] ready and waiting to issue the invoice etc so we don't miss the end of March deadline

Kind Regards

Jude

**From:** "[REDACTED]@gov.scot" <[REDACTED]@gov.scot>  
**Date:** Friday, 27 March 2020 at 16:24  
**To:** Jude McCorry <jude.mccorry@sbrcentre.co.uk>  
**Subject:** RE: [EXTERNAL]Costs breakdown for SBRC business proposal

Hi Jude,

Thanks for prompt response

[REDACTED]

[REDACTED] | **Team Leader – Inclusive Business & Entrepreneurship**  
The Scottish Government | Enterprise & Innovation Division | Directorate for Economic Development | Tel: AQ: 0131 24[REDACTED] | Blackberry: [REDACTED] | email: [REDACTED]@gov.scot

**From:** Jude McCorry <jude.mccorry@sbrcentre.co.uk>  
**Sent:** 27 March 2020 16:10  
**To:** [REDACTED] <[REDACTED]@gov.scot>  
**Subject:** Re: [EXTERNAL]Costs breakdown for SBRC business proposal

Hi [REDACTED],

That all looks perfectly fine to me, and also a practical way to do it – because we are building in the Analytics capability reporting on success should be easier than gathering paperwork!

Kind Regards

Jude

**From:** "[REDACTED]@gov.scot" <[REDACTED]@gov.scot>  
**Date:** Friday, 27 March 2020 at 15:56

**To:** Jude McCorry <[jude.mccorry@sbrcentre.co.uk](mailto:jude.mccorry@sbrcentre.co.uk)>  
**Subject:** [EXTERNAL]Costs breakdown for SBRC business proposal

Hi Jude

I'm looking at getting sign off on the project – can you confirm whether the cost breakdown outline below would look reasonable to you? As the staff and support costs cover three months, it would seem appropriate that these fall into Q1 of next financial year, with month 1 paid in this financial year (slightly front loaded, for ease of numbers) – with the development and set up costs also payable in this financial year.

For the longer term expansion of the programme (up to 200 companies), I'm recommending deferring decision until we see the take up of the initial offering and the results offered, but with view to that decision being made in Q1.

Does this approach look reasonable - or am I missing costs that have to be (and can be) incurred/spent in this financial year? If you can confirm or amend I can get this up for review later today and get a final decision to you asap.

<b>Activity</b>	<b>2019/20</b>	<b>Q1 2020/21</b>	<b>Total</b>
App development to Minimum Viable product	£100,000		£100,000
Mentoring Set Up	£30,000		£30,000
Project Management 3 months – 4FTE	£25,000	£40,000	£65,000
Analytical Support	£9,500	£18,000	£27,500
Mentoring Support	£15,000	£20,000	£35,000
Communications support 3 months -	£15,000	£20,000	£35,000
<b>Total</b>	<b>£194,500</b>	<b>£98,000</b>	<b>£292,500</b>

Best regards

[REDACTED]

[REDACTED] | **Team Leader – Inclusive Business & Entrepreneurship**

The Scottish Government | Enterprise & Innovation Division | Directorate for Economic Development | Tel: AQ: 0131 24[REDACTED] | Blackberry: [REDACTED] | email: [REDACTED]@gov.scot

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**From:** [REDACTED] <[REDACTED]@gov.scot>  
**Sent:** 26 March 2020 14:47  
**To:** 'Jude McCorry' <jude.mccorry@sbrcentre.co.uk>  
**Subject:** RE: [EXTERNAL]Response to Scottish Government

Jude

I'm working with [REDACTED] on reviewing your project proposal – is there a time this afternoon that would suit you for a call?

Best regards

[REDACTED]

[REDACTED] | **Team Leader – Inclusive Business & Entrepreneurship**  
The Scottish Government | Enterprise & Innovation Division | Directorate for Economic Development | Tel: AQ:  
0131 24[REDACTED] | Blackberry: [REDACTED] | email: [REDACTED]@gov.scot

**From:** [REDACTED] <[REDACTED]@gov.scot>  
**Sent:** 25 March 2020 10:58  
**To:** Jude McCorry <jude.mccorry@sbrcentre.co.uk>  
**Cc:** [REDACTED] <[REDACTED]@gov.scot>  
**Subject:** RE: [EXTERNAL]Response to Scottish Government

Thanks, Jude. We'll review this. Copying to my colleague, [REDACTED], who is going to help with this.

[REDACTED] | **Head of Entrepreneurship & Enterprise support | Enterprise & Innovation Division | Directorate for Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot  
**Find us on Twitter** [@scotgoveconomy](https://twitter.com/scotgoveconomy)

**From:** Jude McCorry <jude.mccorry@sbrcentre.co.uk>  
**Sent:** 24 March 2020 20:05  
**To:** : [REDACTED] <[REDACTED]@gov.scot>  
**Subject:** [EXTERNAL]Response to Scottish Government

Hi [REDACTED]

Thanks for your call this evening -  
In terms of priorities (in order of priority), rationales and interdependencies, the figures are as follows:

We are in a position to kick start all this next week and invoice etc, any queries please give me a call on [REDACTED]

Kind Regards

Jude

## **1) The App**

Reduced cost to deliver minimum viable product = £100k. Testing schedule reduced and some functionality deferred until after roll out and initial user experience feedback in live environment.

### Rationale and interconnectivity

The App is the core product or spine that all services will hang from. It is the enabler for SMEs to access resilience self-assessment template, view constantly updated help sheets and FAQs, access mentoring and other services and provides the business intelligence picture across SMEs.

## **2) Analytical services**

Reduced cost - 2 x part-time posts = 0.8 FTE providing weekly overview report and some bespoke analytical products, by sector, region etc

£27.5k for 3 months

### Rationale and interconnectivity -

There's no point in having a complete picture of resilience and confidence across SME's from the App, if no analytical products are created that can subsequently inform decision making. These reports will also guide content development for services accessed through the app.

## **3) Mentoring**

Mentoring set-up process (as per previous spreadsheet) = £30k

Reduced cost mentoring support (£400 initial session + 3x£100 follow-up sessions) for 50 businesses = £35k

### Rationale and interconnectivity

It is important to establish the correct structure and QA for the business mentoring process to maximise benefit and take early steps to improve the chances of survival and/or establishing a competitive advantage when returning to post-crisis operations. It is also at the heart of identifying and promulgating learning in respect of effective practice. It would be self-defeating in terms of confidence to provide a superficial generic format for mentoring SMEs at this difficult time.

## **4) Comms**

Reduced activity and support for 3 months = £35k

### Rationale and interconnectivity



Website, content and social media key to reaching and maintaining confidence of the full spectrum of the SME community, and to recruiting them to active participation.

## **5) Programme management and project delivery assurance**

Reduced PM support for 3 months (PM + 3 work stream leads) = £65k

### Rationale and interconnectivity

These developments need driving hard and fast at a time when project working will be almost entirely remote and leadership skills tested to the full. Delivery and accountability will be of critical importance and will need to be managed with commensurate skills and experience.

### **Total in current financial year = £292.5k**

This is the bare minimum we can have something viable produced, I am slightly concerned about the mentoring budget, as this is what will get the companies through the crisis once we have the immediate triage done, but we will continue on good will and continue the funding conversations. Any queries please give me a call.

Kind Regards

Jude

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### **ATTACHMENTS – DOCUMENTS 3 AND 4**

**From:** Jude McCorry <jude.mccorry@sbrcentre.co.uk>

**Sent:** 24 March 2020 11:28

**To:** Forbes K (Kate), MSP <Kate.Forbes.msp@parliament.scot>

**Subject:** SBRC support for COVID

Hi Kate,

I know you are up to your eyes at the moment, I am not supposed to start as CEO of SBRC until end of this week, but I couldn't sit back and do nothing for all the companies that we have helped thrive in Scotland.

I have been dealing with a few people in SG to try and get some momentum around this – we have our first Webinar tomorrow on cash flow – financial modelling, legal on Thursday and then SFE/British banking and the major banks next Tuesday on what funding is available etc We have over 250 signed up in 16 hours for tomorrows webinar – is there anything SG can do to support this as I have everyone in behind me who needs to be apart from the Government.

My mobile no is [REDACTED].

Kind Regards

Jude

Dear All,

Further to discussions on Friday – please find attached details of the offering from SBRC - Supporting and maximising the potential of the business sector in Scotland during and beyond the Covid-19 pandemic.

As discussed on Friday, we the business community in Scotland have all had a part to play in getting Scotland to the flourishing, collaborative, forward thinking community that it is, and we are all deeply worried with around the outcome of what has been built and how some companies could disappear from the eco system in the next few weeks and months, if something is not done asap.

A few of us have come together and got some immediate expertise together to work with some of the companies who are facing difficulties already, but because of social distancing etc, this is proving hard to replicate and get out to the larger community, especially all across Scotland.

There is a huge “can do” attitude in Scotland and none of us want to sit back and let failure happen when we could have done something about it collectively.

We are starting on Wednesday with a Business resilience webinar around Cashflow, financial modelling etc, and steps companies need to put in place asap, we will then announce other business critical topics in a timely manner to ensure the right information is getting out when we need it.

We are working on all the comms for Wednesdays event at the moment, so I will send this over to you as soon as it is finalised.

We have the backing of all different organisations like SCDI, SE, IOD, Business Gateway etc who all believe SBRC are the right catalyst for this.

To get this all mobilised at the moment - all we have is people - and this will grow arms and legs and we need to manage it over the longer term.

It will be a case of triaging and connecting for the first few weeks and then getting a level of calmness to people have the right information and the know-how as to how to continue.

We know this is not going to be easy, and it won't be perfect for the first few weeks, but people need help now, to give them some breathing space, confidence and support, and that is what we can do in the immediate term.

If you have any queries please do not hesitate to contact me by email or mobile on [REDACTED]

Kind Regards

Jude

\*\*\*\*\*

The Scottish Parliament: Making a positive difference to the lives of the people of Scotland  
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**ATTACHMENT – DOCUMENT 2**

**From:** Jude McCorry <[jude.mccorry@sbrcentre.co.uk](mailto:jude.mccorry@sbrcentre.co.uk)>

**Sent:** 23 March 2020 21:55

**To:** [REDACTED] <[REDACTED][@gov.scot](mailto:[REDACTED]@gov.scot)>

**Subject:** Costs breakdown for proposal to Scottish Government

Hi [REDACTED],

Please find attached a breakdown of costs in relation to the proposal and outline budget submitted to the Scottish Government.

Happy to arrange a call tomorrow afternoon with our Chairman to go through in more detail – we are also having conversations with a few people about if senior developers etc get put on Furlough could they work on this project and we can bring down some of the costs or use some experienced people as mentors in some of the areas that will be required.

Kind Regards

Jude

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**From:** Jude McCorry <[jude.mccorry@sbrcentre.co.uk](mailto:jude.mccorry@sbrcentre.co.uk)>

**Sent:** 22 March 2020 19:14

**To:** [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>;

[REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>

**Cc:** [paul.atkinson@parequity.com](mailto:paul.atkinson@parequity.com); [paddy.tomkins@dromansolutions.com](mailto:paddy.tomkins@dromansolutions.com)

**Subject:** <no subject>

Dear All,

Further to discussions on Friday – please find attached details of the offering from SBRC - Supporting and maximising the potential of the business sector in Scotland during and beyond the Covid-19 pandemic.

As discussed on Friday, we the business community in Scotland have all had a part to play in getting Scotland to the flourishing, collaborative, forward thinking community that it is, and we are all deeply worried with around the outcome of what has been built and how some companies could disappear from the eco system in the next few weeks and months, if something is not done asap.

A few of us have come together and got some immediate expertise together to work with some of the companies who are facing difficulties already, but because of social distancing etc, this is proving hard to replicate and get out to the larger community, especially all across Scotland.

There is a huge “can do” attitude in Scotland and none of us want to sit back and let failure happen when we could have done something about it collectively.

We are starting on Wednesday with a Business resilience webinar around Cashflow, financial modelling etc, and steps companies need to put in place asap, we will then announce other business critical topics in a timely manner to ensure the right information is getting out when we need it.

We are working on all the comms for Wednesdays event at the moment, so I will send this over to you as soon as it is finalised.

We have the backing of all different organisations like SCDI, SE, IOD, Business Gateway etc who all believe SBRC are the right catalyst for this.

To get this all mobilised at the moment - all we have is people - and this will grow arms and legs and we need to manage it over the longer term.

It will be a case of triaging and connecting for the first few weeks and then getting a level of calmness to people have the right information and the know- how as to how to continue.

We know this is not going to be easy, and it won't be perfect for the first few weeks, but people need help now, to give them some breathing space, confidence and support, and that is what we can do in the immediate term.

If you have any queries please do not hesitate to contact me by email or mobile on [REDACTED]

Kind Regards

Jude

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