

From: Quinlan K (Kevin) <Kevin.Quinlan@gov.scot>

Sent: 08 October 2020 08:46

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

Subject: FW: For information - resignation of Scottish Enterprise Chief Executive

Colleagues – see below fyi.

Kevin

Kevin Quinlan - Director of International Trade & Investment, Scottish Government, 5 Atlantic Quay, 150 Broomielaw, Glasgow, G2 8LU

[REDACTED] kevin.quinlan@gov.scot Executive Assistant: [REDACTED]@gov.scot Find us on Twitter [@DITScotland](https://twitter.com/DITScotland)

From: [REDACTED]

Sent: 08 October 2020 08:02

To: DL for DG Economy Directors

Subject: For information - resignation of Scottish Enterprise Chief Executive

Dear Directors

As you will be aware, Steve Dunlop has resigned from his position as Chief Executive of Scottish Enterprise. This was publically announced yesterday and the full press release is available here: <https://www.scottish-enterprise-mediacentre.com/news/scottish-enterprise-ceo-steve-dunlop-to-step-down>

With best wishes,
[REDACTED]

[REDACTED] Economic Development Directorate

3rd Floor, 5 Atlantic Quay, 150 Broomielaw, Glasgow, G2 8LU

[REDACTED]

From: [REDACTED]@gov.scot> **On Behalf Of** Cabinet Secretary for Economy, Fair Work and Culture

Sent: 05 October 2020 21:43

To: McAllan M (Mary) <Mary.McAllan@gov.scot>

Cc: Quinlan K (Kevin) <Kevin.Quinlan@gov.scot>; Cabinet Secretary for Economy, Fair Work and Culture <CabSecEFWC@gov.scot>; McCaig C (Callum) <Callum.Mccaig@gov.scot>; DG Economy <DGEconomy@gov.scot>; Ditchburn L (Liz) <Liz.Ditchburn@gov.scot>; Rollison R (Richard) <Richard.Rollison@gov.scot>; [REDACTED]@gov.scot>

Subject: Minute of meeting with Cab Sec

Mary

Quick minute of the discussion between the Cabinet Secretary and Steve Dunlop.

Attendees:

- Fiona Hyslop, Cabinet Secretary for Economy, Fair Work and Culture (FH)
- Steve Dunlop, Chief Executive, Scottish Enterprise (SD)
- [REDACTED], Scottish Government [REDACTED]

FH thanked SD for taking the call today and set out that she was keen to speak to him direct to understand the current position and his view. SD was grateful for the opportunity to do so and set out that his decision on offering his resignation had been a matter he had been considering for a period of time and he had considered a 3 year term as a sensible point to reflect. SD thanked FH for her proactive approach and words in the discussion with Lord Smith at 0900 that morning and was grateful for her support to Scottish Enterprise's ongoing financial health. There was then a discussion about the importance of the relationship between the organisations of Scottish Government, Scottish Enterprise and the Scottish National Investment Bank and FH and SD agreed it was important to ensure that they complemented each other's work. SD offered to consider the handling and timing of the resignation and come back to FH over the next day.

Thanks

[REDACTED]

[REDACTED], Cabinet Secretary for Economy, Fair Work and Culture
The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG | T[REDACTED]

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From: [REDACTED]@gov.scot> **On Behalf Of** Cabinet Secretary for Economy, Fair Work and Culture
Sent: 06 October 2020 16:03
To: [REDACTED]@gov.scot>; Cabinet Secretary for Economy, Fair Work and Culture
<CabSecEFWC@gov.scot>
Cc: [REDACTED]gov.scot>; McAllan M (Mary) <Mary.McAllan@gov.scot>; McCaig C (Callum)
<Callum.Mccaig@gov.scot>; Rollison R (Richard) <Richard.Rollison@gov.scot>
Subject: RE: TO CLEAR: Restricted - sensitive
[REDACTED]

Cab Sec is content to clear

[REDACTED]
[REDACTED], **Cabinet Secretary for Economy, Fair Work and Culture**
The Scottish Government
St Andrew's House | Regent Road | Edinburgh | EH1 3DG | [REDACTED]

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From: [REDACTED]
Sent: 06 October 2020 10:23
To: Cabinet Secretary for Economy, Fair Work and Culture
Cc: [REDACTED] (Comms) ; McAllan M (Mary) ; McCaig C (Callum) ; Rollison R (Richard)
Subject: TO CLEAR: Restricted - sensitive

PS Cabinet Secretary for Economy, Fair Work and Culture,

Please find below a statement from SE announcing Steve Dunlop's resignation. They plan to announce this on Wednesday afternoon.

We have drafted the below quote for Ms Hyslop to include in the SE statement/issue to media.

This has been reviewed by comms, policy and spads.

Grateful if you can put to Cab Sec for consideration.

Thank you,
[REDACTED]

[REDACTED]
Senior Communications | Economy and Finance
Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG
T[REDACTED]

Media statement – CEO resignation

Scottish Enterprise has confirmed that its chief executive, Steve Dunlop, is to step down. Mr Dunlop told the organisation's employees of his decision this morning.

He said: “Scottish Enterprise has a critical role to play in supporting Scotland’s economic recovery and it is essential it has the right leadership in place for the long-term to oversee delivery of the Board’s strategic ambitions.

“I’ve always prided myself on knowing when the time is right to move on and to let new and fresh perspectives come to the fore. Now is that time.”

SE chairman, Lord Smith said: “I have had the privilege of seeing at first hand Steve’s passionate commitment to serve Scotland and to create economic growth that benefits everyone living in Scotland.

“Under his collaborative leadership, Scottish Enterprise has met all of the stretching targets and has made huge strides towards its vision of an economy that works for everyone.

“That task has inevitably been made harder by the impact of Covid, but Steve has placed Scottish Enterprise at the heart of the economic response, working with partners to get critical funds quickly and efficiently into the hands of businesses that can protect or create good jobs.

“I would like to put on record my heartfelt thanks to Steve for all he has done and extend my very best wishes for the future.

He added: “A plan to appoint a successor is being developed and details of this will be released in due course.”

Ends

Economy Secretary Fiona Hyslop said:

“Steve has led significant changes at Scottish Enterprise and set it on a journey of transformation that has made it a more collaborative, open and innovative organisation and which has cemented its vital future contribution to Scotland’s economy.

“Under his leadership, Scottish Enterprise has delivered on all its targets and become much more focused on ensuring economic development benefits everyone in Scotland.

“I have greatly valued the unstinting support and advice that I have received from Steve, particularly over the past few months as we have tackled the economic impact of COVID-19. I want to thank Steve for his contribution and look forward to continuing to work with him until his departure to do all we can to support businesses and protect jobs at this critical time.”

From: [REDACTED]@gov.scot> **On Behalf Of** Cabinet Secretary for Economy, Fair Work and Culture
Sent: 06 October 2020 21:32
To: [REDACTED]@gov.scot>; Cabinet Secretary for Economy, Fair Work and Culture
<CabSecEFWC@gov.scot>
Cc: McAllan M (Mary) <Mary.McAllan@gov.scot>; Rollison R (Richard) <Richard.Rollison@gov.scot>
Subject: RE: Draft note from Ms Hyslop to FM on Steve Dunlop's resignation

Thanks [REDACTED]

Cab Sec cleared it and it was sent

[REDACTED]
[REDACTED], Cabinet Secretary for Economy, Fair Work and Culture
The Scottish Government
St Andrew's House | Regent Road | Edinburgh | EH1 3DG | [REDACTED]

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From: [REDACTED])
Sent: 06 October 2020 17:51
To: Cabinet Secretary for Economy, Fair Work and Culture
Cc: McAllan M (Mary); Rollison R (Richard)
Subject: Draft note from Ms Hyslop to FM on Steve Dunlop's resignation
Importance: High

Hi [REDACTED]

As discussed, please find below a draft note to go from Ms Hyslop to First Minister regarding Steve Dunlop's resignation. With apologies for missing the 4pm deadline.

The note to the Convenor is in hand and will follow shortly.

Subject: Resignation of Chief Executive of Scottish Enterprise

First Minister

I am writing to make you aware that on Monday Steve Dunlop, Chief Executive of Scottish Enterprise (SE), advised the Chair of SE, Lord Smith, that he had decided to step down from his role. Lord Smith accepted Steve's decision and it will be announced publically tomorrow, Wednesday 7 October. SE staff will be informed of Steve's decision by e-mail at 1330 on Wednesday and a media release will follow. I will follow up with a letter to the Parliament's Economy, Energy and Fair Work Committee to make them aware of Steve's decision and provide assurance that both we and SE are putting in place arrangements to ensure SE can continue to support the economy and businesses at this critical time.

Steve has been Chief Executive of SE for two and a half years and has decided this is the right time to move on and let a fresh perspective come to the fore. I spoke

personally with Steve on Monday and he assured me that he has been thinking about his position for a period of time and considered a three year term as a sensible point to reflect[REDACTED]

The media release will state that Steve has decided it is the right to move on and include positive quotes from Lord Smith and myself about Steve's leadership of SE and his contribution to ensuring economic development delivers for everyone across Scotland.

I met with Lord Smith on Monday morning to discuss this matter and am continuing to maintain close, regular contact with him. I also joined the Board's strategy day today. My officials are working closely with Scottish Enterprise to ensure a smooth transition.

FH

With best wishes,
[REDACTED]

[REDACTED]
[REDACTED] **Economic Development Directorate**
3rd Floor, 5 Atlantic Quay, 150 Broomielaw, Glasgow, G2 8LU
[REDACTED]

From: [REDACTED]@gov.scot> **On Behalf Of** Cabinet Secretary for Economy, Fair Work and Culture

Sent: 07 October 2020 12:41

To: Cabinet Secretary for Economy, Fair Work and Culture <CabSecEFWC@gov.scot>; First Minister <firstminister@gov.scot>

Cc: Deputy First Minister and Cabinet Secretary for Education and Skills <DFMCSE@gov.scot>; Lloyd E (Elizabeth) <Elizabeth.Lloyd@gov.scot>; McAllister C (Colin) <Colin.McAllister@gov.scot>; McAllan M (Mary) <Mary.McAllan@gov.scot>; McCaig C (Callum) <Callum.McCaig@gov.scot>; DG Economy <DGEconomy@gov.scot>; Permanent Secretary <PermanentSecretary@gov.scot>; McAllan M (Mary) <Mary.McAllan@gov.scot>; Rollison R (Richard) <Richard.Rollison@gov.scot>; Dobson L (Leanne) <Leanne.Dobson@gov.scot>; Higgins K (Kate) <Kate.Higgins@gov.scot>; Quinlan K (Kevin) <Kevin.Quinlan@gov.scot>

Subject: RE: Note from Cabinet Secretary - Scottish Enterprise Chief Executive

[REDACTED]

Apologies but its been flagged that the Steve offered the resignation on Friday and not Monday. The rest of the information is correct.

Thanks

[REDACTED]

[REDACTED], Cabinet Secretary for Economy, Fair Work and Culture

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG | [REDACTED]

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From: [REDACTED]) **On Behalf Of** Cabinet Secretary for Economy, Fair Work and Culture

Sent: 06 October 2020 21:31

To: First Minister

Cc: Deputy First Minister and Cabinet Secretary for Education and Skills ; Cabinet Secretary for Economy, Fair Work and Culture ; Lloyd E (Elizabeth) ; McAllister C (Colin) ; McAllan M (Mary) ; McCaig C (Callum) ; DG Economy ; Permanent Secretary ; McAllan M (Mary) ; Rollison R (Richard) ; Dobson L (Leanne) ; Higgins K (Kate) ; Quinlan K (Kevin)

Subject: Note from Cabinet Secretary - Scottish Enterprise Chief Executive

[REDACTED]

Please find below a note from the Cabinet Secretary. This will be announced tomorrow afternoon so grateful if it could be flagged before then.

First Minister

I am writing to make you aware that on Monday Steve Dunlop, Chief Executive of Scottish Enterprise (SE), advised the Chair of SE, Lord Smith, that he had decided to step down from his role. Lord Smith accepted Steve's decision and it will be announced publically tomorrow, Wednesday 7 October. SE staff will be informed of Steve's decision by e-mail at 1330 on Wednesday and a media release will follow. I

will follow up with a letter to the Parliament's Economy, Energy and Fair Work Committee to make them aware of Steve's decision and provide assurance that both we and SE are putting in place arrangements to ensure SE can continue to support the economy and businesses at this critical time.

Steve has been Chief Executive of SE for two and a half years and has decided this is the right time to move on and let a fresh perspective come to the fore. I spoke personally with Steve on Monday and he assured me that he has been thinking about his position for a period of time and considered a three year term as a sensible point to reflect. **[REDACTED]**

The media release will state that Steve has decided it is the right to move on and include positive quotes from Lord Smith and myself about Steve's leadership of SE and his contribution to ensuring economic development delivers for everyone across Scotland.

I met with Lord Smith on Monday morning to discuss this matter and am continuing to maintain close, regular contact with him. I also joined the Board's strategy day today. My officials are working closely with Scottish Enterprise to ensure a smooth transition.

FH
6 October 2020

[REDACTED]
[REDACTED], Cabinet Secretary for Economy, Fair Work and Culture
The Scottish Government
St Andrew's House | Regent Road | Edinburgh | EH1 3DG | **[REDACTED]**

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From: [REDACTED]@gov.scot> **On Behalf Of** Cabinet Secretary for Economy, Fair Work and Culture

Sent: 07 October 2020 13:47

To: [REDACTED]gov.scot>; Cabinet Secretary for Economy, Fair Work and Culture

<CabSecEFWC@gov.scot>

Cc: Rollison R (Richard) <Richard.Rollison@gov.scot>; McAllan M (Mary) <Mary.McAllan@gov.scot>;

McCaig C (Callum) <Callum.Mccaig@gov.scot>; DG Economy <DGEconomy@gov.scot>

Subject: RE: Note from Ms Hyslop to Committee Convenors regarding Steve Dunlop's resignation

[REDACTED]

Letter cleared and sent at 1345



Letter to Committees
- SE - 7 October.pdf

Thanks

[REDACTED]

[REDACTED], Cabinet Secretary for Economy, Fair Work and Culture

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG | [REDACTED]

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From: [REDACTED]

Sent: 07 October 2020 11:25

To: Cabinet Secretary for Economy, Fair Work and Culture

Cc: Rollison R (Richard) ; McAllan M (Mary) ; McCaig C (Callum)

Subject: Note from Ms Hyslop to Committee Convenors regarding Steve Dunlop's resignation

Hi [REDACTED]

As mentioned in the note to FM, please find a recommendation regarding communications with the Committee Convenors. The timing has been discussed with Callum.

Scottish Enterprise plan to issue the below letter, from Lord Smith, to the Committee Convenors of: Economy, Energy and Fair Work; Rural Economy and Connectivity Committee; and, Finance and Constitution Committee at 1330

Dear Convenors,

I am writing to let you know that Scottish Enterprise will shortly announce that our Chief Executive, Steve Dunlop, has decided to step down.

Steve has spent the last two-and-a-half years reshaping and refocussing the organisation and, under his collaborative leadership, Scottish Enterprise has met all of the stretching targets set by the Board and has made huge strides towards its vision of an economy that works for everyone.

That task has inevitably been made harder by the impact of Covid but under Steve's direction, Scottish Enterprise has been at the heart of the economic response, working with partners to get critical funds quickly and efficiently into the hands of businesses that can protect or create good jobs.

Over the past year or so I have had the privilege of seeing at first hand his passionate commitment to serve Scotland and to create economic growth that benefits everyone living in Scotland.

I look forward to continuing to work alongside Steve for the remainder of his time in post and working with him to put in place interim arrangements until a successor is appointed. This appointment will go through the appropriate Public Appointments process and I will ensure the Committees are kept up to date as that work progresses.

Yours sincerely

We recommend that the Cabinet Secretary issue the below letter to the same Convenors at 1345 today – if she is content to do so

Dear Gordon, Bruce and Edward,

You will be aware that Steve Dunlop, Chief Executive of Scottish Enterprise has decided to step down from his role.

This decision will be publically announced shortly.

I wanted to make you aware of Steve's decision as soon as practicable and assure you and the Committees that Scottish Government and Scottish Enterprise are working closely together to put in place necessary arrangements for a smooth transition and to ensure that Scottish Enterprise can continue to support the economy and businesses at this critical time.

I am sure you will join me in thanking Steve for his contribution and leadership. In his time as Chief Executive, Steve has overseen significant transformative changes at Scottish Enterprise, delivered all targets, focussed the agency much more on ensuring economic benefits are felt by everyone in Scotland, and provided hugely valuable support and advice as we have tackled the economic impacts of COVID-19.

Yours sincerely,
FIONA HYSLOP

With best wishes,

[REDACTED]

[REDACTED] **Economic Development Directorate**

3rd Floor, 5 Atlantic Quay, 150 Broomielaw, Glasgow, G2 8LU

[REDACTED]

From: [REDACTED]@gov.scot>

Sent: 12 October 2020 10:00

To: [REDACTED]gov.scot>

Cc: Economy Covid-19 Hub <BESTCovidHub@gov.scot>; [REDACTED]@gov.scot>; Rennie M (Michelle) <Michelle.Rennie@gov.scot>; [REDACTED]@gov.scot>; Economy COVID-19 Hub Communications <economycovid-19hubcommunications@gov.scot>; Pickstone J (Jonathan) <Jon.Pickstone@gov.scot>; Rollison R (Richard) <Richard.Rollison@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>

Subject: RE: URGENT: FOR FM BRIEFING - Scottish Enterprise - deadline 0950
[REDACTED]

Please let me know if you need anything further .

Thanks,

[REDACTED]

[REDACTED] | Regional Economic Development Division | Scottish Government
5 Atlantic Quay | 150 Broomielaw | Glasgow G2 8LU

Email: [REDACTED]gov.scot

[REDACTED]

From: [REDACTED] [REDACTED]>

Sent: 12 October 2020 08:51

To: [REDACTED]>[REDACTED]**Cc:** Economy Covid-19 Hub <BESTCovidHub@gov.scot>[REDACTED]>; Rennie M (Michelle) <Michelle.Rennie@gov.scot>; [REDACTED]>; Economy COVID-19 Hub Communications <economycovid-19hubcommunications@gov.scot>

Subject: URGENT: FOR FM BRIEFING - Scottish Enterprise - deadline 0950

Importance: High

Hi [REDACTED]

I hope you're well. As discussed, please see below an urgent request from FM Briefing Unit re. Steve Dunlop's resignation. Grateful if you can make sure the briefing covers all points mentioned, as well as Liz Lloyd's re. who's in charge of SE.

I'd be grateful for this by **09:50**, so we have to time to review/clear it within the Hub before the deadline.

Thanks so much,
[REDACTED]

[REDACTED] | [REDACTED] | [COVID-19 Response Hub - BEST](#) | Working from home | Contactable on Skype or email |

BESTCovidHub@gov.scot

From: Lloyd E (Elizabeth) <Elizabeth.Lloyd@gov.scot>

Sent: 12 October 2020 08:37 [REDACTED]**To:** [REDACTED]>; Economy Covid-19 Hub <BESTCovidHub@gov.scot>

Cc: First Minister Covid Briefing Unit <FMcovidbriefingunit@gov.scot>; [REDACTED]>[REDACTED]>;
Hutchison D (David) <David.Hutchison@gov.scot>
Subject: RE: FOR FM BRIEFING - Scottish Enterprise - deadline 1015

Can the brief also give a very clear answer to who is currently in charge at SE

Elizabeth Lloyd
Chief of Staff to the First Minister
St Andrew's House
Regent Road
Edinburgh EH1 3DG
[REDACTED]
Elizabeth.Lloyd@gov.scot

Please note Scottish Ministers, Special advisers and the Permanent Secretary to the Scottish Government are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot for information.

From: [REDACTED]>
Sent: 12 October 2020 08:35
To: Economy Covid-19 Hub <BESTCovidHub@gov.scot>
Cc: First Minister Covid Briefing Unit <FMcovidbriefingunit@gov.scot>; [REDACTED]>[REDACTED]>;
Lloyd E (Elizabeth) <Elizabeth.Lloyd@gov.scot>; Hutchison D (David) <David.Hutchison@gov.scot>
Subject: FOR FM BRIEFING - Scottish Enterprise - deadline 1015
Importance: High

Morning hub,

There was speculation on GMS this morning that Steve Dunlop had resigned as chief exec of Scottish Enterprise as he felt sidelined in the development of economy measures in relation to Covid. This was prompted by Douglas Fraser's blog here - <https://www.bbc.co.uk/news/uk-scotland-scotland-business-54500354>

Ahead of the FM's media briefing this lunchtime, I would be grateful for a short briefing that sets out clearly Scottish Enterprise's role in the response to Covid – including their work on PPE, ventilators etc; their work on sustaining businesses and their work on economic recovery.

Please can I have this back by 1015 at the latest. Please can you also confirm this has been picked up?

Thanks

[REDACTED]

[REDACTED]
FM Covid Briefing Unit
fmcovidbriefingunit@gov.scot
[REDACTED]

From: Rollison R (Richard) <Richard.Rollison@gov.scot>
Sent: 06 October 2020 15:52
To: [REDACTED]@gov.scot>
Cc: [REDACTED]@gov.scot>
Subject: FW: HIGH PRIORITY - Our chat

To see – I think we might to do something similar to what was done for [REDACTED] resignation albeit the circumstances are very different . However, see erdm links below



Quick_Start_Guide_to
_Public_Bodies_Spons

From: Gallagher S (Stephen) <Stephen.Gallagher@gov.scot>
Sent: 06 October 2020 15:25
To: Rollison R (Richard) <Richard.Rollison@gov.scot>
Cc: [REDACTED] <[REDACTED]@gov.scot>
Subject: FW: HIGH PRIORITY - Our chat
Importance: High
Sensitivity: Confidential

Richard

With thanks to [REDACTED], please find attached some prompts, information and examples which I hope are helpful in the current circumstances.

Please let us know if there's anything else we can help you with.

Stephen

From: [REDACTED] <[REDACTED]@gov.scot>
Sent: 06 October 2020 15:06
To: Gallagher S (Stephen) <Stephen.Gallagher@gov.scot>
Subject: HIGH PRIORITY - Our chat
Importance: High

Hi Stephen,

I've checked and the key thing in addition to what we discussed is for the sponsor team to check in the enabling legislation and which will be reflected in the framework document as to who is responsible for appointing the Chief Executive. This will have implications on the process of resignation of the Chief Executive. There are three possible scenarios for the appointment of a Chief Executive:

1. Ministers have direct responsibility for appointing the Chief Executive and for determining his or her remuneration and terms and conditions of employment; .
2. The public body is responsible for appointing the Chief Executive, subject to approval of Ministers where appropriate (including the remuneration and terms and conditions of employment); .
3. The public body is solely responsible for appointing the Chief Executive.

I think in this case option 2 is the one that is used.

As we discussed the sponsor team will need to be working closely with the body during this and I've pasted a couple of past papers relating to Chief Exec resignations from SE and HIE. As you'll see the sponsor team was briefing on transition arrangements and working with finance pay policy on the eventual settlement agreement. The sponsor team will need to working with comms, finance pay policy and SGLD for instance.

Two papers :

1. 'IMMEDIATE TRANSITION ARRANGEMENTS FOR **[REDACTED]**
2. Email submission to Cabinet Secretary for the Rural Economy and Connectivity on the resignation of **[REDACTED]**

I've also pasted in our guidance on recruitment of Chief Executives to Exec NDPB's which is mainly drafted pointing one way – appointment as opposed to the other route.

I hope this helps.

[REDACTED]

From: [REDACTED]gov.scot>
Sent: 07 October 2020 14:15
To: DIRECTORATE FOR ECONOMIC DEVELOPMENT <DLEEGED@gov.scot>
Subject: SE Chief Executive Resignation

Good afternoon colleagues

Just a note to make you aware that Steve Dunlop has today stepped down from the role of Scottish Enterprise's Chief Executive – important everyone is aware as your stakeholders may mention this to you in the coming days. The full announcement can be found [here](#)

With best wishes,
[REDACTED]

[REDACTED] | [REDACTED] | Economic Development Directorate | Scottish Government |
3rd Floor | 5 Atlantic Quay | Glasgow G2 8LU | tel: [REDACTED] | ext: [REDACTED] |
Mobile: [REDACTED]

From: [REDACTED]gov.scot>
Sent: 12 October 2020 10:42
To: Lloyd E (Elizabeth) <Elizabeth.Lloyd@gov.scot>; [REDACTED]gov.scot>
Cc: Rennie M (Michelle) <Michelle.Rennie@gov.scot>; Economy COVID-19 Hub Communications <economycovid-19hubcommunications@gov.scot>; [REDACTED]gov.scot>; Economy Covid-19 Hub <BESTCovidHub@gov.scot>; [REDACTED]gov.scot>; First Minister Covid Briefing Unit <FMcovidbriefingunit@gov.scot>; [REDACTED]gov.scot>; [REDACTED]gov.scot>; Hutchison D (David) <David.Hutchison@gov.scot>; [REDACTED]gov.scot>
Subject: RE: FOR FM BRIEFING - Scottish Enterprise - deadline 1015

Yes that is correct, Steve Dunlop is still in charge as Accountable Officer until an interim CEO is appointed.

Thanks,
[REDACTED]

[REDACTED] | Senior Co-ordination Officer | [COVID-19 Response Hub - BEST](#) | Working from home | Contactable on Skype or email |

BESTCovidHub@gov.scot

From: Lloyd E (Elizabeth) <Elizabeth.Lloyd@gov.scot>
Sent: 12 October 2020 10:41
To: [REDACTED][REDACTED]>
Cc: Rennie M (Michelle) <Michelle.Rennie@gov.scot>; Economy COVID-19 Hub Communications <economycovid-19hubcommunications@gov.scot>; [REDACTED]>; Economy Covid-19 Hub <BESTCovidHub@gov.scot>; [REDACTED]>; First Minister Covid Briefing Unit <FMcovidbriefingunit@gov.scot>; [REDACTED][REDACTED]>; Hutchison D (David) <David.Hutchison@gov.scot>; [REDACTED]>
Subject: RE: FOR FM BRIEFING - Scottish Enterprise - deadline 1015

[REDACTED]

Can I just check Steve remains in day to day charge right now

Liz

Elizabeth Lloyd
Chief of Staff to the First Minister
St Andrew's House
Regent Road
Edinburgh EH1 3DG
[REDACTED]
Elizabeth.Lloyd@gov.scot

Please note Scottish Ministers, Special advisers and the Permanent Secretary to the Scottish Government are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot for information.

From: [REDACTED] <[REDACTED]@gov.scot>
Sent: 12 October 2020 10:15

To: [REDACTED]>

Cc: Rennie M (Michelle) <Michelle.Rennie@gov.scot>; Economy COVID-19 Hub Communications <economycovid-19hubcommunications@gov.scot>; [REDACTED]>; Economy Covid-19 Hub <BESTCovidHub@gov.scot>; [REDACTED]) <[REDACTED]@gov.scot>; First Minister Covid Briefing Unit <FMcovidbriefingunit@gov.scot>; [REDACTED][REDACTED] [REDACTED]) <[REDACTED]@gov.scot>; Lloyd E (Elizabeth) <Elizabeth.Lloyd@gov.scot>; Hutchison D (David) <David.Hutchison@gov.scot>; [REDACTED]>

Subject: RE: FOR FM BRIEFING - Scottish Enterprise - deadline 1015

Hi [REDACTED]



FMQ briefing -
resignation of Scottist

With many thanks to DED colleagues in copy, please find attached the request briefing on the SE CEO resignation.

The Support for Business FMQ update that was also requested will be with you as soon as possible.

Thanks,
[REDACTED]

[REDACTED] | [COVID-19 Response Hub - BEST](#) | Working from home | Contactable on Skype or email |

BESTCovidHub@gov.scot

From: [REDACTED]

Sent: 12 October 2020 09:04

To: [REDACTED]>

Cc: Rennie M (Michelle) <Michelle.Rennie@gov.scot>; Economy COVID-19 Hub Communications <economycovid-19hubcommunications@gov.scot>; [REDACTED]>; Economy Covid-19 Hub <BESTCovidHub@gov.scot>; [REDACTED]) <[REDACTED]@gov.scot>; First Minister Covid Briefing Unit <FMcovidbriefingunit@gov.scot>; [REDACTED]>; [REDACTED]>; Lloyd E (Elizabeth) <Elizabeth.Lloyd@gov.scot>; Hutchison D (David) <David.Hutchison@gov.scot>

Subject: RE: FOR FM BRIEFING - Scottish Enterprise - deadline 1015

Hi [REDACTED],

To note that this has been picked up and commissioned and we will get something to you by 1015.

Thanks,
[REDACTED]

[REDACTED] | [COVID-19 Response Hub - BEST](#) | Working from home | Contactable on Skype or email |

BESTCovidHub@gov.scot

From: [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** Economy Covid-19 Hub
Sent: 12 October 2020 08:44
To: [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>
Cc: Rennie M (Michelle) <Michelle.Rennie@gov.scot>; Economy COVID-19 Hub Communications <economy-covid-19hubcommunications@gov.scot>; [REDACTED]>
Subject: FW: FOR FM BRIEFING - Scottish Enterprise - deadline 1015
Importance: High

Morning [REDACTED],

An urgent req for this morning's briefing – can you please commission to DED colleagues?

Thanks,

[REDACTED] | Economy COVID HUB | Team Leader | Scottish Government | | Mobile: [REDACTED] |

* Please note I do not work Wednesdays

From: Rollison R (Richard) <Richard.Rollison@gov.scot>

Sent: 11 October 2020 17:48

To: McAllan M (Mary) <Mary.McAllan@gov.scot>; Pickstone J (Jonathan) <Jon.Pickstone@gov.scot>; [REDACTED]@gov.scot>

Cc: Communications Economy <CommunicationsEconomy@gov.scot>; [REDACTED]@gov.scot>; DG Economy <DGEconomy@gov.scot>; MacBean C (Colin) <Colin.MacBean@gov.scot>; [REDACTED]@gov.scot>; McCaig C (Callum) <Callum.Mccaig@gov.scot>

Subject: FW: Tweet by Douglas Fraser   on Twitter - steve dunlop

Worth reading this Douglas Fraser blog on Steve's departure

[REDACTED] – grateful if you could update issues box in FMQ note to reflect this



Douglas Fraser  
@BBCDouglasF 

“The time is right for a new and fresh perspective” at the Scottish government’s lead economic agency, which is why the chief executive is quitting.
Could any time be less right?
Blogged:
[bbc.co.uk/news/uk-scotland...](https://www.bbc.co.uk/news/uk-scotland-politics-56821111)
11/10/2020, 14:13

[Download](#) the Twitter app

Sent from my iPhone

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For more information please visit <http://www.symanteccloud.com>

From: [REDACTED]gov.scot>
Sent: 08 October 2020 10:31
To: [REDACTED]gov.scot>
Cc: [REDACTED]gov.scot>; [REDACTED]gov.scot>
Subject: FW: Coverage update: SE announcement - Tue 7 Oct

To see summary of media coverage from SG and SE (spreadsheet).



SE CEO Resignation -
Logbook of Coverage.

I think we should amend the FMQ to address the point on timing - CEO's departure during economic crisis. We'll need to reflect this in the issues box and come up with a few lines in response.

Please could you take a look at this.

Thanks,

[REDACTED]

[REDACTED] | Regional Economic Development Division | Scottish Government
5 Atlantic Quay | 150 Broomielaw | Glasgow G2 8LU
Email: [REDACTED]@gov.scot[REDACTED]

From: [REDACTED]>
Sent: 08 October 2020 09:48
To: Cabinet Secretary for Economy, Fair Work and Culture <CabSecEFWC@gov.scot>
Cc: McCaig C (Callum) <Callum.Mccaig@gov.scot>; Dobson L (Leanne) <Leanne.Dobson@gov.scot>; Ingebrigtsen R (Ross) <Ross.Ingebrigtsen@gov.scot>; Rollison R (Richard) <Richard.Rollison@gov.scot>; McAllan M (Mary) <Mary.McAllan@gov.scot>; [REDACTED] [REDACTED]>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] (Comms) <[REDACTED]@gov.scot>; Communications Economy <CommunicationsEconomy@gov.scot>; [REDACTED] <[REDACTED]gov.scot>
Subject: Coverage update: SE announcement - Tue 7 Oct

Cabinet Secretary for Economy, Fair Work and Culture,

Please find below an outline of the latest media coverage on yesterday's announcement by SE of Mr Dunlop's resignation.

SE had follow-up media enquiries on this from BBC, Herald, Times, Daily Mail and Record.

They advised there was some speculation Mr Dunlop was sacked / or resigned due to economic crisis. SE comms corrected this and any other inaccuracies immediately and continue to update us on any media follow-up and line of questioning.

A number of media ran the story, mostly straight from the SE news release and with Cab Sec comment included.

Some noted this development was a surprise, based on Mr Dunlop's time in post with SE, his success with SE to date, and given the current economic situation.

Please find a list of the main coverage below:

- **Daily Mail (Scotland) p10 Enterprise boss quits after two years** The boss of business quango Scottish Enterprise is stepping down after less than three years in the job. Chief executive Steve Dunlop, whose leaving date has still to be confirmed, started on a reported salary of £168,000 at the taxpayerfunded organisation. He succeeded Lena Wilson, who held the role between 2009 and 2017 (article available to view on Precise)
- **[The Herald](#) p24 Dunlop quits Scottish Enterprise suddenly** Steve Dunlop has stepped down as chief executive of Scottish Enterprise. Mr Dunlop quits the role after two and a half years leading the country's main economic development agency. The former Scottish Canals boss had succeeded Lena Wilson, who held the role between 2009 and 2017. The date of Mr Dunlop's departure has still to be confirmed.
- **The Press and Journal (Aberdeen & Aberdeenshire) p29 Scottish Enterprise CEO stepping down** Scottish Enterprise (SE) chief executive Steve Dunlop has stepped down after two-and-a half years in the post, the economic development quango has announced. Plans to recruit and appoint a new CEO are being developed with the Scottish Government. Interim measures to bridge the gap between Mr Dunlop's departure and a permanent successor being in post will be announced "in due course", SE said (article available to view on Precise)
- **[The Times](#) (Scotland) p2 Enterprise chief quits** The chief executive of Scotland's main economic development agency is to leave his post. Steve Dunlop only took the job running Scottish Enterprise in May 2018 after a successful stint at Scottish Canals. He earned a salary of £172,250 plus pension benefits worth £39,000 for the 12 months to March this year. Mr Dunlop, 59, said that he felt it was the right time to "let new and fresh perspectives".
- **[The Courier](#)** – noting Mr Dunlop chaired the Michelin Action Group.
- **[Daily Business](#)**
- **[The Insider](#)**

This announcement also gained a bit of traction on social media, again, some saying it was a surprising. [Douglas Fraser for BBC tweeted](#) about it, focusing on Mr Dunlop's comment about it being 'the right time to move on' in the midst of the worst recession in history. Other posts questioned the timing of the announcement and said it was 'a good day to bury bad news'.

Given the significant announcements in Parliament yesterday, we imagine follow-up on this story may run into the coming days and this weekend.

Comms will continue to monitor and will update on any further significant coverage.

Thank you
[REDACTED]

[REDACTED] | **Economy and Finance**

Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

T: [REDACTED]

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

Sent: 06 October 2020 14:25

To: Rollison R (Richard) <Richard.Rollison@gov.scot>; McAllan M (Mary) <Mary.McAllan@gov.scot>

Subject: FW: Restricted - sensitive

Hi Richard/Mary,

Please find attached a Q&A from SE on this as discussed.



CEO timeline.docx



CEO resignation -
media statement Oct ;



CEO - QA.docx

Timeline attached also a useful doc.

Grateful for any further points you think SE need to cover here.

Thanks

[REDACTED]

[REDACTED] | Economy and Finance

Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

T: [REDACTED]

T: 0300 244 4000
E: scottish.ministers@gov.scot

Conveners of Economy, Energy and Fair Work
Committee, Rural Economy and Connectivity
Committee and Finance and Constitution
Committee

7 October 2020

Dear Gordon, Bruce and Edward,

You will be aware that Steve Dunlop, Chief Executive of Scottish Enterprise has decided to step down from his role.

This decision will be publically announced shortly.

I wanted to make you aware of Steve's decision as soon as practicable and assure you and the Committees that Scottish Government and Scottish Enterprise are working closely together to put in place necessary arrangements for a smooth transition and to ensure that Scottish Enterprise can continue to support the economy and businesses at this critical time.

I am sure you will join me in thanking Steve for his contribution and leadership. In his time as Chief Executive, Steve has overseen significant transformative changes at Scottish Enterprise, delivered all targets, focussed the agency much more on ensuring economic benefits are felt by everyone in Scotland, and provided hugely valuable support and advice as we have tackled the economic impacts of COVID-19.

*Kind regards
Fiona Hyslop*

FIONA HYSLOP

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

St Andrew's House, Regent Road, Edinburgh EH1 3DG
www.gov.scot

Recruitment & Employment of Chief Executives

Guidance Note 7



Scottish Government
Riaghaltas na h-Alba
gov.scot

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Overview:

This note provides guidance on the recruitment and employment of Chief Executives of NDPBs and public corporations.

Key Sponsor Team Actions:

- Ensure that all parties have a shared understanding of their respective roles and responsibilities at each stage of the process;
- Where the SG is responsible for the appointment, project manage the pre-recruitment, selection and appointment decisions where appropriate to ensure the outcome is delivered on time;
- Ensure compliance with remuneration policy, and principles of fair and open recruitment.

Key Scottish Government Documents:

[Model Recruitment Pack for Chief Executives - see PBU Saltire information page for the pack](#)
[Scottish Government's Public Sector Pay Policy for Senior Appointments](#) [Scottish Government's Public Sector Pay web pages](#)

Before Recruitment Decisions

1. Before the recruitment process can begin, there needs to be a shared understanding of the respective responsibilities of Ministers, the Board, the sponsor team and Finance Pay Policy in each step of the recruitment and selection processes. This means that key decisions will be required from the outset (i.e. prior to any advertising taking place) on:
 - ▷ the statutory basis for the appointment and whether this requires Ministerial involvement;
 - ▷ the job description and person specification;
 - ▷ the job weighting and remuneration package (the remuneration package will require SG approval);
 - ▷ contractual arrangements and recruitment method is in line with the [Civil Service Commission Recruitment Guidance](#) and timeline;
 - ▷ selection method and selection panel (it is best practice for at least one selection panel member to be independent of the public body and the SG. In some cases it would be appropriate for the independent member to be a Chair or Board Member). For advice on Senior Civil Service appointments contact the SG's Senior Staff HR Team;
 - ▷ communications and handling strategy agreed jointly between body (where established) and the SG.
2. The sponsor team will have the lead co-ordinating role between Ministers and the Board of the public body, and for ensuring progress on each of the other pre-recruitment decisions with other parts of Scottish Government. A model letter from the Director/Deputy Director to the Chair of the Board is set out at **Annex A**.
3. Where the Chief Executives of public bodies are subject to transfers as a result of the abolition or merger of public bodies, the sponsor team must take advice on the legal implications of the [Transfer of Undertaking \(Protection of Employment\) Regulations 2006](#) and the [Cabinet Office Staff Transfers in the Public Sector: Statement of Practice before any transfer takes place](#).

Responsibility for Appointing the Chief Executive

4. Responsibility for appointing a Chief Executive will normally be set out in the body's enabling legislation and reflected in the Framework Document. There are three scenarios:
 - ▷ Ministers have direct responsibility for appointing the Chief Executive and for determining his or her remuneration and terms and conditions of employment;
 - ▷ The Board of the public body is responsible for appointing the Chief Executive subject to the approval of Ministers (including the remuneration and terms and conditions of employment);
 - ▷ The Board of the public body is responsible for appointing the Chief Executive.
5. Where there is a role for Ministers, the sponsor team will need to work closely with the body throughout the recruitment and selection process. Where a new body is being established, the sponsor team is likely to be directly responsible for taking forward the recruitment, appointment process and remuneration, in consultation with Finance Pay Policy.
6. Sponsor teams should seek advice from the Scottish Government Legal Directorate (SGLD) if they are unsure about whether and to what extent Ministers should be involved in the decision making process.

Job Description and Person Specification

7. A job description and person specification should be drawn up by the sponsor team in consultation with the Chair/Board of the public body in line with the [model recruitment pack for Chief Executives which can be viewed on the PBU Saltire section.](#)

Remuneration

8. The Scottish Government's [Public Sector Pay Policy for Senior Public Appointments](#) governs the remuneration (salary, pay range, annual increase, non-consolidated performance payment (bonus) and other non-salary rewards etc.) of Chief Executives of NDPBs and public corporations. The latest Technical Guide describes how to go about determining the job weight and the remuneration of a Chief Executive. Scottish Government approval of the remuneration package of a new Chief Executive, or any changes proposed to the remuneration package of an existing Chief Executive, **must** be obtained **prior** to any advertisement, recruitment or appointment. The Finance Pay Policy team **must** be consulted from the outset. The remuneration package for which approval must be sought should also cover other non-pay benefits and pension aspects.

Disclosure of Salaries

9. As part of the ongoing drive to increase transparency in the public sector, the Scottish Government has asked NDPBs and Public Corporations to list on their respective websites the names and salary details of members of their senior leadership team equivalent to Senior Civil Service (SCS) Grade 2 and above. Details of the disclosures are available on the [Scottish Government's Public Sector Pay Disclosures webpage.](#)

Contractual Issues

10. A draft contract of employment for [Senior Civil Service](#) is available on request from the Senior Staff Team. Chief Executives of sponsored bodies are generally not civil servants, therefore **the draft SCS contract of employment is intended for illustrative purposes only**. Finance Pay Policy should be consulted on remuneration clauses in the draft contract before these are agreed. **Public bodies and sponsor teams should seek legal advice on the terms of the Chief Executive contract before any offer of employment is made.**

Other issues, such as pensions, non pay benefits, severance and settlement agreements, conduct and political activity sections in Guidance Note 6 should also apply.

Duration of Appointment and Period of Notice

11. The Chief Executive will normally be appointed on a permanent basis unless the duration of the contract is genuinely for a time limited period, in which case a Fixed Term Appointment (FTA) may be appropriate. Legal advice must be sought on the use of FTAs. An FTA of longer than four years is not recommended and no compensation will be payable until the end of the FTA as the contract will have come to an end by mutual agreement.
12. The period of notice will be for consideration by the Board, in conjunction with the sponsor team and dependent on the post. Generally anything longer than six months will need robust justification.

Probation

13. The Chief Executive Appointment letter should include a 9 month probation period to ensure that people at this senior level are properly tested in the post. At the end of this period the appointment should only be confirmed if the Chief Executive has demonstrated that they can meet the normal requirements of the job; and their attendance and conduct have been satisfactory. If a Chief Executive does not reach the required standard their appointment will normally be terminated. Under certain circumstances the probationary period may be extended. The appointment letter should also make clear that an appointment may be terminated at any time during the probationary period for misconduct or in circumstances where the Chief Executive's service or performance is unsatisfactory and it is clear that they will not be able to reach the required standard before the end of the probationary period.

Accountable Officer Responsibilities

14. Where the Chief Executive is also the Accountable Officer, details of his or her duties and responsibilities should be set out in recruitment documentation. A letter confirming appointment as the Accountable Officer will be issued in addition to the job description supporting the contract of employment. As Accountable Officer, the Chief Executive is personally responsible to the Scottish Parliament.

Declaration of Outside Interests

15. A Chief Executive is expected to devote his or her efforts to the work of the public body and should not hold outside interests, such as other appointments or directorships, which could impede or conflict with those efforts. The recruitment documentation should make clear that prospective candidates will be asked to declare any outside interests before any offer of appointment is made or accepted. It should be a condition of appointment that the prior written consent of the Chair or Board will be required to allow the candidate to continue with any outside interests following appointment.
16. Board members of public bodies are required to comply with the Code of Conduct for Members developed by the public body. The Chief Executive will be expected to abide by the spirit of the Ethical Standards Act and Framework. This will involve, prior to appointment, prospective Chief Executives declaring, in writing, details of:
 - ▷ information relating to any remuneration (salary, allowances, fees, etc.) received from other sources – in particular the name and contact details for the organisation or business and the nature of the work undertaken. The amount of remuneration does not have to be declared;

- ▷ any directorships held (remunerated or unremunerated). The name of the company should be declared along with details of the nature of its business;
- ▷ ownership or other right of interest in any houses, land or buildings which may be relevant to the work and operation of the public body;
- ▷ share holdings in any company or organisation that may be relevant to the work and operation of the public body. The value of the shares does not have to be registered;
- ▷ membership or holding office in other public bodies, clubs, societies or voluntary organisations whose activities are relevant to the work and operation of the public body.

The Acceptance and Remuneration of Public Appointments/Non-Executive Directorships by Chief Executives

17. There may be sensitivities around Chief Executives accepting public appointments or other non executive directorships. Issues to be considered include: time-commitment, conflict of interest and remuneration. Further details are available in the recent Public Bodies Information Update which is also on the [Scottish Government's Public Sector Pay web pages](#) under additional information.

Business Appointments after Termination of Employment

18. In setting out the the terms and conditions of employment for a new Chief Executive, the public body should make clear the rules it wishes to apply on the acceptance of business appointments after resignation, retirement or termination. It is for the public body to set the rules it considers appropriate and this should be undertaken in consultation with the sponsor team. The sponsor team should seek advice from SGLD as appropriate.
19. The rules on acceptance of business appointments after leaving the employment of the public body also apply to staff in receipt of an early severance package.
20. Where a public body is asked to consider a request from a former Chief Executive regarding employment which falls within the business rules they have set, they should consult their sponsor team.

Announcing the Appointment

21. The public body will normally be responsible for making the public announcement about the appointment of a new Chief Executive. **No announcement should be made until the remuneration package has been approved by the Scottish Government; any outstanding contractual negotiations have concluded; and the candidate has formally accepted the offer of employment.** The public body must inform the sponsor team in advance of the date and time of the announcement. The sponsor team is responsible for informing the relevant Minister and officials within the Scottish Government, including Communications staff, and for co-ordinating any Ministerial involvement.

Letter to the Chief Executive designating Accountable Officer responsibility

22. Public Bodies Update 169 - **Public Body Accountable Officer Designation by the Permanent Secretary** sets out the requirement on Sponsor Teams to engage with SG Governance and Risk team in the process of designating your sponsored bodies Accountable Officer (this does not apply to Health bodies). Contact the Governance and Risk team at GovandRisk@gov.scot.

Chief Executive Appointment – model letter from SG to the Chair

To: [Chair of the public body]

I am writing in advance of the necessary work to recruit and appoint the new Chief Executive of [insert name of body] in order to set out some of the overarching principles.

You will be aware that [the statutory basis for this appointment is set out in [insert the name of the relevant Act]]. This means that the appointment of your Chief Executive is required to be approved by Scottish Ministers. It is important, therefore, that we work closely throughout each of the recruitment and appointment steps to ensure that the necessary policies and approval procedures are followed. Additionally, because the appointment will be governed by Public Sector Pay Policy for Senior Appointments then the remuneration package must be approved by Scottish Ministers before the recruitment process can commence.

Under the circumstances, it would be helpful if we could meet in advance of recruitment getting underway to speak about the necessary steps and agree the following:

- process of securing approval of the remuneration package from Scottish Ministers and the necessary input from colleagues in Finance Pay Policy;
- contractual matters including the status and duration of the appointment;
- respective roles and responsibilities of the Chairman, Scottish Ministers, the sponsor team, at each stage of the recruitment and appointment processes;
- recruitment and selection timelines, including the arrangements for the assessment centre and the assessors;
- announcing the successful candidate.

Where the public body is solely responsible for the appointment and Scottish Ministers approval to the appointment is not required, if the public body is covered by the Pay Policy for Senior Appointments, then include the following statement:

It is important that Scottish Ministers are kept informed of the Board's proposals at key stages of the recruitment and appointment processes, even if they are not formally required to approve the appointment. However, as the post is subject to the Pay Policy for Senior Appointments, Scottish Government approval of the remuneration package is required prior to any advertisement or appointment – (in particular the relevant Technical Guide).

I hope that you find this helpful in setting out the key issues at this stage and I look forward to discussing the detail with you.

Deputy Director [insert name of sponsor DG]

Appointment of Chief Executive NDPB (Sponsored Body)

Responsibility for the appointment of a Chief Executive will normally be set out in the body's enabling legislation and reflected in their Framework Document.

There are three possible scenarios for the appointment of a Chief Executive:

- Ministers have direct responsibility for appointing the Chief Executive and for determining his or her remuneration and terms and conditions of employment;
- The public body is responsible for appointing the Chief Executive, subject to approval of Ministers where appropriate (including the remuneration and terms and conditions of employment);
- The public body is solely responsible for appointing the Chief Executive.

Chief Executives of other public bodies are not usually civil servants, but the appointment process and contractual terms and conditions generally follow the Civil Service Commission Recruitment Principles.

The Scottish Government's Public Sector Pay Policy for Senior Appointments governs the remuneration (salary, pay range, annual increase, non-consolidated performance payment (bonus) and other non-salary rewards, etc) for Chief Executives and describes how to determine the job weight and the remuneration from the outset.

The Scottish Government's Finance Pay Policy team **must be** consulted on approval of the proposed remuneration package obtained from the Scottish Government's Remuneration Group prior to any advertisement, recruitment or appointment of a new Chief Executive.

The transfer of a Chief Executive as a result of the abolition or merger of public bodies may be subject to the Transfer of Undertaking (Protection of Employment) Regulations 2006 and the Cabinet Office Transfers in the Public Sector:

Statement of Practice.

Advice should always be sought from the Scottish Government's Directorate for People before any such transfer takes place. Where the Chief Executive is the accountable officer, details of their duties and responsibilities should be set out clearly in the recruitment documentation. A letter confirming the appointment as the accountable officer will be issued on behalf of the Permanent Secretary as the Principal Accountable officer usually by the sponsor director. This letter is issued in addition to the job description supporting the contract of employment.

Public Bodies update 169 - **Public Body Accountable Officer Designation by the Permanent Secretary** sets out the requirement on Sponsor Teams to engage with SG Governance and Risk Team in the process of designating your sponsored bodies Accountable Officer (this does not apply to Health bodies). The Governance and Risk team have the responsibility to ensure that each Accountable Officer receives their designation from the Permanent Secretary. If further information is required on this ask please contact the Governance and Risk team.

Probation

A new Chief Executive should be subject to a 9 month probation period to ensure that they are properly tested in the post. The appointment should only be confirmed if at the end of this period the Chief Executive has demonstrated that they can meet the normal requirements of the job and that their attendance and conduct have been satisfactory.

The appointment letter should make clear that an appointment may be terminated at any time during the probationary period for misconduct or in circumstances where the Chief Executive's service or performance is unsatisfactory and it is clear that they will not be able to reach the required standard before the end of the probationary period.

Termination of Employment

If the Board wishes to terminate the employment of the Chief Executive, then it is essential that early discussions take place with the Sponsor Team and Ministers before action is taken. The Sponsor Team should seek advice from other areas as it considers appropriate.

Business Appointments after Termination of Employment

The terms and conditions of employment for a new Chief Executive should make clear the rules applicable to the acceptance of business and public appointments following resignation, retirement or termination of employment. Advice must be sought from the **Scottish Government's Legal Directorate** and the **Public Appointments Team** as to the specific nature and inclusion of such rules.

Announcing the Appointment

No announcement about the appointment of the Chief Executive should be made until the remuneration package has been approved by the Scottish Government, any outstanding contractual negotiations have been concluded; and the candidate has formally accepted the offer of employment.

The Public body will normally be responsible for making the public announcement about the appointment of a new Chief Executive.

Boards Role and Responsibilities

- Initiate early discussion about recruiting the Chief Executive
- Check the body's enabling legislation
- Check the body's Framework document to see what is said about the CE role and responsibilities
- Agree with the Sponsor Team route that is to be taken on the appointment - there are 3 scenarios leading to the appointment of a CE
 1. Ministers have a direct responsibility for appointing the CE and for determining his or her remuneration and T&Cs of employment
 2. The Board is responsible for appointing the CE subject to the approval of Ministers (including the remuneration and T&Cs of employment)
 3. The Board is responsible for appointing the CE

- Consult with the Sponsor Team to agree the job description and person specification
- Weighting and remuneration package will require SG approval
- Advertise the post
- Selection panel and recruitment in line with Civil Service Commission principles. (usually a senior SG official will be a panel member)
- Provide recommendations/advice to Sponsor team to help ensure the best qualified candidate is appointed
- Consult with Sponsor team on contract of employment
- Inform the Sponsor team of preferred candidate
- Normally the Public body will be responsible for making the public announcement about the appointment of a new CE. Provide the Sponsor team in advance of the date and time of the announcement
- The Board Chair should consider reviewing of performance over the course of the probationary period, which will usually be 9 months - arrange meetings and carry out appraisal and confirm at the end of the probationary period if the CE has demonstrated that they have met the requirements of the job
- Ensure the Sponsor team are informed of all developments

Sponsor Team Role and Responsibilities

- Coordinating role between Ministers and the Board - in line with the Sponsor team guidance
- Check the body's enabling legislation
- Check the body's Framework Document to see what is said about the CE role and responsibilities
- Agree with the body the route that is to be taken on the appointment - there are 3 scenarios leading to the appointment of a CE
 1. Ministers have a direct responsibility for appointing the CE and for determining his or her remuneration and T&Cs of employment
 2. The Board is responsible for appointing the CE subject to the approval of Ministers (including the remuneration and T&Cs of employment)
 3. The Board is responsible for appointing the CE
- Arrange DD letter to Chair of the public body on the recruitment and appointment steps. Arrange meeting with DD and Chair to discuss and agree steps/timelines. Agree the job description and person specification

- Approval of the remuneration package before the recruitment package before the recruitment process can begin
- Agree the advertisement for the post with the Board
- Sponsor Team to support the SG official as required
- Corresponding with the Board and providing advice to Ministers and senior managers to ensure the Minister has everything they need to make an informed decision
- SG Finance must be consulted on remuneration clauses in the draft contract before these are agreed. Look for legal advice - particularly if the CE is transferring from another Public body - consider contractual matters
- Sponsor team to inform Ministers of the successful candidate and seek approval if required
- Inform Minister and officials in SG including Comms and co-ordinate any Ministerial involvement
- Liaise with SG Governance and risk team to ensure the letter designating Accountable Officer status on the CE is correct. Public Bodies Update 169 - Public Body Accountable Officer Designation by the Permanent secretary sets out the requirements on Sponsor teams to contact the SG Governance and risk team

[Home](#) › [Policies](#) › [Public sector pay](#) ›**POLICY**

Public sector pay

From: [Minister for Public Finance and Digital Economy](#) Directorate: ...

Overview

Latest

Policy actions

Staff pay remits

Senior appointments

Remuneration Group

Pay transparency

Pay transparency

As part of our commitment to be an open and transparent government, we promote the disclosure of names and salary details of senior public sector staff.

Senior civil service

Pay for the senior civil service is reserved to the UK Government. Nevertheless, we routinely publish the names, job titles and salaries for all senior civil servants at Director level and above in the Scottish Government and core directorates, its associated departments and agencies.

View the latest [senior civil service pay data](#).

Public appointments

The Appointed for Scotland website provides a list of [names and daily fees for Scottish public appointments \(chairs and members\)](#).

Non-departmental public bodies and public corporations

Since October 2010 we have asked Scottish non-departmental public bodies (NDPBs) and public corporations to list on their respective websites the names and salary details of members of their senior leadership teams (equivalent to senior civil service grade 2 and above).

Scottish public bodies are asked to update their information as at 30 June and 31 December each year, or whenever revisions or corrections are required.

Links to their relevant disclosure pages are listed below.

Executive NDPBs

Accounts Commission for Scotland – no employees, public appointments only

[Architecture and Design Scotland](#)

[Bòrd na Gàidhlig](#)

[Cairngorms National Park Authority](#)

Care Inspectorate – awaiting update

[Creative Scotland](#)

Crofting Commission – staff are civil servants

[Highlands and Islands Enterprise](#)

[Historic Environment Scotland](#)

[Loch Lomond and The Trossachs National Park Authority](#)

[National Galleries of Scotland](#)

[National Library of Scotland](#)

[National Museums of Scotland](#)

Police Investigations and Review Commissioner – awaiting update

[Quality Meat Scotland](#)

[Risk Management Authority](#)

[Royal Botanic Garden, Edinburgh](#)

Scottish Agricultural Wages Board – no employees, public appointments only

[Scottish Children's Reporter Administration](#)

[Scottish Criminal Cases Review Commission](#)

[Scottish Enterprise](#)

[Scottish Environment Protection Agency](#)

[Scottish Funding Council](#)

[Scottish Futures Trust](#)

[Scottish Legal Aid Board](#)

[Scottish Legal Complaints Commission](#)

[Scottish Natural Heritage](#)

[Scottish Qualifications Authority](#)

[Scottish Social Services Council](#)

[Skills Development Scotland](#)

[sportscotland](#)

[VisitScotland](#)

[Water Industry Commission for Scotland](#)

Advisory NDPBs

Judicial Appointments Board for Scotland – staff are civil servants

Local Government Boundary Commission for Scotland – no employees,
public appointments only

Mobility and Access Committee for Scotland – no employees, public
appointments only

Public Transport Users Committee for Scotland – no employees, public
appointments only

Scottish Advisory Committee on Distinction Awards – no employees,
public appointments only

Scottish Law Commission – staff are civil servants

Scottish Local Authorities Remuneration Committee – no employees,
public appointments only

Tribunal NDPBs

Additional Support Needs Tribunals for Scotland – no employees, public appointments only

Children's Panels – no employees, public appointments only

Lands Tribunal for Scotland – no employees, public appointments only

Mental Health Tribunal for Scotland – no employees, public appointments only

Parole Board for Scotland – no employees, public appointments only

Private Rented Housing Panel – no employees, public appointments only

Scottish Charity Appeals Panel – no employees, public appointments only

Public corporations

[Caledonian Maritime Assets Ltd](#)

[Crown Estate Scotland \(Interim Management\)](#)

[David MacBrayne Ltd](#)

[Glasgow Prestwick Airport](#)

[Highlands and Islands Airports Ltd](#)

[Scottish Canals](#)

[Scottish Water](#)

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SCOTTISH ENTERPRISE - RESIGNATION OF CHIEF EXECUTIVE

ISSUE: 12 October - speculation on GMS that Steve Dunlop resigned as Chief Executive of Scottish Enterprise because he felt side-lined in the development of economy measures in relation to Covid-19.

ISSUE: 8 October - media speculation that Steve Dunlop was sacked due to Scottish Enterprise's handling of business support during the pandemic, as well as criticism of the timing of his resignation during an economic crisis.

ISSUE: 7 October - Scottish Enterprise CEO, Steve Dunlop, announced his resignation.

ISSUE: 5 October - Steve Dunlop told Scottish Enterprise Board members and its Executive Leadership Team that he was stepping down.

ISSUE: 2 October - Steve Dunlop, wrote to the Chair of Scottish Enterprise to tender his resignation and informed the Cabinet Secretary for Economy, Fair Work and Culture.

BACKGROUND: Steve Dunlop started as CEO at Scottish Enterprise on 21 May 2018. His salary, which is published, is £176,702. His notice period is 3 months. If, by agreement with the Chair, he does not work the entire notice period, he will not receive payment in lieu of notice.

Top Lines

- Having led Scottish Enterprise for two and a half years, Steve Dunlop has decided that the time is right to move on.
- Until an interim CEO is appointed, he remains in charge of Scottish Enterprise.
- Scottish Enterprise has performed strongly under Steve Dunlop, in challenging circumstances.
- He put the organisation at the heart of the economic response to Covid-19. He oversaw critical work in the early days of the pandemic to secure supply chains to get vital PPE to those who needed it.
- He has led a major shift in Scottish Enterprise's strategy, putting a stronger focus on economic growth that benefits every part of Scotland and on good quality job creation underpinned by fair work practices.
- We acknowledge Steve Dunlop's view that Scottish Enterprise needs the right leadership in place for the long term, to support Scotland's economic recovery and oversee delivery of the agency's strategic ambitions.
- Arrangements are being made to appoint an interim Chief Executive until a successor is appointed.
- The recruitment process for a new Chief Executive will now start.

Steve Dunlop oversaw critical work in the early days of the pandemic to secure supply chains to get vital PPE to those who needed it.

- At the beginning of the pandemic Scotland, and UK generally, lacked the domestic supply chain capability to be self-sufficient in PPE / other medical necessities. At the same time, global demand was growing exponentially.

SCOTTISH ENTERPRISE - RESIGNATION OF CHIEF EXECUTIVE

- Scottish Enterprise and partners used their specialist manufacturing expertise, knowledge of companies and sectors, and their ability to bring the public and private sectors together, to help the NHS tackle this critical issue.
- Scottish Enterprise also used its international networks to help deliver critical supplies to NHS Scotland and other frontline services.
- In parallel, it worked with companies in Scotland to innovate and gear up to manufacture PPE and hand sanitiser, establishing several new domestic medical supply chains capable of both fulfilling health and social care demand and creating export potential.

Scottish Enterprise delivered Covid-19 support at a pace that ensured the funds made an impact and provided a much-needed lifeline for Scottish businesses.

- Scottish Enterprise re-focussed the FindBusinessSupport.gov.scot website as the central repository and access point for information about Covid support.
- It worked in partnership with Highlands and Islands Enterprise and South of Scotland Enterprise, Creative Scotland and VisitScotland to establish and deliver the Pivotal Enterprise Resilience Fund and the Creative, Tourism and Hospitality Enterprises Hardship Fund. Over 200 Scottish Enterprise staff were involved in appraising applications.
 - 1,763 grants were provided to businesses under the Pivotal Enterprise Resilience Fund, totalling £121,792,000.
 - 1,893 grants were provided to organisations under the Creative, Tourism & Hospitality Enterprise Hardship Fund, totalling £23,507,700.
 - Companies in receipt of grant funding have associated employment figures of over 57,500 (8246 Hardship, 49,336 PERF).
- In July, Scottish Enterprise announced the Early Stage Growth Challenge Fund, managed by the Scottish Investment Bank.
- It was established as a direct consequence of insights gathered from businesses, which identified a gap in support.
- It was designed to support early-stage, high growth, innovative Scottish companies negatively affected by Covid-19.

Plans to recruit and appoint a new chief executive are being developed with the Scottish Government.

- The recruitment of a new Chief Executive will be governed by the Scottish Government's guidance on the recruitment and employment of Chief Executives of public bodies. This is expected to take a number of months to complete and will depend on the successful candidate's notice period.
- Interim arrangements will be put in place while the Scottish Government and Board take forward the formal process to appoint a successor. Further details will be communicated as soon as possible.

SCOTTISH ENTERPRISE - RESIGNATION OF CHIEF EXECUTIVE

On what terms will Steve Dunlop leave Scottish Enterprise?

- The date of Steve Dunlop's departure will be announced in due course.
- As with any leaver, he will be entitled to receive payment for any outstanding holiday entitlement accrued prior to his departure. He will not receive any additional payments.
- His pension arrangements will be the same as for any other member of staff leaving the organisation. He will be able to defer his pension until retirement, transfer to any new scheme or opt to take his accrued pension with an actuarial reduction.
- As always, details of the Chief Executive's full remuneration for this financial year will be published within Scottish Enterprise's annual report and accounts for 2020-21.

Scottish Enterprise Chair, Lord Smith, has praised the contribution made by Steve Dunlop to growing Scotland's economy and supporting businesses during Covid-19.

- "I have had the privilege of seeing at first hand Steve's passionate commitment to serve Scotland and to create economic growth that benefits everyone living in Scotland.
- "Under his collaborative leadership, Scottish Enterprise has met all of the stretching targets and has made huge strides towards its vision of an economy that works for everyone.
- "That task has inevitably been made harder by the impact of Covid, but Steve has placed Scottish Enterprise at the heart of the economic response, working with partners to get critical funds quickly and efficiently into the hands of businesses that can protect or create good jobs.

Economy Secretary Fiona Hyslop said:

- "Steve has led significant changes at Scottish Enterprise and set it on a journey of transformation that has made it a more collaborative, open and innovative organisation and which has cemented its vital future contribution to Scotland's economy.
- "Under his leadership, Scottish Enterprise has delivered on all its targets and become much more focused on ensuring economic development benefits everyone in Scotland.
- "I have greatly valued the unstinting support and advice that I have received from Steve, particularly over the past few months as we have tackled the economic impact of COVID-19. I want to thank Steve for his contribution and look forward to continuing to work with him until his departure to do all we can to support businesses and protect jobs at this critical time."

Douglas Fraser, BBC Business and economy editor, Scotland (11 October)

- "Steve Dunlop leaves a significant legacy in Scottish Enterprise. Under his leadership, and against inevitable internal resistance, it pivoted back to a more wide-ranging role in supporting communities as well as businesses, with a clearer social dimension."