

SE CEO RESIGNATION				
Media Enquiries Received				
WHO	WHEN/ HOW	RESPONSE	COVERAGE	
Douglas Fraser, BBC Scotland	07/10 via call to [REDACTED]	[REDACTED] spoken with DF via mobile	https://twitter.com/BBCDouglasF/status/1313841408915243013	
Greig Cameron, The Times	07/10 via call to [REDACTED]	[REDACTED] spoken with GC	https://www.thetimes.co.uk/edition/scotland/scottish-enterprise-chief-steve-dunlop-quits-8kjtncrq	
Scott Wright, The Herald	07/10 via call to [REDACTED]	[REDACTED] responded to SW	https://www.heraldsotland.com/business_hq/18776868.scottish-enterprise-boss-quits/	
Keith Finlay, P&J	07/10 via call to [REDACTED]	[REDACTED] responded to KF	https://www.energyvoice.com/other-news/270466/scottish-enterprise-ceo-quits/	
Paul Hutcheon, Daily Record	07/10 via email to press office	[REDACTED] pointed PH to media centre statement		
John Paul Breslin, Daily Mail	07/10 via email to press office	[REDACTED] underscored speculation about SD being sacked i	Scottish Daily Mail, pg 10 (in clippings service)	
Media Coverage (No Enquiries)				
https://www.insider.co.uk/news/scottish-enterprise-chief-executive-step-22807856				
https://www.thecourier.co.uk/fp/business/business-news/1635187/scottish-enterprise-chief-executive-steve-dunlop-to-step-down/				
https://www.heraldsotland.com/business_hq/18776868.scottish-enterprise-boss-quits/				
https://dailybusinessgroup.co.uk/2020/10/dunlop-in-surprise-exit-from-scottish-enterprise/				
https://scottishfinancialreview.com/2020/10/07/scottish-enterprise-ceo-steve-dunlop-steps-down/				
Relevant Social Media Coverage				
Douglas Fraser, BBC Scotland: https://twitter.com/BBCDouglasF/status/1313841408915243013				
Rob McLaren, The Courier: https://twitter.com/C_RMclaren/status/1313831274948308993				
Scott Wright, The Herald: https://twitter.com/ScottWWright/status/1313839676780929025				
Brian Donnelly, The Herald: https://twitter.com/BrianDonnellyHT/status/1313869451297783809?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Etweet				
Paul Sweeney, former MP: https://twitter.com/PaulJSweeney/status/1313861972908220416				
Dick Winchester: https://twitter.com/DickWinchester/status/1313872401323696131				
Women's Enterprise Scotland: https://twitter.com/WEScotland/status/1313903636691529729				
Barry McCulloch, FSB Scotland: https://twitter.com/BarryMcCulloch/status/1313835083560820736				
Kenneth Wardrop: https://twitter.com/KennethWardrop/status/1313849179945435137				
Sheila Ritchie, former MEP and Convener of Scottish Lib Dems: https://twitter.com/europesheila/status/1313954471085510656				
Peter McDade, Scottish Labour Communications Manager: https://twitter.com/PeterMcDade/status/1313977335809560576				
Hard Copy Coverage				
The Scottish Daily Mail, 8 October edition, page 10				
The Times Scotland, 8 October edition, page 2				
The Herald, 8 October edition, page 24				
Press and Journal, 8 October edition, page 29				

Timeline and Handling

Plan A (proceeds as planned)

Timing	Activity	Audience	Channel/Products
Fri 2 Oct	CEO letter to Chair	Chair	Letter
Fri 2 Oct	Chair reply to CEO	CEO	Letter
Fri 2 Oct	Chair speaks to Cab Sec	Cab Sec	121 call
Mon 5 Oct	CEO 121s/call with ELT	ELT members	121 calls/Teams
Mon 5 Oct	Chair call with Board	Board members	Teams
Mon 5 Oct	Various discussions with SG re handling of Board session and other issues	SG	Teams
Tues 6 Oct	Liaison with SG Comms agree SG line and/or quote for media release	SG Comms	Call
<i>Tues 6 and Weds 7 Oct</i>	<i>Board strategy session</i>	<i>N/A</i>	<i>N/A</i>
Weds 8 Oct 1230	CEO message to leadership group	Grade 2/3s	Email
Weds 8 Oct 1330	CEO message to staff	All staff	Email Q&A (for use by leaders if asked)
Weds 8 Oct (pm)	Chair message to E&S Board/partners	E&S Board members	Email
Weds 8 Oct (pm)	Media release	Media	Media release (and social) Q&A (for use by comms if asked)
Weds 8 Oct (pm)	Chair/CEO message to key stakeholders inc Parly Cttees	Stakeholders	Email
Thurs 8 Oct	Chair message to staff	All staff	Email (video?)
Fri 9 Oct	Message to customer base – include link to media release in regular newsletter	Customers	Regular customer email

Plan B (contingency if leaks)

Timing	Activity	Audience	Channel/Products
Fri 2 Oct	CEO letter to Chair	Chair	Letter
Fri 2 Oct	Chair reply to CEO	CEO	Letter
Fri 2 Oct	Chair speaks to Cab Sec	Cab Sec	121 call
At any point from Fri 2 Oct – implemented in quick succession	CEO 121s/call with ELT	ELT members	121 calls/Teams
	Chair call with Board	Board members	Teams
	Liaison with SG Comms – agree SG line and/or quote for media release	SG Comms	Call
	CEO message to all staff	All staff	Email Q&A (for use by leaders if asked)
	Media release	Media	Media release (and social) Q&A (for use by comms if asked)
	Chair message to E&S Board/partners	E&S Board members	Email
Thereafter	Chair/CEO message to key stakeholders inc Parly Cttees	Stakeholders	Email
	ELT/G2 call	G2s	Teams
	Chair message to staff	All staff	Email (video?)
	Message to customer base – include link to media release in regular newsletter	Customers	Regular customer email

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

Draft Q&A

- **Why has he resigned after so little time in post?**
- When he was appointed, said he would likely stay for between 2 and 4 years. Now been in post 2 ½ years. The work we do over the coming weeks, months and years will be critical in supporting Scotland's economic recovery and ensuring businesses, workers and communities continue to get the help they need from us and from the wider enterprise and skills family. This is therefore a critical juncture for SE and the organisation needs the right leadership in place for the long-term to oversee delivery of the Board's strategic ambitions.
- **Resigning at the worst possible time given current economic climate?**
- Never a good time but now at a critical juncture so need leadership for long term as we continue to support the economic recovery caused by COVID19.
- **Has he been forced out?**
- No. See above.
- **Has he fallen out with Ministers?**
- No. See above [and quote from Cab Sec hopefully].
- **Earlier this year it was reported that SE was facing increasingly challenging budget decisions and no new grants have been awarded this financial year – is Steve's departure linked to the ongoing budget difficulties the organisation is facing?**
- Just like every other public sector organisation, SE faces the challenge of managing an increase in demand for its products and services at a time when there's significant pressure on the public purse.
- Steve recognises the need for SE to have in place the right leadership to see through Scotland's long-term economic recovery. His departure is for this reason and not for any other reason.
- **Was his strategy wrong?**
- Far from it. In fact the ambitions in the Strategic Framework and the focus on protecting and creating jobs has never been more important.
- **Did business lose trust in him?**
- No. He has developed excellent relationships with business and set SE up to engage and support many more companies than they ever have before.
- **Did he achieve anything?**
- Put in place a Strategic Framework underpinned by our new vision, purpose and values, with a clear focus on collective wellbeing and on protecting and creating good jobs.
- Met or exceeded all the stretching performance targets set for us by the Board.
- Become a more collaborative, open and innovative organisation.
- Been at the heart of the economic response to Covid, working with partners to get critical funds quickly and efficiently into the hands of businesses.
- [some concrete examples from annual report - MSIP, Barclays?]
- **Is SE unmanageable – second CEO to resign in recent years?**

- No. SE is a large and complex organisation operating in many countries and across different sectors. The focus he brought as CEO has pulled the organisation together and ensured it has clear objectives designed to support enterprise and communities across Scotland.
- **What happens next?**
- Interim arrangements will quickly be put in place while the SG and Board take forward the formal process to appoint a successor. Further details will be communicated as soon as possible. Interim arrangements will be made by the Chair with recruitment of successor governed by full Public Appointments Guidance. [appointment likely to take between 6-9 months on past experience]
- **Will he receive a substantial golden handshake?**
- [I assume not given he's resigned]
- **What will his pension arrangements be?**
- Tbc
- **What notice period will he serve and will he be entitled to PILON?**
- tbc
- **Is he leaving to take on a new role/job?**
- No, Steve recognises the need for SE to have in place the right leadership to see through Scotland's long-term economic recovery. His departure is for this reason and not as a result of another role.
- **What will the interim arrangements look like?**
- An existing Executive Leadership Team member will become interim CEO whilst the full public appointment process gets underway.
- **He set out to transform SE – did he succeed? Is the transformation complete?**
- In recent years, Scottish Enterprise has evolved to become more collaborative, open, innovative and digitally focused. Steve helped the organisation embark on its transformation journey and that journey will continue with the help, support and guidance of SE's Board and Executive Leadership Team.
- **How many leaders have left SE over the last two years – does it have a strong enough leadership left to deliver for Scotland's economy?**
- tbc