

March 14, 2017

09.00 – 12.30

Toshiba, Medical Visualisation Systems Europe, Bonnington Bond, 2 Anderson Place, Edinburgh, EH6 5NP

1	09.00	Welcome, Introduction, Adoption of Minutes	Dave Tudor
2	09.10	Ministerial and Sector Update Ministerial Update Sector Update (10 minutes)	Minister Wheelhouse Minister Campbell Julia Brown
3	09.30	Strategy Update LSS next steps	Dave Tudor
4	11.00	ILG inputs <ul style="list-style-type: none"> • Skills Update (15 minutes) • Manufacturing Strategy update (15 minutes) • Pharma Services Update (15 minutes) 	Ronnie Palin Dave Tudor Dave Scott
5	11.45	Governance, Marketing and Communications	Marie Claire Parker
6	12.00	AOB	Dave Tudor
	12.05	Meeting closes. Lunch	

Papers for Information:

- HIP overview and update
- Brexit paper
- BioEurope Conference support
- Medtech Notified Bodies paper

Date of next meeting:

Tuesday 13th June, Stratified Medicine Scotland - Innovation Centre,
Queen Elizabeth University Hospital, 1345 Govan Road, Glasgow, G51 4TF

SUBJECT: Access to Finance
MEETING DATE: 14/03/2017
AUTHOR: Sinclair Dunlop, Epidarex

For Information	Members are asked to note the content of the paper
For Discussion and Decision	Members are asked to decide on recommendations
For Approval and Action	Members are asked to agree to recommendations in paper

Summary: -

Access to finance is a critical factor in the growth of the Life Sciences Sector, in particular for the formation of companies of scale but also including debt finance.

Background

The excellent presentations and discussion at the LSS meeting in November highlighted a number of areas and issues with regard to access to finance for life sciences companies, including the unwillingness of VCs to invest in inexperienced exec teams, and the resulting vicious cycle of experienced entrepreneurs unwilling to come to or stay in Scotland due to the lack of opportunities. The environment is improving, but Scotland still lags behind other parts of the UK, in particular the South East “Golden Triangle” of Oxford, Cambridge, London.

Next Steps

With the production of the refreshed strategy, Access to Finance fits as a specific priority area within the Business Environment Theme. Sinclair Dunlop has agreed to lead on this on behalf of LSS and will be forming a sub-group of those ILG members who have expressed an interest in contributing to this area and including members of the community who are non-ILG members, to investigate which issues to tackle and in which order.

The sub-group will report back on their plan of key activities and expected outcomes at the ILG meeting in May.

SUBJECT: BREXIT and the Life Sciences sector
MEETING DATE: 14/03/2017
AUTHOR: Avril Gold, SE

For Information	Members are asked to note the content of the paper
For Discussion	Members are asked to decide on recommendations
For Approval and Action	Members are asked to agree to recommended actions in paper

Summary:

The uncertainty surrounding the UK Government decision to leave the European Union will have an impact on Life Sciences organisations. A set of common issues and potential solutions is presented.

Background:

In the referendum on 23rd June 2016 the UK voted to leave the European Union. Scotland voted to remain. The UK Government has indicated that will trigger Article 50 by the end of March.

The impact of BREXIT for Scottish Life Sciences sector, which generates high value jobs and exports for the UK and Scottish economies, with a strong international outlook towards global healthcare markets, especially the US and requires frictionless access to global talent could be huge.

The sector includes a wide range of interrelated sub sectors including medical technologies, diagnostics, contract research and other pharma services activities, pharmaceuticals and digital health and differs significantly from the composition of the rest of the UK, with medtech/diagnostics companies comprising nearly half of the sector in Scotland.

Key areas of concern and requests

Regulation, particularly regulatory approval and maintenance of medicines, vaccines and medical devices. A regulatory framework is sought with simple procedures and consistent outcomes, to ensure UK patients have fast and predictable access to new medicinal and healthcare products. Regulatory standards should be consistent with those of the EU for both medical and non-medical (devices and diagnostics) products and services. The global reputation of UK regulators should be leveraged for economic advantage.

Trade and supply. A new trade model is sought which does not constrain or slow the ability to import and export products manufactured in the UK and the EU27. Favourable terms for trading within and outside the EU alongside an integrated domestic policy to support investment, competitiveness and export performance.

Talent An immigration system is sought which allows the best, diverse talent to enter and remain in the UK, and facilitates its movement between the UK, the EU, and the rest of the world. Urgent confirmation that EU nationals currently working in the UK can remain in post is sought.

R&D Confirmation is sought that sufficient and predictable funding will be available to maintain a world class UK R&D and advanced manufacturing environment. This is critical to the sustainability and future growth of the economy and the world-leading position on life sciences. In addition to funding, there should not be any restrictions on UK academics collaborating with EU partners in any future arrangements.

Commercial environment: A holistic government and NHS approach to assessment, uptake and funding of medicines and vaccines is sought.

Manufacturing: Support for manufacturing including addressing the domestic skills gap and ensuring that the best talent globally can be attracted. Continued application of International Standards for Quality Management Systems and Risk Management and a focus on the needs of regulatory affairs professionals for manufacturing is to be encouraged.

Next steps

In a meeting with the SLA, the Parliamentary Under Secretary of State for Exiting the EU, Robin Walker MP, said that the UK Government is looking to achieve an early agreement with the EU on the position of EU nationals already living in the UK.

The Minister also indicated that after Article 50 had been triggered towards the end of March, a White Paper on the “Great Repeal Bill” would be published a few months later. This Bill will contain provisions to bring under the scope of UK law all of the current EU groups of Regulations and Directives.

There is no intention at that point to make changes to EU provisions, and the ambition is to have the Great Repeal Bill in force within the 2 years allowed under Article 50.

After that, but only then, there would be time and scope to look at whether changes to previous EU (but by then UK) laws and regulations will be appropriate.

Recommendations:

- 1. ILG members to consider forming a sub-group to continue to monitor the opportunities and threats presented by BREXIT to the Scottish Life Sciences sector.**

LIFE SCIENCES SCOTLAND
Industry Leadership Group Meeting
7 November 2016

Royal Pharmaceutical Society
Holyrood House, Edinburgh

Minutes and Actions

Attendees

Mr Paul Wheelhouse MSP, Co-Chair, Minister for Business, Innovation & Energy
John Brown (JB), Co-Chair, Roslin Foundation
Julia Brown (JMB), Life and Chemical Sciences Sector Team, SE
Andy Taylor (AT), ABHI
Brian Bathgate (BB), Charles River
Colin King (CK), Omega Diagnostics
David Bowie (DB), SNAP40
David Scott (DS), Tepnel Pharma Services
Dave Tudor (DT), GSK
John a Brown, (JAB) SLA
John Mackenzie (JM), Roslin Innovation Centre
Julie Brittenden (JB_NHS) R&D Director of NHS Greater Glasgow and Clyde
Karen McAvenue (KMCA), Scottish Government
Ken Sutherland (KS), Toshiba
Kevin Moore (KM), Business Therapies
Ricky Verrall, Scottish Government
Sandra Auld (SA), ABPI
Sinclair Dunlop, (SD) Epidarex
Tom Stratford (TS), Kyowakirin

Apologies

Ms Aileen Campbell MSP - Minister for Public Health and Sport
Deborah O'Neill (DO), NovaBiotics
Fraser Black (FB), The James Hutton Institute
Andrew Morris (AM), Chief Scientist Office
Marie-Claire Parker (MCP), Stratified Medicine Centre

Presenters

John Waddell, (JW) Cogitando

In Attendance

Alison Frew (AF) Life and Chemical Sciences Sector Team SE
Andrew Fowlie (AFo), NHS / SLA HIPs
Allison Beattie (AB), Life and Chemical Sciences Sector Team, SE
Avril Gold (AG), Canopus Scotland
Helen Glass (HG), Canopus Scotland
Julie Stuart (JS), Innovation Strategy and Life Sciences, SG
Sharon Donnelly (ShD), Innovation Strategy and Life Sciences, SG
Susan Sewell, Life and Chemical Sciences Sector Team, SE

Agenda

- 1 Welcome, Adoption of Minutes
- 2 HIPs update
- 3 Minister's update
- 4 Financial Environment for Life Sciences
- 5 Manufacturing Strategy Update
- 6 Future ILG Activities and Strategy Refresh Process
- 7 AOB & Future agenda items
 - (a) DIA Conference
 - (b) update from Julia Brown

Actions

1 (i)	Requests to arrange Ministerial visits to AG	All
2 (i)	Suggested measures of HIPs to be shared with ILG	AFo, JAB, KS
2 (ii)	NHS Innovation statistics to be collated and shared with ILG	RV, JB_NHS
2 (iii)	HIPs case studies to be shared with ILG	AFo, JAB, KS
3 (i)	Short-life working group to be convened to create an ILG position statement on BREXIT	DT
4 (i)	Both presentations to be circulated to ILG members	AG
4 (ii)	Short Life working Group to be established to consider the development, attraction and retention of talented management teams	AG, DT, SD, DB, TS, JB
4 (iii)	ILG members to identify potential serial entrepreneurs who have raised £1.0M	ALL to AG
7 (i)	Description of DIA conference to be circulated	DS to AG
7 (ii)	LS Awards nominations and VIP requests to Susan Sewell at susan.sewell@scotent.co.uk	All
7 (iii)	LS Awards Dinner suggestions and interested parties to contact Julia at julia.brown@scotent.co.uk	All
7 (iv)	Interest in secondments to SE to contact Julia at julia.brown@scotent.co.uk	All

1 Welcome, Adoption of Minutes

John Brown

John Brown (Co-Chair) welcomed all to the meeting and gave apologies for Aileen Campbell MSP, Fraser Black, Marie Claire Parker and Deborah O'Neill, and noted that Minister Wheelhouse would join the meeting later. The agenda was revised to allow discussions with the Minister present.

Ricky Verrall was welcomed to the ILG and Sandra Auld was thanked for all of her contributions to date and wished every success as she leaves the ABPI.

The Minutes of the meeting on 31 May 2016 were adopted and actions arising discussed.

Action 1: Reported as on-going and members of ILG were encouraged to indicate the suitability of an informal Ministerial visit. It was noted that visits were being planned for Toshiba and Roslin BioCentre.

Action 5: It was noted that the Scottish Government had recently announced an Innovation and Investment Hub in Berlin.

Action 8: Reported as on-going.

Actions

1 (i) *Requests to arrange Ministerial visits to AG* All

2 HIPs update

Ken Sutherland

The detailed paper circulated prior to the meeting was discussed and ILG members asked to agree recommended actions.

The HIPs are designed to address barriers between the NHS and companies. They allow companies to work with clinicians prior to accreditation. To date 140 projects have taken place and many more companies are now selling products into the NHS resulting in a number of demand-led innovations.

The HIPs mechanism was seen as very important to the life science sector leading to further sales, exports and manufacturing, with a move to data-driven projects and the creation of a number of local "test-beds" which would improve access for more companies. Eight SBRIs had over 50 direct contracts and around 1000 consultants are active in this process.

Reassurance was given that there was no intention to change or interfere with the HIPs process and that innovation was now a key area in the Chief Scientist Office, as it is in other Government Departments.

The discussion shifted to how HIPs could be used to help promote Scotland, how success would be measured and how the data from successful interactions could form some basic metrics for the ILG in the future.

Currently there are limited resources for HIPs and further support would be required to expand the reach of the initiative. The ILG agreed that if the HIPs were able to demonstrate tangible benefits, then support should be made available to allow further development.

It was noted that there is an innovation lead, and innovation statistics available for every health board area, and that the Chief Scientist Office could collate these.

If the HIPs are a success they should be being promoted as a Scottish Advantage, including in the Innovation hubs. An "adoption" or "embedding" fund could be created.

The Chair noted that if funding was required to grow the initiative then this should not be seen as a barrier and asked for case studies to be shared.

Actions

2 (i)	<i>Suggested measures of HIPs to be shared with ILG</i>	<i>Afo, JAB, KS</i>
2 (ii)	<i>NHS Innovation statistics to be collated and shared with ILG</i>	<i>RV, JB_NHS</i>
2 (iii)	<i>HIPs case studies to be shared with ILG</i>	<i>Afo, JAB, KS</i>

Minister Wheelhouse noted that this would be John Brown's last meeting as Chair and formally recognised the contribution that he had made to the ILG and its predecessor organisations. He also noted that Sandra Auld's is leaving the ABPI and thanked her for her commitment to representing them on the ILG. Ricky Verrall from CSO was welcomed to his first ILG.

The Minister reported that he had attended an SLA reception on 27 October and noted the concerns raised during the Q&A.

The Minister informed the meeting that under the new Programme for Government, Life Sciences remains a key sector and two new funds have been established:

- i. A £40M SME holding fund, and
- ii. The Scottish Growth Scheme of £500m over 3 years, for new and early stage technology intensive SMEs with significant growth potential that need access to finance for entering either new or emerging markets. Companies will be able to apply for investment guarantees or loans worth up to £5m from the Scottish Government.

The Scottish Investment Bank continues to provide equity support to Life Science companies alongside the private sector as does the Scottish Co-Investment Fund.

The Minister acknowledged the importance to SMEs of the NHS taking up new technologies, enabling these SMEs to optimise their chance of exporting, and noted the recent Audit Scotland report which highlighted issues relating to health innovation and procurement.

Referring to BREXIT, the Government's main priority is to protect Scotland's interests and the Minister confirmed that they are considering all options. The Minister is keen to hear from industry about any views or concerns they might have so that he can inform Mike Russell, MSP. It was agreed that a short-life working group would be established to provide a high level statement from LSS on the risks and opportunities of BREXIT, to be led by Dave Tudor.

Life Sciences in Scotland is globally recognised and the Government will continue to promote Scotland's strengths and profile to secure investment. The US represents the biggest market for life sciences and he thanked the efforts of the LSS ILG working group and SDI in the development of the Boston opportunities paper, which is still under consideration.

The Scottish Government Business Enterprise and Skills Review recommended a "decluttering" of the innovation landscape and providing joined up thinking between agencies. The Government are also considering an enterprise agency for the South of Scotland. The Minister mentioned the positive review of the Innovation Centres by Professor Graeme Reid. ([http://www.sfc.ac.uk/web/FILES/InnovationCentresReview/Independent_Review_of_Innovation_Centres_Programme - 29 September 2016.pdf](http://www.sfc.ac.uk/web/FILES/InnovationCentresReview/Independent_Review_of_Innovation_Centres_Programme_-_29_September_2016.pdf))

The Minister thanked all members of the ILG who had contributed to the consultations.

Actions

- 3 (i) *Short-life working group to be convened to create an ILG position statement on BREXIT* DT

A summary paper was circulated prior to the meeting.

Sinclair Dunlop gave an overview of Epidarex Capital and led a discussion on the issues around the challenges of growing companies and recruiting senior management.

Epidarex has an experienced transatlantic team and a range of public and private investors (see attached slides) They invest in all health-related areas, are lead investor post seed and angel funding and operate on a milestone model to trigger payments. Essentially they are in the 'equity gap' of £3-5m. They have a portfolio of 8 companies, 5 of which are in Scotland.

Key learnings were presented including a number, but not all, of SMEs are scalable and the biggest challenge is access to scalable risk capital. A local lead investor is key and there are trends to leaner and virtual business models. Scaling up outwith the Cambridge-Stevenage-Kings Cross area is and always has been a major challenge.

Two key issues are management and access to capital in excess of £2m. Securing scalable finance means competing in a global market place for capital investment. It was noted that some funding vehicles did not span the timeframe required for long term investment in life science companies – it can take 2-3 times as long compared to IT or tech companies.

John Waddell presented on Archangels, now in its 25th year and also highlighted that the biggest challenge was securing finance in the £2-10m gap. Their portfolio to date includes investments in 82 companies, of which 19 life science companies have taken 50% of funds. John gave an overview of their investments to date, currently five are university spinouts, and deals which they have exited, of which none were university spinouts. This could be that more recently, universities have become better at the spinout company route. Archangel has to work harder to find scalable opportunities in Scotland.

Questions and reflections were taken from around the table particularly around attracting capital and management to Scottish life science companies. In particular the balance between attracting and growing talented management was discussed. It was noted that in the Cambridge BioQuarter very experienced Business Development management and experience has been secured. All agreed that a good management team will attract funding. The concept of a 'stable' of CEOs was raised, where "good" CEOs would be retained by the funders as an "entrepreneurs in residence" when they were not contracted to a life science business. Sinclair noted that placing an entrepreneur in residence to scout for new opportunities can be productive. It was recognised that Scotland was a positive environment for start-ups, a reflection of the quality of the core science.

It was suggested that universities could be encouraged to step back and look at the bigger picture rather box ticking on the number of spin outs created as this could stifle the identification of companies with growth potential.

The role of the ILG with regard to addressing the funding gap would be in identifying serial entrepreneurs who have a track record in raising next round funding. It was suggested that

retention of these people was key and that the uncertainties created by BREXIT has added to this challenge.

The HIPs outcomes were cited as an example which could be used to demonstrate the innovation environment in Scotland and so help attract management talent. The Minister suggested the value of using personal stories of life science executives as a powerful message as well as the quality of life packages for their families compared to elsewhere in UK.

The Minister acknowledged that access to a single market is necessary as part of a UK BREXIT deal and there will be consideration to the business landscape as part of any negotiation. The Government is considering options and economic prosperity is a key priority.

The Minister felt it was important for the Parliament to send a cross-party agreed message to the EU that Scotland supports single-market access.

It was mentioned that the Life Sciences ILG could benefit from the marketing strategy and drive that Chemical Sciences Scotland are developing, and it was noted that support would be available to provide content for a similar marketing exercise for life sciences, about to go to tender.

The Chair noted that many concerns are around company risk, and that a cluster approach would be beneficial, in providing access to more than one option for executives in the event of a company being sold, or failing; and that the motivation of quality CEOs for monetary reward, including equity, should be regarded as a positive trait as it will drive a return on investment too. All aspects of the fiscal environment play a key role in attracting and retaining the best executive teams.

Discussion around home grown pension funds taking an active interest in investment in Scottish life science deals indicated that this could be an area for further investigation.

A £1m fund similar to the Saltire Fund was suggested as part of retaining, developing and attracting key personnel.

It was agreed that a working group would be set up to consider the development, attraction and retention of talented management teams.

The scale up report as mentioned by John Waddell can be accessed here:
<http://www.scaleupreport.org/>

Actions

- | | | |
|---------|--|------------------------|
| 4 (i) | <i>Both presentations to be circulated to ILG members</i> | AG |
| 4 (ii) | <i>Short Life working Group to be established to consider the development, attraction and retention of talented management teams</i> | AG, DT, SD, DB, TS, JB |
| 4 (iii) | <i>ILG members to identify potential serial entrepreneurs who have raised £10M</i> | ALL to AG |

5 Manufacturing Strategy update

Dave Tudor

A detailed update paper was circulated prior to the meeting.

The Manufacturing Strategy is a joint Life and Chemical Sciences initiative, and continues to make progress through a series of 90-day plans.

Of critical importance is re-shoring of the manufacturing supply chain and a funding landscape for manufacturing companies will be signed off in two weeks. In addition, a pilot for a 'reshoring journey' based on GSK strategy is in progress with 6-12 companies to take part. It will address current risks and opportunities, especially with regard to compliance issues being experienced overseas.

There are currently nine applicants for the Masterclass programme, designed to identify and nurture future leadership talent. All agreed that a biopharma manufacturing base in Scotland is critical for future manufacturing and presents an opportunity for Scotland.

Commercialisation plans are being developed for CMAC and IBioIC.

Opportunities exist both for big pharma and generics manufacturing and propositions have been developed as part of a strategic marketing campaign. Three pharmaceutical companies have been targeted.

6 Future ILG Activities and strategy review process

Dave Tudor

A short summary report was circulated prior to the meeting.

The New Chair thanked John Brown for all of his work and support to date and outlined his intention for future ILG meetings, in line with those presented by the Governance Group. These include some standing items on the agenda of metrics and progress against targets.

DT will meet with all ILG members on a 1:1 basis before the next ILG meeting to listen to their views on the future of the Industry Leadership Group and discuss his ideas.

The Governance Group will be lead by Mare Claire Parker.

The Strategy refresh programme will commence on the afternoon of the 7th November, and the ILG will be sent regular updates on progress. The strategy refresh process has representatives from across the life sciences sector, and is being supported by SE.

A refreshed document will be produced ready for launch at the Life Sciences Awards dinner on 2nd February 2017

Dave Scott DIA conference.

This will be held in Glasgow March 2017 with a focus on clinical trials, diagnostics / biomarkers and precision medicine.

A short description will be circulated to ILG members for support.

Julia Brown

Julia Brown reported that there is on-going work on a KPI dashboard for ILG and this should be available by the end of the year.

Nominations for Life Sciences Awards should be sent to Susan Sewell ASAP, along with requests for VIP invitations.

Consideration is being given to supporting the Life Sciences Awards dinner. This is currently self-funding but is no longer core to SE activity and therefore should transition to another organisation. Suggestions and interested parties should contact Julia.

There are three secondment opportunities available with the SE Life and Chemical Sciences Sector Team. The ILG are asked to consider if they have suitable candidates for these posts.

John Brown closed the meeting by thanking all the ILG members and those in the wider support team.

John Brown was thanked by Julia Brown for his commitment to the sector since 2004 and a presentation was made to him on behalf of the ILG. Group photos were taken outside the building.

Actions

7 (i)	<i>Description of DIA conference to be circulated</i>	<i>DS to AG</i>
7 (ii)	<i>LS Awards nominations and VIP requests to Susan Sewell at</i>	<i>All</i>
7 (iii)	<i>LS Awards Dinner suggestions and interested parties to contact</i>	<i>All</i>
7 (iv)	<i>Interest in secondments to SE to contact Julia at</i>	<i>All</i>

The meeting closed at 12.30.

Next meeting will be on the 14th March, hosted by Ken Sutherland, Toshiba Medical Visualization Systems Europe, Ltd., Bonnington Bond, 2 Anderson Place, Edinburgh, EH6 5NP.

SUBJECT: LSS ILG Governance
MEETING DATE: 14/03/2017
AUTHOR: Marie-Claire Parker, Chair Governance

For Information	Members are asked to note the content of the paper
For Discussion and Decision	Members are asked to decide on recommendations
For Approval and Action	Members are asked to agree to recommendations in paper

Summary: -

LSS-ILG is a joint industry, enterprise agencies and government strategy group with an active remit to develop, drive and deliver the Life Sciences Strategy in Scotland; developing an environment where ingenuity and innovation can create jobs and wealth for Scotland, as well as genuine benefits for the global community. It fosters support and discussion between key players in the life sciences sector and those responsible for government policy-making at the very highest level to ensure Scotland has the best possible environment for fledgling technologies and established players alike.

On 1st February 2016 LISAB transitioned to Life Sciences Scotland Industry Leadership Group, to stress the change from a more passive advisory function to a proactive leadership group, making the most of the breadth and experience of the members.

Dave Tudor, GSK assumed the role of LSS Chair from John Brown on the 7th November 2016.

Progress

The Strategy Refresh Group, which met between November and February, identified 4 key themes within which activities will be aligned and delivered to reach the target of Life Sciences contributing £8bn to the Scottish economy by 2015.

In addition to the strategic themes, two enabling groups have been created:

- Governance Group, which has responsibility for monitoring the performance of the strategy implementation and membership of the ILG. The Governance group is there to help with issues, blocks and helping to bring in extra resource as required. The Governance group is chaired by Marie Claire Parker. The Governance group will agree the KPIs to be used as the basis of reporting and measuring progress against the strategy.
- Marketing, Communications and Engagement Group, which has the responsibility for working with the ILG and the company appointed by Scottish Enterprise to deliver a full marketing and communication service on behalf of LSS.

Membership and appointments:

- To ensure that the Industry Leadership Group maintains a representation of the sector as a whole, and to introduce a blend of stability and churn, 5 industry members will be appointed for a period of 2 years, 5 for 3 years and 5 for 4 years. The Chair has been appointed for an initial period of 3 years. After the initial tenure, members may be offered a second term of 2, 3 or 4 years.
- Members will not be able to send substitutes to LSS meetings, and may not join by telephone / vc unless with prior agreement with Chair to cover a specific agenda item. No more than one member from each organisation should be a member of LSS.
- New members will be required to attend an induction day during the first year of appointment.

Recommendations

LSS are recommended to support the new Governance structure

SUBJECT: Manufacturing Strategy Update
MEETING DATE: 14/03/2017
AUTHOR: Alison Frew, SE

For Information	Members are asked to note the content of the paper
For Discussion	Members are asked to decide on recommendations
For Approval and Action	Members are asked to agree to recommended actions in paper

Summary:

The Manufacturing Strategy Steering Group, MSSG, has progressed a number of projects to achieve a set of key deliverables. LSS ILG members are asked to note the progress made of these key deliverables and the strategy themes, as outlined below.

Background:

The Life and Chemical Sciences Manufacturing Strategy Steering Group (MSSG) meets regularly to review progress of key deliverables which are closely aligned with the main themes of the LCS manufacturing strategy, launched in September 2015. Each of the themes has established small working groups which continue to work across each of the themes, taking a collaborative, and cabinet-style approach to deliver the strategy.

Next meeting of manufacturing group will be 14th March.

Theme Projects:

Leadership Confidence and Promoting Manufacturing – Tom Shields

Leadership Master Class programme held its first event on 1st March at the Edinburgh Centre for Carbon Innovation and with an evening reception at the Scottish Parliament hosted by Minister Wheelhouse and Angus Robertson, MSP.

There are 15 participants on the programme and the next meetings are on **3 April, 11 May and 5 June**. ILG members are invited to networking lunches at each masterclass.

Supply Chains and Re-shoring – Neil Partlett

Supply chain and re-shoring breakfast event was cancelled, due to a number of attendees pulling out at the last minute. A new approach may be taken.

A Supply Chain Contractor is being procured to allow mapping of supply chain to take place, which in turn will connect with the wider MAP activities.

Technology Commercialisation and Scale-up – Craig Johnston

Technology commercialisation webinars had little impact, so need to review the direction of this group. Aim to produce a brochure detailing the “technology stars”, and clarify how these translate into an increase in innovation with larger companies.

Invest in Scotland – Jan Ramakers

Invest in Scotland, brochure and slide deck produced, and are ready for distribution to GS network. Video of the brochure being produced. Review meeting scheduled for the start of March to discuss contents, and next steps.

Recommendations:

1. ILG members to attend masterclass lunches where possible.
2. ILG members to consider supporting the short life working groups either personally, or by seconding members of their organisation.

ILG members to contact [REDACTED] for further info.

11

HEALTH INNOVATION PARTNERSHIP

Background

1. Scotland is well placed to be an international centre for innovation in health, with an integrated health service with major quality ambitions, a strong life sciences industry, excellent health data and first class universities and research capability. The Scottish Government's policy on innovation in health was published, along with an action plan, in 2012 as "Health and Wealth in Scotland: a Statement of Intent for Innovation in Health" <http://www.scotland.gov.uk/Resource/0039/00396711.pdf>. At the heart of the Statement is the theme of the delivery by NHSScotland of better healthcare through innovation, i.e. the invention, development, production and use of products, medicines, therapeutics, approaches and supporting services which create the opportunity to make major improvements to health and healthcare by doing things differently.

2. The Action Plan included a commitment to set up a Health Innovation Partnership (HIP) to foster partnership between the life sciences sector (particularly in Scotland) and NHSScotland. The HIP was set up by the Scottish Government in early 2013 to help NHSScotland experts to work with companies across the life sciences sectors of medical technologies (including diagnostics), drug development and manufacture, pharmaceutical services and digital health to improve the provision to and use of innovative healthcare solutions by the NHS. The HIP is designed to facilitate and strengthen the partnership between all of the life sciences sectors in Scotland and NHSScotland to their mutual benefit.

3. The industry liaison service of the HIP is delivered by the Scottish Lifesciences Association (SLA) under a pro bono contract. The Government seconds a senior NHS manager to the HIP to perform the NHS liaison role. In addition, NHS Health Improvement Scotland's health economists assist by assessing technologies arising from the work of the HIP using the Intermediate Medical Technology Overview developed by the Scottish Health Technologies Group.

Industry Access to the Health Innovation Partnership

4. The HIP facilitates a 2 way exchange of ideas and requirements between the life sciences industry and the NHS. It currently (end 2016) has helped or is helping around 150 life sciences companies to access NHS clinical expertise and advice from well over 1,000 NHS experts on these companies' ideas and products, from initial inception to delivery of the product. Some of these projects were between a company or companies with an idea and a small group of interested clinicians. As a result of the HIP, several Scottish SMEs which had found it difficult to obtain contracts from NHSScotland now count it as a customer – see list of examples attached. Many HIP projects are ongoing, and there is a list of pending projects waiting to be taken forward. Some HIP projects ended with the company withdrawing from the process, or being told relatively quickly that its ideas were not relevant to NHS needs; that can be a commercially useful outcome. Overall, the HIP is highly valued by the Scottish life sciences business community.

NHSScotland Access to Health Innovation Partnership

5. The HIP also helps clinicians to interact with life sciences companies to find solutions to NHS needs through a broader "HIP Plus" model developed to support bigger projects addressing NHS clinical priorities. These involve large groups of clinicians from across

Scotland working with multiple businesses, sometimes using Innovate UK's Small Business Research Initiative (SBRI) to fund them. HIP Plus workshops bring together clinicians and other NHS staff from across Scotland with companies to identify present and future NHS requirements for innovative technologies and services, and to suggest and develop solutions to them. This aspect of the HIP's work includes:-

- Helping to identify and disseminate NHS priorities (e.g. COPD, diabetes) to the life sciences community;
- Supporting the Health Board Innovation Champions to build networks between and within their Boards, and to gather intelligence about NHS requirements for innovative technologies and services;
- Identifying multiple opportunities for innovative business inputs to "patient care pathways" in priority areas; this might lead to a number of companies collaborating.

HIP Interface to NHS Procurement

6. Company requests for assistance from the HIP are logged using the Health Innovation Assessment Portal (HIAP) run by NHS National Services Scotland's National Procurement Directorate. The Portal provides companies with initial feedback on their ideas. The HIP also liaises directly with NHS National Procurement Directorate at a company project level to help remove obstacles to procurement and assist companies to enter their home market via NHSScotland. In appropriate cases, NHS "developmental procurement" contracts can support final development of a near market product developed via the HIP.

Performance

7. The initial SG/SLA contract in April 2013 set out a target of 8 projects completed that year. The number of company projects at the end of each year has been as follows:-

2013	28
2014	58
2015	99
2016	150

In most case, these companies have been linked with several NHS experts each. A list of summary business case studies is on the next page.

Funding

8. The HIP has no budget per se to support companies which access its assistance. However, these companies often find that private sector investors are more interested in investing in businesses which can show evidence from the HIP that they have NHS clinician advice and input to the development of their ideas for new healthcare products, since they are more likely to be successful in the long term. There are several examples of companies which have benefited from the HIP and which have subsequently raised new private equity. Companies can of course access the range of support and grants available from Scottish Enterprise for life sciences businesses.

[REDACTED]
Industry Liaison Team
Health Innovation Partnership
29 Drumsheugh Gardens
Edinburgh EH3 7RN
[REDACTED]

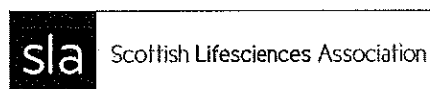
8. Axys	Established digital health company already had NHS market intelligence and access, but needed assistance to work with a broader spectrum of NHS contacts. HIP helped it to do that, and to succeed in getting a pre-commercialisation contract via a Diabetes SBRI project.
9. Cohesion Medical	Digital health company struggling to obtain NHS market intelligence and access. HIP supported it to help it obtain a sub contract with NHS Glasgow
10. NHS Spin out (SBBK)	SBBK Medical Ltd was started by the NHS lead consultant for diabetes with an idea for better prevention of heel ulcers. Got in touch with HIP to find rapid route to market. HIP has supported SBBK to set up a company; prepare for investment; and find a manufacturing partner in Scotland.

NHS Test Beds set up in Scotland

- Lanarkshire – hospital
- Clydebank - Alpha T at Golden Jubilee
- Glasgow - Medical Device test bed
- Forth Valley - LTC test bed
- West Lothian-Social Care/Primary Care test bed

Demand Led Innovation using Innovate UK's SBRI programme

- 8 SBRI Programmes with over 50 pre-commercialisation contract opportunities for companies, e.g. Nov 2016 –circa 200 people attended a Dermatology SBRI launch in Edinburgh.
- Diagnostic Point of care (POC) Atlas developed to aid planning of future market for POC tests in NHS



List of HIP case studies (not exhaustive) which have:-

- (a) demonstrated industry and NHS partnering in new ways of value to both; and/or
 (b) supported a cultural change in the approach of NHS/Social Care to pre commercial / commercial relations with businesses.

Company	Functions
1. Touch Bionics	Company did not sell to NHS home market. HIP facilitated NHS procurement; and an ongoing partnership with NHS Glasgow prosthetics experts to explore future product development.
2. Braidlock	HIP supported:- <ul style="list-style-type: none"> • co-development with NHS of novel medical device; • a Health Technology Assessment of the device using the Innovative Medical Technology Overview process; • use of Ayrshire manufacturing site planned for next year; • NHS procurement support via national framework agreement and use of NHS distribution service • Support from SDI for exports/inward investment
3. Cytosystems	Company with science struggling to exploit it. HIP facilitated:- <ul style="list-style-type: none"> • access to clinical opinion on relevance of ideas; • access to NHS test bed; • support with early stage investment; Company attributes success in obtaining EU Horizon 2020 funding to HIP support.
4. Edixomed	HIP project facilitated device trials and product development with NHS Glasgow; and advised on manufacturing options, NHS market entry and future development support
5. Lifescan	Via engagement with the HIP, this global company now has market access support for a new product, and is developing initiatives collaboratively which may provide future reference sites.
6. GSK	HIP worked with GSK to help company to develop novel approaches to delivering asthma medication. Inhaler project with NHS Grampian to increase patient compliance.
7. Blackford Analysis	Company sought new market opportunities in MS. Within 2 weeks of approach to HIP, it was able to access MS specialist advice to determine need for new products via a joint venture. Result was that Blackford now developing joint venture with a European partner.

SUBJECT: LSS ILG Strategy Delivery
MEETING DATE: 14.03.17
AUTHOR: Dave Tudor (Chair)

For Information	Members are asked to note the content of the paper
For Discussion and Decision	Members are asked to decide on recommendations
For Approval and Action	Members are asked to agree to recommended actions in paper

LSS-ILG Strategy Refresh:

A strategy refresh working group was formed in November 2016, chaired by Dave Tudor and composed of ILG members and representatives from subsectors of the Life Sciences community. The refresh group consulted with ILG members and other representative bodies during the process. The refreshed strategy was launched on the 2nd February with an improved, interim website and associated publicity.

To meet the target of growing the Life Sciences sector in Scotland to £8bn by 2025, the Strategy identified four strategic themes, forming a framework and structure for the activities to grow and develop the Scottish Life Sciences sector. The four themes are:

- Innovation and Commercialisation,
- Sustainable Production,
- Internationalisation and
- Business Environment.

Briefs are being produced for each theme from which the theme leads will identify a small number of key priorities to be delivered, which will have the maximum impact on the overall target of a Life Sciences contribution of £8bn by 2025. A series of 90-day action plans will be developed for these priorities on an ongoing basis.

Key to the delivery of the action plans will be the inclusion and involvement of other parts of the life sciences community, increasing the reach of LSS and cultivating a more inclusive and aligned approach to the development of the sector. So each 90-day action plan will be developed and delivered by combination of ILG and non-ILG members. Some ILG members may provide resource from within their organisations, providing development opportunities for members of their management teams.

Action plan groups may only work together for the 90 days of the plan and then move to another area, or may continue within a theme for a longer period. The key is that the ownership of the delivery of the strategy rests with the ILG, its members and the broader community. The 90-day action plan process also allows flexibility for involvement without individuals being committed to longer term projects, given the multiple draws on everyone's resources.

During each quarter, the theme leads will feed back on progress, using a simple traffic light system:

- Green: on track for delivery
- Amber: some potential blockages
- Red: major issues to be addressed to meet the targets

At each ILG meeting, update papers will be provided for each theme and 1 or 2 key priority areas discussed in more detail. The update papers will report on progress to date and next steps, including recommendations for further action and implementation.

Where special interest and working groups already exist in other organisations, LSS-ILG will not replicate these activities.

Recommendations:

LSS are recommended to fully support the proposed strategy delivery process

SUBJECT: Life Sciences Sector Indicators
MEETING DATE: 14.03.17
AUTHOR: Nicolas Peyret , SE

For Information	Members are asked to note the content of the paper
For Decision	Members are asked to select KPIs
For Approval and Action	Members are asked to agree to recommended actions in paper

Summary

LSS is asked to review the dashboards and associated key performance indicators (KPIs) presented in this paper and agree which ones should be reported on a regular basis to monitor progress across the LS sector in the delivery of the strategy and promote the sector's achievements.

Background

KPIs reported to LSS in the past mostly included sector wide measures collected by the Office of National Statistics (ONS) and Scottish Government (SG): industrial turnover, gross value added, industrial employment, number of companies, organisations in the sector, employment in the sector, Business Expenditures on R&D). Some investment data from various sources were also provided. More recently, we have started sharing economic trends from the survey of SE account managed companies.

Issues

There are a number of limitations to the information provided by the sector wide measures reported by ONS/SG including:

- a) These are lagging indicators that are compiled with a delay up to two years.
- b) Product produced in Scotland might be sold by another part of the company located outside Scotland. This might lead to turnover not being recorded in Scotland.
- c) These indicators mostly provide an overview of the size and output of the sector but not information about underlying trends.

The survey of account managed company allows the above information to be complemented with quasi-real time data (quarterly) highlighting company activities and intents. However, it only focuses on a relatively small subset of companies.

Expanding KPIs to better monitor the sector

Scottish Enterprise commissioned a consultancy firm to create more comprehensive dashboards representing the health of the life sciences sector across a range of dimensions (report available on request). The list of KPIs proposed as part of the dashboards is based on a review of data reported by several countries or states (including England and Massachusetts) to monitor the health of their life sciences sector and on complementary KPIs currently collected by SE (including account managed company survey).

Indicators were broken down in several dashboards covering the sector size, business performance, and the four pillars of the Scottish Government Strategy: innovation, investment, internationalisation and inclusive growth. For each dashboard, the consultants also devised composite indices providing quick indications about specific aspects of the sector by combining indicators.

Request of LSS

ILG members are asked to review the attached dashboards and feed back their preferred KPIs to Avril Gold by **30 March** .

Appendix

The section below shows dashboards that have been developed. One key aspect in the selection of the reported indicators was the availability of underlying data (i.e. development of new surveys or bespoke data collection was beyond the scope of this work as resource would not be available for such a collection on a regular basis).

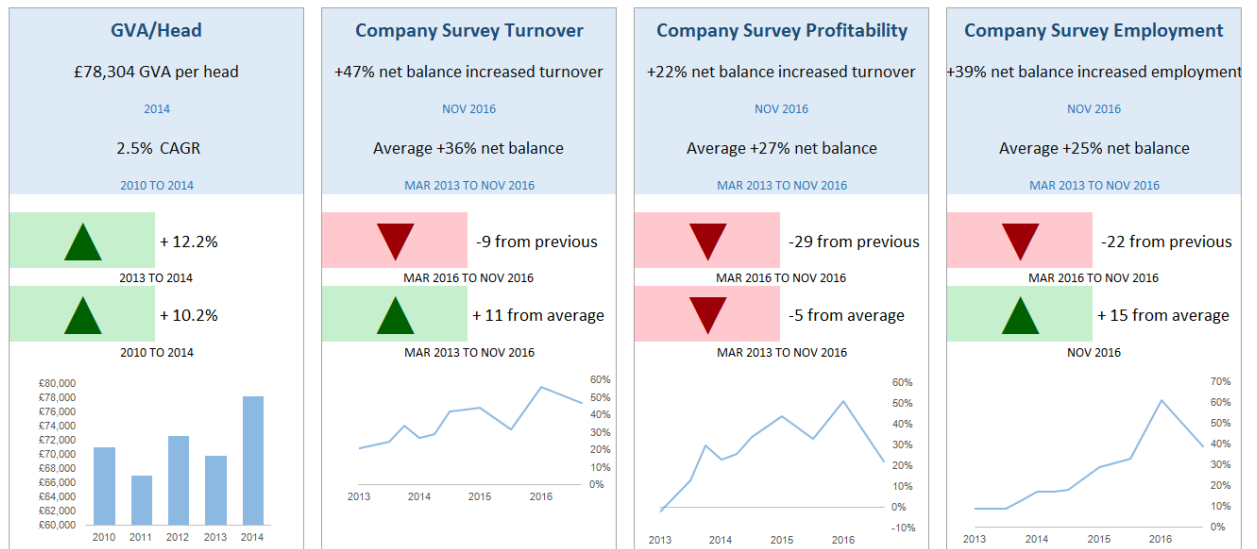
The data and dashboards shown below will be refined over the next few months as data collection processes are further standardised and optimised.

Dashboards

Sector size

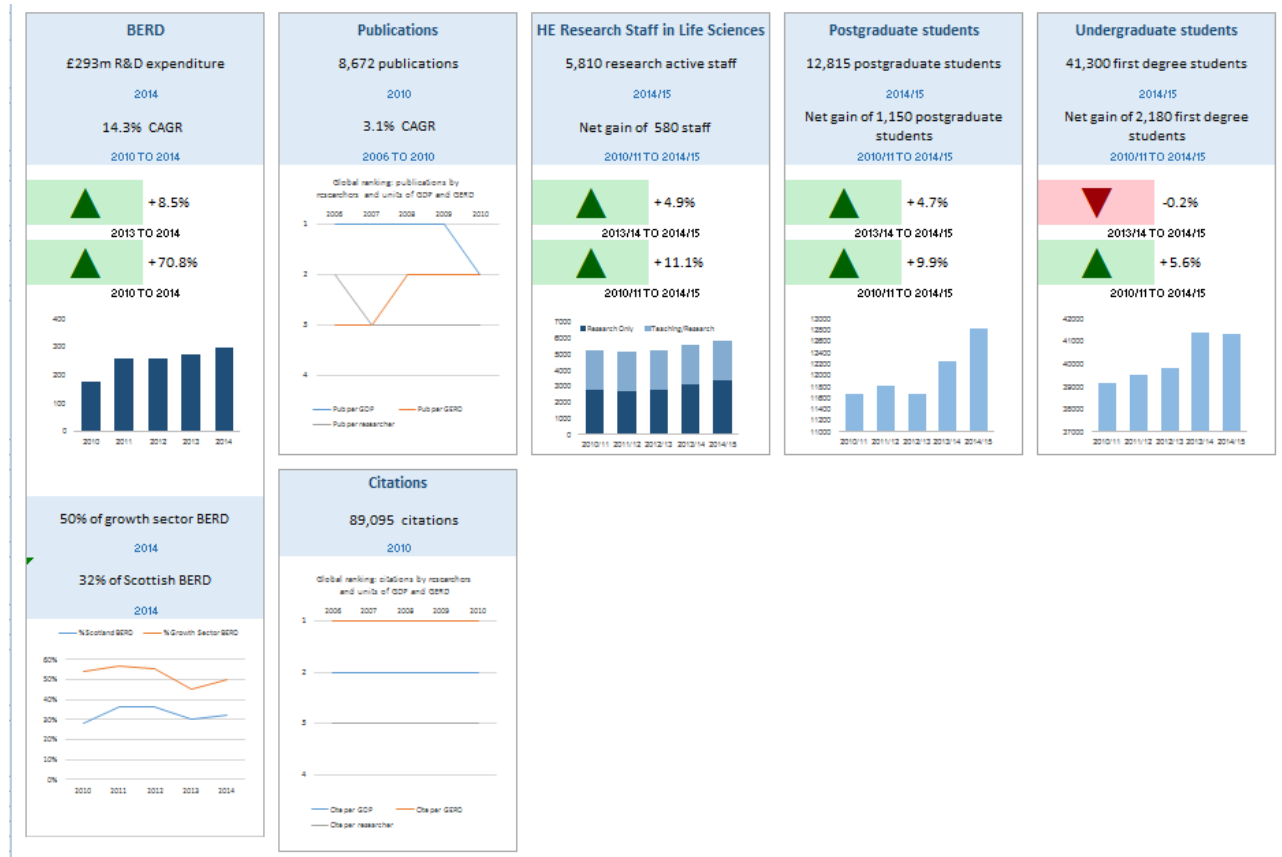


Business performance



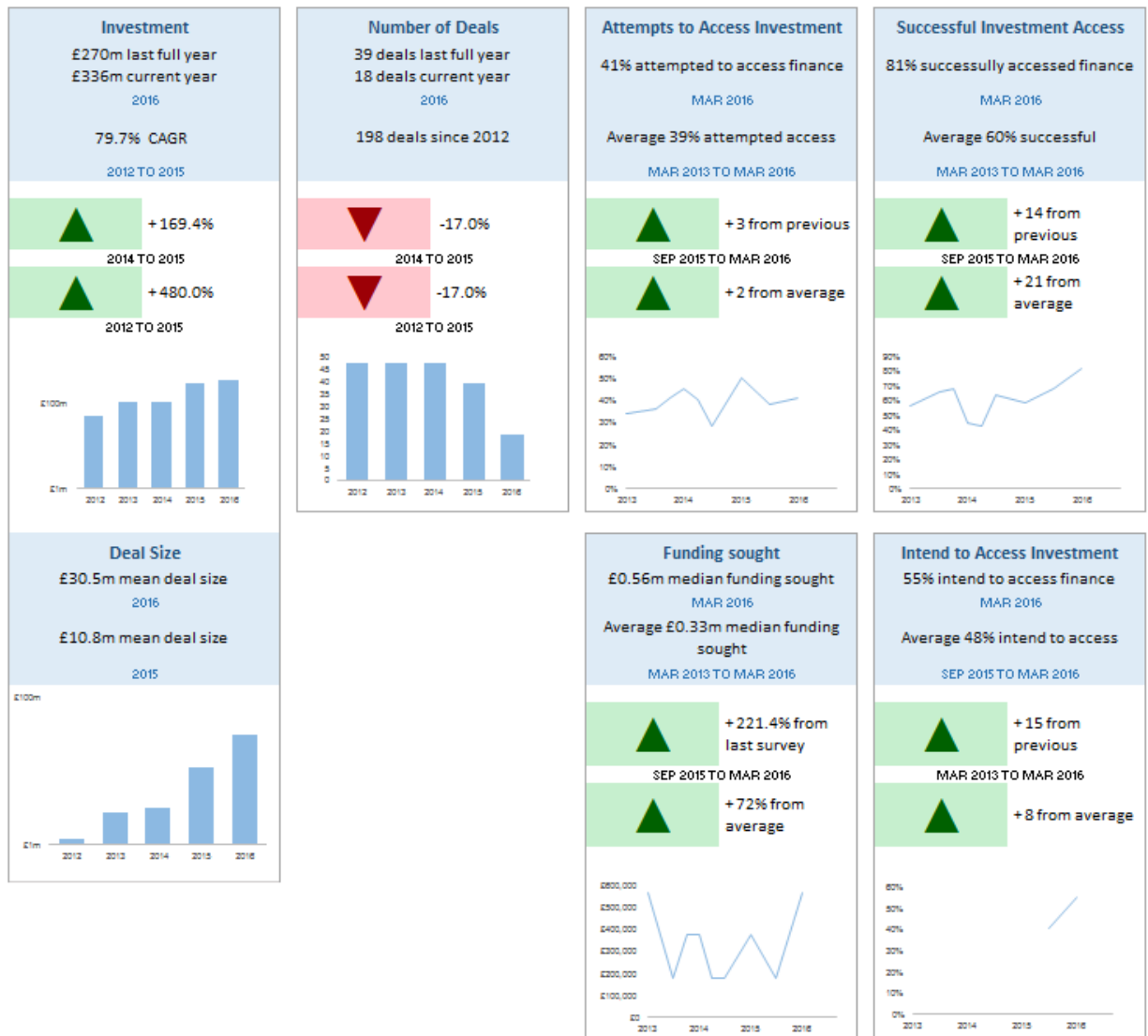
Company Survey: based on survey of account managed companies. *Net balance* shows net percentage variation of companies reporting increase or decrease. *Average* is the average of the net balance data points for all the surveys reported. *Number from previous* shows the difference in net balance between the latest survey and the previous one. *Number from average* shows the difference in net balance between the latest data point and the average over all the surveys reported.

Innovation



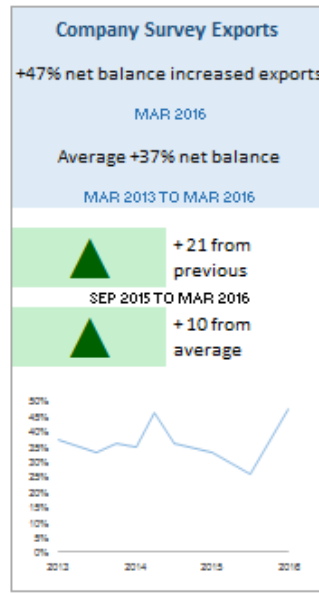
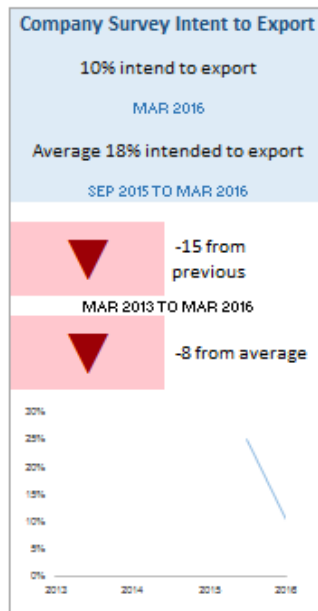
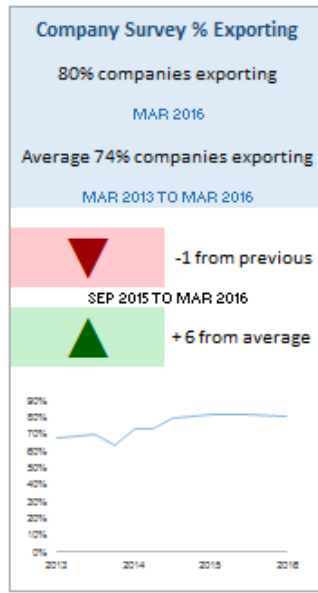
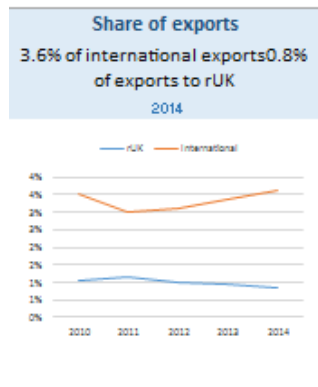
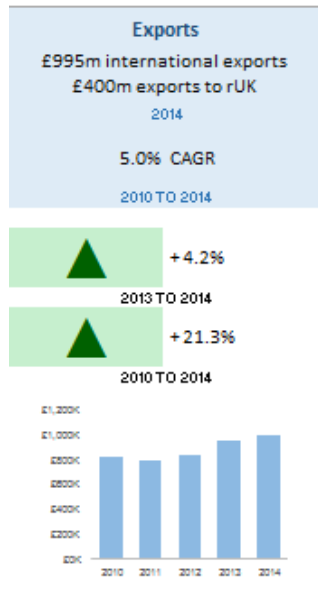
Please note that *publications* and *citations* data are not collected on a yearly basis and are the results of bespoke research. Some work is ongoing (results expected later on this year) to update these numbers after 2010.

Investment

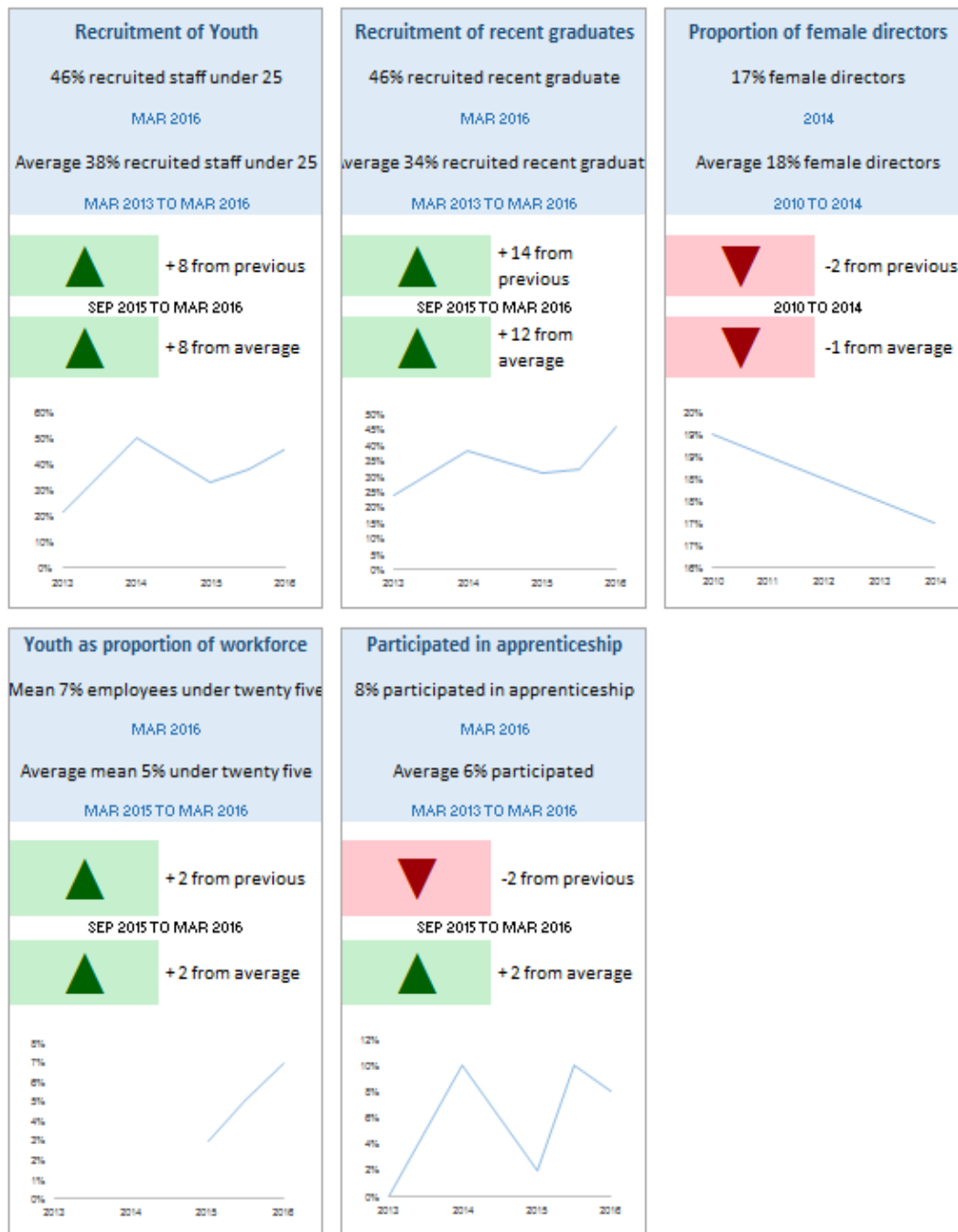


Total investment data is only for published deals and is being reassessed.

Internationalisation



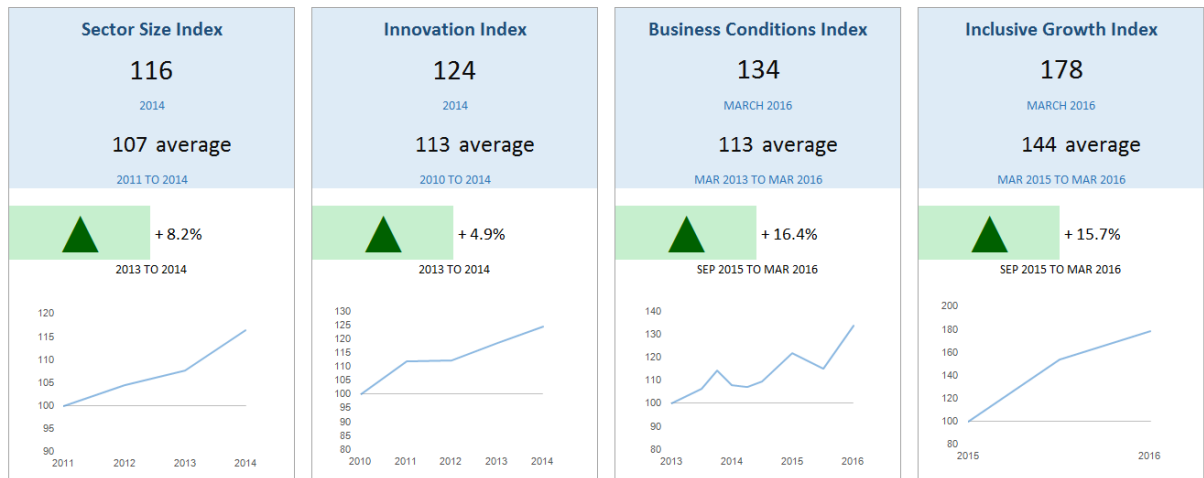
Inclusive growth



Please note that *proportion of female directors* and *youth as proportion of workforce* data are not collected on a yearly basis and are the results of bespoke research.

Composite indicators

Composite indicators can also be derived to give an overview of key trends in the sector



SUBJECT: Attracting BioEurope to Glasgow
MEETING DATE: 14/03/2017
AUTHOR: Gillian Cay, SE

For Information	Members are asked to note the content of the paper
For Discussion and Decision	Members are asked to decide on recommendations
For Approval and Action	Members are asked to agree to recommendations in paper

Summary: -

Following LSS-ILG support for attracting BioEurope to Scotland, the public sources of contribution towards the €500Euro hosting fee have been explored and there is a significant funding gap which will have to be raised from a Scottish consortium in order for a bid to be possible.

Background

At the LSS meeting in February 2016 (AOB Kevin Moore), the group agreed unanimously to support the Glasgow City Marketing Bureau's bid to host BioEurope. The organisers for BioEurope have recently made another approach to the Business Events Unit at Visit Scotland with regards to the possibly of holding BioEurope 2020 in Scotland. This is an opportunity for Scotland to attract an event that has a potential significant economic impact to the Scottish life Sciences sector.

However, there are a number of considerations and decisions to be made:

- The bid from Glasgow/Scotland needs to be able to state that it will meet the €500k hosting fee (currently £425k). Without being able to do that, there can be no bid from Scotland.
- If a Glasgow/Scotland bid is won, the money is not required until a year out from the conference, at the earliest and payments can be phased.
- The public sources of contribution towards the hosting fee have been explored and there is a significant funding gap.

Sponsorship can go direct to BioEurope or can go towards paying for the social programme direct to the local life sciences host committee. Local companies can contribute to the €500k host funding commitment, as long as this is in addition to any funding their global HQ would be giving to BioEurope. Small local companies and other life science community stakeholders can also sponsor.

Recommendation

It is recommended that the LSS-ILG Marketing and Comms subgroup explore the importance of attracting BioEurope to Scotland, evaluating how it would contribute to the delivery of the Life Sciences Strategy for Scotland, and if appropriate help identify potential consortium members to support a bid.

SUBJECT: Marketing and Communications Update
MEETING DATE: 14/03/2017
AUTHOR: Marie Claire Parker

For Information	Members are asked to note the content of the paper
For Discussion and Decision	Members are asked to decide on recommendations
For Approval and Action	Members are asked to agree to recommendations in paper

Summary: -

Scottish enterprise has commissioned “the Union” to provide marketing and communications services to Life Sciences Scotland. A subgroup of LSS has met with the Union and a marketing plan is being developed. Next meeting 14.3.17.

Background

In order to present a coherent and unified overview of Life Sciences in Scotland, a marketing and communications plan is being developed which will include a website, newsletter and social media campaign. This service is fully funded by Scottish Enterprise but will rely on ILG members engaging with the process to contribute news stories, highlight relevant information elsewhere and update details where necessary.

A number of ILG members have been interviewed and written responses have been sought from others.

Process

A detailed plan is being developed which will include clear activities and outputs and will highlight where input is required from ILG members. This will be circulated in the next few weeks.

Recommendations

LSS are recommended to respond to the detailed plan when it is delivered.

SUBJECT: LSS ILG Meetings
MEETING DATE: 14.03.17
AUTHOR: Avril Gold

For Information	Members are asked to note the content of the paper
For Discussion and Decision	Members are asked to decide on recommendations
For Approval and Action	Members are asked to agree to recommended actions in paper

Summary:

The refreshed strategy presents an opportunity to restructure LSS ILG meetings, to provide more focus and create a stronger sense of ownership of LSS activities.

Format of LSS-ILG meetings

- LSS will meet 4 times in each calendar year, unless circumstances require an additional meeting.
- The meeting agenda will be set by the Co-Chairs, in consultation with members and partner bodies and will include 3 standing sessions and 1 variable session.
- The items included in the standing sessions will be:
 - Ministerial and Sector updates
 - Strategy delivery update
 - Governance and marketing and Communications update
- The variable session will include topics of interest and relevance to LSS and could include guest presentations and discussion. ILG members are encouraged to recommend key areas which they would like to be discussed with the broader ILG, by notifying the Chair in advance of the meeting.
- Papers will be circulated in advance of each ILG meeting under the categories of Information, Discussion and Decision and For Approval and Action.
- Each Strategic Theme will submit regular updates to the Governance Group to monitor progress of the delivery of the strategy, and will present to the ILG on key achievements to be celebrated, blockages or barriers to be removed, and when support or advice is being sought from ILG members.

Recommendations

LSS are recommended to agree to the proposed changes to the format of ILG meetings.

SUBJECT: Pharma Services Strategy (PSS) Update
MEETING DATE: 14/03/2017
AUTHOR: Dave Scott, Tepnel Pharma Services

For Information	Members are asked to note the content of the paper
For Discussion and Decision	Members are asked to decide on recommendations
For Approval and Action	Members are asked to agree to recommendations in paper

Summary: -

The Pharma Services Steering Group (PSSG) has been working together for the last 24 months to explore ways to promote and grow the Pharma Services sub-sector. The work of the group has been two-fold:

1. to devise a strategy which will serve as the road map to support the wider LSS Strategy and
2. for the community to work collaboratively whilst increasing our support of the global drug development pipeline from Scotland.

The objective of these two activities is to attract more business and grow a prosperous company base. With the re-refresh of the LSS Strategy to 2025, the PSSG needs to reflect how the draft strategy fits into the new themes and how this sub-sector can best support these themes.

Progress

The PSS strategy was held back from soft launch until the refresh of the LSS strategy had been completed. It has a number of components:

1. PSS strategy focuses on,
 - a. Developing a collaborative Scottish network
 - b. Increasing International Sales
 - c. Building and Promoting the Combined Offering of the Pharmaceutical Services Brand
 - d. Leveraging Innovation to drive sales
 - e. Maintaining Expert Reputation through Talent and Skills
 - f. Strengthening the sector through Improved Financing and Business Support
2. A pilot project to promote and provide targeted networking events to educate and inform the Scottish Life Sciences community about the wealth of knowledge on their doorstep.
3. A pilot project to provide evidence of the advantages and models of collaborative working to help promote this approach in Scotland to increase trade and opportunities.

Challenges:

1. Engagement from the wider community, and
2. finding complementary, and hopefully willing, companies to participate.

Next Steps

With the launch of the refreshed Life Sciences Strategy, the PSSG will be reviewing how the PSS activities can be aligned to the strategy and contribute to the overall target.

Members of the PSSG are:

David Scott, Senior Director at Tepnel Pharma Services

Brian Bathgate, Corp Senior VP, European Preclinical Services at Charles River

Andrew Waddell, Director at TMQA Limited

David Bunton, CEO at ReproCELL Europe Ltd.

Angela Cassidy General Manager, Bathgate at Catalent Pharma Solutions

Chris Bamford, Director, Regulatory Affairs at QuintilesIMS

David Stevens, Vice President, Sales & Marketing - Drug Product

James Stuart, Managing Director at Entrepreneurial Scotland

Morag McFarlane, CEO & Founding Director at Tissue Solutions Limited

Stephen Brown, Managing Director, Capsugel Edinburgh (Encap)

Stephen Watt, CEO at Solid Form Solutions Ltd.

Stewart White, Chief Scientific Officer at Collagen Solutions plc

Deborah McGregor, International Senior Executive at Scottish Development International

Andrew Henderson, Manager, Healthcare, Life and Chemical Sciences Sector Team at Scottish Enterprise.

SUBJECT: LSS ILG Priorities for 2017
MEETING DATE: 14.03.17
AUTHOR: Dave Tudor (Chair)

For Information	Members are asked to note the content of the paper
For Discussion and Decision	Members are asked to decide on recommendations
For Approval and Action	Members are asked to agree to recommended actions in paper

Summary

There are 4 immediate objectives for LSS:

1. Implement the LSS strategy through established theme teams, lead by ILG co-chairs and involving / engaging the broader life sciences community;
2. Agree clear metrics by which to monitor our performance
3. Align the efforts and activities of key players behind the LSS strategy
4. Promote and position Life Sciences Scotland

Background

From the 1:1 interviews with every ILG member, it has become clear that there is a consensus around:

- a need for greater clarity on the role of LSS in growing the Scottish Life Sciences sector,
- a need for concise metrics to measure our performance,
- a need for alignment between industry and the government, alignment between the trade bodies and the ILG and alignment within and between the NHS and the delivery of the LSS strategy and
- an appropriate marketing and communications effort is required to promote opportunities in Scottish Life Sciences.

Next Steps

Deliver the strategy

The role of the ILG is provide direction for the growth of the Life Sciences sector, engaging with the relevant stakeholders and providing a focal point for decision-makers.

All stakeholders have a vested interest in growing the sector and the refreshed strategy provides a framework within which activities can be focussed and outputs measured.

To deliver the strategy, 2 ILG members have agreed to lead the implementation of each strategic theme identified in the strategy refresh process. These co-leads will work with other ILG members, the trade bodies and parts of the community to develop and deliver a set of action plans with clear activities, outputs and measures which will involve the relevant of the community. These activity groups will start immediately, and at each ILG meeting, progress will be reported against these plans, barriers identified, discussed and resolved and decisions taken on recommendations for the next set of activities.

The number of people involved in each action plan will vary depending on need. Individuals are not being asked to commit beyond the 90-day project, but it is hoped that the experience will be positive and that there will be continued support.

Measure performance

Agreeing a clear set of relevant and available performance measures will help to monitor progress towards realising the strategy target of growing the Life Sciences Sector to £8bn by 2025. A number of options will be presented. The key to success will be for agreement on the ease of collection of the KPIs and that they are appropriate for the targets.

Alignment of effort

The delivery of the Strategy will depend on key stakeholders and partners aligning activity behind the strategic themes. There is much to do and duplication must be avoided, to minimise wasted effort and confusion in the market.

With this in mind, and where appropriate, top-level Task-and- Finish groups will be convened which will address alignment between:

- industry and the government,
- trade bodies and the ILG
- NHS and the delivery of the LSS strategy.

Marketing, Communications and Promotion

A subgroup has been formed, Chaired by Marie Claire Parker, which will work with the firm appointed by Scottish Enterprise to provide a full marketing and communications service, to include a website, social media presence and newsletter for LSS.

Recommendations

LSS is recommended to engage fully with the delivery of the strategy, contribute, and recommend other, to the implementation teams and support activities to grow the Life Sciences Sector in Scotland.

SUBJECT: Life Sciences Sector Skills
MEETING DATE: 14.03.17
AUTHOR: Ronnie Palin/Brian Bathgate

For Information	Members are asked to note the content of the paper
For Discussion and Decision	Members are asked to decide on recommendations
For Approval and Action	Members are asked to agree to recommended actions in paper

Summary: -

The Life Sciences skills investment plan was launched in April 2014 and last presented at the ILG in November 2015. The plan outlined four main themes:

- 1) **Inspiring and preparing the future workforce** to engage with the career opportunities provided in the sector (i.e. sector attractiveness)
- 2) **Creating and investing in pathways** to enable people to enter and build their skills in the workforce (i.e. entry routes, MAs, FE and HE provision)
- 3) **Providing support to address immediate** workforce development **needs** (i.e. tactical projects to fill short term gaps and transition training)
- 4) **Stimulating change in the skills system to better align provision with the needs of employers** and the economy (i.e. right content, right place, right time)

An action plan is presented to facilitate completion of outstanding items, and a proposal presented for the future handling of the skills agenda for Life & Chemical Sciences.

Background

Over the past 3 months, a number of meetings have taken place with Skills Development Scotland, Sector Skills Councils, Skills Partnerships and Alistair Cameron; Chair, Chemical Sciences Skills Group with a view to delivering on previously agreed SIP actions for the Life Sciences sector.

Subsequent to delivery of these items, it is evident that the 2014 SIP will require a refresh in order to better reflect current challenges within the sector. This work will be led by SDS but in the spirit of partnership, will engage and collaborate with key partners and stakeholders. In line with resource and funding availability it is likely that a joint Life & Chemical Sciences SIP will be delivered.

The presentation and subsequent discussion will cover the following areas:

1. Closing Out 2014 SIP - Remaining Skills Gaps / Priorities
 - Continue to promote and endorse RSB accreditation in biosciences to embed lab skills into the curriculum (Theme 2 & 4)
 - Continue to champion and expand the Scottish Life Sciences Internship Programme (Theme 1&3)
 - National roll out of Graduate employability Masterclasses (Theme 1&3)
 - Roll out Foundation apprenticeship in Scientific technology (Theme 2 &4)
 - Progress graduate level apprenticeships (Theme 2 &4)
 - Create inspiring activities around LS/CS through Virtual Reality platform (Theme 1)
2. Revision of Skills Investment Plan for 2017 Onwards
3. Future Oversight Model for Skills Group – Joint Working with Chemical Sciences and SIBDG to better identify funding and provide greater political voice. Sector specific working groups

to take forward identified workstreams in SIP, prioritised by joint group with identified funding.

Next Steps

- Delivery of internship programme. Explore options for funding and self sustainability.
- Delivery of national plan for Graduate employability Masterclasses.
- Marketing and promotion for Foundation apprenticeships and explore options for Graduate apprenticeships.
- The skills group has bandwidth to take on a maximum of 3 projects at any one time. If a project becomes self sustaining e.g. RSB accreditation for lab skills, it will be replaced by work on future priorities.
- Tender process to be worked up for refresh of SIP

Recommendations:

1. ILG asked to endorse requirement for revision of 2014 SIP and task Skills Group / Ronnie Palin with delivery of same within 2017.
2. ILG asked to authorise Skills Chair to explore closer working with Chemical Sciences and Industrial Biotechnology skills groups under joint oversight to deliver on revised SIP, along a similar model to current Manufacturing Group.
3. ILG asked to canvas interested parties to ensure sufficient sub sector coverage for SIP refresh and working groups.