

From: Coote S (Simon) **On Behalf Of** Enterprise and Skills Chair
Sent: 03 November 2017 10:09
To: Enterprise and Skills Chair; **[Redacted]**
Subject: RE: Enterprise and Skills Strategic Board - Change of plan regarding the first meeting

Good morning all,

Further to my previous email, I can now confirm that CEOs will not be required for this meeting.

Please accept our apologies for any inconvenience around travel plans, diaries, etc.

Best regards,

Simon, on behalf of Nora Senior, Enterprise and Skills Strategic Board Chair

From: Coote S (Simon) **On Behalf Of** Enterprise and Skills Chair
Sent: 02 November 2017 14:25
To: **[Redacted]**
Cc: Enterprise and Skills PMO; Dolan G (Gillian); Gallacher K (Karen); McQueen C (Craig)
Subject: FW: Enterprise and Skills Strategic Board - Change of plan regarding the first meeting

Good afternoon all,

Please see the email below from Nora Senior to Board members relating to the first meeting of the Strategic Board. You will see her intention is keep the date for a meeting with the four agencies. We'll be in touch soon to with an indication of the revised agenda and arrangements.

Thanks,

Simon Coote, on behalf of Nora Senior, Enterprise and Skills Strategic Board Chair

From: Coote S (Simon) **On Behalf Of** Enterprise and Skills Chair
Sent: 02 November 2017 12:48
To: Enterprise and Skills Chair
Subject: Enterprise and Skills Strategic Board - Change of plan regarding the first meeting

Dear Board Member,

As you are aware from the formal letter of invitation I sent inviting you to become a member of the new Enterprise and Skills Strategic Board, we were aiming to hold the first meeting on 7th November. One of my primary aims was to ensure that we secured the right people for the board and I believe that we have achieved this, which is terrific. However, good people are busy people and the challenge has been to ensure that as many non-exec members of the new Board as possible were able to

attend that first meeting. Unfortunately due to a number of prior work commitments, there are too many members who will not be able to attend. I have therefore taken the decision that that it is in the best interests of the Board going forward to postpone that first meeting. This will be rearranged for a time later this month or in December, subject to availability. The Programme Management Office (Secretariat) will be in touch to explore the most suitable date.

A few things: Firstly, I would like to suggest that we still keep a meeting on 7th with the Chairs of the 4 agencies so that we can have a high level but more informal discussion around a number of agenda items. I shall be in touch with agency Chairs with suggested topics in advance.

Secondly, prior to the Board Meeting, we will arrange an in-depth induction for those Board Members who are less familiar with the detail of the Enterprise and Skills Review or the specific work of the agencies so that at the first meeting we can focus more on discussion points rather than a knowledge session.

Thirdly, it would be the intention still to make a media announcement at some point next week on the formation of the new Board and its membership. To this end a media release is being prepared together with biogs of each Board Member. Your draft biog will be circulated for your input and approval prior to distribution. I would ask that you keep the information on the Board under embargo until the agreed distribution date which will be advised.

It would also be my intention to draft a thought piece for media placement next week, which I will circulate to you in advance for comment. It may be an idea for this to be shared with staff at the agencies, as I am keen that going forward the Strategic Board engages with staff and employees through the Agency Chairs (as appropriate and if acceptable to them).

I am truly sorry for any inconvenience caused as I know that many of you have cleared time to attend this important meeting, but given the circumstances I hope you will support me in taking this course of action.

The Secretariat will be in touch shortly with further information. I look forward to meeting the Chairs at the same time and venue as previously advised.

Kind regards,

Nora Senior, Chair

From: Gallacher K (Karen) **On Behalf Of** Enterprise and Skills PMO
Sent: 06 November 2017 15:39
Subject: Enterprise & Skills - Strategic Board - First Board Meeting - possible dates

Dear All

Following Nora Senior's recent email, the Secretariat are now looking to establish availability for your attendance at the first Strategic Board. This meeting will be held in either central Glasgow or Edinburgh (to be confirmed), with the intention being that subsequent meetings will move around the country.

To find the best dates, we would therefore be grateful if you could fill out your availability by going to this Doodle poll – **[Redacted]**

Full details of timing and location will be confirmed as soon as numbers and locations are finalised.

Please note the afternoon of Wed 13th Dec meeting, if chosen, would be held in Edinburgh.

Regards,

Karen

Karen Gallacher
Scottish Government
Communications and Engagement Support

From: Coote S (Simon)
Sent: 07 November 2017 09:13
To: Enterprise and Skills Chair; **[Redacted]**
Subject: IMPORTANT - RE: Agenda for Meeting with Chair of the Strategic Board
Importance: High

Dear Agency Chairs,

In preparation for the meeting this afternoon, Nora has asked that each of you passes a copy of the presentation that you were going to give to the SB to her as soon as possible this morning please, so she can have a quick look before the meeting. You will not be expected to go through them today but Nora needs to have look to steer her thinking on what to collectively task you with for the first SB meeting.

Regards,
Simon

Head of Implementation - Enterprise and Skills Review

From: Enterprise and Skills Chair
Sent: 03 November 2017 14:53
To: [Redacted]
Subject: Agenda for Meeting with Chair of the Strategic Board

Dear Agency Chairs,

Please see attached agenda and papers to support discussion for the meeting with the Chair of the Strategic Board on Tuesday.

Agenda:

<< File: Enterprise and Skills - Agenda - Meeting of Agency Chairs with Strategic Board Chair.docx >>

Final Interim Strategic Plan (IB Paper)

[Available at <https://beta.gov.scot/groups/enterprise-and-skills-review-implementation-board/>]

Strategic Planning Cycle (IB Paper)

[Available at <https://beta.gov.scot/groups/enterprise-and-skills-review-implementation-board/>]

Best regards,
Simon

Simon Coote, on behalf of Nora Senior CBE, Chair

Head of Implementation - Enterprise and Skills Review

Enterprise and Skills - Meeting of Agency Chairs with Strategic Board Chair

Venue: The Hub, Castlehill, Edinburgh EH1 2NE

Time: 1pm to 4.30pm, sandwiches and coffee will be available from 12.30pm

1. Introduction and Welcome

2. Alignment and Collaborative Actions

- High level strategy discussion around each agency plan for 2018
- Review of Interim Strategic Plan
- Agency presentation for first SB

3. Timeline

- Planning cycle timings

4. CEO Culture and Collaboration group update

5. Roles and responsibilities

- Agency Chairs
- Strategic Board Chair
- Secretariat

6. Engagement and Communication

7. Board Members Induction

- Content
- Timing
- Support materials

8. Strategy Day

From: Carroll Buxton

Sent: 15 November 2017 14:49

To: Coote S (Simon); Martin Fairbairn

Cc: Brian McVey; Enterprise and Skills PMO; Dolan G (Gillian); Gallacher K (Karen); McQueen C (Craig); Linda Murray; John Murray; King S (Stuart) (EDUC)

Subject: RE: URGENT: Supporting SB Members Induction

No problem, speak tomorrow

carroll

Carroll Buxton

Director of Regional Development

From: Coote S (Simon);

Sent: 15 November 2017 14:25

To: Martin Fairbairn

Cc: Brian McVey; Enterprise and Skills PMO; Dolan G (Gillian); Gallacher K (Karen); McQueen C (Craig); Linda Murray; John Murray; King S (Stuart) (EDUC); Carroll Buxton

Subject: RE: URGENT: Supporting SB Members Induction

All,

Thanks for bearing with me.

11.30-12 looks like a runner. Carroll, hope this doesn't out you out too much.

I'll send an invite

S

From: Martin Fairbairn

Sent: 15 November 2017 14:05

To: Coote S (Simon)

Cc: Brian McVey; Enterprise and Skills PMO; Dolan G (Gillian); Gallacher K (Karen); McQueen C (Craig); Linda Murray; John Murray; King S (Stuart) (EDUC); Carroll Buxton

Subject: RE: URGENT: Supporting SB Members Induction

Simon,

Where are we re a time for a catch-up chat?

Kind regards,

Martin Fairbairn

From: Martin Fairbairn

Sent: 15 November 2017 11:53

To: Coote S (Simon)

Cc: Brian McVey; Enterprise and Skills PMO; Dolan G (Gillian); Gallacher K (Karen); McQueen C (Craig); Linda Murray; John Murray; King S (Stuart) (EDUC); Carroll Buxton

Subject: RE: URGENT: Supporting SB Members Induction

Simon,

I'm currently only available between 11:30 and 12noon tomorrow morning, although I could maybe duck out of the other meeting I'm involved in between 10 and 11.

Kind regards,

Martin Fairbairn

From: Coote S (Simon)

Sent: 15 November 2017 11:33

To: Linda Murray; John Murray; King S (Stuart) (EDUC); Carroll Buxton; Martin Fairbairn

Cc: Brian McVey; Enterprise and Skills PMO; Dolan G (Gillian); Gallacher K (Karen); McQueen C (Craig)

Subject: RE: URGENT: Supporting SB Members Induction

Thanks all for coming back so quickly, much appreciated.

Ok, 4-4.30 is the **one** time this afternoon I **can't** do as I'm at the dentist with my 7 yo son to get his tooth out. Stuart was struggling with that too.

So... shall we try tomorrow morning? (unless, Carroll, you miraculously change something to do between 2 and 3 today)

(I swear, I never want to set up another meeting again after all of this is done)

Thanks,
Simon

From: Linda Murray

Sent: 15 November 2017 11:12

To: John Murray; Coote S (Simon)

Cc: Brian McVey; Enterprise and Skills PMO; Dolan G (Gillian); Gallacher K (Karen); McQueen C (Craig); Martin Fairbairn; King S (Stuart) (EDUC); 'Carroll Buxton'

Subject: RE: URGENT: Supporting SB Members Induction

Hello all,

I can do a call today before 12noon, between 2-3 and between 4.4.30. The latter might be best as this works Carroll's diary.

For SE I'll not be able to confirm who is best placed to take part in the induction sessions until we have definitely nailed the agenda. Simon are you still thinking it will be what was outlined in your previous email?

Draft Agenda:

1. Into to the Strategic Board Secretariat
2. Enterprise and Skills Review, background and resulting projects
3. Economic Context (Analytical Unit)
4. Role and work of agencies (agency presentations)
5. Arrangements for first SB meeting

If so what timings are you thinking?

Linda

From: John Murray

Sent: 15 November 2017 10:37

To: Coote S (Simon)

Cc: Brian McVey; Enterprise and Skills PMO; Dolan G (Gillian); Gallacher K (Karen); McQueen C (Craig); Martin Fairbairn; King S (Stuart) (EDUC); 'Carroll Buxton'; Linda Murray

Subject: RE: URGENT: Supporting SB Members Induction

Hi Simon,

All times are do-able for me, although will need to move things for the 22nd Nov in Edi. Would be helpful to know venues as soon as possible.

I can make time for a call later today or tomorrow – whenever suits you and others.

Thanks

John Murray

From: Carroll Buxton

Sent: 15 November 2017 10:35

To: Coote S (Simon); Linda Murray; John Murray; Martin Fairbairn; King S (Stuart) (EDUC);

Cc: Brian McVey; Enterprise and Skills PMO; Dolan G (Gillian); Gallacher K (Karen); McQueen C (Craig)

Subject: RE: URGENT: Supporting SB Members Induction

Importance: High

Simon

I could have a call this afternoon after 3.30pm, I have internal meetings tomorrow but could probably juggle things to suit.

Again I could probably rearrange things for 21st/22nd, I am supposed to be in Edinburgh in the morning on 22nd anyway. The 27th is a bit more challenging but will see what I can do.

I think it is best to be there in person if possible.

Am waiting with bated breath to find out who we will be inducting.

Regards

Carroll

Carroll Buxton

From: Coote S (Simon);

Sent: 15 November 2017 10:18

To: Linda Murray; John Murray; Martin Fairbairn; King S (Stuart) (EDUC); Carroll Buxton

Cc: Brian McVey; Enterprise and Skills PMO; Dolan G (Gillian); Gallacher K (Karen); McQueen C (Craig)

Subject: URGENT: Supporting SB Members Induction

Importance: High

Linda/John/Carroll/Martin/Stuart,

Trying to understand members' availability has proven unbelievably hard, but it is looking like we will try to do three induction afternoons:

21st November pm in Glasgow

22nd November pm in Edinburgh

27th November am in Glasgow

This doesn't give us long. Are any of those days absolute non-starters (please say no). I appreciate this is particularly hard for HIE – is there a work-around for covering the work of HIE perhaps? VC?

Could we arrange a call to discuss please? Could you let me know your availability this afternoon and tomorrow for a call?

Thanks!

Simon

From: Linda Murray

Sent: 10 November 2017 13:31

To: Coote S (Simon); John Murray; Martin Fairbairn; King S (Stuart) (EDUC); Carroll Buxton

Cc: Lorne Crerar; Chair; John McClelland; Bob Keiller; Brian McVey; Gillespie G (Gary); Enterprise and Skills PMO; Anson S (Sam); Munro D (Dominic); Dolan G (Gillian); Gallacher K (Karen); McQueen C (Craig)

Subject: RE: Supporting SB Members Induction

Hi Simon ,

Happy to be involved in this from SE.

Linda

Linda Murray

From: Simon.Coote@gov.scot [mailto:Simon.Coote@gov.scot]

Sent: 09 November 2017 15:50

To: Linda Murray; John Murray; Martin Fairbairn; King S (Stuart) (EDUC); Carroll Buxton

Cc: Lorne Crerar; Chair; John McClelland; Bob Keiller; Brian McVey; Gillespie G (Gary); Enterprise and Skills PMO; Anson S (Sam); Munro D (Dominic); Dolan G (Gillian); Gallacher K (Karen); McQueen C (Craig)

Subject: Supporting SB Members Induction

Hi all,

At Tuesday's meeting between Nora Senior and the agency Chairs, one important theme discussed was induction for Members. As agreed with the Chairs, we need the support of your respective agencies in providing a solid induction for Members.

I would really appreciate it if each agency could identify a lead I could work with to develop an induction process and put wheels in motion to prepare (adapt) a presentation and materials. Once we have a group I would like to set up a call to discuss so we can generate ideas and have a consistent approach.

Current thinking is that induction might look like this:

Induction Pack

All confirmed Members received this on Friday

Half Day Sessions

Quantity: 2

Dates: during week commencing 20 November, possibly following week

Location: 1 x Glasgow and 1 x Edinburgh

Format: Identical half day sessions (i.e. a choice of which to attend) aimed primarily at business members

Draft Agenda:

1. Into to the Strategic Board Secretariat
2. Enterprise and Skills Review, background and resulting projects
3. Economic Context (Analytical Unit)
4. Role and work of agencies (agency presentations)
5. Arrangements for first SB meeting

Additional Information

Info packs with slides and more detailed papers from Gary's team and Agencies provided on the day of induction session or directly afterwards.

Non-attendance:

Where members (business in particular) are unable to attend either of the induction days we could either hold a third (if several) or have select people meet with them

separately to bring them up to speed and talk them through the information provided.

Thematic Sessions

The plan is to suggest we keep induction running after the first SB with, for example, thematic sessions focussing on particular areas. We can pick up with the Board themselves about their wishes around that.

Happy to discuss of course,
Simon

Head of Implementation - Enterprise and Skills Review

From: Coote S (Simon)

Sent: 15 November 2017 11:17

To: Lorne Crerar; Bob Keiller; Chair; John McClelland

Cc: Linda Murray; John Murray; Carroll Buxton; Martin Fairbairn; Enterprise and Skills PMO; Munro D (Dominic); Anson S (Sam); Ditchburn L (Liz); Senior, Nora (EDI-WSW) (Nsenior@webershandwick.com); King S (Stuart) (EDUC)

Subject: Confidential: Induction Pack for SB Members

Agency Chairs, cc SB induction leads

Please see attached the initial induction pack which went out last week to all confirmed members of the Strategic Board.

I had been waiting until we had ironed out some issues over membership but, as you will see, we're still working on one. Additionally, you may be aware that Russell Griggs was announced yesterday as the Chair of the new South of Scotland interim body.

In relation to media and comms, there are plans for a media release shortly, including in relation to membership of the Board, and we will ensure you have advance notice of this. In the meantime, we would ask you to treat the Membership of the Board as confidential.

The induction pack also sets out proposed dates for future meetings to help with diaries.

I hope this is helpful,
Simon

Head of Implementation - Enterprise and Skills Review

**ENTERPRISE & SKILLS
STRATEGIC BOARD**

**MEMBERS'
INDUCTION PACK**

CONTENTS

	Pages
Enterprise and Skills Strategic Board	3 - 17
• Membership	3
• Enterprise and Skills Review	4
• Purpose	5
• Future Meeting Dates	8
• Code of Conduct	10
• Boards Roles and Responsibilities	11
• Declaration/Register of Interests	13
• Information Management	15
Travel and Subsistence Guidance	17 - 21
• Travel guidance	17
• Subsistence guidance	18
• Claim form	21
Enterprise & Skills Agencies, SG Sponsorship Teams & PMO	22 - 31
• Skills Development Scotland	22
• Scottish Enterprise	24
• Highlands & Islands Enterprise	26
• Scottish Funding Council	28
• Enterprise and Skills Programme Management Office contacts	30
• SG Sponsorship teams contact details	31
Scottish Parliament Recess Dates and Committees	32 - 35
• Recess Dates 2017-18	32
• Economy Jobs and Fair Work Committee Members	33
• Education and Skills Work Committee Members	34
• Rural Economy and Connectivity Committee Members	35
Useful Links	36

ENTERPRISE & SKILLS STRATEGIC BOARD

STRATEGIC BOARD MEMBERSHIP

Wendy Alexander	University of Dundee
Karen Betts	Scottish Whisky Association
Liz Cameron	Scottish Chambers of Commerce
Mike Cantlay	Scottish Funding Council
Lorne Crerar	Highlands and Islands Enterprise
Audrey Cumberland	West College
Jeanette Forbes	PCL Group
Poonam Gupta	PG Paper Company
Steven Heddle	COSLA
Bob Keiller	Scottish Enterprise
Scott McLarty	Spirit Aerospace
John McClelland	Skills Development Scotland
Gerry McCusker	Dog Digital, Chair of BIMA Scotland
Grahame Smith	STUC
tbc	economist
tbc	South of Scotland Lead

Members should note that this list of members remains confidential until such time as an announcement is made by Scottish Government. Members will be involved in communications plans and in informed in advance of timings.

Enterprise and Skills Review

In May 2016, the First Minister announced an end-to-end review to ensure that our public agencies deliver sufficient enterprise and skills support for Scotland's young people, universities, colleges, training providers, businesses and workers.

The Review's aims were to:

- significantly improve enterprise and skills support, to help Scotland progress towards achieving our aim of ranking among the top quartile of OECD countries in terms of productivity, equality, wellbeing and sustainability
- be driven by evidence, to listen to the views of service users, and to put forward proposals that respond to their needs
- ensure a simpler and more coherent enterprise and skills support system

A call for evidence attracted 329 submissions from a range of organisations and individuals, culminating in the Enterprise and Skills Review: report on [Phase 1](#) published in October 2016.

This report contained 10 recommendations focused on ensuring coherence and a simpler, more flexible and cost-effective system of national and local support.

Phase 2 of the Enterprise and Skills Review commenced in November 2016 with the start-up of nine projects to take forward the Phase 1 recommendations.

Ongoing engagement with key stakeholders – particularly from the business community – is central to the process of all projects and will remain so as they move into implementation.

Supporting documents

Further detail on this process is contained within [Enterprise and Skills Review: report on Phase 2](#), with **key actions including to** create a new Strategic Board to support the co-ordination of agency activities around shared priorities, and to drive improved performance, and to create a new enterprise agency for the South of Scotland, to meet the distinct economic needs of the region and its communities

The Phase 2 report is supported by the formal [Scottish Government response to Professor Crerar's report](#) and a set of detailed workstream reports, listed below:

- [Enterprise and Skills Review report on Phase 2: Innovation](#)
- [Enterprise and Skills Review report on Phase 2: 15-24 Learner Journey](#)
- [Enterprise and Skills Review report on Phase 2: Regional Partnerships](#)
- [Enterprise and Skills Review report on Phase 2: South of Scotland Enterprise Agency](#)
- [Enterprise and Skills Review report on Phase 2: Data, Evaluation and Performance Management](#)
- [Enterprise and Skills Review report on Phase 2: Enterprise and Business Support](#)
- [Enterprise and Skills Review report on Phase 2: International](#)
- [Enterprise and Skills Review report on Phase 2: Skills Alignment](#)

Enterprise and Skills Strategic Board

Purpose

Vision

The Scottish Government's Purpose is to make Scotland a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth. Our vision is for Scotland to rank amongst the top quartile of OECD countries for productivity, equality & wellbeing and sustainability.

One of the key actions emerging from the Enterprise and Skills Review was the creation of a new Strategic Board to align and co-ordinate the activities of the enterprise and skills agencies.

Key Objective

The Strategic Board will seek to maximise the impact of the collective investment we make in enterprise and skills development in Scotland, and create the conditions that are conducive to delivering inclusive growth.

It will enable our agencies, including a new South of Scotland Enterprise Agency, to come together to deliver greater collaboration, alignment and strategic purpose, enhancing the system so that it is able to deliver more than the sum of its parts.

The Aims of the Strategic Board

Our enterprise and skills agencies are critical to achieving a more successful country, delivering opportunities across Scotland which support inclusive and sustainable economic growth. The aims of the Strategic Board are as follows:

- To support improvement in the overall performance of the economy by ensuring that the Agencies, working with the wider enterprise and skills system, contribute to the delivery of Scotland's Economic Strategy and supporting strategies, in all parts of Scotland.
- Through collective responsibility, ensure hard alignment between the Agencies behind the Board's aims and objectives to drive improvement in Scottish productivity and to better support business and users of the skills system.
- Hold the Agencies, both collectively and individually, to account for performance against measures to be agreed by the Board
- To actively engage with other agencies and bodies who support the economy with a view to increasing wider alignment and challenging others where better collaboration will deliver improved outcomes.
- To deliver wider collective leadership, based on common culture and values, which inspires and empowers delivery.

The Strategic Board's Role

The role of the Strategic Board is to deliver these aims by coordinating agency activities around shared priorities to drive improved performance. The Board will use evidence, intelligence and analysis, and a strong business perspective, to drive strategic direction, changing priorities and streamlining the system.

It will be responsible for the creation of a single Strategic Plan which will set out how the Agencies will work collaboratively to support the delivery of the vision and key objective.

Through the plan, the Board will establish a common performance and measurement framework to ensure the agreed outcomes are delivered by each agency, collectively and individually. It will advise and inform Ministers each year on how budgets align with the proposed strategic direction.

The Board will deliver a "Team Scotland" approach which influences operational cultures with a focus on embedding collaboration as a core objective at all levels of the agencies.

The Board will ensure strategic direction is informed and shaped by insightful information and regional perspectives. It will engage with stakeholders to understand the challenges facing them and the markets they serve.

Structure of the Strategic Board

The following diagram places the Strategic Board within the broader structure governing the enterprise and skills landscape.

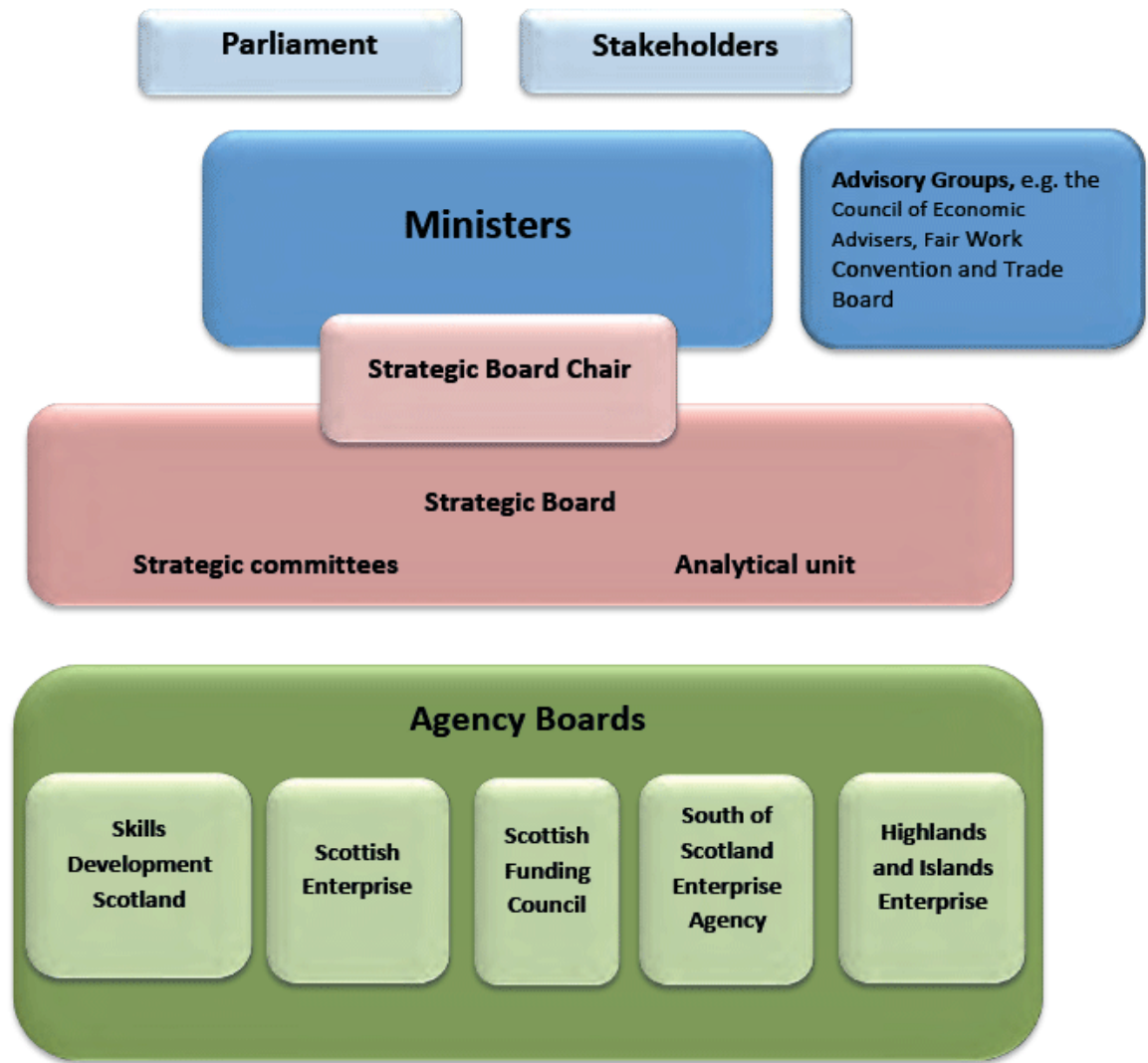
The Strategic Board will provide advice to Ministers and strategic direction to the agencies, and will also engage with stakeholders, with Parliament and with other advisory groups. It will develop a clear understanding of economic performance and in addition to its own Strategic Plan, will support the delivery of other strategies that contribute towards economic outcomes.

In doing this, the Strategic Board will be supported by committees that will be established to drive forward its key priorities, bringing together the agencies with wider interests to promote collaborative delivery.

The work of the Strategic Board will be supported by a new Analytical Unit which will provide robust evidence across the entire enterprise and skills system to inform the Strategic Board's priorities and decisions. The unit will also develop the comprehensive set of performance measures and shared outcomes that will help to focus the agencies on the areas with the most positive impact.

The roles and functions of the agency boards will remain unchanged under this structure. Agency boards remain responsible for the delivery of services as laid out in statute.

As members of the Strategic Board, Agency Chairs have an additional responsibility to ensure the functions and activities of their respective agencies are aligned and co-ordinated with the priorities set by the Strategic Board and with the Strategic Plan.



Strategic Board Meeting Programme

Date	Arrangements/Location
13 December 2017	<u>Meeting 13 December</u> Venue – Murrayfield (pm)
16/17 January 2018	<u>Evening 16 January</u> Dinner – Board members <u>Strategy Day - 17 January</u> Venue – Glasgow
20/21 March 2018	<u>Evening 20 March</u> Dinner <u>Meeting 21 March</u> Venue – Stirling
17 May 2018	<u>Evening 16 May</u> Dinner <u>Meeting 17 May</u> Venue - Dundee
18 July 2018	<u>Evening 17 July</u> Dinner <u>Meeting 18 July</u> Venue - Dumfries
19 September 2018	<u>Evening 18 September</u> Dinner <u>Meeting 19 September</u> Venue - Inverness
21 November 2018	<u>Evening 20 November</u> Dinner <u>Meeting 21 November</u> Venue – Glasgow/Edinburgh

The meeting dates and locations above are provisional and will be agreed to suit the needs of the Board. The Secretariat will work with members to lock dates down as soon as possible so Members can plan.

Record of Other Meetings

If Members are meeting with Ministers, the Lobbying (SCOTLAND) Act 2016 requires a record of what was discussed to be kept. Members may wish to use the following form for this purpose. The form may also be useful where Members wish formal actions or insights to be recorded by the PMO for the Board.

ENTERPRISE & SKILLS STRATEGIC BOARD

MEETING FEEDBACK FORM

Who:

When:

What:

Key Areas Discussed:

-
-
-

Leads/Opportunities/Practice:

-
-
-

Risks and challenges:

-
-
-

Actions Taken:

Follow-up Actions for Secretariat:

Signed

Dated

Guidance on Public Boards

The following is generic guidance setting the standard expected for Public Boards, although it should be recognised that some elements may not be wholly applicable to this particular Board.

Code of Conduct

You are expected to act in accordance with the Model Code of Conduct for Members of Boards of Devolved Public Bodies, issued by the Standards Commission for Scotland by virtue of Part 1 of the Ethical Standards in Public Life etc. (Scotland) Act 2000.

You will observe the following principles of public life:

Duty You have a duty to uphold the law and act in accordance with the law and the public trust placed in you. You have a duty to act in the interests of the Board of which you are a member and in accordance with the core functions and duties of that Board.

Selflessness You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

Integrity You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Objectivity You must make decisions solely on merit and in a way that is consistent with the functions of the Board when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

Accountability and Stewardship You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the Board uses its resources prudently and in accordance with the law.

Openness You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

Honesty You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership You have a duty to promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of the Board and its members in conducting public business.

Respect You must respect fellow members of the Board, and those providing support from the Scottish Government secretariat supporting the Board, treating them with courtesy at all times, and having due regard to the role that they play. Similarly you must respect members of the public when performing duties as a member of the Board. You will not accept gifts, hospitality or entertainment in performing your functions or in consequence of your office (unless wholly trivial and of minimal value) and will report any such offers to the Board.

Board Roles and Responsibilities

There are three fundamental principles of Board life to which all Board members (including the Chair) must adhere:

Principle 1 – Corporate Responsibility

While Board members must be ready to offer constructive challenge, they must also share collective responsibility for decisions taken by the Board as a whole. If they fundamentally disagree with the decision taken by the Board, they have the option of recording their concerns in the minutes. However, ultimately, they must either accept and support the collective decision of the Board – or resign. Board decisions should always comply with statute, Ministerial directions (where this is provided for in statute), Ministerial guidance and the objectives of the sponsor Directorate, as appropriate (noting of course that certain bodies are required to demonstrate independence in order to maintain credibility).

Principle 2 – Confidentiality

All Board members must respect the confidentiality of sensitive information held by the public body. This includes commercially sensitive information, personal information and information received in confidence by the organisation. It is also essential that debate of a confidential nature inside the Boardroom is not reported outside it.

Principle 3 – Conduct

Board members have a responsibility to set an example by demonstrating the highest standards of behaviour. It is important that nothing you do or say when you are acting as a Board member tarnishes in any way the reputation of the Board. If you have specific concerns about the manner in which the Board is being run, these should be raised with the Chair in the first instance. If you fail to achieve resolution with the Chair, it is open to you to take them to the relevant senior civil servant in the Scottish Government (usually a Director or Director-General) – but you should appreciate that this is a significant step.

Role of the Board

The four main functions of the Board are: to ensure that the body delivers its functions in accordance with Ministers' policies and priorities; to provide strategic leadership; to ensure financial stewardship; and to hold the Chief Executive and senior management team to account. It has corporate (collective) responsibility, under the leadership of the Chair, for the following:

- Taking forward the strategic aims and objectives for the body agreed by the Scottish Ministers;
- Determining the steps needed to deal with changes which are likely to impact on the strategic aims and objectives of the body or on the attainability of its operational targets;
- Promoting the efficient, economic and effective use of staff and other resources by the public body consistent with the principles of Best Value, including, where appropriate, participation in shared services and/or collaborative service delivery arrangements;
- Ensuring that effective arrangements are in place to provide assurance on risk management, governance and internal control;
- Taking into account relevant guidance issued by Scottish Ministers;
- Receiving and reviewing regularly financial information concerning the management and performance of the public body and being informed in a timely manner about any concerns regarding the activities of the public body;

- Ensuring systems are in place to enable early notification to be provided to the Scottish Government about emerging issues which will impact on the operation or reputation of the public body;
- Appointing (with the approval of the Scottish Ministers) the public body Chief Executive and, in consultation with the Scottish Ministers, setting appropriate performance objectives and remuneration terms linked to these objectives which give due weight to the proper management and use of resources within the stewardship of the public body and the delivery of outcomes; and
- Demonstrating high standards of corporate governance at all times, including openness and transparency in its decision-making.

Representing Ministerial Interests

In the majority of cases, Boards are appointed by Ministers to ensure delivery of Ministerial policies. Board members should be clear about Ministerial policies and expectations for their body. If they are in any doubt on this point, they should seek clarification from the Chair or sponsor Directorate.

Declarations/Register of Interests

Members will be required complete the following form after appointment, re-appointment or extension. The information provided may be published as appropriate with the announcement of your appointment/re-appointment or extension.

Political Activity

Please tick any that you have undertaken in the last five years:

Obtained office as a local Councillor, MSP, MP, MEP etc.	
Stood as a candidate for one of the above offices	
Spoke on behalf of a party or candidate	
Acted as a political agent	
Held office such as chair, treasurer or secretary of a local branch of a party	
Canvassed on behalf of a party or helped at elections	
Undertook any other political activity which you consider relevant	
Made a recordable donation to a political party (see note overleaf)	
None of the above	

Please name relevant parties/bodies and describe your involvement (if any):

Recordable Donations

The Political Parties, Elections and Referendums Act 2000 requires the Electoral Commission to maintain a register of all recorded donations reported to them by political parties. Currently, the following donations are recordable:

- Where no previous relevant donation has been recorded, one of more than £7,500, or an aggregate amount of more than £7,500;
- Where there has been a previous recording of a donation, donations that in individually or in aggregate are more than £1,500;
- Where donations of more than £1,500 have been made to a subsidiary accounting unit (such as a constituency association, local branch, or youth organisation).

The register records, amongst other things, the political party receiving the donation, the name of the donor, the amount of the donation, the type of donation and the date on which it was accepted. Information on the Electoral Commission and the register of donations to political parties can be found on its website at: www.electoralcommission.org.uk.

Public Appointments and Non-Executive Directorships

Please detail other public appointments that you hold which were made by, or on the recommendation of Ministers. If you do not hold any, please enter 'Nil'.

Name of Board or office	Position (chair, member, etc.)	Remuneration (£ per day/per annum)	Time commitment (days per week/per month)

Information Management and Legislation

There are three separate statutory regimes which can apply to information requests: The Freedom of Information (Scotland) Act 2002, Environmental Information (Scotland) Regulations 2004 and the Data Protection Act 1998.

Some requests may be covered by more than one regime. All recorded information held by the Board or its secretariat can be subject to a request for information. This includes, but is not limited to: paper records, emails, information stored on any computer, audio and DVD material, handwritten notes or any other form of recorded information.

In line with current legislation and good practice, good information management and recordkeeping practices should be considered an essential part of the Board and its secretariat operating efficiently and effectively.

To this end, all files, records and information sent from and received by the board will be managed by the Secretariat, with key files, records and information retained on the Scottish Government's eRDM system.

The Freedom of Information (Scotland) Act 2002 and Environmental Information (Scotland) Regulations 2004. How this applies to the Board.

The Freedom of Information (Scotland) Act 2002 (FOISA) is an Act of the Scottish Parliament which gives everyone the right to ask for any information held by a Scottish public authority.

The Environmental Information (Scotland) Regulations 2004 (the EIRs) originate from a European Directive on access to environmental information. The EIRs give everyone the right to ask for environmental information held by a Scottish public authority (and some other bodies).

The difference between the Freedom of Information (Scotland) Act 2002 and Environmental Information (Scotland) Regulations 2004.

Requests for 'environmental information' are governed by the EIRs instead of FOISA. When considering whether the information in question is 'environmental information', it should be noted that the definition is very broad, covering not only the more obvious environmental subjects such as pollution, waste, biodiversity and conservation, but also measures which may (directly or indirectly) affect the environment such as anything relating to the planning process, planning or tendering for infrastructure projects, the consideration of environmental legislation, etc.

There are many similarities between the FOISA and EIR regimes. A comparative table of the two regimes can be found at the Office of the Scottish Information Commissioner's website at <http://www.itspublicknowledge.info/Law/EIRs/EIRsDifferencesEIRSandFOISA.aspx>

Further details of exemptions and exceptions to both acts can also be found at the Office of the Scottish Information Commissioner's website at <http://www.itspublicknowledge.info/Law/FOISA-EIRsGuidance/Briefings.aspx>

How to deal with the use of non SG email addresses.

As SG email accounts are not used by Board members certain protocols need to be put in place to protect ministers and the Board.

The following procedure should be used by the Board when using non SG email accounts:

- All email Board correspondence should be copied into enterpriseandskillsChair@gov.scot
- The enterpriseandskillsChair@gov.scot box will have restricted access and the Secretariat will ensure all correspondence is saved in the appropriate manner and location or deleted as appropriate if of no corporate value.

Other considerations the Board should be aware of:

- Non SG email accounts may not be as secure as SG accounts
- Extra caution should be taken when holding Personal Data, as defined by the Data Protection Act 1998, in the inbox or sent items.

Dealing with Media Enquiries

From time to time board members may be approached by the media to offer up opinions on Board business. Board members (other than the Chair) should refer media enquiries to the Programme Management Office at EnterpriseandskillsPMO@gov.scot to allow the Secretariat to coordinate and manage media responses.

Key Message

If you believe you may have received media inquiry or a request for information relating to the Board, or have any questions regarding best practice or compliance with the legislation referred to in this paper please contact the Programme Management Office on EnterpriseandskillsPMO@gov.scot.

Travel & Subsistence

Travel and subsistence (T&S) allowances can be claimed by all who incur out of pocket or additional expenses while on official business. Please see the Expenses Claim Form below.

Travel

Before you travel

You must ensure you use the most efficient, economic and environmentally sound means of travel, taking into account subsistence costs and savings in official time. You should explore all fare options.

Journeys made partly for official and partly for private purposes

When journeys are made partly for official and private purposes – for example when leave is taken before or after an official journey – a claim for the full cost of the return journey is admissible, if the countersigning officer is satisfied that:

- the journey was undertaken primarily for official purposes
- travel and subsistence costs were no greater than they would have been, had the journey been made solely on official business.

Travel claims

Receipts must be provided for all expenditure, except mileage allowances, toll charges and where tickets are retained, for example at train station barriers or car park barriers. The receipt must clearly identify the costs incurred.

Credit/debit card receipts are not accepted as proof of expenditure. Any personal items on the receipt should not be included in the claim.

Travel tickets

If you travel by air, rail and taxi you must attach receipts to the expenses claim form and pass to the secretariat.

If a receipt cannot be produced, an explanation must be provided on the form or reimbursement may be refused.

Using Private Vehicles

Board Members using their private vehicle on business are subject to the terms of the travel and subsistence rules. If you are not a civil servant you are not required to have comprehensive insurance cover. You should understand, however, that no liability will be accepted by the Scottish Government in the event of any accident, damage, injury or death.

Garage expenses, parking, toll and ferry charges

If you are eligible to claim mileage allowance, you can also claim receipted garage, parking, toll or ferry charges incurred on the day(s) for which mileage allowance is payable. Receipted costs for overnight garaging or parking will be paid only for nights when night subsistence allowance is payable.

If you are in receipt of lodging allowance you may be paid receipted garaging or parking expenses, within a limit of 50p per day. If a receipt is not produced then this must be stated on the claim form giving an explanation of why this is the case.

Parking fines

Parking fines for illegal parking whilst on official business will not be reimbursed from official funds. If there is doubt about parking restrictions you should consider using public transport.

Subsistence

24 hour subsistence

The 24 hour subsistence covers the receipted cost of bed and breakfast up to the capped limit. If additional expenditure is incurred on food and non-alcoholic drink and personal expenses (personal telephone calls, laundry, newspapers) then the receipted 24 hour meals and receipted personal incidental expenses allowances can be claimed.

There are two allowances – for London or elsewhere in the UK. The London allowance is for visits within a five mile radius of Charing Cross.

You cannot claim for anything likely to be brought back and used after the trip.

Day subsistence

You can claim day subsistence when you are more than five miles away from your permanent workplace for over five hours, and buy food and drink at additional cost to what you would normally have incurred. The costs must have been wholly and exclusively incurred as a result of and during the course of official business. Receipts must be provided.

The qualifying periods for day subsistence are:

- day subsistence over five hours is paid for a period of absence on official business of more than five hours but less than, or equal to, 10 hours
- day subsistence over 10 hours is paid for a period of absence on official business of more than 10 hours
- day subsistence over 12 hours is paid for an absence on official business of more than 12 hours
- a period of absence on official business either more than five hours or more than 10 hours after the completion of a 24 hours period attracting subsistence. (The 24 hour period starts when the official journey begins i.e. when you would have left the office.)

Personal incidental expenses

The personal incidental expenses allowance is designed to cover the cost of incidental purchases - newspapers, laundry or personal phone calls - whilst staying away overnight on official business.

If costs have been incurred, up to £5 per night is claimable. Receipts must be provided. Expenses must be wholly and exclusively incurred as a result of the business trip.

Anything bought in the course of a trip but likely to be brought back and used after the trip e.g. items of clothing, are not eligible to be claimed under personal incidental expenses or anywhere else.

Costs over capped limits

If you can't find accommodation within the capped limits then, exceptionally, you can claim the additional costs. You must write an explanation for the increased costs on the claim form or the claim will be limited to the 24 hour bed and breakfast subsistence limit.

If meals are provided at no cost

When all food and non-alcoholic drink is provided at no cost to you or the Scottish Government, only the receipted cost of accommodation will be reimbursed, up to the limit - £88 for London and £63 for elsewhere. Personal incidental expenses receipted up to the limit can also be claimed.

Where the Scottish Government has paid for a travel ticket which includes complimentary meals, no reduction will be made to 24 hour subsistence or staying with friends allowance. Reduction of subsistence is not appropriate because the meals are included as an added value service which may not always be available or which you may choose not to take advantage of.

If no meals are provided

When only accommodation is provided at no cost to you or the Scottish Government, the receipted cost of breakfast up to £12 (plus receipted meals and non-alcoholic drink up to the limit for London or elsewhere) will be reimbursed. Personal incidental expenses receipted up to the limit can also be claimed.

Accommodation and meals provided

Where accommodation and all meals/food and non-alcoholic drink are provided at no cost to you or the Scottish Government, only personal incidental expenses receipted up to the limit can be claimed.

Early starts

Where you must start exceptionally early and cannot take the breakfast included in the cost of the hotel/B&B you can claim up to £12 on a receipted basis for breakfast bought elsewhere. If you know you have an early start, you should book a room only, if possible.

Overnight travel by air or sea

When you travel by rail or sea and occupy a sleeping berth, which includes breakfast, the overnight by train or boat allowance receipted up to the limit is payable to cover meals/food and non-alcoholic drink purchased in the 24 hour period. You can also claim personal incidental expenses receipted up to the limit.

Travel and Subsistence Rates

Expense Type	Rate/unit
Bed and breakfast London (does not cover items such as charges for viewing films or use of a mini bar)	Receipted up to £100 per night
Bed and breakfast elsewhere (does not cover items such as charges for viewing films or use of a mini bar)	Receipted up to £75 per night (higher rates can be paid in
Car hire (including related fuel)	Receipted, no maximum
Car parking	Receipted, no maximum
Day subsistence over 5 hours	Receipted up to £4.90 per day
Day subsistence over 10 hours	Receipted up to £10.70 per day
Meals allowance	Receipted up to £23.50 per night
Motor cycle allowance	£0.24 per mile
Motor mileage rate	£0.45 per mile
Overnight by train or boat	Receipted up to £24.10 per night
Passenger supplement	£0.05 per mile
Personal incidental expenses	Receipted up to £5 per night
Public transport air travel	Receipted, no maximum
Public transport bus	Receipted, no maximum
Public transport ferry	Receipted, no maximum
Public transport rail (first class)	Receipted, no maximum
Public transport rail (standard)	Receipted, no maximum
Public transport taxi	Receipted, no maximum
Public transport Tube	Receipted, no maximum
Staying with friends allowance	£36, set rate
Telephone calls on official business	No maximum
Toll charges	No maximum

Remuneration

Non ex-officio Members will have the opportunity to seek remuneration for time spent on Strategic Board duties where that supports the release of their time from their employers, and in line with the Pay Policy for Senior Appointments Daily Fee Framework.

Members' paid time commitment should be limited to a maximum of 2 days per month. A rate of £250 per day for those members receiving remuneration has been agreed, with a cap of 24 days, or £6,000 per annum.

Those seeking remuneration should use the Expenses Claim Form below.

ENTERPRISE & SKILLS STRATEGIC BOARD

EXPENSES CLAIM FORM

Name :

Claim Period: to

Daily Fee

No of Days	Per Day	Amount Claimed
	£	£

Travel Expenses

The Motor mileage rate will be paid in line with the Scottish Government's standard travel rate of £0.45 per mile

Date	Details of Expenses incurred (please attach receipts as appropriate)	Amount Claimed £

Total Amount Claimed (travel)

£

Bank Details:

Bank Name:

Bank Sort Code:

Bank Account Number:

I confirm that these expenses were necessarily incurred by me in relation to official business of the Enterprise & Skills Strategic Board

Signed:

Date:

Authorised for Payment:

Signed

Date:

Enterprise and Skills Agencies & Scottish Government Teams

Skills Development Scotland

Skills Development Scotland (SDS) is Scotland's national skills body. SDS contributes to sustainable, inclusive economic growth by supporting people and businesses across Scotland to develop and apply their skills. Through collaboration with partners at national, regional and local levels SDS is working to create a Scotland where:

- Employers are able to recruit the right people with the right skills at the right time
- Employers have high performing, highly productive, fair and equal workplaces
- People have the right skills and confidence to secure good work and progress in their careers
- There is greater equality of opportunity for all

SDS developed the Skills Planning Model, an approach which encourages the skills system to be agile and responsive to change, to ensure that planning and delivery are driven by the needs of industry and the wider economy. To support this, SDS has pursued a systematic programme of work to build a comprehensive evidence base – leading to the production of Regional Skills Assessments (RSAs). These provide the evidence to develop intelligence that then informs the development of Skills Investment Plans (SIPs) and Regional Skills Investment Plans (RSIPs).

SDS invests in the region of £80million annually in supporting the growth of the Modern Apprenticeship programme which will support 27,000 new apprentices in 2017/18 and engage with over 17,000 businesses. SDS has also developed Foundation Apprenticeships, introduced in 2014/15, to provide work-based learning opportunities for school pupils in S5-S6. Foundation Apprenticeships are designed to provide recognised qualifications (equivalent to Highers or SCQF level 6) that include work placements with employers.

SDS has also worked with industry, and Scottish universities and colleges, to pioneer a new approach to creating a structured work-based learning offer for higher education in Scotland. Graduate Level Apprenticeships are accredited at SCQF levels 8 to 11 leading to degree, or degree level, professionally recognised qualifications.

The newly established Scottish Apprenticeship Advisory Board (SAAB) sits at the heart of work-based learning and provides a strong employer voice in apprenticeship governance and development. SDS also has a dedicated Employer Services team, engaging with businesses of all sizes across all sectors, to provide specialist advice and information to employers and to promote industry engagement in the wider apprenticeship family.

SDS has devised an improved and expanded approach to career information, advice and guidance (CIAG), ensuring that skills intelligence is shaped to inform young people of the opportunities available to them. Drawing on international evidence and best practice, SDS transformed CIAG services from a largely information based service to one that focuses on the development of career management skills (CMS), allowing people to make informed decisions and realise their potential at any stage in their life. This work shaped the Scottish Government's CIAG Strategy, published in 2011. The strategy confirmed a commitment to all-age, universal provision of (CIAG) with targeted support for those who need it most. SDS also leads the Scottish Government's Partnership Action for Continuing Employment, which offers CIAG support for those facing redundancy.

Scottish Enterprise

Scottish Enterprise (SE) is Scotland's main economic development agency with a remit to focus on the best opportunities to stimulate growth in Scotland's economy. SE's work is guided by the Scottish Government's economic strategy and focuses on four key outcomes to achieve more internationalisation, investment, innovation and inclusive growth.

SE is a national agency working locally, and pan-Scotland, with international reach with staff operating out of 28 overseas locations. We work with industry, partners and companies to build an effective and dynamic business environment, enhance the depth of industry capability to compete in global markets, support growing companies and use our excellent connections to the global marketplace.

We work with a significant number of companies and many of these are leading the way in innovation, creating employment, supporting supply chains and competing globally such as Spirit Aero systems in Prestwick, Brew Dog in Aberdeen and ADL in Falkirk. SE plays a vital role in creating the right conditions and infrastructure for sectors to grow such as Edinburgh's Bio Quarter (which hosts Europe's greatest concentration of researchers in regenerative medicine), Glasgow's International Financial Services District, Fife Energy Park and Dundee Waterfront.

Specifically SE:

1. Provides tailored support to industries and access to global industry networks
2. Encourages and secures international investment in Scotland
3. Helps Scottish businesses to grow, export, innovate and create sustainable employment
4. Supports projects that will help significantly improve Scotland's economic performance and competitive standing globally

Key Facts:

- 2017/2018 budget: £291.5 million
- Over 1250 employees
- Network of offices in Scotland and in 28 locations around the world.

Achievements 2016/17:

- Inward Investment activity attracted 7,839 planned jobs to Scotland with 2,312 of those being high value added (HVA) jobs
- Supported existing exporters to increase international sales resulted in 312 companies projecting significant export growth
- Supported 1,756 businesses to become innovation active • Achieved £234m in terms of additional investment in R&D through Scottish Enterprise supported companies
- Companies planning £256m additional turnover as a result of innovation support and a further £117m from efficiency savings
- £106m of leveraged private investment from the provision of growth finance via the Scottish Investment Bank
- Financial readiness support to 452 companies, of which 103 were supported specifically to secure growth funding
- Supported companies planned an additional £161m in additional capital investment
- 889 companies developed their leadership through Scottish Enterprise support
- 217 entrepreneurs increased their capacity to create internationally competitive early stage ventures

Other Milestones:

- Launch of **Productivity Plans** with Food & Drink, Construction and Tourism Sectors
- Creation of new **Workplace Innovation Service** to drive employment engagement and fair work practices
- Work with partners to develop **City Region and Growth Deals** for greater, integration economic impact
- Supported step change in **advanced manufacturing** via the Action Plan e.g. Lightweight Manufacturing Centre, Renfrew, TUV:NEL, East Kilbride

Highlands and Islands Enterprise

Highlands and Islands Enterprise (HIE) is a non-departmental public body of the Scottish Government, delivering Scotland's Economic Strategy across a region that covers half of Scotland's land mass and is home to around 470,000 people.

HIE's vision is of a highly successful and competitive region in which increasing numbers of people choose to live, work, study and invest. It aims to lead regional growth and development across the Highlands and Islands, supporting the rural economy and improving competitiveness to help build a fairer, more inclusive society.

Uniquely, the organisation combines powers to strengthen communities with those to drive business and sectoral growth. These powers are delivered in an integrated fashion, enabling HIE to take a holistic, place-based approach to the challenges facing the region's fragile areas in particular.

HIE operates eight area teams: Shetland; Orkney; Caithness and Sutherland; Innes Gair (Outer Hebrides); Inner Moray Firth; Moray; Lochaber, Skye and Wester Ross; and Argyll and the Islands. Other teams based in Inverness, Achnaclyde and Benbecula are dedicated to business and sector development, regional development, strengthening communities and corporate services.

HIE pursues the four complementary themes of Scotland's Economic Strategy – investment, innovation, internationalisation and inclusive growth – through the delivery of four priorities to address the specific needs and opportunities of the Highlands and Islands. These are:

- Supporting businesses and social enterprises to shape and realise their growth aspirations
- Strengthening communities and fragile areas
- Developing growth sectors, particularly distinctive regional opportunities
- Creating the conditions for a competitive and low carbon region

Out-turns achieved by HIE in 2016/17 included: the creation or retention of 1,688 full-time equivalent jobs (169 in fragile areas). Turnover among supported clients was forecast to rise by £120.4m over three years, and international sales to grow by £79.5m.

Through account management, HIE is currently supporting the development of around 600 businesses and social enterprises, and 50 communities across the region. Many services, including internationalisation and innovation support, are also available to customers that are not account managed.

In addition to its prime focus on regional development, HIE currently operates three national initiatives on behalf of the Scottish Government: Wave Energy Scotland; Community Broadband Scotland, and the Scottish Land Fund (in partnership with the Big Lottery).

HIE has around 300 staff overall. Its 2017/18 grant-in-aid budget allocation from the Scottish Government is £55.7m

More details are online at www.hie.co.uk and HIE's operating plan can be downloaded at www.hie.co.uk/operatingplan

Scottish Funding Council

The Scottish Funding Council (SFC) is helping to make Scotland the best place in the world to educate, to research and to innovate. Investing around £1.5 billion of public money each year, SFC's funding enables colleges and universities to provide life-changing opportunities for hundreds of thousands of people across Scotland.

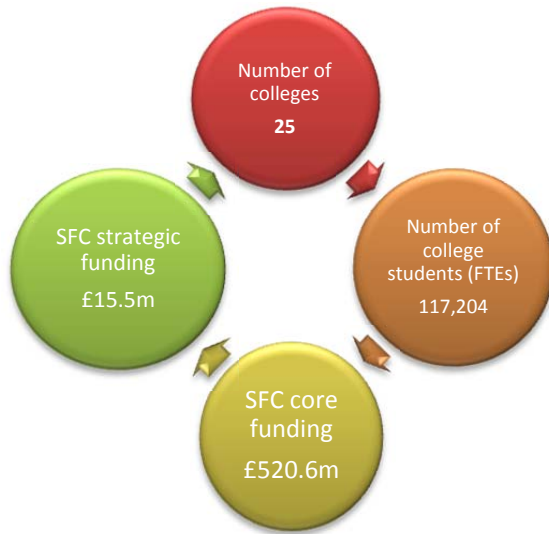
The Scottish Funding Council is the only one of the four UK funding bodies with a remit that encompasses both the college and university sectors. This gives SFC a unique overview of skills and enterprise across the span of tertiary education in Scotland. Our funding streams and investments for skills and enterprise are typically employer-led. They include Scottish Innovation Centres, the College Innovation Fund and the Flexible Workforce Fund. SFC also funds the national business innovation voucher scheme.

SFC funding can be broadly divided into core funding and strategic funding. Core funding allows colleges and universities to maintain and run their buildings, buy equipment and pay staff. Strategic funding has a variety of purposes including: accelerating progress in national priority areas; incentivising individual colleges and universities to get involved in national programmes; and piloting new schemes.

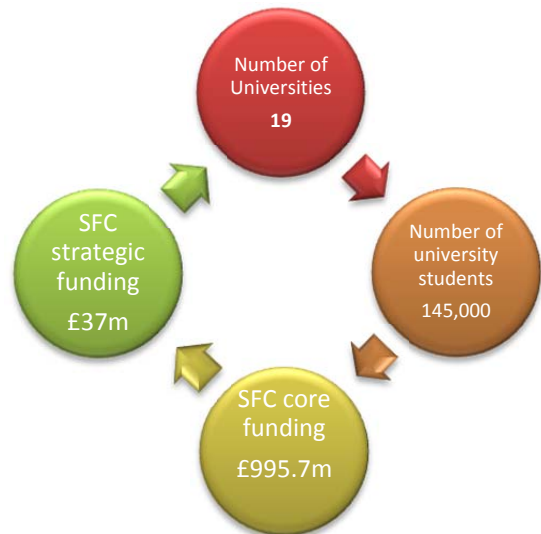
The Scottish Funding Council manages its relationships with colleges and universities through outcome agreements. SFC's annual guidance to the sectors on outcomes expected in return for public funding is based on the guidance SFC itself receives from Scottish Ministers. Outcomes agreements are negotiated individually with the process ending in the publication of funding allocations for the next academic year.

SFC employs the full-time equivalent of 109 executive staff all of whom are all based in the west end of Edinburgh. It was one of the first public bodies in Scotland to achieve the Scottish Government's ambition of equal gender representation on its board. There are currently fourteen board members drawn from diverse backgrounds and with a balance of interests and expertise across SFC's policy and investment areas.

Key facts - colleges



Key facts – universities



Interim Chief Executive, John Kemp
Chief Operating Officer, Martin Fairbairn

[Redacted]
[Redacted]

Enterprise and Skills – Strategic Board Secretariat

The primary secretariat role for the Strategic Board sits with the Enterprise and Skills Programme Management Office (PMO). Members with any questions regarding the Strategic Board are advised to approach the secretariat in the first instance.

Enterprise and Skills - Head of Implementation, and PMO Lead

Simon Coote	[Redacted]	[Redacted]
-------------	------------	------------

Communications & Engagement Lead - PMO

Craig McQueen	[Redacted]	[Redacted]
---------------	------------	------------

Programme Co-ordinator - PMO

Gillian Dolan	[Redacted]	[Redacted]
---------------	------------	------------

Secretariat Support - PMO

Karen Gallacher	[Redacted]	[Redacted]
-----------------	------------	------------

The Enterprise and Skills Programme Management Office also has a dedicated mailbox that can be accessed by all team members: [Redacted]

Enterprise and Skills – Responsible Senior Officials

Director General – Economy, and Senior Responsible Officer

Liz Ditchburn	[Redacted]	
PS: Alan Caldwell	[Redacted]	[Redacted]

Director for Fair Work, Employability and Skills, and Lead Director for Enterprise and Skills

Dominic Munro	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]

Deputy Director – Economic Policy Unit, and Lead Deputy Director for Enterprise and Skills

Sam Anson	[Redacted]	[Redacted]
-----------	------------	------------

Scottish Government Sponsorship Teams

Scottish Enterprise (SE) and Highlands and Islands Enterprise (HIE)

Senior Reporting Officer

Mary McAllan [Redacted]

[Redacted]

Sponsorship Team

Marion McCormack [Redacted]

Skills Development Scotland (SDS)

Senior Reporting Officer

Hugh McAloon [Redacted]

[Redacted]

Sponsorship Team

Pauline McNally [Redacted]

Gerald Wilson [Redacted]

Scottish Funding Council (SFC)

Senior Reporting Officer

Paul Smart [Redacted]

Sponsorship Team

Danielle Hennessy [Redacted]

Laura-Anne Brown [Redacted]

Sharon Hamilton [Redacted]

Scottish Parliament Recess Dates 2017-18

The Parliament has agreed the following parliamentary recess dates in 2017:

11 to 19 February 2017 (inclusive)
1 to 16 April 2017 (inclusive)
1 July to 3 September 2017 (inclusive)
7 to 22 October 2017 (inclusive)
23 December 2017 to 7 January 2018 (inclusive)

The Parliament has agreed the following parliamentary recess dates in 2018:

10 to 18 February 2018 (inclusive)
31 March to 15 April 2018 (inclusive)
30 June to 2 September 2018 (inclusive)
6 to 21 October 2018 (inclusive)
22 December 2018 to 6 January 2019 (inclusive)

Economy Jobs and Fair Work Committee Membership

CONVENER

Gordon Lindhurst Scottish Conservatives and Unionist Party for Lothian

DEPUTY CONVENER

John Mason Scottish National Party for Glasgow Shettleston

MEMBERS

Andy Wightman Scottish Green Party for Lothian
Ash Denham Scottish National Party for Edinburgh Eastern
Dean Lockhart Scottish Conservatives and Unionist Party for Mid Scotland &
Fife
Gil Paterson Scottish National Party for Clydebank & Milngavie
Gillian Martin Scottish National Party for Aberdeenshire East
Gordon MacDonald Scottish National Party for Edinburgh Pentlands
Jackie Baillie Scottish Labour for Dumbarton
James Halro Johnson Scottish Conservatives and Unionist Party for Highlands &
Islands
Richard Leonard Scottish Labour Party for Central Scotland

SUBSTITUTE MEMBERS

Alex Neil Scottish National Party for Airdrie & Shotts
Mark Griffin Scottish Labour for Central Scotland
Mark Ruskell Scottish Green Party for Mid Scotland & Fife
Tom Mason Scottish Conservatives and Unionist Party for North East
Scotland

Useful Links

- 1. On Board: a guide for members of statutory boards:**
<https://beta.gov.scot/publications/board-guide-members-statutory-boards/>
- 2. Civil Service Code:**
<https://beta.gov.scot/publications/civil-service-code/>
- 3. Model Code of Conduct for Members of Devolved Public Bodies:**
<http://www.gov.scot/Resource/0044/00442087.pdf>
- 4. Electoral Commission and the register of donations to political parties:**
www.electoralcommission.org.uk

From: Coote S (Simon)
Sent: 21 November 2017 15:10
To: Linda Murray; John Murray; Martin Fairbairn; King S (Stuart) (EDUC); Carroll Buxton; Karen Gallcher
Cc: Karen Hannah; Damien Yeates; Enterprise and Skills PMO; Craig McQueen; Gillian Dolan
Subject: Schedule for Induction
Importance: High

Hello again,

Please see change in running order to accommodate Damien's diary:

Agenda:

1. 1.30: Welcome and introductions (5 mins)
2. 1.35: Introduction to the SB Secretariat (5 mins)
3. 1.40: The Enterprise and Skills Review - background and resulting projects (20 mins with Q and A)
4. 2:00: The economic context and challenge (up to 30 mins with Q and A)
5. 2.30: Role and work of the Agencies (30 mins each with Q and A)

Running order:

2:30 - SDS

3:00 – HIE

3:30 - Coffee

3:40 - SE

4:10 - SFC

6. 4:40: Introduction to preparatory work done by the Implementation Board (15 mins)

Strategic Plan; Performance Framework (briefly) and Committees proposal (briefly)

7. 4:55: AoB and sign off (5mins)

From: Coote S (Simon)
Sent: 21 November 2017 14:23
To: Linda Murray; John Murray; Martin Fairbairn; King S (Stuart) (EDUC); Carroll Buxton; Karen Gallcher
Cc: Karen Hannah; Damien Yeates; Enterprise and Skills PMO; Craig McQueen; Gillian Dolan

Subject: Schedule for Induction

Importance: High

Hello again,

Linda has rightly reminded me about timings, so here's a schedule for tomorrow.

I've moved Martin to the end as he is coming later.

We discussed a series of half hour slots for induction, but this session is only 3.5 hours, and that idea was based on 4 hours. I've cut my item 3. to 20 mins from 30 and the IB work item 6. to 15mins (that is tight, I know, but it will be examined properly at the first SB anyway, this is just about awareness of what's there).

It keeps it regular (so to speak).

Does that work?

S

Agenda:

1. 1.30: Welcome and introductions (5 mins)
2. 1.35: Introduction to the SB Secretariat (5 mins)
3. 1.40: The Enterprise and Skills Review - background and resulting projects (20 mins with Q and A)
4. 2:00: The economic context and challenge (up to 30 mins with Q and A)
5. 2.30: Role and work of the Agencies (30 mins each with Q and A)

Running order (I've moved Martin to last as he can't come before 3.30):

2:30 - SE

3:00 - HIE

3:30 - Coffee

3:40 - SDS

4:10 - SFC

6. 4:40: Introduction to preparatory work done by the Implementation Board (15 mins)

Strategic Plan; Performance Framework (briefly) and Committees proposal (briefly)

7. 4:55: AoB and sign off (5mins)

From: Coote S (Simon)
Sent: 21 November 2017 08:56
To: Martin Fairbairn
Cc: Enterprise and Skills PMO; Dolan G (Gillian); McQueen C (Craig)
Subject: RE: Notes from SB Induction Call

That should be fine Martin, no problem

From: Martin Fairbairn
Sent: 21 November 2017 07:43
To: Coote S (Simon)
Cc: Enterprise and Skills PMO; Dolan G (Gillian); McQueen C (Craig)
Subject: RE: Notes from SB Induction Call

Dear Simon,

Per my email to Karen yesterday (copy attached), I'm afraid I can only join the session from around 15:30 on Wednesday. I realise that causes you a bit of a logistical problem, for which please accept my apologies.

Kind regards,

Martin Fairbairn

From: Coote S (Simon)
Sent: 20 November 2017 16:55
To: Linda Murray; John Murray; Martin Fairbairn; King S (Stuart) (EDUC); Carroll Buxton; Karen Gallcher
Cc: Karen Hannah; Damien Yeates; Enterprise and Skills PMO; Craig McQueen; Gillian Dolan
Subject: RE: Notes from SB Induction Call

Hi all,

Thanks for allowing the working group meeting this morning to be gate-crashed to discuss SB Induction. We're on for Wednesday now. Attendees will be Gerry, Wendy, Audrey and Grahame.

We discussed **Powerpoint vs Printed slides** - A feeling that printed slides might work better. Either is fine, but perhaps throughout the afternoon a bit of both to vary things would be good.

Running order of agencies – we'll keep it as I suggested below unless there is a reason to change it, but no problem if we need to accommodate people's movements.

Wednesday is at SAH, so ducking in and out is more of a problem. People will need to be signed in and **we'll need to know in advance who is attending please**. I'll try to make sure we can have someone on hand to let people in and out so that people don't have to attend the whole thing.

IB outputs:

- Linda will do the SP part on Wednesday but Stuart will pick it up on the 27th. The SP is the main output to cover.
- Stuart will do the PF part
- We discussed who would do the proposal for a committee structure – I'll wait to hear back from John on this. I can pick up on Wednesday if necessary.

Provision of additional info – as we already discussed I would like to provide an info pack to Members the day after their session at the latest. This should basically cover the slides, and any additional information relevant to what was presented and discussed. (Linda suggested a link to the SE business plan, info about the relevant team at SE with some contact details and the paper being sent to the EJFW Committee). **So I'll need what you would like to provide in time to allow me to do that please? Ta.**

Finally, we "only" have 3 ½ hours on Wednesday. This will require some trimming of items. I won't need 30 mins for E&S review so I can trim a little, and I suspect the IB outputs section probably won't need 30 mins either?

What have I missed?

Thanks again,
S

From: Carroll Buxton
Sent: 20 November 2017 15:19
To: Simon Coote; Linda Murray; John Murray; Martin Fairbairn; King S (Stuart) (EDUC); Karen Gallcher
Cc: Karen Hannah; Damien Yeates; Enterprise and Skills PMO; Craig McQueen; Gillian Dolan
Subject: RE: IMPORTANT - Induction Session Tomorrow Cancelled.

Thanks Simon

I read the email well in advance of getting on a train so no problem, see you on Wednesday.

Carroll

Carroll Buxton

From: Simon Coote

Sent: 20 November 2017 12:12

Linda Murray; John Murray; Martin Fairbairn; King S (Stuart) (EDUC); Karen Gallcher

Cc: Karen Hannah; Damien Yeates; Enterprise and Skills PMO; Craig McQueen; Gillian Dolan

Subject: IMPORTANT - Induction Session Tomorrow Cancelled.

Importance: High

All,

NB – I'm afraid both Poonam Gupta and Gerry McCusker have pulled out of tomorrow's induction, so I'm going to have to cancel it. I'm not comfortable with just one attendee. Gerry will do Wednesday now instead, and I will contact Liz Cameron who was the remaining one for tomorrow – she knows it all pretty well anyway.

I'm really sorry for any inconvenience this causes – especially for you Carroll, no doubt you have made various arrangements to support this.

Simon

From: Coote S (Simon)

Sent: 16 November 2017 13:29

To: Linda Murray; John Murray; Martin Fairbairn; King S (Stuart) (EDUC); Carroll Buxton; Karen Gallcher

Cc: Karen Hannah; Damien Yeates; Enterprise and Skills PMO; Craig McQueen; Gillian Dolan

Subject: Notes from SB Induction Call

Hi all,

Many thanks for your time and sage advice earlier, very much appreciated. Here's a brief note of main points/actions I recorded.

- Question over who will be inducted at each session: Karen is sending out diary invites which will include you all and the relevant members.
- Members' Biogs. Attached:

[Available at <https://beta.gov.scot/groups/enterprise-and-skills-strategic-board/>]

- We discussed not crowding the members, as there will be at least four of us. I'm relaxed about this but we'll be an hour in before the agency presentations kick off so feel free to come and go. I'll make it clear to members that this may happen.

- I would like us to send the members the slides and additional information directly after the event, so grateful if you could put that together mostly in advance (requests may also arise during discussion). This I think should just be limited to only offering more detail on the areas presented and discussed.
- Those who can will phone in to Linda's working group meeting on Monday at 10 to review where we've all got to.
- Notes and guidance:

3. The economic context and challenge

Overview of recent econ performance. What's driving performance and Scotland's strengths and weaknesses. Set out the challenge in relation to reaching top quartile of OECD country. Agreed good to ensure regional disparities are highlighted.

Feedback might help inform material presented on the 13th. More than one pass at stuff might be needed anyway. Q and A at the end.

4. Role and work of the Agencies

To cover:

- Summary of the agency's purpose and what it does
- Factual information on where the agency invests and what the return is on these investments
- Key areas of focus going forwards
- Q and A

Suggested running order:

SE, HIE, SFC, SDS

But am entirely relaxed if you want to change it.

5. Preparatory work done by the Implementation Board

I think we said Stuart would do the PF, that Stuart and Linda would decide offline who was doing the SP, and that SDS would do the committees and advice proposals.

Hope this is helpful,

S

Head of Implementation - Enterprise and Skills Review

From: Julia Guasch
Sent: 22 November 2017 11:40
To: Dolan G (Gillian)
Cc: Enterprise and Skills PMO
Subject: RE: Enterprise and Skills Strategic Board - Meetings Programme - Response Required

Hi Gillian,

I have put all the meeting dates in Mike Cantlay's diary. At this stage he is available.

Kind regards

Julia

From: Lynda Gillespie
Sent: 24 November 2017 11:30
To: Enterprise and Skills PMO
Subject: RE: Enterprise and Skills Strategic Board - Meetings Programme - Response Required

Hi Gillian

The only date that John McClelland cannot make is the January date, all others are currently fine.

Regards

Lynda

Lynda Gillespie

PA to John F McClelland CBE
Chair

From: Dolan G (Gillian) **On Behalf Of** Enterprise and Skills PMO
Sent: 24 November 2017 11:14
To: Lynsey McCue
Cc: Maxine Nellany; Enterprise and Skills PMO
Subject: RE: Enterprise and Skills Strategic Board - Meetings Programme - Response Required

Hi Lynsey

Thank you for confirming, I expect the July meeting will be tricky for most people. Can I just check if they are both also available to attend a dinner on the evenings before the meetings.

And apologies if you have already sent this but, will they be able to attend the dinner on 12 December

Thanks
Gillian

From: Lynsey McCue
Sent: 23 November 2017 13:25
To: Dolan G (Gillian); Enterprise and Skills PMO
Cc: Maxine Nellany
Subject: Enterprise and Skills Strategic Board - Meetings Programme - Response Required

Hi Gillian

I can confirm that at present both Bob and Paul can accommodate all provisional meeting dates.

I note that a meeting in July is being considered and as 18 July is in the middle of holiday season some members/attendees may not be able to make that meeting due to annual leave and it may be that Paul will not be able to attend this meeting.

Many thanks
Lynsey

From: Gillian Dolan **On Behalf Of** Enterprise and Skills PMO
Sent: 21 November 2017 12:19
To: Nora Senior; Bob Keiller; Chair; John McClelland; Lorne Crerar; **[Redacted]**
Subject: Enterprise and Skills Strategic Board - Meetings Programme - Response Required

Dear All

You will have noted that within the Members' Induction Pack the secretariat had included a draft future meetings programme (attached below).

It would be helpful if you could review these dates and advise if you are available to attend, please be aware that all dates and venues/locations are provisional and can be changed to suit the majority of members, however it makes sense to get dates confirmed in diaries now if at all possible.

Many thanks
Gillian

Gillian Dolan
Communications and Engagement Support

From: Lynsey McCue
Sent: 22 November 2017 11:18
To: Enterprise and Skills PMO; Maxine Nellany
Subject: RE: Enterprise & Skills - Availability check for Chairs Meeting on 6 Dec

Hi Karen

Bob can attend and have held time in his diary for now.

Many thanks
Lynsey

From: Lynda Gillespie
Sent: 22 November 2017 13:55
To: Enterprise and Skills PMO
Subject: RE: Enterprise & Skills - Availability check for Chairs Meeting on 6 Dec

Apologies Karen, John has a previous commitment which means he is unable to meet on the 6th December.

Regards
Lynda

From: Lynda Gillespie
Sent: 22 November 2017 10:51
To: Enterprise and Skills PMO
Subject: RE: Enterprise & Skills - Availability check for Chairs Meeting on 6 Dec

Hi Karen

I will check with John as soon as I can, he is interviewing all day.

Regards
Lynda

Lynda Gillespie
PA to John F McClelland CBE

From: Julia Guasch
Sent: 22 November 2017 10:50
To: Enterprise and Skills PMO; **[Redacted]**
Subject: RE: Enterprise & Skills - Availability check for Chairs Meeting on 6 Dec

Hi Karen,

Mike Cantlay would be able to attend.

Regards

Julia

Julia Guasch

From: Lesley Hart **On Behalf Of** Professor Lorne D Crerar
Sent: 22 November 2017 10:28
To: Enterprise and Skills PMO; **[Redacted]**
Subject: RE: Enterprise & Skills - Availability check for Chairs Meeting on 6 Dec

Hi Karen

Lorne is available.

Thanks

Professor Lorne D Crerar
Chairman

From: Karen Gallacher **On Behalf Of** Enterprise and Skills PMO
Sent: 22 November 2017 10:21
To: **[Redacted]**
Subject: Enterprise & Skills - Availability check for Chairs Meeting on 6 Dec

Dear All

Nora is keen for the Chairs to meet again before the Strategic Board meeting can you please check diaries for availability on Wed 6th Dec between 2-4.30 in Glasgow and let me know ASAP

Thanks
Karen

Karen Gallacher
Scottish Government
Communications and Engagement Support

From: Lynda Gillespie
Sent: 04 December 2017 14:08
To: Enterprise and Skills PMO
Subject: RE: Enterprise & Skills - Availability check for Chairs Meeting on 6 Dec

Thank you Karen.

Regards
Lynda

From: Karen Gallacher **On Behalf Of** Enterprise and Skills PMO
Sent: 04 December 2017 10:41
To: Lynda Gillespie
Subject: RE: Enterprise & Skills - Availability check for Chairs Meeting on 6 Dec

Hi Lynda

Nora changed her schedule and is only having a quick chat with Prof Griggs so no call in is necessary.

Kind regards
Karen

From: Lynda Gillespie
Sent: 04 December 2017 10:05
To: Enterprise and Skills PMO
Subject: RE: Enterprise & Skills - Availability check for Chairs Meeting on 6 Dec

Hi Gillian

Just a double check that there is no call scheduled for tomorrow, 5 December?

Regards
Lynda

From: Lynda Gillespie
Sent: 27 November 2017 09:07
To: Enterprise and Skills PMO
Subject: RE: Enterprise & Skills - Availability check for Chairs Meeting on 6 Dec

Morning Gillian

Just to respond and confirm John McClelland could join by telephone at 12noon next Tuesday 5 December.

Regards
Lynda

Lynda Gillespie
PA to John F McClelland CBE

From: Lynda Gillespie
Sent: 27 November 2017 09:07
To: Enterprise and Skills PMO
Subject: RE: Enterprise & Skills - Availability check for Chairs Meeting on 6 Dec

Morning Gillian

Just to respond and confirm John McClelland could join by telephone at 12noon next Tuesday 5 December.

Regards
Lynda

Lynda Gillespie
PA to John F McClelland CBE

From: Lynsey McCue
Sent: 28 November 2017 12:36
To: Dolan G (Gillian); Enterprise and Skills PMO
Subject: RE: Enterprise & Skills - Availability check for Chairs Meeting on 6 Dec

Hi Gillian

I sent a wee reminder email to check if call possible, get back to you asap

Thanks
Lynsey

From: Gillian Dolan
Sent: 28 November 2017 11:12
To: Lynsey McCue
Subject: RE: Enterprise & Skills - Availability check for Chairs Meeting on 6 Dec

Hi Lynsey

I just wanted to check how you're getting on with checking if Bob would be able to join a call on 5 December at 12 noon.

Thanks
Gillian

From: Lynsey McCue
Sent: 24 November 2017 15:50
To: Enterprise and Skills PMO; Dolan G (Gillian)
Subject: RE: Enterprise & Skills - Availabilty check for Chairs Meeting on 6 Dec

Hi Gillian

Unfortunately on checking, Bob is committed all day on 5 December but we are checking if Bob would be able to join via call. Will come back to you next week if Bob can join by call.

Many thanks
Lynsey

From: Julia Guasch
Sent: 24 November 2017 15:47
To: Enterprise and Skills PMO; [Redacted]
Subject: RE: Enterprise & Skills - Availabilty check for Chairs Meeting on 6 Dec

Dear Gillian,

Unfortunately, Mike Cantlay is not available on 5th December. The very earliest he could be available that day would be after 4.00pm, and that would be via teleconference.

Kind regards

Julia

From: Gillian Dolan **On Behalf Of** Enterprise and Skills PMO
Sent: 24 November 2017 14:20
To: [Redacted]
Subject: Enterprise & Skills - Availabilty check for Chairs Meeting on 6 Dec

Hi all

Further to Karen's email below, I'm afraid Nora's diary for w/c 4 December has had to change and Wednesday 6 November is no longer suitable.

I am now proposing a meeting for all Chairs to attend or join via teleconferencing in Atlantic Quay on 5 December from 12:00 till 13:00, or earlier if there is availability for this. Can you please confirm if this new option is suitable.

Many thanks
Gillian



Gillian Dolan
Communications and Engagement Support

From: Coote S (Simon)
Sent: 24 November 2017 16:53
To: Enterprise and Skills PMO; **[Redacted]** ; Carroll Buxton; Martin Fairbairn; Linda Murray; John Murray; Coote S (Simon)
Subject: RE: Strategic Board Induction - further information

With sincere apologies to Martin (and you all for filling up your inbox), here is the slide pack now *including* SFC's slides.
Have a nice weekend.

[Slide pack enclosed separately]

From: Coote S (Simon)
Sent: 24 November 2017 14:34
To: Enterprise and Skills PMO; **[Redacted]** ; Carroll Buxton; Martin Fairbairn; Linda Murray; John Murray; Coote S (Simon)
Subject: Strategic Board Induction - further information

Dear Gerry, Wendy, Audrey and Grahame,

Thanks again for taking the time to come along to Wednesday's induction event and for your contributions and questions. Well done for hanging in there through what was a fairly epic download of information.

Thanks also to colleagues from SG and the Agencies for your contributions, and for the effort you all put in to supporting the session. I think the contrasting styles worked really well in keeping things varied and interesting.

I hope the session helped provide that grounding we were aiming at, which you can take into the first board meeting. We agreed to pass on the slides and further information, so for now, please see attached:

1) a pdf of the entire slide pack

2) Implementation Board documents.

a) The Strategic Plan documents which the Implementation Board prepared, including the cover note that Linda mentioned:

b) The IB's Interim Performance framework

c) The IB's key Committee proposals docs

[All available at <https://beta.gov.scot/groups/enterprise-and-skills-review-implementation-board/>]

3) the E&S project documents I referred to for the 9 projects, in case you would like to find out any more about the work that's in train already as a result of the commitments made at Phase 2 of the Review:

<https://beta.gov.scot/policies/economic-growth/enterprise-and-skills-review/>

I will leave it to agency colleagues to offer any additional links or further documents they consider would be useful to you to bolster your understanding of their work and plans as we had discussed.

Best regards,
Simon

Head of Implementation - Enterprise and Skills Review

Directorate for Economic Development, 3rd floor Atlantic Quay, Glasgow G2 8LU

Tel: 0131 244 1238, Mob: 07825 861356

The Scottish Government

-----Original Appointment-----

From: Enterprise and Skills PMO

Sent: 16 November 2017 12:36

To: Enterprise and Skills PMO; **[Redacted]** ; Carroll Buxton; Martin Fairbairn; Linda Murray; John Murray; Coote S (Simon)

Subject: Stategic Board Induction

When: 22 November 2017 13:30-17:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: St Andrew's House, Regent Road, Edinburgh

Dear Wendy, Audrey and Grahame

We are pleased to confirm an induction session for you on 22nd Nov from 1.30pm-5pm (at the latest) at St Andrew's House, Regent Road, Edinburgh EH1 3DG.

Our intention is for representatives from the four agencies - Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland and the Scottish Funding Council – to come in to the session to support the induction. The session is intended to complement the information already provided in the Induction Pack.

The agenda is likely to look like this:

1. Introduction to the Secretariat
2. The Enterprise and Skills Review - background and resulting projects
3. The economic context and challenge
4. Role and work of the Agencies
5. Preparatory work done by the Implementation Board
6. Arrangements for first SB meeting

You had indicated you would be likely be available on this day, but if this time is no longer suitable please contact us to make alternative arrangements.

If you have any queries please don't hesitate to get in touch.

Best regards,
Simon Coote

Head of Implementation - Enterprise and Skills Review