

Business Plan 2018-2019

Scotland House Brussels

23 July 2018

This plan will be updated annually

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INTRODUCTION

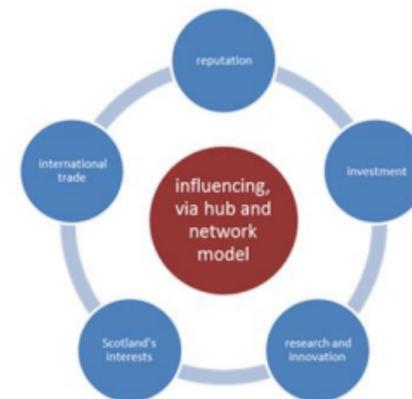
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The scale, scope and focus of this activity varies depending on the specific opportunities in a particular location however, as a whole, the network is tasked with: (i) improving Scotland's international profile (ii) attracting investment to Scotland (iii) helping businesses to trade internationally (iv) promoting and securing Scottish research and innovation capability, partnerships and funding (v) protecting and enhancing Scotland's interests in the EU and beyond

BUSINESS PLANNING

These strategic objectives form the basis of the network's business planning processes and their local objectives will be drawn from these themes, which themselves are grounded in the National Performance Framework, and in particular the national outcomes of:

- We have a globally competitive entrepreneurial, inclusive and sustainable economy.
- We are open, connected and make a positive contribution internationally.



STRATEGIC OUTCOMES

Reputation - Scotland's international reputation is improved

The Scotland House network's endeavours seek to maintain and improve Scotland's reputation beyond its own borders. To sustain a positive reputation, the network needs to nurture an understanding of the distinctive nature of Scotland's assets.

Investment - Investment to Scotland has increased

The network seeks to increase investment into Scotland from elsewhere, and particularly from the locations and through the institutions where the network's Houses are located. Investment includes trade, investment, mobility, expenditure and fees data.

International Trade - Scottish businesses are trading internationally more effectively

Scotland Houses support Scottish businesses to trade more effectively internationally, and to reach and develop new markets for Scottish goods and products.

Research and Innovation - Scottish research and innovation capability is promoted and further partnerships and funding secured

An explicit focus of the network hubs is to promote Scottish research and innovation capability, and to secure partnerships and funding for Scotland's institutions.

Scotland's Interests - Scotland's interests in the EU and beyond are protected and enhanced

In each of the Scotland House locations, there will be a range of specific Scottish interests to be protected, and enhanced.

Scotland House Brussels : Introduction

Scotland has had a long-established presence in Brussels, including almost 20 years in Scotland House at Rond-Point Schuman. In line with the Scottish Government's newly-established network across the EU in London, Dublin, Berlin, and shortly, Paris, we have updated our operations in **Scotland House Brussels** to provide us with an even more effective platform to address the challenges of BREXIT and to enhance our commitment to playing an active role in Europe and supporting our collaborative approach to working with Scottish, EU and International stakeholders.

The partners of Scotland House Brussels are the **Scottish Government, Scotland Europa** and **Scottish Enterprise / Scottish Development International**. Scotland House Brussels has well established teams covering diplomatic engagement, economic development and cultural promotion. Our multi-faceted approach to EU engagement with government, public, private and academic sectors working collaboratively to promote Scottish interests means that we have access to influence, strategic networks and project opportunities at all stages of the EU policy-making. This helps us ensure that Scotland punches above its weight in EU affairs.

Scotland House Brussels is the window to Scotland for the EU and wider European and international partners in Brussels. It is a deeply integrated operation providing services to support Scotland's economic growth, diplomatic interests and cultural promotion at the EU level. We use our expertise and experience to promote Scotland's innovation capability, attract EU investment to Scotland and support Scottish organisations to build skills, capacity relationships and productive international networks in key opportunity areas.

We strive to protect Scotland's place in Europe by demonstrating that Scotland remains a committed partner in Europe and wishes to continue to contribute meaningfully to collective goals, and further strengthen our relationships with European partners to develop and deliver mutually beneficial outcomes, policies and programmes in pursuit of our objectives.

Scottish Development International now have staff based in Scotland House Brussels, as a result of SDI's expansion in Europe to enable Scotland's trade efforts and enhance our international footprint. They will contribute to the core SDI operating plan by sourcing new opportunities for Scotland's food and drink sector in the Benelux countries, whilst also contributing to overall Scotland House Brussels objectives.

OBJECTIVES

STRATEGIC OUTCOMES	OBJECTIVES
<p>Scotland's interests in the EU and beyond are protected and enhanced</p>	<ul style="list-style-type: none"> • Ministers have up to date intelligence so they are well placed to take opportunities to influence EU withdrawal negotiations. • Actors in Brussels understand the Scottish Government's distinct position on Brexit along with specific priorities and concerns for the future UK/EU relationship • Scotland House Brussels is ready and resourced for the post Brexit environment. • Key strategic contacts in Brussels are maintained and developed across portfolios • Scotland's National Performance Framework is embedded in our EU narratives, in order to achieve closer fit between Scottish EU engagement ambitions and deliverables in the form of policy influence, learning and project funding.
<p>Scotland's international reputation is sustained and improved</p>	<ul style="list-style-type: none"> • Scotland's reputation in key policy areas is sustained including through events and promoting policy and knowledge exchange in key strategic areas e.g. using Ministerial, senior officials and partners visits as vehicles to demonstrate Scotland's commitment to positive engagement with the EU (specifically around the Year Of Young People, The European Championships, research and innovation, sustainable energy and climate change).
<p>Scottish businesses are trading internationally more effectively</p>	<ul style="list-style-type: none"> • SDI targets for the export of food and drink to the Benelux countries are met • Support SE/SDI/ Scottish partners preparations for potential impacts of Brexit on investment environment, through provision of information and intelligence from EU and European partners in Brussels. • Supporting policy colleagues to influence negotiations on the future trading relationship with the EU, and thus the operating environment for Scottish exporters

Scottish research and innovation capability is promoted and further partnerships and funding secured	<ul style="list-style-type: none">• Scottish participation in EU funded programmes is maintained, further partnerships and funding secured, with uncertainty resolved quickly to allow a seamless transition from Horizon 2020 to Horizon Europe.• Proposals for Post-2020 EU funding programmes (esp. Horizon Europe/FP9) reflect Scottish priorities and partners are supported to prepare for access to funding programmes post 2020• Scotland Europa's membership base & income is retained at at least current levels to maintain the effectiveness of the current membership based model
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PROGRESS AGAINST OUTCOMES

For Scotland House Brussels, our overarching aim is to ensure that Scottish Government Ministers and officials, Scottish Enterprise/SDI and Scotland Europa member organisations will be fully satisfied with the support provided. We also aim to ensure that wider Scottish partners will have greater opportunity to engage at the EU level through the new facilities in Scotland House and that the Scotland House partners will continue to have access to policy and decision makers in Brussels, and be seen as partners of choice for EU and wider European partners with enhanced visibility for Scotland House.

Our ability to deliver will be affected by external factors including:

- Brexit and related uncertainty (including access issues)
- Engagement/input from Scotland

In considering our progress in the year(s) ahead we assume that:

- Brexit makes it considerably harder to maintain engagement and success levels
- Established relationships will continue (with additional effort)
- There will be a formal transition period
- The UK and EU will agree on UK participation in Horizon Europe, and other EU funding programmes

Progress will be measured by:

- Scotland Europa member feedback, retention and growth
- Continued access to EU institutions, networks etc
- EU funding secured for Scotland
- Contribution to SDI targets
- Case studies and testimonials
- Ex post evaluation of events programme, e.g. attendance, developed leads

STRATEGIC OUTCOMES	PROGRESS AGAINST OUTCOME
Scotland's international reputation is improved	Scotland House is now a well established institution at the heart of the EU. It has a strong reputation for hosting high quality policy events that encourage the exchange of policy, knowledge and best practice and also has a strong track record of showcasing the best of Scottish food, drink and culture through well established event programmes around St Andrew's night and the celebration of our national poet Burns, the latter involving outreach work with EU Presidencies. In 2018 alone, Scotland House has hosted events on the successor to the EU 2020 funding programme, a seminar on sport in the context of the 2018 European Championships, the Scottish writers series, a seminar on Scots law and a series of energy round tables to coincide with EU Sustainable Energy Week.
Investment to Scotland has increased	While we do not have a specific investment objective, as the SDI presence in Brussels is trade focused, there is a clear investment focus to our ongoing work to promote development of key sectors of the Scottish economy which could be reported under this heading. For example, Scotland is leading the Marine Renewable Energy Interregional Partnership, one of the European Commission's Interregional Innovation Pilot actions, to develop and investment project pipeline in this area, with Brussels coordination between partners being led by Scotland Europa. Scotland Europa recently had an information session with Scottish partners on opportunities under the European Commission Islands Facility – this is a large-scale H2020 call which will be launched in September 2018, worth 10M EUR. The project is to set up and run a European-wide financial facility which will support the upscaling of decarbonisation and general sustainability projects across European islands. The financial facility is expected to lever 10 EUR for each EUR invested (so 100M worth of investments expected to be made through this). We are currently exploring interest with a wide range of stakeholders. It is hoped that this will be taken forward by HIE/ SE/SDI, with support from a wider range of local authorities, demonstration centres (EMEC etc) and other interested parties, linked to the Sustainable Islands international programme.
Scottish businesses are trading internationally more effectively	SDI have only recently established a presence at Scotland House Brussels as part of an SDI commitment to double the number of SDI staff in the EU so it is too early to measure progress. SDI Brussels is focussed solely on the promotion of food and drink exports to the Benelux countries but has already been active at a number of trade fairs this year including Seafood

	<p>Expo 2018 in April with over twenty Scottish companies participating on the Seafood Scotland stand and organisers predicting that the Seafood Expo broke records this year in terms of visitor numbers.</p>
<p>Scottish research and innovation capability is promoted and further partnerships and funding secured</p>	<p>Scotland Europa has a long established track record of facilitating and developing bids for EU funding programmes which also serve to deepen Scotland's ties with other countries of the EU and promote the exchange of knowledge and best practice. We continue to work closely with Scotland Europa Members, Scottish Enterprise, wider Scottish companies and stakeholders to take advantage of EU transnational funding opportunities. A number of strategic projects have been supported in development and submission for the spring/summer calls, and we have also recently had the excellent news that a Scottish company Ferguson Marine is to develop the world's first renewables-powered hydrogen ferry – Hyseas III – which will also help set future standards in the maritime industry. This is a 12.6 million EUR project of which 9.3 million EUR comes from the Horizon 2020 programme. The development of this project was supported by Scotland Europa, Scottish Enterprise and EEN Scotland.</p> <p>In addition both the Scottish Government and Scotland Europa remain very active in R and I networks and in delivering on various aspects of Scotland's membership of the Vanguard Initiative, which seeks to promote collaborative European approaches to regional innovation and industrial development, in some 32 participating regions. We continue to successfully lead the Energy Pilot project within the network, looking at advanced manufacturing in harsh environments, such as sub sea in the North Sea.</p>
<p>Scotland's interests in the EU and beyond are protected and enhanced</p>	<p>Scottish Government officials continue to work across policy areas to influence the development of ongoing EU policy on a range of areas from international trade, agriculture, fisheries, energy, environment and climate change through attendance in EU working groups and engagement with the EU institutions and member states. Scottish Government Ministers have also attended selected European Councils to ensure Scotland's interests are protected and its expertise promoted most recently through attendance at Agriculture and Fisheries Council and Environment Council.</p> <p>A key objective going forward for the Scotland House partners is to seek to influence the shape of the future EU Research and Innovation programme, Horizon Europe, the size of which will be</p>

determined during negotiations on the future of the EU budget 2021-2027. Earlier this year Scotland's Minister for Further Education Higher Education and Science hosted an event on Scotland's ambition for the successor to Horizon 2020 fund with the Principals of Glasgow and Edinburgh Universities. This built on earlier work conducted in Scotland to develop a joint Scottish Government and Scotland Europa response to the European Commission consultation on the fund. We have also continued to be actively engaged with the ERRIN network engagement with the Commission on the future of Research and Regional policy, through Scotland Europa's role on the Board and as lead of their policy working group.

We have also supported Scottish Ministers and officials in ensuring Scotland's position on Brexit is fully understood by the EU Institutions, Member States and key influencers in Brussels. In particular we have made maximum use of the Scottish Government's publications on 'Scotland's Place in Europe' by setting out the Scottish Government's position on Brexit through direct engagement with the key stakeholders in Brussels. Our diplomatic engagement has also been enhanced through a range of Ministerial visits to Brussels including that of the First Minister in May 2018. Through this work we have ensured that Member States and representatives of the EU Institutions fully understand of Scotland's position on Brexit.

Business Plan 2019-2020
Scotland House Brussels
April 2019

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INTRODUCTION

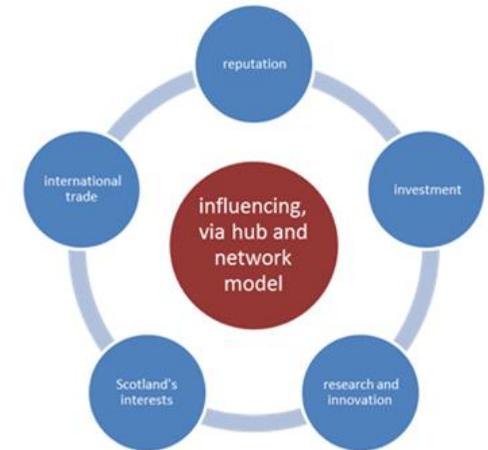
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Investment - Investment to Scotland has increased

The network seeks to increase investment into Scotland, particularly from the locations and through the institutions where the network's Houses are located. Investment includes trade, investment, mobility, expenditure and fees.

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Scotland Houses support Scottish businesses to trade more effectively and to reach and develop new markets for Scottish goods and products.

Research and Innovation - Scottish research and innovation capability is promoted and further partnerships and funding secured

An explicit focus of the network hubs is to promote Scottish research and innovation capability, and to secure partnerships and funding for Scotland's institutions.

Scotland's Interests - Scotland's interests in the EU and beyond are protected and enhanced

In each of the network locations, there will be a range of specific Scottish interests to be protected, and enhanced.

Scotland House Brussels : Introduction

Purpose

Our aim is to keep Scotland at the heart of Europe whatever the UK's future relationship with the EU turns out to be . We will do this by working in partnership with Scottish organisations to help Scotland to grow and thrive, by understanding and influencing EU policy and funding developments, building effective collaborations with European partners, and promoting Scotland as an innovative, outward -looking and progressive nation. This year our operations will be focussed on addressing the challenges of BREXIT and working with Scottish, EU and International stakeholders across a range of policy areas in the context of a new European Parliament (from July 2019) and a new European Commission (from November 2019). In addition, we will promote Scotland's distinct offer around a) **the low carbon transition; b) innovation;** and c) **Scotland's work to build a fairer society (including the promotion of inclusive economic growth).**

Detail

Scotland has had a long-established presence in Brussels, and this year is celebrating 20 years in Scotland House at Rond-Point Schuman, at the heart of the European quarter. Our overarching priority for the coming year will be to respond to major changes and uncertainties in our operating environment caused by Brexit whilst continuing to promote what Scotland has to offer in terms of culture, values, knowledge and expertise, and our world class food and drink.

As well as being part of Scotland's integrated international network who share the same strategic outcomes outlined below, Scotland House Brussels has distinctive features: most important, its primary relationships are with the EU institutions, networks and associations (and member states/other officials in similar roles), rather than a bilateral government to government, or business to business, relationship. This means we are less likely than other parts of the network to be involved in specific export opportunities for individual businesses (with the exception of food and drink), or specific inward investment projects. Rather we are more engaged upstream, helping businesses to plan for, and where appropriate influence, developments in EU policy and legislation which will continue to affect them during and after the Brexit implementation period, and by supporting universities, businesses and public sector partners to engage effectively in European collaborative networks and joint projects which are developed in and around Brussels, which, over time, can develop into new products and processes, and investment and export opportunities.

Scottish Government Desk Officers in Brussels work with Policy Directorates In Scotland (Environment, Marine, Justice et cetera) to ensure those Directorates understand key developments in Brussels and that specific Scottish interests are fed in effectively to EU decisions. This requires a solid understanding of the relevant policy area. Similarly, Scotland Europa staff support Scottish Enterprise and other public, private and academic partners to understand and engage in EU policy and programme development that impacts on their organisations and economic development opportunities for Scotland. Even if the UK leaves the EU, and especially during any transition period, decisions in

these areas at EU level will continue either to determine or strongly influence what happens in the UK, so this function will remain essential, but become more challenging in absence of a UK seat at the table.

The partners of Scotland House Brussels are the **Scottish Government (18 staff)**, **Scottish Enterprise and Scotland Europa (9 staff)** - whose members, and thus partners, include HIE, Visit Scotland, SEPA, SNH and private and academic organisations including most Scottish Universities and **Scottish Development International (1 staff member)**. Scotland House Brussels has well established teams covering diplomatic engagement, economic development and cultural promotion. Our multi-faceted approach to EU engagement with government, public, private and academic sectors working collaboratively to promote Scottish interests means that we have access to influence, strategic networks and project opportunities at all stages of the EU policy-making process. This helps us ensure that Scotland punches above its weight in EU affairs.

Scotland House Brussels is the window to Scotland for the EU and wider European and international partners in Brussels. It is a deeply integrated operation providing services to support Scotland's economic and diplomatic interests at the EU level, underpinned by cultural promotion. We use our expertise and experience to promote Scotland's innovation capability, attract EU investment to Scotland and support Scottish organisations to build skills, capacity, relationships and productive international networks in key opportunity areas.

We strive to protect Scotland's place in Europe by demonstrating that Scotland remains a committed partner in Europe, in spite of the Brexit dimension, and wish to continue to contribute meaningfully to collective goals. We also wish to further strengthen our relationships with European partners to develop and deliver mutually beneficial outcomes, policies and programmes in pursuit of our objectives and Scotland's inclusive and sustainable growth.

Scottish Development International's presence in Brussels is a result of SDI's expansion in Europe to enable Scotland's trade efforts and enhance its international footprint. SDI Brussels will contribute to the core SDI operating plan by sourcing new opportunities for Scotland's food and drink sector in the Benelux countries, whilst also contributing to overall Scotland House Brussels objectives. The refurbished Scotland House also provides hot desking and conference facilities, for partners and members.

OBJECTIVES

STRATEGIC OUTCOMES	OBJECTIVES
<p>Scotland’s international reputation is improved</p>	<p>A strong programme of visits and events promoting Scotland as a place to work, live, study and do business underpinned by the aims of the “Scotland is Now” Programme and promoting Scotland as an innovative and outward-looking country and a partner of choice in key areas of comparative advantage, ensuring distinct Scottish values and attitudes to Europe are well appreciated. This will include:</p> <ul style="list-style-type: none"> • events promoting policy and knowledge exchange in key strategic areas but with particular focus on a) low carbon (renewable energy/climate change), b) Scotland’s work to build a fairer society (inclusive growth) and c) research and innovation . This objective will also be delivered using Ministerial, senior officials and partners’ visits as vehicles to demonstrate Scotland’s commitment to positive engagement with the EU and what we have to offer and through the Scotland House Discussion series. • Cultural diplomacy, leveraging Scottish cultural assets to enhance reputation and extend networks, particularly through major events for our winter festivals -St Andrews and Burns’ Nights, 2020 as the ‘Year of Coastal Waters’, and through the Scottish Writers’ series.
<p>Investment to Scotland has increased</p>	<ul style="list-style-type: none"> • Develop and further support collaborative EU projects (such as the sustainable energy projects under the Vanguard Initiative) which offer the prospect of longer term investment and export opportunities by placing Scottish firms in cutting edge international collaborations.

<p>Scottish businesses are trading internationally more effectively</p>	<ul style="list-style-type: none"> • Ensure SDI targets for the export of food and drink to the Benelux countries are met; • Support SE/SDI/ Scottish partners preparations for potential impacts of Brexit on the trade and investment environment, through provision of information and intelligence from EU and European partners in Brussels; • Supporting policy colleagues in Scotland to influence negotiations on the future trading relationship with the EU, and thus the operating environment for Scottish exporters.
<p>Scotland's interests in the EU and beyond are protected and enhanced</p>	<ul style="list-style-type: none"> • Ministers consistently have measured, timely, well-targeted intelligence so they are well placed to take opportunities to influence the negotiations around Brexit in the context of both withdrawal and the Future Economic and Security Partnership between the UK and the EU; • Maintain Scottish engagement in key European networks and associations and establish effective relationships with incoming MEPs, Commissioners and their teams, following the EP elections; • Work with policy teams in Scotland to ensure that, whatever direction BREXIT takes, and whatever the extent that the UK involves SG in negotiations, we are well prepared to protect and promote Scotland's interests; • Actors in Brussels understand the Scottish Government's distinct position on the relationship with the UK, along with specific priorities and concerns for the future UK/EU relationship; • Key strategic contacts in Brussels are maintained and developed across portfolios (including around the three sectoral priorities identified earlier and Brexit), and there are continued high levels of access for ministers, officials and Scottish partners in key areas of expertise and interest.

<p>Scottish research and innovation capability is promoted and further partnerships and funding secured</p>	<ul style="list-style-type: none"> • Press for Scottish participation in EU funded programmes to be maintained • Agreed Post-2020 EU funding programmes (esp. Horizon Europe) reflect Scottish priorities and partners are supported to prepare for participation in programmes post 2020 • Work with both Scottish stakeholders and those from other member states so that Scottish Universities - including Scotland Europa members- and businesses maintain, and where possible, strengthen relationships across the EU through Brussels-based Research and Innovation networks
<p>Corporate</p>	<ul style="list-style-type: none"> • To be a fully engaged and constructive contributing member Hub of a world class Scottish Government overseas network; • Ensure the Brussels Hub is seen as a good practice example by the rest of the International network, by contributing to the development of new means of measuring impact, informing plans for the launch of Scotland is Now, and by providing informal mentoring and advice to new and soon to launch Hub teams; • To implement the results of the Learning Needs Assessment carried out for All Teams in Scotland House; • Continue to develop ways of working in Scotland House that allow us to respond flexibly during a period of profound uncertainty.

Business Plan 2020-2021

Scotland House Brussels

10 March 2020

This plan will be updated annually

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INTRODUCTION

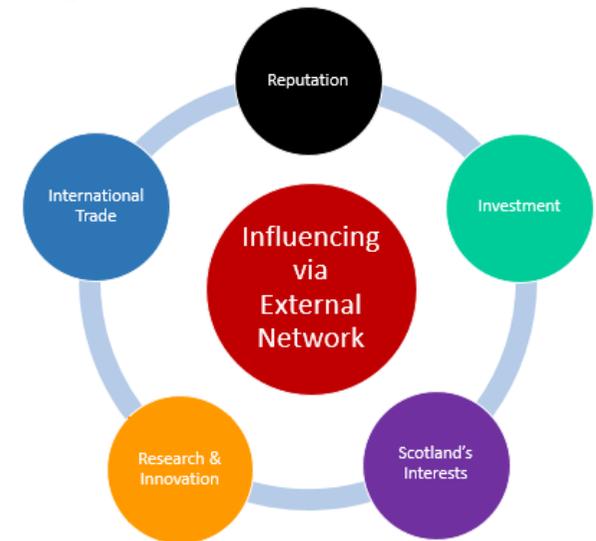
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- **Scotland's Interests - Scotland's interests in the EU and beyond are protected and enhanced**
In each of the network locations, there will be a range of specific Scottish interests to be protected, and enhanced.

Scotland House Brussels: Introduction

Scotland House Brussels (SHB) is the centre of Scotland's engagement with EU and wider European and international partners in Brussels. It brings together the Scottish Government, Scotland Europa, and Scottish Enterprise/Scottish Development International. We are an integrated operation, drawing on expertise and experience from across Scotland and providing services to support Scotland's economic and diplomatic interests at the EU level, underpinned by a rich programme of cultural and food and drink promotion, and policy events. We promote Scotland as an innovative, outward-looking and progressive nation with much to offer and share.

Scotland House Brussels is at the forefront of maintaining Scotland's meaningful contribution to collective European goals. We are committed to working collaboratively with our EU partners to protect and further strengthen Scotland's relationships and networks. Our aim is to develop and deliver mutually beneficial outcomes, policies and programmes in pursuit of the shared objectives of inclusive and sustainable growth, as well as an economy which works for people.

Across our priority areas – **low carbon, inclusive growth**, and **research and innovation** – we will partner with Scottish organisations, to build and strengthen effective collaborations between Scottish, European and other international partners to share ideas, learning and experience. We aim to develop collaborations, projects and knowledge in order to understand and influence future EU policy, inform Scottish policy development and identify funding and investment opportunities which deliver impact for Scotland

and our partners. Central to this is monitoring EU policy and regulation; ensuring that Scotland can continue to engage as far as possible in EU policy discussions, and that Scotland is seen as a constructive partner. A key priority is to gather intelligence on, and influence, the negotiations on the future UK-EU relationship to ensure Scotland's interests are respected. Scotland House Brussels will also promote understanding around discussions on Scotland's constitutional future.

Working with our colleagues across Scotland's International Network, we will deliver Scotland's strategic approach to EU engagement in line with the Scottish Government's recently published European Strategy, which highlights Scotland's commitment to maintaining our relationship with the EU. This includes promoting the approach which Scotland takes in creating a climate neutral and inclusive economy, which benefits everyone in Scotland, and beyond. For example, working closely with UK, EU and international partners in the preparation for, and learning from, COP 26 in Glasgow. 2020-21 will be the first full year in which Scotland will be part of a third country, rather than an EU Member State. According to current UK Government plans, 2020 will also see the end of the transition period to the new UK-EU relationship. Adjusting to this new status, while maintaining the depth and richness of our relationships here in Brussels, will be a central priority for Scotland House Brussels, and a focus for staff development and our capacity building services in the year ahead.

[The spread of COVID 19 may also have implications for our operations this year. We will continue to keep the situation under review, making the necessary adjustments as appropriate.]

Scotland is one of the most attractive locations in the UK and Europe for inward investment, thanks to our skills, talent and knowledge. We will actively promote investment and trade opportunities aligned with our EU engagement work to protect Scotland's position and influence.

SHB Team Priorities

In the 2020-21 business year, the Scotland House Brussels team will focus on four strategic delivery areas. These are shared by all Scotland House Brussels partners – Scottish Government, Scotland Europa, Scottish Enterprise/Scottish Development International, as well as Scotland Europa members. They reflect Scotland's domestic priorities for international engagement. We will also seek to leverage our EU networks and contacts, advance existing relationships, and create new international connections for Scotland, to deliver added value to other aspects of Scotland's international engagement:-

- **Low Carbon** – in this year of Climate Action, we will promote Scotland's experience and expertise in tackling the twin climate and nature crises: seeking to maintain and increase engagement in collaborative activities where Scotland already

demonstrates leadership and develop new partnerships with those from whom we can learn. We will focus on placing Scottish stakeholders at the heart of the European and international policy dialogue around environment, climate, energy and sustainable mobility. Our focus will include renewable energy, energy efficiency, nature protection, biodiversity and the circular economy, as well as profiling Scottish expertise in energy and climate research and innovation. Achieving a just transition is as important for Scotland as it is for the EU, and we will continue to build and share knowledge with our partners through practical collaboration and ensure that we seek to galvanise the opportunities offered by COP 15 in China and COP 26 in Glasgow to enhance Scotland's international reputation.

- **Research and Innovation** – in 2020 we will maximise opportunities to access Horizon 2020, European Territorial Cooperation and Erasmus+ opportunities through effective, strategic networking and influencing. We will maintain Scotland's role as a core partner in European networks: promoting Scottish R & I stakeholders' contribution to developing our innovation ecosystem and future EU policy in this area, increasing capacity and building opportunities deliver international research and added value in the innovation space.
- **Inclusive Growth** - we will develop Scotland's reputation as a valued partner to the European institutions and other stakeholders in the ongoing development and implementation of economic, social and regional policies. We will work with European partners to further the development of the Wellbeing economy, seeking to maintain and increase engagement in collaborative activities where Scotland already demonstrates leadership and develop new partnerships with those from whom we can learn, with emphasis on a digitally-transformed economy, fair work, global citizenship, employability and skills and the importance of place-based approaches and smart specialisation .
- **Scotland's relationship with the EU** – we ensure that Scotland's voice is heard in Brussels, our priorities are well understood and Scotland's EU interests and place in Europe are protected, including in relation to ongoing negotiations on the UK's future relationship with the EU and other implications of the UK exit and around messaging on Scotland's constitutional future.

Many of our activities will deliver to a number of these priorities – for example our work on achieving a just transition, which is a key theme for the year ahead. All of this work will include a strong focus on collaborative working, stakeholder engagement and cultural diplomacy. This will include both events and other activities to promote Scotland's expertise and experience in these thematic areas, and restating our commitment to engage, exchange, learn and develop with European stakeholders. This is an ongoing area of focus for us and will be particularly significant in the new business year, the first which begins with Scotland not being formally part of the EU. This change in context will impact on every aspect of our work, in many areas in ways we cannot yet estimate, let alone calculate. For this reason we have a fifth priority area of work for 2020-21:

- **Staff development and well-being** – we will ensure our team is well-supported and able to reflect on our focus and priorities over the year, as significant change takes place in our operating context. We will have a greater focus on internal training to disseminate knowledge, best practice and intelligence gathered by team members in their respective policy and business areas. This is intended to capitalise on the SHB team’s existing skills and experience by enabling colleagues to peer-learn and to ensure that knowledge gained can be effectively stored and shared.

OBJECTIVES

STRATEGIC OUTCOMES	OBJECTIVES
<p>Scotland’s international reputation is improved</p>	<p>Operating as a third country in the EU, will require us to work even harder to maintain, and improve, Scotland’s reputation. Our objectives are to ensure:</p> <ul style="list-style-type: none"> • Scotland is seen as a valued, proactive and constructive partner by the European institutions and other stakeholders in the ongoing development and implementation of climate-friendly economic, social and regional policies, with an emphasis on the just transition to net-zero, the Wellbeing Economy, inclusive growth, the digital transformation and research and innovation. • A collaborative approach to the above, supporting Scottish Government policy teams, public, private and academic stakeholders from Scotland to engage as effectively as possible: individually, collectively through Scotland House Brussels/ Scotland’s International Network and through European and international networks (including GlobalScot and Scotland’s international alumni networks). • In support of the Environment Strategy for Scotland, the Scottish Government’s net-zero 2045 targets and Scotland’s ambitions around COP 15 and COP 26, we collaborate with the UK, EU institutions and our international partners in Brussels and beyond to promote knowledge and policy exchange around mitigation technologies, the just transition, circular economy, nature protection and green and sustainable finance.

	<ul style="list-style-type: none"> • A strong programme of visits and events in this themed year “Year of Coastal Waters” promoting Scotland as a place to work, live, study and do business underpinned by the aims of the “Scotland is Now” programme and promoting Scotland as an innovative and outward-looking country and a partner of choice in key areas of comparative advantage. <p>This will include:</p> <ul style="list-style-type: none"> • Events promoting policy and knowledge exchange in key strategic areas, with particular focus on a) tackling climate change and environmental degradation, b) Scotland’s work to advance the Wellbeing Economy and inclusive economic growth and c) research and innovation. This objective will also be delivered using a programme of Ministerial, senior officials’ and partners’ visits as vehicles to demonstrate Scotland’s commitment to positive engagement with the EU (in particular through the Scotland House Discussion series, which commenced this year with a high-profile event promoting Scotland’s work on the Just Transition). • Cultural diplomacy, leveraging Scottish cultural assets to enhance reputation and extend networks, particularly through major events for our winter festivals – St Andrews and Burns’ Nights, 2020/21 as well as through the Scottish Writers’ series.
<p>Investment to Scotland has increased</p>	<ul style="list-style-type: none"> • Scotland is seen as a core player – through delivery of international collaborative projects and initiatives through networks such as the Vanguard Initiative, EURADA and ERRIN – in shaping approaches to increasing the ability of regions, localities and communities to deliver internationally-relevant innovation at the local level (premised on smart specialisation strategies). This offers the prospect of longer-term investment and export opportunities by placing Scottish firms in cutting-edge international collaborations. • With the longer term aim of increasing investment into Scotland, Scotland House Brussels promotes, supports and facilitates the success of key ‘flagship’ Scottish initiatives including the creation of the Scottish National Investment Bank, the National Manufacturing Institute for

	<p>Scotland and <i>CivTech</i>, as well as the launch of the Scottish Government's Green New Deal and Foreign Direct Investment Growth Plan.</p>
<p>Scottish businesses are trading internationally more effectively</p>	<ul style="list-style-type: none"> • Promoting Scotland's strengths in core sectors in our wider EU representational work, maximising opportunities from our SDI food and drink expertise, as well as those presented by DIT in the UK Bilateral Embassy, which may be relevant for Scotland. • Using our "in-house" SDI resource, we will promote the export of Scottish food and drink products to the Benelux countries in support of the aims of Scotland's Export Growth Strategy - <i>Scotland a Trading Nation</i> and the <i>Scotland Food & Drink Partnership Export Plan</i>. • We will support SE/SDI/Scottish partners in their preparations for the potential impacts of Brexit (post transition) on the trade and investment environment, through the provision of information and intelligence gleaned from engagement with EU and international partners in Brussels. • Supporting policy colleagues in Scotland to influence negotiations on the future UK trading relationship with the EU, and thus the operating environment for Scottish exporters.
<p>Scotland's interests in the EU and beyond are protected and enhanced</p>	<ul style="list-style-type: none"> • Brussels stakeholders and influencers understand Scotland's distinct position on its right to choose its constitutional future and its priorities in the ongoing UK/EU negotiation on the Future relationship. Scottish Ministers consistently have measured, timely, well-targeted intelligence to protect Scotland's interests in the negotiations. • Scottish stakeholders continue to understand the benefit of EU engagement work and Scottish engagement in key European networks is maintained alongside engagement with the European Commission and European Parliament, including supporting the newly established European Parliament <i>Friends of Scotland Group</i>.

	<ul style="list-style-type: none"> • Key strategic contacts in Brussels are maintained and developed across portfolios, focused around the three thematic SHB priorities and the UK/EU negotiation on future economic and security agreement. There are continued high levels of access for ministers, officials and Scottish partners in key areas of expertise and interest. • Scotland House Brussels continues to provide a consistent flow of information to Scottish Government and stakeholders on relevant EU and legislation to facilitate the shaping of policy in Scotland and, where practical, ongoing alignment with EU legislation. This will, for example, include the provision of intelligence and advice around the roll-out of the European Commission's European Green Deal.
<p>Scottish research and innovation capability is promoted and further partnerships and funding secured</p>	<ul style="list-style-type: none"> • Promote Scotland House Brussels as a key location from which to continue to lead and develop opportunities for collaboration to problem-solve, share experiences, establish new channels for cooperation between EU/ international partners and Scottish institutions on Research and Innovation. • In the context of the UK's exit from the EU, SHB will work closely with Scottish, UK and Brussels-based colleagues to maximise Scottish Stakeholder's access to the remaining Horizon 2020, Erasmus+, ETC (and other) EU funding programmes throughout 2020. Through effective, strategic networking and influencing SHB will also support the fair representation of Scotland's priorities in future UK (alternative) innovation funding programmes. • Ensure that Scotland's excellence in innovation, research and science is well understood by EU and International partners in Brussels, by maintaining Scotland's contribution to future EU research and innovation policy discussions, promoting as full as possible engagement in future programmes, and developing our visibility in and contribution to EU innovation networks. <ul style="list-style-type: none"> ○ Effective support is delivered to maintain engagement of Scotland's agencies (Scottish Enterprise, HIE, SFC etc.) research intensive SMEs, Universities and Further Education

	<p>institutes in the Brussels Higher education and research arena by interacting with EU institutions, member state and regional representations.</p> <ul style="list-style-type: none"> ○ We will articulate Scotland’s desire to shift popular narratives around the purpose of the economy; profiling Scottish government, agencies and R&I actors embedded commitments to support economic principles that support the broader wellbeing of citizens and environmental sustainability, linked in part to the UN’s SDGs and preparations for COP 26.
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<p>Staff Development and well-being</p>	<ul style="list-style-type: none"> ● To develop and implement a staff development and wellbeing programme to support the Scotland House Brussels team in adjusting to a new operating environment outside of EU membership, at a time of particular resource pressure domestically. ● To be a fully engaged and constructive contributing member of a world class Scottish International Network ● Ensure Scotland House Brussels plays a substantial and supporting role for the International Network and other key stakeholders by: contributing to the development of Business planning, the FIN project, evaluation and measurement work, and by providing informal capacity building, mentoring and advice to new international network staff and other key stakeholders involved in EU/international engagement. ● Continue to develop ways of working in Scotland House that allow us to respond flexibly during a period of profound uncertainty.
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