

## Feedback on the Scottish Government's Green Industrial Strategy

This note provides a summary of our feedback on the Scottish Government's Green Industrial Strategy (GIS) that was shared with us following our meeting with the First Minister and Deputy First Minister on 20 August 2024. The document builds on the session organised at Bute House with the First Minister, Deputy First Minister, and cabinet ministers on 16 September 2024.

### 1. Introduction

We welcome the publication of the Scottish Government's first green industrial strategy (GIS). As countries around the world embrace industrial strategies to seize the opportunities arising from global decarbonisation, it is critical that Scotland remains competitive. As the GIS document recognises, delivering Scotland's net zero transition will require an economy-wide transformation. This in turn requires changes to the way that policies are delivered, the way that resources are allocated, and the way that government and public institutions operate. Delivering a successful industrial strategy will also require a more coordinated and joined-up approach to policy making, and greater alignment across government departments and public sector institutions.

As a devolved nation, we recognise the constraints the Scottish Government faces with regards to legislative authority and a relatively constrained fiscal budget. We also note that the GIS also sits underneath the National Strategy for Economic Transformation (NSET), and alongside a number of other strategies including the Energy and Just Transition plan, National Innovation Strategy, Climate Change Plan, and three sectoral Just Transition Plans.

### 2. Vertical 'opportunity areas'

The GIS includes both 'vertical' policies that target interventions in specific areas, and 'horizontal' policies that try to improve conditions for growth and investment across the economy. The vertical dimension of the GIS focuses on five key 'opportunity areas': wind, CCUS, green financial and professional services, hydrogen and clean industries. A wide range of actions is set out to harness the opportunities in these sectors. Each of these sectors/technologies will undoubtedly have a crucial role to play in delivering Scotland's net zero transition. However, we note that the strategy's overall goal is to "ensure that Scotland realises the maximum possible economic benefit from the opportunities created by the global transition to net zero." Doing this in practice will not just require these five sectors to transform – it requires economy-wide transformation and cross-sectoral collaboration. As such, there is a risk that orienting the vertical aspect of the GIS around five opportunity areas may fall victim to the 'picking winners' problem, while overlooking opportunities to catalyse the systemic change needed elsewhere. In practice, many sectors are highly interconnected through supply chains, and transformation in one sector may be contingent on

transformation or innovation in other sectors. In targeting the GIS towards pre-determined sectors, there is a risk that the strategy inhibits cross-sectoral innovation and experimentation. As the Climate X Change report that was used to inform the selection of the five opportunity areas notes:<sup>1</sup>

*“Many supply chains transcend single sectors, with economic value intricately woven into integrated systems, such as the comprehensive energy supply chains and the fulfilment of both domestic and international demand. The current siloed nature of policy fails to acknowledge this, likely overlooking significant economic opportunities such as efficiencies and growth opportunities for businesses across energy sectors... An observation drawn from policy structures and interventions reveals a lack of comprehensive, system-focused thinking. There is a possibility that policies can encourage a more unified way of doing things by making it easier for different sectors to work together collaboratively. It becomes evident that future policy should reflect the importance of adopting a systemic perspective throughout the entire economy wherever possible.”*

In contrast, a mission-oriented approach is designed to overcome these issues by reinventing the vertical dimension to focus on problems that draw on many different sectors. Rather than picking selected sectors/technologies, a mission-oriented approach picks problems that all sectors can contribute to. It is not about the government ‘picking winners’, but about ‘picking the willing’ – those organisations across the economy that are willing to engage with societally relevant missions. A mission-oriented industrial strategy requires a shift from seeing the government role as one of *fixing* market failures, to seeing its role as one of *shaping* markets that align with public policy priorities. It means moving away from ‘de-risking’ and ‘levelling the playing field’, towards risk-taking, sharing risks and rewards, and tilting the playing field in the direction of desired goals.

In our recent report, ‘A Mission-Oriented Industrial Strategy for Scotland’, we set out a mission-oriented framework focused on delivering a just transition to net zero by 2045.<sup>2</sup> This mission is bold and inspirational; clear in setting a direction with a measurable goal; ambitious while realistic, cross-sectoral and cross-ministerial; and conducive to driving multiple bottom-up solutions. The target is legally binding, enjoys widespread public support and has been subject to extensive public dialogue and consultation. Importantly, a just transition comprises climate goal (net zero), economic goal (raising productivity) and social goal (tackling inequalities). Moreover, critical agencies such as the Scottish National Investment Bank and Scottish Enterprise have already embraced missions relating to a just transition. As shown in the diagram below, this approach presents an opportunity to encompass a broader range of sectors (including but not limited to the five opportunity areas), and actively encourages cross-sectoral collaboration.

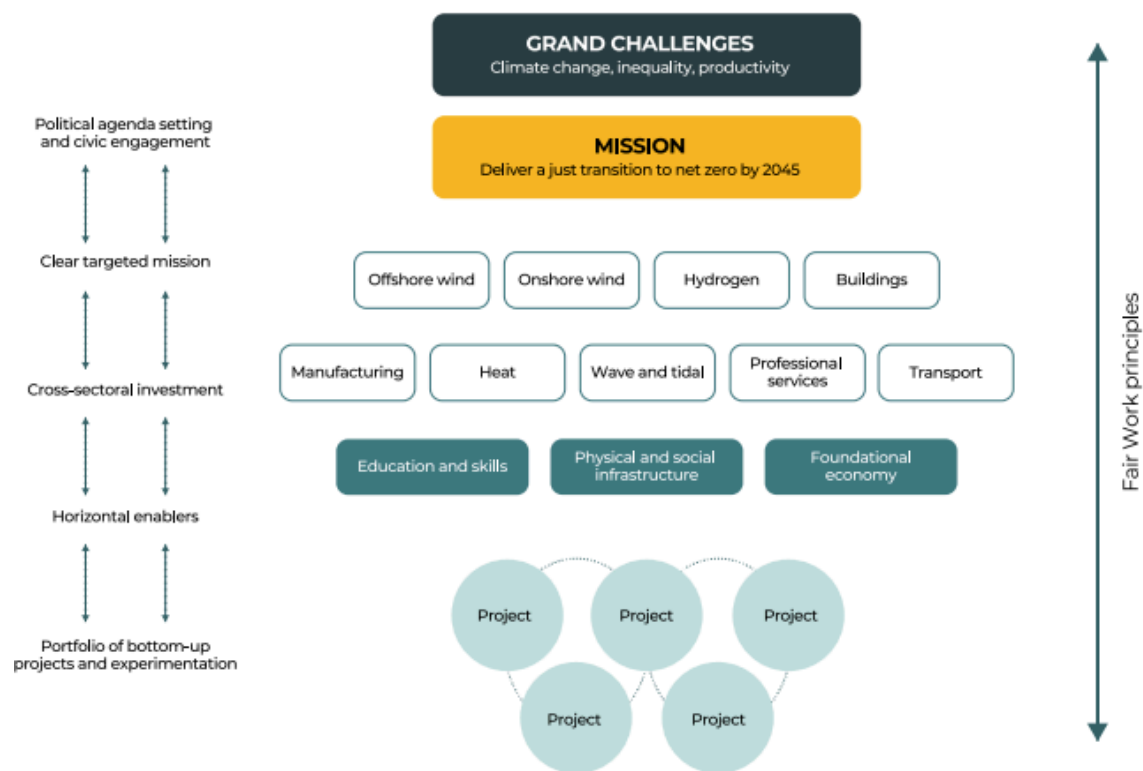
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<sup>1</sup> ClimateXChange. (2023). Economic Opportunities in Scotland's Net Zero and Climate Adaptation Economy. Available at: <https://www.climateexchange.org.uk/projects/economic-opportunities-in-scotlands-net-zero-and-climate-adaptation-economy/>

<sup>2</sup> Mazzucato, M., Macfarlane, L. (2024). A Mission-Oriented Industrial Strategy for Scotland: Framing Paper. UCL Institute for Innovation and Public Purpose. IIPP Policy Report No.10. Available at: <https://www.ucl.ac.uk/bartlett/public-purpose/policy-report-2024-10>.

Importantly however, missions do not seek to replace or exclude support for specific sectors and technologies. In contrast, there is an important role for policy in supporting sectoral capabilities and maximising market opportunities. As such, the specific actions outlined for each opportunity area in the GIS can be compatible with a mission-oriented approach. However, we note that some of the actions relate to goals the Scottish Government wants to achieve (e.g. “prioritise the production of renewable and low carbon hydrogen and hydrogen products), rather than how policy levers will be harnessed to achieve them. As we will discuss further below, we believe there is scope for the Scottish Government to be more ambitious at utilising its tools, institutions and capabilities to create and shape new markets and drive structural change. In light of the issues outlined above, we would recommend that tools and instruments (e.g. loans, procurement, grants) are not designed with a narrow sectoral focus (which risks creating the ‘picking winners’ problem), but rather are open to a wider range of actors to achieve stated outcomes. As outlined above, we also note that public institutions such as the Scottish National Investment Bank and Scottish Enterprise have already embraced mission-oriented approaches. As such, aligning Scotland’s industrial strategy around a mission-oriented approach could present an opportunity to establish greater coherence and coordination to Scotland’s policy landscape.

**Figure 1: Illustrative mission roadmap for Scotland**



**Source:** Mazzucato and Macfarlane (2024)<sup>3</sup>

<sup>3</sup> Mazzucato, M., Macfarlane, L. (2024). A Mission-Oriented Industrial Strategy for Scotland: Framing Paper. UCL Institute for Innovation and Public Purpose. IIPP Policy Report No.10. Available at: <https://www.ucl.ac.uk/bartlett/public-purpose/policy-report-2024-10>.

## 2. Horizontal cross-cutting enablers

The GIS identifies six horizontal, cross-cutting ‘enablers’ that are critical for creating the conditions for investment and growth:

- Supporting Investment, ensuring an investment-friendly ecosystem
- Investing in strong research and development foundations
- Supporting the development of a skilled workforce
- Helping supply chain businesses to seize opportunities
- Delivering an agile planning and consenting system
- Delivering required housing

Each of these will have a crucial role to play in accelerating Scotland’s net zero transition. We particularly welcome the focus on mobilising public and private investment. Given Scotland’s long standing problem of low investment, a central aim of Scotland’s industrial strategy must be to mobilise and direct business investment, while using limited public capital budgets more effectively. The GIS puts a strong emphasis on attracting inward investment to support the five opportunity areas. While attracting high-quality inward investment will continue to be important, it is also important to consider the structural reasons for Scotland’s low business investment among domestic firms. As will be discussed further below, we believe there is scope to more assertively harness tools such as procurement, subsidies and loans, as well as the Scottish National Investment Bank and enterprise agencies, to mobilise and direct investment towards industrial strategy goals. In attracting investment, it is also important that the Scottish Government avoids socialising risks and privatising rewards, which can sometimes arise through the use of guarantees and blended finance. Instead, efforts should be made to create a more symbiotic and mutualistic partnership that better aligns risks and rewards between public and private actors, for example by attaching conditions to state funding and contracts, or taking minority equity stakes in projects.

The Scottish Government has a critical role to play as an ‘investor of first resort’. In recent years the Scottish Government has made a number of strategic financial interventions in private companies for industrial policy purposes, including a range of loans, guarantees and equity investments. While these interventions may have been merited, they have typically resulted from the Scottish Government acting as ‘lender of last resort’ role – stepping in to support firms that had entered financial difficulty. In contrast, in embracing an ambitious strategy the Scottish Government and its agencies should aim to act as a lead investor and risk taker in the economy – making directed and strategic investments across the innovation chain, learning from successful ‘entrepreneurial states’.<sup>4</sup> This in turn represents a broader shift from seeing the government’s role as one of *fixing* market failures, to seeing it as one of *shaping* markets that align with public policy priorities. We discuss this further below, and will set out more detailed proposals in our forthcoming research report.

As the GIS report highlights, there are significant opportunities to better harness Scotland’s universities’ research expertise to spur investment towards industrial strategy goals. We note

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<sup>4</sup> Mazzucato, M., (2013). *The Entrepreneurial State: Debunking the Public vs Private Myths in Risk and Innovation*. Anthem Press.

that while Scotland's level of higher education R&D is among the highest in the OECD, both business R&D and government R&D are significantly below the OECD average.<sup>5</sup> In recent years, many countries (large and small) across Europe, North America and Asia have pledged to significantly increase R&D spending to drive technological innovation and accelerate the transition to net zero.<sup>6</sup> Going forward, a key aim of Scotland's industrial strategy should be to increase business R&D on net zero related activities, while capitalising on Scotland's universities' research expertise to drive innovation. As the Scottish Government has recognised, the current innovation support landscape in Scotland is complex. The Scottish Government's National Innovation Strategy proposed to undertake an Innovation Funding Review to review public sector funding and the impact it is having. This presents an opportunity to align funding strategically around a mission-oriented industrial strategy across the public sector.<sup>7</sup>

We also welcome the GIS's focus on strengthening Scottish supply chains. However, we note that many of the measures outlined are focused on encouraging companies to procure a high proportion of goods and services from Scottish SMEs. While this is welcome, we consider that the Scottish Government could also embrace more direct measures to nurture new domestic supply chains. For example, this could involve attaching new conditionalities to public loans, procurement contracts and guarantees. Scotland's offshore wind potential presents a significant opportunity in this regard. Future ScotWind leasing rounds could present opportunities to reform existing conditionalities focused on supply chain expenditure, for example by strengthening the financial incentives to invest in domestic supply chains, and introducing new conditionalities relating to the type of supply chain investment rather than only the quantity of investment (e.g., to promote greener supply chains), as Denmark has done.<sup>8</sup> We also note that the GIS makes no mention of Scotland's Fair Work agenda throughout. We recommend that Fair Work principles should be embedded throughout the cross-cutting enablers, and that Fair Work First criteria are attached as conditions to loans, procurement contracts and guarantees associated with the industrial strategy.

Finally, the GIS's focus on strengthening the planning system is welcome. Planning is a vital tool for enabling investment and creating and shaping markets. The task ahead is to apply a similar level of ambition to other critical tools and institutions.

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<sup>5</sup> Scottish Government (2023). Gross expenditure on research and development Scotland 2021. Available at:

<https://www.gov.scot/publications/gross-expenditure-on-research-and-development-scotland-2021/documents/>

<sup>6</sup> Skidmore, C (September 2022) Mission Zero: Independent Review of Net Zero - final report. Department for Energy Security and Net Zero and Department for Business, Energy & Industrial Strategy. Available at

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1128689/mission-zero-independent-review.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1128689/mission-zero-independent-review.pdf)

<sup>7</sup> Scottish Government. (2023). Scotland's National Innovation Strategy: Economic Evidence Paper. Available at:

<https://www.gov.scot/publications/scotlands-national-innovation-strategy-economic-evidence-paper/documents/>

<sup>8</sup> ScotWind – An opportunity to drive a new industrial strategy for inclusive and sustainable growth in Scotland. A Policy Note by Professor Mariana Mazzucato and The UCL Institute for Innovation and Public Purpose (IIPP) Team for First Minister Nicola Sturgeon

#### 4. Next steps: implementing an ambitious industrial strategy

The publication of the GIS report marks an important first step towards implementing an ambitious industrial strategy in Scotland. Delivering a successful industrial strategy is a process, not an event, and it cannot be achieved with a single report. As outlined above, delivering a successful industrial strategy requires wholesale changes to the way that policies are delivered, the way that resources are allocated, and the way that government and public institutions operate. While the GIS sets out some important first steps in this regard, we believe that the Scottish Government can be more ambitious at utilising its tools, institutions and capabilities to create and shape new markets and drive structural change. In practice, delivering an ambitious industrial strategy requires a whole-of-government approach to rethinking the role of the state. It also presents an opportunity to rethink the ‘deal’ that exists between public and private actors to reflect the state’s role as market shaper.

In the remainder of this section we outline some suggested areas for future development. We are currently undertaking research in these areas, which we will discuss in more detail as part of our second research report that will be published later this year. While we recognise that some of these issues may sit outwith the scope of the GIS project, we believe they have a crucial role to play in helping the Scottish Government deliver against its ambitious objectives.

##### Coordinating policy tools

The GIS states that the Scottish Government will aim to “make maximum use of the various tools and levers we have at our disposal, aligning them in support of the opportunity areas we have identified.” While the GIS puts a strong focus on some government levers (e.g. planning and consenting), other critical devolved levers that could potentially play a crucial role receive less attention. These include:

- **Public procurement:** With the Scottish public sector spending more than £16 billion a year buying goods and services, public procurement is one of the most powerful policy tools the Scottish Government has at its disposal.<sup>9</sup> Public procurement budgets can help to create and shape markets, drive innovation, scale up domestic supply chains and generate local economic multipliers.<sup>10 11</sup> In recent years the Scottish Government has made a number of changes to procurement policy to try and maximise social benefit. Going forward, more effectively harnessing procurement budgets to support industrial strategy objectives will be crucial – particularly in light of Scotland’s challenging fiscal outlook. Our research in this area is therefore

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<sup>9</sup> Scottish Government (2024). Public Procurement Generated More Than £13 Billion in 2021-22.

Available at:

<https://www.gov.scot/news/public-procurement-generated-more-than-gbp-13-billion-in-2021-22/#:~:text=Report%20demonstrates%20public%20sector%20purchasing,a%20new%20report%20has%20shown>

<sup>10</sup> Mazzucato, M. (2020). Mission-oriented public procurement: lessons from international examples. UCL Institute for Innovation and Public Purpose, Policy Report, (IIPP 2020-20). Available at: <https://www.ucl.ac.uk/bartlett/public-purpose/pr2020-20>.

<sup>11</sup> OECD. (2020). Procuring for Broader Outcomes. Available at:

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assessing current procurement practice in Scotland, and assessing how it could be reformed to align with a mission-oriented industrial strategy and maximise public value, for example by fostering new green supply chains and driving green innovation, drawing on international examples of best practice.<sup>12</sup>

- **Grants and subsidies:** While the Scottish Government will never be able to compete with the US, China and the EU, it is critical to ensure that Scotland is not being left at a competitive disadvantage. In recent years the relaxation of EU State Aid rules has led many European countries (including small states) to take proactive steps to create and shape markets in nascent green industries. As such, we think it is important to review the suite of grants and subsidies provided by the Scottish Government and its agencies to help nurture new industries and technologies. Our research in this area is therefore exploring a new market shaping approach to grants and subsidies to support missions, learning from successful international examples of 'entrepreneurial states'. This will also include an assessment of the EU's relaxed state aid rules, and the implications of the UK's new subsidy control regime (which replaced EU state aid rules) for Scotland's industrial strategy.
- **Financial instruments:** As outlined above, the Scottish Government has a crucial role to play as an 'investor of first resort' – acting boldly to create new technological and industrial landscapes. The GIS recognises the important role that public sector debt, equity and guarantee instruments can play in nurturing new industries and technologies. However, how these instruments can be most effectively utilised to fuel investment across the entire innovation chain is not fully explored, yet this has the potential to play a pivotal role in Scotland's industrial strategy. Our research in this area is reviewing the Scottish Government's approach to its role as an investor, and assessing opportunities for moving from playing a 'lender of last resort' to a 'investor of first resort' role, drawing on lessons from other countries. This will include a review of how different financial instruments (debt, equity, grants guarantees etc) can be most effectively coordinated, and how Scotland's ecosystem of public institutions can be aligned around a mission-oriented approach.
- **Conditionalities:** As discussed in our recent report, conditionalities can be an effective way to maximise the public value of public financial support provided to private firms – such as public grants, loans, procurement contracts and guarantees. This in turn can create dynamic mutualistic partnerships that are designed to reflect shared goals, produce shared value and share risks and rewards. At present the GIS report makes little reference to conditionalities, therefore there may be scope to strengthen the role of conditionalities as part of Scotland's industrial strategy going forward. Conditionalities can play a particularly important role in opportunity areas such as wind, with further ScotWind leasing rounds expected in the years ahead. Our

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<sup>12</sup> UCL Institute for Innovation and Public Purpose (2023). Mission-led procurement: Early insights from exploratory work in Camden. IIPP Policy Report No. 2023/01. Available at: <https://www.ucl.ac.uk/bartlett/public-purpose/2023-01>

research in this area is therefore assessing these opportunities for, drawing on international case studies.<sup>13</sup>

- **Taxation:** Recent examples from the US and Europe have shown that tax incentives can play a powerful role mobilising investment as part of an industrial strategy. While corporation tax, capital allowances and capital gains tax are all reserved to Westminster, the Scottish Parliament's competence over business rates potentially offers opportunities to use tax incentives to support Scotland's industrial strategy. Today there are a number of reliefs on business rates that have accumulated over many years, which are estimated to cost local authorities £693 million in 2023/24. Our research in this area is therefore examining the scope to reform business rates exemptions to make relief conditional on practice that is aligned with industrial strategy objectives.

### **Transforming public institutions**

The GIS recognises the critical role that public institutions such as Scotland's enterprise agencies, the Scottish National Investment Bank, Skills Development Scotland, and Scottish Development International have to play in supporting Scotland's net zero transition. In turn, these institutions also have a crucial role to play in implementing Scotland's new industrial strategy, both in terms of the distinct roles they play individually, and the way that they interact with each other. Implementing a mission-oriented industrial strategy in Scotland will require public sector institutions to be more active in their role as co-shapers of markets. As such, emphasis should be placed on their building capacity to transform landscapes, rather than just fix problems in existing ones.

While the GIS alludes to some of the activities each institution will play, it does not discuss any significant changes to the remit, capabilities and tools of these institutions. Our research in this area is therefore focusing on identifying lessons for how each institution can be reformed to support an ambitious industrial strategy, recognising their unique remit and role in Scotland's policy landscape. We will also be assessing how these institutions can most effectively interact with each other as part of an innovation ecosystem (e.g. supporting projects through different stages of the innovation chain).

### **Governance and public capabilities**

The proposals outlined in the GIS cut across many departments within the Scottish Government, and many different agencies. As such, implementing the strategy will require an all-of-government approach to enable cross ministerial and cross-sectoral alignment, and ensure a joined-up approach to delivery. As the GIS sits alongside a number of other strategies, there remains a risk of creating a cluttered landscape and siloed policymaking, with different elements of policy pulling in different directions. It is therefore important to consider new governance structures to break government silos and assume responsibility for driving industrial strategy across the Scottish Government.

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<sup>13</sup> Mazzucato, M. (2022). Rethinking the social contract between the state and business: A new approach to industrial strategy with conditionalities. UCL Institute for Innovation and Public Purpose, Working Paper Series (IIPP WP 2022-18). <https://www.ucl.ac.uk/bartlett/public-purpose/wp2022-18>.

A successful industrial strategy will also require public bodies to be much more active in their role as co-shapers of markets, which will require strengthening dynamic capabilities and internal capacity within public bodies, including a greater ability to experiment, explore and learn. For missions to succeed, it is crucial that bureaucratic, compliance-based processes and a “fear of getting it wrong” is replaced with a culture of learning, in which there is permission to innovate and iterate. It is also important that public institutions have the capacity to think and act big, and that building internal capacities is prioritised over outsourcing.

Our research in this area will therefore examine options for creating new governance structures to break government silos and assume responsibility for driving industrial strategy across the Scottish Government, drawing on international examples of best practice. It will also reflect on lessons from organisations around the world that have implemented successful mission-led approaches, identifying lessons for Scotland with regards to public sector capacity, adaptive governance, public leadership, and risk-taking.

### **Monitoring and evaluating**

Once a mission-oriented industrial strategy is implemented, it is critical to be able to determine if it is succeeding or failing, or if a change in direction is required. This requires a framework for monitoring and evaluating progress. This applies both to appraising individual policy interventions, and monitoring progress towards achieving the mission overall.

However, we note that the GIS does not include any proposals relating to monitoring or evaluation. Without this, it will be extremely difficult to assess whether it is having the desired impact. In our view, it is important that an industrial strategy has a concrete target and objectives, with a dashboard of economic and non-economic indicators and objectives to monitor the success of a mission. These measures should go beyond traditional indicators such as jobs and growth to include a variety of measures that capture progress towards the economic, social and environmental dimensions of a mission. Intermediate milestones are also important to monitor the impact of missions on an ongoing basis. Our ongoing work in this area will therefore explore relevant metrics for Scotland’s industrial strategy, and consider how they might interact with existing evaluation frameworks such as the National Performance Framework.

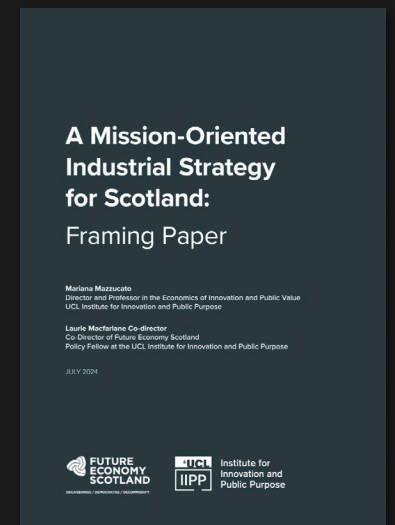
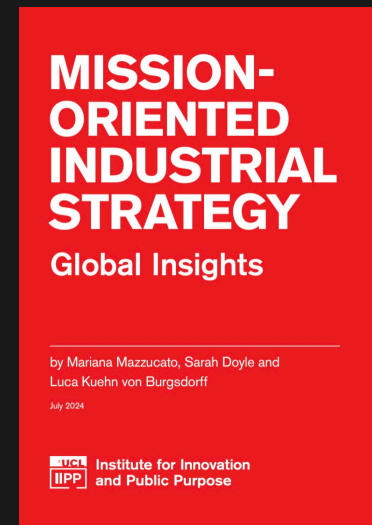
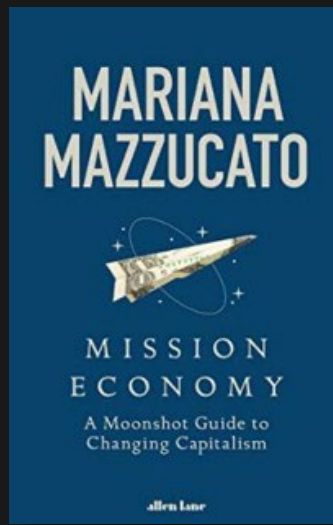
### **5. Further reading**

- Mazzucato, M., Macfarlane, L. (2024). A Mission-Oriented Industrial Strategy for Scotland: Framing Paper. UCL Institute for Innovation and Public Purpose and Future Economy Scotland. Available at: <https://www.ucl.ac.uk/bartlett/public-purpose/policy-report-2024-10>.
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- Mazzucato, M. and Macfarlane, L. (2019). A mission-oriented framework for the Scottish National Investment Bank. UCL Institute for Innovation and Public Purpose, Policy Paper (IIPP 2019-02). <https://www.ucl.ac.uk/bartlett/public-purpose/wp2019-02>



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# Mission-oriented industrial strategy: *Global insights for the Scottish Government*

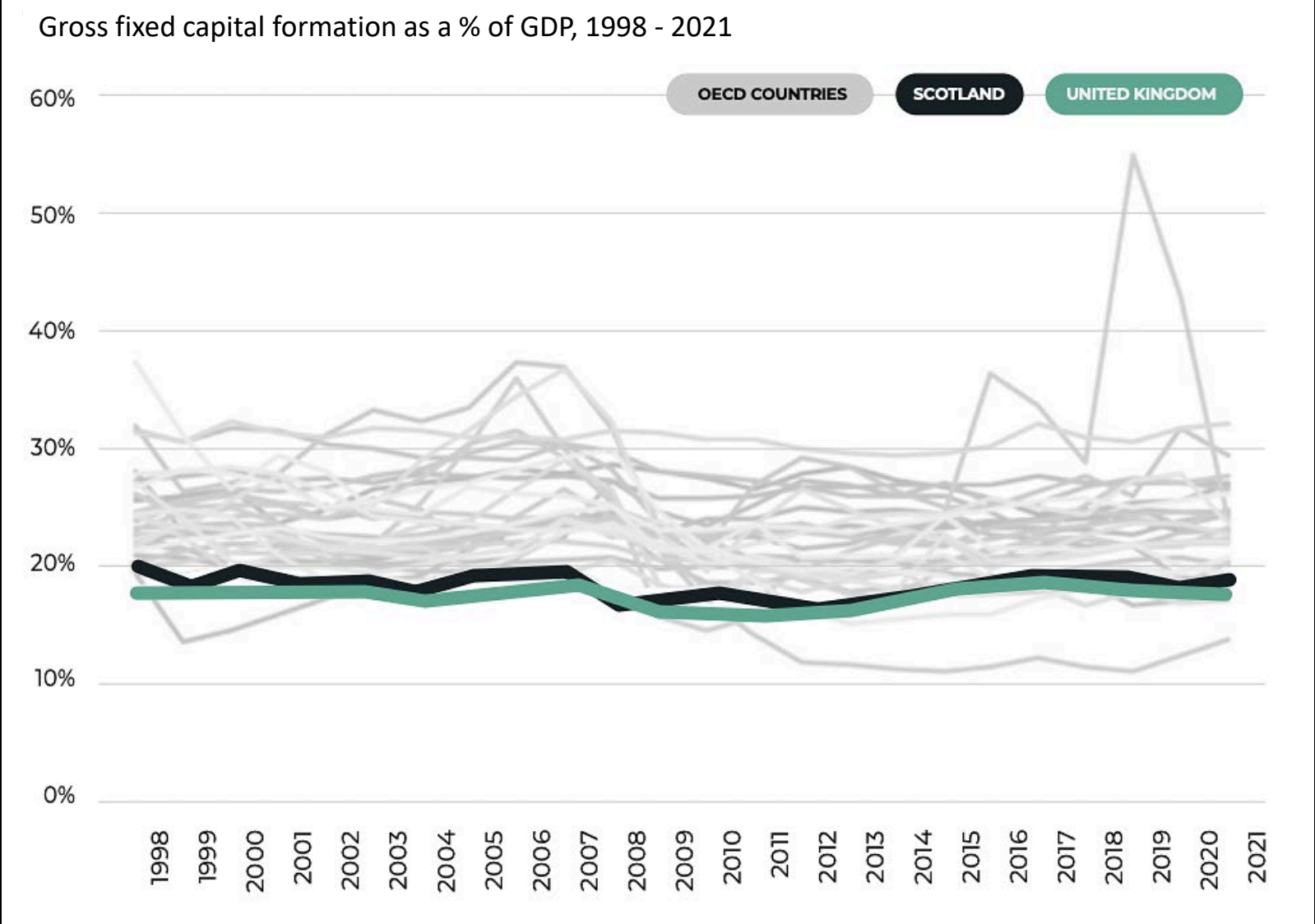
## Mariana Mazzucato

Professor in the Economics of Innovation and Public Value  
Founding Director Institute for Innovation and Public Purpose  
University College London

# Scotland's economy: Challenges and opportunities

- Scotland faces three major challenges: need to raise productivity growth, decarbonise the economy and tackle inequalities.
- Scotland has all the ingredients necessary to be a world leader in the global net zero transition – but progress has been hampered by low levels of investment and a weak industrial base.
- Countries around the world are embracing industrial strategies to seize the opportunities associated with global decarbonisation. Scotland must not get left behind.

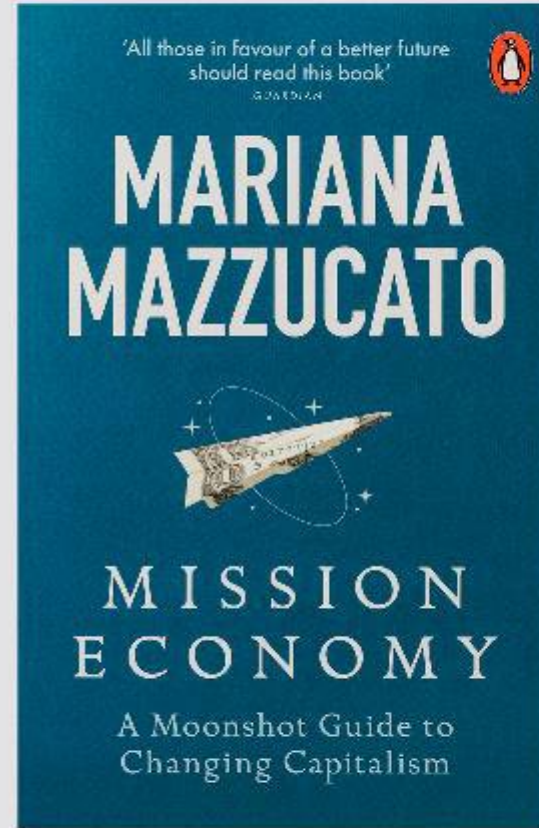
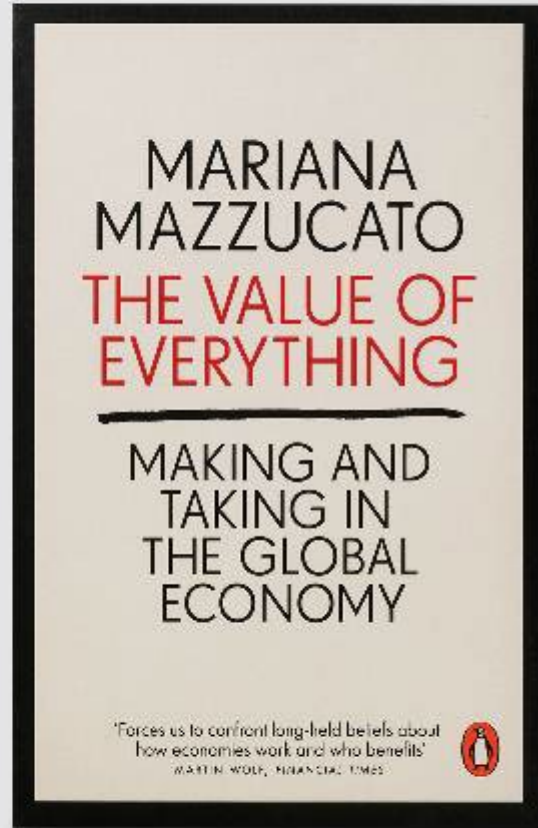
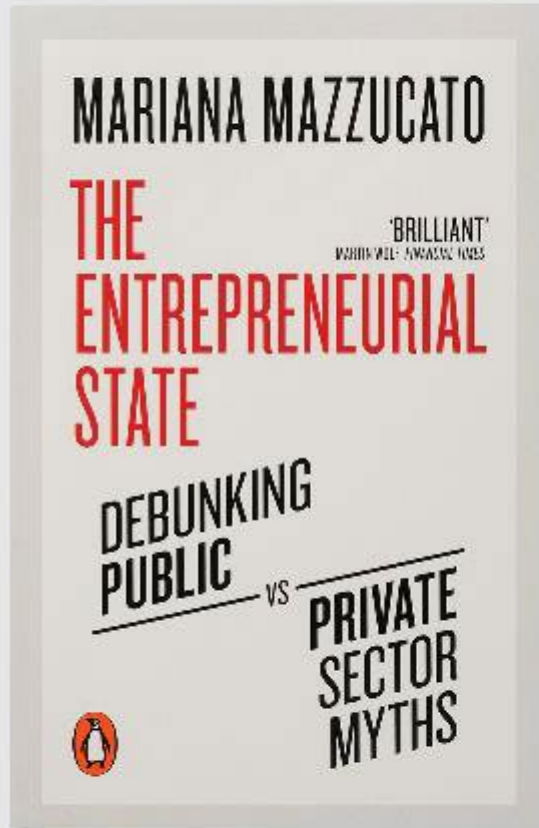
# Low investment: Scotland's Achilles heel



# A new industrial strategy for Scotland

- From sectors to cross-sectoral missions.
- From market fixing to market shaping – harnessing all government tools, institutions and capabilities.
- From ‘investor of last resort’ to ‘investor of first resort’.
- Sharing risks and rewards, and creating a new social contract between the state and business.

# From market fixing to market shaping





~~FIXING~~ MARKETS CO-CREATING

~~DE-RISKING~~ WELCOMING UNCERTAINTY

~~PICKING WINNERS~~ PICKING THE WILLING

~~LEVELLING PLAYING FIELD~~ TILTING TOWARD A DIRECTION

~~OUTSOURCING~~ CAPACITY BUILDING

~~COST BENEFIT~~ DYNAMIC SPILLOVERS

# Mission-oriented agendas require rethinking:

## Policy design

To shift from market fixing to market shaping requires new policies - cross-sectoral, outcomes-oriented, working with the willing

## Institution/tool design

Mission oriented procurement, IPR contracts and financial tools: outcomes oriented with risk/reward sharing

## New social contract

Sharing both risks and rewards. Capital and Labour, Public and Private. Public and Public. Conditionalities can be built into the relationships between public and private (such as those from a public bank or innovation agency)

## Co-creation and participation

Community engagement and stakeholder relationships play a central role – listening with empathy must be incorporated into this process

## Dynamic capabilities

To shift from market fixing to market shaping, dynamic capabilities are needed in the public service - for mission oriented thinking, risk taking, and experimentation

## MISSION-ORIENTED INDUSTRIAL STRATEGY

Global Insights

by Mariana Mazzucato, Sarah Doyle and Luca Kuehn von Burgsdorff

July 2024

 Institute for Innovation and Public Purpose

## A Mission-Oriented Industrial Strategy for Scotland:

Framing Paper

Mariana Mazzucato  
Director and Professor in the Economics of Innovation and Public Value  
UCL Institute for Innovation and Public Purpose

Laurie Mactarlaine Co-director  
Co-Director of Future Economy Scotland  
Policy Fellow at the UCL Institute for Innovation and Public Purpose

JULY 2024

  Institute for Innovation and Public Purpose

MARIANA  
MAZZUCATO



MISSION  
ECONOMY

A Moonshot Guide to  
Changing Capitalism

Allen Lane

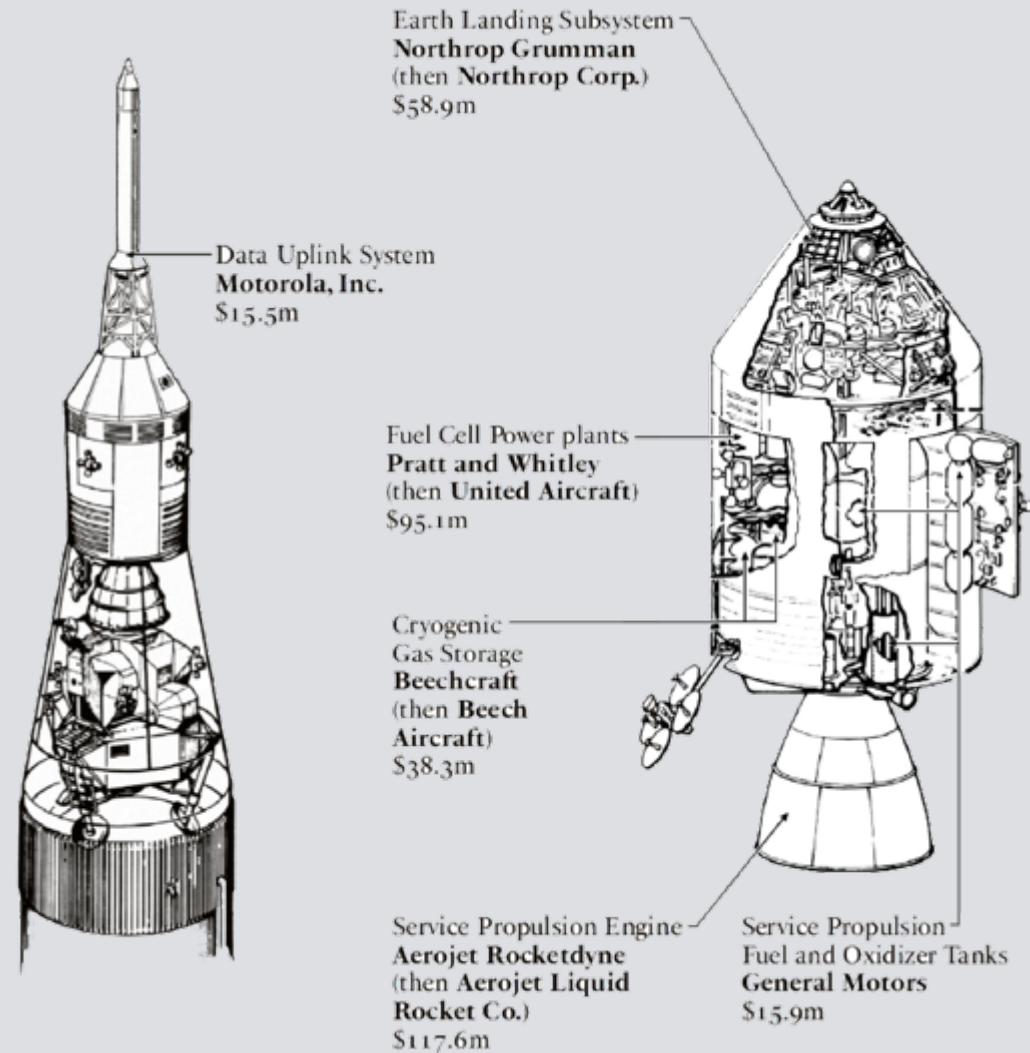
# Mission-driven policy design



# Public-Private Partnership with a common purpose

NASA sought to work in partnership with innovative businesses, showing relevant capabilities and experience, searching for the best partners possible not just the least expensive ones  
From cost-plus contracts (easily gamed) to fixed price with incentives.

**“No-excess profits” clause!**



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# Spillovers: 20 things we wouldn't have without space travel



Camera Phones



Athletic Shoes



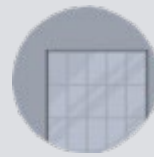
Home Insulation



Adjustable Smoke Detectors



Scratch-resistant Lenses



Foil Blankets



Jaws of Life



Baby Formula



CAT Scans



Water Purification Systems



Wireless Headsets



Artificial Limbs



LEDs



Dust Busters



Memory Foam



Computer Mouse



Land Mine Removal



Ear Thermometers

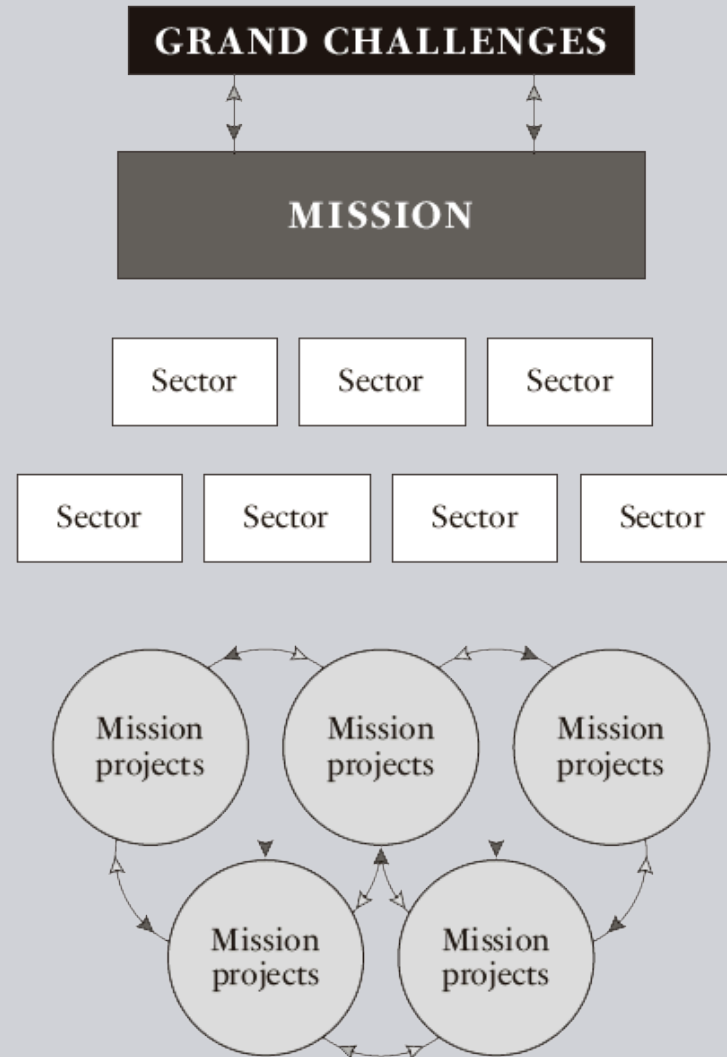


Freeze-dried Food



Portable Computer

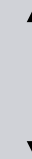
# A new approach to policy design



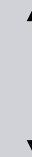
Political agenda setting  
& civic engagement



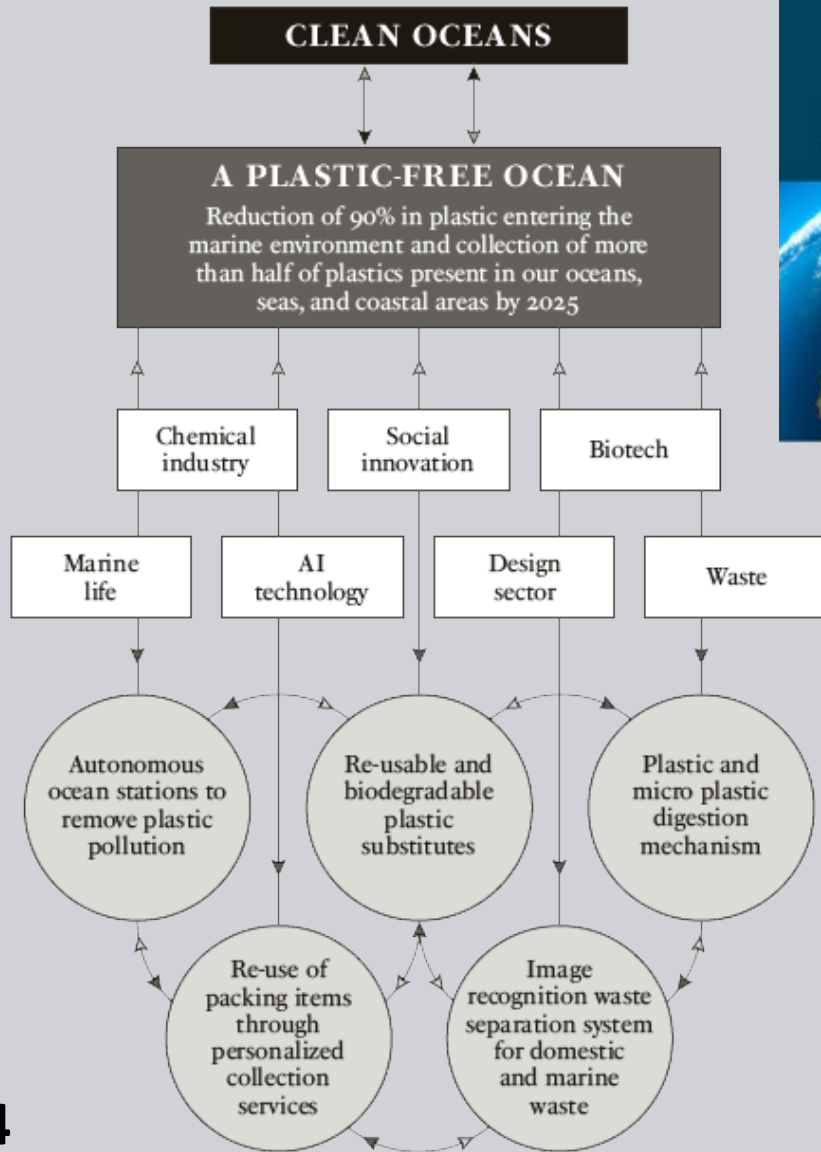
Clear targeted mission



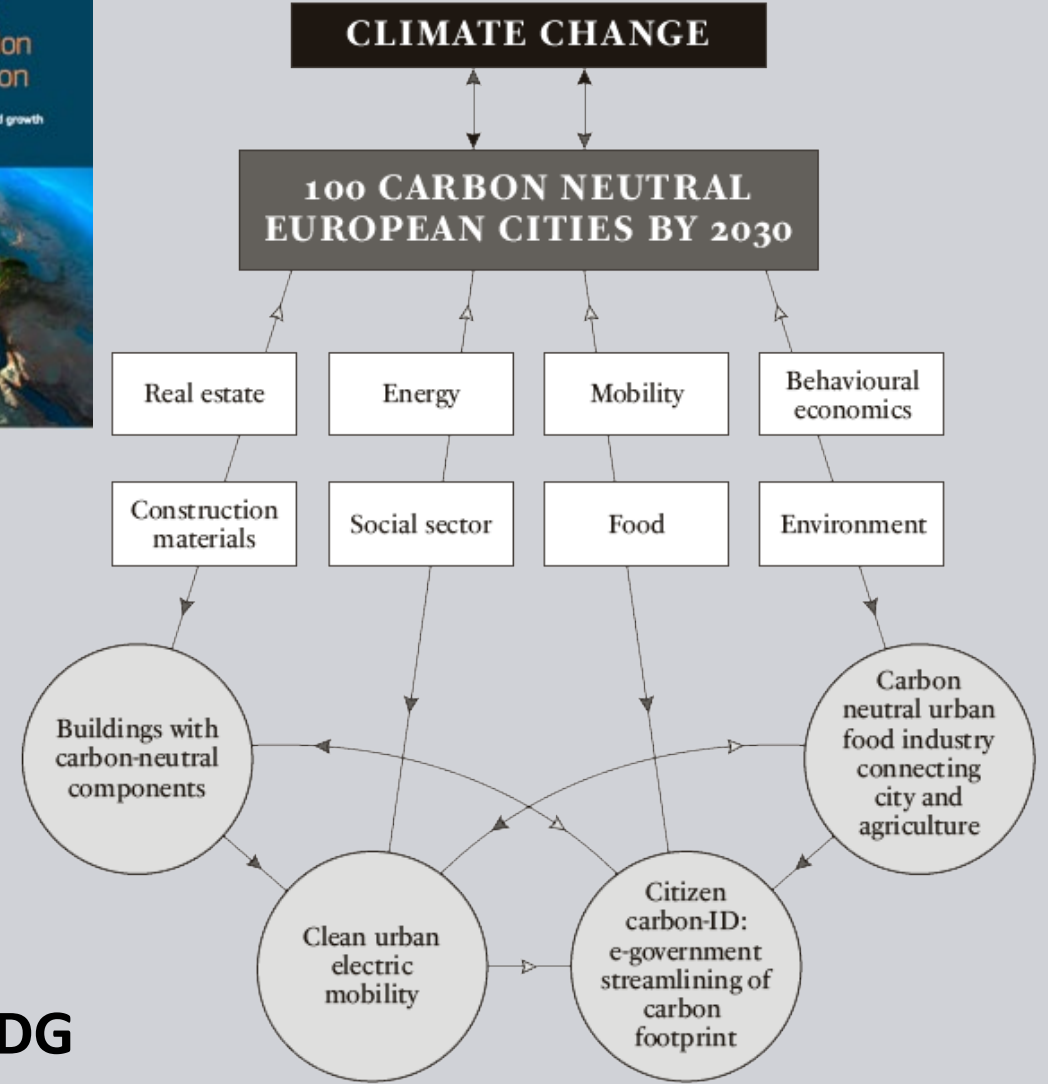
Cross sectoral  
innovation



Portfolio of projects  
and bottom-up  
experimentation



**SDG  
n°14**



**SDG  
n°13**

# Guiding Industrial Strategy



## AI & Data Economy

We will put the UK at the forefront of the artificial intelligence and data revolution.



## Clean Growth

We will maximize the advantages for UK industry from the global shift to clean growth.



## Future of Mobility

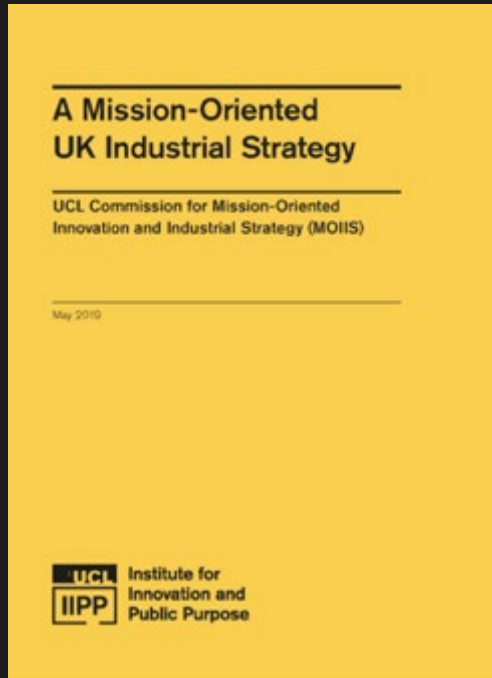
We will become a world leader in the way people, goods and services move.



## Ageing Society

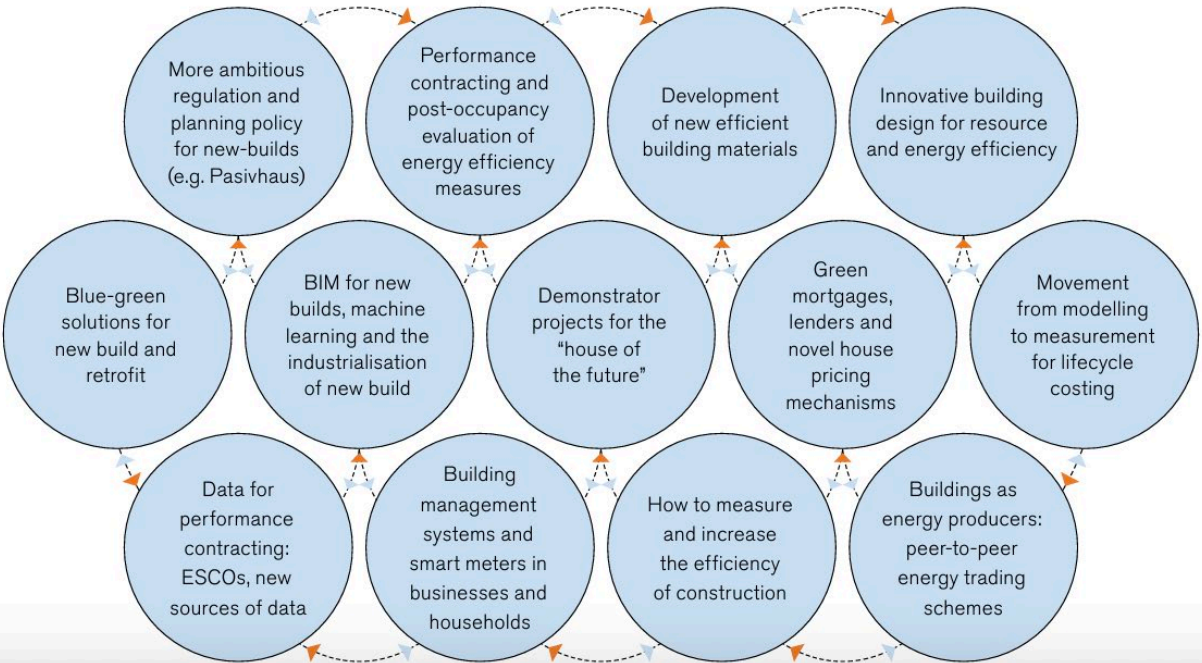
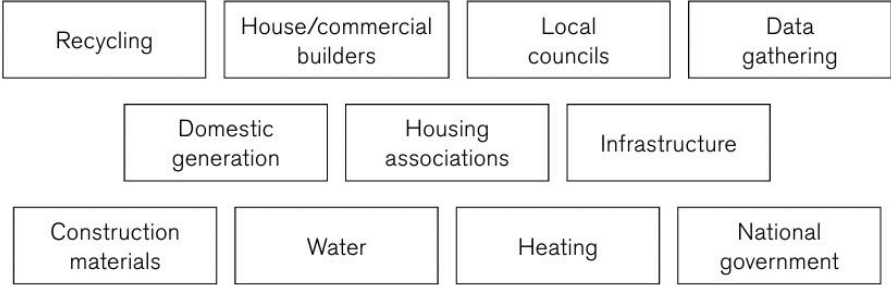
We will harness the power of innovation to help meet the needs of an ageing society.

# UK Industrial Strategy



## CLEAN GROWTH

At least halve the energy and resource use of new and existing buildings by 2030

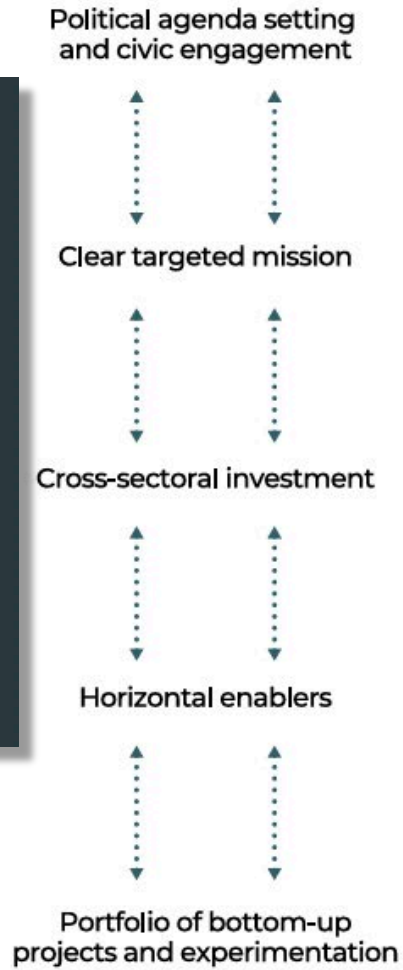


# A Mission-Oriented Industrial Strategy for Scotland: Framing Paper

Mariana Mazzucato  
Director and Professor in the Economics of Innovation and Public Value  
UCL Institute for Innovation and Public Purpose

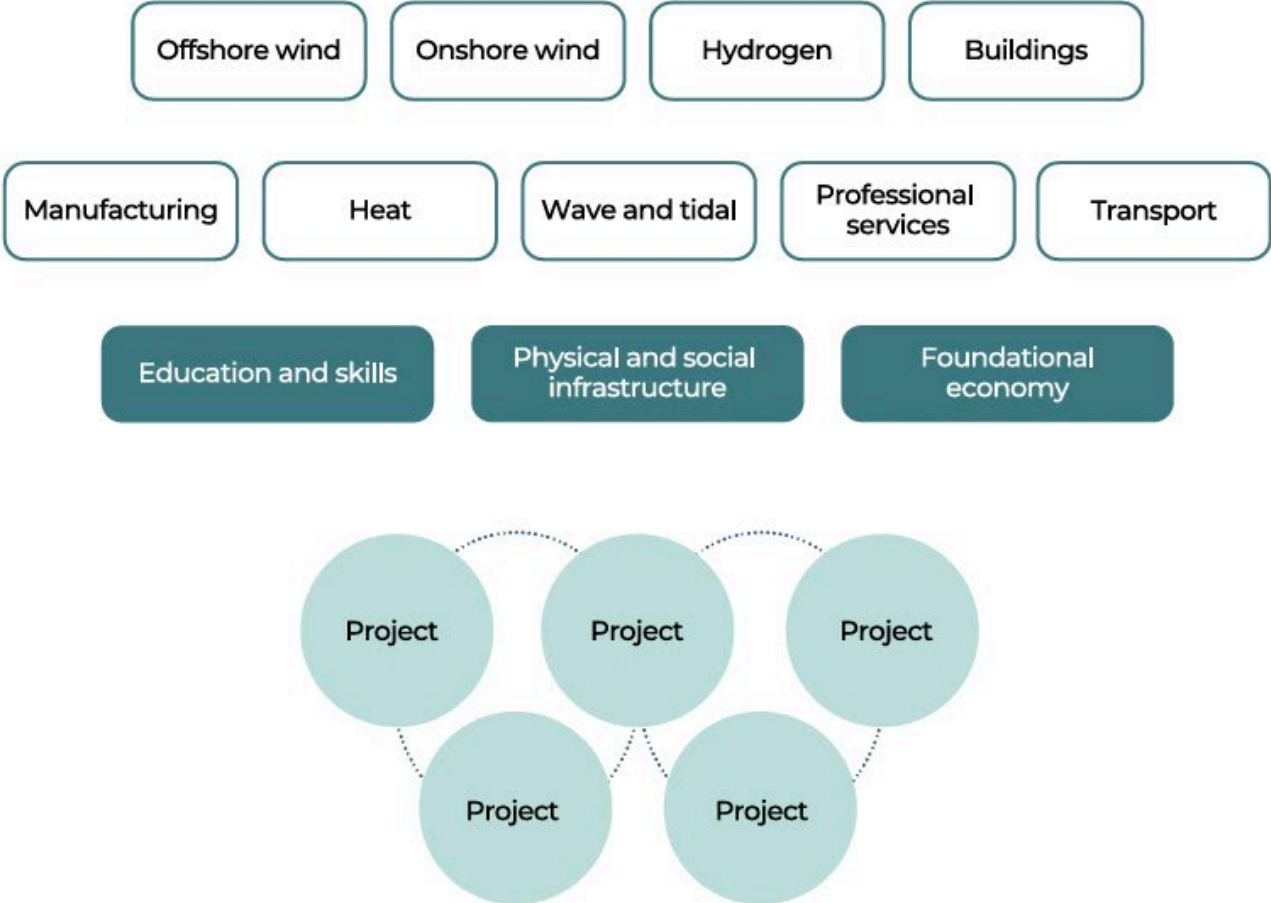
Laurie Macfarlane Co-director  
Co-Director of Future Economy Scotland  
Policy Fellow at the UCL Institute for Innovation and Public Purpose

JULY 2024



**GRAND CHALLENGES**  
Climate change, inequality, productivity

**MISSION**  
Deliver a just transition to net zero by 2045



Fair Work principles

# A green mission-oriented bank for Scotland

Institute for Innovation and Public Purpose

---

## A mission-oriented framework for the Scottish National Investment Bank

---

by Mariana Mazzucato and Laurie Macfarlane

---

March 2019

---



FINANCIAL TIMES

UK COMPANIES MARKETS OPINION WORK & CAREERS LIFE & ARTS

Scottish economy [+ Add to myFT](#)

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Sturgeon welcomes proposal that would help fund SMEs and strategic projects




Scottish first minister Nicola Sturgeon "The time for debating whether or not this is a good idea has passed, it is now time to get on with making it happen" © EPA

Mure Dickie in Edinburgh FEBRUARY 28, 2018 39

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Mission Report  
2022

The  
Scottish  
National  
Investment  
Bank

# How much does Scotland spend on public procurement?

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**£9 billion**

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**£7.5 billion**

Contribution to Scottish GDP, taking into account supply chain and re-spending of wage effects.

**How can Scotland's procurement spending maximise public value as part of an industrial strategy?**

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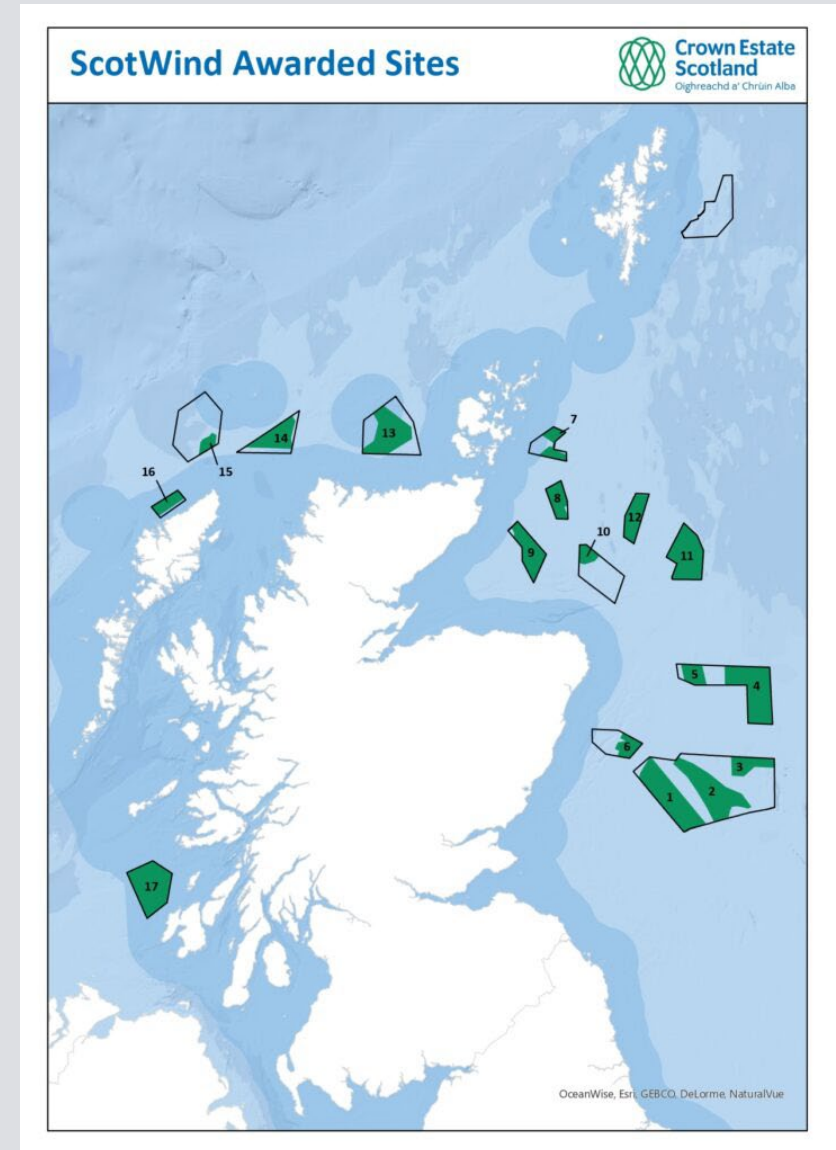
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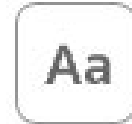
# Sharing risks and rewards with renewable energy

(conditionality on greening supply chains and equity)

## Denmark to take 20% ownership of new offshore wind farms

By Reuters

May 30, 2023 8:24 PM GMT+1 · Updated a year ago



COPENHAGEN, May 30 (Reuters) - The Danish state will take a 20% stake in four planned offshore wind farms with a total capacity of at least 6 gigawatts (GW), the country's ministry of climate, energy and utilities said on Tuesday.

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"As the market for offshore wind has become much more favorable in recent years, the (terms) will ensure that society also gets a piece of the common resource, which is the Danish sea area," the ministry of climate, energy and utilities said in a statement.

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The Scottish Government is supporting employers who adopt fair working practices, specifically:

- Payment of at least the real Living Wage
- Provide appropriate channels for effective workers' voice, such as trade union recognition
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- No inappropriate use of zero hours contracts
- Action to tackle the gender pay gap and create a more diverse and inclusive workplace
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- Oppose the use of fire and rehire practice



# Gov Labs welcoming risk-taking and experimentation



CHILE

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MEXICO CITY



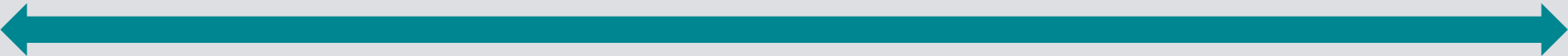
CENTRO DE INNOVACIÓN  
PÚBLICA DIGITAL

COLOMBIA

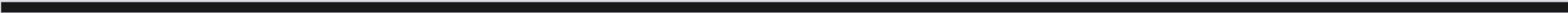
**Where  
should  
missions  
sit?**

**“All of government approach”**

**Mission-oriented policies**



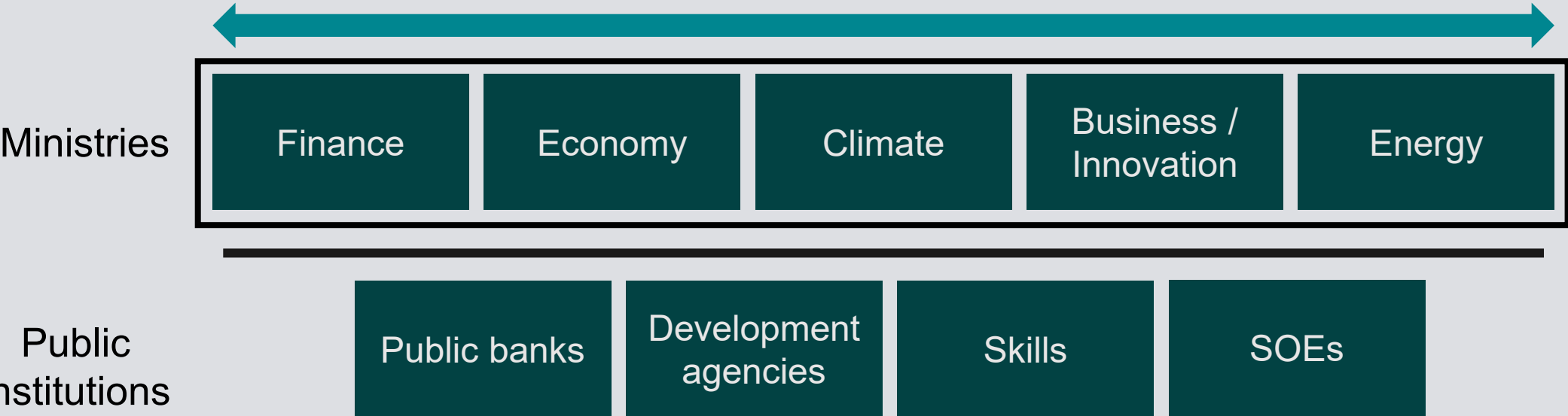
Ministries



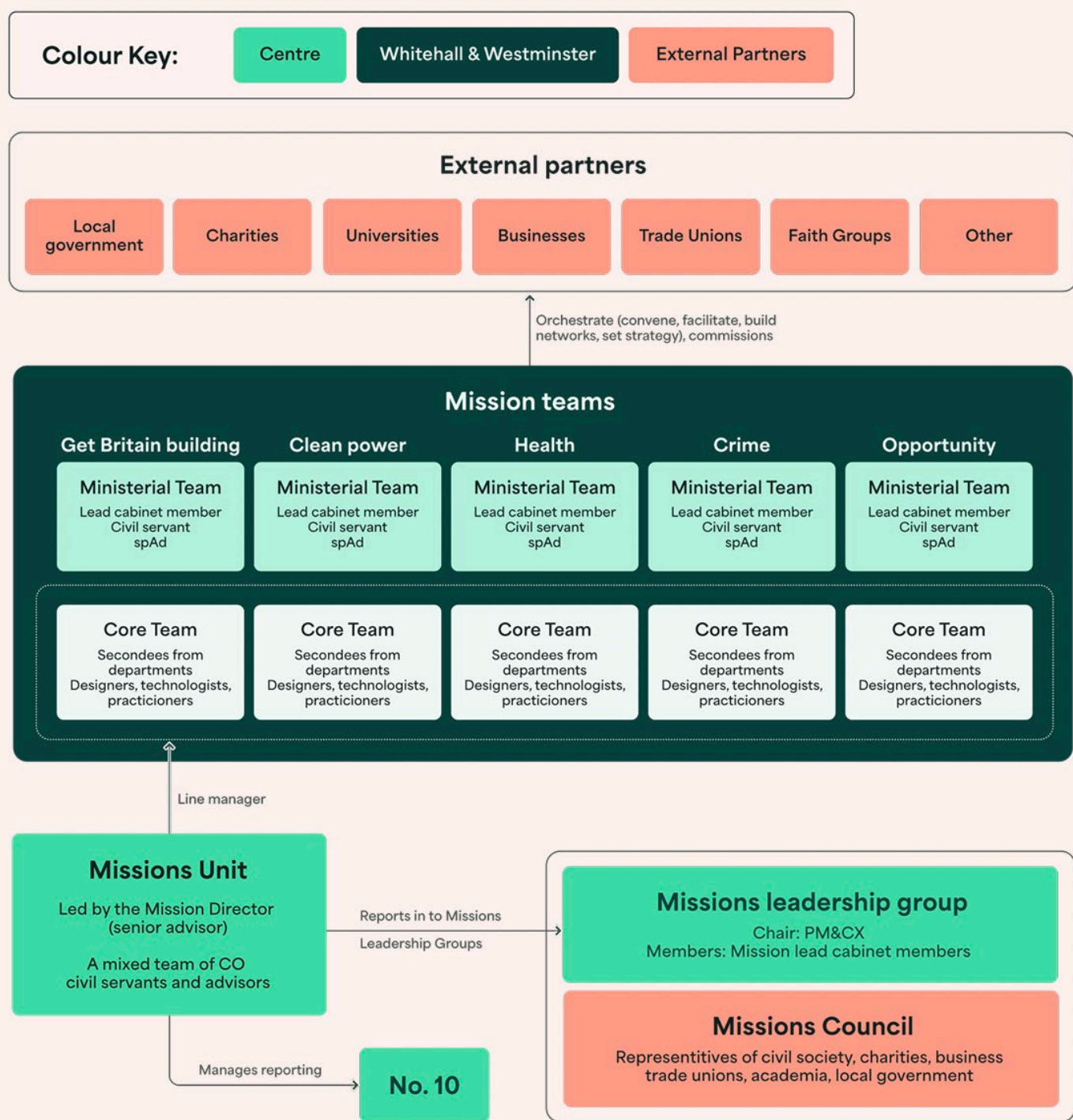
# Where should missions sit?

“All of government approach”

## Mission-oriented policies



# An all of government approach to mission delivery



# Feedback on Scotland's Green Industrial Strategy



## 5 (vertical) Opportunity Areas

- Maximising Scotland's wind economy
- Developing self-sustaining, carbon capture, utilization and storage sector
- Supporting green economy professional/financial services with global reach
- Growing the hydrogen sector
- Establishing Scotland as a competitive centre for the Clean Energy Intensive Industries of the Future

# Enabling (horizontal) Conditions

- Supporting Investment, ensuring an investment-friendly ecosystem
- Investing in strong research and development foundations
- Supporting the development of a skilled workforce
- Helping supply chain businesses to seize opportunities
- Delivering an agile planning and consenting system
- Delivering required housing

# Rethinking the role of the state

- The Scottish Government can be more proactive at utilising its tools, institutions and resources to create and shape new markets and drive structural change
- The strategy has little focus on market shaping tools like public procurement, grants and subsidies and financial instruments. What is the government's role as an 'investor of first resort'?
- Public institutions like the SNIB and enterprise agencies have a crucial role to play. How might they be reformed to maximise industrial strategy goals – and how can they work more effectively together?
- Do not repeat the mistake with renewables that we made with fossil fuels: equity stakes and conditionality are key for socialising rewards.

# A whole of government approach

- Delivering an ambitious industrial strategy requires a whole-of-government approach to enable cross ministerial alignment, and ensure a joined-up approach to delivery
- Given the GIS is sectorally oriented and sits alongside a number of other strategies, how will siloed policymaking be avoided?
- Is there a case for new governance structures to break silos and drive the industrial strategy across the Scottish public sector? And how can public sector capabilities be strengthened?

# A new social contract between the state and business

- The industrial strategy presents an opportunity to rethink the ‘deal’ that exists between public and private actors
- Conditionalities can help to create a more symbiotic and mutualistic partnership that better aligns risks and rewards between public and private actors – but these are largely absent from the GIS
- Fair Work Principles should all become mandatory for procurement, loans, grants and subsidies
- Are there opportunities to rethink the way that contracts and funding between government and businesses are structured? E.g. offshore wind leases, (e.g. ScotWind), procurement, loans and subsidies




# Thank you!

Mariana Mazzucato

Professor of Economics of Innovation and  
Public Value


Founding Director, UCL Institute for Innovation  
and Public Purpose

 @MazzucatoM / @UCL\_IIPP





**ANNEX**



# **INSTITUTIONS AND TOOLS**

- 1. Public financial institutions  
(public banks and wealth funds)**
- 2. Public procurement**

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Mission Report  
2022

The  
Scottish  
National  
Investment  
Bank

# Public development banks: a global perspective

**\$2.2 trillion**

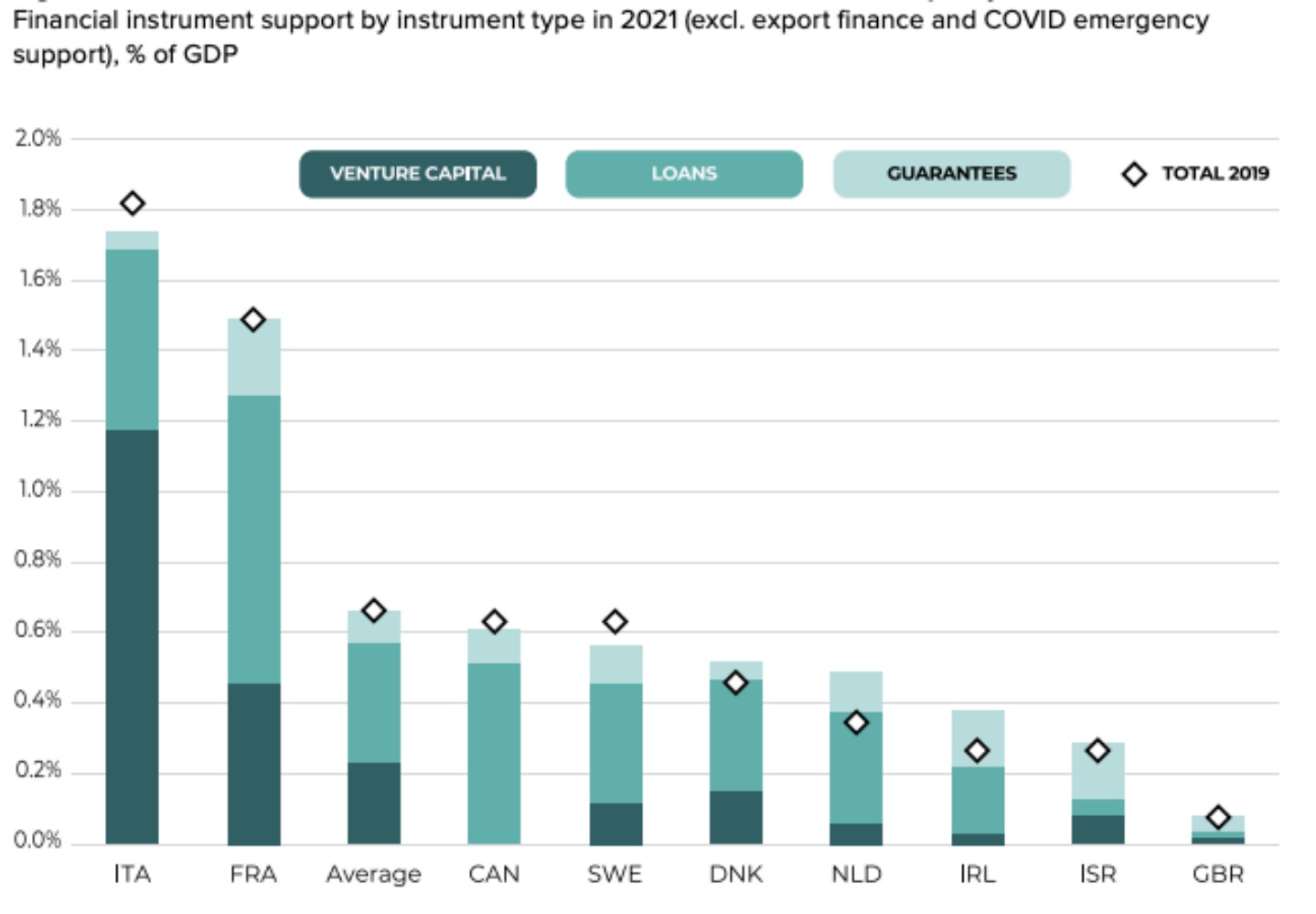
Multilateral development banks (MDBs)  
total assets under management


**\$20.2 trillion**

National development banks (NDBs)  
total assets under management



# The UK as a whole makes little of use of financial instruments for industrial policy





# INSTITUTIONS AND TOOLS

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# Grounding procurement in public value can enable a broader and more holistic negotiating platform

## Social Value

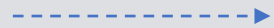
Value outputs and outcomes



Technocratic



Static market analysis



Understand value through the common lens of monetisation



Focused on what will be delivered



## Public Value

Value outputs, outcomes, processes & relationships

Political and participative

Dynamic market analysis

Weigh up multiple and sometimes conflicting forms of value

Focused on who will deliver it

---

**Mission-led procurement and market-shaping:  
Lessons from  
Camden Council**

---

Mariana Mazzucato  
Daniel Wainwright

 Institute for Innovation  
and Public Purpose



**REWARD SHARING AND  
A NEW SOCIAL CONTRACT**

# Industrial policy with conditionalities: A taxonomy

Ensure that more citizens and businesses have **ACCESS** to specific goods, services or technologies.

---

**DIRECT** investments towards social or environmental objectives.

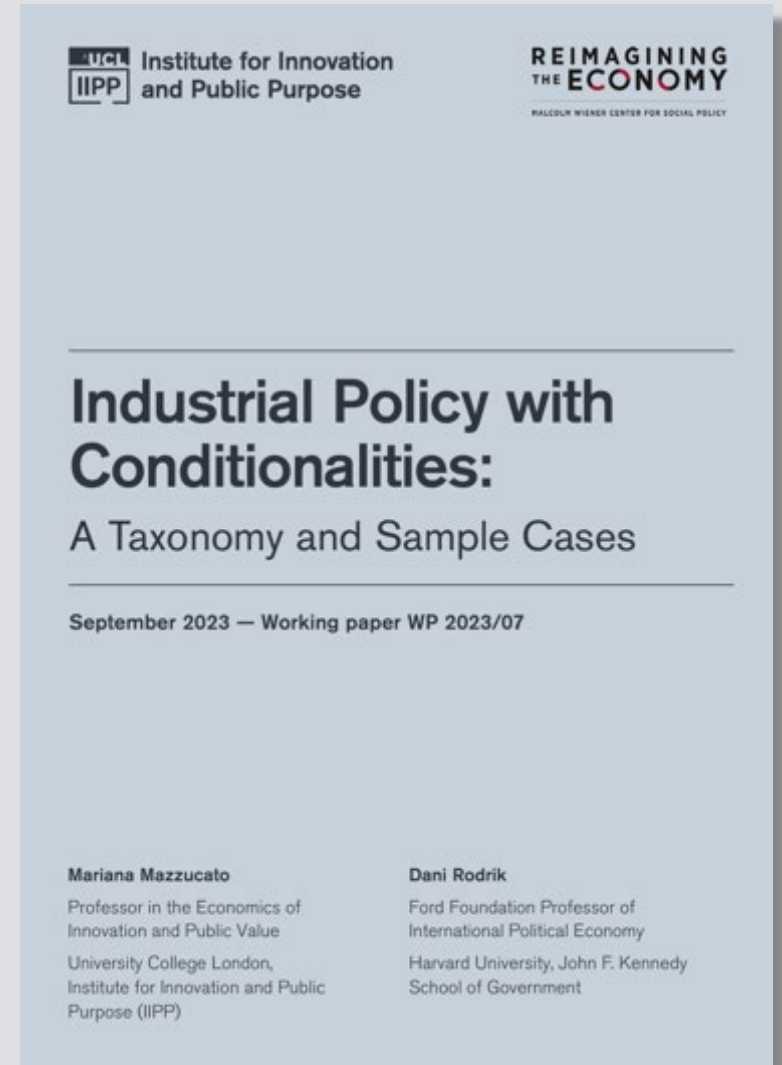
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Include **PROFIT-SHARING** provisions between contributing parties.

---

Promote the **REINVESTMENT** of business profits into productive activities.

---



# ScotWind: conditions embedded in ScotWind

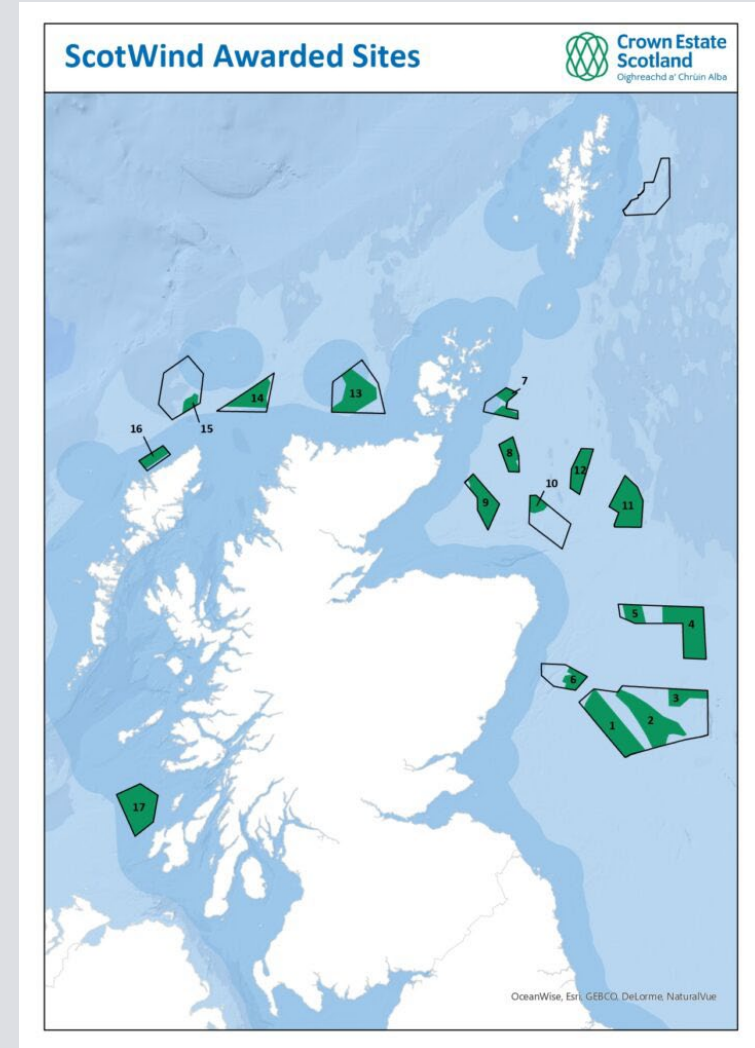
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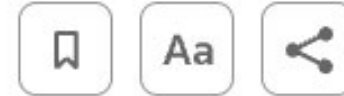


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# Bailouts in exchange for...?



“Air France will have to cut its carbon emissions and domestic flights as conditions for government financial support”  
said France’s finance minister Le Maire

**Reuters**

**VS.**

“The low-cost airline received a £600 million loan the British government without any climate conditions attached” **Guardian**



## Where is the fair share?



# CO-CREATION AND PARTICIPATION

# Participatory missions in Camden



## Missions:

- By 2030, those holding positions of power in Camden are as diverse as our community - and the next generation is ready to follow;
- By 2025, every young person has access to economic opportunity that enables them to be safe and secure;
- By 2030, everyone eats well every day with nutritious, affordable, sustainable food;
- By 2030, Camden's estates and their neighbourhoods are healthy and sustainable.

# ACTU's justice principles

1. First Nations Justice.
2. Good Jobs and Training For All.
3. Most Need, Most Risk, Most Support.
4. Safe climate.
5. Ecologically sustainable development.
6. Maximising public benefit and social good.
7. Inclusive, active, free, meaningful participation.
8. Good governance, transparency and accountability.
9. A win for one is a win for all



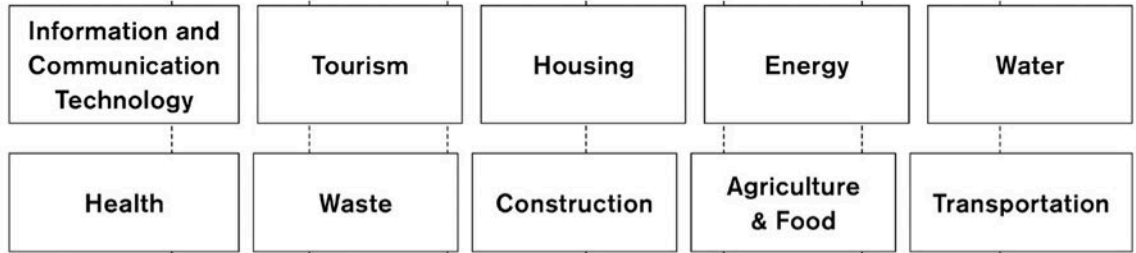
Challenge

An Unhealthy Planet In Crisis

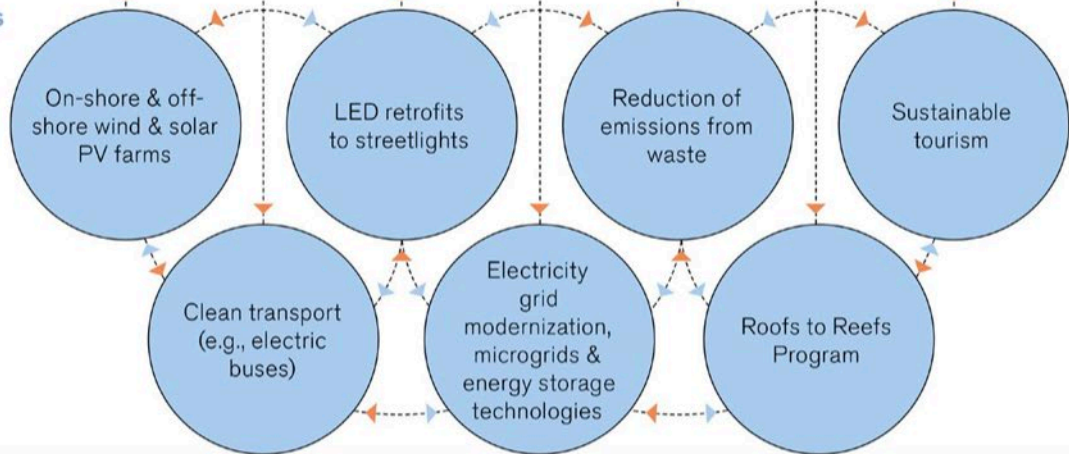
Mission

Become a clean and beautiful large-ocean state, championing sustainable development locally and globally – with the goal of all domestic activities becoming 100 per cent sustainable by 2035.

Sectors

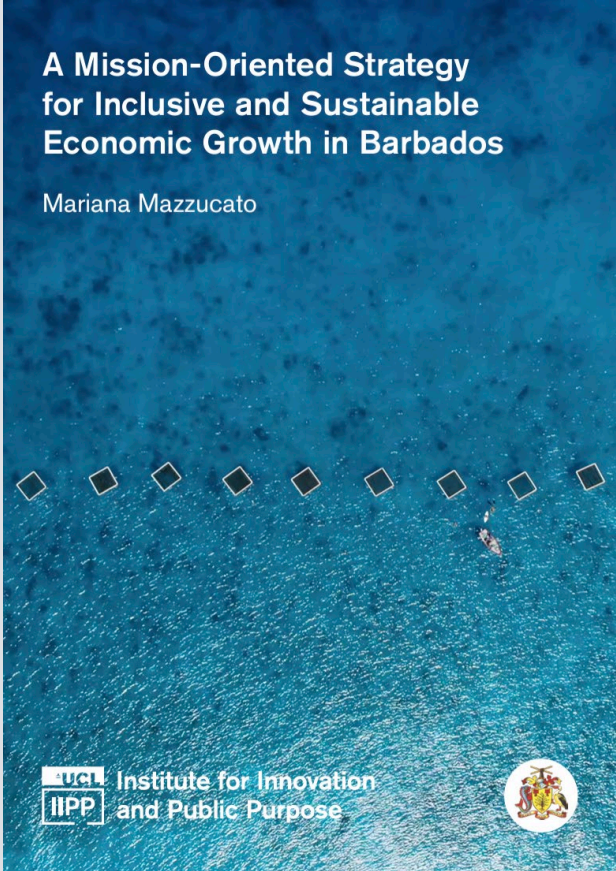


Projects



Principles

- Safeguarding and promoting Barbados' culture and identity
- Enfranchising workers and reducing poverty
- Encouraging innovation and digitalization
- Keeping Barbados healthy and safe
- Leveraging geography as a logistics hub
- Share the burden, share the bounty





**PUBLIC SECTOR CAPABILITIES MATTER**

# Apollo's head of procurement:

“... we need capabilities, not brochuremanship”



# Stop infantilizing the public sector

“Whitehall has been ‘infantilised’ by an ‘unacceptable’ reliance on expensive management consultants, a government minister has claimed in a leaked letter by Lord Agnew.”

- The Guardian



# Public sector capabilities matter!

**Adapting and learning**

**Aligning public services with needs**

**Governing data and digital platforms**

**Inter and intra-governmental learning and coordination**

**Governing resilient production systems**



# Gov Labs welcoming risk-taking and experimentation



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MEXICO CITY



CENTRO DE INNOVACIÓN  
PÚBLICA DIGITAL

COLOMBIA

# Alternative policy evaluation tools and frameworks



	Market-fixing	Market-shaping/mission-oriented
<b>Justification for the role of government</b>	Market or coordination failures: <ul style="list-style-type: none"> <li>• Public goods</li> <li>• Negative externalities</li> <li>• Imperfect competition/information</li> </ul>	All markets and institutions are co-created by public, private and third sectors. Role of government is to ensure markets support public purpose
<b>Business case appraisal</b>	Ex-ante cost-benefit analysis (CBA) – allocative efficiency assuming static general relationships, prices etc	Focused on systemic change to achieve mission – dynamic efficiency (including innovation, spillover effects and systemic change)
<b>Underlying assumptions</b>	Possible to estimate reliable future value using discounting/monetisation of externalities/risk assessment; system is characterised by equilibrium behaviour	Future is uncertain because of potential for novelty and non-marginal change; system is characterised by complex behaviour
<b>Evaluation</b>	Focus on whether specific policy solves market failure and whether government failure is avoided (Pareto-efficient)	Ongoing and reflexive evaluation of whether system is moving in direction of mission via achievement of intermediate milestones. Focus on portfolio of policies and interventions, and their interaction
<b>Approach to risk</b>	Highly risk-averse; optimism bias assumed	Failure is accepted and encouraged as a learning device

# Debunking eight myths around mission-oriented policies

Myth	Reframe
1. Growth is the mission.	Growth is the result of missions.
2. Digital transformation, skills development and R&D investment are missions.	Digital transformation, skills development and R&D are examples of horizontal conditions for mission success.
3. There is no money.	There is money if missions help to expand the productive capacity of the economy.
4. Industrial strategy must pick winners.	Industrial strategy should pick the willing.
5. The process of defining missions is technocratic.	Missions are about big-thinking government working in partnership with citizens, labour and business.
6. The public sector should de-risk the private sector.	The public and private sectors should share risks and rewards.
7. Missions are top-down.	Missions should be designed to stimulate bottom-up solutions.
8. Missions are easy.	Missions require embracing difficulty.




# Thank you!

Mariana Mazzucato

Professor of Economics of Innovation and  
Public Value

Founding Director, UCL Institute for Innovation  
and Public Purpose

 @MazzucatoM / @UCL\_IIPP



## **Schedule of documents**

E-mail from FM's office requesting Ministerial attendance
E-mail from FM's office inviting stakeholders
E-mail to Ministerial Office's with the Ministerial Briefing
Ministerial Briefing
E-mail to the external stakeholders with a briefing for the workshop
External stakeholder briefing
E-mail to Ministerial PO's with the notes of the meetings
The note of the pre meet between FM/ DFM and Professor Mazzucato
The note of the workshop
E-mail to Ministerial PO's with the ERDM links to the notes of the meetings
E-mail to external stakeholders with the note from the meeting
E-mail to SG officials with the slide deck
E-mail to external stakeholders with the slide deck
E-mail with some reflections on the workshop
E-mail to SG colleagues with a link to the note from the meeting
E-mail to the FM with feedback on the GIS
E-mail from DFM's office requesting a readout from the meeting
E-mail from DFM's office confirming content with the readout
E-mail from Mr McKee's office confirming content with the readout
E-mail from Ms Martin's office confirming content with the readout
E-mail from Mr Arthur's office confirming content with the readout
E-mail from FM's office confirming content with the readout

### Additional documents:

- Slide deck that was presented by Professor Mazzucato
- Feedback from Professor Mazzucato's team on the Green Industrial Strategy

## **E-mail from FM's office requesting Ministerial attendance**

**From:** [REDACTED] On Behalf Of First Minister

**Sent:** Monday, September 9, 2024 10:00 AM

**To:** Cabinet Secretary for Net Zero and Energy; Minister for Business; Minister for Employment and Investment; Minister for Public Finance; Minister for Housing; Minister for Climate Action; Permanent Secretary; [REDACTED]; [REDACTED]; [REDACTED]

**Cc:** First Minister; Spads Admin; Emily Mackintosh; David Hutchison; Deputy First Minister and Cabinet Secretary for Economy & Gaelic

**Subject:** Monday 16 September - Session with Professor Mariana Mazzucato

**Importance:** High

Good morning POs

On **Monday 16 September** the First Minister and Deputy First Minister have invited Professor Mariana Mazzucato to present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy. FM has requested that you attend this session which will take place **16.00 – 17.30** at Bute House. Please note final timings are still being confirmed the session is unlikely to start any later but may be moved forward slightly.

Further details regarding the content will be shared in due course. I would be grateful if you could confirm that you Cabinet Secretary / Minister will be available to attend in person.

Many thanks,  
[REDACTED]

[REDACTED]  
**Deputy Private Secretary to the First Minister**  
**Office of the First Minister**

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG

**M:** [REDACTED]

**The First Minister's box closes at 2pm, Monday to Friday.** Further details, including preferences, can be found here.

All e-mails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such e-mails or attachments.

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## **E-mail inviting stakeholders to attend the meeting**

**From:** [REDACTED] On Behalf Of First Minister

**Sent:** Tuesday, September 10, 2024 3:05 PM

**To:** First Minister <FirstMinister@gov.scot>

**Cc:** [REDACTED]; [REDACTED]

**Subject:** Invitation from the First Minister - Monday 16 September: Session with Professor Mariana Mazzucato

**Importance:** High

Good afternoon.

On Monday **16 September 2024**, the First Minister and Deputy First Minister will host a session that will focus on harnessing a mission-led government approach to deliver the ambitions of the Green Industrial Strategy at which Professor Mariana Mazzucato will present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy.

You will likely be aware of Professor Mazzucato's work. However, by way of summary, she is currently Professor in Economics of Innovation and Public Value at University College London (UCL), where she is the founding Director of the UCL Institute for Innovation and Public Purpose. Professor Mazzucato is the author of influential books such as the Entrepreneurial State and Mission Economy and has supported Scottish Government over a number of years, both as part of Council of Economic Advisers, NSET Advisory Group and in the formation of Scottish National Investment Bank.

This session will be held in **Bute House** and will run **16:00 – 17.30**. We appreciate that this session is being organised at relatively late notice and also falls on an Edinburgh public holiday. Nevertheless, the First Minister and Deputy First Minister would be delighted if you could attend in person.

I would be grateful if you could please confirm attendance by **COP Wednesday 11th September** as this will allow us to make the necessary arrangements. Please respond directly to this email at which point further details will be provided.

If you have any additional questions regarding the session please contact [REDACTED] or [REDACTED] who are copied to this email.

Many thanks,  
[REDACTED]

[REDACTED]  
**Deputy Private Secretary to the First Minister**  
**Office of the First Minister**

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG

**M:** [REDACTED]

**The First Minister's box closes at 2pm, Monday to Friday.** Further details, including preferences, can be found here.

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## **E-mail to Ministerial Office's with the Ministerial briefing**

**From:** [REDACTED]

**Sent:** Thursday, September 12, 2024 4:53 PM

**To:** First Minister; Deputy First Minister and Cabinet Secretary for Economy & Gaelic; Cabinet Secretary for Net Zero and Energy; Minister for Business; Minister for Employment and Investment; Minister for Public Finance; Minister for Housing

**Cc:** Spads Admin; Minister for Climate Action; Emily Mackintosh; David Hutchison; Permanent Secretary; DG Economy; DG Net Zero; Gary Gillespie; [REDACTED]; [REDACTED]; [REDACTED]; Suresh Kumar; Director of Economic Development; Director of Offshore Wind; Lisa Mcguinness; Andrew Hogg; Nikki Archer; Catriona Laing; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; Communications First Minister; Communications Deputy First Minister, Economy and Gaelic; [REDACTED]; [REDACTED]; Richard Rollison; Nick Ford; Kersti Berge; Colin McAllister

**Subject:** Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

Afternoon PO's

Please find attached a briefing for the session with Professor Mazzucato on the power of mission-led Government and how to maximise the impact and effectiveness of the GIS.

Comms colleagues are considering the comms approach and will revert in due course.

Many thanks,

[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**

5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

Mobile: [REDACTED] | [REDACTED]@gov.scot



**Scottish Government**  
Riaghaltas na h-Alba

**Attachment – Briefing**

**(duplicate, please see pages 7 - 15)**

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**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** First Minister

**Sent:** Monday, September 9, 2024 10:00 AM

**To:** Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>

**Cc:** First Minister <FirstMinister@gov.scot>; Spads Admin <[REDACTED]@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Deputy

First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

**Subject:** Monday 16 September - Session with Professor Mariana Mazzucato

**Importance:** High

Good morning POs

On **Monday 16 September** the First Minister and Deputy First Minister have invited Professor Mariana Mazzucato to present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy. FM has requested that you attend this session which will take place **16.00 – 17.30** at Bute House. Please note final timings are still being confirmed the session is unlikely to start any later but may be moved forward slightly.

Further details regarding the content will be shared in due course. I would be grateful if you could confirm that you Cabinet Secretary / Minister will be available to attend in person.

Many thanks,

**[REDACTED]**

**[REDACTED]**

**Deputy Private Secretary to the First Minister**

**Office of the First Minister**

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG

**M: [REDACTED]**

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## Ministerial Briefing

### **BRIEFING FOR THE MEETING AND WORKSHOP WITH PROFESSOR MARIANA MAZZUCATO**

**16 September 2024**

<b>Key message</b>	This is an opportunity to follow up on a discussion the FM and DFM had with Professor Mazzucato and her team on the recently-published joint paper from the <i>Future Economy Scotland</i> think-tank and the <i>UCL's Institute for Innovation and Public Purpose</i> on the power of mission-led Government.
<b>What</b>	<b>Pre-Meeting</b> - FM and DFM to meet Professor Mazzucato and her team. <b>Workshop</b> - Professor Mazzucato to present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy (GIS).
<b>Why</b>	To understand more about the potential for a mission-led approach to delivering the GIS and explore the scope to utilise such an approach with key Ministers, public sector bodies and relevant Directors.
<b>Who</b>	<b>Pre-Meeting</b> <ul style="list-style-type: none"><li>• FM, DFM, Gary Gillespie (Chief Economist) and Emily Mackintosh (SPAD)</li><li>• Professor Mariana Mazzucato (Professor in the Economics of Innovation and Public Value at University College London and founding director of the UCL Institute for Innovation and Public Purpose)</li><li>• Laurie Macfarlane (Co-Director of Future Economy Scotland and Policy Fellow at the UCL Institute for Innovation and Public Purpose)</li><li>• Luca Kuehn Von Burgsdorff (Director's Senior Policy Advisor at the UCL Institute for Innovation and Public Purpose)</li><li>• <b>[REDACTED]</b> (Professor Mazzucato's Chief of Staff)</li></ul> Attendees for the <b>workshop</b> can be found in Annex B
<b>Where</b>	Pre-Meeting - Drawing Room, Bute House, Edinburgh Workshop - Cabinet Room, Bute House, Edinburgh
<b>When</b>	Pre-Meeting - 15.15 – 16.00 Workshop - 16.00 – 17.30
<b>Likely themes</b>	A mission-orientated approach to a green industrial strategy for Scotland; raising the level of investment in the transition to net zero; the role of the state in this and the structures which will support that.
<b>Media</b>	Comms <b>[REDACTED]</b> to confirm a social media post in due course.
<b>Supporting officials</b>	Gary Gillespie - Official Support and Facilitator <b>[REDACTED]</b> Supporting Officials - <b>[REDACTED]</b> <b>[REDACTED]</b> , <b>[REDACTED]</b> <b>[REDACTED]</b> and <b>[REDACTED]</b> <b>[REDACTED]</b>
<b>Attached documents</b>	ANNEX A – Agenda and Summary ANNEX B - Workshop attendees ANNEX C - Background briefing: <ul style="list-style-type: none"><li>• Mission-Oriented Industrial Strategy for Scotland</li></ul>

	<ul style="list-style-type: none"> <li>• Similarities and differences between Prof Mazzucato’s approach and GIS</li> <li>• Green Industrial Strategy (GIS) – top lines</li> </ul> ANNEX D - Biographies
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**ANNEX A**

**Agenda**

**Pre-meeting with Professor Mazzucato (1515 – 1600)**

Meeting to cover/discuss

- SG’s 4 Priority/missions
- Professor Mazzucato’s work on missions
- Professor Mazzucato’s thoughts on requirement for delivery in Mission led work.
- On-going engagement.

**Workshop agenda**

Power of mission-led Government, presentation by Professor Mariana Mazzucato  
Monday 16 September 2024, 1600 - 1730  
Bute House, Cabinet Room, Charlotte Square, Edinburgh, EH2 4DR

**AGENDA**

Time	Item	Lead
1600 - 1645	How to Deliver Mission-Led Government with a focus on Green Industrial Strategy <ul style="list-style-type: none"> <li>• Introduction by the FM</li> <li>• Professor Mazzucato to present: <ul style="list-style-type: none"> <li>○ Work on Mission led Government</li> <li>○ How to maximise impact of GIS</li> <li>○ How mission framing is different</li> <li>○ Implications for Scotland</li> </ul> </li> </ul>	Professor Mazzucato
1645 - 1715	Facilitated Discussion <ul style="list-style-type: none"> <li>• What this implies for delivery</li> <li>• Q&amp;A</li> </ul>	Gary Gillespie
1715 - 1730	Closing remarks/reflections <ul style="list-style-type: none"> <li>• FM to provide closing remarks</li> </ul>	First Minister

**Summary**

- This follows up a discussion on 20 August 2024 between FM, DFM, Prof Mazzucato and Laurie Macfarlane on a mission-oriented industrial strategy approach for Scotland and is an opportunity to get insight from these two think tanks into how the Scottish Government might utilise a mission-led approach to delivery of the Green Industrial Strategy.

- The first report (a-mission-oriented-industrial-strategy-for-Scotland, July 2024) assesses the key challenges Scotland's economy faces, and sets out a roadmap for an ambitious industrial strategy that aligns social and environmental priorities with economic goals.
- It is the first of two reports. The second report (due later this year) will offer a perspective on how the Scottish Government can most effectively leverage all its available tools, institutions and capabilities to embed missions across the public sector.
- The proposals and thinking in the Mazzucato/Macfarlane paper are broadly aligned with those in SG's GIS. There are differences of detail, and Prof Mazzucato would likely advocate a more whole-hearted adoption of her 'missions' approach, but we think she and Future Economy Scotland will be generally supportive of the GIS.
  - Prof Mazzucato might argue that our 'opportunity areas' are an example of traditional sector-focused rather than mission-orientated industrial strategy. We would argue that our opportunity areas are inherently cross-sectoral. For example, realising the offshore wind opportunity will draw on manufacturing, operations and maintenance, finance, etc
- The Green Industrial Strategy is firmly focused on securing opportunities for economic growth from the global transition to net zero. It sits alongside and dovetails with other SG programmes – including the Just Transition Plans and Climate Change Plan – as part of our overall response to climate change.
  - The framework set out in the Mazzucato/Macfarlane paper proposes as its central mission the delivery of a just transition to net zero by 2045.
  - SG's GIS is focused more tightly on the economic growth opportunities – the Just Transition Plans and Climate Change Plan speak to other elements of the wider net zero mission.
- As an introduction to mission-led government, attendees might be interested in this recording of a recent session Prof Mazzucato held with Cabinet Office, Exploring Mission-Led Government (youtube.com)

**Workshop attendees**

		<b>Title and Organisation</b>
1.	John Swinney MSP	First Minister
2.	Kate Forbes MSP	Deputy First Minister and Cabinet Secretary for Economy and Gaelic
3.	Gillian Martin MSP	Cabinet Secretary for Net Zero and Energy
4.	Richard Lochhead MSP	Minister for Business <b>(attending virtually)</b>
5.	Ivan McKee MSP	Minister for Public Finance
6.	Tom Arthur MSP	Minister for Employment and Investment
7.	Paul McLennan MSP	Minister for Housing
8.	Emily Mackintosh	Special Advisor, Scottish Government
9.	Gary Gillespie	Chief Economist, Scottish Government
10.	Michelle Quinn	Acting DG Net Zero
11.	Professor Mariana Mazzucato	UCL Institute for Innovation and Public Purpose
12.	Luca Kühn von Burgsdorff	UCL Institute for Innovation and Public Purpose
13.	Laurie Macfarlane	Future Economy Scotland
14.	Barry White	Co-Chair NSET Delivery Board <b>(Attendance still TBC)</b>
15.	Al Denholm	CEO Scottish National Investment Bank
16.	Peter Reekie	CEO Scottish Futures Trust
17.	Jane Martin	Managing Director of Innovation & Investment Scottish Enterprise
18.	Stuart Black	Chief Executive of Highlands and Islands Enterprise
19.	Martin Valenti	Director of Net Zero, Nature and Entrepreneurship - SOSE

**Other attendees and officials to be located in the additional seating around the room.**

- Miriam Brett - Future Economy Scotland
- **[REDACTED]** - UCL Institute for Innovation and Public Purpose
- Colin Cook - Director of Economic Development
- Lisa McGuinness - Director for Performance and Resilience
- Annabel Turpie - Director of Offshore Wind
- Andy Hogg - Deputy Director for Investment and Financial Services
- Nikki Archer - Deputy Director of Procurement and Commercial Policy and Strategy
- Catriona Laing - Deputy Director for Climate Change
- **[REDACTED]** / **[REDACTED]** - Industrial Transformation Division

## **Briefing**

### **A Mission-Oriented Industrial Strategy for Scotland - Mazzucato and Macfarlane - July 2024**

The main subject of the meeting is how to deliver mission-Led Government with a focus on how the Scottish Government can effectively implement the Green Industrial Strategy.

The report published in July 2024 is a collaboration between two think tanks - UCL's Institute for Innovation and Public Purpose's Mission-Oriented Policy Hub, and Future Economy Scotland's two-year just transition project. The report is co-authored by Professor Mariana Mazzucato and Laurie Macfarlane.

The report assesses the key challenges Scotland's economy faces, and sets out a roadmap for an ambitious industrial strategy that aligns social and environmental priorities with economic goals.

The report argues that, while Scotland's economy has many strengths, there is a chronic problem of low investment which has undermined living standards, productivity growth, and innovation. Meanwhile, the huge economic opportunities associated with Scotland's net zero transition have, it says, been hampered by a weak industrial base and a lack of investment.

The report calls on the Scottish Government to embrace a 'mission-oriented' approach to industrial strategy – replacing traditional, sector-focused strategies with cross-sectoral 'missions' that address major societal challenges.

It argues that the focus of Scotland's new industrial strategy should be on "system-wide transformation", rather than supporting a small number of sectors.

The report recommends that the Scottish Government:

- Moves away from acting simply as 'lender of last resort' bailing out struggling firms, and instead embraces an 'investor of first resort' role – investing proactively to nurture new technological and industrial landscapes
- Promotes greater coordination between policies such as procurement, subsidies and innovation funding, as well as institutions such as Scottish Enterprise and the Scottish National Investment Bank
- Creates a new 'social contract' between government and business by attaching conditions on private sector access to state funding, and taking equity stakes in major projects
- Strengthens capabilities within Scotland's public sector to reduce reliance on private consultancy firms
- Creates new governance models to break government silos and drive a mission-oriented industrial strategy across the Scottish Government

It is the first of two reports. The second report will assess how the Scottish Government can most effectively leverage all its available tools, institutions and capabilities to embed missions across the public sector.

### **The similarities and differences between Prof Mazzucato's approach and SG's GIS**

The proposals and thinking in Prof Mazzucato's paper are broadly aligned with that in SG's GIS. There are differences of detail, and Prof Mazzucato will likely advocate a more whole-hearted adoption of her 'missions' approach. We share much of the same analysis of the problem, and the opportunity – for example, the issue of low investment, and the value of building a stronger and more productive economy while also transitioning to net zero and creating a fairer society.

And we share the same fundamental view that government has a role to create and shape markets, not just fix – hence our identification of the six 'enablers' (agile planning system, skilled workforce, etc), where we intend to use public policy levers to support the opportunities in the transition to net zero.

Prof Mazzucato's report identifies four key principles that should underpin a mission-oriented industrial strategy for Scotland; here they are with our assessment of the overlap with SG's thinking:

- **From market fixing to market shaping:** the Scottish Government must move away from being a market fixer, and embrace its role as a market shaper. While we don't say this in such blunt terms, this approach is implicit in our strategy.
- **From sectors to missions:** rather than picking sectors, a mission-oriented approach picks problems that all sectors can tackle. This is where Prof Mazzucato may see the greatest difference between her report and our strategy, pointing to our 'opportunity areas' as an example of picking sectors, rather than missions or cross-sectoral problems. We see it differently, arguing that our opportunity areas are inherently cross-sectoral. For example, realising the offshore wind opportunity will draw on manufacturing, operations and maintenance, finance.
- **From 'lender of last resort' to 'investor of first resort':** Scottish Government should align Scotland's ecosystem of public institutions around a mission-oriented approach, fully harnessing public funds to fuel investment across the entire innovation chain. We agree, and the work of the Scottish National Investment Bank, Scottish Enterprise and other partners on offshore wind infrastructure is a good example of agencies pulling together on a single mission.
- **Sharing risks and rewards:** a mission-oriented approach presents an opportunity to rethink the 'deal' that exists between public and private actors to reflect the state's role as market shaper. Prof Mazzucato will likely argue that we could go further than we do, but:

- Elements of risk/reward-sharing already exist in the work of our enterprise agencies and the Scottish National Investment Bank, through the equity stakes that SE and/or the Bank take in companies and other conditions or commitments that companies enter in to in return for public sector support.
- Most significantly, the Scotwind leasing round committed developers to the delivery of Supply Chain Development Statements to provide supply chain benefits equivalent to approx. £1.4bn per 1GW to Scotland.
- The approach that the Scottish Government and Crown Estate Scotland took to conditionality via the ScotWind Supply Chain Development Statements has previously been noted as an example of good practice by Prof Mazzucato.

### **The Scottish Government's new Green Industrial Strategy**

- We have published our Green Industrial Strategy, which aims to ensure that Scotland gets the maximum possible economic benefit from the opportunities created by the global transition to net zero.
- We want to see the growth of the world's net zero economy translating into good, well-paid jobs in communities right across Scotland and we want to see Scottish businesses exporting goods, services and energy around the world.
- The transition to net zero can be a net positive for Scotland and Scottish workers.

### **To create these jobs and opportunities, we need to translate Scotland's huge strengths into competitive advantages in a global race.**

- Scotland has an immense advantage in the enormous value of the natural capital which makes our country so special and we have a huge wealth of knowledge, skill, enterprise and enthusiasm across our country.
- Our task – and our opportunity – is to ensure that these strengths deliver long term economic benefit to our country – by taking action to ensure that the public sector creates an environment which encourages investment, provides the skills we need, supports research, and tackles barriers in terms of planning and the availability of housing

### **That is why this strategy provides a clear direction and focus to create confidence and encourage investment.**

- In this strategy we are making a deliberate choice to focus on five opportunity areas in which we believe Scotland has the strengths and potential to compete internationally.
- The five opportunity areas are wind, carbon capture and storage, professional and financial services, hydrogen, and clean industries.

### **We will use all the powers at our disposal to make Scotland a fantastic place to invest in these green economy opportunities.**

- The Scottish Government will make maximum use of the various tools and levers we have, aligning them in support of the five opportunities.

- We have also identified six enabling factors – from skills to planning and consenting – which are vital to creating an environment that supports growth and investment and which we will focus on.
- So investors and businesses - both in Scotland and thinking about coming here from elsewhere - can have confidence that they will have the support of the Scottish Government behind them.

**We will work closely with all our partners in the green industrial ecosystem to deliver this strategy.**

- This strategy has been developed with the support of partners from across “Team Scotland” and they will play a central role in bringing it to life.
- We will work with our enterprise agencies, SNIB, SDI, regional economic partnerships, and others to ensure we are all pulling in the same direction and making the best use of our joint resources.
- And we will work with the UK Government and other agencies to ensure that the interests of Scotland are best represented.

**ANNEX D**

**Biographies**

**Mariana Mazzucato**

Mariana Mazzucato is Professor in the Economics of Innovation and Public Value at University College London, where she is Founding Director of the UCL Institute for Innovation & Public Purpose (IIPP).



She is the author of several influential books: *The Entrepreneurial State: debunking public vs. private sector myths* (2013), *The Value of Everything: making and taking in the global economy* (2018), *Mission Economy: a moonshot guide to changing capitalism* (2021), and *The Big Con: How the Consulting Industry Weakens our Businesses, Infantilizes our Governments and Warps our Economies* (2023).

She advises policy makers around the world on innovation-led inclusive and sustainable growth. Previously, through her role as Special Advisor for the EC Commissioner for Research, Science and Innovation (2017-2019), she authored the high-impact report on Mission-Oriented Research and Innovation in the European Union, turning “missions” into a crucial new instrument in the European Commission’s Horizon innovation programme.

Her thinking has had a significant impact on UK public policy, in particular in the adoption of ‘missions’ – as seen in Kier Starmer’s five national missions.

## Laurie Macfarlane

Laurie is one of the Co-Directors of Future Economy Scotland. He is also a visiting fellow at the UCL Institute for Innovation and Public Purpose (IIPP), a research fellow at The Democracy Collaborative, a council member of the Progressive Economy Forum (PEF), and a member of North Ayrshire Council's Community Wealth Building Expert Panel. He is also the co-author of the critically acclaimed book 'Rethinking the Economics of Land and Housing'.



Prior to co-founding Future Economy Scotland, Laurie was Senior Economist at the New Economics Foundation, Economics Editor at openDemocracy and a trustee at the Finance Innovation Lab. He has also led research projects in a freelance capacity for a wide range of think tanks, trade unions, and public sector organisations.

## Luca Kühn von Burgsdorff

Luca Kühn von Burgsdorff is Policy Advisor to Professor Mariana Mazzucato at the UCL Institute for Innovation and Public Purpose (IIPP). Luca manages Professor Mazzucato's strategic relationships with government partners and international organisations. His portfolio includes Professor Mazzucato's and IIPP's work on industrial policy with the Governments of Brazil and Colombia, and the European Commission, and the United Nations, among others.



## Miriam Brett

Miriam is one of the Co-Directors of Future Economy Scotland. She is also an advisory group member of Common Wealth think tank (not to be confused with Common Weal), a board member of Green New Deal Rising, and a research fellow at The Democracy Collaborative and the Wellbeing Economy Alliance. She sits on the expert panel for the North Ayrshire Community Wealth Building strategy, and was also a member of the Scottish Land Commission tax and land working group.



Miriam most recently worked as director of research and advocacy for Common Wealth think tank. Prior to that, she was international development finance manager for an independent watchdog to the IMF and World Bank, Bretton Woods Project. Before this, Miriam was senior economic advisor to the SNP Westminster group, and a policy analyst at the Common Weal.

[REDACTED]

[REDACTED]

[REDACTED]

## **E-mail to the external stakeholders with a briefing**

**From:** [REDACTED]

**Sent:** Friday, September 13, 2024 9:42 AM

**To:** [REDACTED]@scotent.co.uk; [REDACTED]@hient.co.uk; [REDACTED]@sose.scot>; [REDACTED]@hotmail.com>; [REDACTED]@scottishfuturestrust.org.uk; [REDACTED]@thebank.scot

**Cc:** First Minister; [REDACTED]@thebank.scot; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>

**Subject:** Monday 16 September: Session with Professor Mariana Mazzucato - Briefing

Good Morning,

Thank you for confirming your attendance to Monday's session with Professor Mazzucato, the First Minister, and the Deputy First Minister. As noted below, the session will be held in Bute House and will run from 16.00 to 17.30.

For security reasons, please ensure you bring photographic ID which is required by Bute House.

I appreciate that some of you may already be familiar with Professor Mazzucato and her work. However, for those who would like additional context, please find attached a background briefing. This includes an overview of her most recent paper, A Mission-Oriented Industrial Strategy for Scotland: Framing Paper | Future Economy Scotland, as well as the agenda, session attendees and biographies.

Should you have any question ahead of the session, please contact myself or [REDACTED] (cc'd to this email).

Kind regards,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**

5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

Mobile: [REDACTED] | [REDACTED]@gov.scot



**Attachment – Briefing  
(duplicate, please see pages 18 - 23)**

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**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** First Minister

**Sent:** Tuesday, September 10, 2024 3:05 PM

**To:** First Minister <FirstMinister@gov.scot>

**Cc:** [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>

**Subject:** Invitation from the First Minister - Monday 16 September: Session with Professor

Mariana Mazzucato

**Importance:** High

Good afternoon.

On Monday **16 September 2024**, the First Minister and Deputy First Minister will host a session that will focus on harnessing a mission-led government approach to deliver the ambitions of the Green Industrial Strategy at which Professor Mariana Mazzucato will present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy.

You will likely be aware of Professor Mazzucato's work. However, by way of summary, she is currently Professor in Economics of Innovation and Public Value at University College London (UCL), where she is the founding Director of the UCL Institute for Innovation and Public Purpose. Professor Mazzucato is the author of influential books such as the Entrepreneurial State and Mission Economy and has supported Scottish Government over a number of years, both as part of Council of Economic Advisers, NSET Advisory Group and in the formation of Scottish National Investment Bank.

This session will be held in **Bute House** and will run **16:00 – 17.30**. We appreciate that this session is being organised at relatively late notice and also falls on an Edinburgh public holiday. Nevertheless, the First Minister and Deputy First Minister would be delighted if you could attend in person.

I would be grateful if you could please confirm attendance by **COP Wednesday 11th September** as this will allow us to make the necessary arrangements. Please respond directly to this email at which point further details will be provided.

If you have any additional questions regarding the session please contact **[REDACTED]** or **[REDACTED]** who are copied to this email.

Many thanks,

**[REDACTED]**

**[REDACTED]**

**Deputy Private Secretary to the First Minister**

**Office of the First Minister**

5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG

**M: [REDACTED]**

**The First Minister's box closes at 2pm, Monday to Friday.** Further details, including preferences, can be found here. All e-mails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such e-mails or attachments. Scottish Ministers, Special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See [www.lobbying.scot](http://www.lobbying.scot)

## External stakeholder briefing

### **BRIEFING FOR THE WORKSHOP WITH PROFESSOR MARIANA MAZZUCATO**

**16 September 2024**

<b>Key message</b>	This is an opportunity to hear from Professor Mazzucato and her team on the recently-published joint paper from the <i>Future Economy Scotland</i> think-tank and the <i>UCL's Institute for Innovation and Public Purpose</i> on the power of mission-led Government.
<b>What</b>	Professor Mazzucato to present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy (GIS).
<b>Why</b>	To understand more about the potential for a mission-led approach to delivering the GIS and explore the scope to utilise such an approach with key Ministers, public sector bodies and relevant Directors.
<b>Who</b>	Attendees for the <b>workshop</b> can be found in Annex B
<b>Where</b>	Cabinet Room, Bute House, Edinburgh
<b>When</b>	16.00 – 17.30
<b>Likely themes</b>	A mission-orientated approach to a green industrial strategy for Scotland; raising the level of investment in the transition to net zero; the role of the state in this and the structures which will support that.
<b>Supporting officials</b>	Gary Gillespie - Official Support and Facilitator <b>[REDACTED]</b> Supporting Officials - <b>[REDACTED]</b> <b>[REDACTED]</b> , <b>[REDACTED]</b> <b>[REDACTED]</b> and <b>[REDACTED]</b> <b>[REDACTED]</b>
<b>Attached documents</b>	ANNEX A - Agenda ANNEX B - Workshop attendees ANNEX C - Background briefing: <ul style="list-style-type: none"><li>• Mission-Oriented Industrial Strategy for Scotland</li></ul> ANNEX D - Biographies

Agenda**Power of mission-led Government, presentation by Professor Mariana Mazzucato****Monday 16 September 2024, 1600 - 1730****Bute House, Cabinet Room, Charlotte Square, Edinburgh, EH2 4DR****AGENDA**

Time	Item	Lead
1600 - 1645	How to Deliver Mission-Led Government with a focus on Green Industrial Strategy <ul style="list-style-type: none"> <li>• Introduction by the FM</li> <li>• Professor Mazzucato to present:               <ul style="list-style-type: none"> <li>○ Work on Mission led Government</li> <li>○ How to maximise impact of GIS</li> <li>○ How mission framing is different</li> <li>○ Implications for Scotland</li> </ul> </li> </ul>	Professor Mazzucato
1645 - 1715	Facilitated Discussion <ul style="list-style-type: none"> <li>• What this implies for delivery</li> <li>• Q&amp;A</li> </ul>	Gary Gillespie
1715 - 1730	Closing remarks/reflections <ul style="list-style-type: none"> <li>• FM to provide closing remarks</li> </ul>	First Minister

**Workshop attendees**

		<b>Title and Organisation</b>
1.	John Swinney MSP	First Minister
2.	Kate Forbes MSP	Deputy First Minister and Cabinet Secretary for Economy and Gaelic
3.	Gillian Martin MSP	Cabinet Secretary for Net Zero and Energy
4.	Richard Lochhead MSP	Minister for Business <b>(attending virtually)</b>
5.	Ivan McKee MSP	Minister for Public Finance
6.	Tom Arthur MSP	Minister for Employment and Investment
7.	Paul McLennan MSP	Minister for Housing
8.	Emily Mackintosh	Special Advisor, Scottish Government
9.	Gary Gillespie	Chief Economist, Scottish Government
10.	Michelle Quinn	Acting DG Net Zero
11.	Professor Mariana Mazzucato	UCL Institute for Innovation and Public Purpose
12.	Luca Kühn von Burgsdorff	UCL Institute for Innovation and Public Purpose
13.	Laurie Macfarlane	Future Economy Scotland
14.	Barry White	Co-Chair NSET Delivery Board
15.	Al Denholm	CEO Scottish National Investment Bank
16.	Peter Reekie	CEO Scottish Futures Trust
17.	Jane Martin	Managing Director of Innovation & Investment Scottish Enterprise
18.	Stuart Black	Chief Executive of Highlands and Islands Enterprise
19.	Martin Valenti	Director of Net Zero, Nature and Entrepreneurship - SOSE

**Other attendees and officials to be located in the additional seating around the room.**

- Miriam Brett - Future Economy Scotland
- **[REDACTED]** - UCL Institute for Innovation and Public Purpose
- Colin Cook - Director of Economic Development
- Lisa McGuinness - Director for Performance and Resilience
- **[REDACTED]** - Offshore Wind Directorate
- Andy Hogg - Deputy Director for Investment and Financial Services
- Nikki Archer - Deputy Director of Procurement and Commercial Policy and Strategy
- Catriona Laing - Deputy Director for Climate Change
- **[REDACTED]** / **[REDACTED]** - Industrial Transformation Division

## **Briefing**

### **A Mission-Oriented Industrial Strategy for Scotland - Mazzucato and Macfarlane - July 2024**

The main subject of the meeting is how to deliver mission-Led Government with a focus on how the Scottish Government can effectively implement the Green Industrial Strategy.

The report published in July 2024 is a collaboration between two think tanks - UCL's Institute for Innovation and Public Purpose's Mission-Oriented Policy Hub, and Future Economy Scotland's two-year just transition project. The report is co-authored by Professor Mariana Mazzucato and Laurie Macfarlane.

The report assesses the key challenges Scotland's economy faces, and sets out a roadmap for an ambitious industrial strategy that aligns social and environmental priorities with economic goals.

The report argues that, while Scotland's economy has many strengths, there is a chronic problem of low investment which has undermined living standards, productivity growth, and innovation. Meanwhile, the huge economic opportunities associated with Scotland's net zero transition have, it says, been hampered by a weak industrial base and a lack of investment.

The report calls on the Scottish Government to embrace a 'mission-oriented' approach to industrial strategy – replacing traditional, sector-focused strategies with cross-sectoral 'missions' that address major societal challenges.

It argues that the focus of Scotland's new industrial strategy should be on "system-wide transformation", rather than supporting a small number of sectors.

The report recommends that the Scottish Government:

- Moves away from acting simply as 'lender of last resort' bailing out struggling firms, and instead embraces an 'investor of first resort' role – investing proactively to nurture new technological and industrial landscapes
- Promotes greater coordination between policies such as procurement, subsidies and innovation funding, as well as institutions such as Scottish Enterprise and the Scottish National Investment Bank
- Creates a new 'social contract' between government and business by attaching conditions on private sector access to state funding, and taking equity stakes in major projects

- Strengthens capabilities within Scotland’s public sector to reduce reliance on private consultancy firms
- Creates new governance models to break government silos and drive a mission-oriented industrial strategy across the Scottish Government

It is the first of two reports. The second report will assess how the Scottish Government can most effectively leverage all its available tools, institutions and capabilities to embed missions across the public sector.

As an introduction to mission-led government, attendees might be interested in this recording of a recent session Prof Mazzucato held with Cabinet Office, Exploring Mission-Led Government (youtube.com)

## ANNEX D

### **Biographies**

#### **Mariana Mazzucato**

Mariana Mazzucato is Professor in the Economics of Innovation and Public Value at University College London, where she is Founding Director of the UCL Institute for Innovation & Public Purpose (IIPP).



She is the author of several influential books: *The Entrepreneurial State: debunking public vs. private sector myths* (2013), *The Value of Everything: making and taking in the global economy* (2018), *Mission Economy: a moonshot guide to changing capitalism* (2021), and *The Big Con: How the Consulting Industry Weakens our Businesses, Infantilizes our Governments and Warps our Economies* (2023).

She advises policy makers around the world on innovation-led inclusive and sustainable growth. Previously, through her role as Special Advisor for the EC Commissioner for Research, Science and Innovation (2017-2019), she authored the high-impact report on Mission-Oriented Research and Innovation in the European Union, turning “missions” into a crucial new instrument in the European Commission’s Horizon innovation programme.

Her thinking has had a significant impact on UK public policy, in particular in the adoption of ‘missions’ – as seen in Kier Starmer’s five national missions.

## Laurie Macfarlane

Laurie is one of the Co-Directors of Future Economy Scotland. He is also a visiting fellow at the UCL Institute for Innovation and Public Purpose (IIPP), a research fellow at The Democracy Collaborative, a council member of the Progressive Economy Forum (PEF), and a member of North Ayrshire Council's Community Wealth Building Expert Panel. He is also the co-author of the critically acclaimed book 'Rethinking the Economics of Land and Housing'.



Prior to co-founding Future Economy Scotland, Laurie was Senior Economist at the New Economics Foundation, Economics Editor at openDemocracy and a trustee at the Finance Innovation Lab. He has also led research projects in a freelance capacity for a wide range of think tanks, trade unions, and public sector organisations.

## Luca Kühn von Burgsdorff

Luca Kühn von Burgsdorff is Policy Advisor to Professor Mariana Mazzucato at the UCL Institute for Innovation and Public Purpose (IIPP). Luca manages Professor Mazzucato's strategic relationships with government partners and international organisations. His portfolio includes Professor Mazzucato's and IIPP's work on industrial policy with the Governments of Brazil and Colombia, and the European Commission, and the United Nations, among others.



## Miriam Brett

Miriam is one of the Co-Directors of Future Economy Scotland. She is also an advisory group member of Common Wealth think tank (not to be confused with Common Weal), a board member of Green New Deal Rising, and a research fellow at The Democracy Collaborative and the Wellbeing Economy Alliance. She sits on the expert panel for the North Ayrshire Community Wealth Building strategy, and was also a member of the Scottish Land Commission tax and land working group.



Miriam most recently worked as director of research and advocacy for Common Wealth think tank. Prior to that, she was international development finance manager for an independent watchdog to the IMF and World Bank, Bretton Woods Project. Before this, Miriam was senior economic advisor to the SNP Westminster group, and a policy analyst at the Common Weal.

[REDACTED]

[REDACTED]

[REDACTED]

## **E-mail to Ministerial PO's with the notes of the meetings**

**From:** [REDACTED]

**Sent:** Friday, September 20, 2024 3:05 PM

**To:** Deputy First Minister and Cabinet Secretary for Economy & Gaelic; First Minister; Cabinet Secretary for Net Zero and Energy; Minister for Business; Minister for Employment and Investment; Minister for Public Finance; Minister for Housing

**Cc:** Spads Admin; Minister for Climate Action; Emily Mackintosh; David Hutchison; Permanent Secretary; DG Economy; DG Net Zero; Gary Gillespie; [REDACTED]; [REDACTED]; [REDACTED]; Suresh Kumar; Director of Economic Development; Director of Offshore Wind; Lisa Mcguinness; Andrew Hogg; Nikki Archer; Catriona Laing; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; Richard Rollison; Nick Ford; Kersti Berge; Colin McAllister

**Subject:** Session with Professor Mariana Mazzucato - note of meetings

Afternoon PO's

Please find attached two draft notes following Monday's meetings with Professor Mazzucato for approval (one for the pre-meet and one for the workshop).

**FM's PO & DFM's PO** – grateful if you can confirm that FM and DFM are content with both the pre-meet note and the workshop note.

**Remaining PO's** – approval is only required for the workshop note.

Once content I will save the notes in ERDM and provide PO's with the link.

Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**ATTACHMENTS – notes of the meetings  
(duplicate, please see page 28 and pages 29-31)**

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**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Economy & Gaelic

**Sent:** Wednesday, September 18, 2024 8:13 AM

**To:** [REDACTED] <[REDACTED]@gov.scot>; First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>;

Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa McGuinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>

**Subject:** RE: Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

[REDACTED],

Grateful for a read out of this meeting for Ministers to consider **by COP on Tuesday 24 September**.

Thanks

[REDACTED]

[REDACTED]

**Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP**

[REDACTED], Rùnaire Priobhaideach dhan Leas-Phrìomh Mhinistear is do Rùnaire a' Chaibineit airson na h-Eaconamaidh is Gàidhlig – Ceit Fhoirbeis BPA

The Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG  
**T:** [REDACTED] | **M:** [REDACTED] | **Email:** DFMCSeg@gov.scot

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Scottish Ministers, Special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See [www.lobbying.scot](http://www.lobbying.scot)

**From:** [REDACTED] <[REDACTED]@gov.scot>  
**Sent:** Thursday, September 12, 2024 4:53 PM  
**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>  
**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>  
**Subject:** Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

Afternoon PO's

Please find attached a briefing for the session with Professor Mazzucato on the power of mission-led Government and how to maximise the impact and effectiveness of the GIS.

Comms colleagues are considering the comms approach and will revert in due course.

Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**Attachment – Briefing  
(duplicate, detailed in pages 7 - 15)**

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**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** First Minister  
**Sent:** Monday, September 9, 2024 10:00 AM

**To:** Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>  
**Cc:** First Minister <FirstMinister@gov.scot>; Spads Admin <[REDACTED]@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>  
**Subject:** Monday 16 September - Session with Professor Mariana Mazzucato  
**Importance:** High

Good morning POs

On **Monday 16 September** the First Minister and Deputy First Minister have invited Professor Mariana Mazzucato to present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy. FM has requested that you attend this session which will take place **16.00 – 17.30** at Bute House. Please note final timings are still being confirmed the session is unlikely to start any later but may be moved forward slightly.

Further details regarding the content will be shared in due course. I would be grateful if you could confirm that you Cabinet Secretary / Minister will be available to attend in person.

Many thanks,  
[REDACTED]

[REDACTED]  
**Deputy Private Secretary to the First Minister**  
**Office of the First Minister**  
5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG  
**M:** [REDACTED]

**The First Minister's box closes at 2pm, Monday to Friday.** Further details, including preferences, can be found here.

All e-mails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such e-mails or attachments.

Scottish Ministers, Special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See [www.lobbying.scot](http://www.lobbying.scot)

## The note of the pre meet between FM/ DFM and Professor Mazzucato

### The power of Mission-Led Government Note of Pre-Meeting with Professor Mariana Mazzucato Monday 16 September 2024 Bute House, Edinburgh

#### Attendees:

John Swinney MSP	First Minister
Kate Forbes MSP	DFM and Cabinet Secretary for Economy and Gaelic
Professor Mariana Mazzucato	UCL Institute for Innovation and Public Purpose
Laurie Macfarlane	Future Economy Scotland
[REDACTED]	UCL Institute for Innovation and Public Purpose
Gary Gillespie	Chief Economist, SG

#### Also present:

David Hutchison	Special Adviser, SG
[REDACTED]	Industrial Transformation Division, SG
[REDACTED]	FM Private Office, SG

1. The First Minister spoke about his ambition to improve alignment of different parts of the public sector to maximise positive outcomes. The workshop has been designed to bring together those who need to be part of the solution: key Ministers, senior Scottish Government officials and senior leaders from the wider public sector.
2. Prof Mazzucato spoke of her work on alignment of public sector interventions, noting successful examples of alignment in Germany (green steel), the USA (semiconductor chips), Denmark (export of green services to China). She is clear that economic growth can be an outcome of appropriately-conditioned investment.
3. The discussion highlighted the potential for tensions where there may be conflicting purposes and the need to attract investment that serves a broader purpose than simply increasing shareholder value. It was noted that SNIB had taken a mission-led approach for that reason.
4. It was acknowledged that while the financial situation was very difficult, more could be done to maximise the effectiveness of existing budgets using economic reform and innovation to reduce silo working. Indeed the financial pressures made this even more imperative.
5. Some positive examples were noted: social work in Glasgow providing slippers for elderly people to reduce falls and hence the impact on the NHS. DFM noted that it's possible that a lack of confidence in taking the bold decisions needed to deliver holistic solutions is inhibiting more of these types of interventions.

[REDACTED]

Industrial Transformation Division, Directorate for Economic Development  
20 September 2024

## The note of the workshop

**The power of Mission-Led Government**  
**Note of Meeting with Professor Mariana Mazzucato**  
**Monday 16 September 2024**  
**Bute House, Edinburgh**

### Meeting attendees:

		<b>Title and Organisation</b>
1.	John Swinney MSP	First Minister
2.	Kate Forbes MSP	DFM and Cabinet Secretary for Economy and Gaelic
3.	Gillian Martin MSP	Cabinet Secretary for Net Zero and Energy
4.	Richard Lochhead MSP	Minister for Business ( <i>attended virtually</i> )
5.	Ivan McKee MSP	Minister for Public Finance
6.	Tom Arthur MSP	Minister for Employment and Investment
7.	Paul McLennan MSP	Minister for Housing
8.	Colin Cook	Director of Economic Development, SG
9.	Gary Gillespie	Chief Economist, SG
10.	Michelle Quinn	Acting DG Net Zero, SG
11.	Lisa McGuinness	Director for Performance, Delivery and Resilience, SG
12.	Professor Mariana Mazzucato	UCL Institute for Innovation and Public Purpose
13.	Laurie Macfarlane	Future Economy Scotland
14.	Barry White	Co-Chair NSET Delivery Board
15.	Al Denholm	CEO Scottish National Investment Bank
16.	Peter Reekie	CEO Scottish Futures Trust
17.	Jane Martin	Managing Director of Innovation & Investment, SE
18.	Stuart Black	Chief Executive of Highlands and Islands Enterprise
19.	Martin Valenti	Director of Net Zero, Nature and Entrepreneurship, SOSE

### Other attendees and officials located in the additional seating around the room:

- Miriam Brett - Future Economy Scotland
- **[REDACTED]** - UCL Institute for Innovation and Public Purpose
- Luca Kühn von Burgsdorff - UCL Institute for Innovation and Public Purpose
- Emily Mackintosh - Special advisor, SG
- **[REDACTED]** - Offshore Wind Directorate, SG
- Andy Hogg - Deputy Director for Investment and Financial Services, SG
- Nikki Archer - Deputy Director of Procurement and Commercial Policy and Strategy, SG
- Catriona Laing - Deputy Director for Climate Change, SG
- **[REDACTED]** - Industrial Transformation Division, SG
- **[REDACTED]** - Industrial Transformation Division, SG
- **[REDACTED]** - Industrial Transformation Division, SG
- **[REDACTED]** - FM Private Office, SG

### Matters Discussed:

1. The First Minister welcomed attendees, effected introductions and set out the purpose for the session: how best to combine public sector resources and capacities to deliver the Government's objectives in Scotland. He spoke about the need to avoid compartmentalisation and gave his warmest thanks to Professor Mazzucato and Laurie Macfarlane for making the time to lead this session.

2. Professor Mariana Mazzucato presented on a mission-oriented approach to an industrial strategy. Slides are attached to the meeting note and key points included:
  - A mission-oriented approach requires doing things differently, rethinking and changing how we design policies to utilise all the tools at our disposal. Focus is on shaping not fixing. It is not about a key set of sectors. She highlighted SNIB's mission-based approach.
  - Three major challenges are the need to raise productivity growth, decarbonise the economy and tackle inequalities. In a low investment economy like Scotland it is crucial that policies are designed to ensure that Net Zero motivates commercial action.
  - Language is important i.e. the importance of Government moving away from the lender of last resort to the investor of first resort. This aligns to shifting the approach/attitude to risk.
  - Learning at local level, working with communities and having democratic participation is important in the design of policies.
  - There are lessons for Scotland in how to deliver just transition to Net Zero by 2045. There are lots of sectors that require cross Ministerial collaboration. Important to work with the willing (not the winners) including communities.
  - It is crucial that Government considers every lever at its disposal, including procurement, grants and subsidies.
  - The public procurement budget can also be seen as an innovation budget, depending on how it is utilised.
  - The importance of conditionality; Scotwind is interesting in terms of the conditionality inserted. Conditionality is an area Scotland could do better; rethink contracts to better reflect the value the public sector brings (e.g. access to seabed) and create a stronger social contract. Focus on value not price.
  - There is an opportunity to leverage Scotland's Fair Work programme and showcase what a great social innovation Fair Work is.
  - An all-Government approach is required and the need to think of missions as not just intersectoral but interministerial and interinstitutional. Narrative is important; the story is key to the mission but also for investors so they understand the objective and what they are investing in.
  - The mission approach is longer term and doesn't have a pre-determined path. It involves change across the piece, and crucially accepting that this is disruptive and requires cultural change.
  - Feedback on the GIS was provided though the feedback is broadly applicable to wider, mission-oriented government:
    - i. Rethink the role of the state, be more proactive in utilising tools and resources to shape markets and drive change
    - ii. The GIS has little focus on market shaping tools like public procurement, grants and subsidies. Public institutions like the SNIB and Enterprise Agencies have a crucial role to play. How might they be reformed to maximise industrial strategy goals – and how can they work more effectively together?
    - iii. Do not repeat the mistake with renewables that we made with fossil fuels: equity stakes and conditionality are key for socialising rewards.
    - iv. A whole government approach that is agile, flexible and outcomes oriented is key to delivering an ambitious GIS.
3. The First Minister thanked Professor Mazzucato for the presentation. He welcomed the opportunity to apply global expertise to Scotland's challenges. This is about best utilising our combined resources; collective value creation should be our focus.
4. Discussion saw the following points made:
  - Scotland has models which have demonstrated some of what we have heard today (i.e. SFT example and the financial partnerships that were established to build more schools are now embedding high standards of energy efficiency).
  - The positive work that has taken place on procurement including in health where Scotland has been working with innovative businesses through the Accelerated National Innovation Adoption (ANIA) approach.

- Investors come to Scotland attracted by those areas where we have world leading expertise. Need to recognise smaller countries cannot be good at everything, they necessarily need to create points of difference.
  - A mission focus requires cultural change within SG, and partners, and an acceptance of new ways of working. It's not something that can be done in part – it has to be wholehearted.
  - The need to tackle the compartmentalisation that currently exists and where there is a lack of coordination. How to make collaboration the norm?
  - The importance of public acceptance in getting to Net Zero and the need to explain wider advantages; people need to understand what they will get out of it.
  - Short term costs vs long term value and how best to measure and evaluate these.
  - The required increase in housing and the need to maximise industrial investment in the housing sector, e.g. around the new green freeports.
  - The importance of narrative and sequencing: having a missions oriented framework allows the story to be a lot clearer. This is key for the private sector and investors, emotional connections linking with the commercial to engage the willing, as per Professor Mazzucato's steer. Investors understand what the outcome is and what they are investing in.
  - Participatory structures are key and the need to move away from short term thinking to long term thinking. Over the longer term, the cost of inaction is larger than the cost of action, e.g. the cost to educate is less than the cost to imprison. Growth is the outcome not the mission.
  - Sectors remain key and organising in a mission oriented way helps measure the economy wide spillovers.
  - Currently the norm is for areas not to share risk which is outwith their immediate mandate/governance. Governments have shifted to missions in response to an urgent issue/crisis e.g. COVID. How to shift, negotiate and improve in "normal" times is key.
5. DFM concluded the session. She thanked Professor Mazzucato, Laurie Macfarlane and the other participants for a thoughtful discussion and noted:
- Collectively we want to raise productivity growth, decarbonise the economy and tackle inequalities.
  - These challenges provide an opportunity to take a systematic approach and use the various opportunities and existing forums to embed stronger partnerships and more collaborative working.
  - It will be important to have a roadmap that sets out key milestones along the way so that we can see progress and she welcomed the offer from Prof Mazzucato to continue the conversation.

### **Next steps and actions**

1. Officials to share an update on the positive work that has taken place on procurement in health and how Scotland has been working with innovative businesses through the ANIA approach.
2. Professor Mazzucato and Laurie Macfarlane to share further feedback on the GIS.
3. Officials to arrange follow up discussions in due course.

**[REDACTED]**

Industrial Transformation Division, Directorate for Economic Development

20 September 2024

**E-mail to Ministerial PO's with the ERDM links to the notes of the meetings**

**From:** [REDACTED]

**Sent:** Wednesday, October 2, 2024 4:50 PM

**To:** First Minister; Minister for Employment and Investment; Deputy First Minister and Cabinet Secretary for Economy & Gaelic; Cabinet Secretary for Net Zero and Energy; Minister for Business; Minister for Public Finance; Minister for Housing

**Cc:** Spads Admin; Minister for Climate Action; Emily Mackintosh; David Hutchison; Permanent Secretary; DG Economy; DG Net Zero; Gary Gillespie; [REDACTED]; [REDACTED]; [REDACTED]; Suresh Kumar; Director of Economic Development; Director of Offshore Wind; Lisa Mcguinness; Andrew Hogg; Nikki Archer; Catriona Laing; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; Richard Rollison; Nick Ford; Kersti Berge; Colin McAllister

**Subject:** RE: Session with Professor Mariana Mazzucato - note of meetings - ERDM links

Afternoon PO's

As requested, please see below for the ERDM links to the meeting notes from the recent workshop with Professor Mazzucato.

2024 09 16 - Prof Mazzucato workshop - note' -  
<https://erdm.scotland.gov.uk/documents/A50483362/details>

2024 09 16 - Prof Mazzucato workshop - FM premeet - note' -  
<https://erdm.scotland.gov.uk/documents/A50483400/details>

Many thanks,  
[REDACTED]

**[REDACTED] | Innovation Policy and Strategy  
Industrial Transformation Division | Directorate for Economic Development | Scottish  
Government**

5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



---

**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** First Minister

**Sent:** Tuesday, October 1, 2024 10:02 AM

**To:** Minister for Employment and Investment <MinisterEI@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; First Minister <FirstMinister@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison

<[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa McGuinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>  
**Subject:** RE: Session with Professor Mariana Mazzucato - note of meetings

Hi [REDACTED],

FM is content, grateful if the eRDM links can be sent over once uploaded. Thanks

Many thanks,  
[REDACTED]

[REDACTED]  
**Deputy Private Secretary to the First Minister**  
**Office of the First Minister**  
5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG  
**M:** [REDACTED]

**The First Minister's box closes at 2pm, Monday to Friday.** Further details, including preferences, can be found here.

All e-mails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such e-mails or attachments.

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**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** Minister for Employment and Investment  
**Sent:** Monday, September 30, 2024 4:14 PM  
**To:** [REDACTED] <[REDACTED]@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; First Minister <FirstMinister@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>  
**Subject:** RE: Session with Professor Mariana Mazzucato - note of meetings

Hi [REDACTED],

Mr Arthur is content for his interests.

**[REDACTED]**  
**Private Secretary to the Minister for Employment and Investment – Tom Arthur MSP - The Scottish Government**  
St Andrew's House | Regent Road | Edinburgh | EH1 3DG  
Mob: [REDACTED]  
Email: MinisterEI@gov.scot

All e-mails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such e-mails or attachments.

Scottish Ministers, Special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See [www.lobbying.scot](http://www.lobbying.scot)

---

**From:** [REDACTED]  
**Sent:** Friday, September 20, 2024 3:05 PM  
**To:** Deputy First Minister and Cabinet Secretary for Economy & Gaelic; First Minister; Cabinet Secretary for Net Zero and Energy; Minister for Business; Minister for Employment and Investment; Minister for Public Finance; Minister for Housing  
**Cc:** Spads Admin; Minister for Climate Action; Emily Mackintosh; David Hutchison; Permanent Secretary; DG Economy; DG Net Zero; Gary Gillespie; [REDACTED]; [REDACTED]; [REDACTED]; Suresh Kumar; Director of Economic Development; Director of Offshore Wind; Lisa Mcguinness; Andrew Hogg; Nikki Archer; Catriona Laing; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; Richard Rollison; Nick Ford; Kersti Berge; Colin McAllister

**Subject:** Session with Professor Mariana Mazzucato - note of meetings

Afternoon PO's

Please find attached two draft notes following Monday's meetings with Professor Mazzucato for approval (one for the pre-meet and one for the workshop).

**FM's PO & DFM's PO** – grateful if you can confirm that FM and DFM are content with both the pre-meet note and the workshop note.

**Remaining PO's** – approval is only required for the workshop note.

Once content I will save the notes in ERDM and provide PO's with the link.

Many thanks,  
[REDACTED]

[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**ATTACHMENTS – notes of the meetings**  
(duplicate, please see page 28 and pages 29-31)

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**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Economy & Gaelic  
**Sent:** Wednesday, September 18, 2024 8:13 AM  
**To:** [REDACTED] <[REDACTED]@gov.scot>; First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>  
**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First

Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>

**Subject:** RE: Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

[REDACTED],

Grateful for a read out of this meeting for Ministers to consider **by COP on Tuesday 24 September**.

Thanks

[REDACTED]

[REDACTED]

**Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP**

[REDACTED], Rùnaire Priobhaideach dhan Leas-Phrìomh Mhinistear is do Rùnaire a' Chaibineit airson na h-Eaconamaidh is Gàidhlig – Ceit Fhoirbeis BPA

The Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG  
**T:** [REDACTED] | **M:** [REDACTED] | **Email:** DFMCSSEG@gov.scot

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

**Sent:** Thursday, September 12, 2024 4:53 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa McGuinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer

<[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>

**Subject:** Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

Afternoon PO's

Please find attached a briefing for the session with Professor Mazzucato on the power of mission-led Government and how to maximise the impact and effectiveness of the GIS.

Comms colleagues are considering the comms approach and will revert in due course.

Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**

5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

Mobile: [REDACTED] | [REDACTED]@gov.scot



**Attachment – Briefing  
(duplicate, detailed in pages 7 - 15)**

---

**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** First Minister

**Sent:** Monday, September 9, 2024 10:00 AM

**To:** Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>

**Cc:** First Minister <FirstMinister@gov.scot>; Spads Admin <[REDACTED]@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

**Subject:** Monday 16 September - Session with Professor Mariana Mazzucato

**Importance:** High

Good morning POs

On **Monday 16 September** the First Minister and Deputy First Minister have invited Professor Mariana Mazzucato to present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy. FM has requested that you attend this session which will take place **16.00 – 17.30** at Bute House. Please note final timings are still being confirmed the session is unlikely to start any later but may be moved forward slightly.

Further details regarding the content will be shared in due course. I would be grateful if you could confirm that you Cabinet Secretary / Minister will be available to attend in person.

Many thanks,  
[REDACTED]

[REDACTED]  
**Deputy Private Secretary to the First Minister**  
**Office of the First Minister**  
5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG  
**M: [REDACTED]**

**The First Minister's box closes at 2pm, Monday to Friday.** Further details, including preferences, can be found [here](#).

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**E-mail to external stakeholders with the note from the meeting**

**From:** [REDACTED]  
**Sent:** Friday, October 4, 2024 12:56 PM  
**To:** [REDACTED] <[REDACTED]@gov.scot>  
**Subject:** RE: Professor Mazzucato - meeting note

Afternoon all,

Hope this finds you well.

Ministers have now cleared the meeting note from the recent workshop with Professor Mazzucato so sharing with you, please find attached.

Many thanks,  
[REDACTED]

**[REDACTED] | Innovation Policy and Strategy  
Industrial Transformation Division | Directorate for Economic Development | Scottish  
Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] [REDACTED]@gov.scot



**ATTACHMENT – note of the meeting  
(duplicate, please see pages 29-31)**

---

**From:** [REDACTED]  
**Sent:** Wednesday, September 25, 2024 11:48 AM  
**Cc:** [REDACTED] <[REDACTED]>  
**Subject:** Professor Mazzucato - slide deck

Morning all,

Thank you for attending the recent session with Professor Mazzucato. Hopefully you found it an insightful and engaging discussion.

Attached are the slides presented by Professor Mazzucato. Professor Mazzucato's team is keen to follow up with attendees to help shape the next phase of their work and I have shared the your contact details with Laurie MacFarlane (Future Economy Scotland) who is keen to discuss some of the points raised during the discussion. Professor Mazzucato has followed up directly with the FM's office about a future session so we will be back in touch in due course.

Thanks again,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme**

**Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**ATTACHMENT – slidedeck  
(duplicate, please see separate PDF)**

**E-mail to SG officials with the slide deck**

**From:** [REDACTED]

**Sent:** Wednesday, September 25, 2024 11:46 AM

**To:** DG Net Zero; Director of Economic Development; Lisa Mcguinness; [REDACTED]; Andrew Hogg; Nikki Archer; Catriona Laing

**Cc:** Gary Gillespie; DG Economy; Richard Rollison; Aidan Grisewood; Frances Pacitti; Director of Offshore Wind; [REDACTED]; Suresh Kumar; [REDACTED]; Nick Ford; Kersti Berge

**Subject:** Professor Mazzucato - slide deck

Morning all,

Thank you for attending the recent session with Professor Mazzucato. Hopefully you found it an insightful and engaging discussion.

Attached are the slides presented by Professor Mazzucato. Professor Mazzucato's team is keen to follow up with attendees to help shape the next phase of their work and I have shared the your contact details with Laurie MacFarlane (Future Economy Scotland) who is keen to discuss some of the points raised during the discussion. Professor Mazzucato has followed up directly with the FM's office about a future session so we will be back in touch in due course.

Thanks again,

[REDACTED]

[REDACTED] | **Supply Chain Development Programme**

**Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for Economic Development | Scottish Government**

5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

Mobile: [REDACTED] | [REDACTED]@gov.scot



**ATTACHMENT – slidedeck**

**(duplicate, please see separate PDF)**

**E-mail to the external stakeholders with the slide deck**

**From:** [REDACTED]

**Sent:** Wednesday, September 25, 2024 11:48 AM

**Cc:** [REDACTED] <[REDACTED]>

**Subject:** Professor Mazzucato - slide deck

Morning all,

Thank you for attending the recent session with Professor Mazzucato. Hopefully you found it an insightful and engaging discussion.

Attached are the slides presented by Professor Mazzucato. Professor Mazzucato's team is keen to follow up with attendees to help shape the next phase of their work and I have shared the your contact details with Laurie MacFarlane (Future Economy Scotland) who is keen to discuss some of the points raised during the discussion. Professor Mazzucato has followed up directly with the FM's office about a future session so we will be back in touch in due course.

Thanks again,

[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**

5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

Mobile: [REDACTED] | [REDACTED]@gov.scot



**ATTACHMENT – slidedeck  
(duplicate, please see separate PDF)**

## E-mail with some reflections on the workshop

**From:** Gary Gillespie

**Sent:** Tuesday, September 17, 2024 12:09 PM

**To:** Director of Economic Development; Richard Rollison

**Cc:** [REDACTED]; [REDACTED]; Andrew Hogg; Gregor Irwin; DG Economy; DG Net Zero; Aidan Grisewood; [REDACTED]; [REDACTED]; Richard Murray; [REDACTED]

**Subject:** Yesterday's session with Prof Mazzucato - some reflections.

Colin, Richard

I thought the discussion yesterday was good with an engaged discussion and contributions from Ministers, officials and the enterprise agencies, SFT and SNIB. There was a lot in the material and both FM and DFM highlighted their main take aways in terms of her slides and approach. (The fuller note will capture those). FM closed it by saying 'collective value creation' is our focus and DFM was open to MM continuing to provide challenge/direction for this work also.

My 5 points from the discussion:

- **Short run versus longer term** – mission approach by necessity is longer term and doesn't have a pre-determined path and involves change across the piece. (SFT example of energy/resource efficiency added to schools programmes – long term goal but short term immediate costs. The conditionality on investors will come into this space also).
- **Risk tolerance and perception of risk** – this works in crisis but norm is for areas not to share risk which is outwith their immediate mandate/governance framing (hospitals as anchors for district heating). Uncomfortable for people to carry the risk – also different perceptions.
- **Making collaboration the norm** – I think this is really the FM point about avoiding silos. Interestingly in the pre-meet DFM spoke about dealing with clash of Purpose and trade off's.
- **Accepting this is disruptive** – this requires Cultural change within SG and partners and an acceptance of new ways of working. FM emphasised this point and compartmentalisation that existed and lack of coordination.
- **Importance of Narrative and sequencing** – the story is key to the Mission but also for investors so they understand objective and what they are investing in (SNIB). There is also sequencing/capacity point in terms of what we focus on and also where we are in political/fiscal and economic cycle.

I wondered whether as a follow up to DFM point, we push the culture and collaborative piece via the agencies that were in the room. I know this exists in different forms but I felt maybe with the exception of SFT/HIE they all seemed still to be all talking from their own perspective?

Gary

*Dr Gary Gillespie  
Chief Economist  
Scottish Government  
Tel: [REDACTED]*

**E-mail to SG colleagues with a link to the note from the meeting**

**From:** [REDACTED]

**Sent:** Wednesday, September 25, 2024 2:59 PM

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

**Cc:** [REDACTED]@gov.scot>; [REDACTED]@gov.scot>

**Subject:** First Minister - Monday 16 September: Session with Professor Mariana Mazzucato - readout

Afternoon all,

As indicated below, the FM and DFM held a session with Professor Mazzucato on the power of a mission-led government. Sharing the attached readout that is with PO's for review, happy to discuss should you have any questions.

On next steps, Professor Mazzucato has already followed up with FM's PO about holding a further workshop. I suspect this future workshop will be focused on our delivery partners so will involve a similar cast list. I will keep you sighted.

Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot**



**ATTACHMENTS – notes of the meetings  
(duplicate, please see page 28 and pages 29-31)**

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

**Sent:** Wednesday, September 11, 2024 5:33 PM

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

**Cc:** [REDACTED]@gov.scot>; [REDACTED]@gov.scot>

**Subject:** FW: Invitation from the First Minister - Monday 16 September: Session with Professor Mariana Mazzucato

**Importance:** High

Hi all,

For awareness, forwarding on the below invite that was sent from FM's office to some key external stakeholders including Al Denholm (SNIB), Peter Reekie (SFT), Barry White (NSET co-chair), Adrian Gillespie (SE), Stuart Black (HIE) and Jane Morrison-Ross (SOSE). Most have accepted the invite (just waiting to hear from Adrian and Barry) and for those who cannot attend a sub has been offered.

The session will focus on the power of a mission-led government and how to maximise the impact of the GIS. If you have any questions please let Morag or I know and I will share a readout post meeting, if that is helpful.

Kind regards,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



---

**From:** [REDACTED]@gov.scot> **On Behalf Of** First Minister  
**Sent:** Tuesday, September 10, 2024 3:05 PM  
**To:** First Minister <FirstMinister@gov.scot>  
**Cc:** [REDACTED]@gov.scot>; [REDACTED]@gov.scot>  
**Subject:** Invitation from the First Minister - Monday 16 September: Session with Professor Mariana Mazzucato  
**Importance:** High

Good afternoon.

On Monday **16 September 2024**, the First Minister and Deputy First Minister will host a session that will focus on harnessing a mission-led government approach to deliver the ambitions of the Green Industrial Strategy at which Professor Mariana Mazzucato will present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy.

You will likely be aware of Professor Mazzucato's work. However, by way of summary, she is currently Professor in Economics of Innovation and Public Value at University College London (UCL), where she is the founding Director of the UCL Institute for Innovation and Public Purpose. Professor Mazzucato is the author of influential books such as the Entrepreneurial State and Mission Economy and has supported Scottish Government over a number of years, both as part of Council of Economic Advisers, NSET Advisory Group and in the formation of Scottish National Investment Bank.

This session will be held in **Bute House** and will run **16:00 – 17.30**. We appreciate that this session is being organised at relatively late notice and also falls on an Edinburgh public holiday. Nevertheless, the First Minister and Deputy First Minister would be delighted if you could attend in person.

I would be grateful if you could please confirm attendance by **COP Wednesday 11th September** as this will allow us to make the necessary arrangements. Please respond directly to this email at which point further details will be provided.

If you have any additional questions regarding the session please contact **[REDACTED]** or **[REDACTED]** who are copied to this email.

Many thanks,  
**[REDACTED]**

**[REDACTED]**  
**Deputy Private Secretary to the First Minister**  
**Office of the First Minister**  
5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG  
**M: [REDACTED]**

**The First Minister's box closes at 2pm, Monday to Friday.** Further details, including preferences, can be found [here](#).

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## **E-mail to the FM with feedback on the GIS**

**From:** Mazzucato, Mariana

**Sent:** Monday, October 14, 2024 6:55 PM

**To:** First Minister

**Cc:** Gary Gillespie; [REDACTED]@futureeconomy.scot; IIPP.Director Global Engagement Manager; IIPP.Directors Head Of Policy; [REDACTED]; [REDACTED]; IIPP.DIR-CoS

**Subject:** Re: Thank you & next steps

Dear First Minister, Dear John!

Hope you are well. Off the back of our meeting on 20 August and the session at Bute House on 16 September, I am attaching our feedback on the Scottish Government's Green Industrial Strategy (GIS). We hope this document clarifies the opportunities discussed so far, with a focus on shifting from a sectoral to a cross-sectoral approach to economic policymaking.

Our teams are meeting on Wednesday to discuss next steps. As mentioned in my email below, we could work with you and your team to convene a workshop focused on implementing a mission-oriented industrial strategy, perhaps in the second half of November or December. Section 4 of the feedback document attached sets out the four areas this workshop could dig into, including (a) coordinating policy tools, (b) transforming public institutions, (c) governance and public capabilities, and (d) monitoring and evaluation.

Looking forwards to advancing this work with you and your government.

Best,  
Mariana

Mariana Mazzucato  
Professor in the Economics of Innovation and Public Value  
Founding Director, Institute for Innovation and Public Purpose (IIPP)  
University College London (UCL)  
11 Montague Street, London, WC1B 5BP  
United Kingdom  
Executive Assistant [REDACTED]@ucl.ac.uk | Tel [REDACTED]  
Twitter: @MazzucatoM

The Entrepreneurial State: debunking public vs. private sector myths (10<sup>th</sup> anniversary!)  
The Big Con: how the consultancy industry weakens our businesses, infantilizes our government and warps our economies  
Mission Economy: a moonshot guide to changing capitalism  
The Value of Everything: making and taking in the global economy

**ATTACHMENT – Feedback from Professor Mazzucato's team on the Green Industrial Strategy (duplicate please see separate PDF)**

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**From:** Mazzucato, Mariana <m.mazzucato@ucl.ac.uk>

**Date:** Thursday, 19 September 2024 at 21:38

**To:** firstminister@gov.scot <FirstMinister@gov.scot>

**Cc:** IIPP.DIR-CoS <[REDACTED]@ucl.ac.uk>, IIPP.Director Global Engagement Manager

<[REDACTED]@ucl.ac.uk>, [REDACTED]@gov.scot <[REDACTED]@gov.scot>, [REDACTED]@futureeconomy.scot <[REDACTED]@futureeconomy.scot>, IIPP.Directors Head Of Policy <[REDACTED]@ucl.ac.uk>

**Subject:** Thank you & next steps

Dear First Minister, John,

It was great to see you on Monday. Thank you for organising an excellent session - please pass our thanks along to your team.

I found the session with government leaders engaging and productive. I hope it proved helpful in advancing your efforts to create a more joined-up approach to industrial strategy across ministries.

It was also great to speak with you, to learn more about your plans for advancing Scotland's industrial strategy. The potential to focus on the mission of a just transition to net zero by 2045 is very promising - as discussed this could help to drive cross-sectoral investment and innovation, while still allowing for government support tailored to the needs of specific sectors, to enable them to transform in alignment with the mission.

The next phase of our work, which we hope will be useful to you, will focus on the design of key government tools (including procurement), institutions (like the Scottish National Investment Bank) and capabilities that are important for effectively implementing mission-oriented industrial strategy. It will also provide recommendations on monitoring and evaluation. This phase will culminate in December with the launch of our final report.

It would be great to engage with you further on this work, to ensure that it is as helpful as possible to you. As discussed previously, we would be happy to work with you to convene a workshop focused on implementing mission-oriented industrial strategy, perhaps in November or December. Would this be of interest?

We look forward to staying in touch.

Best,  
Mariana

Mariana Mazzucato  
Professor in the Economics of Innovation and Public Value  
Founding Director, Institute for Innovation and Public Purpose (IIPP)  
University College London (UCL)  
11 Montague Street, London, WC1B 5BP  
United Kingdom  
Executive Assistant [REDACTED]@ucl.ac.uk  
Chief of Staff Tel [REDACTED]  
Twitter: @MazzucatoM

My new book is out! The Big Con: how the consultancy industry weakens our businesses, infantilizes our government and warps our economies

The Value of Everything: making and taking in the global economy

The Entrepreneurial State: debunking public vs. private sector myths  
Mission Economy: a moonshot guide to changing capitalism

Please note that I send emails at times that work for me (travels, family life etc), and I do not anticipate that you will respond immediately because of time zone differences, care burdens, alternative schedules, and so forth. Please only respond to this email at a time that is convenient for you.

**E-mail from DFM's office requesting a readout from the meeting**

**From:** [REDACTED] **On Behalf Of** Deputy First Minister and Cabinet Secretary for Economy & Gaelic

**Sent:** Wednesday, September 18, 2024 8:13 AM

**To:** [REDACTED]; First Minister; Deputy First Minister and Cabinet Secretary for Economy & Gaelic; Cabinet Secretary for Net Zero and Energy; Minister for Business; Minister for Employment and Investment; Minister for Public Finance; Minister for Housing

**Cc:** Spads Admin; Minister for Climate Action; Emily Mackintosh; David Hutchison; Permanent Secretary; DG Economy; DG Net Zero; Gary Gillespie; [REDACTED]; [REDACTED];

[REDACTED]; Suresh Kumar; Director of Economic Development; Director of Offshore Wind; Lisa Mcguinness; Andrew Hogg; Nikki Archer; Catriona Laing; [REDACTED]; [REDACTED];

[REDACTED]; [REDACTED]; Communications First Minister; Communications Deputy First Minister, Economy and Gaelic; [REDACTED]; [REDACTED]; Richard Rollison; Nick Ford; Kersti Berge; Colin McAllister

**Subject:** RE: Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

[REDACTED],

Grateful for a read out of this meeting for Ministers to consider **by COP on Tuesday 24 September**.

Thanks

[REDACTED]

[REDACTED]

**Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP**

[REDACTED], Rùnaire Priobhaideach dhan Leas-Phrìomh Mhinistear is do Rùnaire a' Chaibineit airson na h-Eaconamaidh is Gàidhlig – Ceit Fhoirbeis BPA

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

**T:** [REDACTED] | **M:** [REDACTED] | **Email:** DFMCSSEG@gov.scot

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---

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

**Sent:** Thursday, September 12, 2024 4:53 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance

<MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>  
**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action  
<MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison  
<[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy  
<[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie  
<[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar  
<[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>;  
Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness  
<[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer  
<[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First  
Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and  
Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford  
<[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister  
<[REDACTED]@gov.scot>

**Subject:** Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

Afternoon PO's

Please find attached a briefing for the session with Professor Mazzucato on the power of mission-led Government and how to maximise the impact and effectiveness of the GIS.

Comms colleagues are considering the comms approach and will revert in due course.

Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**Attachment – Briefing  
(duplicate, please see pages 7 - 15)**

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**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** First Minister  
**Sent:** Monday, September 9, 2024 10:00 AM  
**To:** Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for  
Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment  
<MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for  
Housing <MinisterforHousing@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>;

Permanent Secretary <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>;  
[REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>  
**Cc:** First Minister <FirstMinister@gov.scot>; Spads Admin <[REDACTED]@gov.scot>; Emily  
Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Deputy  
First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>  
**Subject:** Monday 16 September - Session with Professor Mariana Mazzucato  
**Importance:** High

Good morning POs

On **Monday 16 September** the First Minister and Deputy First Minister have invited Professor Mariana Mazzucato to present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy. FM has requested that you attend this session which will take place **16.00 – 17.30** at Bute House. Please note final timings are still being confirmed the session is unlikely to start any later but may be moved forward slightly.

Further details regarding the content will be shared in due course. I would be grateful if you could confirm that you Cabinet Secretary / Minister will be available to attend in person.

Many thanks,  
[REDACTED]

[REDACTED]  
**Deputy Private Secretary to the First Minister**  
**Office of the First Minister**  
5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG  
**M:** [REDACTED]

**The First Minister's box closes at 2pm, Monday to Friday.** Further details, including preferences, can be found here.

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**E-mail from DFM's office confirming content with the readout**

**From:** [REDACTED] **On Behalf Of** Deputy First Minister and Cabinet Secretary for Economy & Gaelic

**Sent:** Monday, September 23, 2024 1:30 PM

**To:** [REDACTED]; Deputy First Minister and Cabinet Secretary for Economy & Gaelic; First Minister; Cabinet Secretary for Net Zero and Energy; Minister for Business; Minister for Employment and Investment; Minister for Public Finance; Minister for Housing

**Cc:** Spads Admin; Minister for Climate Action; Emily Mackintosh; David Hutchison; Permanent Secretary; DG Economy; DG Net Zero; Gary Gillespie; [REDACTED]; [REDACTED]; [REDACTED]; Suresh Kumar; Director of Economic Development; Director of Offshore Wind; Lisa Mcguinness; Andrew Hogg; Nikki Archer; Catriona Laing; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; Richard Rollison; Nick Ford; Kersti Berge; Colin McAllister

**Subject:** RE: Session with Professor Mariana Mazzucato - note of meetings

**This email is for the official record and confirms a Ministerial Decision. This email must be placed in the official record (eRDM) by your team in line with SG records management policy.**

[REDACTED],

DFM is content with both read outs for her interests.

We look forward to receiving both eRDM links in due course.

Thanks

[REDACTED]

[REDACTED]

**Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP**

[REDACTED], Rùnaire Priobhaideach dhan Leas-Phrìomh Mhinistear is do Rùnaire a' Chaibineit airson na h-Eaconamaidh is Gàidhlig – Ceit Fhoirbeis BPA

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

**T:** [REDACTED] | **M:** [REDACTED] | **Email:** DFMCSSEG@gov.scot

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

**Sent:** Friday, September 20, 2024 3:05 PM

**To:** Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; First Minister <FirstMinister@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>

**Subject:** Session with Professor Mariana Mazzucato - note of meetings

Afternoon PO's

Please find attached two draft notes following Monday's meetings with Professor Mazzucato for approval (one for the pre-meet and one for the workshop).

**FM's PO & DFM's PO** – grateful if you can confirm that FM and DFM are content with both the pre-meet note and the workshop note.

**Remaining PO's** – approval is only required for the workshop note.

Once content I will save the notes in ERDM and provide PO's with the link.

Many thanks,  
[REDACTED]

[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for Economic Development | Scottish Government  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**ATTACHMENTS** – notes of the meetings

(duplicate, please see page 28 and pages 29-31)

---

**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Economy & Gaelic

**Sent:** Wednesday, September 18, 2024 8:13 AM

**To:** [REDACTED] <[REDACTED]@gov.scot>; First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa McGuinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>

**Subject:** RE: Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

[REDACTED],

Grateful for a read out of this meeting for Ministers to consider **by COP on Tuesday 24 September.**

Thanks

[REDACTED]

[REDACTED]

**Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP**

[REDACTED], Rùnaire Priobhaideach dhan Leas-Phrìomh Mhinistear is do Rùnaire a' Chaibineit airson na h-Eaconamaidh is Gàidhlig – Ceit Fhoirbeis BPA

The Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG  
**T:** [REDACTED] | **M:** [REDACTED] | **Email:** DFMCSEG@gov.scot

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---

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

**Sent:** Thursday, September 12, 2024 4:53 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>

**Subject:** Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

Afternoon PO's

Please find attached a briefing for the session with Professor Mazzucato on the power of mission-led Government and how to maximise the impact and effectiveness of the GIS.

Comms colleagues are considering the comms approach and will revert in due course.

Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot**

**Attachment – Briefing**  
(duplicate, please see pages 7 - 15)

---

**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** First Minister  
**Sent:** Monday, September 9, 2024 10:00 AM  
**To:** Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>  
**Cc:** First Minister <FirstMinister@gov.scot>; Spads Admin <[REDACTED]@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>  
**Subject:** Monday 16 September - Session with Professor Mariana Mazzucato  
**Importance:** High

Good morning POs

On **Monday 16 September** the First Minister and Deputy First Minister have invited Professor Mariana Mazzucato to present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy. FM has requested that you attend this session which will take place **16.00 – 17.30** at Bute House. Please note final timings are still being confirmed the session is unlikely to start any later but may be moved forward slightly.

Further details regarding the content will be shared in due course. I would be grateful if you could confirm that you Cabinet Secretary / Minister will be available to attend in person.

Many thanks,  
[REDACTED]

[REDACTED]  
**Deputy Private Secretary to the First Minister**  
**Office of the First Minister**  
5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG  
**M:** [REDACTED]

**The First Minister's box closes at 2pm, Monday to Friday.** Further details, including preferences, can be found here.

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Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such e-mails or attachments.

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**E-mail from Mr McKee's office confirming content with the readout**

**From:** [REDACTED] On Behalf Of Minister for Public Finance

**Sent:** Wednesday, September 25, 2024 3:56 PM

**To:** [REDACTED]; Deputy First Minister and Cabinet Secretary for Economy & Gaelic; First Minister; Cabinet Secretary for Net Zero and Energy; Minister for Business; Minister for Employment and Investment; Minister for Public Finance; Minister for Housing

**Cc:** Spads Admin; Minister for Climate Action; Emily Mackintosh; David Hutchison; Permanent Secretary; DG Economy; DG Net Zero; Gary Gillespie; [REDACTED]; [REDACTED]; [REDACTED]; Suresh Kumar; Director of Economic Development; Director of Offshore Wind; Lisa Mcguinness; Andrew Hogg; Nikki Archer; Catriona Laing; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; Richard Rollison; Nick Ford; Kersti Berge; Colin McAllister

**Subject:** RE: Session with Professor Mariana Mazzucato - note of meetings

[REDACTED],

Mr McKee is content for his interests.

Thanks,

[REDACTED]

[REDACTED]

Private Secretary

Minister for Public Finance

[REDACTED]

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

**Sent:** Friday, September 20, 2024 3:05 PM

**To:** Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; First Minister <FirstMinister@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED]

<[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa McGuinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>  
**Subject:** Session with Professor Mariana Mazzucato - note of meetings

Afternoon PO's

Please find attached two draft notes following Monday's meetings with Professor Mazzucato for approval (one for the pre-meet and one for the workshop).

**FM's PO & DFM's PO** – grateful if you can confirm that FM and DFM are content with both the pre-meet note and the workshop note.

**Remaining PO's** – approval is only required for the workshop note.

Once content I will save the notes in ERDM and provide PO's with the link.

Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**ATTACHMENTS – notes of the meetings  
(duplicate, please see page 28 and pages 29-31)**

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**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Economy & Gaelic  
**Sent:** Wednesday, September 18, 2024 8:13 AM  
**To:** [REDACTED] <[REDACTED]@gov.scot>; First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>

**Subject:** RE: Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

[REDACTED],

Grateful for a read out of this meeting for Ministers to consider **by COP on Tuesday 24 September**.

Thanks

[REDACTED]

[REDACTED]

**Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP**

[REDACTED], Rùnaire Priobhaideach dhan Leas-Phrìomh Mhinistear is do Rùnaire a' Chaibineit airson na h-Eaconamaidh is Gàidhlig – Ceit Fhoirbeis BPA

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

**T:** [REDACTED] | **M:** [REDACTED] | **Email:** DFMCSSEG@gov.scot

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---

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

**Sent:** Thursday, September 12, 2024 4:53 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; Cabinet Secretary for Net Zero and Energy

<cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>  
**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>  
**Subject:** Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

Afternoon PO's

Please find attached a briefing for the session with Professor Mazzucato on the power of mission-led Government and how to maximise the impact and effectiveness of the GIS.

Comms colleagues are considering the comms approach and will revert in due course.

Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**Attachment – Briefing  
(duplicate, please see pages 7 – 15)**

---

**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** First Minister  
**Sent:** Monday, September 9, 2024 10:00 AM  
**To:** Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for

Housing <MinisterforHousing@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>  
**Cc:** First Minister <FirstMinister@gov.scot>; Spads Admin <[REDACTED]@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>  
**Subject:** Monday 16 September - Session with Professor Mariana Mazzucato  
**Importance:** High

Good morning POs

On **Monday 16 September** the First Minister and Deputy First Minister have invited Professor Mariana Mazzucato to present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy. FM has requested that you attend this session which will take place **16.00 – 17.30** at Bute House. Please note final timings are still being confirmed the session is unlikely to start any later but may be moved forward slightly.

Further details regarding the content will be shared in due course. I would be grateful if you could confirm that you Cabinet Secretary / Minister will be available to attend in person.

Many thanks,  
[REDACTED]

[REDACTED]  
**Deputy Private Secretary to the First Minister**  
**Office of the First Minister**  
5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG  
**M:** [REDACTED]

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**E-mail from Ms Martin's office confirming content with the readout**

**From:** [REDACTED] On Behalf Of Cabinet Secretary for Net Zero and Energy

**Sent:** Thursday, September 26, 2024 9:17 AM

**To:** [REDACTED]; First Minister; Minister for Business; Minister for Employment and Investment; Deputy First Minister and Cabinet Secretary for Economy & Gaelic; Minister for Public Finance; Minister for Housing

**Cc:** Spads Admin; Minister for Climate Action; Cabinet Secretary for Net Zero and Energy; Emily Mackintosh; David Hutchison; Permanent Secretary; DG Economy; DG Net Zero; Gary Gillespie; [REDACTED]; [REDACTED]; [REDACTED]; Suresh Kumar; Director of Economic Development; Director of Offshore Wind; Lisa Mcguinness; Andrew Hogg; Nikki Archer; Catriona Laing; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; Richard Rollison; Nick Ford; Kersti Berge; Colin McAllister

**Subject:** RE: Session with Professor Mariana Mazzucato - note of meetings

Good morning [REDACTED],

Many thanks, Ms Martin is content to clear this note for her interests. Grateful if an eRDM link can please be shared with us once all have cleared.

Kind regards,

[REDACTED] (he/him)

**Assistant Private Secretary | Office of the Cabinet Secretary for Net Zero and Energy – Gillian Martin MSP**

Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG | Email: CabSecforNZE@gov.scot

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---

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

**Sent:** Friday, September 20, 2024 3:05 PM

**To:** Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; First Minister <FirstMinister@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar

<[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>;  
Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness  
<[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer  
<[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison  
<[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge  
<[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>  
**Subject:** Session with Professor Mariana Mazzucato - note of meetings

Afternoon PO's

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**Remaining PO's** – approval is only required for the workshop note.

Once content I will save the notes in ERDM and provide PO's with the link.

Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**ATTACHMENTS – notes of the meetings  
(duplicate, please see page 28 and pages 29-31)**

---

**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** Deputy First Minister and  
Cabinet Secretary for Economy & Gaelic  
**Sent:** Wednesday, September 18, 2024 8:13 AM  
**To:** [REDACTED] <[REDACTED]@gov.scot>; First Minister <FirstMinister@gov.scot>;  
Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>;  
Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business  
<MinisterforBusiness@gov.scot>; Minister for Employment and Investment  
<MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for  
Housing <MinisterforHousing@gov.scot>  
**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action  
<MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison

<[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa McGuinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>

**Subject:** RE: Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

[REDACTED],

Grateful for a read out of this meeting for Ministers to consider **by COP on Tuesday 24 September**.

Thanks

[REDACTED]

[REDACTED]

**Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP**

[REDACTED], Rùnaire Priobhaideach dhan Leas-Phrìomh Mhinistear is do Rùnaire a' Chaibineit airson na h-Eaconamaidh is Gàidhlig – Ceit Fhoirbeis BPA

The Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG  
**T:** [REDACTED] | **M:** [REDACTED] | **Email:** DFMCSSEG@gov.scot

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**Sent:** Thursday, September 12, 2024 4:53 PM

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for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>  
**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa McGuinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>  
**Subject:** Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

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Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**Attachment – Briefing  
(duplicate, please see pages 7 – 15)**

---

**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** First Minister  
**Sent:** Monday, September 9, 2024 10:00 AM  
**To:** Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>;

[REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>  
**Cc:** First Minister <FirstMinister@gov.scot>; Spads Admin <[REDACTED]@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>  
**Subject:** Monday 16 September - Session with Professor Mariana Mazzucato  
**Importance:** High

Good morning POs

On **Monday 16 September** the First Minister and Deputy First Minister have invited Professor Mariana Mazzucato to present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy. FM has requested that you attend this session which will take place **16.00 – 17.30** at Bute House. Please note final timings are still being confirmed the session is unlikely to start any later but may be moved forward slightly.

Further details regarding the content will be shared in due course. I would be grateful if you could confirm that you Cabinet Secretary / Minister will be available to attend in person.

Many thanks,  
[REDACTED]

[REDACTED]  
**Deputy Private Secretary to the First Minister**  
**Office of the First Minister**  
5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG  
**M:** [REDACTED]

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## **E-mail from Mr Arthur's office confirming content with the readout**

**From:** [REDACTED] **On Behalf Of** Minister for Employment and Investment

**Sent:** Monday, September 30, 2024 4:14 PM

**To:** [REDACTED]; Deputy First Minister and Cabinet Secretary for Economy & Gaelic; First Minister; Cabinet Secretary for Net Zero and Energy; Minister for Business; Minister for Employment and Investment; Minister for Public Finance; Minister for Housing

**Cc:** Spads Admin; Minister for Climate Action; Emily Mackintosh; David Hutchison; Permanent Secretary; DG Economy; DG Net Zero; Gary Gillespie; [REDACTED]; [REDACTED]; [REDACTED]; Suresh Kumar; Director of Economic Development; Director of Offshore Wind; Lisa Mcguinness; Andrew Hogg; Nikki Archer; Catriona Laing; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; Richard Rollison; Nick Ford; Kersti Berge; Colin McAllister

**Subject:** RE: Session with Professor Mariana Mazzucato - note of meetings

Hi [REDACTED],

Mr Arthur is content for his interests.

[REDACTED]

**Private Secretary to the Minister for Employment and Investment – Tom Arthur MSP - The Scottish Government**

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

Mob: [REDACTED]

Email: [MinisterEI@gov.scot](mailto:MinisterEI@gov.scot)

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---

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

**Sent:** Friday, September 20, 2024 3:05 PM

**To:** Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; First Minister <FirstMinister@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar

<[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>;  
Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness  
<[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer  
<[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison  
<[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge  
<[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>  
**Subject:** Session with Professor Mariana Mazzucato - note of meetings

Afternoon PO's

Please find attached two draft notes following Monday's meetings with Professor Mazzucato for approval (one for the pre-meet and one for the workshop).

**FM's PO & DFM's PO** – grateful if you can confirm that FM and DFM are content with both the pre-meet note and the workshop note.

**Remaining PO's** – approval is only required for the workshop note.

Once content I will save the notes in ERDM and provide PO's with the link.

Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**ATTACHMENTS – notes of the meetings  
(duplicate, please see page 28 and pages 29-31)**

---

**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Economy & Gaelic  
**Sent:** Wednesday, September 18, 2024 8:13 AM  
**To:** [REDACTED] <[REDACTED]@gov.scot>; First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>  
**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison

<[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa McGuinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>

**Subject:** RE: Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

[REDACTED],

Grateful for a read out of this meeting for Ministers to consider **by COP on Tuesday 24 September.**

Thanks

[REDACTED]

[REDACTED]

**Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP**

[REDACTED], Rùnaire Priobhaideach dhan Leas-Phrìomh Mhinistear is do Rùnaire a' Chaibineit airson na h-Eaconamaidh is Gàidhlig – Ceit Fhoirbeis BPA

The Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG  
**T:** [REDACTED] | **M:** [REDACTED] | **Email:** DFMCSSEG@gov.scot

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---

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

**Sent:** Thursday, September 12, 2024 4:53 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>

**Subject:** Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

Afternoon PO's

Please find attached a briefing for the session with Professor Mazzucato on the power of mission-led Government and how to maximise the impact and effectiveness of the GIS.

Comms colleagues are considering the comms approach and will revert in due course.

Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**Attachment – Briefing  
(duplicate, please see pages 7 – 15)**

---

**From:** [REDACTED]< [REDACTED]@gov.scot> **On Behalf Of** First Minister  
**Sent:** Monday, September 9, 2024 10:00 AM  
**To:** Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>

**Cc:** First Minister <FirstMinister@gov.scot>; Spads Admin <[REDACTED]@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

**Subject:** Monday 16 September - Session with Professor Mariana Mazzucato

**Importance:** High

Good morning POs

On **Monday 16 September** the First Minister and Deputy First Minister have invited Professor Mariana Mazzucato to present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy. FM has requested that you attend this session which will take place **16.00 – 17.30** at Bute House. Please note final timings are still being confirmed the session is unlikely to start any later but may be moved forward slightly.

Further details regarding the content will be shared in due course. I would be grateful if you could confirm that you Cabinet Secretary / Minister will be available to attend in person.

Many thanks,  
[REDACTED]

[REDACTED]  
**Deputy Private Secretary to the First Minister**  
**Office of the First Minister**  
5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG  
**M:** [REDACTED]

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## **E-mail from FM's office confirming content with the readout**

**From:** [REDACTED] On Behalf Of First Minister

**Sent:** Tuesday, October 1, 2024 10:02 AM

**To:** Minister for Employment and Investment <MinisterEI@gov.scot>; [REDACTED] ; Deputy First Minister and Cabinet Secretary for Economy & Gaelic; First Minister; Cabinet Secretary for Net Zero and Energy; Minister for Business; Minister for Public Finance; Minister for Housing

**Cc:** Spads Admin; Minister for Climate Action; Emily Mackintosh; David Hutchison; Permanent Secretary; DG Economy; DG Net Zero; Gary Gillespie; [REDACTED]; [REDACTED]; [REDACTED]; Suresh Kumar; Director of Economic Development; Director of Offshore Wind; Lisa Mcguinness; Andrew Hogg; Nikki Archer; Catriona Laing; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; Richard Rollison; Nick Ford; Kersti Berge; Colin McAllister

**Subject:** RE: Session with Professor Mariana Mazzucato - note of meetings

Hi [REDACTED],

FM is content, grateful if the eRDM links can be sent over once uploaded. Thanks

Many thanks,  
[REDACTED]

[REDACTED]  
**Deputy Private Secretary to the First Minister**  
**Office of the First Minister**  
5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG  
**M:** [REDACTED]

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---

**From:** [REDACTED] On Behalf Of Minister for Employment and Investment

**Sent:** Monday, September 30, 2024 4:14 PM

**To:** [REDACTED]; Deputy First Minister and Cabinet Secretary for Economy & Gaelic; First Minister; Cabinet Secretary for Net Zero and Energy; Minister for Business; Minister for Employment and Investment; Minister for Public Finance; Minister for Housing

**Cc:** Spads Admin; Minister for Climate Action; Emily Mackintosh; David Hutchison; Permanent Secretary; DG Economy; DG Net Zero; Gary Gillespie; [REDACTED]; [REDACTED];

[REDACTED]; Suresh Kumar; Director of Economic Development; Director of Offshore Wind; Lisa Mcguinness; Andrew Hogg; Nikki Archer; Catriona Laing; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; Richard Rollison; Nick Ford; Kersti Berge; Colin McAllister

**Subject:** RE: Session with Professor Mariana Mazzucato - note of meetings

Hi [REDACTED],

Mr Arthur is content for his interests.

[REDACTED]

**Private Secretary to the Minister for Employment and Investment – Tom Arthur MSP - The Scottish Government**

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

Mob: [REDACTED]

Email: [MinisterEI@gov.scot](mailto:MinisterEI@gov.scot)

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---

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

**Sent:** Friday, September 20, 2024 3:05 PM

**To:** Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; First Minister <FirstMinister@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer <[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge

<[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>

**Subject:** Session with Professor Mariana Mazzucato - note of meetings

Afternoon PO's

Please find attached two draft notes following Monday's meetings with Professor Mazzucato for approval (one for the pre-meet and one for the workshop).

**FM's PO & DFM's PO** – grateful if you can confirm that FM and DFM are content with both the pre-meet note and the workshop note.

**Remaining PO's** – approval is only required for the workshop note.

Once content I will save the notes in ERDM and provide PO's with the link.

Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**ATTACHMENTS – notes of the meetings  
(duplicate, please see page 28 and pages 29-31)**

---

**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Economy & Gaelic

**Sent:** Wednesday, September 18, 2024 8:13 AM

**To:** [REDACTED] <[REDACTED]@gov.scot>; First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar <[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>; Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness <[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer

<[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford <[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister <[REDACTED]@gov.scot>

**Subject:** RE: Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

[REDACTED],

Grateful for a read out of this meeting for Ministers to consider **by COP on Tuesday 24 September**.

Thanks

[REDACTED]

[REDACTED]

**Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP**

[REDACTED], Rùnaire Priobhaideach dhan Leas-Phrìomh Mhinistear is do Rùnaire a' Chaibineit airson na h-Eaconamaidh is Gàidhlig – Ceit Fhoirbeis BPA

The Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG  
**T:** [REDACTED] | **M:** [REDACTED] | **Email:** DFMCSSEG@gov.scot

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---

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

**Sent:** Thursday, September 12, 2024 4:53 PM

**To:** First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>

**Cc:** Spads Admin <[REDACTED]@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; DG Economy <[REDACTED]@gov.scot>; DG Net Zero <[REDACTED]@gov.scot>; Gary Gillespie <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Suresh Kumar

<[REDACTED]@gov.scot>; Director of Economic Development <[REDACTED]@gov.scot>;  
Director of Offshore Wind <[REDACTED]@gov.scot>; Lisa Mcguinness  
<[REDACTED]@gov.scot>; Andrew Hogg <[REDACTED]@gov.scot>; Nikki Archer  
<[REDACTED]@gov.scot>; Catriona Laing <[REDACTED]@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; Communications First  
Minister <[REDACTED]@gov.scot>; Communications Deputy First Minister, Economy and  
Gaelic <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED]  
<[REDACTED]@gov.scot>; Richard Rollison <[REDACTED]@gov.scot>; Nick Ford  
<[REDACTED]@gov.scot>; Kersti Berge <[REDACTED]@gov.scot>; Colin McAllister  
<[REDACTED]@gov.scot>

**Subject:** Briefing - Session with Professor Mariana Mazzucato - 16 Sept 2024

Afternoon PO's

Please find attached a briefing for the session with Professor Mazzucato on the power of mission-led Government and how to maximise the impact and effectiveness of the GIS.

Comms colleagues are considering the comms approach and will revert in due course.

Many thanks,  
[REDACTED]

**[REDACTED] | Supply Chain Development Programme  
Industrial Transformation and Office of the Chief Scientific Adviser | Directorate for  
Economic Development | Scottish Government**  
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU  
Mobile: [REDACTED] | [REDACTED]@gov.scot



**Attachment – Briefing  
(duplicate, please see pages 7 – 15)**

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**From:** [REDACTED] <[REDACTED]@gov.scot> **On Behalf Of** First Minister  
**Sent:** Monday, September 9, 2024 10:00 AM  
**To:** Cabinet Secretary for Net Zero and Energy <cabsecfornze@gov.scot>; Minister for Business <MinisterforBusiness@gov.scot>; Minister for Employment and Investment <MinisterEI@gov.scot>; Minister for Public Finance <MinisterPF@gov.scot>; Minister for Housing <MinisterforHousing@gov.scot>; Minister for Climate Action <MinisterCA@gov.scot>; Permanent Secretary <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>; [REDACTED] <[REDACTED]@gov.scot>  
**Cc:** First Minister <FirstMinister@gov.scot>; Spads Admin <[REDACTED]@gov.scot>; Emily Mackintosh <[REDACTED]@gov.scot>; David Hutchison <[REDACTED]@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>  
**Subject:** Monday 16 September - Session with Professor Mariana Mazzucato  
**Importance:** High

Good morning POs

On **Monday 16 September** the First Minister and Deputy First Minister have invited Professor Mariana Mazzucato to present on the power of mission-led Government and how to maximise the impact and effectiveness of the Green Industrial Strategy. FM has requested that you attend this session which will take place **16.00 – 17.30** at Bute House. Please note final timings are still being confirmed the session is unlikely to start any later but may be moved forward slightly.

Further details regarding the content will be shared in due course. I would be grateful if you could confirm that you Cabinet Secretary / Minister will be available to attend in person.

Many thanks,  
[REDACTED]

[REDACTED]  
**Deputy Private Secretary to the First Minister**  
**Office of the First Minister**  
5<sup>th</sup> Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG  
**M: [REDACTED]**

**The First Minister's box closes at 2pm, Monday to Friday.** Further details, including preferences, can be found here.

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