PROGRAMME PROGRESS UPDATE

Purpose

1.   To provide an overview of the progress to date around the reported Enterprise and Skills Phase 2 commitments and associated actions. In doing so, this paper will provide the following:

- An updated Implementation Board timeline (**Annex A**);
- A progress update on all identified Programme actions (**Annex B**);
- An example of how projects are being developed and established across the Programme (**Annex C**); and
- An update on the communications and engagement strategy (**Annex D**).

Progress Update

2.   Good progress continues around all relevant actions identified at **Annex B**. We therefore we remain confident that delivery is on track.

3.   In particular, progress has been made around:

- Appointing a Chair to the Strategic Board;
- The establishment of an analytical unit and plans for key appointments;
- The development of interim South of Scotland Enterprise Agency options – a separate paper has been provided on that matter;
- The Strategic Plan framework and performance and measurement framework – separate papers provided (as per the agenda);
- The delivery of the established innovation action plan; and
- Commitments associated with the advancement of international, skills alignment and learner journey projects.

4.   For a more detailed overview of performance see **Annex B**.

Developing the Enterprise and Skills Programme and Projects

5.   As reported to the 31 July meeting, the Programme Office (in partnership with relevant parties) has progressed the design of individual implementation projects and the development of comprehensive delivery plans.

6.   Whilst the Phase 2 reports published in June 2017 offer a rich source of relevant commitments, work to evolve these into a recognisable, measurable Programme and Project structure is progressing. In taking this forward, the Programme Manager has worked with Project Leads to:

- Establish a concise project profile for each of the 8 improvement initiatives (Innovation, International, and Regional Partnerships etc.) – including clear statement of purpose, objectives, benefits, risks, dependencies and key stakeholders; and

- Identify the delivery vehicles – articulate/define the key project workstreams (including scope) and milestones (timeframe).

7.   Attached at **Annex C** is an example of how this work has been evolved for the Regional Partnerships project.

8.   A comprehensive Programme profile, risk profile and delivery plan will emerge once all projects have been similarly defined. It is envisaged that this will be tested by senior officials before finalisation and sharing with the Implementation Board (end September).

Communications Update

9.   Progress continues in fulfilling the communications and engagement strategy shared with members in July, with support being provided across projects. Further details are in **Annex D**.

Recommendation

10.   It is recommended that the Board should note progress to date around delivery and highlight any concerns in relation to the detail provided and overall deliverability.

Enterprise and Skills Programme Office
23 August 2017

Annex A - Implementation Board Actions and Timeline

June 2017

- Agree Implementation Board Terms of Reference (ToR) - including scope of ambitions and timeframe
- Collate views regarding cross-cutting priorities
- Scope broad principles of Strategic Plan
- Consider proposals and establish early priorities for development of the Analytical Unit, including options for resourcing
- Collate views on governance supporting the SB
- Governance options for interim SOSEA
- Scope broad principles for an operational framework between agencies

July 2017

- Consider a first draft of cross-cutting priorities
- Endorse a Framework for Strategic Plan
- Consider options for governance supporting the SB
- Plans for Analytical Unit endorsed

Aug 2017

- Agreement on cross-cutting priorities
- Consider a first draft Strategic Plan
- Consider a first draft of Performance Framework
- Outline of governance supporting the SB approved
- Confirm SB Chair & membership
- Consider a proposition re interim SOSEA
- Consider a draft for an operational framework between agencies

Sep 2017

- Draft Strategic Plan endorsed
- Agree an operational framework between agencies
- Draft Performance Framework endorsed
- Plans for interim SOSEA endorsed
- Analytical Unit in place

Oct 2017

- Strategic Board

Annex B - Enterprise and Skills Review – Phase 2: Progress around Reported Commitments

Establishing governance and supporting performance

Governance and Analytical Commitments
1. A Strategic Board will be created.
2. The Strategic Board will establish a Strategic Plan.
3. The Strategic Board will establish a common performance and measurement framework.
4. Agencies would develop annual Operating Plans, approved by their Lead Ministers
5. Collaboration will be a core objective at all levels of the Agencies.
6. The Strategic Board will engage with stakeholders to understand the challenges facing them and the markets they serve.
7. The Strategic Board must have a clear and direct authority to ensure Chairs hold Agencies and Chief Executives to account.
8. Membership of the Strategic Board should include a small number of non-executive members.
9. Chief Executives from Agencies would attend the Board as observers.
10. Chairs of Agency Boards will have a new primary focus to share collective responsibility to deliver the Strategic Board Plan.
11. Chief Executives should not be members of the Strategic Board, but will have an additional key focus to their role, namely embedding a culture of collaboration at all levels of their Agency.
12. A secretariat and analytical unit will be established (subscribing to agreed principles for the analytical unit and its interaction with the Strategic Board including a commitment to openness and publishing the results of its activities to ensure there is a shared evidence base for wider stakeholders).

Actions	Lead Director	Target date	Progress Statement	RAG Status
Identify Chair and members of the Strategic Board and make recommendations to Cab Sec.	Dominic Munro	August 2017	This work remains on track.	
Chair and members of the Strategic Board appointed	Dominic Munro	Sept 2017	As above	
Draft Terms of Reference is prepared.	Dominic Munro	August 2017	As above	
Appoint a Head of Secretariat and establish a secretariat function to support the Strategic Board.	Dominic Munro	Sept 2017	On track	
A Programme is to be established – articulating plans to mainstream improvements identified during Phase	Dominic Munro	Sept 2017	The programme office is meeting relevant business areas to develop comprehensive delivery plans around identified improvements	

2.				
Programme Office to establish progress reporting arrangements (including risk)	Dominic Munro	Sept 2017	The PMO is working with project leads (as above)	
A draft comms and engagement strategy will be developed.	Dominic Munro	Sept 2017	A draft will be considered at the IB on 31 July 2017	
A first draft performance and measurement framework will be submitted to the Implementation Board for consideration.	Gary Gillespie	August 2017	• Phase 2 report set out an overarching aim, alongside productivity drivers and factors of inclusive/ sustainable growth. It is likely that any measurement framework will reflect this. • The measurement framework will align with the Strategic Plan. • Work is on-going with the short-term working group for the Analytical Unit and Performance Framework to consider options for the measurement framework. We remain on target to deliver a first draft to the August Implementation Board.	
Establish a new analytical unit to provide support to the Strategic Board, agencies and wider stakeholders.	Gary Gillespie	Early 2018	• An early priority for this action is to appoint a head of unit. They will provide a single point of contact for the Strategic Board and provide leadership and direction for the unit. • Options have been discussed with HR and set out for consideration by the Implementation Board – recommended option of open and external recruitment would likely mean appointment in early 2018. Interim staffing arrangements have been proposed to take forward priority work. A role profile is being drafted and will be evaluated by HR.	
	Gary Gillespie	On-going	• Long-term structure and staffing will be the responsibility of unit head once appointed. Interim arrangements have been proposed. • Appointments to the unit will be made by the Scottish Government in the first instance and will be jointly funded by the Scottish Government and agencies. Funding arrangements are still to be agreed. • Interim staffing arrangements have been proposed until a Unit Head is appointed which would provide core support from SG analysts, augmented by agency support on a project basis. Interim arrangements will be kept under review by Gary Gillespie and agencies and will be fully reviewed by Unit Head.	
The unit and agencies will develop a shared analytical plan setting out the activity that they will undertake both individually and collectively.	Gary Gillespie	On-going	• This could be progressed in 2017/18 by the short-term working group/ interim staff and, as appropriate, approved by the Strategic Board and agreed with partners. • Progress is being made towards establishing an analytical unit as detailed.	

The unit head will work with the appropriate senior analytical leads of the agencies to help coordinate analysis across the enterprise and skills system.	Gary Gillespie	On-going	• Analytical unit is in the process of being established. Interim staff will draw heavily on expertise from agency staff. • Progress is being made towards establishing an analytical unit as detailed. Interim staff and short-term working group will undertake work while new Unit is being established.	
The unit should improve the use and sharing of administrative data across the enterprise and skills system as a particular focus of its work.	Gary Gillespie	On-going	• This work could be progressed prior to the appointment of the unit head and, as appropriate, approved by the Strategic Board and agreed with partners. • Progress is being made towards establishing an analytical unit as detailed.	

Project Specific Commitments and Associated Actions

Regional Partnership Commitments
1. Support the development of a regional asset register. 2. We will work with our partners in local government and more broadly to develop plans for every community to be represented by a regional partnership focused on their area, driven by local partners. 3. Our agencies will build on their experience of fostering regional working and will support regional partnerships. 4. Future city deals and other types of regional growth deal proposals are expected to prioritise and evidence their impact on driving inclusive growth. 5. We will expect private sector representation on regional partnerships where government investment is sought. 6. We will build inclusive networks enabling representatives from each regional partnership to come together regularly from autumn 2017 to discuss challenges, share experiences and learn from each other. Representatives from regional partnerships will be invited to the National Economic Forum.

Actions	Lead Director	Target date	Progress Statement	RAG Status
To support the development of a regional asset register.	Mary McAllan	End 2017	• Scottish Enterprise to lead national agency engagement . • Parameters and definitions to be agreed by end of 2017, thereafter pilot to be rolled out and made available to teams developing new Regional Partnerships and strategies. • Meetings with SE, SDS, SFC have taken place and all are supportive of this approach. VS (25/8) and HIE (30/8) meetings arranged. • Working with OCEA (mtg 23/8) to work on definitions of what would be measured in a Regional Asset Register. Ayrshires identified as possible pilot – yet to be confirmed.	
To work with our partners in local	Mary McAllan	On-going.		

government and more broadly to develop plans for every community to be represented by a regional partnership focused on their area, driven by local partners.			• COSLA and Scottish Government to consider this linking into established and developing Regional Partnerships and other activities • Areas not currently part of Regional Partnerships or planned Regional Partnerships are Falkirk, Moray, Argyll & Bute. Considering work currently on-going in these areas: and the definition of Regional Partnerships.	
Agencies to build on their experience of fostering regional working and support regional partnerships.	Mary McAllan	On-going.	• Commitments to be received from national economic agencies by end of Q4 2017 including performance measures. • Our agencies will have specific objectives relating to supporting regional partnerships. • SE, SDS, SFC, HIE are implementing regional approaches and have committed to do so in their business plans/ annual plans/ objectives – Strategic Direction Letters in 2017 to agencies included an expectation of commitment to regional approach and support for Regional Partnerships. The commitment to the regional approach will be embedded in the Strategic Guidance letters issued to the agencies (next due in 2018)	
Future city deals and other types of regional growth deal proposals to prioritise and evidence their impact on driving inclusive growth.	Mary McAllan	Immediate	• The Inclusive Growth diagnostic and emerging monitoring framework will be embedded as part of the baseline assessment for all future city and growth deals. • This is an on-going commitment being implemented by the City & Region Partnerships team in all future growth deals. The Heads of Terms for Edinburgh CRD (signed in July) note: "The Scottish Government is developing an Inclusive Growth monitoring framework which will incorporate clear indicators to measure progress towards the five high-level inclusive growth outcomes (Economic Performance and Productivity, Labour Market Access, Fair Work, People, and Place) and will expect the City Region Deal evaluation and monitoring reports to align with this. Partners will establish a new model of regional governance that will encompass the best practice approaches identified within the regional partnerships work stream of Phase 2 of the Enterprise and Skills Review. Following the recommendations of the Enterprise and Skills Review the model will focus on the needs of the area and will include an integral role for the private and third sectors."	

Private sector representation is to be guaranteed on regional partnerships where government investment is sought.	Mary McAllan	On-going	• On-going throughout creation of new Regional Partnerships and referenced in Heads of Terms. • As above, an on-going commitment being implemented by the City & Region Partnerships team, noted in the Heads of Terms for the Edinburgh City & Region Deal and will be continued for future deals.	
Inclusive networks enabling representatives from each regional partnership to come together regularly from autumn 2017.	Mary McAllan	End of Q1 2018	• We will share best practice amongst Regional Partnerships by using the SG website to host information on the aims and successes of Regional Partnerships. • Awaiting information from SG digital about usable space within the SG website. Glasgow CRD and Inverness & Highlands have committed to providing updates. Awaiting confirmation of contact point from Aberdeen City & Shire team. • We will ensure that Regional partnerships are represented on the National Economic Forum (NEF) and work with COSLA to identify future opportunities for Regional Partnerships to network and share best practice. • Nominees have been received from the existing Regional Partnerships (Glasgow CRD, Aberdeen City & Shire, Inverness & Highlands) and invitations will be issues ahead of the December NEF at Murrayfield. • Scotland's international inclusive growth conference (20th October) will bring together key stakeholders, and practitioners to share best practice and knowledge in achieving inclusive growth in regions and places. • In addition to this, work is on-going to pilot a seminar where Glasgow CRD will share experience and best practice with COSLA colleagues, with a view to more regular networking opportunities under the auspices of COSLA.	

South of Scotland Enterprise Agency Commitments				
1. We will introduce legislation in 2018 to bring info effect the new agency so that it is fully operational from the beginning of the 2020 financial year. 2. We will work with South of Scotland stakeholders and through the emerging Strategic Board to put in place an interim approach (including a lead individual) ready to implement in the autumn so the area starts to benefit. 3. The new agency, once established, will be part of the national governance arrangements and represented on the new strategic board.				
Actions	Lead Director	Target date	Progress Statement	RAG Status

Introduce legislation to enable the creation of the new agency.	Mary McAllan	On-going.	• Legislation timetable being agreed which will determine timeline for workstreams needed to deliver agency. • Process at early stage but on track • Discussions with SG Parliamentary Unit taking place to agree timing for legislation and pre-introduction consultation process • Work being taken forward setting out various workstreams required to deliver operational agency – will need detailed project management given interdependencies.	
Establish an interim agency arrangement.	Mary McAllan	August 2017	• Paper prepared for IB's mtg on 30/8 setting out potential structural options to be refined following discussion for endorsement at the IB September mtg so that a recommendation can be put to ministers for agreement with interim arrangements implemented in autumn, Q3 2017.	
		On-going	• Discussions with core working group underway around the shape of the agency, building on collaborative approach of phase 2 • Mtg of key stakeholders on 24/7 explored issues and process for developing interim arrangements, with a focus on proposals covering structure and substance. • Mtg on 21/8 discussed and refined options set out in IB paper. • Mtg on 29/8 to take forward detailed discussion about activities and priorities.	
To ensure that the new agency is part of national governance arrangements and represented on the new strategic board.	Mary McAllan	On-going	• Need to ensure liaison with SB development. • Need to ensure that links with proposals to develop SB so that SOS interests taken into account.	

Enterprise and Business Support Commitments
On the supply side: 1. Collaborate to deliver a joint improvement programme across delivery partners to design and create a much more coherent and joined-up digitally-enabled system of business support that is consistently focussed on user needs, is appropriate and accessible for all business types, and provides the right support at the right time to businesses on their journey. On the business side: 2. Undertake research on the behaviour and motivation of businesses in terms of ambition, innovation and productivity. 3. Work with Entrepreneurial Scotland to establish a 'backbone' of support to maximise the collective impact of Scotland's growing entrepreneurial movement.

4. Drive forward the Scotland CAN DO Scale movement through Entrepreneurial Scotland and partners across the system.
5. Work with Women's Enterprise Scotland to tackle the gender gap across start-ups and growth companies.

Actions (cited in phase 2 report)	Lead Director	Target date	Progress Statement	RAG Status
Establish a project board and workstreams to drive business improvement work forward (governance) (Establish a senior-level working group to drive work around joint improvement forward.)	Mary McAllan	On-going.	• Draft implementation plan and terms of reference shared with phase 2 project members and public sector members of proposed working group. • Proposal is for: i. a tight project board representing business (user) interests to hold the workstreams to account. (Membership is under consideration in such a way as to respond to the emerging structures and requirements of the E&S Strategic Board) ii. working level group focussing on agency and local authority engagement, especially around workstream 1. (Group has met twice) iii. 4-5 workstreams to cover the 11 core phase 2 actions and further intended activity. (4 workstreams have been initiated.) • Draft project plan based on actions and intent of the enterprise and business support report. (underway)	
Commission the new joint SG and agency analytical unit to identify suitable measures to determine partners' progress against individual priorities and in delivering collective impact.	Mary McAllan	On-going.	• Identify existing measures relating to business support across all workstreams and partners (planned) • Based on outcomes, identify the measures and data required to demonstrate extent to which individual and common goals are being achieved • Design appropriate data collection processes (planned)	
Workstream 1: a. Establish an improvement programme to create a much more coherent and joined up system of support across the agencies that is focussed on business need, and is quick, easy to access and understand. In order to facilitate delivery of this:	Mary McAllan	On-going.	• To include: re-designing and redefining public sector support around the customer's journey by using a design-thinking approach to ensure support is fully aligned with real needs and is co-designed and owned by those in receipt of support; take guidance from system design experts. • Have identified business improvement workstream members and held initial workshop to design process. • Next stage is to draft Business Support blueprint in preparation for training on user-led system design and initial business improvement sprints.	
b. Develop a single digital access point to public sector business support that is appropriate and accessible for all	Mary McAllan	On-going.	• Single digital access point is the culmination of activity to design collaboratively across partners a single business support system that is user focussed (see 1a.)	

business types.			• Plan & collaboratively agree design process with delivery partners, incl. digital practitioners and senior decision makers (underway) • Gather and assess user insights - review existing data and undertake customer experience mapping with business users (underway – early stage) • Draft blueprint of new collaborative system (underway – early stage) • Assess digital requirements of new system across all business support providers (outline, Nov-Dec 2017; detailed, spring 2018) • Design and test prototype with business users (early 2018) • Re-iterate, test, finalise system / platform and roll out (end 2018/early 2019 depending on scope and scale of required system and changes)	
c. Building on work by the Office of National Statistics, develop and deliver a single, authenticated business ID;	Mary McAllan	On-going.	• Liaison with UK project re a) suitability and applicability of UK ID to Scottish business support needs; b) timescales and progress (in hand) • If required depending on emerging ONS timeframe, consider development of an interim Scottish ID that can be integrated with the UK ID when available (check end on Nov 2017 whether required) • Identify all existing business IDs (Sept 2017) and how these can be integrated into proposed single business ID (ongoing)	
d. Pilot a Business Box (electronic information pack)for companies.			• Core group to complete initial scoping to design content of Business Box as part of system design work above, with delivery envisaged once single business ID has been established (planned)	
e. Build on existing professional training, and use the capabilities of a common digital platform, to ensure business advisers are equipped to provide top quality advice that responds to all business types and to current and future business needs.	Mary McAllan	On-going.	• Identify existing training across partners for business advisers (Dec 2017) • Identify future training needs across business support (2018, building on system design) • Design shared internal platform for business advisers across all organisations • Develop and implement new training as appropriate (Summer 2018)	
Workstream 2 Undertake specific research, reporting in early 2018, on the behaviour and motivation of businesses so that we can reach more businesses more effectively and better target future interventions.	Mary McAllan	Early 2018.	• Engage with delivery partners and relevant academics to understand existing research and scope of project (complete) • Production of initial literature review (underway) • Procurement process to secure relevant specialist to convene and facilitate series of business focus groups – timing to link in with other work across business and innovation that seeks to engage user groups. (Nov 2017)	

			- Integrate focus groups into broader plan of on-going business engagement. - Delivery of focus groups (consulting with firms across the SME base, incl. micro-businesses) to understand better their ambitions and to inform the production of final report (early 2018) - Analysis of implications for business support (Spring 2018)	
Workstream 3 Work with Entrepreneurial Scotland to establish, by Autumn 2017, a 'backbone' of support to maximise the collective impact of Scotland's growing entrepreneurial movement.	Mary McAllan	Autumn 2017.	- Reconvene REAP Scotland Board temporarily (complete) and transition into backbone reference group (underway – chaired by Sandy Kennedy) - Establish terms of reference for the backbone (underway – early stage) - Identify and agree strategic objectives and design, including potential hubs; - Implement plan (November 2017 onwards through 2018)	
Workstream 4 Provide more and better co-ordinated support for businesses to 'scale up' by driving forward the Scotland CAN DO Scale movement through Entrepreneurial Scotland and partners across the system – with the new steering group in place from Summer 2017.	Mary McAllan	On-going.	- Through Entrepreneurial Scotland establish Steering Group and agree draft scope, terms of reference, sub hubs etc. (underway – chaired by Sandy Kennedy – first steering group meeting planned 5 Sept); - Map existing supply-side support to scale ups (Sept-Oct 2017) - Identify scale up needs (working draft by Dec 2017) - Design and run sub themes, e.g. measurement, design of communication; executive education (underway)	
Workstream 5 Realise untapped economic potential by tackling the gender gap across start-ups and growth companies – including through this Summer's refreshed Women in Enterprise Action Framework with action to deliver a sustainable model that collaboratively develops and monitors future gender-aware and gender-specific policies and interventions.	Mary McAllan	August 2017 Thereafter on-going	- Publication of refreshed Framework and Action Plan for Women's Enterprise together with convening implementation group (by end August) - Ensure funding & recruitment of 10 WES STEM ambassadors (funding secured, announce Oct) - Secure funding for Business Women Scotland's delivery of #BWSLiveEvents programme (funding secured, announce Oct)	

Innovation Commitments

1. To encourage more business innovation - supporting innovation across sectors and places.
2. Use public sector leverage to catalyse innovation.
3. Make best use of university and college research, knowledge and talent to equip Scotland's people to innovate.

Actions	Lead Directors	Target date	Progress Statement	RAG Status
Directly encourage more business innovation management skills and finance for innovation.	Mary McAllan Aileen McKechnie	On-going as part of the implementation of the Innovation Action Plan	• Range of workstreams being developed including raising awareness of sources of innovation support and the benefits it can provide businesses across Scotland.	
Use public sector needs and spend to catalyse innovation.	Mary McAllan Aileen McKechnie	On-going as part of the implementation of the Innovation Action Plan	• Develop a co-ordinated programme of mission-orientated challenges. Launch Scotland CAN DO Innovation Challenge Fund on 7 November.	
Support innovation across sectors and places.	Mary McAllan Aileen McKechnie	On-going as part of the implementation of the Innovation Action Plan	• Range of workstreams being developed including monitoring the progress of innovation pilots in Edinburgh and Highlands and Islands.	
Make best use of university and college research, knowledge and talent to equip Scotland's people to innovate.	Mary McAllan Aileen McKechnie	On-going as part of the implementation of the Innovation Action Plan	• Range of workstreams being developed including; working with the universities and colleges to support the sector's promotion and delivery of enterprise and entrepreneurial skills training. Pilot a £500k College Innovation Fund to support Scotland's colleges to work with businesses on innovation activity	

International Commitments

1. To enhance existing export support.
2. Better co-ordination of overseas and inward trade delegations.
3. Develop a shared international branding.
4. Improve Scotland's inward investments record further.

Actions	Lead Directors	Target date	Progress Statement	RAG Status
			Export Support	
Deliver a partnership approach with Scotland's Universities and Colleges on internationalisation, building on the experience and success of Connected Scotland. This will be a partnership involving the Scottish Government, Local Government and relevant agencies.	Mary McAllan	October 2017	• SDI as project lead are taking this work forward with US, CS, SLAED, Chambers and HIE, and SFC. There is a Connected Scotland meeting scheduled for September which SDI will use to initiate the partnership approach and how to develop it moving forward. A monthly update on progress has been requested and the project group will meet regularly to sign off each completed action.	
Complementing the work being delivered under the Regional Partnerships element of the Enterprise and Skills Review which commits to exploring approaches to strengthen national agency engagement with regional partnerships. Complete the mapping work already underway and build on it to give clarity to agencies, Local Government and end users on the range of services available.	Mary McAllan	September 2017	• SDI are leading on this action with SLAED, HIE and the Chambers supporting. The mapping of export support available is almost complete. There are good examples of joined up export support in Ayrshire and Fife and Edinburgh is looking to follow suit. The aim is to engage with other local authorities via SLAED and the Chambers	
In line with the aims of the Regional Partnerships work, develop a written high-level commitment across agencies, Government and Local Government to work in partnership to ensure that there is a clear pipeline of support available for companies at all stages of	Mary McAllan	October 2017	• SDI are leading on this work in conjunction with SLAED, Business Gateway and HIE.	

exporting. As part of this work consider how we better integrate Business Gateway into mainstream export support services provision whilst being sufficiently flexible to meet local circumstances.			
In line with the work being done via the Enterprise and Business Support project to re-develop SDI's web presence within Scotland, ensuring that it best presents key information on the "why to", "how to", "where to", and "who can help", with relevant links to SE, HIE, Chambers, etc. web sites.	Mary McAllan	February 2018	• This work is being led by SDI and will be delivered in conjunction with the Business Support project, to avoid any duplication. The Chambers and SLAED will be part of the project team.
Work with SDI, HIE, SLAED, Business Gateway, local Chambers, industry associations and others, to develop and deliver a programme of local trade events across Scotland which would raise awareness of the range of help available, signpost to digital resources, and signpost to further support (i.e. advice and information and funding).	Mary McAllan	December 2017 and on-going delivery thereafter	• SDI are leading on this action working with BG, SLAED and the Chambers. The work will be taken forward in conjunction with the Business Support project on the basis that we must provide the service that businesses need. This is being scoped out now, including export support and the result will be a digital service to meet the needs of businesses
Provide clarity and consistency in export support across Scotland using the principle of no wrong door. Ensuring that export support for businesses is fit for purpose, tailored where appropriate, to the specific needs of each business. This could include more insight on the actual markets, local distribution networks, currency and payment, relevant	Mary McAllan	February 2018	• This work will be taken forward in conjunction with the Business support project. SDI are leading and will work with SLAED, Business Gateway and the Chambers

legislation.				
Following the local/regional export partnerships, consider the potential for local export support mechanisms to be rolled out nationally to allow for equitable support across Scotland, particularly for SMEs, who are often not eligible for assistance from SDI.	Mary McAllan	Following the pilots ending March 2019	• The SG has committed £400k to enable the Chambers of Commerce to establish and develop local export partnership pilots to develop business-to-business learning and support to internationalise. Bids from local Chamber are currently being assessed and it is expected that the pilots will begin in the autumn	
Consider how the experience of the local export partnership pilots can feed into the national roll-out of activity.	Mary McAllan	Following the pilots ending March 2019	• The SG Government trade team will lead on this in conjunction with SDI and the Chambers. It will also draw experience from thos delivering the Tay Cities deal and the Fife Export Partnership.	
Consider a pilot programme taking non-exporters into UK markets as a first step to support and encourage them to grow sales out-with their locality/Scotland.	Mary McAllan	December 2017	• SDI is leading this work in conjunction with SLAED, Business Gateway and the Chambers. A pilot is proposed in Fife.	
Explore under-utilised International opportunities for Scottish companies e.g. the UK Export Finance (UKEF) and overseas procurement opportunities such as the Health Innovation Partnerships. UKEF's total risk-weighted appetite has doubled to £5 billion and the maximum cover limit for individual markets has increased by up to 100%. This potentially results in as much as £2.5 billion of additional capacity to support exports to some destinations.	Mary McAllan	December 2017	• SDI are leading on this action working with Business Gateway and SLAED. The aim is to make more businesses aware of this UK scheme and assist them with the complex process of successfully applying for funds.	
Renew efforts to work with DIT's e-	Mary McAllan	December	• SDI and the Chambers are jointly leading on this work. As above, the aim is to	

exporting programme target which assists UK companies to accelerate online exports through e-marketplaces like Alibaba and Amazon ensuring that Scottish companies get maximum benefit from it.		2017 and beyond.	raise awareness of the programme to Scottish businesses and assist them with the process of accessing the funds.	
Work with DIT and the FCO and the other devolved administrations to ensure that future UK-wide trade delegations include representation from all four nations. This may include joint Ministerial visits.	Mary McAllan	December and beyond.	• The SG Trade team is leading on this action with support from the Chambers.	
Seek involvement with the Infrastructure Exports Leadership Forum, which is being created by the UK Government with leaders from across the infrastructure sector to create collaborative UK offers.	Mary McAllan	December 2017 and beyond.	• The SG Trade team is leading on this action with support from the Chambers.	
Seek to engage with the UK Government to ensure a collective UK approach in pursuing the £220bn of export opportunities identified across priority sectors over the next four years which are winnable with Government help.	Mary McAllan	December 2017 and beyond.	• The SG Trade team is leading on this action with support from the Chambers.	
Pursue engagement with the UK Government's Strategic Relationship Management systems, which are key to keeping our most important businesses exporting from and investing in sites across the whole of the UK. Effective joint work here can ensure that our most important businesses take a UK	Mary McAllan	December 2017 and beyond.	• SDI now have access to this system and will share more widely.	

approach to forming consortia and winning business.				
Overseas and Inward Trade Delegations				
Look for opportunities to pool resources and work jointly when SDI, Universities, Colleges, Chambers and Government are developing overseas trade missions. To assist with this approach establish a Scotland wide calendar detailing proposed overseas trade missions. This should result in improved co-ordination between partners and in some circumstances reduce the cost to the public purse	Mary McAllan	December 2017	• SDI and SG Trade team are leading on this action working with US, CS, the Chambers, SDS, SFC, Scottish Cities Alliance, SLAED and VisitScotland. SDI will circulate a template to partners. SG trade team have discussed with Business Support colleagues about creating a portal, on the new single digital platform, allowing businesses to book onto overseas visits. This would also be the right platform on which to share a calendar of proposed overseas trade missions.	
Develop a single, co-ordinated Scotland wide calendar to allow us to share details of proposed in-ward visiting delegations including SDI, SDS, SFC, Universities, Colleges and businesses to enable us to provide a more cohesive Team Scotland approach.	Mary McAllan	December 2017	• SDI and the SG Trade team are leading on this work working with US, CS, the Chambers, SDS, SFC, Scottish Cities Alliance, SLAED and VisitScotland. As with out-ward missions the new single digital platform would be the appropriate place to share this information on a regular basis.	
Establish a system to assess the relative importance of visiting delegations and help ensure that appropriate resource is deployed	Mary McAllan	December 2017	• SDI and the SG Trade team/International relations are leading on this work working with US, CS, the Chambers, SDS, SFC, Scottish Cities Alliance, SLAED and VisitScotland. SG International have work underway in terms of our dealings with China (from where there are a lot of requests for engagement). This will be expanded and built upon.	
Country Perspectives				
Develop a clearer, shared understanding of priority countries, recognising that these may be different for trade, investment and Scotland's other interests	Mary McAllan	December 2017	• SG International are leading on this. They are working with SDI and VisitScotland. The Aviation Strategy may be used as a template for this work. The group believe that "priority countries" should be broken down into regions and even cities e.g. China, USA.	

Where there are shared priorities, work with agencies, universities, colleges, GlobalScots and other organisations to co-ordinate planning and develop collaborative projects to maximise the economic benefit to Scotland sharing a clear and consistent message.	Mary McAllan	November 2017	• SDI are leading on this work, with SG Trade team working with US, CS, the Chambers, SDS, SFC, SCA and SLAED.	
Keep the Scottish Government and SDI's network of international offices under review to ensure the effective use of resources and take into account the experience of new Innovation and Investment Hubs in Dublin, London, Brussels and Berlin.	Mary McAllan	2017 – 18 and beyond	• SG Trade team, International relations and the Innovation, Industries and Investment Division are leading on this. The Trade team and International relations are taking forward the commitment to open a Berlin Hub.	
Develop a co-ordinated approach to the promotion of Scotland's trade and investment interests at selected major international events. For example, the Scottish Government is participating in Expo 2017 this summer in Astana, Kazakhstan, themed around "Future Energy", and is developing a programme of events. We will work with the Department for International Trade and others on future events, including the Universal Exposition scheduled for Dubai in 2020	Mary McAllan	August 2017 and beyond	• The SG Trade team, working with the Department for International Trade, Heriot Watt University and the SQA delivered a programme of events for the Cab Sec for EJFW who attended the Astana Expo 2017 in Kazakhstan on the 10 – 12th August. • Looking forward the SG Trade team, in conjunction with SDI will ensure a similar joined up approach to the Universal Exposition in Dubai 2020. • Working with partners, including the Chambers, VisitScotland and SLAED we will look to exploit maximum benefit from major international events being held abroad and in Scotland e.g. 2018 Championships, the Edinburgh Fringe and potentially the Japan Expo 2018.	
Develop a mechanism for better sharing intelligence from representatives of agencies and partner organisations based overseas with the	Mary McAllan	December 2017	• The SG and SDI are leading on this work with support from US, CS, the Chambers, SDS, SCA and SLAED.	

broader business community in Scotland				

Branding				
Deliver Phase 1 of this project in September 2017. This will include a proposed business case for investment in activity that will encourage target audiences in key markets to visit, work, study, live and invest in Scotland.	Mary McAllan	September 2017	• VS are leading on this work in conjunction with US, CS, the Chambers, SDS, SFC, SCA and SG Tourism. Two concepts are currently being tested and campaign material will be ready to be launched in Autumn 2017.	

Inward Investment				
Establish a steering group to assist SDI engagement with the range of relevant public sector bodies that can support Foreign Direct Investment, including universities, colleges and Scottish Cities Alliance structured around the elements of the Trade and Investment Strategy.	Mary McAllan	November 2017	• SDI are leading on this work and are in the process of forming a group. This will have to link in with the proposed Investment Group and the Investors Forum. There was also a request that the Trade Board be represented on the group. US, CS, the Chambers, SDS, SCA, SG and SLAED will be part of the group.	
Working with SFC and SDS and in line with the Skills Alignment element of the Enterprise and Skills Review we will ensure a focus on skills to meet the needs of investors. Skills appear to be the most important ask of foreign inward investors. We must continue to adapt and make sure that potential investors' expectations are met in an increasingly competitive market. This will become increasingly significant following Brexit.	Mary McAllan	October 2017 for initial plan	• SDS and SFC are leading on this work with input from US, CS SCA, SG and the Chambers. This work will be taken forward in conjunction with the Skills Alignment commitments. The group are aware that the relevant skills base must be as wide as possible.	
Build on good examples of joined up working to develop a protocol committing all Scottish partners to work together to maximise the benefit	Mary McAllan	October 2017	• SDI is leading on this in conjunction with US, CS, the Chambers, SCA, SG and SLAED. There is increasing recognition that agencies need to work together on attracting investment to Scotland as a whole, as opposed to individual local authority areas. The SCA and SLAED are helping to change this mind-set.	

from for Scotland from potential inward investors				
Examine ways to better utilise the international reach of universities, academics, alumni and GlobalScots to help promote inward investment opportunities.	Mary McAllan	October 2017	• SG International and SG HES:International are leading on this. They will work with US, CS, SDI and the Chambers to look at new possibilities and to build on and enhance existing links.	

Skills Alignment Commitments				
1. Look to align the functions of SDS and SFC to allow a more coherent view of how further and higher education and skills are planned to provide better outcomes for learners and employers. 2. Consider more fully the effectiveness of our investment in further and higher education and skills to ensure we have the right balance of provision across age groups and sectors to provide clearer routes for learners into employment or further study and to maximise its contribution to productivity and inclusive growth				

Actions	Lead Directors	Target date	Progress Statement	RAG Status
Reformed governance roles will be established during 2017/18. The boards of both agencies will remain in place and will retain responsibility for decision making in line with Strategic Guidance. In addition, the existing Skills Committee of the Scottish Funding Council will be repurposed as the Skills Committee	Aileen McKechnie Dominic Munro	Q3 2017	SG currently working toward this action, informed by SDS & SFC • **Term of Reference/updated Standing Orders for the repurposed Skills Committee** to be developed to ensure effective working operations. (Q3 2017 • Guided by the IB Governance group recommendations, it is relevant for the Skills Alignment group to see whether the Skills Committee can be repurposed to fit within those recommendations	
		Q4 2017	SG, SFC & SDS are currently working toward this action • **Existing Skills Committee re-purposed** (Q4 2017) • Dependant on: (i) legislative powers to repurpose existing Skills Committee and; (ii)taking account of the principles and consideration of the recommendations of the IB Governance short term working group.	
More intensive executive joint working practices will be established during	Aileen McKechnie Dominic Munro	Q3 2017	SFC & SDS are currently working toward this, supported by SG	

2017/18, including the appointment of a Director of Skills Alignment. A Director of Skills Alignment will be appointed to lead on operational alignment to enable an integrated approach to skills provision. The post holder will report to the CEOs of both bodies to secure his/her authorising environment and will be supported by a small permanent core team drawn from both organisations, providing administrative and related support, as well as secretariat support to the repurposed Skills Committee. A wider virtual team will be assembled from staff in both organisations, drawing on the expertise required to fulfil the requirements of those elements of the 5 step skills planning and provision model.			• **Memorandum of Understanding (MoU), between SDS and SFC**, will be delivered to explore effective mechanics to ensure optimal skills planning alignment through utilisation of the 5 step model. (Q3 2017)	
		Q4 2017	SFC & SDS are currently working toward this, supported by SG **Implementation of the 5 Step Planning and Provision model**:- • Develop the Skills Function Deliverables of each stage of the 5 stage model to ensure robust thinking and coherent processes (Q4 2017) • We have agreed a 5 step model high level process overview. All 5 key outputs that would go to the Strategic Board (SB) / Skills Committee were agreed (at a high level) to be: 1: SB/Committee to authorise the unified Demand Statement for skills in Scotland 2: SB/Committee to authorise the unified Provision Plan for skills in Scotland to meet existing and future needs 3: SB/Committee to confirm acceptance that skills are being procured as per provision plan 4: SB/Committee to confirm acceptance that skills are being provided as per provision plan 5: SB/Committee to sign off regular evaluation of skills plan performance (*SFS/SDS are working up the next level of detail for each step including who will be involved in working groups (linking steps 1&2 together, Steps 3&4 together and potentially Step 5*) **Appoint a Director of Skills Alignment - ongoing** • Currently developing Skills Director Role Profile • SFC and SDS agree that the role profile will be evaluated by Hay. SG will also share via Govt HR system	
Scottish Government to issue SDS and SFC with a single set of strategic skills guidance from 2018/19 onwards. This will support the delivery of the Strategic Board's Strategic Plan.	Aileen McKechnie Dominic Munro	2018/19 – date to be confirmed	• SG will ensure that this is delivered • Develop and issue a single set of strategic skills guidance to the boards of SDS and SFC, which is common to both organisations.	
A single demand and provision planning cycle will be established by 2018/19.	Aileen McKechnie Dominic Munro	2018/2019	• Planning underway by SFC & SG, supported by SG	

Under the leadership of the Director of Skills Alignment, SFC & SDS will move to a single planning cycle, which will take account of the planning cycle of colleges, universities and training providers.			
The use of information on labour market demand and providers' capacity across both organisations will be enhanced, starting in 2018/19. To better and more clearly inform OAs and SDS contracting processes. This will be enhanced through a programme of on-going improvement from 2018/19. Key elements of this will be: - refinement of the labour market intelligence which underpins RSAs and SiPs; - development of provider capacity assessments; and significantly enhanced transparency on how demand and supplier data is used to inform decision making.	Aileen McKechnie Dominic Munro	2018/2019	• Requires input from new analytical unit
Co-ordinate and align staff to seamlessly develop, support and manage skills provision planning, Outcome Agreements and SDS contracting from 2018/19. The key expectations of the Director of Skills Alignment, both Chief Executives and the boards of both organisations is that provision of skills delivers on the intended strategic intent, and does not result in confusion or competing offers for learners, employees or employers,	Aileen McKechnie Dominic Munro	2018/2019	• Planning underway by SFC & SG, supported by SG

				RAG Status
nor in duplication of funding. The work of the relevant parts of both agencies will be aligned to ensure a seamless approach to developing and implementing skills provision planning, OAs & SDS contracting. Going forward the effectiveness of the arrangements will be reviewed on an on-going basis				
Establish Common Monitoring Criteria and align these with core KPIs by 2019/20. This work will also be informed by both the outputs of the Learner Journey programme, the DYW programme and the performance metrics required by the new Strategic Board	Aileen McKechnie Dominic Munro	2019/2020	• On track, subject to above.	
A single end to end planning process will be established by 2020/21. This will be developed in a way which ensures it is responsive to national and regional ambitions for inclusive growth incorporating prioritisation of economic and social needs.	Aileen McKechnie Dominic Munro	2020/2021	• On track, subject to above.	

Learner Journey Commitments				
1. To review education provision for all 15-24 year olds so their learning journey is as efficient and effective as possible and provides stepping stones to success for those needing most support.				
Actions	**Lead Directors**	**Target date**	**Progress Statement**	**RAG Status**
Learner Journey	Aileen McKechnie		• On Track • Submission deadline extended to enable a meeting with DFM and Advisors to discuss early options - scheduled for 14 September. Recommendations to be submitted to Minister's by Mid-October	

Improving information, advice and application processes – this will include an options appraisal of a learner choices and applications service.	Aileen McKechnie	October 2017	• Options appraisal paper will be considered by stakeholders on Friday 21 July. Suggested options will be developed further and costing implications considered / value for money judgement made. • Options Appraisal completed by mid September	
Improving understanding and connectivity of the careers service in colleges and universities – this will include a review of current careers advice and guidance services for learners in college and university.	Aileen McKechnie	Sept2017	• Options appraisal paper will be considered by stakeholders on Friday 21 July in relation to how best Scottish Government sets a strategic direction for CIAG within colleges and universities. • Options include ensuring consistency of delivery; embedding CIAG into the curriculum; establishing quality standards. • Options Appraisal completed by mid September	
Improving the ease and equity with which young people can apply to college – this will focus specifically on evaluating the benefits and costs of a common application process for colleges.	Aileen McKechnie	Sept 2017	• A series of options have been identified and these are being discussed and further developed in partnership with stakeholders, including in discussion with College Principals at a session with Colleges Scotland planned for September. • Options Appraisal completed by end of September / early October • To have developed proposals by mid September	

Improving the design, alignment and coherence of the 15-24 learning journey and the ease with which all young people move through their learning, regardless of where they are studying.	Aileen McKechnie	October 2017	• Key themes and priorities identified and project group split into five sub-projects for focused work and evidence gathering with stakeholders until mid September. These are focusing on:
			  o Ensuring learning offer enables all young people to progress in their learning, regardless of their abilities or intended destinations
			  o Ensuring young people are fully supported in making key transitions in learning
			  o Improving knowledge, understanding and parity of existing pathways
			  o Ensuring that the design & delivery of the senior phase curriculum increases opportunity and choice
			  o Use of data / measuring success across sectors to improve learner journeys
			• To have developed proposals by mid September	

Improving the system and removing unnecessary duplication – We will develop a system wide analysis of unit cost and rate of return across school, community, college, training (including employability programmes), and	Aileen McKechnie	Sept 2017	• This work is progressing. Further analysis of the workings of the learning system and its effectiveness will be produced reflecting the fact that we don't have a single understanding of how the system works as a whole. • As part of our approach, therefore, the programme team has sought analytical support to complete a gap analysis of the data, and working, alongside the Scottish Government Enterprise and Skills review, begin the	

university.			process of building a more robust evidence base as part of a joined-up learning and skills performance framework. • Given the complexity and breadth of this work, it will not be concluded in the time of this review. This work will, however, be an on-going Scottish Government commitment as we continue to pursue a more joined up system. • By end September, to have improved the evidence base – including provision of evidence and data as part of the Ministerial submission - and to have established an on-going programme of activity and priorities to inform the work of the data, performance and evaluation unit.	

Annex C – Example Project Profile and Timeline

Project Name
Regional Partnerships Project

Purpose
To develop regional partnerships to stimulate regional economies and build inclusive growth.

Objectives	Benefits
The Scottish Government working with key stakeholders will build on emerging regional partnerships, identifying opportunities across coherent economic geographies to: • Identify and understand how regional economic assets can be harnessed and developed to support Scotland's Economic Strategy. • Develop and act on a shared vision that is locally owned, with strong governance and leadership focused on interventions to drive inclusive growth through a place based, evidence-driven approach. • Create and facilitate dialogue, information and best-practice sharing between existing and emergent Regional Partnerships and our economic development agencies. • Develop an integrated regional model supporting inclusive growth across all communities, ensuring assets and resources, including digital services, are harnessed to deliver maximum, impact.	• To improve regional economic performance by bespoke policy contributions (e.g. transport, digital, housing, skills, etc.) • To improve the evidence base for the effectiveness of regional partnerships. • To improve delivery of enterprise and skills at the most appropriate geographical level, utilising the input of private and third sector partners. • To ensure that regional economic development contributes towards overall inclusive growth in Scotland. • To create stronger links between economic agencies and regional economic geographies. • To create links to share best practice and information across regional partnerships and with the Scottish Government.

Scope

In
1. Strategic Direction given to regional partnerships 2. Direction given to economic development agencies 3. Development of Regional Asset Register

Out
1. Performance of Regional Partnerships 2. Performance of economic development agencies 3. Funding of city/region deals 4. Structure of Regional Partnerships 5. Development of Inclusive Growth Diagnostic

Risks

1. Lack of engagement from regional partnerships, caused by inability to clearly demonstrate benefits of collaborative working, leading to failure to deliver linkages between regional economic geographies.
2. Failure to agree parameters between OCEA and Agencies for the Regional Asset Register, caused by disputes over definitions and responsibilities, leading to a failure to roll out the register.
3. Failure to secure a pilot of the Asset Register, caused by lack of engagement from Ayrshires (or another identified pilot area) leading to failure to roll out the register.
4. Lack of incentive/buy-in for Asset Register from existing Regional Partnerships, caused by failure to demonstrate benefits, leading to an incomplete register with more limited value.
5. Failure of Regional Partnerships to secure private sector engagement, caused by failure to connect between local structures and private sector, leading to failure of delivery of new regional partnerships.
6. Insufficient resource in Enterprise and Cities, caused by lack of recruitment / applications, leading to a slow down of project work and delay of delivery.
7. Delays in creating appropriate space on SG website, caused by lack of engagement from SG digital, leading to a failure to secure a web space for sharing aims and successes of Regional Partnerships.
8. Failure to agree COSLA led Regional Partnership discussion sessions, caused by failure to agree parameters with COSLA, leading to failure to deliver / delay in delivering networking platform for Regional Partners with one another, SG and agencies.

Dependencies

1. OCEA/The Analytical Unit – and associated data workstreams.
2. SG Digital providing support for Regional Partnerships web space on SG site.
3. Political 'buy in' within Local Authority areas / existing Regional Partnerships.
4. Funding/ resourcing for Enterprise and Cities.
5. Funding for City and Region Deals.
6. Economic Agencies working with Regional Partnerships on the Asset Register.
7. COSLA relationships with Local Authorities remaining positive.

Budget required

No budget required.

Lead Director	Project Executive/Manager	Stakeholders
Mary McAllan	PE – Oonagh Gill PM – Christopher Thomson (interim)	• OCEA / Analytical Unit • COSLA • National Economic Agencies • Existing Regional Partnerships • Emergent Regional Partnerships

Workstream	Actions/Milestones	Lead Director	Target date	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18
Asset Register	**Creation of Regional Asset Registers**	Mary McAllan	Q4 2017											
	Step 1 - Discovery - Identification of key contacts within OCEA/ Analytical unit and national economic agencies													
	Step 2 - Inception (1) - Identification of key concepts which will inform the createion of a Regional Asset Register													
	Step 3 - Inception (2) - Pilot of Regional Asset Register within the Ayrshires region													
	Step 4 - Delivery (1) - Use of Ayrshires pilot to develop parameters and guidance for all Regional Partnerships													
	Step 5 - Delivery (2) - Roll out of Asset Registers to existing regional partnerships.													
	Step 6 - Delivery (3) Review of submitted Asset Registers (by SE?)													
	Step 7 - Run - Regional Asset Registers completed by all new regional partnerships, reviewed annually (by whom?)													
Policy/Guidance Improvements	**Agencies to build on their experience of fostering regional working and support regional partnerships.**	Mary McAllan	Q1 2018											
	Step 1 - Discovery - Review current commitments from agencies to support Regional Partnerships													
	Step 2 - Inception - Discussion of current commitments and objectives with agency contacts / how these can be developed													
	Step 3 - Delivery (1) - Ensure continuing commitment to RPs is included in Strategic Direction letters from Cab Sec to													
	Step 4 - Delivery (2) - Agree parameters for any measurement of objectives with agencies													
	Step 5 - Run - Measurement of objectives carried out by agencies in annual reports.													
	Private sector representation is to be guaranteed on regional partnerships where government investment is sought.	Mary McAllan	Q3 2017											
	Step 1 - Discovery - Identification of lead for Regional Partnership implementation													
	Step 2 - Inception - Development of policy framework requirements for future regional partnerships, including requirement													
	Step 3 - Delivery - Agreement of policy framework within DED													
	Step 4 - Run - Place based Economic Growth Team ensures application of policy framework to new growth deals													
	Future city deals and other types of regional growth deal proposals to prioritise and evidence their impact on driving inclusive growth.	Mary McAllan	Q1 2018											
	Step 1 - Discovery - Identify OCEA / Analytical Unit contacts to establish rollout of Inclusive Growth Diagnostic and													
	Step 2 - Inception - Monitor OCEA / Analytical Unit progress													
	Step 3 - Delivery - Inclusive growth Diagnostic and Monitoring Framework agreed													
	Step 4 - Run- Inclusive Growth Diagnostic and Monitoring Framework embedded in all future city and region growth deals.													
Engagement	**To work with our partners in local government and more broadly to develop plans for every community to be**	Mary McAllan	Q3 2017											
	Step 1 - Discovery (1) - Map Regional Partnerships against Local Authority regions to identify those not currently engaged													
	Step 2 - Discovery (2) Agree definition of Regional Partnerships													
	Step 3 - Inception (1) - Identify areas not engaged and how best to ensure representation- through joining an existing RP or													
	Step 4 - Inception (2) - Discussion with non-engaged areas about appropriate steps to engagement (joining or creating an													
	Step 5 - Delivery - Development of frameworks for Regional Partnerships involving Moray, Falkirk, Argyll & Bute													
	Step 6 - Run - Regional Partnership structures agreed covering every community													
Inclusive Networks	**Inclusive networks enabling representatives from each regional partnership to come together regularly from autumn 2017.**	Mary McAllan	Q4 2017											
	Step 1 - Discovery (1) - Identification of key contacts within existing Regional Partnerships, COSLA and National Economic Agencies													
	Step 2 - Discovery (2) - Discussions with Regional Partnerships, COSLA and Economic Agencies about the form which such													
	Step 3 - Inception - Approval from COSLA to lead on meetings, following discussions/ pilot seminar session with Glasgow													
	Step 4 - Delivery - Agreement from COSLA to facilitate regular meetings between RP contacts, agency and SG contacts													
	Step 5 - Run - Regular meetings taking place under auspices of COSLA, with new and emerging RPs identified by SG and													
	Regional Partnerships will be invited to the National Economic Forum	Mary McAllan	Q3 2017											
	Step 1 - Discovery - Identification of key contacts within existing Regional Partnerships													
	Step 2 - Inception - Invitations to Regional Partnerships to nominate NEF attendees													
	Step 3 - Delivery - Invites go to nominees for December 2017 NEF													
	Step 4 - Run - Regular invites to nominees, feedback gathered as appropriate													
	We will use the SG website to host information on the aims and successes of Regional Partnerships	Mary McAllan	Q1 2018											
	Step 1 - Discovery (1) - Discussions with SG Digital about possible design/ layout/ and location of page													
	Step 2 - Discovery (2) - Identify contacts at Regional Partnerships for content submission													
	Step 3 - Inception - Agree content provision schedule and promotion of page with RPs and Digital													
	Step 4 - Delivery - Page launched													

Annex D – Communications Update

Implementation Board Communications and Engagement Strategy

Update – August 2017

Stakeholder mapping
PMO maintains lists of key contacts to ensure information can be communicated efficiently and effectively.

Relationship building
PMO is engaging with Implementation Board project groups and offering input and support where appropriate. Commencing work with E&S Review projects to identify needs around stakeholder engagement and co-ordination.

Develop a core script
One-page core script shared with Implementation Board members alongside communications and engagement strategy. Core script will be continually updated to reflect ongoing developments.

Maintain a briefing bank
In addition to the core script, a two-page core briefing and comprehensive Q&A have been developed to inform the various types of information requests. This will be kept up to date with the help of projects.

Develop digital content
Web pages for the Enterprise and Skills Review and the Implementation Board are now accessible on the gov.scot website. The Review page will be updated with further documents emerging from projects. The Implementation Board page includes a list of members, Terms of Reference, meeting minutes and board papers. The page will be updated with every meeting.

Utilise a mix of comms platforms
A range of comms platforms have been utilised to communicate the outcomes of Phase 2 of the Review and the work of the Implementation Board, for example an intranet page has been created for Scottish Government colleagues and options for a Sharepoint site for stakeholder are being examined. This range will develop further as the Strategic Board takes shape and engagement needs of the Review projects are co-ordinated.

Plan out and execute comms schedule
Key milestones for communications are currently being considered, particularly around announcing the Chair of the Strategic Board, membership of the Board and then the first meeting. A communications schedule will be developed around these and other milestones.

Maintain reactive lines
Current Q&As covering all aspects of the Review offer a resource of reactive lines which are being used to address identified risks and issues and to deal with media enquiries.