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.

Developing the Enterprise and Skills Programme and Projects

3.   As reported to the 30 August meeting, the Programme Office (in partnership with relevant parties) has progressed the design of individual implementation projects and the development of comprehensive delivery plans.

4.   Attached at **Annex C** is a copy of the project profiles received to date – all of which have an accompanying delivery plan which has been used to create the Programme level plan.

Communications Update

5.   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**.
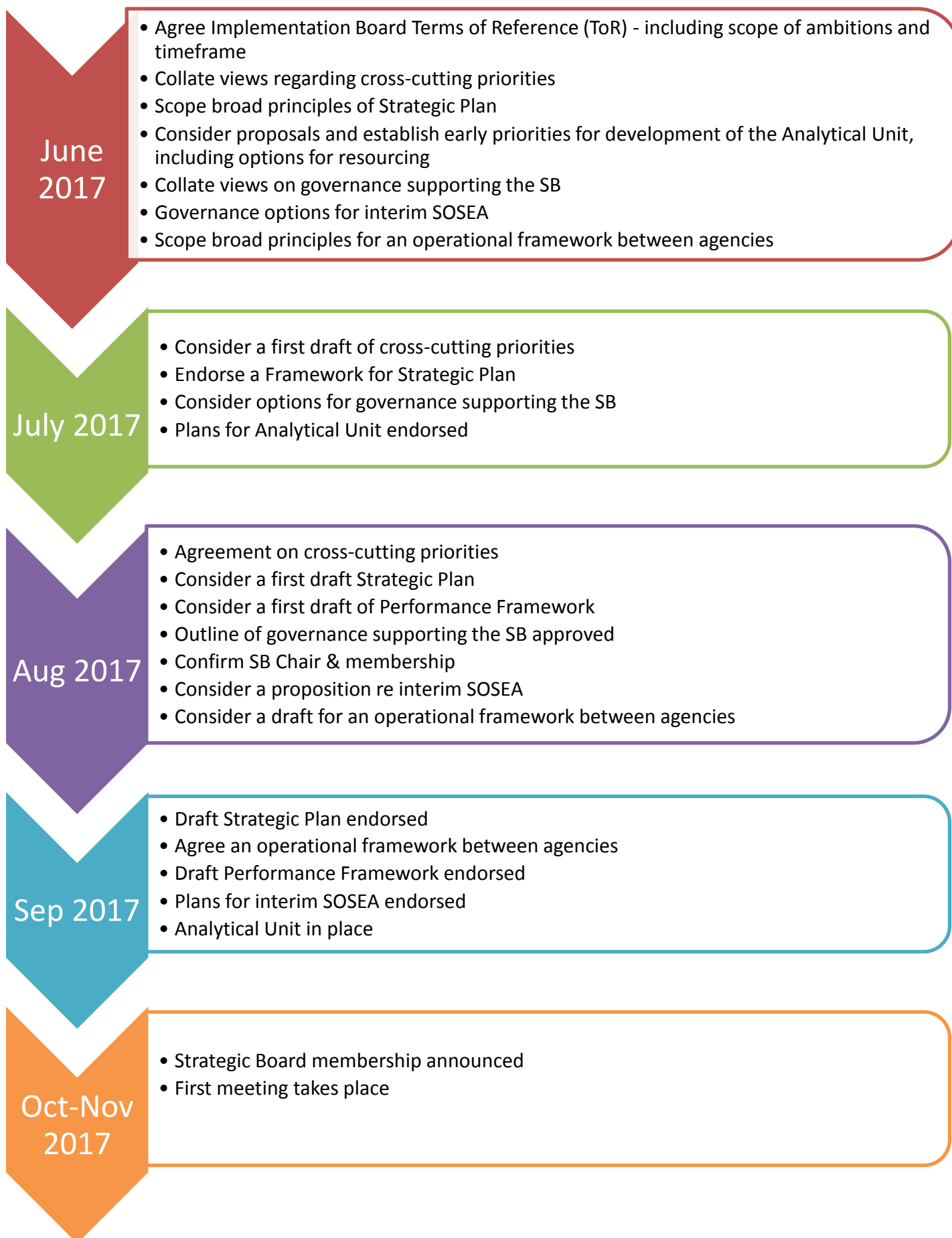
Recommendation

6.   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-Nov 2017

- Strategic Board membership announced
- First meeting takes place

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 –	Dominic Munro	Sept 2017	The programme office is meeting relevant business areas to develop	

articulating plans to mainstream improvements identified during Phase 2.			comprehensive delivery plans around identified improvements	
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	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	

activity that they will undertake both individually and collectively.			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 . • Updated approach suggested by SE, based on agency ownership of register – with Regional Partnerships pulling their own registers from this "master" register. SG to have demonstration of SE suggested approach October 2017 and develop from there.	
To work with our partners in local government and more broadly to develop plans for every community to	Mary McAllan	On-going.	• COSLA and Scottish Government to consider this, linking into established and developing Regional Partnerships and other activities • Clarity that this excludes areas covered by HIE and developing SOSEA	

be represented by a regional partnership focused on their area, driven by local partners.			• Only area not currently part of Regional Partnerships, planned Regional Partnerships or HIE / SOSEA areas is Falkirk. • Considering work currently on-going in this area: 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	Mary McAllan	On-going	• On-going throughout creation of new Regional Partnerships and referenced	

guaranteed on regional partnerships where government investment is sought.			• 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. Met with SG Digital about updating gov.scot website 7/9/17 and introducing Regional Partnerships blog to provide updates. • Glasgow CRD and Inverness & Highlands have committed to providing updates. Awaiting confirmation of contact point from Aberdeen City & Shire team. • All RPs now invited to National Economic Forum (NEF) in December 2017 • Glasgow City Region Deal PMO working with COSLA to identify future opportunities for Regional Partnerships to network and share best practice. • 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. • EAC working to develop outline parameters for what constitutes a regional partnership and growth deal, with a view to sharing this with developing deals and partnerships, possibly via 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 the emerging Strategic Board, to put in place an interim approach (including a lead individual) before the end of 2017 so the area starts to benefit as soon as possible.				
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 confirmed in PfG with legislation being introduced in 2018 – now confirming timeline for workstreams needed to deliver agency • Process at early stage but on track • Discussions with SG Parliamentary Unit have taken place and timing for	

			• legislation and pre-introduction consultation process agreed • 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	September 2017	• Paper prepared refining interim arrangements for endorsement at IB's mtg on 28/9 - so that a recommendation can be put to ministers for agreement with interim arrangements implemented before end 2017.	
		On-going	• Discussions with core working group ongoing 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. • Mtgs on 29/8 and 14/9 to take forward detailed discussion about activities and priorities. • Endorsement from IB on 30/8 of the overall proposition of a partnership chaired by the private sector • Cab Sec confirmed on 13/9 creation of an interim partnership – the South of Scotland Economic Partnership - bringing together the public and private sectors. • Finalising plans to second a lead individual already operating in the South of Scotland to the Scottish Government to drive the interim process. • Working on identifying candidates for the advisory group which will be led by the private sector.	
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)	Mary McAllan	On-going.	• Draft implementation plan and terms of reference shared with phase 2 project board and partners' working group. • Proposal governance: i. a tight project board representing business (user) interests to hold the workstreams to account. (Membership is under consideration and will respond to the Strategic Board's emerging structures and requirements) ii. partners' working group, including SLAED & local authorities, has met three times, focussed on workstream 1 iii. 5 workstreams will cover the 11 core phase 2 actions and other activity. (all are underway) • Draft project implementation plan complete	
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	All planned for once analytical unit comes into existence	• 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 - under guidance from system design experts - around the customer's journey using a design-thinking approach to ensure support is fully aligned with real needs and co-designed and owned by those who use support; • Held initial workshops on design principles; training on user-led system design and initial business improvement sprints planned; • Joint top level strategic document and outline blueprint in preparation.	
b. Develop a single digital access point	Mary McAllan	On-going.	• Single digital access point is the culmination of activity to design	

to public sector business support that is appropriate and accessible for all business types.		To follow 1a	collaboratively a single user-focussed business support system (see 1a.) • 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) • Draft blueprint of new collaborative system (underway) • 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 (complete) • 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)	

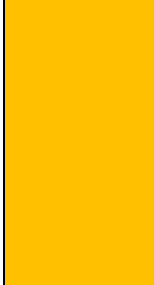|				
			• Integrate focus groups into broader plan of on-going business engagement. • Delivery of focus groups (consulting with firms across the SME base, incl. micro-businesses) to understand better their ambitions and to inform the production of final report (early 2018) • Analysis of implications 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) • 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 Action Group and agree draft scope, terms of reference, sub hubs etc. (underway – chaired by Sandy Kennedy – first met 5 Sept; next meeting planned Oct); • Map existing supply-side support to scale ups (complete) • Mapped higher education support for scaling business (complete) • 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 (Complete) • 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)	

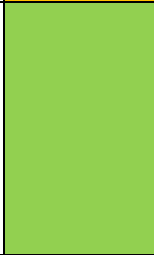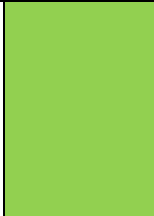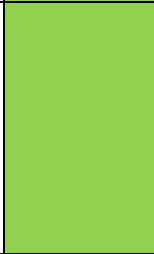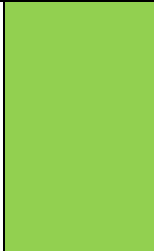| Innovation Commitments				

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. • Boosting R&D funding by a total of £45m over the next 3 financial years.	
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. • Working with colleagues in Procurement Directorate to finalise the evaluation process for the selection of suitable innovation projects. The procurement of innovation process will be tested on a few identified projects and will be the first to be trialled in Scotland. • Doubling funding to CivTech to £1.2m to scale up their activity to address public sector needs with business innovation	
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. • Refresh the Scotland CAN DO Innovation Forum to include members from key sector Industry Leadership Groups.	
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.				

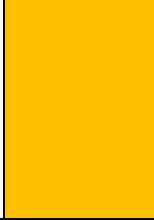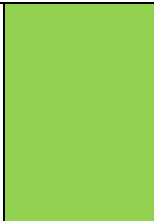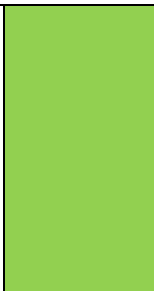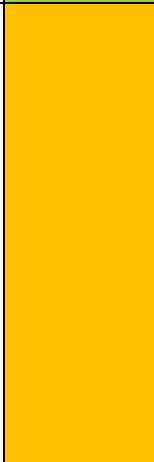| Actions	Lead Directors	Target date	Progress Statement	RAG Status
Export Support				
Deliver a partnership approach with Scotland's Universities and Colleges on internationalisation, building on the experience and success of Connected Scotland. This will be a partnership involving the Scottish Government, 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 late September which SDI will use to initiate the partnership approach and how to develop it moving forward.	
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. • The high level –commitment documented in the action below will help to deliver this action.	
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	Mary McAllan	October 2017	• SDI are leading on this work in conjunction with SLAED, Business Gateway and HIE. • The aim is to have a single set of regional partnership arrangements, with clear roles and responsibilities for each organisation, is agreed with the Regional Partnerships Group which will take responsibility for ensuring the arrangements are implemented in each region	

available for companies at all stages of 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.			• Arrangements are already in place between Business Gateway and SDI, with some local models which could be rolled out eg Fife. • SDI have drafted a short statement on the proposed partnership arrangements to be discussed with leads and then circulated to wider partners in October • Agree arrangements via the Regional Partnerships group by 31 October.
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 but 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. • The high level commitment across agencies, government and local government to provide a clear pipeline of export support, mentioned above, will assist delivery of this action.
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,	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. • The high level commitment across agencies, government and local government to provide a clear pipeline of export support, mentioned above, will assist delivery of this action.

currency and payment, relevant 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 Chambers are currently being assessed, by SG and SDI, the chosen regional areas will be selected in the next few weeks, subject to further information being received, 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 those 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-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.	Mary McAllan	December 2017 and beyond.	• SDI and the Chambers are jointly leading on this work. As above, the aim is to 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	Mary McAllan	December 2017 and beyond.	• SDI now have access to this system and will share more widely.	

most important businesses take a UK 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, SG Trade team and the Chambers are leading on this action in conjunction with US, CS, , SDS, SFC, Scottish Cities Alliance, SLAED and VisitScotland. • SDI have drafted a terms of reference which has been circulated to lead partners for comment circulate a template to partners. • SDI are in the process of devising a suitable spread-sheet to capture the relevant in-ward and out-ward missions/visits. • 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. • Next steps are to circulate the terms of reference and proposed spread-sheet to wider partners for comment prior to commencing. (October)	
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	• As above.	
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 Investment team are leading on this work. They are currently developing a system to assess the relevance of delegations that can be used across all partners (US, CS, the Chambers, SDS, SFC, Scottish Cities Alliance, SLAED and VisitScotland).	
Country Perspectives				
Develop a clearer, shared understanding of priority countries, recognising that these may be different for trade, investment and Scotland's	Mary McAllan	December 2017	• SG International are leading on this. They are working with SDI and VisitScotland. • The group believe that "priority countries" should be broken down into regions and even cities e.g. China, USA.	

other interests			• SG and the Chambers have met to discuss taking this forward. Using the SG Country Engagement Strategies as a starting point we will devise a template to be circulated to wider partners, in October, for them to feed in their priorities to allow us to produce a more comprehensive document detailing Scotland's International priorities in relation to diplomacy, further education, exporting, investment and tourism.	
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. • Wider management of the hubs is currently under discussion within SG.	
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 broader business community in Scotland	Mary McAllan	December 2017	• The SG and SDI are leading on this work with support from US, CS, the Chambers, SDS, SCA and SLAED. • Develop a straw-man mechanism (30 September) • Develop a list of contributors by market and sectors from partner organisations (30 October) • Deliver pilot to test mechanism (31 December)	
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 partners. Two concepts are currently being tested and campaign material will be ready to be launched in Autumn 2017. • Meetings held with SG Directors, CabSecs Keith Brown and Fiona Hyslop. Planned presentation to Cabinet on 12th September now moved to 3rd October.	
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/SG are leading on this work and have made contact with stakeholders to arrange an initial steering group meeting in October. The group will 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. • The wider stakeholders involved are 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 from for Scotland from potential inward investors	Mary McAllan	October 2017	• SDI/SG 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. • SDI have drafted a protocol around inward investment which will be issued to steering group members.	
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 are working with US, CS, SDI and the Chambers to look at new possibilities and to build on and enhance existing links. • SG and SDI have met with Universities Scotland and are developing some initial ideas before bringing in other members. They have identified a number of areas of good practice and will focus on articulating what is currently working well and then some recommendations on what we could do better.	

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)	

(*To note that this remains subject to legal consideration given the statutory strictures)			• 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 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.	Aileen McKechnie Dominic Munro	Q4 2017	SFC & SDS are currently working toward this, supported by SG • **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. (Q4 2017)	
		Q4 2017	SFC & SDS are currently working toward this action, 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)* (*note: the submission of the outputs to SB will not take place during Q4 2017, and will instead be submitted as the five step model is implemented/ embedded*) **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. 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.	Aileen McKechnie Dominic Munro	2018/2019	Planning underway by SFC & SG, supported by SG, as part of the implementation of the five step skills planning and provision model	
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	Aileen McKechnie Dominic Munro	2018/2019	Planning underway by SFC & SG, supported by SG	

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, 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 university.	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 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 – Project Profiles

Project Name
Analytical Unit

Purpose
To create an analytical unit to provide effective evaluation, research and data to support evidence-based decision-making about the enterprise and skills system.

Objectives	Benefits
- To create a new Analytical Unit to to provide evidence to the Strategic Board, Agencies and wider enterprise and skills system, helping to focus the actions of other public bodies and private institutions on delivering productivity growth - To work with the 4 agencies (and other partners and stakeholders) to develop a new analytical approach, ensuring resources are used to maximum effect. - To evaluate the effectiveness of investment in enterprise and skills in order to ensure the right balance of provision across age groups and sectors exists, and to maximise contribution to productivity and inclusive growth.	- The analytical unit will support the new Strategic Board in identifying the best way to drive the enterprise and skills system to achieve its aims. - This will be achieved through better collaboration on intelligence across the Enterprise and Skills Agencies, helping to identify the most effective interventions to support productivity improvements - including improving the evidence base on return on investment. - The analytical unit will help to develop a more effective set of performance measures and a set of shared outcomes which will focus the Enterprise and Skills Agencies on the areas which will have the biggest impact for productivity, wellbeing and equality. - The analytical unit will aim to provide evidence to the wider enterprise and skills system, beyond the Agencies, helping to focus the actions of other public bodies and private institutions on delivering productivity growth.

Scope
In
1. Recruitment of the Analytical Unit Head and subsequent staffing of the Unit. 2. Interim staffing arrangements. 3. Analytical support for the creation of the Strategic Plan and Performance Framework. 4. Analytical support for the Strategic Board. 5. Management of the Joint Analytical Group (SG and agencies) to manage ongoing collaborative working and delivery of analytical support until Unit fully staffed.
Out
1. Any duplication of analysis that would normally be carried out by the agencies to support their operational activities. 2. Any duplication of analysis that would normally be carried out for SG policy areas through their

existing ASD support channels (though this would not preclude being involved/aware of relevant work to ensure coordination and efficiency).

Risks

1. Appropriate funding needs to be identified to fully staff the unit and commission external analytical expertise as required.
2. Any disengagement by the Agencies analytical resource will impact on interim analytical activity and ability to deliver efficiencies and improvement through ongoing collaborative working.
3. Missed engagement opportunities with wider stakeholders results in benefits from better linkages not being realised and impact on reputation of the Unit.
4. Inappropriate governance structures resulting in Unit not being viewed as sufficiently independent or not able to appropriately influence the Strategic Board.
5. Failure to agree appropriate direction for Strategic Plan and resultant Performance Framework impacts on delivery of evidence based approach to strategic enterprise and skills activity.
6. Strategic Plan and resultant Performance Framework need to be evidence based and aligned with other SG priorities and plans e.g. NPF, GES, Inclusive Growth, Labour Market Strategy.

Dependencies

- Successful recruitment of the Analytical Unit Head and appropriate staffing of the Unit to develop and deliver workplan.
- Joint SG/Agency Analytical Group - Need collaborative approach to deliver early analytical work for the unit and ongoing support for joined-up approach
- Strategic Board – Main customer of the function
- South of Scotland vehicle – Important that the approach works for these areas
- Regional Partnerships – Important that the approach works for these areas
- Other expert stakeholders - Important to build credibility and support for the Unit
- Alignment of skills and learning agencies – Will help with data sharing
- Strengthening front line support – developing digital approach – Evidence must feed into this
- Strengthening front line support – enterprise support – Evidence must feed into this
- The Labour Market Strategy commitment to develop a new approach to measurement around five Labour Market outcomes and the role of the Strategic Labour Market Group.

Budget required

- Budget for the Analytical Unit to cover staffing and ongoing operational costs to be finalised when the Unit Head is in post and as the workplan develops.

Lead Director	Project Executive/Manager	Stakeholders
Gary Gillespie	PE – Stuart King	- OCEA / Analytical Unit (Uzma Khan / Natalie Hemmings) - SE (Linda Hannah) - SDS (Damien Yates) - SFC (Martin Fairbairn) - HIE (Alastair Nicolson)

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		- City and Region Partnerships (Morag Watt) - Existing Regional Partnerships - COSLA (Robert Nicol) - Glasgow City Region (Richard Cairns, Jane Thomson, Des McNulty) - Strategic Board Chair (Nora Senior) - Fair Work Convention (Tricia Findlay) - Implementation Board/Private Sector (Stephen Boyle, Donald Macrae)

Workstream Name
Staffing of Analytical Unit

Purpose
Appointment of Head and Unit staff to deliver workplan to inform the decisions of the Strategic Board, working collaboratively across the enterprise and skills system to draw together evidence and intelligence to support the Strategic Plan and Framework for Delivery.

Objectives	Deliverables
- Recruit the Head - Agree and recruit staffing for the unit going forward - Interim arrangements to staff from existing ALS/OCEA analysts and collaborative working with agencies.	- SG run external recruitment exercise to appoint Head at DD level. - Head to develop final staffing arrangements. - Interim arrangements through SG and Joint SG/Agency Analytical Group.

Workstream Name
Strategic Plan

Purpose
To ensure the Strategic Board (SB) has a "day one" Plan focusing on collaborative activity the agencies can take forward while SB takes the necessary time to consider longer term planning, evidence gathering and consultation.

Objectives	Deliverables
Analytical support in creation of a Strategic Plan for the 4 agencies.	- A "day one" Strategic Plan focusing on early collaborative actions for the agencies - to be considered by the Strategic Board at its earliest meetings - A "longer term" (to be agreed but potentially 3-5 years) Strategic Plan involving analytical input and stakeholder consultation.

Workstream Name
Performance Framework

Purpose
To develop a more effective set of performance measures and a set of shared outcomes which will focus the Enterprise and Skills Agencies on the areas which will have the biggest impact.

Objectives	Deliverables
• Analytical support in creation of a Performance Framework aligned to the Strategic Plan for the 4 agencies.	• An initial "for discussion" Performance Framework to be considered by the Strategic Board at its earliest meetings and focusing on shared outcomes and appropriate measures. • Ongoing development and monitoring of Performance Framework to ensure it is aligned to the Strategic Board's activities

Workstream Name
Analytical support to the Strategic Board

Purpose
To provide the Strategic Board and Chair with analysis to better inform their decision making and consideration of the challenges facing the enterprise and skills system and the actions necessary to improve productivity and inclusive growth.

Objectives	Deliverables
• Analysis to support early prioritisation of actions for the Strategic Board.	• Initial programme of analytical advice to inform the chair and SB on the current enterprise and skills landscape, strengths, weaknesses and scale of the challenge.

Project Name
Enterprise and Business Support

Purpose
To design and deliver a user centred, responsive and adaptable system of enterprise and business support that is focussed on growing ambition and maximising entrepreneurial impact.

Objectives	Benefits
The Scottish Government and key delivery partners will design and deliver an improved system of business support which is: • Collaborative across all public sector partners and truly focussed on the user • Simple, quick to access and right for businesses throughout their growth journey • Designed around, and able to adapt and responsive to user needs	• A joined up system of delivery partners that will make business support easier, quicker to access and more streamlined for businesses, and which is more focussed on their needs • Improved support across the overall business base and for specific groups, such as women-owned or social enterprises • Stronger mechanisms in place to facilitate on-

- Able to measure impact effectively
- Co-ordinated to maximise the collective impact of Scotland's entrepreneurial movement
- Focussed on providing more and better co-ordinated support for businesses to scale up
- Active in terms of realising untapped economic potential by tackling the enterprise gender gap

going review and continuous improvement
- A strengthened entrepreneurial ecosystem that accelerates the realisation of the Scotland Can Do vision

Scope

In

1. Setting strategic direction to the enterprise and skills agencies
2. Setting strategic direction for Business Gateway and other local authority economic development functions
3. Setting strategic direction for wider public sector support partners, including Scottish Development International, VisitScotland and Creative Scotland
4. Establishing entrepreneurship and small business policy, to encourage ambition and maximise entrepreneurial impact
5. Delivering a redesigned system of enterprise and business support

Out

1. Private sector business and entrepreneurship organisations
2. Private sector business support providers

Note: Our phased delivery approach hopes to eventually integrate with private and third sector support partners.

Risks

Realisation of below risks would all impact on the project's ability to deliver stated benefits:

1. Missed collaboration opportunities between delivery partners means issue of clutter and confusion for users is not addressed
2. Divergent interests within local authority landscape results in limited buy-in from some organisations
3. Failure to account for local authority representation on Strategic Board weakens LA engagement and accountability to project
4. Project governance structures misaligned with those of the Strategic Board, reducing delivery partners' sense of accountability to project.
5. Delays in development of digital infrastructure means partners develop individual initiatives, and landscape remains un-simplified from the users' perspective
6. Partners fail to reach consensus on design of digitally enabled system, damaging cross-partner collaboration
7. Resource implications of recommendations are not addressed and delivery partners unable to fully realise anticipated benefits

Dependencies

1. OCEA / Analytical Unit – and associated data workstreams
2. SG Digital Transformation Service
3. Political 'buy in' in terms of local authority groups
4. Funding / resourcing for particular work-streams
5. Relationships between delivery partners and with SG remaining positive

6. ONS development of a business ID
7. Innovation, International and Regional Partnership projects of E&S Review

Budget required

Extent of budget required not yet scoped.

It is likely that the initial 2017 budget will be in the tens of thousands. A more substantial budget in 2018 will be required.

Lead Director	Project Executive/Manager	Stakeholders
Mary McAllan	PE – Richard Rollison PM – Alexandra Stein	• Business Gateway (Hugh Lightbody; Valerie McGavin; Jacqueline MacDougall; • SE (Rhona Allison; Jane Martin; Glenn Exton; Adrian Gillespie) • HIE (Nicola Douglas; Sandra Dunbar; David Oxley; Janie Sheridan) • SDS (Gordon McGuinness; Lorraine Morrison; Marion Beattie) • COSLA • SOLACE (Keith Winter; Jim Savege) • SLAED (Jim Johnstone; Pamela Stevenson; George Sneddon) • SG Digital Transformation Service (Mark Daniels; Angela MacFie; Helen Barrat; Nia Lewis; Alex Bunch) • OCEA / Data work-stream (Stuart King) • ONS (??) • Businesses (to be determined) • Visit Scotland (Riddell Graham) • Entrepreneurial Scotland (Sandy Kennedy)

Project Governance

Project Delivery & Governance

Purpose

• To establish effective governance and delivery structures, and identify relevant indicators to realise the benefits of the individual work-streams

Objectives / Deliverables

• Create project board and workstreams by the end of summer 2017 to drive forward our shared commitments on business support and programme of continuous improvement across all public sector delivery partners.
• 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.
• Establish appropriate programme of broader and deeper engagement with business community, including to assist with system design and feedback into future business support.

Workstream Name - 1
System Design & Digital Enablement
Purpose
• To re-design public sector support around customer needs and journeys using a design-thinking approach to ensure businesses are engaged and support is better aligned
Objectives / Deliverables
• Design and deliver a joint, coherent and joined up system of support that is focussed on business needs and is quick and easy to access and understand. • Build on work by the Office of National Statistics to develop and deliver a single, authenticated business ID to facilitate the joining up of support between organisations across Scotland and to reduce duplication in the provision of information by businesses. • Pilot, and if successful roll-out, a Business Box for companies - an electronic information pack that each new business receives alongside its Business ID. • 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.

Workstream Name - 2
Research into Business Ambition
Purpose
• To provide a more detailed understanding of the key trigger points for growth and the behavioural barriers inhibiting business ambition in Scotland
Objectives / Deliverables
• Undertake specific research, reporting in early 2018, on the behaviour and motivation of businesses in terms of ambition, innovation and productivity so that we reach more businesses more effectively and can better target future interventions.

Workstream Name - 3
Creation of Entrepreneurial Ecosystem Backbone
Purpose
• To harness activity across the range of Scotland's entrepreneurial ecosystem, from start up through to scale and beyond, and linking in to the full scope of Scotland Can Do
Objectives / Deliverables
• Work with Entrepreneurial Scotland to establish, by autumn 2017, a 'backbone' of support to maximise the collective impact of Scotland's growing entrepreneurial movement.

Workstream Name - 4
Drive forward Scotland's CAN DO Scale movement
Purpose
• To establish a culture of scaling business in Scotland as an expected part of the business growth process
Objectives / Deliverables
• 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.

Workstream Name - 5

Tackling the Gender Gap in Enterprise

Purpose

- To tackle the gender-gap in enterprise and ensure issues relevant to gender-gap are disseminated across other appropriate workstreams.

Objectives / Deliverables

- 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.

Project Name

International

Purpose

To work collectively across agencies, business and academia to co-ordinate Scotland's international activity, to:

- promote a collective global mind-set that raises international ambition, and works with and for the private, academic and public sectors to maximise the impact and ultimately increase the benefit of this collective international endeavour for Scotland.

Objectives	Benefits
• To maximise the benefit to Scotland from our wide range of international assets including the SDI network of offices, Scottish universities and colleges, alumni and GlobalScots. • Provide a re-designed, simplified website to provide clear, consistent export advice across Scotland, tailored to business need. • Establish a Scotland- wide calendar of visiting delegations and outward trade missions. • Working together to develop a co-ordinated approach to the promotion of Scotland's trade and investment interests at selected major international events e.g. Dubai 2020. • Develop innovation and investment Hubs in London, Dublin and Brussels and establish a hub in Berlin. • Establish a steering group including agencies, academia and business input to continue to attract	• To support the development of international opportunities for Scotland's universities, colleges and businesses. To maximise the economic benefit for Scotland. • Increase the number of businesses in Scotland exporting. • Working together will avoid the duplication of activities and should reduce the cost to the public purse. Cohesion will lead to a more recognisable presence and increase our ability to capitalise on investment and international opportunities to maximise the economic benefit to Scotland. • An enhanced and focused international presence will improve Scotland's visibility on the international stage and in turn create and encourage opportunities for Scottish businesses.

inward investment to Scotland.

- Create a recognised Scotland narrative and visual representation to encourage target audiences to visit, work, study, invest and live in Scotland.

- In an increasingly competitive market we must continue to adapt and build upon our position as the top UK FDI region outside London. Involving our academic sector is key to meeting investor's skills requirements and in relation to sustaining our considerable success in attracting more R&D projects than any other UK region.
- Underpinning the international work being delivered will be a clear, distinct and recognisable, visual/narrative showing Scotland as a unique and vibrant country with many assets to be used across Government, agencies and businesses. One message to the world will have more impact than multiple different ones.

Scope

In

All of the above.

Out

The digital platform will be delivered by the Business Support work-stream.

Some actions which involve on-going delivery e.g. Scotland wide calendar will be established, but resourcing for maintaining it will have to be considered in the long term.

Risks

Given the large numbers of partners involved in this project, some of who are leading on individual actions, their continued co-operation and engagement are essential to delivering the cross-cutting actions that we have committed to.

Consideration will have to be given to continued delivery in the long term. We are committing to establish a new web presence for export support(within the wider digital platform delivered by business support) which will have to be maintained and monitored going forward.

The commitment to maintain a Scotland- wide inward and outward delegation calendar is probably best suited to sit within SG. This will have on-going maintenance, management and monitoring requirements to ensure that it functions. There will also be a strategic role in ensuring that we all pool together when delivering trade missions or hosting inward delegations. Therefore there will be additional resource required to deliver this e.g. 2 FT members of staff, subject to scoping work.

The on-going delivery and co-ordination of Scotland's T&I interests at major international events e.g. Kazakhstan

Expo, Dubai 2020 Expo etc. will require dedicated resource, as will monitoring and reviewing the Scottish Government International hubs, recently created and in development e.g. Berlin, Paris.

The establishment of a steering group to assist with FDI is an on-going commitment, with on-going resource required.

The delivery of "Project Unlimited" , being led by VS, is integral to our ability to have a unique Scotland visual and narrative.

Cross Dependencies

VisitScotland are delivering "Project Unlimited" of which our envisaged Scottish visual and narrative is an integral part. If there is a delay or failure to deliver this could have an impact on our aim.

In order to deliver our export support actions we will require the digital platform (being established under the Business Support platform) to be operational. We are also aiming to host the Scotland wide events calendar on this platform. Any delays to the delivery of the website could have an impact on our delivery.

The skills element of our inward investment actions is tied in to the skills alignment project, which we have asked SFC/SDI/SDS to engage with. It is essential that we ensure that we have a focus on providing the skills required by investors.

We have committed to developing a high-level written commitment across local government, government and agencies to work in partnership to ensure that there is a clear pipeline of support available for companies at all stages of exporting. This proposal will be presented to the Regional Partnership project group for their approval and on-going commitment to the proposal.

Budget required

Staff requirement for calendar, 2 FT subject to scoping.

Lead Director	Project Executive/Manager	Stakeholders
Mary McAllan	PE – George Burgess PM – Catriona Syme	SDI, Colleges Scotland, Universities Scotland, SLAED, HIE, SFC, Scottish Chambers, SDS, Business Gateway, Scottish Cities Alliance, VisitScotland, SG: International, SG: Investment, SG: Trade team.

Project Name

Learner Journey Project

Purpose

To produce policy propositions for Ministers to ensure the learning journey of 15-24 year olds is as efficient and effective as possible and provides stepping stones to success for those needing most support.

Objectives	Benefits
• Enable our learning and skills system to make the most effective contribution to productivity and inclusive growth, and support the achievement of the Scottish Government, Economic Strategy (2015). • To ensure the education and skills meets the needs and aspirations of all young people and equips them with skills for learning, life and work.	• Improving the ease with which all young people can move through their learning, regardless of where they are studying • Improving the design, alignment and coherence of the 15-24 learning journey • Improving the ease and equity with which young people can apply to college

Scope

In

In defining the scope of this review, the Scottish Government is aware that the concept of the 'learner journey' extends to include the factors affecting a child's learning capacity pre and post birth and includes the formal stages of learning from the ages of 3 to 14 years (the Broad General Education) and from 24 years and beyond. The Scottish Government has in place a range of existing strategy and policy addressing the learner's journey. Building on this existing work, this review specifically focuses on the 15-24 stage of learning. This is in recognition that is a critical point for young people in their journey, being the point of greatest choice – and potentially, therefore, overlap - in provision. This review, therefore, should be considered as just one part of the Scottish Government's approach to developing education and skills provision for children, young people and adults.

By undertaking this programme the Scottish Government is not revisiting work already recently completed, for example, in relation to the principles of CfE and DYW and national qualifications. Furthermore, the programme won't look at the provision of wider support and resources available to young people outside of the learning system.

Below we have set out the **high-level scope of the programme**.
• The journey through the learning system provided for people aged 15 to 24 years of age, starting in the senior phase through to employment and including the stages of employability, college (FE&HE), apprenticeships and first degree level study at university. This may include aspects of:
  o the provision of careers and learning guidance in all settings
  o how all 15-18 year olds are supported to develop skills for learning, life and work
  o the opportunities and learning journey choices within the Senior Phase and associated support for 15 to 18 year olds, including aspects of CLD, youth awards and initiatives
  o the college provision and associated support delivered in a school, college or community setting, employability provision in a community or college setting
  o apprenticeships and those young people eligible for Scottish Government funding to participate in a Modern Apprenticeship
  o university higher education up to degree level study (SCQF level 9)

• Consideration of a unique learner identifier, and data sharing across the learning system.
• The provision of support and resources directly associated with the learning system, including role of parents and carers in influencing young peoples' learner choices. This includes scope for recommendations, where they arise, across the policy framework for education and training (e.g. GIRFEC, DYW, CfE).
• The provision, parity and relationship between different courses and qualifications within the learning system, including youth or CLD related initiatives and how these inform progression and transition.
• Activity Agreements.
• The role of credit rating in the support of progression and recognition of learning in different settings.

- Input and output measures of the system and how we understand its effectiveness, including costs associated with types of learning and their rate of return.
- The role of joint CPD to improve the awareness and knowledge of staff of the different parts of the learning system.

Out

The following is **not in scope** of this programme:

- The factors affecting a child's learning capacity pre and post birth and including the formal stages of learning from the ages of 3 to 14 years (the Broad General Education) and from 24 years and beyond
- The principles and entitlements of CfE and DYW
- National qualifications
- Commercial training and learning provided by colleges, universities or commercial companies or employers
- Postgraduate level study
- The principle of university autonomy and statutory academic freedom
- The provision of wider support and resources available to young people but not provided as part of the learning system
- The professional standards and terms and conditions of employment across the different parts of the learning system

Risks

In establishing this review we acknowledge the following **high level risks**.

There is a risk the review is seen as a cost-cutting exercise. We can expect political consensus on the ambitions and principles of improving the learner journey, but should anticipate criticism that cutting costs is the primary driver. The nature and degree of scrutiny on each area of reform will naturally vary by issue, with the school sector already dealing with a number of change agendas proving challenging, particularly in the context of financial constraint. We will mitigate this risk by a focus on the learner.

There is a risk of unintended consequences driving us to the extremes of a low cost but low value; a high cost but same value; or a high value but high cost learning system. To get to a high value but lower cost system we propose that we address the challenges from a learner perspective, whilst confronting the real resource pressures this will present across the different parts of the system. To help with this the proposed project governance includes external critical challenge.

There is a risk that the divisions across the learning system are mirrored within the Scottish Government, so it's vital that the Directors' group provide leadership and consensus. Change will present a challenge to providers within the system and a top down approach is unlikely to work without a strong commitment to reform.

There is a risk that changes proposed by the SG skills and enterprise review could lead to disruption in the operating environment over the short to medium-term. Alignment of this project with changes arising from the E&S review will need to be carefully managed. We will begin to mitigate this by creating an over-arching timeline to map deliverables and dependencies across programmes.

There is a risk that the learning system does not have the spare capacity to take on the thinking and effort needed to deliver the review and implement its findings, noting the existing pressures in the system, for example, the further embedding needed with curriculum for excellence, the school governance review, the early years review and the embedding of college governance reform.

There is a risk that further project costs may emerge at the end of stage 1 and impact upon our ambitions for implementation of stage 2 of the review. We will mitigate this risk through existing business processes including a cost/benefit analysis as part of internal budgetary and SR decisions.

There is a risk of scope creep and a risk of under-delivery given the breadth of the learner journey and the range of expectations in relation to it. We will mitigate this by recognising that we can't do everything and through the development of clearly defined and deliverable work-streams, ensuring their alignment to existing relevant policy commitments.

We accept these risks and accept that they can be mitigated as part of the programme management of the review. In taking forward the review, anything that may prevent the programme from completing on

time and limit the realisation of benefits will be identified and managed in accordance with Scottish Government risk management.

Dependencies

No clear dependencies, rather a series of policy interfaces that create significant relationships (both in the review and implementation) which may have consequences on impact and ambition.

Budget required

No budget required.

Lead Directors	Project Executive/Manager	Stakeholders
Aileen McKechnie (SRO) Bill Maxwell, Chief Executive, Education Scotland Fiona Robertson Dominic Munro Michael Chalmers Mary McAllen Garry Gillespie	**Programme Director**: Paul Smart. Accountable to the SRO for the achievement of the programme. **Programme Lead:** Danielle Hennessy. Accountable to the Programme Director. **Programme Manager: Jon Gray**. Accountable to the SRO for the management of the implementation of the project.	Schools Employability College Sector University sector Apprenticeships Professional associations Public Bodies / representative groups Education Scotland Scottish Qualifications Authority Scottish Credit & Qualifications Framework Partnership Scottish Funding Council National Union of Students Skills Development Scotland Apprenticeship Advisory Board Developing Young Workforce National Group Universities Scotland Colleges Scotland QAA SQA COSLA / ADES / SLADE

Work-streams

1 LEARNER CHOICE AND APPLICATION

Improving information, advice and application processes
This will include evaluating the cost/benefit of a learner choices and applications service which brings together student support information and the careers, advice and information system on My World of Work with UCAS, Apprenticeship on line and a new college application process.

2 LEARNER CHOICE AND APPLICATION: COLLEGES & UNIVERSITIES

Improving information, advice and application processes
This will include a review of current careers, advice and guidance services for learners in college and university.

ACCESS & APPLICATION

Improving the ease and equity with which young people can apply to college
Recognising the work already being taken forward as part of the Commission for Widening Access, this will focus specifically on evaluating the benefits and costs/ of a common application process for colleges

PROVISION
TRANSITION/ PROGRESSION

Improving the design, alignment and coherence of the 15-24 learning journey
Improving the ease with which <u>all</u> young people move through their learning, regardless of where they are studying.

This will include evaluating the opportunities and 15-24 Learner Journey choices in and across schools, colleges and community / third sector based learning. Identify and consider any unnecessary duplication of learning.
We will establish options for removing unnecessary repetition and maximising progression through levels of study in or between school, community, college, training and university.

FUNDING, STRUCTURES, LEGISLATION
Improving the system & 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 university. We will use this to inform options for the future balance and method of investment. We will consider the future strategic direction of the learning system in Scotland

Project Name
Regional Partnerships Project

Purpose
To stimulate regional economies and build inclusive growth through the development of regional partnerships.

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. • Support the vision of locally owned development and improvement initiatives through access to leadership, resource, evidence and advice. • 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.	• Improving regional economic performance by bespoke policy contributions (e.g. transport, digital, housing, skills, etc.) devised and implemented at a regional level. • An improved evidence base for the effectiveness of regional partnerships. • Improved delivery of enterprise and skills at the most appropriate geographical level, utilising the input of private and third sector partners. • Improved inclusive growth to Scotland's economy through regional economic development. • The creation of stronger links between economic agencies and regional economic geographies. • The creation of formal and informal structures for the sharing of best practice and information across regional partnerships and with the Scottish Government.

Scope
In

6. Strategic Direction given to regional partnerships
7. Direction given to economic development agencies
8. Development of Regional Asset Register
9. Policy framework development?

Out

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

Risks

7. Missed engagement opportunities from regional partnerships results in benefits from linkages between regional economic geographies not being realised.
8. Regional Asset Register Parameters not agreed, caused by disputes over definitions and responsibilities, leading to the roll out of the register being delayed.
9. Asset Register not piloted, caused by lack of engagement from Ayrshires (or another identified pilot area) leading to failure to roll out the register.
10. 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.
11. Regional Partnerships unable 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.
12. Resource constraints in Enterprise and Cities, caused by lack of recruitment / applications, leading to a slowdown of project work and delay of delivery.
13. 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.
14. 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

8. OCEA/The Analytical Unit – and associated data workstreams.
9. SG Digital providing support for Regional Partnerships web space on SG site.
10. Political 'buy in' within Local Authority areas / existing Regional Partnerships.
11. Funding/ resourcing for Enterprise and Cities.
12. Funding for City and Region Deals.
13. Economic Agencies working with Regional Partnerships on the Asset Register.
14. COSLA relationships with Local Authorities remaining positive.

Budget required

No budget required.

Lead Director	Project Executive/Manager	Stakeholders
Mary McAllan	PE – Oonagh Gill	• City and Region Partnerships

	PM – Christopher Thomson (interim)	(Morag Watt) • Local Economic Development (Karen Jackson) • Sponsorship & Better Regulation (Marion McCormack) • OCEA / Analytical Unit (Uzma Khan / Natalie Hemmings) • COSLA (Robert Nicol) • National Economic Agencies • SE (Jim Reid) • SDS (Gordon McGuinness) • Visit Scotland (Riddell Graham) • SFC (Ken Rutherford) • HIE (Douglas Cowan) • Existing Regional Partnerships • GCRD (Mandy MacDonald) • Aberdeen City & Shire (Belinda Miller) • Inv. & Highland (Stuart Black) • Emergent Regional Partnerships

Workstream Name

Asset Register

Purpose

To facilitate the production of Regional Asset Registers to identify the spatial distribution of economic,

• education and skills assets across Scotland. Ensuring assets and resources, including digital services, are harnessed to deliver maximum impact.

Objectives	Deliverables
• Creation of Regional Asset Registers	• Regional Asset Register piloted • Regional Asset Registers produced by all Regional Partnerships

Workstream Name

Policy/ Guidance Improvements

Purpose

• To develop an integrated regional model supporting inclusive growth across all communities.

Objectives	Deliverables
• Our agencies build on their experience of	• Economic development agencies have published targets demonstrating their commitment to

fostering regional working and support regional partnerships
- Private sector representation is guaranteed on regional partnerships where govt. funding is sought.
- Future city deals and other types of regional growth deal proposals prioritise and evidence their impact on driving inclusive growth.

Regional Partnerships.
- Policy framework is created requiring private sector involvement where govt. funding is sought.
- Future City & growth deals use the inclusive growth Diagnostic and monitoring tool to report on their progress.

Workstream Name
Engagement

Purpose
To share the benefits of devolved economic decision making across all of Scotland's communities

Objectives	Deliverables
Ensure that all communities in Scotland are represented by a regional partnership, and have a voice in regional economic development.	All communities represented by a regional partnership (or economic development agency, such as SOSEA/ HIE)

Workstream Name
Inclusive Networks

Purpose
Create and facilitate dialogue, information and best-practice sharing between existing and emergent Regional Partnerships and our economic development agencies.

Objectives	Deliverables
• Inclusive networks enabling representatives from each regional partnership to come together regularly from autumn 2017. • Regional Partnerships will be invited to the National Economic Forum. • We will use the SG website to host information on the aims and successes of Regional Partnerships.	• Networking meetings for Regional partnerships/ govt./ agencies - facilitated by COSLA - to be in place. • Regional Partnerships will be invited to the NEF on an on-going basis. • Website created with content provided by Regional Partnerships.

Project Name
Skills Alignment Project

Purpose
To align the relevant functions of SFC and SDS to ensure that Scotland's people and businesses are equipped with the right skills to succeed in the economy, not just now but in the future.

Objectives	Benefits
To work with the SFC and SDS to: • Skills services to be fully aligned to deliver the learning and skills necessary for sustainable and inclusive economic growth;	• Learners will be able to access provision which enables them to develop the skills required to contribute to a highly productive workforce. • Employers will experience reductions in skills gaps and

• Ensure the needs of learners, employers and the economy as a whole are central to aligned skills planning and commissioning accross • Align their functions to allow a more coherent view of how further and higher education and skills are planned to provide better outcomes for learners and employers; and • Allow greater consideration of 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.	improvements in the skills of their workforce. • Through collaboration, the capacity of colleges, universities and training providers will be developed and deployed to maximum effect. • Duplication in public funding will be addressed, leading to more efficient investment in human capital through our education and skills system, and the upskilling and reskilling of existing workers. • Improved alignment and co-ordination of skills provision planning across SDS and SFC. • To improve the use and application of labour market data to support effective resource planning and deployment • To improve links to the Skilled & Productive theme of the Labour Market Strategy

Scope

In

Issues relating to the interactions and the overlap between SDS and SFC funded activity.

Out

Issues relating to the relationships SFC and SDS have with other organisations and stakeholders – which aren't related to how they work together.

Risks

Internal

• In the Phase 2 report, we committed to repurpose the existing Skills Committee of the SFC to become the Skills Committee of the Strategic Board, but this was caveated to say that this remains subject to legal consideration given the statutory strictures. The legal strictures are presenting some challenges. Proposals for an alternative Committee, covering Skills, is currently under development by the Governance short life group of the Implementation Board. We are currently reflecting on this issue across the two lead Directorates and are working with SGLD colleagues on the legal aspects of the matter. There is also disagreement whether or not the Skills Committee should be repurposed to become the skills hub of the Strategic Board. We will shortly provide advice to Ministers on the best way forward.

• We must also look to minimise the potentially damaging impacts of an ill-planned hard Brexit which could harm our ability to trade internationally and build our skills and research base. With Brexit looming there is a need for us to compete much more effectively in global markets, finding a solution has taken on a new urgency.

• Resource capacity and time to lead the work; lack of dedicated support.

• Significant funding constraints if new interventions are proposed with a price

External

• Universities Scotland have raised their concerned that a narrative of "hard alignment" emerging from early discussions seems to suggest a direction of travel towards an inflexible, top-down approach to skills planning that does not fully recognise the importance of learner choice, nor the fluidity of the labour market. It is impossible to forecast future skills needs with precision, and so it is essential to prepare learners for success in wide variety of careers. We will address these concerns in our policy development.

• Resource capacity for agency colleagues to engage with work.

• Ability to map requirements accurately and objectively across the size of user base (we develop highly-skilled people – but there's a mismatch between the skills they have and skills that employers are looking for).

• Stakeholder interests present barriers to significant change.

Dependencies

• The Phase 2 report recognised that workstreams looking at governance, data, business support, innovation, internationalisation, skills alignment and the learner journey will also benefit the South of Scotland and need to

respond to the area's needs.

- **Data & Evaluation** – The alignment of data and analysis project must be feed into wider discussions about how we are able to measure the impact of closer alignment and to in determine how resources might best be allocated in the future. Targets and measurement.
- **International –** We will support the action in the International Phase 2 report "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"
- **Governance** – Strategic influence, accountability, monitoring, reporting and structure. Outcome of SB decision on Committees and Governance structure will influence if we can deliver a repurposed Skills Committee.
- **South of Scotland** – there must also be particular consideration given to how better alignment can support ambitions in the South of Scotland.
- **Innovation** – how does university research and innovation better support our understanding and funding of the skills system.
- **Learner Journey** – we will develop a skills system which is focussed on the customer. We will simplify the ways in which our learners access education and skills provision and in which our businesses and entrepreneurs can access services from the agencies. Our work will support the LJ objectives to (1) Put the learner at the centre; (2)Prioritise equity of access (3)Ensure a straightforward and connected system designed for the learner and flexible for change – learners should easily be able to identify the best journey for them and avoid unnecessary duplication of effort and cost.
- **Regional** – there should be recognition on the potential impact on regional provision for example through regional college structure and the Regional Skills Assessments.

Budget required

No budget required.

Lead Directors	Project Executive/Manager	Stakeholders
Aileen McKechnie Dominic Munro	PE – Hugh McAloon/Paul Smart PM – Pauline McNally	Primary:- **SDS** – Damien Yeates; Neville Prentice; John Murray - **SFC** – John Kemp; Michal Cross Public sector (suppliers) Other enterprise/skills agencies:- • Scottish Enterprise; Highlands and Islands Enterprise; SDI Local authorities:- • COSLA ; SLAED; SOLACE Private Sector:- • Business organisations (CBI, IoD, FSB, SCDI, ScotlandIS etc); Industry representatives (employers; Scottish Chambers of Commerce; DYW Regional/National representatives; SAAB Group Board) Others:- • Joint Skills Committee; STUC; NUS; Universities Scotland; Colleges Scotland; Scottish Training Federation; Education Scotland; SQA, SCQF

Workstream Name

Skills Alignment

Purpose

To align the relevant functions of SFC and SDS to ensure that Scotland's people and businesses are equipped with the right skills to succeed in the economy, not just now but in the future.

Objectives	Deliverables
To work with the SFC and SDS to: • Skills services to be fully aligned to deliver the learning and skills necessary for sustainable and inclusive economic growth; • Ensure the needs of learners, employers and the economy as a whole are central to aligned skills planning and commissioning accross • Align their functions to allow a more coherent view of how further and higher education and skills are planned to provide better outcomes for learners and employers; and • Allow greater consideration of 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.	In addition to those set out in our objectives and benefits (above), the following deliverables were identified for this workstream:- • A review of the effectiveness of existing mechanisms, such as the Joint Skills Committee; • Proposals on enhanced mechanisms and systems for sharing and using information to support activity which better meets the needs of employers and individuals; • Mapping of existing provision to ensure that the opportunities available meet the needs of learners to access relevant learning and support the wider needs of the economy; • Proposals to build on the partnerships developed and work progressed over the past two years to tackle Scotland's digital skills needs; • Improved alignment and co-ordination of activity and planning across SDS and SFC; • Improved use and application of labour market data to support effective resource planning and deployment (this will be closely aligned with the proposed project on data and evaluation alignment); • Improved outcomes for learners and industry, including the provision of clearer routes for learners into employment and further study; • continually assess the effectiveness of our investment in further and higher and work based education and skills; • will ensure we have the right balance of provision across age groups and sectors; • Fully integrated Skills Alignment system in place by 2020/21

Annex D – Communications Update

Implementation Board Communications and Engagement Strategy

Update – September 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. Working 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 is being 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 is being 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 page is being updated with further documents emerging from projects. The Implementation Board page includes a list of members, Terms of Reference, meeting minutes and board papers and is being 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
Announcement of Chair of Strategic Board sat alongside First Minister's economy speech. Future key milestones include announcing membership of the Board and then the first meeting of the Board. 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.