

**From:** Coote S (Simon) **On Behalf Of** Enterprise and Skills PMO  
**Sent:** 07 August 2017 16:15  
**To:** [Redacted]  
**Subject:** Implementation Board - Note on SB Membership - 07 August 2017

Dear all,

At the Implementation Board (IB) last Monday, 31 July, there was discussion around the process for appointments of members to the Strategic Board (SB). It was proposed that work should be convened to consider the appropriate size and configuration of SB membership. Members confirmed that they would like an opportunity to comment on our approach to this and to the process for subsequent appointments. In line with the action recorded we have produced the attached document for members to comment upon.

<< File: Implementation Board - Note on SB Membership - 07 August 2017.docx >>

To allow progress by the 20 August meeting, Board members are asked to provide feedback through correspondence, **by Monday 14 August**, on the information provided in the attached and in line with the request set out at the foot of the document.

Best regards,  
Simon

**Head of Implementation - Enterprise and Skills Review**

## **STRATEGIC BOARD MEMBERSHIP – CONFIGURATION AND PROCESS FOR APPOINTMENT**

### **Purpose**

1. To provide the Implementation Board with an outline of our intentions regarding establishing the Strategic Board.

### **Background**

2. At the Implementation Board (IB) on 31 July, there was discussion around the process for appointments of members to the Strategic Board (SB). It was proposed that work should be convened to consider the appropriate size and configuration of SB membership. Members confirmed that they would like an opportunity to comment on our approach to this and to the process for subsequent appointments.
3. SG agreed to produce a document providing more details following the meeting for members to comment upon. This would cover size, configuration and process, with any subsequent comments being taken through inter-sessional correspondence to allow progress before the 30 August IB meeting. This would inform a set of recommendations from the Implementation Board to Ministers. It would remain for Ministers to determine the composition, membership and role of the Strategic Board.

### **Process for Appointment to Board Membership**

4. The Strategic Board is being set up administratively to provide the high-level governance for enhancing economic performance across the enterprise and skills system. It will not be a public body in itself, and consequently Ministers will directly appoint members rather than use a formal public appointments process.
5. We would propose the following process for agreeing membership.
  - By 07 August: SG propose scale and configuration of membership to the IB (i.e. this note)
  - By 14 August: IB provide feedback on the above
  - 15-21 August: SG use that feedback to develop a shortlist of potential candidates
  - End August/early September: Ministers consult SB chair (once appointed), make final decisions and announce membership.
6. The Scottish Government will use the views generated by the IB, alongside gathering intelligence through its networks, to develop a list of suitable candidates for Ministers based upon the composition of skills, background and experience required to drive the changes identified in the Phase 2 Reports and the emerging Strategic Plan. The Phase 2 report sets out that the Board must collectively be able to fulfil the following Strategic Board aims:
  - Improve the overall performance of the economy by ensuring that the whole Enterprise and Skills System delivers Scotland's Economic Strategy and supporting strategies, in all parts of Scotland.

- Through collective responsibility ensure hard alignment between agencies to drive improvement in Scottish productivity and better support business and users of the skills system.
- Hold agencies to account for performance against agreed measures.
- To actively engage with other agencies and bodies who support the economy with a view to increasing alignment and challenging others where collaboration is not happening.
- To deliver wider collective leadership, based on common culture and values, and which inspires and empowers delivery.

### **Proposed Configuration of the Board**

7. The July IB discussed membership consisting of core agency chairs, business interests and cross-sectorial representatives. Members felt it was important to ensure a broad mix of organisations and to include the third sector. Ministers have also been clear that they want an appropriate “civic mix”.
8. This is broadly consistent with proposals with the Phase 2 Report, which confirmed that: *“The Strategic Board will have an independent chair appointed by Scottish Ministers and a membership drawn from the Chairs of each of the agencies as well as non-executive members drawn from business, local government, skills and research and trade union communities.”*
9. On this basis, we are envisaging a membership configured as follows:
  - Chairs of each of the 4 core agencies plus another agency chair
  - Head of the South of Scotland interim body
  - COSLA representative
  - Trade Unions representative

As well as a further 6 members (approx.) drawn from:

- Business
- FE/HE
- Third sector/Social enterprise

10. This membership should have wide regional representation, reflecting the regional emphasis promoted by the E&S Review.

### **Remuneration**

11. Regarding expenses and remuneration, Board members will have the opportunity to claim expenses incurred and to be remunerated in line with the [Pay Policy for Senior Appointments Daily Fee Framework](#).

### **Implementation Board Action**

**12. The IB is asked to provide feedback through correspondence, by Monday 14 August, based upon a view of the composition of skills required to drive the changes identified in the Phase 2 Reports and the emerging Strategic Plan.**

**From:** [Redacted] On Behalf Of Diamond, Professor Ian  
**Sent:** 08 August 2017 09:28  
**To:** Enterprise and Skills PMO  
**Subject:** RE: Implementation Board - Note on SB Membership - 07 August 2017

Dear Simon

Thank you for the opportunity to comment on the proposed Strategic board memberships.

This is a good paper and I welcome it.

It seems to me that there are two main issues. First, how are the most talented people going to be identified? It goes without saying that Ministers should have a good choice and there may be very good people who are not immediately identified through "normal" networks.

Second, I think the proposed constitution is appropriate, but I would counsel that of the six further members, three or four should be from business to enable the breadth (in terms of size and sector) of Scotland's business to be represented.

Best regards

Ian

**From:** Hugh Aitken  
**Sent:** 10 August 2017 08:43  
**To:** Enterprise and Skills PMO  
**Subject:** Input

On membership of the Strategic Board, I'm assuming at least two of those 6 additional places for business, HE/FE, and social enterprise will go actual businesses or business reps which seems an inadequate number to me for an enterprise and skills board. Would be worth at least four businesses/reps being on it in my opinion.

Kind regards

**Hugh Aitken**  
Scotland director - Scotland  
CBI

**From:** Liz Cameron  
**Sent:** 07 August 2017 19:23  
**To:** Coote S (Simon)  
**Subject:** Re: Implementation Board - Note on SB Membership - 07 August 2017

Dear Simon

I am currently on holiday therefore will not be able to comment on the timeline you state.

I will comment when I return on the 15th August.

Unfortunately, I was not at the meeting, but I find it unusual for public sector bodies to be potentially recruiting and identifying individuals to the strategic board who will oversee activities - I would challenge the potential independence of this and how others externally would view this process and approach?

The Committee was originally established to review and evaluate business support and skills agenda - it seems it has come off track. It could be seen from outside that it is the "agencies" with the greatest respect to all, recruiting and identifying individuals who are already engaged?

My other comment would be that should we not be waiting until the chair has been appointed? My understanding is that the chair will have a strong focus on deciding who should be appointed?

Please advise as I will look in and out of emails on this subject.

Liz Cameron,

**From:** Coote S (Simon)  
**Sent:** 10 August 2017 15:27  
**To:** Liz Cameron  
**Cc:** Enterprise and Skills PMO; Anson S (Sam)  
**Subject:** RE: Implementation Board - Note on SB Membership - 07 August 2017

Dear liz,

Thanks for your email.

Firstly, I hope you are enjoying your holiday. As such, we will of course accept your feedback on the Note on SB Membership when you return on 15<sup>th</sup> August.

In relation to your concerns around public sector bodies recruiting and identifying individuals to the strategic board who will oversee agency activities, and that agencies will be recruiting and identifying individuals who are already engaged, I hope I can reassure you that this will not be the case. The Scottish Government are very deliberately seeking the views of the IB on the configuration of membership and SG will use those views to inform the development of a list which we will prepare for the Chair (once appointed) and Ministers to consider. It will then be for Ministers to appoint members, taking the views of the Chair into account, and as such the agencies will have no involvement in the process for appointing members to the board.

So in relation to the Chair's involvement in deciding who should be appointed, I think we are in agreement. The note perhaps did not make this clear enough, for which apologies, but it does set out in paragraph 5 a process that includes "*End August/early September: Ministers consult SB chair (once appointed), make final decisions and announce membership*". I hope this highlights our recognition that the Chair should be instrumental in the process.

I hope this is helpful,

Simon

## Head of Implementation - Enterprise and Skills Review

**From:** Stephen Boyle

**Sent:** 14 August 2017 08:24

**To:** Coote S (Simon); Enterprise and Skills PMO

**Subject:** Fwd: Implementation Board - Note on SB Membership - 07 August 2017

Simon,

Thank you for the opportunity to comment on the paper. I have set out some points below. I am copying my reply to Lorne as chair of the Implementation Board.

Stephen.

1. I am broadly content with the proposals in the paper.
2. I am concerned that the number of members of the Strategic Board will be large and that a smaller number of members - perhaps up to ten people - would allow the Board to be more effective. However, I recognise that once the agencies' chairs and others are included the number of members rises quickly.
3. I understand the reasons for not using the public appointments process to appoint members of the Strategic Board. While the Strategic Board will not be a public body I believe that it would nevertheless be appropriate, and helpful to the Board, if Ministers were able to commit to subsequent appointments and reappointments being made using the public appointments process.
4. I note the intention to appoint members from the FE and/or HE sectors. This could be perceived as privileging a supplier interest and one group of suppliers over others. For example, the paper does not propose that private training providers should be included on the Strategic Board. Perhaps a way to address concerns about producer interests is to appoint people who have a background in FE or HE but who do not currently work there.
5. How long will be the terms of office of the members who are not agency chairs?
6. How many terms of office can a person serve on the Strategic Board?
7. Would it be helpful to appoint the members who are not agency chairs for different lengths of time - for example, half for two years and half for four years - to avoid the risk of losing all such members at one time?
8. Approximately how many days per year will members be expected to devote to the work of the Strategic Board?

**From:** Coote S (Simon)

**Sent:** 15 August 2017 14:15

**To:** Munro D (Dominic); Senior, Nora (EDI-WSW)

**Cc:** DG Economy; Anson S (Sam); Enterprise and Skills PMO

**Subject:** RE: Enterprise and Skills Review: Strategic Board - Background Information

Dear Nora,

Further to your email exchange with Liz, Dominic has asked that I get in touch to pick up on points you raise around selection of board members and accountability of agency chairs, as well as to offer our support for the Business in Parliament engagement which I understand has been arranged.

In June I took on the SG's Head of Implementation role for the Enterprise and Skills Review, heading up the Programme Management Office (PMO) which has acted as secretariat for the Implementation Board, and is building the formal programme management arrangements for the wider E&S programme of work.

In relation to the selection of board members, your input will be essential to that process. There are already published commitments that membership will be drawn from the Chairs of each of the agencies as well as non-executive members - with particular focus on business, but also to cover local government, skills and research and trade union communities. It's also worth noting that membership should reflect the regional emphasis promoted by the E&S Review.

These principles and a process for selecting members have been tested with the Implementation Board - please see attached paper on the topic which the IB received on 07 August, with some responses having been received. We are in the process of reframing that proposal now, most notably to bolster business involvement, and to build in flexibility to evolve the membership over time. You will see that we're currently formally proposing End August/early September to consult the SB Chair, before Ministers make decisions and membership is announced.

I note you had also set out some thoughts to Liz on accountability of agency chairs. Agency chairs will have a new, dual accountability – both to the Strategic Board chair and via their formal agency reporting lines to the SG/Ministers – so the intention is to work together to ensure joined-up appraisals.

Finally, just an offer of help. Let us know if there's anything the PMO can do to support you in the run up to the role commencing. For example, when appropriate we would be happy to provide you with material to support your speaking engagement at the Business in Parliament event that I understand you have been approached to fill.

Best regards,  
Simon

## Head of Implementation - Enterprise and Skills Review

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**From:** Munro D (Dominic)  
**Sent:** 07 August 2017 09:42  
**To:** Senior, Nora (EDI-WSW)  
**Cc:** DG Economy; Anson S (Sam); Coote S (Simon)  
**Subject:** Enterprise and Skills Review: Strategic Board - Background Information

Dear Nora

Following Liz's email on Friday, I'm very pleased to make contact. Like Liz, I'm delighted you have accepted the offer to chair the Strategic Board. It's an exciting time to joint this work as the focus switches from review to delivery.

In addition to the specific governance information you requested last week (which we'll come back to you on), please find enclosed some key information which will to help you understand the review/programme and the progress made in laying the groundwork for the Strategic Board and its commencement in October. The documents are as follows:

1. The main Phase 2 report which set the scene for the implementation phase and represents a useful summary of the wider programme:  
<https://beta.gov.scot/publications/enterprise-skills-review-report-phase-2/>
2. Professor Lorne Crerar's paper on Governance for the E&S Review, which proposed the setting up of the Strategic Board:  
<https://beta.gov.scot/publications/enterprise-and-skills-review-crerar/>
3. The recent papers from the three short term project groups that the Implementation Board has set up, namely:
  - i. The Strategic Plan:  
<< File: Implementation Board Meeting - 31 July 2017 - Strategic Plan IB(31-07-17)(05).pptx >>
  - ii. The Analytical Unit and Performance Framework:  
<< File: Implementation Board Meeting - 31 July 2017 - Analytical Unit and Performance Framework Workstream IB(31-07-17)(0#3).docx >>
  - iii. Governance and Advice for the Strategic Board:  
<< File: Implementation Board Meeting - 31 July 2017 - Draft Governance Proposal IB(31-07-17)(06).pdf >>
4. Additionally, it might be useful for you to see the Implementation Board's timeline:  
  
<< File: Implementation Board Timeline.docx >>
5. And finally the Action Log for the wider work of the Programme:

<< File: Actions Digest.docx >>



The Programme Management Office for the E&S Review (led by Simon Coote, copied in) is developing the web presence for the review and the Implementation Board.

I look forward to meeting you in the near future when you're next in Scotland. Perhaps we could arrange an informal discussion to support your induction to the role?

Thanks and best regards,

Dominic Munro

Director for Fair Work, Employability and Skills  
(Lead Director for the Enterprise and Skills Review)

Cabinet Secretary for Economy, Jobs and Fair  
Work

Keith Brown MSP



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Gordon Lindhurst MSP  
Convener  
Economy, Jobs and Fair Work Committee  
The Scottish Parliament  
Edinburgh  
EH99 1SP

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30 August 2017

Dear Gordon,

In June, I wrote to inform you of the publication of the report marking the end of Phase 2 of the Enterprise and Skills Review.

The report included details on the creation of the new Strategic Board to co-ordinate and align the activities of our enterprise and skills agencies.

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

I am now pleased to confirm that Nora Senior has been appointed Chair of the Strategic Board.

Nora is Chair, UK Regions & Ireland, of global PR firm Weber Shandwick. She recently completed a four-year term as Chair of Scottish Chambers of Commerce, and is a former President of the British Chambers of Commerce.

She has more than 25 years' experience working with clients across a range of sectors, including infrastructure, transport, energy, property, finance, healthcare, technology and FMCG. I am certain she will be a real asset to the Strategic Board as it works with agencies to deliver greater collaboration and alignment behind a strategic purpose.

Other members of the Strategic Board will be announced ahead of the Board meeting for the first time in October.

Yours sincerely

**KEITH BROWN**

Cabinet Secretary for Economy, Jobs and Fair  
Work  
Keith Brown MSP



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Edward Mountain MSP  
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30 August 2017

Dear Edward,

In June, I wrote to inform you of the publication of the report marking the end of Phase 2 of the Enterprise and Skills Review.

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Other members of the Strategic Board will be announced ahead of the Board meeting for the first time in October.

Yours sincerely

**KEITH BROWN**

**From:** Martin Fairbairn  
**Sent:** 04 September 2017 15:12  
**To:** Simon Coote  
**Cc:** Alice Brown; John Kemp; Paul Smart  
**Subject:** Strategic Board skills matrix

Dear Simon,

I am responding on behalf of Alice Brown to the request for input re the above.

First, the most important skill is understanding and experience of public sector governance. Without that, it will be very difficult for a member to be effective. This is particularly so given the relatively complex set of governance relationships within which the Strategic Board will operate.

The other dimensions of skills, knowledge and experience which the Strategic Board will need to have within its membership largely flow from the Phase 2 reports (although it should not be necessary to encompass each and every aspect). The key dimensions are:

- Economics: expertise of how modern economies work; how the Scottish economy operates and how it compares to other comparable economies
- Skills: expertise of how modern skills systems work; how the Scottish skills system operates and how it compares to other comparable systems
- Regional issues: expertise of how regional economies become high-performing, including the key drivers and relationships
- International: expertise of how countries participate successfully in the international economy
- The current Scottish business sector: expertise and experience of Scottish business, including coverage of a reasonable spectrum of different industries, regions, business size, etc.

Of course, some of the required expertise might come from the ex officio members. You will therefore wish to:

- start with an agreed skills matrix that describes what's required from the whole board;
- then identify which skills will be satisfactorily addressed by the ex officio members;

- identify the remaining skills which need to be met by the other members.

I hope the foregoing is helpful. If you wish to discuss any aspect in further detail, please don't hesitate to give me a call.

Kind regards,

**Martin Fairbairn**

Chief Operating Officer and Deputy Chief Executive | Prìomh-oifigear Obrachaidh / Iar-Àrd-oifigear

**Scottish Funding Council | Comhairle Maoineachaidh na h-Alba**

**From:** Coote S (Simon) **On Behalf Of** Enterprise and Skills PMO

**Sent:** 11 September 2017 10:39

**To:** [Redacted]

**Cc:** Enterprise and Skills PMO

**Subject:** Enterprise and Skills Review - Skills Profile for Strategic Board

Dear Implementation Board Member,

Please find attached note which has been developed with a view to fulfilling two actions recorded at the last IB meeting:

- Action: SG to issue a note to IB members clarifying whether IB members would be asked to nominate suggested candidates for SB membership or whether this would be done through informal dialogue, and;
- Action: SG to provide proposed profile for board membership.

<< File: Skills for the Strategic Board - 11 September 2017.docx >>

The process of developing a long list of potential board members is well advanced and will need to be finalised quickly. This note offers the IB a window of opportunity to propose names to be added to the list for consideration. While suggestions are welcome there should be no expectation that suggestions will necessarily be approved. In order for any suggestions to be properly considered, these would probably need to be with the PMO by *Wednesday 14 September*.

Can you please direct comments back to this mailbox ([Redacted]) .

Many thanks

Simon

**Head of Implementation - Enterprise and Skills Review**

## **Skills Profile for the Strategic Board**

In developing a skills profile the process undertaken for identifying the skills needed by the SB for the immediate and medium term has been:

- a) A review of the draft strategic plan and a corresponding assessment of the knowledge, skills, competencies and alliances or relationships required to achieve the plan;
- b) A consideration of current issues and challenges facing the system and a corresponding assessment of the skills or experience needed to effectively deal with these;
- c) A consideration of likely needs for developing the comprehensive strategic plan and an assessment of the skills, knowledge and competencies needed for developing that plan.

## **List of Skills for the Strategic Board**

Subject to input from the Chair and ministers, the following list of skills has been identified as desirable for the board:

- Knowledge of the Scottish business sector
- Experience of using the enterprise support system
- Experience of using the skills support system
- Experience of using the innovation support system
- Good overview and knowledge of different business types
- Understanding of business development and business management
- Understanding of project and risk management
- Experience of governance and strategic planning
- Experience of driving collaborative working
- Expertise of how countries participate successfully in the international economy
- In depth knowledge of the economy and comparable economies
- Understanding of the use of data and analysis
- Understanding finance in the public sector
- Understanding policy in the public sector
- Expertise of how a modern skills systems works in Scotland and elsewhere
- Knowledge of the higher education system
- Knowledge of the further education system
- Practical experience of change management
- In-depth knowledge and expertise of local government
- Knowledge of successful regional and community partnership approaches

Some of these skills will be covered by Agency Chairs.

### **Process for Developing a Long List of Candidates**

The process of developing a long list of potential board members is well advanced and will need to be finalised quickly. The IB now has a window of opportunity to propose names to be added to the list for consideration and to indicate which skills these names might cover. While suggestions are welcome there should be no expectation that suggestions will necessarily be approved. In order for any suggestions to be properly considered, these would need to be with the PMO *by Wednesday 14 September*.

Any potential candidates for the list should be proposed because they have the skill-sets and experience required to make the Board work effectively. They should not be proposed to represent the interests of their respective sectors, but rather as potential members with collective responsibility to the SB mission to deliver improvements in the system as a whole.

Once any final feedback has been received:

- SG will complete the long list of potential candidates taking feedback into account.
- The Chair will be consulted and will have the opportunity to influence a shortlist and the selection of a Deputy Chair.
- Ministers to make final decisions and membership will be announced as soon as possible.

PMO, 11 September 2017

5 October 2017

Keith Brown MSP  
Cabinet Secretary Economy, Jobs and Fair Work  
Scottish Government  
St Andrew's House  
1 Regent Road  
EDINBURGH  
EH1 3DG

Dear Keith

Over the last two months I have enjoyed contributing to the Implementation Board whose work, I hope, will prove a valuable foundation for the new Strategy Board. Now that the Implementation Board's work is complete I thought it might be helpful to share my views relating to VisitScotland's future participation.


The visitor economy is both one of Scotland's largest employers and a major contributor to national GDP. Since 2008 tourism GVA has grown by 42%, outstripping the GVA of any other growth sector in the Scottish economy. The sector also has potential for significant growth across a wide geographic spread throughout the country. In addition to leading that growth VisitScotland also has skills and assets which can be deployed in cooperation with other agencies to promote Scotland overall as exemplified by "Project Unlimited". VisitScotland is therefore clearly an agency whose work can and should have an important impact on future economic growth.

The Strategy Board is currently envisaged to have 16 members with each of the economic agencies being represented ex-officio within that number. I write to urge that, if that is the chosen model, VisitScotland be one of those agencies.

There are of course dangers in having a "representative" board membership. If the primary tasks of the Strategy Board are part "think tank" and part "Audit Committee" with a remit to speak truth and to hold delivery bodies to account, then there is an alternative which could envisage a slightly smaller board with a more focused approach. In this model none of the board Chairs would be represented on the Strategy Board itself which would then be freed to think more strategically.

The agencies would deliver through a sub-committee of the Board, probably chaired by the Strategic Board chair. If this latter model, which has clear merits, were to be chosen then I would urge that VisitScotland be represented on the sub-committee.

With kind personal regards



**LORD THURSO**  
Chairman

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Your ref:  
Our ref: 2017/0036717

25 October 2017

Thank you for your letter of 5 October 2017 regarding the Enterprise and Skills Strategic Board. I am grateful for your participation in the Implementation Board over the summer and for your contribution towards its success in preparing the ground for the Strategic Board.

I share your views regarding the importance of the visitor economy, both in terms of its contribution to ongoing economic growth and as a major source of employment.

As you know, the First Minister announced in August that Nora Senior will chair the Strategic Board. I am currently working with Nora and officials to finalise the Board's membership.

In doing this, there are a number of considerations to be taken into account, including ensuring a high level of business representation, and that the size of the Board is manageable and appropriate for its remit. With this in mind, it is our intention that only chairs of the four enterprise and skills agencies will be ex-officio members, plus the chair of the new South of Scotland enterprise agency.

I am, however, very keen that VisitScotland are involved. There remains scope for representatives of other agencies such as VisitScotland to be co-opted onto the Board should the Board deem it appropriate, and for other agencies to be members of sub-committees supporting the work of the Board. Engagement with agencies such as VisitScotland will form a key part of the Board's work.

The Enterprise and Skills Programme Management Office within Scottish Government is acting as secretariat for the Strategic Board, and officials within it would be happy to discuss appropriate engagement with VisitScotland. The office can be contacted at [EnterpriseandSkillsPMO@gov.scot](mailto:EnterpriseandSkillsPMO@gov.scot)

I hope this will offer some reassurance regarding the important role VisitScotland will still play in the absence of formal seats on the Board for the other agencies.

I look forward to your continued input in pursuit of our economic ambitions and our goal to maximise the effect of our investment in enterprise and skills.

**Keith Brown**

**[Covering e-mail to potential Strategic Board members]**

**From:** Dolan G (Gillian) **On Behalf Of** enterpriseandskillsChair@gov.scot  
**Sent:** 30 October 2017 17:06  
**To:** [Redacted]  
**Cc:** Enterprise and Skills PMO  
**Subject:** Enterprise and Skills - Strategic Board - Invitation to Join - 30 October 2017

Dear <<Name>>

Following your discussions with Nora/Liz it gives me great pleasure to attach a formal letter from Nora inviting you to join the Strategic Board.

<< File: Strategic Board Invitation .pdf >>

We would be grateful if you could now formally reply, acknowledging your agreement to become a member of the Strategic Board as soon as possible. Following confirmation, the Secretariat will be in touch to provide more details relating to the board appointment, roles and responsibilities, induction pack and other useful information.

It would also be helpful if you could also confirm if you will be available to attend the meeting on **Tuesday 7 November 2017** from **1:00pm** till **5:00pm** at **The Hub, Castlehill, Edinburgh EH1 2NE**

Kind regards

Gillian Dolan, on behalf of Nora Senior, Chair of the Enterprise and Skills Strategic Board

**Gillian Dolan**  
**Communications and Engagement Support**  
**Enterprise and Skills Programme Office**

**[Identical versions of the following letter were addressed to Bob Keiller, Lorne Crerar, John McClelland and Mike Cantlay]**

Chair

Nora Senior CBE

E: EnterpriseandSkillsChair@gov.scot



<<Name>>

<<Address>>

<<Address>>

<<Address>>

<<Address>>

<<Address>>

By e-mail: <<E-mail Address>>

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30 October 2017

Dear <<Name>>

As you are aware, in May 2016, the First Minister announced an end-to-end review of Scotland's enterprise and skills agencies to ensure they deliver the joined-up support that our young people, universities, colleges, training providers, businesses and the workforce need.

In March of this year, the Cabinet Secretary for the Economy, Jobs and Fair Work, Keith Brown, announced that as a result of this review, a new Strategic Board would be established to align and co-ordinate the work of Scotland's enterprise and skills agencies.

On 31<sup>st</sup> August, the First Minister announced my appointment as Chair of this Strategic Board. We agreed that the Board had the potential to have a transformative effect on enterprise and skills support and I see this as a really exciting and important opportunity.

It will be critical to Scotland's ambition to lead the key technological trends of the future, and to be an inventor and producer of the digital, hi-tech and low carbon innovations that will be the hallmarks of a successful 21st century economy.

To operate effectively, the new Board requires a broad range of voices with a depth of knowledge and experience, reflecting the complexities of Scotland's economy. In your capacity as an Agency Board Chair, I would like to invite you formally to become a member of the Enterprise and Skills Strategic Board.

The aims of the Strategic Board are:

- To **improve the overall performance** of the economy by ensuring that the whole enterprise and skills system contributes to the delivery of Scotland's Economic Strategy and supporting strategies to deliver inclusive, sustainable growth in all parts of Scotland.
- To drive improvement in Scottish productivity by delivering better support to businesses and users of the skills system, and by ensuring there is **collective responsibility** and alignment between our agencies.
- To hold agencies to account for **performance against agreed measures**, both collectively and individually
- To **actively engage** with other agencies and bodies, from both public and private sector, who support the economy with a view to increasing alignment and challenging where collaboration is not happening.
- To deliver **wider collective leadership**, based on common culture and values, and which inspires and empowers delivery.

I am very much looking forward to working with you and hope that you will accept this invitation. I also hope you will be able to attend the first meeting of the Board which is to be held at The Hub in Edinburgh on Tuesday, 7<sup>th</sup> November between 1.00pm and 5.00 pm. An induction pack, an agenda and supporting papers will be issued in advance of the meeting.

The Strategic Board will meet every two months under normal circumstances, although initially, meetings may take place monthly to allow the Board to begin its work quickly. Future dates will be discussed at the meeting on 7<sup>th</sup> November.

I would be grateful if you would confirm your decision on this invitation at your earliest convenience. If you have any further queries, please contact the Enterprise and Skills Programme Management Office at [EnterpriseandSkillsPMO@gov.scot](mailto:EnterpriseandSkillsPMO@gov.scot) who will be able to assist.

Yours Sincerely



Nora Senior

Chair

**[Identical versions of the following letter were addressed to Stephen Heddle, Liz Cameron, Jeanette Forbes, Karen Betts, Audrey Cumberford, Wendy Alexander, Gerry McCusker and Scott McLarty]**

**Chair**

Nora Senior CBE

E: EnterpriseandSkillsChair@gov.scot



<<Name>>

<<Address>>

<<Address>>

<<Address>>

<<Address>>

<<Address>>

By e-mail: <<E-mail Address>>

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30 October 2017

Dear <<Name>>

In May 2016, the First Minister announced an end-to-end review of Scotland's enterprise and skills agencies to ensure they deliver the joined-up support that our young people, universities, colleges, training providers, businesses and the workforce need.

In March of this year, the Cabinet Secretary for the Economy, Jobs and Fair Work, Keith Brown, announced that as a result of this review, a new Strategic Board would be established to align and co-ordinate the work of Scotland's enterprise and skills agencies.

On 31<sup>st</sup> August, the First Minister announced my appointment as Chair of this Strategic Board. We agreed that the Board had the potential to have a transformative effect on enterprise and skills support and I see this as a really exciting and important opportunity.

It will be critical to Scotland's ambition to lead the key technological trends of the future, and to be an inventor and producer of the digital, hi-tech and low carbon innovations that will be the hallmarks of a successful 21st century economy.

To operate effectively, the new Board requires a broad range of voices with a depth of knowledge and experience, reflecting the complexities of Scotland's economy, and with this in mind, I would like to invite you formally to become a member of the Enterprise and Skills Strategic Board.

The aims of the Strategic Board are:

- To **improve the overall performance** of the economy by ensuring that the whole enterprise and skills system contributes to the delivery of Scotland's Economic Strategy and supporting strategies to deliver inclusive, sustainable growth in all parts of Scotland.
- To drive improvement in Scottish productivity by delivering better support to businesses and users of the skills system, and by ensuring there is **collective responsibility** and alignment between our agencies.
- To hold agencies to account for **performance against agreed measures**, both collectively and individually
- To **actively engage** with other agencies and bodies, from both public and private sector, who support the economy with a view to increasing alignment and challenging where collaboration is not happening.
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I am very much looking forward to working with you and hope that you will accept this invitation. I also hope you will be able to attend the first meeting of the Board which is to be held at The Hub in Edinburgh on Tuesday, 7<sup>th</sup> November between 1.00pm and 5.00 pm. An induction pack, an agenda and supporting papers will be issued in advance of the meeting.

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I would be grateful if you would confirm your decision on this invitation at your earliest convenience. If you have any further queries, please contact the Enterprise and Skills Programme Management Office at [EnterpriseandSkillsPMO@gov.scot](mailto:EnterpriseandSkillsPMO@gov.scot) who will be able to assist.

Yours Sincerely



Nora Senior

Chair

**[Identical versions of the following letter were addressed to Grahame Smith and Poonam Gupta]**

Chair

Nora Senior CBE

E: EnterpriseandSkillsChair@gov.scot



<<Name>>

<<Address>>

<<Address>>

<<Address>>

<<Address>>

<<Address>>

By e-mail: <<E-mail Address>>

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30 October 2017

Dear <<Name>>

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In March of this year, the Cabinet Secretary for the Economy, Jobs and Fair Work, Keith Brown, announced that as a result of this review, a new Strategic Board would be established to align and co-ordinate the work of Scotland's enterprise and skills agencies.

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- To deliver **wider collective leadership**, based on common culture and values, and which inspires and empowers delivery.

I'm very much looking forward to working with you and hope that you will accept this invitation. I appreciate that you will be unable to attend the initial meeting of the Board on 7<sup>th</sup> November, but we will make sure that an induction pack and the supporting papers are still be issued to you in advance of the meeting to keep you up to speed.

The Strategic Board will meet every two months under normal circumstances, although initially, meetings may take place monthly to allow the Board to begin its work quickly. Future dates will be discussed at the meeting on 7<sup>th</sup> November.

I would be grateful if you would confirm your decision on this invitation at your earliest convenience. If you have any further queries, please contact the Enterprise and Skills Programme Management Office at [EnterpriseandSkillsPMO@gov.scot](mailto:EnterpriseandSkillsPMO@gov.scot) who will be able to assist.

Yours Sincerely



Nora Senior

Chair



**[Identical versions of the following letter were addressed to Russel Griggs and Sara Carter**

**Chair**

Nora Senior CBE

E: EnterpriseandSkillsChair@gov.scot



<<Name>>

<<Address>>

<<Address>>

<<Address>>

<<Address>>

<<Address>>

By e-mail: <<E-mail Address>>

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21 November 2017

Dear <<Name>>

In May 2016, the First Minister announced an end-to-end review of Scotland's enterprise and skills agencies to ensure they deliver the joined-up support that our young people, universities, colleges, training providers, businesses and the workforce need.

In March of this year, the Cabinet Secretary for the Economy, Jobs and Fair Work, Keith Brown, announced that as a result of this review, a new Strategic Board would be established to align and co-ordinate the work of Scotland's enterprise and skills agencies.

On 31<sup>st</sup> August, the First Minister announced my appointment as Chair of this Strategic Board. We agreed that the Board had the potential to have a transformative effect on enterprise and skills support and I see this as a really exciting and important opportunity.

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- To deliver **wider collective leadership**, based on common culture and values, and which inspires and empowers delivery.

I am very much looking forward to working with you and hope that you will accept this invitation. I also hope you will be able to attend the first meeting of the Board which is to be held at Murrayfield Stadium in Edinburgh on Wednesday 13 December between 12.30pm and 5.00 pm. An agenda and supporting papers will be issued in advance of the meeting.

The Strategic Board will meet every two months under normal circumstances, although initially, meetings may take place monthly to allow the Board to begin its work quickly. Future dates will be discussed at the meeting on 7<sup>th</sup> November.

I would be grateful if you would confirm your decision on this invitation at your earliest convenience. If you have any further queries, please contact the Enterprise and Skills Programme Management Office at [EnterpriseandSkillsPMO@gov.scot](mailto:EnterpriseandSkillsPMO@gov.scot) who will be able to assist.

Yours Sincerely



Nora Senior

Chair

**From:** Wendy Alexander (Staff)  
**Sent:** 30 October 2017 17:13  
**To:** Enterprise and Skills Chair  
**Cc:** Enterprise and Skills PMO  
**Subject:** Re: Enterprise and Skills - Strategic Board - Invitation to Join - 30 October 2017

Dear Nora & Gillian,  
Greetings from China. I confirm I would be delighted to join the Board and will be able to attend the meeting on 7 November  
Best wishes,  
Wendy

**Wendy Alexander**  
**Vice Principal, International**  
**University of Dundee**  
**Dundee DD1**

**From:** Professor Lorne D Crerar  
**Sent:** 30 October 2017 18:01  
**To:** Enterprise and Skills Chair  
**Subject:** Re: Enterprise and Skills - Strategic Board - Invitation to Join - 30 October 2017

Hi Gillian . I am pleased to accept the appointment and have the first meeting date in my diary . I look forward to hearing from you further in due course and please pass on my thanks to Nora .  
. Regards Lorne

**Professor Lorne D Crerar**  
**Chairman**

**From:** [Redacted] On Behalf Of Poonam Gupta  
**Sent:** 31 October 2017 10:26  
**To:** Enterprise and Skills Chair  
**Subject:** RE: Enterprise and Skills - Strategic Board - Invitation to Join - 30 October 2017

Dear Gillian,

Thank you for your email.

Please accept this as my formal agreement to become a member of the Strategic Board and I eagerly await more information in relation this appointment.

I am currently travelling overseas and will not return until the 8<sup>th</sup> of November so will be unable to attend the meeting on the 7<sup>th</sup> but look forward to hearing details of the topics covered on the day and attending future events.

Best Regards,

Poonam Gupta OBE

**From:** Bob Keiller  
**Sent:** 31 October 2017 10:47  
**To:** Enterprise and Skills Chair; Bob Keiller  
**Subject:** RE: Enterprise and Skills - Strategic Board - Invitation to Join - 30 October 2017

Dear Nora

Thank you for your email and invitation to join the Strategic Board. I would be delighted to attend and I look forward to attending the inaugural meeting on the 7<sup>th</sup> November.

Best regards  
Bob

**From:** Liz Cameron  
**Sent:** 01 November 2017 09:25  
**To:** Enterprise and Skills Chair  
**Cc:** Enterprise and Skills PMO  
**Subject:** FW: Enterprise and Skills - Strategic Board - Invitation to Join - 30 October 2017

Dear Nora,

Thank you for your letter inviting me to become a member of the Enterprise and Skills Strategic Board.

I have much pleasure in accepting this offer and look forward to working with you, the Board, and extended team to meet the ambitious objectives set out which will support economic growth for Scotland.

I would also confirm that I will be attending the meeting on the 7<sup>th</sup> November, 2017. Can I ask that the Secretariat call me as appropriately to also discuss media announcements and timeframes.

Regards,

Liz Cameron,  
**Director/Chief Executive**

**From:** Gerry McCusker  
**Sent:** 03 November 2017 16:12  
**To:** Enterprise and Skills Chair  
**Subject:** Enterprise and Skills Strategic Board

Hi Nora & Liz,

Thank you for your invite to join the newly formed Enterprise and Skills Strategic Board. Having considered the points we discussed in our various phone conversations this week I would be delighted to accept.

In terms of next steps, I would welcome the in-depth induction you offered and am happy to provide you with the attached Biog for use in any media announcement.

Nora, you mentioned grabbing coffee at some point over the next few weeks. That would be ideal. From my side I have a fairly hectic week next week, then am in SE Asia the following week, so perhaps w/c 20th Nov. I've cc'd **[Redacted]** my PA who can help organise this.

I look forward to working with you.

Kind regards, Gerry

**From:** Sara Carter  
**Sent:** 24 November 2017 09:41  
**To:** Enterprise and Skills Chair  
**Subject:** RE: Enterprise and Skills - Strategic Board - Invitation to Join - 24 November 2017

Dear Nora,

Many thanks for your letter and information regarding the Strategic Board.

I am delighted to accept your invitation to join the Strategic Board and look forward to meeting you and the other members of the Strategic Board on 13th December.

Kind regards,

Sara

Professor Sara Carter PhD OBE FRSE

Associate Principal, University of Strathclyde

Professor of Entrepreneurship, Hunter Centre for Entrepreneurship, Strathclyde Business School

**BY EMAIL**

Nora Senior CBE  
Chair  
Enterprise & Skills Strategic Board

1<sup>st</sup> November 2018

Dear Nora,

Thank you for your letter of 30<sup>th</sup> October 2017 inviting me to join the Enterprise and Skills Strategic Board. I am delighted to accept and look forward to working with you as a member and playing a part in contributing to the delivery of Scotland's Economic Strategy.

I confirm that I am able to attend the first meeting of the Board on Tuesday 7<sup>th</sup> November.

Kind regards

A handwritten signature in black ink, appearing to read 'Mike Cantlay', with a stylized flourish at the end.

Mike Cantlay  
Chair



Renfrew Road, PAISLEY, PA3 4DR

AUDREY CUMBERFORD  
Principal and Chief Executive

Nora Senior CBE  
Chair  
Enterprise and Skills Strategic Board

[EnterpriseandSkillsChair@gov.scot](mailto:EnterpriseandSkillsChair@gov.scot)

1<sup>st</sup> November 2017

Dear Nora

Thank you for your letter of 30<sup>th</sup> October regarding Membership of the new Enterprise and Skills Strategic Board.

I am delighted to have been asked to join the Board and very much look forward to working with you, and colleagues, to ensure we deliver the ambitions you have set out in your letter.

I can confirm I will be able to attend the meeting scheduled for the 7<sup>th</sup> November - look forward to it.

Yours sincerely

A handwritten signature in black ink that reads "A Cumberford".

**Audrey Cumberford**  
Principal and Chief Executive



2<sup>nd</sup> November 2017

Nora Senior CBE  
Enterprise & Skills Strategic Board  
Third Floor  
5 Atlantic Quay  
150 Broomielaw  
Glasgow G2 8LU

Dear Nora

Thank you for your letter dated 1<sup>st</sup> November 2017 inviting me to become a member of the Enterprise & Skills Strategic Board.

I consider this to be an opportunity to have an impact on the improvement of Scotland's economic growth through the enterprise and skills system and am delighted to accept your invitation.

I note that the first meeting of the Board is to take place on Tuesday, 7<sup>th</sup> November. Unfortunately, I will be overseas on business during the course of that week but look forward to receiving the papers in advance of the meeting.

Yours sincerely

A handwritten signature in black ink, appearing to read "Scott McLarty".

Scott McLarty  
VP – UK & Malaysia





**SCOTTISH TRADES UNION CONGRESS**

Grahame Smith General Secretary  
333 Woodlands Road  
Glasgow G3 6NG  
Tel 0141 337 8100  
Email [info@stuc.org.uk](mailto:info@stuc.org.uk)  
[www.stuc.org.uk](http://www.stuc.org.uk)

GS/EF

2 November 2017

Nora Senior CBE  
Chair  
Enterprise and Skills Strategic Board  
3<sup>rd</sup> Floor, Atlantic Quay  
150 Broomielaw  
GLASGOW  
G2 8LU

Dear Nora

Thank you for your letter of 30 October inviting me to be a member of the Enterprise and Skills Strategic Board.

I am happy to accept this invitation.

I notice that the meeting scheduled for 7 November has been postponed and look forward to receiving notification of future meeting dates.

Many thanks for your attention to this.

Regards.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Grahame Smith', with a large, sweeping flourish at the end.

Grahame Smith  
General Secretary

Nora Senior CBE  
Chair Enterprise and Skills Strategic Board  
Third Floor, 5 Atlantic Quay  
150 Broomielaw  
Glasgow  
G2 8LU

3rd November 2017

Dear Nora,

Thank you for your letter of 30<sup>th</sup> October and the formal invitation to join to the Strategic Board. I am writing to formally accept your invitation to become a member of the Strategic Board.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Steven Hill". The signature is written in a cursive style with a large initial 'S'.

**Cabinet Secretary for Economy, Jobs and Fair Work**

Keith Brown MSP



**Scottish Government**  
Riaghaltas na h-Alba  
gov.scot

T: 0300 244 4000

E: scottish.ministers@gov.scot

Gordon Lindhurst MSP

Convenor

Economy, Jobs and Fair Work Committee

The Scottish Parliament

Edinburgh

EH99 1SP

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27 November 2017

In August, I wrote to inform you of the appointment of Nora Senior as Chair of the new Enterprise and Skills Strategic Board.

Since her appointment, Nora has been working alongside me and my officials to identify suitable candidates to sit on the Strategic Board.

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

This is an ambitious task, and Nora and I were convinced that the Board required members with a wealth of business experience encompassing a broad range of sectors, sizes and locations, alongside representatives from further and higher education, research, trade unions, local authorities and the new South of Scotland enterprise agency.

With this in mind, I am pleased to inform you that the members of the Strategic Board are as follows:

Wendy Alexander – University of Dundee

Karen Betts – Scotch Whisky Association

Liz Cameron – Scottish Chambers of Commerce

Mike Cantlay – Scottish Funding Council

Sara Carter – University of Strathclyde

Lorne Crerar – Highlands and Islands Enterprise

Audrey Cumberland – West College

Jeanette Forbes – PCL Group

Russel Griggs – South of Scotland Economic Partnership

Poonam Gupta – PG Paper Company  
Steven Heddle – COSLA  
Bob Keiller – Scottish Enterprise  
Scott McLarty – Spirit Aerosystems  
John McClelland – Skills Development Scotland  
Gerry McCusker – Dog Digital, Chair of BIMA Scotland  
Grahame Smith – STUC

The Strategic Board will meet for the first time in December. This is slightly later than originally intended due to the need to co-ordinate members' diaries to ensure full attendance.

It is expected that the Strategic Board will meet every two months.

**KEITH BROWN**

Cabinet Secretary for Economy, Jobs and Fair  
Work

Keith Brown MSP



Scottish Government  
Riaghaltas na h-Alba  
gov.scot

T: 0300 244 4000

E: [scottish.ministers@gov.scot](mailto:scottish.ministers@gov.scot)

Edward Mountain MSP

Convenor

Rural Economy and Connectivity Committee

The Scottish Parliament

Edinburgh

EH99 1SP

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**KEITH BROWN**