**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**); and
- An updated draft communications and engagement strategy (**Annex C**).

**Progress Update**

2.      Good progress continues across the programme of work to develop comprehensive delivery plans and achieve identified priority outcomes within the timescales set.  We therefore we remain confident that delivery is on track.

3.      In particular, progress has been made around:

- The establishment of those short term project workgroups to support delivery;
- The establishment of an analytical unit and plans for key appointments;
- The development of interim South of Scotland Enterprise Agency options;
- The Strategic Plan framework and performance and measurement framework;
- Agreeing and presenting a legislative timetable to support the delivery of the new south of Scotland Enterprise Agency;
- The delivery of the established innovation action plan; and
- Commitments associated with the advancement of international, skills alignment and learner journey projects.

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

**Tracking Progress**

5.      Since the first Implementation Board meeting on 28 June 2017, the Programme Office, in partnership with relevant parties, has progressed the development of a comprehensive actions digest.  Whilst the Phase 2 reports published in June 2017 offer a rich source of relevant commitments, this information has been collated to create a sound platform to enable the accurate tracking of performance.  We will continue to refine this detail further where necessary.

6.      Action ownership, at this stage, reflects the respective SG directors who had oversight of these workstreams through Phase 2 of the Enterprise and Skills Review.  Going forward, this will be revised wherever appropriate to include other relevant parties.

**Recommendation** 2

7.      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.

## Annex A - Implementation Board Actions and Timeline

### June 2017

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

### July 2017

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

### Aug 2017

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

### Sep 2017

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

### Oct 2017

- Strategic Board

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

## Establishing governance and supporting performance

| Governance and Analytical Commitments |
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| 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 |
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| Identify Chair and members of the Strategic Board and make recommendations to Cab Sec. | Dominic Munro | August 2018 | This work remains on track. | |
| Chair and members of the Strategic Board appointed | Dominic Munro | August 2018 | As above | |
| Draft Terms of Reference is prepared. | Dominic Munro | August 2018 | As above | |
| Appoint a Head of Secretariat and establish a secretariat function to support the Strategic Board. | Dominic Munro | August 2018 | | |
| A Programme is to be established – articulating plans to mainstream | Dominic Munro | Sept 2018 | The programme office is meeting relevant business areas to develop comprehensive delivery plans around identified improvements | |

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| improvements identified during Phase 2. | | | | |
| Programme Office to establish progress reporting arrangements (including risk) | Dominic Munro | Sept 2018 | The PMO is working with project leads (as above) | |
| A draft comms and engagement strategy will be developed. | Dominic Munro | Sept 2018 | 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.<br>• The measurement framework will align with the Strategic Plan.<br>• 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.<br>• 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.<br>• 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.<br>• Interim staffing arrangements have been proposed until a Unit Head is appointed which would provide core support from SG analysts, augmented by agency support on a project basis. Interim arrangements will be kept under review by Gary Gillespie and agencies and will be fully reviewed by Unit Head. | |
| The unit and agencies will develop a shared analytical plan setting out the activity that they will undertake both | Gary Gillespie | On-going | • This could be progressed in 2017/18 by the short-term working group/ interim staff and, as appropriate, approved by the Strategic Board and agreed with partners. | |

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| individually and collectively. | | | • 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. <br> • 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. <br> • Progress is being made towards establishing an analytical unit as detailed. | |

## Project Specific Commitments and Associated Actions

| Regional Partnership Commitments |
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| 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 . <br> • Parameters and definitions to be agreed by end of 2017, thereafter pilot to be rolled out and made available to teams developing new Regional Partnerships and strategies | |
| To 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, | Mary McAllan | On-going. | • COSLA and Scottish Government to consider this linking into established and developing Regional Partnerships and other activities | |

| Actions | Lead Director | Target date | Progress Statement | RAG Status |
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| driven by local partners. | | | | |
| 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. . <br> • Our agencies will have specific objectives relating to supporting regional partnerships. | |
| 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 forall future city and growth deals. | |
| Private sector representation is to be guaranteed on regional partnerships where government investment is sought. | Mary McAllan | On-going | • On-going throughout creation of new Regional Partnerships and referenced in Heads of Terms. | |
| 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. <br> • We will ensure that Regional partnerships are represented on the National Economic Forum (NEF) and work with COSLA to identify future opportunities for Regional Partnerships to network and share best practice. <br> • 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. | |

| South of Scotland Enterprise Agency Commitments | | | | |
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| 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. <br> 2. We will work with South of Scotland stakeholders and through the emerging Strategic Board to put in place an interim approach (including a lead individual) ready to implement in the autumn so the area starts to benefit. <br> 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** |

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| Introduce legislation to enable the creation of the new agency. | Mary McAllan | On-going. | • Legislation timetable being agreed which will determine timeline for workstreams needed to deliver agency.<br>• Process at early stage but on track<br>• Discussions with SG Parliamentary Unit taking place to agree timing for legislation and pre-introduction consultation process<br>• Work to be taken forward setting out various workstreams required to deliver operational agency – will need detailed project management given interdependencies. | |
| Establish an interim agency arrangement. | Mary McAllan | August 2017 | • Paper to go to Implementation Board for mtg on 30/8 with recommendation to ministers to follow so that arrangements can be implemented autumn, Q3 2017. | |
| | | On-going | • Discussions with core working group underway around the shape of the agency, building on collaborative approach of phase 2<br>• Mtg of key stakeholders on 24/7 explored issues and process for developing interim arrangements – with a focus on proposals covering structure and substance | |
| 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.<br>• Need to ensure that links with proposals to develop SB so that SOS interests taken into account. | |

## Enterprise and Business Support Commitments

1. Deliver a joint improvement programme across delivery partners to create a much more coherent and joined up system of business support that is focussed on user needs.
2. Collaborate with delivery partners to develop a digitally enabled system that corresponds to the needs of all business users and is appropriate and accessible for all business types.
3. Undertake research on the behaviour and motivation of businesses in terms of ambition, innovation and productivity.
4. Work with Entrepreneurial Scotland to establish a 'backbone' of support to maximise the collective impact of Scotland's growing entrepreneurial movement.
5. Drive forward the Scotland CAN DO Scale movement through Entrepreneurial Scotland and partners across the system.
6. Work with Women's Enterprise Scotland to tackle the gender gap across start-ups and growth companies.

| Actions | Lead Director | Target date | Progress Statement | RAG Status |
|---|---|---|---|---|
| Establish a joint improvement | Mary McAllan | On-going. | • Implementation plan shared with phase 2 project members and public sector | |

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| programme to create a much more coherent and joined up system of support across the agencies that is quick, easy to access and understand, and is focussed on business need. | | | • members of proposed senior-level implementation working group. (Done)<br>• Design improvement programme and action plan based on actions from the enterprise and business support report (highlighted actions, embedded intent and further activity as appropriate)(underway)<br>• To include: re-designing and redefining public sector support around the customer's journey by using a design-thinking approach to ensure support is fully aligned with real needs and is designed and owned by those in receipt of support; take guidance from international experts. | |
| Establish a senior-level working group to drive work around joint improvement forward. | Mary McAllan | On-going. | • Implementation plan and draft terms of reference shared with public sector members of proposed working group. Wider membership tbc.<br>• Initial meetings of group planned for the near future;<br>  • Anticipate that the group will have flexibility to respond to the emerging structures of the E&S Strategic Board. | |
| Develop a single digital access point to public sector business support that is appropriate and accessible for all business types. | Mary McAllan | On-going. | • Planning & collaboratively agreeing design process with delivery partners; digital practitioners and senior decision makers (underway)<br>• Gather and assess user insights - review existing data and undertake customer experience mapping with business users (planned)<br>• Test prototype with business users (planned)<br>• Re-iterate, test, finalise the system / platform and roll out (planned) | |
| Building on work by the Office of National Statistics, we will also develop and deliver a single, authenticated business ID and pilot a Business Box for companies. | Mary McAllan | On-going. | • Liaison planned with UK project re a) suitability and applicability of UK ID to Scottish business support needs; b) timescales and progress (in hand)<br>• If required depending on timescales, consideration to be given to the development of an interim Scottish ID that can be integrated with UK ID when available;<br>• Identify all existing business IDs and whether these can be exported / integrated into proposed single business ID (planned)<br>• Initial scoping to design content of Business Box, with delivery envisaged once single business ID has been established (planned) | |
| 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 | Mary McAllan | On-going. | • Identify training needs across business support (planned)<br>• Identify existing training across partners for business advisers (planned)<br>• Develop and implement new training as appropriate (planned) | |

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| future business needs. | | | | |
| 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. | • Engaged with delivery partners and relevant academics to understand existing research and scope of project (complete)<br>• Production of initial literature review (underway)<br>• Procurement process to secure relevant specialist to convene and facilitate series of business focus groups (planned)<br>• 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 (planned)<br>• Analysis of implications for business support (planned) | |
| 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 and establish backbone reference group (underway)<br>• Establish terms of reference for the backbone (planned)<br>• Identify and agree strategic objectives and design (including potential hubs);<br>• Implement plan | |
| 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. | • Agree draft scope, terms of reference and establish Steering Group (underway);<br>• Map existing supply-side support to scale ups (planned)<br>• Identify scale up needs (planned)<br>• Consider sub themes, e.g. measurement, design of communication; executive education (underway) | |
| 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 | On-going. | • Publication of refreshed Framework and Action Plan for Women's Enterprise together with convening implementation group (planning underway)<br>• Ensure funding & recruitment of 10 WES STEM ambassadors (underway)<br>• Secure funding for Business Women Scotland's delivery of #BWSLiveEvents programme (underway) | |

| Commission the new joint SG and agency analytical unit to identify suitable measures to determine partners' progress against individual priorities and in delivering collective impact. | Mary McAllan | On-going. | • identify existing measures relating to business support across partners (planned)<br>• Based on outcomes, identify the measures and data required to demonstrate extent to which individual and common goals are being achieved<br>• Design appropriate data collection processes (planned) | |
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## 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 |
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| Directly encourage more business innovation management skills and finance for innovation. | Mary McAllan<br>Aileen McKechnie | On-going as part of the implementation of the Innovation Action Plan | • Range of workstreams being developed including raising awareness of sources of innovation support and the benefits it can provide businesses across Scotland. | |
| Use public sector needs and spend to catalyse innovation. | Mary McAllan<br>Aileen McKechnie | On-going as part of the implementation of the Innovation Action Plan | • Develop a co-ordinated programme of mission-orientated challenges. Launch Scotland CAN DO Innovation Challenge Fund on 7 November. | |
| Support innovation across sectors and places. | Mary McAllan<br>Aileen McKechnie | On-going as part of the implementation of the Innovation Action Plan | • Range of workstreams being developed including monitoring the progress of innovation pilots in Edinburgh and Highlands and  Islands. | |
| Make best use of university and college research, knowledge and talent to | Mary McAllan<br>Aileen McKechnie | On-going as part of the | • Range of workstreams being developed including; working with the | |

| equip Scotland's people to innovate. | | implementation of the Innovation Action Plan | 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 |
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| Export Support – deliver a range of actions enhancing levels of support and providing clarity and consistency. | Mary McAllan | End of 2017. | • All partners involved are clear that more has to be done to offer more consistent, joined up, tailored support for businesses at all stages of exporting.  The importance of having a single web presence clearly identifying where to access support is essential.<br>• There is a range of 15 detailed actions with individual timescales. Including completing the mapping work which SDI has underway and a commitment to exploring approaches to national agency engagement with regional partnerships<br>• SDI to work with partners to build on the success of Connected Scotland.<br>• SDI to enhance their web presence. To allow companies to access the export information they require.<br>• HIE to lead and develop with partners a programme of local trade events across Scotland.<br>• SDI to ensure a more efficient use of under-utilised UK schemes such as UKEF, to ensure that Scottish companies get an equitable share.<br>• The International working group will reconvene in August to progress these. The SG Trade Team will pursue DIT on actions involving the UK Government. | |
| Overseas and Inward Trade Delegations – better co-ordination of activities so | Mary McAllan | End of 2017 | • Scotland would benefit economically from better co-ordination and a more joined up approach when hosting visiting delegations and delivering overseas | |

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| that benefits and maximised and opportunities realised. | | | • trade missions.<br>• Establish a single calendar sharing details of all proposed in-ward visiting delegations and similarly for proposed out-going missions.<br>• Establish a system for assessing the appropriate resource to be allocated to proposed visiting delegations.<br>• The International working group will reconvene in August to progress these. | |
| Country Perspectives – a range of actions to help Scotland improve its own distinctive approach to in country support for trade and investment. | Mary McAllan | End of 2017 for some activities. | • We must ensure that Scotland gets the maximum economic benefit from our existing and expanding presence in over 30 locations, over 19 countries. When there are shared priorities partners must work together.<br>• Develop a clearer shared understanding of priority countries and when there is a shared agenda work with agencies, universities, colleges, global scots etc. co-ordinate and develop joint projects, to maximise the impact and economic benefit to Scotland.<br>• Develop a co-ordinated approach to Scotland's representation at International events. The SG Trade team, working with the Department for International Trade, Heriot Watt University and the SQA are currently finalising a programme for the Cab Sec for EJFW to attend the Astana Expo 2017 in Kazakhstan in August and in due course ensure a similar joined up approach to the Universal Exposition in Dubai 2020.<br>• The International working group will reconvene in August to progress these. | |
| Branding – develop shared international branding for use by Scottish agencies and others to encourage target audiences in key markets to visit, work, study, live and invest in Scotland, | Mary McAllan | Phase 1 by September 2017 | • Partners have been enthusiastic about the development of a shared international brand for use across Government, Agencies, Universities Scotland and the Chambers. There is a clear economic benefit to having a clear, consistent, recognisable message about living, working, investing and studying in Scotland.<br>• VisitScotland is leading on this work and the review is seen as an opportunity to bring this work forward and to broaden the scope as widely as possible. | |
| Inward Investment – a series of actions aimed at further improving Scotland's record on inward investment. | Mary McAllan | October 2017 and beyond. | • There is much to be positive about according to the latest EY Attractiveness survey e.g. Scotland has 3 of the UKs top 10 FDI destination cities and attracted more R&D projects than any other UK region. We must ensure that we build upon this, particularly in light of Brexit and the fact that it may limit the flow of workers into the UK. Offering a suitably skilled labour force is essential  for meeting investors' expectations in which is an increasingly competitive market.<br>• SDI to establish a steering group to assist their engagement with relevant | |

| | | | public bodies that can support inward investment including the Scottish Cities Alliance, Universities and Colleges. SFC and SDS to ensure there is the right focus on skills to ensure that we continue to meet the needs of investors. <br>• Develop a protocol committing all relevant partners to work together to maximise the benefit for Scotland from potential inward investors. <br>• Utilise the international reach of universities, colleges, alumni, Global Scots and academics more effectively. | |

## 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 |
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| **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 | • Dependant on legislative powers to repurpose existing Skills Committee <br>• Term of Reference/updated Standing Orders for the repurposed Skills Committee to be developed to ensure effective working operations. (Q3 2017) | |
| | | Q4 2017 | • Dependant on legislative powers to repurpose existing Skills Committee <br>• Skills Committee to be re-purposed (Q4 2017) | |
| **More intensive executive joint working practices will be established during 2017/18, including the appointment of a Director of Skills Alignment.** <br>A Director of Skills Alignment will be appointed to lead on operational alignment to enable an integrated approach to skills provision. The post | Aileen McKechnie Dominic Munro | Q3 2017 | • SFC & SDS are currently working toward this, supported by SG <br>• Memorandum of Understanding (MoU), between SDS and SFC, will be delivered to explore effective mechanics to ensure optimal skills planning alignment through utilisation of the 5 step model. (Q3 2017) | |
| | | Q4 2017 | • SFC & SDS are currently working toward this, supported by SG <br>• Develop the Skills Function Deliverables of each stage of the 5 stage model to ensure robust thinking and coherent processes (Q4 2017) | |

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| 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. | | | | |
| **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<br>• 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.**<br>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 | |
| **The use of information on labour market demand and providers' capacity across both organisations will be enhanced, starting in 2018/19.**<br>To better and more clearly inform OAs and SDS contracting processes. This will be enhanced through a programme of | Aileen McKechnie Dominic Munro | 2018/2019 | • Requires input from new analytical unit | |

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| on-going improvement from 2018/19. Key elements of this will be:<br>• refinement of the labour market intelligence which underpins RSAs and SiPs;<br>• development of provider capacity assessments; and significantly enhanced transparency on how demand and supplier data is used to inform decision making. | | | | |
| **Co-ordinate and align staff to seamlessly develop, support and manage skills provision planning, Outcome Agreements and SDS contracting from 2018/19.**<br>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.<br>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 | Aileen McKechnie<br>Dominic Munro | 2018/2019 | • Planning underway by SFC & SG, supported by SG | |
| **Establish Common Monitoring Criteria and align these with core KPIs by 2019/20.**<br>This work will also be informed by both the outputs of the Learner Journey | Aileen McKechnie<br>Dominic Munro | 2019/2020 | • On track, subject to above. | |

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| programme, the DYW programme and the performance metrics required by the new Strategic Board | | | | |
| **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 | | | | |
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| 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 |
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| Learner Journey | Aileen McKechnie | | • On Track<br>• 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.<br>• Options Appraisal completed by end August | |
| 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.<br>• Options include ensuring consistency of delivery; embedding CIAG into the curriculum; establishing quality standards.<br>• Options Appraisal completed by end August | |
| Improving the ease and equity with which young people can apply to | 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 | |

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| college – this will focus specifically on evaluating the benefits and costs of a common application process for colleges. | | | • with College Principals at a session with Colleges Scotland planned for September.<br>• Options Appraisal completed by end of September / early October<br>• To have developed proposals by end August | |
| 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 end of August. These are focusing on:<br>  o Ensuring learning offer enables all young people to progress in their learning, regardless of their abilities or intended destinations<br>  o Ensuring young people are fully supported in making key transitions in learning<br>  o Improving knowledge, understanding and parity of existing pathways<br>  o Ensuring that the design & delivery of the senior phase curriculum increases opportunity and choice<br>  o Use of data / measuring success across sectors to improve learner journeys<br>• To have developed proposals by end August | |
| 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.<br>• 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.<br>• 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.<br>• 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 – Communications and Engagement Strategy**

# Enterprise and Skills Review - Implementation Board

# Communications and Engagement Strategy

## Introduction

A review of enterprise and skills support in Scotland was announced in May 2016 in order to further the ambition of Scotland being ranked amongst the top quartile of OECD nations for productivity, equality, sustainability and wellbeing.

The first phase of this review concluded in October 2016 with the publication of a report containing 10 improvement actions, including the creation of a Strategic Board to co-ordinate and align the activities of Scotland's enterprise and skills agencies.

The second phase of the review began in November 2016, and was taken forward through nine projects reflecting the initial recommendations. It concluded with the publication of one overall report and a series of feeder reports in June 2017 illustrating progress achieved during the review and next steps for the implementation phase.

This included the creation of an Implementation Board to lay the groundwork for the new Strategic Board, to be established by October 2017.

To support this work, a programme management office (PMO) was established during the second phase, with communications and engagement forming a key part of the support provided.

## Aim

This paper outlines a high-level strategy for providing comms support and co-ordination to the Implementation Board, strengthening relationships with agencies and other stakeholders, and effectively communicating the vision of the Review, its aims and the progress being made by the Implementation Board and across the projects towards achieving those aims.

## Communications objectives

- Maintain a clear picture of the range of audiences with an interest in the Review, ranging from SG colleagues and agency partners to stakeholders and wider audiences such as businesses and learners.
- Map out the key communications and engagement demands emerging from the Implementation Board and the projects, and develop a system that allows requests for information to be dealt with effectively.
- Develop a proactive approach towards communicating information about the Implementation Board and the Review, from the progress being made by individual projects to the benefits being delivered for stakeholders.
- Communicate effectively with stakeholders at appropriate points on the work of the Implementation Board to ensure understanding of how progress fits in to the broader aims of the Review.

## Scope

The scope of this strategy encompasses many of the different forms of communications and information requests which may be processed by the PMO. This includes but is not limited to:

- The production of meeting papers for Implementation Board meetings.
- Creating and managing the official record of Implementation Board meetings.
- Briefings for Ministerial meetings
- Reports
- Web content
- Parliamentary Questions
- Ministerial Correspondence
- Freedom of Information Requests

It also includes meetings and events which may be organised to co-ordinate the work of different projects and to ensure an effective two-way flow of information, both with internal and external stakeholders.

Responsibility for external communications surrounding the Review lies with SG comms, so particular emphasis is to be placed on this relationship to ensure effective partnership working and also clear lines of demarcation.

## Target audiences

Fulfilling the communications objectives first involves identifying all internal and external target groups and segmenting them appropriately. This will include, but is not restricted to:

- Implementation Board members and their colleagues.
- Senior SG leaders and members working across all projects + wider business areas with an interest in the Review.
- Key contacts at each of the agencies.
- Employers and employer bodies, i.e. Chambers, FSB, IoD, SCDI, etc.
- Key contacts at local authorities + CoSLA, SLAED, SOLACE etc.
- Trade unions + STUC
- Colleges and Universities + CDN, Colleges Scotland, Universities Scotland, etc.
- Education Scotland, SCQF, SQA, learners and learner bodies, e.g. NUS.
- Other interest groups and stakeholders who replied to the Phase 1 consultation or were involved in Phase 2 Projects.

## Key Messages

All communications and engagement should be founded on a series of key messages that reflect and expand on the work of the Implementation Board and the overall aims of the Review.

Key messages to be employed will vary depending on the audience, and will evolve over time as the implementation phase progresses and also as risks and issues emerge, however all such messages require a clear link to the central vision of the Review.

- The Enterprise and Skills Review shows how we can drive a step change in the performance of our economy, and deliver strong, vibrant and inclusive growth at scale.
- The new Strategic Board will co-ordinate and align the activities of Scotland's enterprise and skills agencies, improving their collective impact and effectiveness in transforming productivity.
- The new South of Scotland enterprise agency will be driven by the challenges and opportunities of the area. With a clear focus on place, it will take forward activities to drive economic growth, support resilient communities and capitalise on people and resources.
- The Review will lead to a more coherent, collaborative and streamlined system of business support, including development of a single digital access point.

- Innovation will be boosted through a range of measures including the piloting of a £500,000 College Innovation Fund to support Scotland's colleges to work with businesses on innovation activity.
- A range of other new actions include harnessing more international opportunities through better co-ordinating activity, improved planning and co-ordination between our skills agencies, and an enhanced learner journey for those aged between 15 and 24.

## Strategy

- **Stakeholder mapping.** Maintain a directory of key internal and external contacts, building on existing resources, that allows for communications to be targeted at the right audiences and for information requests to be dealt with efficiently.
- **Relationship building.** Engage with key contacts, including internal contacts and those at agencies and stakeholders, to identify needs, key issues, and the support required to ensure effective communication.
- **Develop a core script.** Share a short narrative with Implementation Board members and their colleagues that communicates the aims of the board, progress achieved and how this fits into the overall vision of the Review.
- **Maintain a briefing bank.** Central to dealing efficiently with information requests is developing a shared resource of information that is regularly updated and which reflects the requests received by the PMO.
- **Develop digital content.** The Enterprise and Skills Review and the Implementation Board each have their own web pages. Maintaining these pages with the latest information not only aids transparency, but helps ensure a consistent narrative and can reduce the volume of information requests.
- **Utilise a mix of comms platforms.** The mix of stakeholders will necessitate a variety of communications platforms being employed in order to maximise effectiveness. This will range from e-mails, sharepoint and Saltire for internal contacts to options such as e-mail marketing platforms for external stakeholders. This mix is likely to develop further over time.
- **Plan out and execute comms schedule.** Utilise this mix of platforms to develop regular comms that keeps all stakeholders appraised of review progress and allows for effective communication in both directions.
- **Maintain reactive lines.** In addition to key messages, use identified risks and issues to maintain agreed reactive lines that can be used quickly when dealing with information requests, particularly PQs, MACCs cases and media enquiries.

## Timescale

- 28 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
- 31 July 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

- o Consider proposals and establish early priorities for development of the Analytical Unit, including options for resourcing
  - o Collate views on governance supporting the SB
  - o Governance options for interim SOSEA
  - o Scope broad principles for an operational framework between agencies
- 30 August 2017
  - o Agreement on cross-cutting priorities
  - o Consider a first draft Strategic Plan
  - o Consider a first draft of Performance Framework
  - o Outline of governance supporting the SB approved
  - o Confirm SB Chair & membership
  - o Consider a proposition re interim SOSEA
  - o Consider a draft for an operational framework between agencies
- 28 September 2017
  - o Agreement on cross-cutting priorities
  - o Consider a first draft Strategic Plan
  - o Consider a first draft of Performance Framework
  - o Outline of governance supporting the SB approved
  - o Confirm SB Chair & membership
  - o Consider a proposition re interim SOSEA
  - o Consider a draft for an operational framework between agencies
- October 2017
  - o Strategic Board meets for first time

## Resource

The main resource in executing this strategy is the members of the PMO.

Budget may be required in order to develop certain communications channels, for example an e-mail marketing platform, or designing and producing printed materials.

## Approvals

This plan will be presented to the Implementation Board for comment on Monday 31 July for comment. A revised strategy will be developed for endorsement at the subsequent meeting on 30 August.

## Measurement and Review

Ongoing feedback from the wide range of stakeholders will be central to reviewing the extent to which the communications and engagement strategy is fulfilling its aims, along with how outputs from the Review, including the work of the Implementation Board, are received by wider audiences, including media.

This will inform how the strategy and the tactics contained within it are refined in an ongoing process.

Recording the volume and range of information requests being handled by the PMO, along with timeframes, will also be important  in establishing whether the strategy is fulfilling the communications objectives or whether different approaches should be adopted.

The following measures may be used in this respect:

- Gauging of reaction through feedback from stakeholders.
- Volume and tone of coverage in external media.
- Measurement of use of web content and social media (e.g. page impressions, reach and engagements).
- The volume of information requests received and processed by the PMO.
- The quality and speed of response to information requests received by the PMO.

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# Enterprise and Skills Review - Implementation Board

# Core Script

Since it was first announced in 2016, the core aim of the Enterprise and Skills Review has been to deliver a step-change in the support delivered by Scotland's public agencies.

Focusing on Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland and the Scottish Funding Council, the Review aims to contribute towards the ambition of Scotland ranking amongst the top quartile of OECD countries in terms of productivity, equality, wellbeing and sustainability.

With the Phase 1 Report having contained 10 recommendations aimed at developing a simpler, more flexible and cost-effective system of national and local support, Phase 2 saw those recommendations being taken forward across nine projects, with the Phase 2 Report and associated feeder reports being published in June 2017.

Key actions included the creation of a new Strategic Board to align and co-ordinate the activities of Scotland's enterprise and skills agencies. Building on the recommendations of Professor Lorne Crerar's Report, Proposals on Governance and the Creation of a Strategic Board, the Strategic Board will be formed in October 2017 with a remit to drive greater collaboration, innovation and strategic purpose, enhancing the system so it can deliver more than the sum of its parts.

To lay the groundwork for the Strategic Board, an Implementation Board has been formed with Professor Crerar as Chair, featuring a broad range of figures from across the agencies, business, academia and trade unions.

The Implementation Board will look to develop an outline for the Strategic Plan and performance framework; establish the cross-cutting priorities for the Strategic Board and, where helpful, establish the Strategic Committees to deliver these priorities.

It will set out the structure, accountability and reporting arrangements for the governance supporting the Strategic Board and it will oversee the delivery of the wider Enterprise and Skills Review and the actions that have emerged from Phase 2.

That includes the commitment to create a new enterprise agency for the South of Scotland. Driven by the challenges and opportunities of the area and with a clear focus on place, it will take forward activities to boost economic growth, support resilient communities and capitalise on people and resources.

The Review will also lead to a more coherent, collaborative and streamlined system of business support, including development of a single digital access point, and innovation will be boosted through a range of measures including the piloting of a £500,000 College Innovation Fund to support Scotland's colleges to work with businesses on innovation activity.

A range new actions will harness more international opportunities through better co-ordinating activity, there will be improved planning and co-ordination between our skills agencies, and an enhanced learner journey for those aged between 15 and 24.