

Community Planning Report

Prepared for Argyll and Bute Community Planning
Partnership



December 2009

Scottish Enterprise's Contribution to Economic Development

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1. Report Summary

- 1.1 This Report provides information on Scottish Enterprise's activities impacting the Argyll and Bute Local Authority area. As a single National organisation, SE delivers projects and services at national, regional and local level.
- 1.2 Downturn activity is also discussed as well as our partnership activity.

2. Scottish Enterprise's Role & Remit

- 2.1 SE is Scotland's main economic, enterprise, innovation and investment agency¹. Following the 2007 review of the Enterprise Networks, SE has a particularly focussed remit and we deliver dedicated support services locally, nationally and internationally.
- 2.2 Responsibility for local delivery of Business Gateway services was transferred to the Local Authorities and the newly formed Skills agency Skills Development Scotland saw the merging of Learndirect Scotland, Careers Scotland and the training and skills function previously held by SE.
- 2.3 SE's streamlined remit is to work with Partners to support growth amongst Scotland's most ambitious companies, and to help improve the business environment they operate in.

3. Key and Growth Sectors

- 3.1 Scotland has a group of ambitious industry sectors with unique global strengths and competitive advantage. In the delivery of our services to businesses, we focus on identifying and responding to the needs of these key sectors as outlined in the Government Economic Strategy.
- 3.2 The key sectors are:
 - Life Sciences
 - Energy
 - Digital Markets & Enabling Technologies
 - Financial & Business Services
 - Food & Drink
 - Tourism
- 3.3 Industry Demand Statements (IDS) are currently being produced in collaboration with each of the key sectors to provide direction on how SE should most effectively intervene and invest to maximise our contribution to the successful development of these industries.

¹ <http://www.scottish-enterprise.com/>

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- 3.4 The Industry Demand Statements aim to provide an accessible introduction and overview of industry direction for Scottish Enterprise, setting out:
- The Industry Context
 - The strategic goals for the industry in Scotland
 - SE's focus and objectives in contributing to the strategy
 - The outcomes SE is looking to achieve
 - The intervention areas which will help us meet these objectives
 - Any change in emphasis
 - The role of partners and stakeholders as successful delivery of activity depends on SE working effectively with other bodies in the public and private sector
- 3.5 If you would like more information on the Industry Demand Statements, please contact your Stakeholder & Partnership Manager.
- 3.6 We will also focus support across a range of growth sectors as they make a specific contribution to Scotland's economy, including:
- Chemical Sciences
 - Aerospace. Defence & Marine
 - Construction
 - Textiles
 - Forest Industries

4. Scottish Enterprise Business Plan Summary

4.1 Enterprise

We help our business customers address the challenges they are facing in the current economic climate and help them exploit new opportunities.

4.1.1 What we are delivering in 2009/10:

- Support a total of £300 - £600 million growth in turnover for companies we support
- Support 700 - 800 companies to improve their performance by operating more efficiently
- Support 17 - 25 high growth start up companies with the potential to reach a value of £5 million in three years
- Maintain Scotland's strong performance in attracting high value inward investment in a difficult global market; attracting at least 1,600 high value jobs
- Support 600 - 700 companies to access new international markets

4.2 Innovation

We encourage our business customers to think creatively about how they develop new products and processes, implement new ways of working and target new markets, as well as challenging existing business models.

4.2.1 What we are delivering in 2009/10:

- Support 700 - 800 companies to explore new ways of working through our range of innovation advice and support

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- Support companies to develop 200 - 300 new products, services or processes which will help them to diversify or grow
- Stimulate an additional £60 - £70 million of business investment in R&D activity

4.3 Investment

We invest in physical infrastructure projects which will enable the growth of Scotland's key sectors. We are increasing the availability of equity funding through our investment funds and leveraging more private sector investment in Scottish companies.

4.3.1 What we are delivering in 2009/10:

- Secure an additional £130 - £160 million for infrastructure projects from public and private sector partners as a result of our investment
- Generate £50 - £75 million private sector equity investment for Scottish companies through our investment products such as Scottish Co Investment Fund, Scottish Seed Fund and Scottish Venture Fund.

5. Scottish Enterprise activity in your area

- 5.1 SE delivers distinct projects spanning the Enterprise, Innovation and Investment themes across all the key growth sectors that are vital to Scotland's economy.

The majority of these projects will have a national, and certainly a regional impact across the West of Scotland. For the purposes of this report, we have also highlighted specific projects that have a direct impact on the Argyll and Bute local authority area.

5.2. Enterprise

- 5.2.1 Support for growing companies is at the heart of what SE does. One of the key ways in which we do this is through our account management process, by which we provide customised support to companies that are either important to the economy or have the best prospects for achieving growth. The charts below give an indication of the numbers and types of companies that we currently work with in this way, in the West of Scotland this equates to approx 875 companies.

- 5.2.2 Our work with Account Managed companies varies depending on the needs and objectives of the company itself. Part of the process of account management is the preparation of a development plan with the company, setting out the milestones and objectives to achieve growth. This plan contains actions for both the company and SE. Our support to companies is varied and includes advice, networking opportunities, market research, and acting as a gateway to other agencies and providers of specialist expertise. As can be seen, the support we provide is often not financial but where it is appropriate, and it is in line with the development plan, we can provide access to a product from one of our programmes, more details of these below.

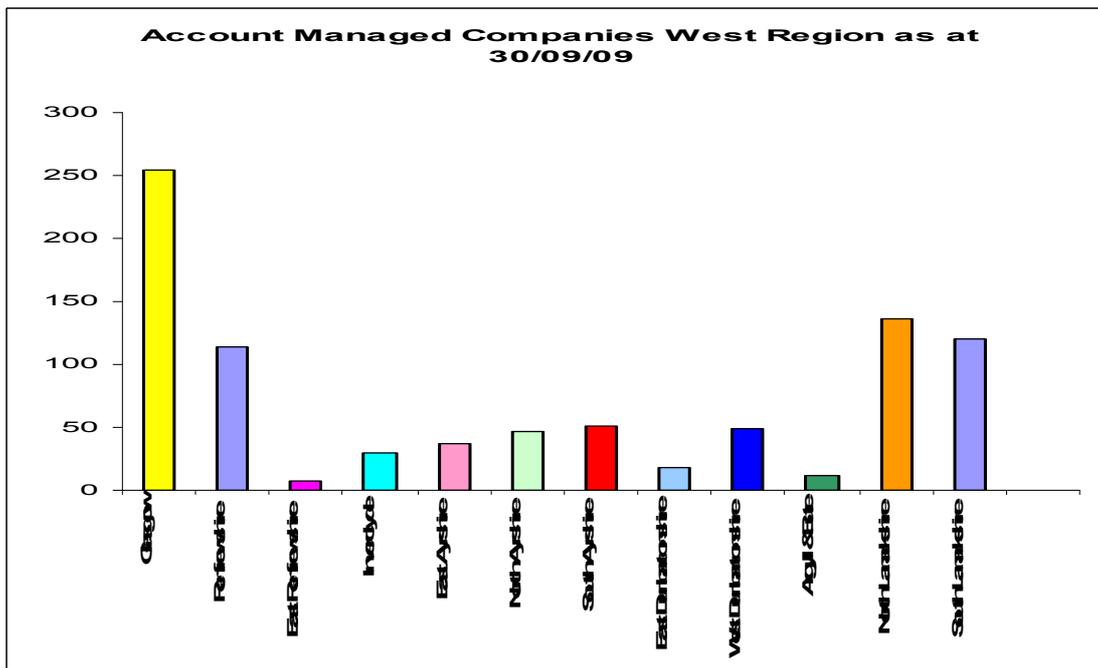
- 5.2.3 Our support for projects has to meet a number of criteria before they can be approved. These include an assessment of what our intervention is adding to the project. i.e. would the project happen without us, are we enabling the project to happen more quickly or on a larger scale, are we helping to retain the project in Scotland, and what level of other funding is our intervention bringing to the project. We also assess if our intervention would have any negative effects on the economy

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and, of course, we ensure that our intervention complies with European State Aid rules.

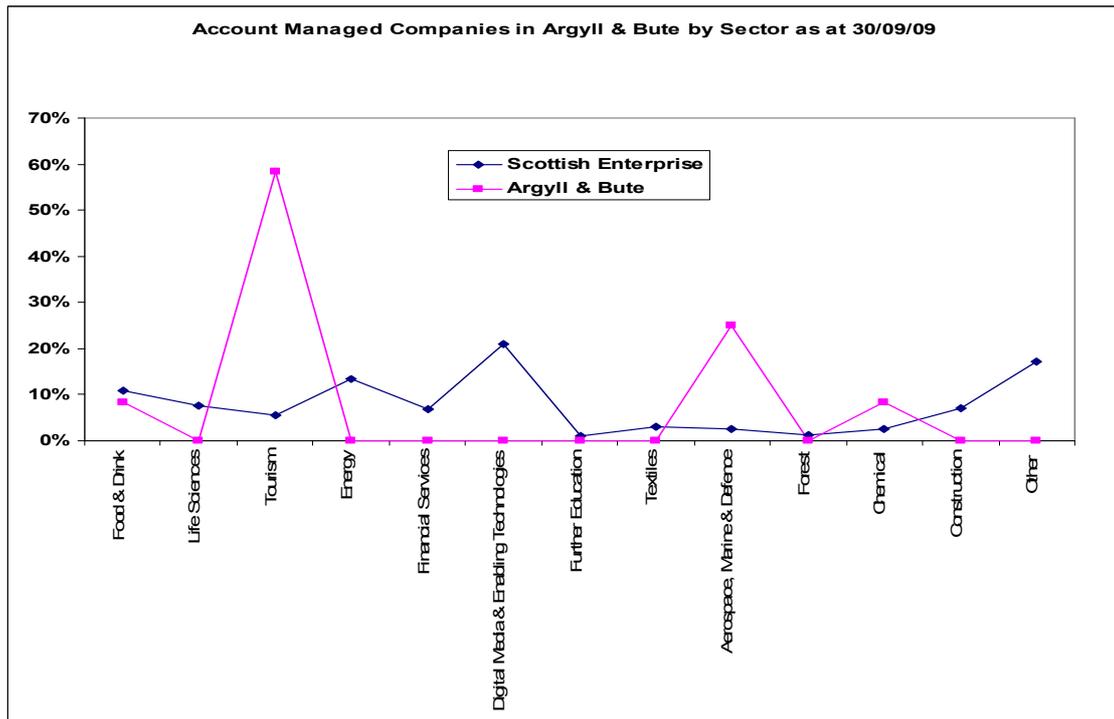
5.2.4 The portfolio of companies we work with in this way regularly changes as new companies come through the Growth Pipeline (largely by referral from our Business Gateway partners) onto our portfolio and other companies complete projects that we have worked with them on. The relationship with SE remains open and flexible according to the needs of the companies although on average we work with growth companies for about three years, and monitor their performance for three years beyond that.

5.2.5 **Numbers of Account Managed Companies, by Local Authority area, as at 30/09/09**



5.2.6 **Account Managed company SECTORS by Local Authority area, as at 30/09/09**

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- SE account manages 12 companies in Argyll & Bute and all of these companies are within the key and growth sectors.
- The companies that SE works with in the Argyll & Bute area are prevalent in the Tourism and Aerospace, Marine & Defence sectors.

5.2.7 Intervention Frameworks

5.2.8 Our services are grouped together in intervention frameworks, reflecting the key factors that help companies to achieve growth. We highlight below the framework areas and some examples of products delivered under that framework:

- **Innovation:** Product development, innovation in process and business models, and support for Information and Communication Technologies (ICT) and e-business.
 - Winning through Innovation - This is a seminar programme featuring a headline event, for up to 250 delegates, followed by a series of workshops to encourage greater innovation activities. The workshops are arranged in response to demand and focus on a particular area of innovation.
 - R&D Grant – This grant provides part funding to a company that is carrying out industrial research or experimental development which will increase capacity or capability in Scotland. The level of grant received depends on the overall project size.
- **Market Development:** Support for internationalisation, as well as sales and marketing development.
 - Overseas Market Support - This provides support from both Scottish Development International (SDI) and UK Trade and Investment (UKTI).

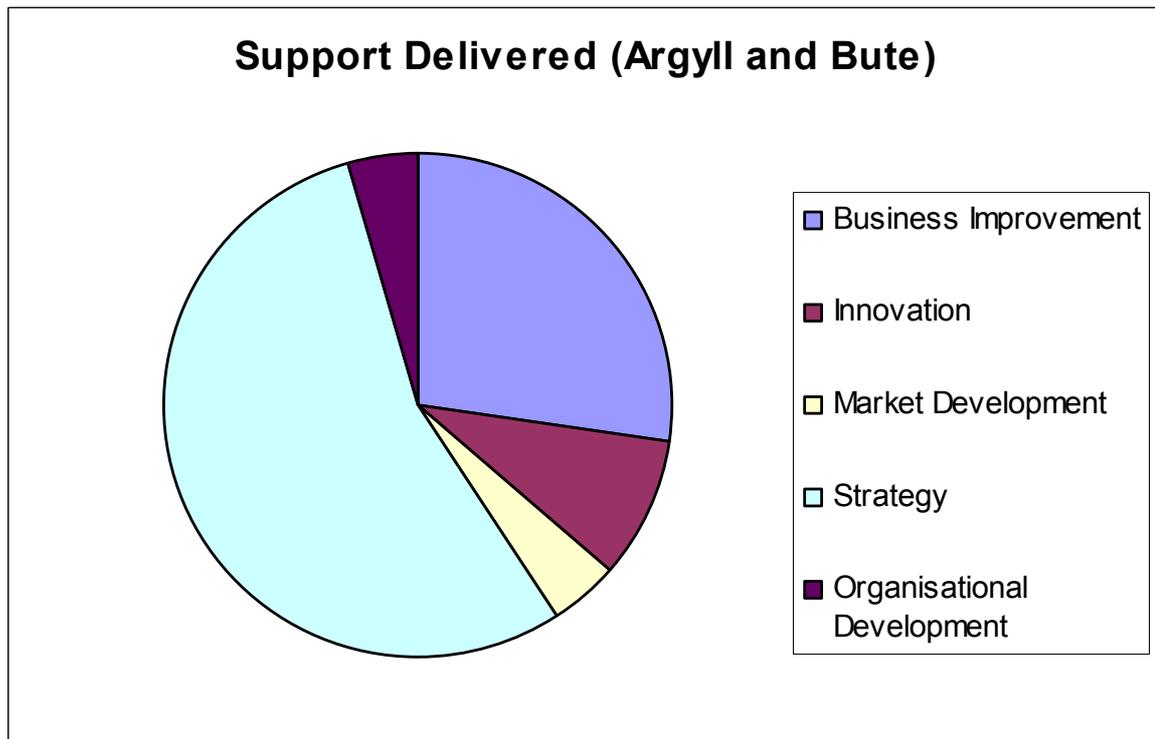
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The support provides companies with assistance to enter new markets develop business in existing markets and establish new international business relationships.

- **Strategy:** Support for strategic development.
 - Investor Readiness Support - This provides support to companies to prepare them to successfully raise new investment. It can assist with the preparation of business plans, financial projections, deal structuring and funding/legal arrangements.
 - Client Review – This is a thorough review of the company, carried out at the start of our engagement, and at key points thereafter. It identifies threats and opportunities which feed into the Development Plan.
- **Business Improvement:** Efficiency improvement and support for sustainability improvements.
 - Specialist Engagement (ICT) - This provides the company with specialist advice to assist them in developing and progressing Information and Communications Technology solutions to meet business needs.
 - Environmental Management Initiative – This consists of a mixture of training workshops and on-site specialist support to raise awareness of environmental issues and to produce an action plan. This action plan will aim to realise savings and improved performance for the company through environmental improvements.
- **Organisational Development:** Leadership development, HR development and IIP.
 - Workforce Development Seminar Programme - This is designed to provide knowledge and skills related to good people management practice. The programme consists of a series of workshops, each focused on a particular area. The programme of workshops attended by any particular company is tailored appropriately.

5.2.9 Products delivered by Local Authority Area

In the period 1 April 2009 to 30 September 2009 Scottish Enterprise delivered 22 products to 12 companies in the Argyll and Bute area. The proportionate breakdown of these products, by type, is shown below:



5.3 Innovation

5.3.1 There are a number of projects underway which will have a national impact across Scotland. Some of these projects are highlighted below;

- **The Advanced Forming Research Centre** – The AFRC is a major SE R&D infrastructure project in partnership with University of Strathclyde. A global centre of excellence focusing on forming & forging will be located in a new building at Inchinnan in Renfrewshire.
- **National Delivery of Food Forums in Scotland** - This project aims to develop a nationally coordinated network of industry led regional Food Forums throughout Scotland. Each will be open to companies and organisations associated with the food & drink sector in the region and will aim to stimulate company growth.
- **The Tourism Management Development Programme and 'Listening to our Visitors' Project** – Conferences, seminars and workshops aimed at improving leadership skills in the Tourism industry and activities used to stimulate more effective collation and use of visitor feedback aiming to drive innovation and development across the industry.
- **TMRC (Translational Medicine Research Collaboration)** - TMRI is the delivery vehicle for Scotland's Translational Medicine Research Collaboration, established

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to capitalise on Scotland's strengths in Translational Medicine. A participation grant funded by SE will facilitate successful completion of the collaboration.

5.3.2 In addition, the West of Scotland as a key economic hub also hosts a number of projects which although available and delivered nationally, have a particular impact across the West region. Some of these are highlighted below;

- **The Construction Skills Action Plan** – A cluster of major projects developing skills within the construction sector including; delivering of training in specialist and professional skills, development of e-learning packages and business competitiveness training and development.
- **Destination Glasgow Projects** – One of Scotland's key destinations, the promotion of Glasgow as a tourism proposition has a critical role to play in the continued promotion and development of the Scottish economy. A suite of projects spanning many of the City and surrounding areas' strongest tourism propositions includes; the Rennie Mackintosh Legacy project, support for key tourism events such as the Annual Piping Competition and the recent MOBO Awards, Clyde Tourism activity and industry skills and leadership development programmes.
- **Pacific Quay** – The Digital Media Quarter – A range of projects continue to unfold the strategic plans to market this facility both domestically and internationally. A new phase marketing plan is in place and a Growth Programme seeks to support companies moving into the facility with high potential for growth. Additionally, the Universities of Glasgow and Paisley and Glasgow School of Art will together form an R&D and knowledge transfer centre aiming to improve innovation in the industry.
- **Life Sciences Development – NEXXUS** – The Nexxus project was established to promote and support research excellence, innovation and knowledge transfer within the life science community in the West of Scotland. The current phase includes broadening and strengthening connections and widening co-operation across Scotland.
- **SIGMA (Scottish Innovation in Global Markets)** - The SIGMA project has been designed by Glasgow University to increase engagement by Scottish companies in innovation, product development and new supply chains. The funding partners are the ERDF, SEEKIT, Glasgow University and SE.

These highlights provide a flavour of the variety of project activity taking place across the West of Scotland in which SE is playing a leading or a key Partnership role.

In addition to many of the national and regional projects being based in, or having a direct impact on the wider region, the following project has a specific impact on the Argyll & Bute area;

- **The Sail Clyde Industry Group Support Project** – Argyll & Bute, like numerous areas connected to the Clyde, will benefit from this project which is an initiative developed to support the marine leisure industry and to provide improved facilities for sailing in the Clyde Estuary. The initiative aims to double the number of yachts and motor cruises on the Clyde in the next decade.

5.4 Investment

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SE invests in physical infrastructure to support the development of the key sectors. We concentrate on projects of regional or national significance, with local regeneration now the remit of local authorities. We do continue to manage some legacy projects, under a settlement with COSLA, in local regeneration.

Projects of regional or national significance in the West region are as follows:

- **City Science, Glasgow** - Strategic business location for key industries, particularly engineering/science, in association with Strathclyde University.
- **West of Scotland Science Park** - Strategic business location for life sciences companies in association with Glasgow University.
- **Power Networks Demonstrator (Energy)** – To be sited at Cumbernauld, in partnership with Strathclyde University and private sector. This will explore the opportunities for power supply into the grid etc.
- **Loch Lomond Shores, Balloch** – Key tourist location. Future strategic direction being considered with public and private sector partners.
- **SECC** - One of Scotland's key tourism projects. SE will contribute to the construction of a new 12,500 seat National Arena at the SECC as part of the preparation for the Commonwealth Games.
- **Clyde Waterfront Partnership** - Supporting development along the river through a partnership between SE, the Scottish Government and Glasgow, Renfrewshire and West Dunbartonshire Councils.
- **Urban Regeneration Companies (URCs)**
 - **Clyde Gateway** – leads on development in the East End of Glasgow and Shawfield/Rutherglen in South Lanarkshire
 - **Riverside Inverclyde** - leads on development in Greenock, Port Glasgow mainly – some new activity in Gourrock
 - **Irvine Bay** - leads on development in Irvine, Ardrossan, Saltcoats and Kilwinning
 - **Clydebank Rebuilt** - leads on development in Clydebank
- **Ravenscraig** - major regeneration project. A Joint Venture involving the public and private sector. Discussions are ongoing between the Joint Venture partners, North Lanarkshire Council and Government on the best way forward for this project and on possible public sector investment.

6. Purposeful Partnerships

6.1 SE is a statutory partner in the Community Planning process. Our contribution to Community Planning and the Single Outcome Agreement is best set out by Dr Andrew Goudie, Chief Economic Advisor to the Scottish Government and Chair of the Concordat Oversight Group, in his letter to statutory partners on the subject of SOA Governance and Accountability:

“In relation to the Enterprise Agencies, whilst they remain statutory Community Planning partners their remit has changed. They no longer have responsibility for a number of functions that are of importance to local economic development (i.e. skills, Business Gateway and, in the case of Scottish Enterprise, local regeneration). These

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*are now the responsibility of Local Government or Skills Development Scotland. While the work of Scottish Enterprise in particular is now more firmly focused on the achievement of national outcomes, the Enterprise Agencies continue to have an important and beneficial role to play within SOAs. This role includes working with local partners to establish economic challenges and opportunities, to contribute to articulating realistic and stretching economic outcomes and, where national and local outcomes are complimentary, to contribute to the delivery of local outcomes.*²

- 6.2 We also work in partnership with Local Authority Economic Development Departments, Scottish Government, universities, colleges and other public sector bodies, such as VisitScotland, Highlands and Islands Enterprise and Skills Development Scotland, to achieve our over-arching goals and to maximise our contribution to the Scottish Government's Economic Strategy.
- 6.3 SE also has a number of partnerships with business organisations such as local economic forums, the Industry Advisory Boards, Chambers of Commerce and the Federation of Small Businesses.
- 6.4 SE now has Regional Advisory Boards, composed of individuals from the private sector, further and higher education and representation from local authorities. The Boards provide strategic advice and policy input to each of SE's operational regions.
- 6.5 A close working partnership continues with the Business Gateway, with elements of the national delivery functions presently managed within SE. This is due to gradually transfer out of SE in the coming year and is currently under discussion with COSLA.
- 6.6 SE are a key member of the Strategic Forum, chaired by the Cabinet Secretary for Finance and Sustainable Growth and as an agency we are aligning our services in order to play a key part in delivering on the Government's Economic Recovery Programme.

7. Economic Review

7.1 Following the restructure in April 2008 Scottish Enterprise commissioned economic reviews for each region in order to provide a coherent, easily accessible analysis of recent economic trends and establish a performance baseline. The data used in this review was from the period 1999-2007, where information was available. As the data pre-dates the current economic downturn the figures do not reflect current performance but indicate underlying trends and some observations regarding structural features of the economy that remain sound. The data also provides a baseline of performance against the GES targets that can be monitored and commented on over time.

7.2 The West of Scotland region encompasses the local authority areas of Argyll and Bute (Helensburgh and Lomond region), East Ayrshire, East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Ayrshire, North Lanarkshire, Renfrewshire, South Ayrshire, South Lanarkshire and West Dunbartonshire.

7.3 The review looked at a wide array of statistical information, in particular that data that pertained to the purpose targets set out in the Government Economic Strategy (GES). We highlight here some of the most headline findings.

² "Single Outcome Agreements 2009 Governance and Accountability for SOAs", Dr Andrew Goudie, 5 February 2009.

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7.4 The GES sets out a target of matching the UK economic growth rate by 2011. Between 1996 and 2006 the West region lagged behind both the Scottish average and UK average growth rate (2.5% vs. 2.8% and 3.2% respectively). Argyll and Bute performed above the national average.

7.5 The West region makes a major contribution to the Scottish Economy, making up 41% of Scotland's total GVA in 2006, and job growth across the 1999 to 2007 period increased by 10%, in line with the Scottish average of 11%.

7.6 On productivity the GES target is for Scotland to rank in the top quartile against key OECD trading partners by 2017. In 2006 the West region lagged behind the Scottish average in GVA by employee, by £34,900 to £35,200. Argyll and Bute performed at less than 90% of the national average in this area.

7.7 The GES has a number of purpose targets relating to the labour market. However, for the sake of brevity we highlight only one here – to maintain current position in the UK and close the gap with the top five OECD economies by 2017. The West employment rate in 2007 lay below the Scottish and UK averages (73% vs. 76% and 75% respectively). Argyll and Bute has one of the best employment rates out of all local authority areas (ranked 8 out of 32) at 80.3%.

7.8 The target in the GES on carbon emissions is to reduce CO² emissions by 2011 and reduce by 80% by 2050. There are no standard measures for emissions at the sub-national level but some data is available. The West region accounts for approximately a third of the carbon emissions in Scotland but it has the lowest emissions per capita of any region and is lower than both the Scottish and UK averages (6.9 tonnes vs. 8.5 tonnes and 8.8 tonnes respectively).

7.9 Sectors of particular importance to the West region economy are financial services, food and drink, life sciences, creative industries, tourism, construction, and aerospace, defence and marine.

7.10 There is a fast growing level of employment in life sciences (+18%), the creative industries (+45%) and tourism (+24%) in the 1999 to 2007 period in the West region. Life sciences and the creative industries remain below the Scottish average.

7.11 Life sciences remains a small (1.5% of Scottish output in 2006) but significant sector, with productivity levels above the average for all industries.

7.12 Tourism has a strong presence in the West region, with 9% of all employment, but has among the lowest level of productivity of all sectors, partly as a result of the significance of part-time working in the industry.

8. Scottish Enterprise's Response to the Downturn

8.1 Scottish Enterprise recognises that this a challenging time in terms of the current economic climate for our customers and we have proactively responded to these challenges by:

- Understanding the challenges facing individual companies
- Offering reassurance and practical advice on coping with the day to day challenges of the current situation
- Assisting companies to looking forward and identify opportunities for the future
- Offering tailored solutions

8.2 Scottish Enterprise regularly and actively seeks feedback from our account managed businesses on the impacts of the downturn. This enables us to better understand

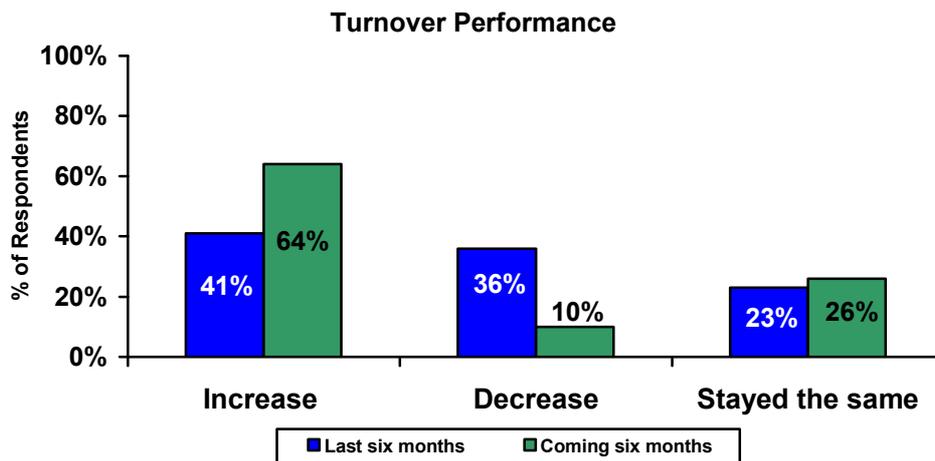
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how the economic downturn is affecting companies we work with, what their investment intentions are and access to finance issues.

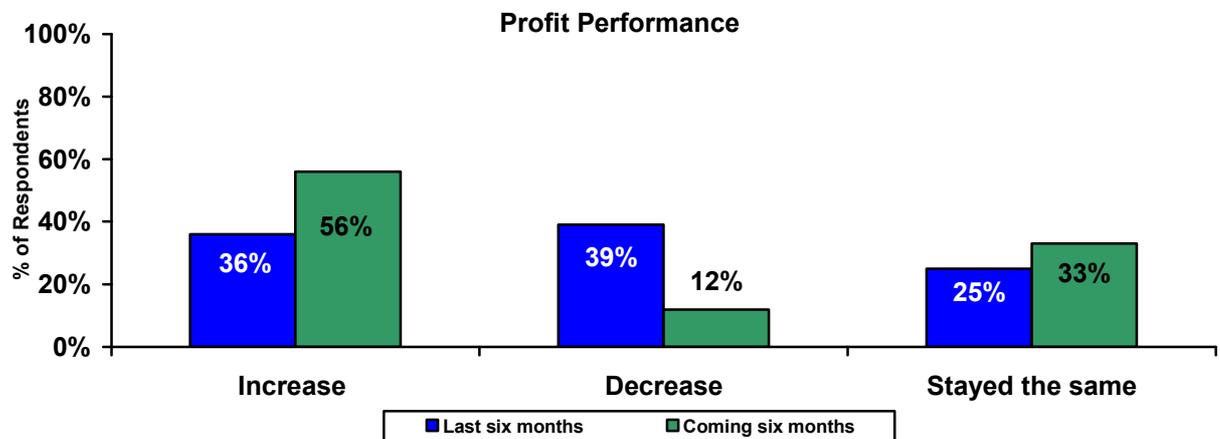
8.3 It should be noted that since these companies have been selected on their potential for growth, they are not representative of Scottish business community as a whole however; the views expressed by our clients allow us to adapt and provide products and services that will help Scotland's most ambitious companies to survive, thrive and plan for the upturn.

8.4 In total, we have now collected feedback from just over 600 businesses for the June to August period. The headline findings are:

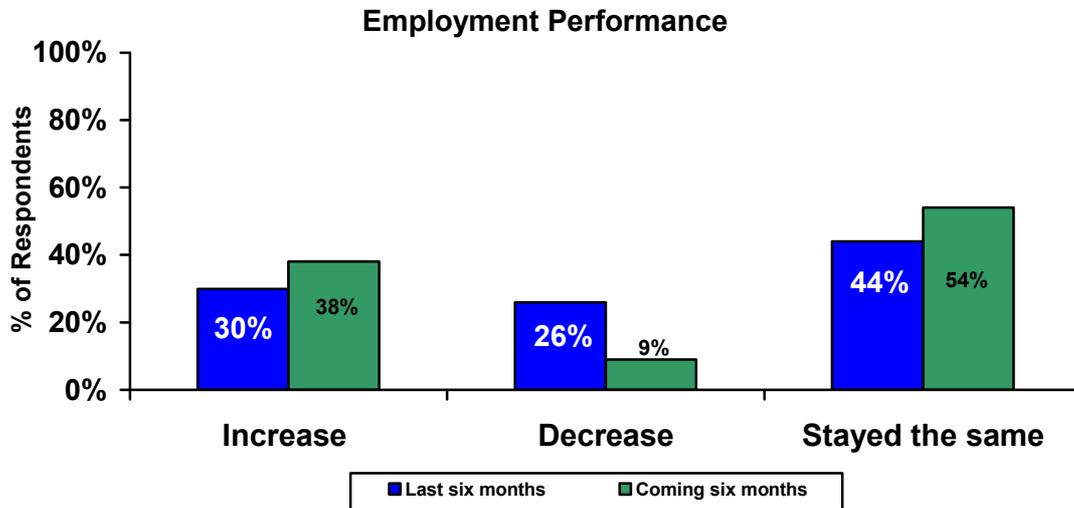
8.5 **Turnover:** Firms appear to have a relatively optimistic view of their prospects for the future, with the majority (64%) forecasting turnover to increase over the next six months.



8.6 **Profit:** A lower proportion (56%) are expecting profits to rise, suggesting continued pressure to profit margins.



8.7 **Employment:** Also, a lower proportion (38%) are expecting to increase employment in the coming six months, suggesting firms will look to longer working hours or perhaps the use of agency workers, rather than recruitment to increase output.



8.8 Other main findings from our recent client surveys are:

- Companies appear to be taking advantage of export opportunities with just over half of respondents forecasting a growth in overseas sales
- Many firms (83%) are still committed to future investment in business growth. However, a small proportion (13%) of firms are still delaying or reducing investment intentions
- Access to funding still remains an issue, with 34% of respondents unable to raise the require amount of funding

8.9 Our Responses

SE has undertaken to ensure that our products and services are suitably varied and flexible in order to best help our customers through the downturn. Some examples of services – in addition to our normal provision – are below.

8.10 Business reviews: with the onset of recession, SE undertook dedicated Business Reviews with every one of the companies with which we have an 'account managed' relationship with to help them identify and exploit new opportunities. In particular, SE is providing additional support to assist companies to innovate and undertake R&D, as those who invest at this time in an economic cycle are more likely to be successful when the economy moves out of it.

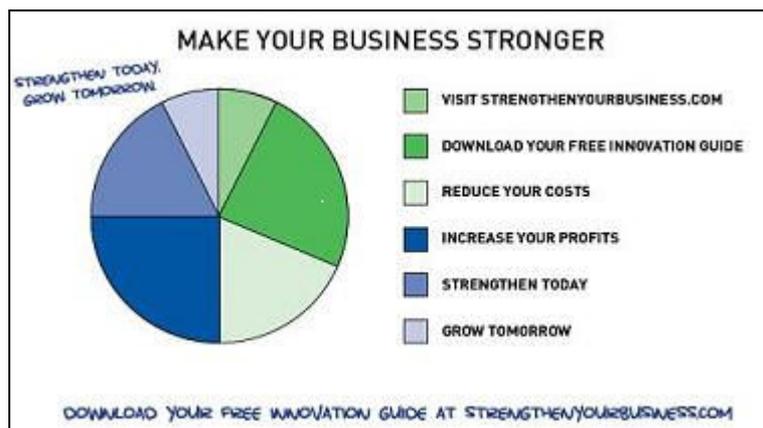
8.11 Access to Finance: Additional resources have been allocated to meet increased demand for finance and there may well be further demands going forward.

8.12 Scottish Manufacturing Advisory Service (SMAS): We have made provision to double the number of projects that SMAS can support. This helps manufacturing firms

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eliminate waste from their processes, increase the quality of products and produce goods in a more cost effective manner, ultimately helping them to become more competitive.

- 8.13 Infrastructure Projects: The Scottish Government has provided accelerated funding this year which is allowing us to bring forward investment in key infrastructure projects including for example, the SECC Arena.
- 8.14 Support to Exporters: Scottish Development International has increased the level of service available to firms wishing to export by increasing the eligibility for support to a further 2-3000 business. It has also instituted flexibility in payments allowing them to “sell now, pay later” for participation at major trade shows where SDI has taken exhibition space.
- 8.15 New European powers: SE is exploring how to utilise new European powers that range from the support to high growth “young innovative enterprises” through to possible relaxation of state aid regulations. There may be demands for additional resources to deliver these new powers
- 8.16 Wider support to Firms: SE undertook a major marketing and communications campaign entitled “Now’s the Time to Ask” which invited all companies to contact us on areas where they would require assistance to help them to grow. Every question submitted will be answered with practical information on how to tackle the issue including business guides, information and advice from Scottish Enterprise and Scottish Development International, or partner organisations like Business Gateway.
- 8.17 Our current campaign, ‘Strengthen Your Business’ has literally just launched and focuses on encouraging businesses to look at ways to engage with public sector help, particularly in the area of seeking assistance with innovative ideas and development.



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Appendix 1

The table below summarises SE’s contribution to the National Outcomes, our main contributions will be to National Outcomes 1, 2 and 3 as they are a natural fit with our own direct objectives, as stated in the SE Business Plan. However we will also contribute to National Outcomes 10, 11, 14 and 15 as a public sector agency with responsibilities to deliver of all our activities within the wider business and stakeholder community.

National Outcome	Description	SE Contribution
1.	We live in a Scotland that is the most attractive place for doing business in Europe.	SE’s contribution to delivering the best possible business environment will focus on increasing access to investment finance and high quality business infrastructure. This will, in particular focus on the key sectors identified in Section 6 of this Report.
2.	We realise our full economic potential with more and better employment opportunities for our people.	SE’s contribution to this outcome will focus on working with businesses to help them grow and attract new investment to Scotland. We will continue to concentrate our services on those businesses where we can maximise our impact. Whilst we will support such growth businesses that can achieve scale from all sectors we would expect a high percentage among the key growth sectors.
3.	We are better educated, more skilled and more successful, renowned for our research and innovation.	SE’s contribution will focus on improving Scotland’s performance on innovation, concentrating on: increasing the commercial exploitation of Scotland’s major strengths in science and research and stimulating innovation in the key industries and in growth companies beyond the traditional technology focus.
10.	We live in well-designed, sustainable places where we are able to access the amenities and services we need.	SE will contribute to delivery of this outcome through its business infrastructure and Regeneration role, as outlined under National Outcome 1.
11.	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.	SE will contribute to delivery of this outcome, primarily through our role in increasing sustainable economic growth. Specific contributions include our partnership role in Urban Regeneration Companies and supporting economic diversification in rural areas. SE will also contribute through continued support for the third sector – both supporting individual social enterprises through our business support services and working with partners to ensure an integrated approach to delivery of the Scottish

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		Government's Third Sector Action Plan.
14.	We reduce the local and global environmental impact of our consumption and production.	Scottish Enterprise's role is to contribute to the objectives of the Government Economic Strategy for sustainable economic growth; that is a dynamic and growing economy, while ensuring that future generations can enjoy a better quality of life too. The Government's targets are to reduce carbon emissions over the period to 2011, and by 80% by 2050.
15.	Our public services are high quality, continually improving, efficient and responsive to local people's needs.	<ul style="list-style-type: none"> • SE has simplified its governance and management structures and created a more flexible workforce. We have also increased the proportion of staff who are customer facing. These changes are designed to deliver more integrated services and a consistent high quality service to our customers. SE will continue to look at improving our operations and vigorously pursue the scope for shared services with other public sector agencies. • Additionally, in relation to the efficient government agenda is the premise that public sector partners should, where possible, share training to ensure the best value is achieved from these investments. • SE has made an offer to our Local Authority partners to start discussions on areas where training and development materials could potentially be shared and will make efforts to ensure that an open dialogue with Local Authorities and the wider Community Planning partnership continues. • SE will ensure that each Community Plan is distilled and disseminated amongst its entire operational staff to encourage and grow understanding of the wider aims of partnership working through the community planning process.