

STRATEGIC ENGINEERING INSPIRING  
INCLUSIVE GLOBAL  
INFORMED CONNECT  
MANUFACTURING  
LEADERSHIP INTERNATIONAL  
FOCUS  
THINKING ENTERPRISE  
ENERGY INTERNATIONAL  
TOURISM  
DELIVER DEBATE LEADING  
INSPIRING INNOVATION  
GLOBAL SKILLS ENGAGE  
CONNECTING  
SCOTLAND  
CREATIVE INFLUENCING  
GROWTH  
YOUTH  
SUCCESSIONS  
EVENTS  
SCOTLAND

SCDI

Scottish Council for  
Development and Industry

Annual review 2011-12

## Our mission

**The Scottish Council for Development and Industry (SCDI) is an independent and inclusive economic development network which seeks to influence and inspire Government and key stakeholders with our ambitious vision to create sustainable economic growth for Scotland.**

## Our values

- Forward thinking
- Influential
- Inclusive
- Quality
- Integrity
- Financially responsible

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## FROM THE CHAIR

# Proud to have headed a unique organisation

**As my final year as Chair of SCDI comes to a conclusion, I have been heartened by the high level of support SCDI receives from members across all sectors of civic Scotland.**

The last three years have been exceptionally challenging for many businesses and organisations, facing fragile domestic demand, constraints on spending, concerns over the eurozone and the challenges of creating sustainable employment.

At such times the need is greater than ever for shared insights and collective strategies to overcome the challenges. This is when SCDI comes to the fore, playing a unique role in assembling the collective strengths of our diverse membership in a leadership dialogue.

Our annual Forum excels in analysing and identifying the future opportunities for Scotland. The theme of *SMART Scotland* addressed the innovative and creative solutions available to us. A highlight for many was the global scene-setting by Prof Stephane Garelli, Director of the World Competitiveness Centre, whose masterful perspectives inspired the conference delegates to raise their innovative thinking.

SCDI recognises that Scotland's

potential is maximised when we raise the bar in achieving our global ambitions. Scotland has many examples of successful businesses on the international stage, and we celebrate their achievements at our International Awards. During the three years of my chairmanship we have brought three exemplars of Global Leadership – Mayor Rudy Giuliani; Kofi Annan, former UN Secretary-General; and Madeleine Albright, former US Secretary of State – to Scotland to share their insights with us.

Just as we learn from the experience of others, there is an obligation to bring the younger generation into the debate about Scotland's future. The challenges facing young people in embarking on meaningful and sustainable careers are higher than for many years. I am pleased that SCDI has been proactive in giving them a voice, and our GenY programme at last year's Forum was the start of a significant undertaking for SCDI in ensuring young talent is embedded in Scotland's future economic thinking.

I am certain SCDI will continue to play a vital role in informed, impartial and evidence-led policy discussion. This is at the heart of



SCDI's ethos, and our contributions remain relevant, well researched and highly respected.

With this in mind, I am delighted that Lady Susan Rice has become the first woman to hold the office of SCDI President. I am certain that she will contribute greatly to the calibre of our ideas and ambitions for the future.

We were also saddened to learn of the death aged 98 this year of William Robertson CBE, former Chief Executive (1956-1979), who was an inspirational leader for SCDI and Scotland.

Finally, may I take this opportunity to thank my fellow Board members, those who serve on our Executive and Regional Committees, members across Scotland, the Chief Executive and the SCDI team, for their invaluable support during my term of office. I wish SCDI every success for the future.

Robert Armour OBE

## SCDI Fellows

### Graeme C Archibald

Peter E G Balfour CBE

### Prof Christopher Blake CBE

The Hon James Bruce CBE

### Craig Campbell

Ian Christie

### Bill Cockburn CBE TD

Richard Cole-Hamilton CBE

### Dr Tam Dalyell FRSE

Donal Dowds

### Sir James Duncan

Francis Hamilton

### Rod Johnstone

### Afzal Khushi CBE

### John Langan

Peter Lederer CBE

### Sir William Lithgow Bt

Iain H Macdonald OBE

### Shonaig Macpherson CBE FRSE

The Hon Sir William McAlpine Bt

### Iain McLaren

George Menzies

### Dr James S Milne CBE

Joe Moore

### Hamish R Morrison OBE

William C C Morrison CBE

### Brian Nicholls

David Paton OBE

### Dr Ian M H Preston CBE

Esther Robertson

### Ronnie Scott Brown

Duncan R Skinner

### James Smith

Matt Smith OBE

### Prof William Stevely CBE

Donald Turner

### Alan Wilson OBE

Canon Dr Kenyon Wright CBE

FROM THE CHIEF EXECUTIVE

# Committed to helping Scotland's growth

**Despite the challenging economic and operating environment we have continued to make significant progress against our objectives and policy priorities.**

We remain committed and focused in delivering our *Blueprint for Scotland*, which outlines the ambitions and vision we have as an organisation to deliver sustainable economic growth for Scotland and the role that our members and international networks can play in supporting the delivery of those objectives.

Through doubling exports, increasing our skills and talent pool, investing in infrastructure, maximising the opportunities from our natural assets including oil and gas and water, improving connectivity and market access and by recognising the key role that Scotland's cities will play in driving economic growth, we believe that we can step change Future Scotland.

But we also recognise that this will be achieved through partnership working and effective collaboration. Therefore, this year we have refocused our energies and efforts to demonstrate added value to our members and to ensure that we link effectively to our

member network of knowledge, expertise and skills to help inform the economic agenda and policy debate in Scotland on our key priorities.

With the expansion of our activities in London, the investment of additional staff resources in the Highlands and Islands and the increased focus on delivering added value to members, we have seen growth in our membership numbers. We have also continued our programme of investment in the organisation to support our core work, strengthening our marketing and digital communications to help drive our promotional activity and to strengthen our members' voice to key audiences.

Our commitment to young people has also ensured that we have grown our Young Engineers & Science Club network to more than 550 clubs, with 10,000 young people looking to develop knowledge and skills in STEM subjects in schools across Scotland. We have also engaged a new generation of business leaders in our policy work and linked to our international networks.

And we remain committed to working with partners to deliver the economic legacy for Scotland from the Commonwealth Games and Ryder Cup in 2014.



We have also continued to work towards improving the efficiency and effectiveness of the organisation by investing and upgrading our ICT infrastructure and software, updating our HR processes and establishing a Graduate Development Programme, resulting in the appointment of five new graduates. We continue to work with pension trustees and advisers to meet our pension obligations whilst ensuring we invest in the business to ensure its sustainability. Cost savings have been realised following the relocation of the Glasgow office, and overhead costs remain closely monitored and controlled.

I remain confident that despite the economic challenges and uncertainties ahead, SCDI is well placed to support, inform and lead the policy debate on behalf of our members, to help deliver sustainable economic growth for Scotland.

**Prof Lesley Sawers**

## Board Directors 2011-12

<b>Lady Susan Rice CBE</b>	President	<b>Malcolm Robertson</b>	Chair, London Committee
<b>Robert Armour OBE</b>	Chair		MGWR Ltd
<b>Bill Drummond</b>	Deputy Chair	<b>Prof Lesley Sawers</b>	Chief Executive
	Brodies	<b>Nora Senior</b>	Scottish Chambers of
<b>Sue Bruce</b>	City of Edinburgh Council		Commerce
<b>Brendan Dick</b>	BT Scotland	<b>Grahame Smith</b>	STUC
<b>Bryan Donaghey</b>	Diageo	<b>Michael Urquhart</b>	Chair, Highlands & Islands
<b>James Fowlie</b>	COSLA		Committee
<b>Trevor Garlick</b>	BP plc		Gordon & MacPhail
<b>Jack McLaren</b>	Finance Adviser	<b>Brian Veitch</b>	Arup Scotland
	Johnston Carmichael	<b>Ian Wall</b>	Private Member
<b>Colin Parker</b>	Chair, North East Committee	<b>Iain McTaggart</b>	Company Secretary
	Aberdeen Harbour Board		

## INFLUENCING AND INSPIRING

# Leading for Scotland: A sustainable economy in an uncertain world

SCDI continues, through our unrivalled network of members and stakeholders, to offer the leadership and vision to ensure our nation is globally competitive and fulfils the potential of our people and our assets.

Since its founding in 1931, the focus of SCDI has remained ensuring that Scotland maximises its opportunities to create a successful and sustainable economy. This role is even more critical in the current economic environment of uncertainty, challenge and constant change.

This year we have continued to work towards delivering our strategic 10-year *Blueprint for Scotland* on behalf of members. We remain focused on delivering against three key policy areas:

- Building an outward and enterprising nation;
- Maximising Scotland's assets;
- Realising the potential of our people.

SCDI recognises that an economically successful Scotland must also be fully connected in energy, digital and transport. To achieve this, Scotland must be an enterprising and collaborative nation with clear international ambitions which are supported by world-class infrastructure and public service delivery.

To achieve this ambition, we worked in partnership in 2011-12 on our priority targets:

- Double the value of Scotland's exports;
- Ensure the full-wiring of Scotland to high-speed broadband;
- Maintain the international competitiveness of our universities and colleges;
- Grow our international air route network and bring HS2 to Scotland;
- Develop and deliver a transformational skills programme to meet growth ambitions and tackle youth unemployment.

## Strategic engagement



Rt Hon David Cameron MP, Prime Minister, with Rt Hon David Mundell MP and Prof Lesley

**A key aspect of our role and focus is to seek to work in partnership with our members and stakeholders to facilitate informed and constructive debate and discussion on issues of relevance to our policy priorities and to our members.**

In 2011-12 we continued to work with our 1200 members across Scotland and the UK to inform and support our policy activity. This year more than 100 policy events were held involving 7000 members, strategic influencers and stakeholders.

This year, we also commenced a wider programme of engagement on behalf of our members to identify and determine those issues

As part of this programme, SCDI was invited to facilitate a private strategic meeting with the Rt Hon David Cameron MP, Prime Minister, during his visit to Scotland in July. The meeting was also attended by a number of SCDI board members and the Rt Hon David Mundell MP, Parliamentary Under Secretary of State, with a focused discussion on key economic issues and the challenges and opportunities facing Scotland linked to the constitutional debate.

Our work with members on political engagement takes place

and questions that they wish to see addressed as part of Scotland's constitutional debate.

This *Future Scotland* work,





Sawers, Chief Executive, SCDI.

across all parties in Holyrood, Westminster and Brussels. This year we undertook strategic sessions on our key policy priorities and held *Meet the Politician* sessions with: Danny Alexander MP, Chief Secretary to HM Treasury; Gavin Brown MSP; Keith Brown MSP, Minister for Transport and Veterans; Ed Davey MP, Secretary of State for Energy and Climate Change; Fergus Ewing MSP, Minister for Energy, Enterprise and Tourism; Charles Hendry MP; then Minister of State for Energy and Climate Change; Stewart Hosie MP, Deputy Leader

SNP Westminster Group; Lord Howell, Minister for State, Foreign and Commonwealth Office; Johann Lamont MSP, Leader, Scottish Labour Party; Councillor Callum McCaig, then Leader, Aberdeen City Council; Rt Hon Jim Murphy MP, Shadow Secretary of State for Defence; Willie Rennie MSP, Leader, Scottish Liberal Democrats; Rachel Reeves MSP, Shadow Chief Secretary to HM Treasury; Mike Russell MSP, Cabinet Secretary for Education and Lifelong Learning; Mary Scanlon MSP; Struan Stevenson MEP; John Swinney MSP, Cabinet Secretary for Finance, Employment and Sustainable Growth; Jo Swinson MP, Minister for Employment Relations, Consumer Affairs, Women and Equalities; and Paul Wheelhouse MSP, Minister for Environment and Climate Change.

Our *Strategic Influencers* programme also supports our policy and member engagement, and this continued across the country, bringing together business and civic leaders to provide a focus for high-level insight and dialogue with members.

Key contributors to this year's programme and to our policy work included: Dr Janet Brown, Scottish Qualifications Authority; Sue Bruce, City of Edinburgh Council; Paul Bush, EventScotland; Prof Brian Durward, NHS Education for Scotland; Caroline Gardner, Audit Scotland; Trevor Garlick, BP North Sea; Joe Garner, HSBC Bank plc; Katherine Grainger MBE, Olympic Gold Medallist;

Philippe Guys, TOTAL E&P UK Ltd; Roger Hardy, Dounreay Site Restoration; Gavin Hewitt, Scotch Whisky Association; Mervyn Jones, Aquamarine Power; Mike Lenhoff, Brewin Dolphin; Cllr Gordon Matheson, Leader, Glasgow City Council; John McClelland CBE, Scottish Further and Higher Education Funding Council; Tim O'Toole, FirstGroup plc; Martin Pedersen, Maersk Oil North Sea UK Ltd; Stewart Regan, Scottish Football Association; David Sigsworth, Chair, Scottish Environment Protection Agency (SEPA); Tim Smith, BP North Sea; David Smith, Scottish Enterprise; Nick Wilson, HP UK; and Damien Yeates, Skills Development Scotland.

In addition we held a series of strategic business seminars and action learning sessions with a range of speakers across the public and private sector. These included: Mr Jun Arima, Japan External Trade Organisation (JETRO); Gordon Arthur, Glasgow 2014 Ltd; Derek Henderson, Deloitte; Martin Hoad, Deloitte; William Hobbs, Barclays Wealth; Donald McLaughlin, Cisco; Alistair McMillan, Lloyds Bank Wholesale Banking & Markets; Mike McNally, Glasgow City Council Development & Regeneration Services; Ken Milroy, Aberdeen Foyer; Carl Paraskevas, Lloyds Banking Group; Grahame Paterson, Transition Extreme; Duncan Skinner, Glencraft; Mike Straughen, Wood Group; and Valerie Watts, Aberdeen City Council.

which will report over a 18-month period, will focus on fiscal, energy and addressing the issue linked to Scotland's place in Europe and

internationally. Through this policy programme, we will seek to provide an environment where policy discussions around the issue of

constitutional change can take place with members and stakeholders in a manner that is both constructive and informative.

## ENGAGING AND DELIVERING

# Building on our strengths to develop a 'Future Scotland'

**It is through our detailed policy, analysis and research work that SCDI seeks to develop innovative and practical policy solutions. We also undertake a comprehensive programme of policy work to support our members. A key aspect of this includes consultation responses.**

SCDI continues to lead the debate on behalf of members through our policy submissions to Scottish, UK Governments, European Commission and local Government as well as to a number of non-governmental organisations and agencies. This year we submitted 31 responses on their behalf.

## Research and Analysis

SCDI has a strong track record of delivering research to inform policy and support economic development. This year we have strengthened our research team

and be incorporated into *Fast Track Scotland – Making the Case for High Speed Rail Connections with Scotland*, published by Transport Scotland.

- A Scotland-wide business survey to inform our response on key issues to Network Rail's Edinburgh-Glasgow Improvement Programme consultation and Transport Scotland's Rail 2014 consultation.

- The Scotland-wide *Skills Pulse Survey*, launched in September in partnership with Skills Development Scotland. The aim of this study is to capture, analyse and disseminate Scottish employers' views on skills and business need. This is a biannual survey to establish benchmarks and monitor improvements in skills support over time.

Two additional surveys were also developed and implemented this year, for launch over the next 12 months. These are the *Hydro Nation Survey of International Activity*, in

influencers from the UK and Europe to identify and agree steps Scotland must take to achieve our vision for sustainable economic growth.

Delegates examined Scotland's global competitiveness, our Smart Assets and Smart Energy potential as well as learning about the potential of Smart Cities through effective collaboration. The Forum also engaged with our next generation of young leaders through the innovative #4MyGen parallel Forum, which engaged and inspired Scotland's future civic leaders on key aspects of our policy programme.

Over the two days of the Forum, SCDI collated and shared the ideas and solutions coming forward from all delegates and ensured the integration of the debate and outcomes with wider policy programmes and activity.

Launching the event with a strategic overview of the global economic environment, Prof Stephane Garelli, Director of the World Competitiveness Centre and former Managing Director of the World Economic Forum, challenged our current thinking and raised our horizons to global opportunities for Scotland.

"Scotland is a land of the future. But the future is not what it used to be," he said. "New markets, new consumer behaviours, new brands and new business models are emerging beyond Europe and the US. The world is full of opportunities, but to succeed governments and business leaders will need to get better at working together to ensure an economic environment, which is more resilient and more success driven. In the end, we also compete through developing the right mindset."

In addition, key political contributions were received from

# 250

The record number of senior delegates who took part in SCDI's Annual Forum in St Andrews

and extended the range of research and analysis to support members. Specific research activity undertaken in 2011-12 included:

- The Survey of International Activity in the oil and gas sector, now in its 13th year, which is recognised by business, academia and the wider economic community, as a key report of sector performance.

- A Scotland-wide business survey on air links both for our response to the UK aviation framework, and a specific West Central Scotland survey in collaboration with Glasgow City Marketing Bureau to support air route development.

- A Central Scotland business survey on high-speed rail to inform

partnership with Scottish Water, and a study into the dualling of the A9/A96 in partnership with Transport Scotland.

## Leading the Debate

SCDI's Annual Forum continues to be the leading policy and strategic networking event in the Scottish business and economic calendar. The 2012 Forum focused our key policy themes of People, Assets, Cities, Energy and Nation.

*SMART Scotland: Delivering our Ambitions*, the 41st SCDI Forum and Economic Summit at Fairmont St Andrews, saw some 250 senior delegates – a record number – engage with senior leaders and





## Key submissions to Government and others

In 2011-12 we have undertaken detailed work on the three key policy areas identified in our strategic 10-year Blueprint, Nation (Economy & International Trade), Assets (Energy & Connectivity) and People (Skills). Key written and oral evidence\* submissions have included the following:

### Nation

- The Scottish Parliament Economy, Energy and Tourism Committee's call for evidence on the draft government budget and spending review
- **The Scottish Government on the proposed Sustainable Procurement Bill**
- The Scotland Office on the Referendum
- **The Scottish Government on the Referendum**
- The Local Government and Regeneration Committee on the Scottish Government's proposal to reduce significantly business rates relief for empty commercial properties
- **Aberdeen Airport Master Plan Consultation 2012**
- The Scottish Parliament's Finance Committee on the Scottish Budget 2013-14
- **The Scottish Government on the proposed Land and Buildings Transaction Tax**
- The Scottish Parliament Infrastructure and Capital Investment Committee on the Water Resources Scotland Bill
- **The Scottish Government on Safeguarding Scotland's Resources**

### Assets

- Transport Scotland on Rail 2014, its consultation on the future of rail services
- **UK Government on A Sustainable Framework for UK Aviation**
- SCDI Priorities for Scotland's Infrastructure Investment Plan
- **Network Rail on the Edinburgh-Glasgow Improvement Programme**
- The Scottish Government on Hydro Nation – Proposals for a Water Resources Bill
- **Transport Scotland on the Draft Ferries Plan**
- The Aviation All-Party Group on Maintaining the competitiveness of the UK in global aviation inquiry
- **The Scottish Government on planning reforms**
- Investing In and Paying for Your Water Services consultation
- **The Scottish Government on Scotland's Sustainable Housing Strategy**
- The Department for Transport on the InterCity East Coast Franchise
- **The Scottish Parliament's Infrastructure and Capital Investment Committee on its inquiry into Broadband in Scotland**
- Ofgem in response to its consultation on Electricity Transmission Charging – Options for Change
- **The Scottish Parliament's Economy, Energy and Tourism Committee to its inquiry into the Scottish Government's renewable energy targets**
- The Scottish Government's Aquaculture & Fisheries consultation
- **The EC Commissioner on EC Regulation of Offshore Health & Safety**
- The Scottish Government on an Integrated Framework of Environmental Regulation
- **The EC Energy Commissioner on Offshore Health & Safety Regime**

### People

- Response to the post-16 education consultation – Putting Learners at the Centre: Delivering our Ambitions for Post-16 Education
- **The Finance Committee on Employability**
- Migration Advisory Committee on Tier 2 Codes of Practice

\* Details of these are available on the SCDI website, [www.scdi.org.uk](http://www.scdi.org.uk).

## ENGAGING AND DELIVERING



Rt Hon Alex Salmond MSP, First Minister of Scotland, addressed the Annual Forum.



Delegates at the Forum as part of SCDI's GenY programme.



Prof Stephane Garelli, Director, World Competitiveness Centre.



the Rt Hon Michael Moore MP, Secretary of State for Scotland, and the Rt Hon Alex Salmond MSP, First Minister of Scotland.

Forum keynote contributors included: Richard Ackroyd, Scottish Water; Keith Anderson, Scottish Power; Sir Sandy Crombie, Creative Scotland; Ken Gillespie, Galliford Try; Jim Hamill, Energise 2.0; Heather Hancock, Deloitte; Steve Holliday, National Grid; Gerald Holtham, Holtham Commission; Lorna Jack, The Law Society; Steve Lamb, Oracle;



**A truly inspirational event focusing on the key issues of the day: youth engagement; innovation/internationalisation; economic growth; skills and opportunities; enterprise . . . but ensuring that the outcomes were both constructive and productive. Very well done, SCDI.**

**– Damien Yeates, Skills Development Scotland**

Brian Maguire, Entrepreneurial Spark; Anne MacColl, Scottish Development International; Prof Duncan MacLennan CBE, Scottish Cities Knowledge Centre; Prof Donald MacRae OBE, Lloyds Banking Group; Cllr Calum McCaig, Aberdeen City Council; John McClelland CBE, Skills Development Scotland; Prof Seamus McDaid, Universities Scotland; Martin Orrill, British Gas; Martin Powell, Siemens; Prof Ferdinand von Prondzynski, The Robert Gordon University; Lady Susan Rice CBE, Lloyds



Scotland is a country with great history in science, technology, research, economics and in business. It is a country with great potential for the future. You can play a leading role in ending poverty and hunger, tackling climate change, and ensuring sustainable development and peace.

– Kofi Annan, former UN Secretary-General



Former UN Secretary-General, Kofi Annan, addressed SCDI's International Awards.

Banking Group; Kevin Roxburgh, Scottish Gas; Laurie Russell, Social Enterprise Scotland; David Simpson, Network Rail; Ronson Slater, City Building; Grahame Smith, STUC; Michael Urquhart, Gordon and MacPhail; Sir Robin Wales, Mayor of Newham; and Damien Yeates, Skills Development Scotland.

SCDI's Forum continues to be the key platform in Scotland for debate on the strategic issues we face as a nation, and its role in stimulating and leading economic policy debate in Scotland remains critical.

## Strategic Leadership

Continuing our international leadership programme we also welcomed Kofi Annan, former UN Secretary-General, to address a sell-out audience of 750 senior influencers and business leaders at Scotland's International Awards in November, also attended by the Secretary of State for Scotland and the First Minister of Scotland.

SCDI recognises the vital importance of engaging with global leaders to develop our strategic thinking to achieve our ambitions for Scotland internationally.

This leadership event also recognised the outstanding achievement of companies from Scotland operating in international markets as well as paying a special tribute to Sir Ian Wood, recipient of SCDI's President's Award, for his outstanding contribution to Scotland's international achievements in oil and gas.

## Pioneering

Almost exactly 40 years ago, in another period of economic difficulty, SCDI's landmark 1972 Forum, *Oil and Scotland's Future*, identified Scotland's oil and gas opportunity.

The global industry and Scottish business and civic leaders came

together to discuss the new opportunities discovered off our shores, learn lessons from the international experience and influence developments in ways that benefited Scotland's future prosperity and wellbeing, ensuring the nation identified and invested in the potential that North Sea oil and gas could bring to the UK and Scotland.

Forty years on, SCDI held another strategic conference focusing on the future for the oil and gas industry, bringing together more than 200 current and future key industry and business leaders to work in partnership to ensure continued success in this vital sector for Scotland's economy.

Key contributors to the conference included the Rt Hon Alex Salmond MSP, First Minister of Scotland; Jeremy Cresswell, Press & Journal Energy; David Doig,





## ENGAGING AND DELIVERING



OPITO; Trevor Garlick, BP North Sea; Philippe Guys, Total E&P UK; Kevin Hart, Bowleven; Graham van't Hoff, Shell U.K; Prof Donald Macrae, Lloyds Banking Group; Greg May, Brodies; Colin Parker, Aberdeen Harbour Board; John Pearson, AMEC; Malcolm Webb, Oil & Gas UK; and Nigel Wilson, Premier Oil.

### Supporting Business Growth

Within SCDI we also recognise the importance of small businesses as drivers of job creation, innovation

success are not just achievable but are sustainable, SCDI worked in partnership with the Federation of Small Businesses to deliver two National Business Conventions during 2011-12.

The conventions attracted more than 450 participants, including SMEs, representatives from the financial, legal and professional service sectors and government support agencies (including Skills Development Scotland and Business Gateway).

They focused on the real barriers that are faced by businesses including realistic and timely access

30 speakers and business experts, and also had the opportunity to network and access 35 professional support and advice providers in the High Street Business Mall and exhibition space.

### Global Ambitions

Promoting Scotland's capabilities and excellence globally continues to be a key priority for the organisation. We recognise that economic recovery will be export driven and it is vital to encourage more Scottish businesses to capitalise on the growing economic potential in some of the world's most exciting and dynamic international markets.

Our track record of delivery of practical trade support for Scottish businesses continued with five focused trade delegations to key markets.

This included the largest delegation from Scotland to Brazil, led by the Secretary of State for Scotland, Rt Hon Michael Moore MP. The visit to Rio de Janeiro and Sao Paulo involved 25 companies

# 25

The number of Scottish companies who visited Brazil on the largest trade visit from Scotland, led by Secretary of State for Scotland, Michael Moore MP.

and new export potential. Promoting and maximising the contribution that small businesses make to the economy of Scotland is vital.

To ensure such aspirations of

to finance, overcoming regulatory red tape and meeting the challenges of training, retaining and managing people.

Both events were a huge success and delegates heard from more than

## Outcomes and Achievements

**Critical to the policy and engagement work that SCDI undertakes is our ability to influence and support the development of government and local economic development policy on behalf of our members both directly and through the consultation responses outlined on page nine of this report.**

Significant policy successes this year include:

- Scottish Budget prioritisation of infrastructure investment, including housing, transport and digital.
- Incentives to increase North Sea oil and gas investment and amendments to proposed European regulation to safeguard health and safety regime.
- Investment in cross-border rail services and safeguarding of sleeper and direct services to the north of Scotland.

- Action on youth unemployment with Scotland's large employers and the Youth Employment Strategy.
- Proposals to enhance academia-business links.
- Increased funding for Scotland's colleges.
- Proposals to promote science, technology, engineering and maths subjects in the education system.
- Proposals to reduce electricity transmission charging from northern Scotland.
- Proposals to develop the economic value of Scotland's water assets.
- The launch of Scotland's Cities Strategy.

In addition, we continue to make considerable progress, in partnership with our members, in shaping the economic future of Scotland across a broad range of issues and policy discussions.

from a range of sectors including energy, financial services, creative industries, education, construction, and professional services.

As one of the fastest-growing markets in the world, with a growing consumer class, Brazil is a key market for Scotland to exploit. The visit included strategic meetings with the organisers of the Brazil World Cup in 2014 and the Rio 2016 Olympics to explore opportunities to build on Scotland's expertise in major event delivery following the Commonwealth Games in 2014.

SCDI's trade visit to China and Hong Kong was led by the First Minister of Scotland, Alex Salmond MSP. Twenty Scottish companies visited two of the most vibrant and economically active cities in China, Guangzhou and Shenzhen – markets in their own right but also key economic gateways to the Pearl River Delta, the manufacturing hotspot of the world. In addition to these visits, the delegation continued to exploit the significant market opportunities in Hong Kong – consistently one of SCDI's most



Secretary of State for Scotland, Rt Hon Michael Moore MP, addressed the National Business Convention.

successful markets with more than 40 visits in our history.

We continued to build on our successful relationships in India and the Middle East with a trade visit to Delhi and Mumbai in October and a visit to Dubai and Doha in February.

This was SCDI's 14th trade visit to India and the visit generated around £190,000-worth of business

for Scottish companies. The visit to Dubai and Doha generated around £205,000-worth of business for the 12 participating companies from sectors including education and training, business and professional services, and energy.

We also delivered a second successful visit to Chicago and New York City in partnership with Glasgow City Council during Scotland Week. The visit was led by the Lord Provost of Glasgow, Bob Winter, who also led the 2011 visit to Toronto and New York. Following the visit, the 15 participating companies anticipate £2.7m-worth of orders in the next 12 months.

Over the coming year, we will continue to work with our members to support their global ambitions. In December 2012 we will take a delegation to Germany in partnership with Glasgow City Council. A group of Glasgow-based companies from a wide range of sectors will participate on this visit, which will build upon the city's established links in its twinned city, Nuremberg.



## ENGAGING AND DELIVERING

# The Scottish Cities Alliance: A £7m drive for economic success

**Building on SCDI's leading role in bringing together Scotland's Cities, SCDI has continued to drive forward the development of Scotland's cities strategy – *Scotland's Cities: Delivering for Scotland* – and was confirmed as strategic facilitator and host organisation of the Scottish Cities Alliance in 2011.**

Charged with delivering economic success and new jobs, the Scottish Cities Alliance has access to a £7m fund to deliver a series of collaborative projects including Digital Connectivity, Sustainability, International Promotion and Smart Ticketing.

SCDI will continue to work with the seven cities, Aberdeen, Dundee, Edinburgh, Glasgow, Inverness, Perth and Stirling, and the Scottish Government, to stimulate economic growth, create new jobs and business opportunities.

Importantly, the partnership, which is facilitated and chaired by SCDI, will develop Scotland's potential as a competitive and world class place to live, work, invest and do business.

## Scottish Cities Forum

The 2012 Scottish Cities Forum, facilitated by SCDI, brought together key public, private and third sector stakeholders to tackle the opportunities and challenges faced by global cities.

Focusing on the themes of collaboration and development, the conference set out a vision for successful, outward-looking and productive Scottish cities.

Some 200 senior delegates attended the Forum and keynote speakers included: Ian Abbott-Donnelly, IBM; James Alexander, SCDI; Brendan Dick, BT Scotland; Jim Duffy, Entrepreneurial Spark; Geoff Duke, Scottish Cities Alliance; George Kirk, ScottishPower; Prof



Nicola Sturgeon MSP, Deputy First Minister, addressed the Scottish Cities Forum.



Duncan MacLennan, Scottish Cities Knowledge Centre; Andy Milne, SURF; Chris Murray, Core Cities; Prof Lesley Sawers, SCDI; Nicola Sturgeon MSP, Deputy First Minister and

Cabinet Secretary for Infrastructure, Investment and Cities; Elaine Trimble, Siemens; Andrew Unsworth, Scottish Cities Alliance; Brian Veitch, Arup.

## INCLUSIVE AND ASPIRATIONAL

# Pushing our members' interests forward with an agenda of growth



Jim McColl OBE, Chairman and Chief Executive, Clyde Blowers Ltd, addressed the Annual Lecture in Aberdeen.

**This year we have increased our activity to support members' interests at a Scotland-wide level and also invested to develop and grow our membership base, influence and engagement activities in London.**

We also continued to support Scotland's ambitions to deliver a lasting economic and international legacy from the Commonwealth Games and Ryder Cup in 2014.

## Scotland-wide

With a Scotland-wide member network supported by regional offices in the Highlands and Islands and North East, SCDI can ensure that we drive forward the agenda of economic growth for Scotland's regions.

Working with area committees of senior influencers and experts, this structure ensures that we are able to engage directly on policy issues of local and significant relevance to business and civic groups within these regions. Key issues progressed in the year included lobbying the UK Secretary of State for Transport on the need to retain access to



Orion Group Chairman Alan Savage, receiving the H&I Chairman's Award for Outstanding Business Achievement.

Heathrow, the UK's hub airport, for air services from the north of Scotland. We also successfully engaged with the EC Energy Commissioner on their proposals to create a new regulatory regime for offshore health and safety. The issue remains live but it is hoped the position of SCDI, Oil & Gas UK and others that a directive, which causes no damage to the world-leading safety and environmental protection regime in the UKCS, rather than regulation, is the route taken by the EC. SCDI is concerned that full-scale new regulation could cause a hiatus in investment, with consequent risks

to employment and the long-term future of the industry.

We strongly welcomed the UK Supreme Court decision to dismiss the latest legal challenge to the Aberdeen Western Peripheral Route and urge the Scottish Government to progress the project to construction as quickly as possible.

In addition to these key policy influences in the region, we continue to drive an active programme of political and membership events for our members. The Annual Lecture in Aberdeen was held in January





## Olympic engagement



## Pushing forward with an agenda of growth



at the Marcliffe Hotel with the keynote speaker being Jim McColl OBE, Chairman and Chief Executive, Clyde Blowers Ltd. Attracting more than 300 of Aberdeen's most senior influencers as well as leaders from across Scotland, this is now established as one of the must-attend events in the North East business calendar. It sets the agenda for our year of activity in Aberdeen and ensures SCDI is continuing to lead the debate on the key issues affecting the North East economy.

In the Highlands and Islands we have continued to play a leading role as the economic voice for the region. We were successful in lobbying for plans to start and stop the cross-border rail services in Edinburgh to be scrapped and were the leading advocate over the route of the proposed Inverness bypass.

SCDI has also been a strong voice on the taxation regime for the oil and gas sector and for the development of renewable energy around the region. With youth employment rightly regarded as a key priority in the region, SCDI worked in partnership with businesses and key stakeholders to facilitate a summit in March addressed by the First Minister of Scotland. This explored the challenges facing young people in the region and the steps needed to help them reach their potential.

In addition to an active programme of political engagement, a series of strategic events has been held connecting our members throughout the region. The key highlight in the Highlands and Islands calendar continues to be the SCDI Highlands and Islands Business Excellence Awards. Now in its 13th

year, SCDI continues to recognise inspiring effort, drive and innovation of the many world-class businesses and organisations which choose to do business in this key location.

### London

This year we have seen a significant increase in SCDI's activity in London, working towards the strategic aim of SCDI being the business gateway to the Scottish economy in the capital. Involving our network of members actively as a forum for policy and issue-based discussion, SCDI champions the Scottish policy agenda in London and communicates current business, economic and political developments to key decision-makers.

With the support of a new Chair, and a revitalised London



**During 2012 we have worked with partners including Glasgow City Marketing Bureau, Siemens and members of our London Committee to deliver a programme of engagement events linked to the 2012 London Olympic Games.**

Linking London 2012 and Glasgow 2014, we delivered a series of events to showcase Glasgow's capabilities and business expertise across key sectors including financial services, energy, life sciences and tourism.

A programme of strategic networking events took place in Dover House, with the permission of the Rt Hon Michael Moore MP, Secretary of State for Scotland, and included a strategic networking lunch with the leader of Glasgow City Council, Cllr Gordon Matheson, and an evening reception with Mr Moore.

The London 2012 programme also involved a working session with Siemens on Glasgow's energy, engineering and sustainability agenda.

Siemens hosted this event at its

showcase facility: The Crystal, a landmark building situated in London's Green Enterprise District, which is the world's largest exhibition focused on urban sustainability.

We ensured that our members were fully updated and aware of business engagement activity at Scotland House during the Olympic fortnight, working with Scottish Enterprise to showcase Scottish business excellence and opportunities in key sectors, to visiting delegations and SCDI's own international networks.

In addition, we worked with several of our members to help promote their support of the 2012 Games in London to a wider business and civic audience and to ensure that Scottish organisations received the opportunity to share experiences and lessons linked to major event delivery.

*The picture shows Prof Lesley Sawers, Chief Executive, SCDI, with Olympic gold medallist, Katherine Grainger MBE.*

Committee, this year we also implemented a regular policy engagement programme with key London decisionmakers in support of our policy priorities. We have successfully introduced our Strategic Influencers model in London and this year delivered three events, with the Rt Hon Danny Alexander MP, Chief Secretary to the Treasury; the Secretary of State for Scotland, Rt Hon Michael Moore MP; and John Swinney MSP, the Scottish Government Cabinet Secretary for Finance Employment and Sustainable Growth.

In addition, we have enhanced our focus on membership engagement and recruitment and this has resulted in the recruitment of new members who are keen to more actively engage in wider Scottish policy discussions. SCDI London members have also

engaged in wider policy discussions, covering transport and connectivity, sustainability, inward investment and Scotland's constitutional debate. London will remain a key focus for membership development activity over the next 12 months.

### **Glasgow 2014 and 2018 Youth Olympic Games Bid**

SCDI continues to play a leading role in supporting Scotland's efforts to build on the legacy from both the Olympic Games in 2012 and Glasgow 2014. Following a highly successful visit by Lord Green to Glasgow in June 2011, organised by SCDI, we also welcomed Lord Howell, Minister of State for Foreign & Commonwealth, to Glasgow in January 2012.

The visit included an organised tour of key economic growth

areas in the city of Glasgow, with a particular focus on the areas being regenerated for the Commonwealth Games in 2014 and the opportunity to engage with SCDI members and stakeholders working to deliver the economic legacy from the Commonwealth Games.

SCDI continues to give significant in-kind and part-time operational support to BusinessClub Scotland, a 3000-member organisation whose key aim is to maximise engagement in the 2014 Commonwealth Games and Ryder Cup.

We are also working to support Glasgow's bid for the 2018 Youth Olympic Games, by helping support wider business engagement, recognising the significant economic opportunity this would deliver in terms of major event expertise and supporting the global aspirations of the next generation of young Scots.

## FUTURE SCOTLAND

# Creating a Scotland of prosperity and growth

Over the past 12 months we have undertaken significant policy work and review of the economic issues linked to Scotland's constitutional future. This has been led by the Chair and Board and has resulted in the development of a programme of detailed research and analysis in the areas of Energy, International and Fiscal.

Through our *Future Scotland* policy work we will seek to work in partnership with a range of academic, research and independent policy organisations to address a range of issues identified by our members. We aim to decouple the politics from the policy and seek to provide independent thought and comment to help inform this critical debate and discussion for the future economy.

Whilst seeking to identify and address critical issues for our membership, during 2011-12 we have also been working on developing a programme of policy activity to help engage and inspire a new generation of young Scots.

## Engaging a New Generation

Following on from the 2012 Forum, we have put in place a youth-focused policy engagement programme within the organisation, 4MyGen. The aim of this is to engage a new generation of business leaders within our membership on the policy priorities of the future. It will also seek to determine new channels of communication and engagement that SCDI needs to develop going forward, including digital and social media platforms that will attract and retain future influencers and decision makers.

We anticipate the 4MyGen model developing further over the next 12 months, specifically focused on the issues of youth employability, skills development and Future Scotland.

## Inspiring the Next Generation

SCDI's Young Engineers & Science Clubs (YESC) inspire the next generation of engineers and scientists in Scotland, so vital to our economic success.

The YESC programme expanded significantly during the year, engaging more than 10,000 school pupils across Scotland in exciting, hands-on science and engineering activities. The network involves 550 primary and secondary schools all over Scotland.

YESC is funded and supported by a growing number of organisations including Lead Sponsors The Lloyd's Register Educational Trust, Shell U.K. Limited and Tomorrow's Engineers. Principal partners are BP, BT Scotland, National Grid, OPITO and Weir Group.

The development of new, topical STEM (Science, Technology, Engineering and Maths) projects linked to the skills agenda in Scotland remains a key strategy of the programme with principal themes including oil and gas, renewables, robotics, electronics, food/drink and manufacturing technology.

During the year the YESC team was commissioned by the Scottish Government to develop a major new resource, *Science on the Menu*, which introduces young Scots to the science of food and drink. This has attracted huge interest from

schools.

Energy is a major theme for YESC and we developed and launched the *Hydrocarbons in Action* project, supported by OPITO and BP.

More than 60 schools from across Scotland competed in

the 2012 Junior Saltire Prize Awards, organised in partnership with Skills Development Scotland, which challenged teams to design and test a wave-powered generator.

The *Heather's Hut* renewable energy project

promotes the investigation of solar, wind and hydro power and more than 200 primaries have now completed this programme, inspired and supported by Dr Heather Reid OBE.

Thanks to the support of the University of Strathclyde, Weir Group and Babcock International, YESC brought cutting edge manufacturing technology to the classroom through the 3D printer project.

Ten secondary clubs across Scotland were mentored by senior undergraduate students to build the 3D printer and then compete in an engineering design challenge set by Weir Group.

In addition to providing grants and resources to clubs, workshops, events and continuing professional development sessions for teachers took place across Scotland.



"Thank you for all the wonderful experiences the Junior Saltire competition gave to my pupils. The children who came to Glasgow had a brilliant time and I am sure the experience will stay with them for the rest of their lives.

– Rachel Coldclough, Olnafirth Primary, Shetland





## Highlights of the year

- 155 new clubs joined the network from as far afield as Orkney and the Borders.
- The largest ever Celebration of Engineering and Science was held at the Glasgow Science Centre in June involving more than 70 schools.
- Kits, grants and resources were supplied to more than 350 schools across Scotland.
- Alness Academy, Highland, won the title of UK Club of the Year at the Big Bang in Birmingham.
- Lindsay Scott, Club Member at Mearns Academy, Aberdeenshire, was nominated to carry the Olympic Torch by BP in recognition of her achievements in the club.
- The YESC delivery team



SCDI is making a major contribution to encouraging the next generation of engineers and scientists in Scotland. In recognition of its excellent range of STEM initiatives, and to help facilitate continuing expansion of the network, The Lloyd's Register Educational Trust is pleased to substantially increase its financial support for YESC.

– **Michael Franklin, Director, The Lloyd's Register Educational Trust**

- expanded with new appointments in Edinburgh, West/East and Midlothian, Aberdeen City/Shire and Borders.
- Braeview Academy, Dundee, successfully registered a patent for Maglev induction technology.
- In recognition of the quality of its programmes, the Institution of Engineering and Technology invited SCDI to be a National Education Partner.
- New partnerships were agreed with SSE Renewables, Wood Group, Scottish Government, and Scottish Oil Club.
- New and exciting STEM projects were launched, including: Science on the Menu, Hydrocarbons in Action, Science of a Night Out and Science Clubbing.

## OUR PARTNERS

We would like to acknowledge the partnership support provided by the following:

Aberdeen Business School	<a href="http://rgu.ac.uk">rgu.ac.uk</a>
Aberdeen City Council	<a href="http://aberdeencity.gov.uk">aberdeencity.gov.uk</a>
Aberdeen College	<a href="http://abcol.ac.uk">abcol.ac.uk</a>
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Glasgow City Marketing Bureau (GCMB)	<a href="http://seeglasgow.com">seeglasgow.com</a>
Glasgow Life	<a href="http://glasgowlife.org.uk">glasgowlife.org.uk</a>
Glasgow Science Festival	<a href="http://glasgowsciencefestival.org.uk">glasgowsciencefestival.org.uk</a>



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Lufthansa	<a href="http://Lufthansa.com">Lufthansa.com</a>
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A full list of SCDI members can be found at  
[www.scdi.org.uk/mw/mw1.html](http://www.scdi.org.uk/mw/mw1.html)

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## North-East

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<b>Dr James S Milne CBE</b>	Vice Chair Balmoral Group Holdings Ltd
<b>Shona Anderson</b>	VisitScotland
<b>Gary Atkinson</b>	Carmelite Hotels
<b>Robbie Brown</b>	John Wood Group PLC
<b>Kevin Burnett</b>	Mott MacDonald Ltd
<b>Duncan Cameron</b>	First Aberdeen Ltd
<b>Prof Ian Diamond</b>	University of Aberdeen
<b>Derek Henderson</b>	Deloitte LLP
<b>Mark Higginson</b>	PricewaterhouseCoopers LLP
<b>John Irvine</b>	Stewart Milne Group Ltd
<b>Alan Johnstone</b>	AMEC Group Ltd
<b>Stuart C MacBride</b>	Trinity International Services Ltd
<b>Angus MacCuish</b>	F.G. Burnett Ltd

<b>Colin Mackenzie</b>	Aberdeenshire Council
<b>Angus MacSween</b>	Arjo Wiggins Fine Papers Ltd
<b>Prof Rita Marcella</b>	Aberdeen Business School, Robert Gordon University
<b>Maggie McGinlay</b>	Scottish Enterprise
<b>Ken Milroy MBE</b>	Aberdeen Foyer
<b>Brian O'Neill</b>	TOTAL E&P UK Limited
<b>David R Paton OBE</b>	Grandholm Trust
<b>Derek Provan</b>	Aberdeen Airport Ltd
<b>Donald Smith</b>	LiceComb Engineering Ltd
<b>Lynne Staples-Scott</b>	BP plc
<b>Neil Stevenson</b>	KCA Deutag Drilling Ltd
<b>Peter Thain</b>	Archial Architects Ltd
<b>Prof Ferdinand von Prondzynski</b>	Robert Gordon University
<b>John Wallace</b>	Peterhead Port Authority
<b>Valerie Watts</b>	Aberdeen City Council

## London

<b>Malcolm Robertson</b>	Chair MGWR Ltd
<b>Fiona Bayne</b>	Shell U.K. Limited
<b>John Cooke</b>	Mobile Operators Association
<b>Margaret Craig</b>	Association of British Insurers
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<b>Dr Sandy Dobbie</b>	Chemical Sciences Scotland
<b>Craig Forrest</b>	Arup
<b>Prof Pamela Gillies</b>	Glasgow Caledonian University

<b>Barry Glew</b>	Siemens
<b>Dermot Grimson</b>	The Crown Estate
<b>Bobby Hain</b>	STV Group
<b>Phil Henderson</b>	ScottishPower
<b>Allan McLean</b>	Virgin Trains
<b>Christopher Parker</b>	London & Scottish International
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