



scdi Scottish Council
for Development
and Industry

Annual Review

2012/13

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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 shared economic prosperity for Scotland.

Our Values

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



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Chairman's Message

I was delighted to be appointed Chairman at SCDI's Annual General Meeting in February 2013. Having been closely involved over many years, initially through my firm's membership and then through the Executive Committee and Board, I am a tremendous admirer of SCDI's ability to bring together key interests across Scotland's economy, and to harness the collective expertise of our membership for common objectives.

SCDI was created eight decades ago, when Scotland needed innovative solutions to meet the prevailing economic challenges. Leaders across industry, banking, labour and civic institutions, local and national government, joined forces in promoting ideas designed to stimulate economic development and job creation. Many pioneering and practical ideas have been generated since, and our mission of developing and promoting ideas to policy makers remains the primary focus to this day.

Last year focused the spotlight once again on SCDI's core role of constructively influencing the policy agenda. Our Future Scotland programme addressed the priorities for Scotland's long-term competitiveness in supporting the best quality of life and opportunity for our people. This programme resulted in three significant reports on key themes: Fiscal and Macroeconomic issues; Relations with Europe and International Trade bodies; and Energy. I am grateful to all who participated in the Working Groups and who helped substantially in identifying the core questions to be addressed in promoting Scotland's economic interests. I strongly recommend our Future Scotland work to all.

In parallel, we undertook detailed insights into members' views, through a series of in-depth interviews and an online survey across the membership. This enabled SCDI to articulate the main issues, concerns and questions raised by our members, summarised in our "Discussions and Priorities" report. This substantial body of work enabled SCDI to raise the key questions – no matter how challenging –

with both sides of the constitutional debate and was well received by all those whose responsibility it is to rise to the challenges and grasp the opportunities before us.

Future Scotland was also the theme of SCDI's annual Forum in April. It excels in bringing wider international perspectives to our analysis of future opportunities for Scotland, and this was exemplified by the contribution of Professor Ian Goldin, former Vice-President of the World Bank and now Director of the University of Oxford's interdisciplinary future think-tank, to our symposium at this year's Forum. Scotland's role in the globalised present and future was placed under the spotlight. I was also pleased to note Professor Goldin's recognition of the unique (in his experience) composition and role of SCDI as an organisation which can bring all perspectives to the table.

SCDI will continue to play a leading role in Scotland's economic development, through the informed, impartial and evidence-led policy discussion at which we excel.

The coming year will be pivotal in Scotland's future trajectory and, while SCDI will be rigorous in maintaining our non-aligned position on the political debate, we will continue to play our role in providing an independent forum for exchange of insights on the economic issues.

We continue to deliver a stimulating programme of policy papers and engagement opportunities for our members across Scotland. The last five years have been exceptionally challenging for many organisations, facing fragile domestic demand, constraints on spending, and the challenges of creating sustainable employment. While recent economic indicators have been more positive, there is still work to be done in boosting confidence, investment and economic activity. At such times SCDI is at its best, assembling the collective strengths of our diverse

membership in a leadership dialogue and clarifying the economic priorities of our members for policy makers.

It has also been a year of change for SCDI, and I must thank my predecessor Robert Armour for his invaluable contribution during his three-year tenure of office. I am also grateful to my fellow Board and Committee members for their support during my early months as Chairman.

I also thank Lesley Sawers for leading the organisation during five years as Chief Executive. I was delighted to appoint Ross Martin as the next CEO, and wish him well as he takes up the appointment. I believe Ross's understanding of Scottish economic policy matters and track record of collaborative working will prove of strong value to our membership.

We were saddened to learn of the death this year of Peter Balfour CBE, former Chairman and President, who gave valued guidance and inspiration to SCDI during his period of office (1978-1991).

SCDI will continue to play a leading role in Scotland's economic development, through the informed, impartial and evidence-led policy discussion at which we excel. SCDI's ethos remains exactly as set by our forefathers, and our contributions remain relevant, practical and respected.

I greatly look forward to working with members in the coming year, and thank you for your support during this past year of achievement.

BILL DRUMMOND
SCDI Chairman



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Foreword from our Chief Executive



We are who we were, and who we want to be!

Exercising a little editorial licence, and with some assistance from Hollywood in the personage of Sir Anthony Hopkins, this is a quote from John Quincy Adams, Sixth President of the United States, describing the character of his people, and indeed of himself.

Quincy Adams recognised that all organisations, including his Federal Government, were and remain characterised by their people and that the degree to which they collectively shape their future relies heavily upon their past, but also that their present actions will be the key factor in determining their success, or otherwise.

Amongst his many aims and achievements was his desire to modernise and strengthen the American economy and in that regard he may be considered a forefather to SCDI, operating in the United States. Here in Scotland, it is surely becoming self evident that all our organisations are people businesses, and that positive employee-employer engagement is a necessary condition of strategic success, as well as operational stability.

In this Annual Review, where we look back upon the last year's activities, events and issues that have helped to shape us, the critical importance of people, relationships and their ability to work together is clear.

As we shape this coming year's programme, my first as Chief Executive, we can draw strength from SCDI's past endeavours, building upon our relationships across the breadth of our uniquely diverse membership, and well beyond.

Scotland has a proud history of exporting our innovation and knowledge around the globe and this past year has seen our exports continue to develop. But we must not rest on our laurels and must look forward at how we can compete in the increasingly competitive international marketplace.

Scotland's economy can flourish but to do so we must plan for the future and build the infrastructure, skills, and confidence to do so. Over the coming years I will ensure that SCDI plays its part in shaping Scotland's diverse economic landscape.

I congratulate the SCDI team, our membership and our partners in maintaining this past year our position as Scotland's most substantive and influential voice on the economy. Our work continues to be characterised by our people, and indeed the wider SCDI family. I shall continue to learn about who we are and who we want to be.

ROSS MARTIN
SCDI Chief Executive

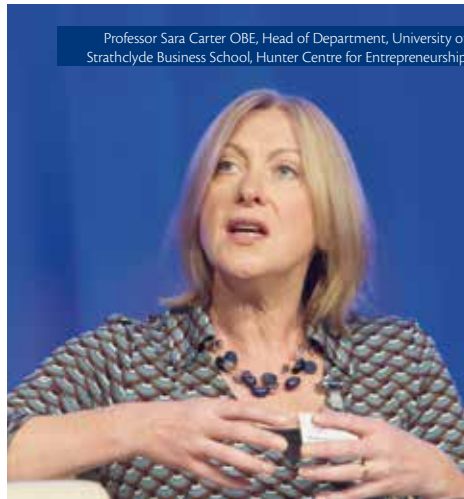
Engaging Scotland, Inspiring Growth

SCDI delivered more than 100 policy events... involving 7000 member representatives, strategic influencers and stakeholders

Since SCDI's inception in 1931, thought leadership has been at the heart of the organisation's programme for action. A vision for Scotland's future economic success, allied to practical and innovative solutions for implementation, has been a consistent thread throughout SCDI's history. The challenges of current times, in promoting sustainable growth against the backdrop of accelerating global shifts, are as demanding as they ever were. Scotland is currently debating its place in the global economy, and SCDI is committed to playing an active and constructive role in that debate.



Martin Bean, Vice Chancellor, The Open University



Professor Sara Carter OBE, Head of Department, University of Strathclyde Business School, Hunter Centre for Entrepreneurship



Dr Robert Black CBE, Former Auditor General for Scotland



Roland Aurich, Chief Executive for UK & North West Europe Cluster, Siemens

The past year has seen SCDI working with members to focus discussion on the big opportunities and challenges facing Scotland in shaping its economic agenda for the future.

Our Future Scotland programme has been pivotal to this activity. We undertook a wide programme of engagement on behalf of our members to identify and determine those issues and questions they wished to see addressed as part of Scotland's current constitutional debate. In addition, the Forum addressed the opportunities for Scotland to create and develop its core strengths in the wider global environment, irrespective of the outcome of the 2014 referendum. This was supplemented by wide-ranging opportunities for member engagement across Scotland with key influencers, politicians, and in fostering exchange of expertise and insight amongst members themselves.

Strategic Engagement

A key aspect of our focus is to facilitate informed and constructive debate on issues relevant to SCDI's policy priorities. In 2012-13 more than 100 policy events were held involving 7000 member representatives, strategic influencers and stakeholders.

As part of this programme, SCDI was invited to facilitate a private strategic meeting with The Rt Hon William Hague MP, Foreign & Commonwealth Affairs Secretary, which allowed SCDI to raise key issues in its international agenda.

SCDI's Board also had the opportunity to advocate our policy priorities in private meetings with Nicola Sturgeon MSP, Deputy First Minister, and with The Rt Hon Michael Moore MP, then Secretary of State for Scotland. A strategic discussion session on the economy was held with John Swinney MSP, Cabinet Secretary for Finance, Employment and Sustainable Growth, which was attended by over 100 members.

As part of the Scottish Cities Alliance programme, a series of member engagement events with the leaders of Scotland's seven cities took place during the year.

SCDI also works closely with Local Authorities throughout Scotland. SCDI provides the secretariat to the Scottish Local Authorities' Economic Development Officers' group (SLAED), including organisation of SLAED's annual conference.



The Rt Hon William Hague MP, Foreign & Commonwealth Affairs Secretary



John Swinney MSP, Cabinet Secretary for Finance, Employment and Sustainable Growth

Our political engagement programme for members takes place across all parties in Holyrood, Westminster and Brussels. Our Meet the Politician series continued, organised in partnership with Shell U.K. Limited. This year we set the Political Challenge to opposing political representatives, who debated key themes with members on:

Energy

Murdo Fraser MSP and
Tom Greatrex MP

Education

Joan McAlpine MSP and
Neil Findlay MSP

Transport

Tavish Scott MSP and Keith Brown
MSP, Minister for Transport

Digital Connectivity

Richard Baker MSP and
Maureen Watt MSP

Economic Growth

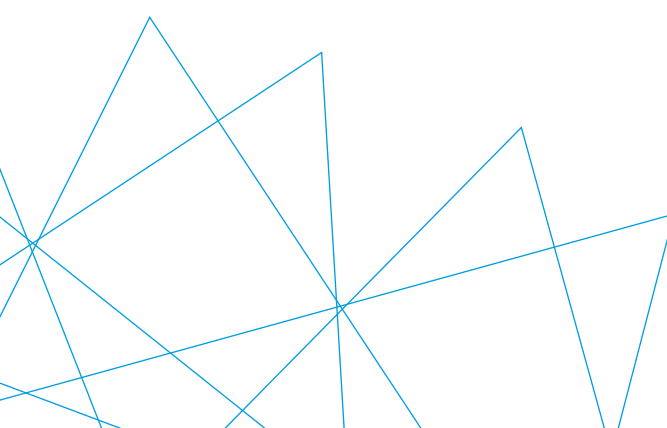
Stewart Hosie MP and
Anas Sarwar MSP

In addition, we held Meet the Politician sessions in Aberdeen with The Rt Hon Lord Wallace of Tankerness QC, Advocate General for Scotland, and Stewart Hosie MP, Deputy Leader SNP Group in Westminster, supported by Oil & Gas UK.

Our Influencers' Dinner series continued across Scotland, bringing together business and civic leaders to provide a forum for expert insights and opportunity for a deeper dialogue and exchange of views with members.

This year's programme also included a series of events on the theme of Year of Natural Scotland 2013, held in Aberdeen, Inverness, Elgin, Perth and Glasgow, raising the contribution of Scotland's natural assets to the economy, and in particular to sustaining vibrant rural communities.

*This year we set the
Political Challenge...*



Our Influencers' Dinner series continued across Scotland, bringing together business and civic leaders

Key contributors to this year's Influencers' Dinner programme were:

Damian Bates, Editor, Press & Journal
Carol Benzie, Managing Director, Aberdeen International Airport
Keith Brown MSP, Minister for Transport and Veterans
Sue Bruce, Chief Executive, City of Edinburgh Council
Stephen Carter OBE, Board Member of VisitScotland
Prof Lorne Crerar, Chairman, Highlands & Islands Enterprise
Councillor Barney Crockett, Leader of Aberdeen City Council
Gordon Dewar, Chief Executive, Edinburgh Airport Ltd
Martin Dorchester, Chief Executive, David MacBrayne Ltd
Paul Fisher, Member of Monetary Policy Committee & Financial Policy Committee, Bank of England
Caroline Gardner, Auditor General for Scotland, Audit Scotland
Councillor Ken Guild, Leader of Dundee City Council
Councillor Drew Hendry, Leader of Highland Council
Sir Peter Housden, Permanent Secretary, Scottish Government
Bill Jamieson, Former Executive Editor of The Scotsman

Ian Jardine, Chief Executive, Scottish Natural Heritage
Derek MacKay MSP, Local Government & Planning Minister
Councillor Gordon Matheson, Leader of Glasgow City Council
Councillor Corrie McChord, Leader of Stirling Council
Colin McKerracher CBE, then Chief Constable, Grampian Police
Councillor Ian Miller, Leader of Perth Council
Alex Neil MSP, Cabinet Secretary for Health and Wellbeing
David Rennie, International Sector Head for Oil and Gas, Scottish Enterprise
David Sigsworth, Chairman, Scottish Environment Protection Agency
Eric Sirgo, General Manager Operations – Europe, Chevron North Sea Limited
David Snowball, Director Scotland & North England, Health & Safety Executive
Richard Trevor, Regional Vice-President, Hewlett-Packard UK Public Sector
Brian Veitch, Director, Arup
Valerie Watts, Chief Executive, Aberdeen City Council
Barry White, Chief Executive, Scottish Futures Trust

In addition we held a wide diversity of business seminars, roundtable discussions and 'behind the scenes' visits to inform and engage members in a wide range of themes of current relevance. Speakers at these sessions included:

Harry Buck, Operations Manager, Aberdeen Foyer
Councillor Andrew Burns, Leader of The City of Edinburgh Council
Volker Buscher, Smart Cities Team, Arup
Angela Constance MSP, Minister for Youth Employment
Sir Andrew Cubie CBE, Director, Scotland's Future Forum
Alun Davies, Director, Scotland Office
Trevor Garlick, Regional President, BP p.l.c.
Roger Hardy, Managing Director of the Nuclear Division, Babcock International Group
Donald Jarvie, Head of Business, Finance & Events, Scotland's Future Forum
Ken Macintosh MSP, Shadow Cabinet Secretary for Finance, Employment & Sustainable Growth
Derek McCrindle, Director of Business Infrastructure, Scottish Enterprise
Donald McLaughlin, Director, Cisco Systems Ltd
David Melhuish, Director, Scottish Property Federation
Belinda Miller, Head of Economic Development, Aberdeenshire Council
Nigel Milton, Director of Policy, Heathrow Airport
Colin Pearson, Tax Partner, Ernst & Young LLP
Robert Rae, Associate Consultant, Goodison Group in Scotland
Lynne Staples-Scott, Corporate Responsibility & Performance Manager, BP p.l.c.
John Sharkey, Chief Executive, SECC
Cathy Simpson, Communications Manager, Aberdeen Foyer
Andy Sprague, North Sea Planning Manager, BP p.l.c.
Mark Watts, C40 Cities Team, Arup
Andrew Win, Senior City Development Executive, Aberdeen City Council
Luke Wormald, Head of Policy Review, Historic Scotland

Shaping Scotland's Economy through SCDI Policy Agenda

SCDI undertook an intensive programme to inform and encapsulate the views of members on the key issues contributing to Scotland's economic future

Taking forward SCDI's policy agenda, and representing the views of members to Government and others, is core to SCDI's mission

Future Scotland

The principal focus of the year was delivering SCDI's series of reports under the "Future Scotland" title. SCDI undertook an intensive programme to inform and encapsulate the views of members on the key issues contributing to Scotland's economic future, setting out the evidence from experts and the positions held by the proponents and opponents of independence in the lead up to the 2014 referendum. SCDI was clear in maintaining its non-aligned position throughout this exercise, and sought to focus on the long-term vision for the economy and the key questions and issues raised by members.

This programme was led by the SCDI Board, and each of the thematic Steering Groups was co-chaired by two Board members. Three themes were selected as core issues in which SCDI members had a crucial interest and in which SCDI had a track record of engagement: Fiscal and Macroeconomic issues was co-chaired by Brian Veitch and Brendan Dick; Energy was co-chaired by Trevor Garlick and Bill Drummond and relations with the European Union and International Trade Bodies was co-chaired by Robert Armour OBE and Michael Urquhart.

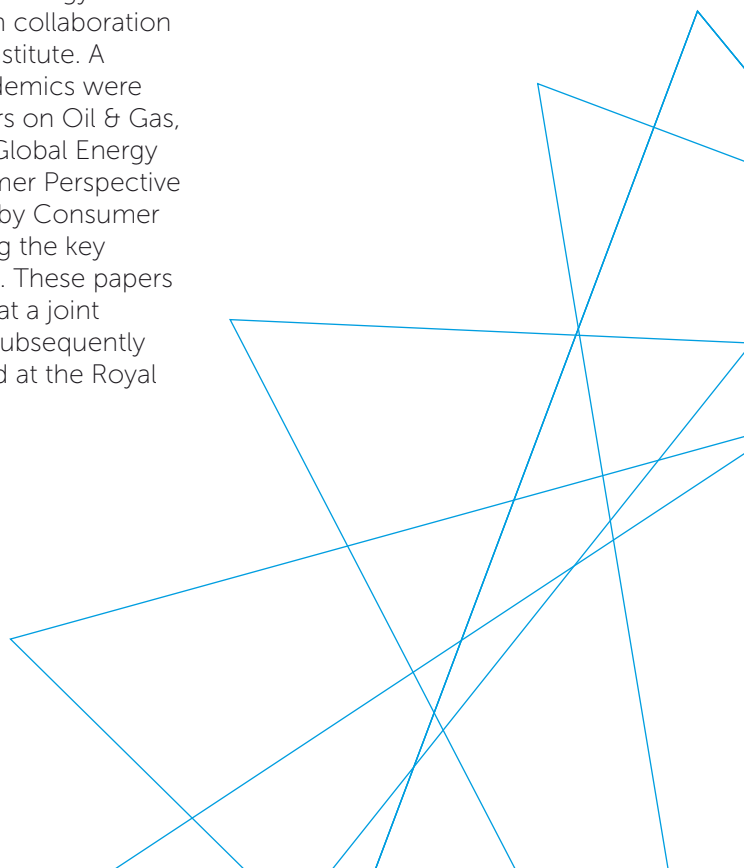
Steering Groups comprising expert members investigated and considered impartially the economic challenges and opportunities facing Scotland, and arrived at a set of Key Questions which could be posed on behalf of members to both sides of the constitutional debate. Reports on each of these themes were published and widely disseminated.

In parallel, a series of in-depth, qualitative interviews was conducted with over 70 members across a wide range of sectors, and an online survey held with the wider membership. This resulted in a fourth publication, entitled "Future Scotland: Discussions and Priorities", which aimed to capture the views and issues expressed by members while preserving confidentiality.

The issues affecting the Energy sector were further explored in collaboration with the David Hume Institute. A number of leading academics were invited to prepare papers on Oil & Gas, Electricity Generation, Global Energy Trends, and the Consumer Perspective – the latter undertaken by Consumer Futures Scotland, setting the key issues to be considered. These papers were initially discussed at a joint roundtable event, and subsequently at an open seminar held at the Royal Society of Edinburgh.



Harry Kim, Head of Strategy and Solutions Portfolio, Hewlett-Packard, addressed the Annual Forum



Forum 2013 'Future Scotland: Future Growth' saw 300 delegates identify and agree next steps in achieving progress to Scotland's sustainable economic growth

Forum

SCDI's Annual Forum continues to maintain its leading position in strategic discussion about Scotland's future economic vision. The 42nd Forum, entitled "Future Scotland: Future Growth", was held at the RBS Gogarburn campus, Edinburgh and attended by 300 delegates, who engaged with senior leaders and influencers from Scotland, the UK and internationally, to identify and agree next steps in achieving progress to Scotland's sustainable economic growth. The Forum included discussion with SCDI's wider membership on the draft Future Scotland reports and the impact of constitutional scenarios on Scotland's economy, within a context of the long-term vision of the economy Scotland seeks to create and the route map to achieving our economic goals.

An executive symposium held prior to the opening of the conference saw 60 Scottish leaders assembling to set the context for Forum discussions. Professor Ian Goldin, Director of Oxford Martin School, University of Oxford, and former Vice President of the World Bank, performed an invaluable scene-setting role with expert insight into future global economic scenarios. This was also the overview for the plenary conference, followed by a range of informative presentations highlighting the issues involved in achieving Scotland's economic aspirations.



Ken Barclay, Head of Corporate Banking Division Scotland, RBS



Sally Magnusson with Forum Panellists David Miller, Former Mayor of Toronto, Roland Aurich, Siemens and Alison Nimmo CBE, The Crown Estate

Forum keynote contributors included:

Roland Aurich

Chief Executive for UK & North West Europe Cluster, Siemens

Martin Bean

Vice-Chancellor, The Open University

Dr Robert Black CBE

Former Auditor General for Scotland

Brendan Dick

Deputy Chairman, SCDI

Bill Drummond

Chair, SCDI

Harry Kim

Head of Strategy and Solutions Portfolio, Hewlett-Packard

The Rt Hon Lord McConnell of Glenscorrodale

David Miller

Former Mayor of Toronto



Sally Magnusson with The Rt Hon Lord McConnell of Glenscorrodale



Trevor Garlick, Regional President, BP North Sea

Alison Nimmo CBE

Chief Executive, The Crown Estate

Amish Patel

Big Data Leader for Public Sector in Europe, IBM

Lady Susan Rice CBE

Managing Director, Lloyds Banking Group Scotland & President, SCDI

Chris Sullivan

Chief Executive, Corporate Banking Division, The Royal Bank of Scotland

Professor John Van Reenan

Co-Chair, LSE Growth Commission

In addition, key political contributions were received from **The Rt Hon Alex Salmond MSP**, First Minister of Scotland, and **The Rt Hon Michael Moore MP**, then Secretary of State for Scotland.



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

Policy Submissions

SCDI continues to lead and inform policy on behalf of members through our submissions to Scottish and UK Governments, European Commission, local government, and a range of non-governmental bodies and agencies. This year we submitted 34 responses on their behalf.

Macroeconomy and Fiscal Policy

- Scottish Parliament Education and Culture Committee on its scrutiny of the Draft Scottish Budget
- Scottish Government on a Landfill Tax for Scotland
- Letter to the Secretary of State for Scotland on Budget 2013
- Scottish Government's consultation on Tax Management
- Scottish Parliament Economy, Energy and Tourism Committee on the Draft Scottish Budget 2014-15
- Secretary of State for Scotland on priority actions for the upcoming Autumn Statement

Connectivity

- UK Government on Access to the UK's Hub Airport from North Scotland
- UK Department for Transport on its Draft Aviation Framework
- Airports Commission – Call for evidence on Interim Measures
- Secretary of State for Scotland on the Future of Airlinks between North of Scotland and London
- Airports Commission on the Airport Operational Models consultation
- European Commission in response to its consultation on State Aid for Airports and Airlines

Sustainability

- Scottish Water on "Shaping the Future of Your Water and Waste Water Services: Draft Strategic Projections"

Energy

- Scottish Parliament Economy, Energy and Tourism Committee on the Scottish Government's Second Report on Low Carbon Scotland : Proposals and Policies
- Scottish Government consultation on "Lower Carbon Buildings – a review of energy standards and guidance within Scottish building regulations"

Local Economic Development

- Scottish Government 'Consultation on Proposals for a Better Regulation Bill'
- Land Reform Review Group on Land Reform
- VisitScotland on the Draft National Tourism Development Plan
- Scottish Government on Non-Domestic Rates, "Supporting Business – Promoting Growth"
- Scottish Parliament Economy, Energy and Tourism Committee on the Regulatory Reform (Scotland) Bill
- Scottish Government on Third National Planning Framework : Main Issues
- Scottish Government on Draft Scottish Planning Policy
- Scottish Government on Primary Authority Arrangements

Skills & Productivity

- Scottish Parliament Economy, Energy and Tourism Committee on Underemployment
- Scottish Parliament Education and Culture Committee on the post-16 Education (Scotland) Bill

International

- HMRC on the Verification of Scotch Whisky
- European Commission on a UK tax relief for Video Games Sector
- Department for Business, Innovation and Skills on the Balance of Competences between the UK and the EU
- Scottish Government on European Structural Funds 2014-2020
- Scottish Government on the Scottish Rural Development Programme (SRDP)

Other

- Scottish Funding Council on development of a Single Office of Knowledge Exchange
- Response to the proposed backbench bill – the Lobbying Transparency (Scotland) Bill
- Scottish Government Procurement Reform Bill Consultation
- Historic Scotland on Scotland's Historic Environment Strategy

SCDI submitted 34 policy submissions on key member issues

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 our consultation responses. Some of the achievements of SCDI's policy work during the year included:

- Publication of four Future Scotland reports as a framework to inform SCDI members and encourage further dialogue on key economic issues relating to the debate on Scotland's constitutional future
- Prioritisation of infrastructure investment in UK and Scottish Budgets
- Scottish Government proposals to establish an independent fiscal forecasting body
- Scottish Government proposals to place more emphasis on jobs and economic benefits in the planning system and to reform regulation to align with sustainable economic growth
- UK Government commitment to the issuance of Decommissioning Relief Deeds in the oil and gas industry, unlocking investment in brownfield developments and maintaining infrastructure which can be used for new projects
- Proposal for Scottish Carbon Capture and Storage demonstration project at Peterhead taken to the next stage by the UK Government
- Ofgem plans to reduce transmission charges for electricity generation in Scotland and UK Government plans for higher minimum prices for renewable power produced on the Scottish islands
- Scottish Government commitment to the Aberdeen Western Peripheral Route following the conclusion of judicial reviews
- Decision by Easyjet to maintain key business service between Inverness and Gatwick following sale of Flybe's slots at Gatwick
- Scottish Government commitment to new equity share scheme for housing, following launch of UK Government Help-to-Buy scheme
- Creation by the Scottish Funding Council of Innovation Scotland to improve academic-business knowledge exchange and prioritisation by the UK and Scottish Government's of science and innovation budgets
- Increased funding for Scotland's universities and colleges, and launch of Women in Science and Engineering initiative
- Roll-out of super-fast broadband, with both the Scottish Government's digital step change programmes (Highlands and Islands, and Rest of Scotland) under way
- UK Government decision not to proceed with minimum alcohol pricing

Scottish Government proposals to place more emphasis on jobs and economic benefits in the planning system and to reform regulation to align with sustainable economic growth

Supporting Growth, Competitiveness and Skills

The Annual Lecture is one of the highlights of the North East business calendar. SCDI attracts top quality speakers who provide a real insight into how businesses need to operate in an ever more competitive global market

**DR JAMES S MILNE CBE, CHAIRMAN AND MANAGING DIRECTOR,
BALMORAL GROUP HOLDINGS LTD**

Research and Analysis

SCDI has a strong track record in delivering research to inform policy and support economic development. Specific research in 2012-13 included:

The Survey of International Activity in the oil and gas sector, undertaken by SCDI for 13 years, and widely recognised by business, academia and the wider economic community as a key report in evaluating sectoral performance.

The Scotland-wide Skills Pulse survey, undertaken 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.

A survey of business users of the A9 and A96 roads, undertaken for Transport Scotland, seeking to establish users' priorities in the proposals for dualling these vital economic links with the north of Scotland.

A survey of business travellers on air connectivity between Inverness and London, to inform market knowledge and business priorities following the withdrawal of services from Inverness to Gatwick, and the subsequent establishment of new services on this route by Easyjet. This also fed into SCDI's submission to the Aviation Commission on air connectivity priorities for Scotland.

The Hydro Nation Survey of International Activity in Scotland's water supply chain sector was undertaken in partnership with Scottish Water. This followed a Hydro Nation conference held at the EICC in Edinburgh on 3 December 2012 to explore this subject, at which Nicola Sturgeon MSP, Deputy First Minister and Cabinet Secretary for Infrastructure, Investment and Cities, addressed delegates.

The Future Skills Summit attracted thought-leaders, skills specialists, business leaders and learners to discuss the challenges of ensuring our skills provision creates a driver for future economic growth

Engaging and Delivering

The third National Business Convention, jointly delivered by SCDI and the Federation of Small Businesses, addressed the contribution and potential of small businesses in delivering economic growth. Entitled 'About Business – For Business', the Convention attracted over 200 delegates, including SMEs from a diverse range of sectors and representatives from the professional services sector and government agencies including Skills Development Scotland and Business Gateway. Presentations highlighted examples of small business success stories, and advice on the sources of assistance for business growth.

SCDI also organised a Future Skills Summit, in partnership with Skills Development Scotland, gathering 150 thought-leaders, skills specialists, business leaders and learners to discuss the challenges of ensuring our skills provision creates a driver for future economic growth. Importantly, a quarter of delegates attending were learners from Scotland's schools, colleges, universities and apprenticeship programmes.

The event was the launch to Scottish Apprenticeship Week 2013, and was addressed by Angela Constance MSP, Minister for Youth Employment. SCDI also continues its work with large employers and Scottish Ministers on youth employment issues.



Lucy Frankel, Communications Director, Vegware Ltd, at the National Business Convention



Mick Jackson, Founder, WildHearts, at the Future Skills Summit

With a membership network located throughout Scotland, SCDI's regional presence ensures we can drive forward Scotland's economic agenda with the priorities of the regional economies taken fully into account. Our offices in the North East and the Highlands & Islands support local committees representing industry leaders across all key sectors, engaging directly on policy issues of local significance and incorporating the local perspective in national policy solutions.

The significance of the North Sea oil & gas sector to the North East and Scottish economies remains a key focus in SCDI's work, and the annual Survey of International Activity in this sector again demonstrated the advances made in international activity, and the breadth of markets, services and technologies involved. Other key issues progressed during the year included advocacy of the need to safeguard the future of airlinks between the North of Scotland and London, as well as contributions to the National Tourism Development Plan, the Scottish Land Reform Review, the Scottish Rural Development Programme, and the European Structural Funds Programme 2014-2020.

The Annual Lecture was held in Aberdeen in January, once again attracting a capacity audience of senior business leaders, politicians and academics. The keynote speaker on this occasion was Samir Brikho, Chief Executive of AMEC plc, who highlighted the distinctions between



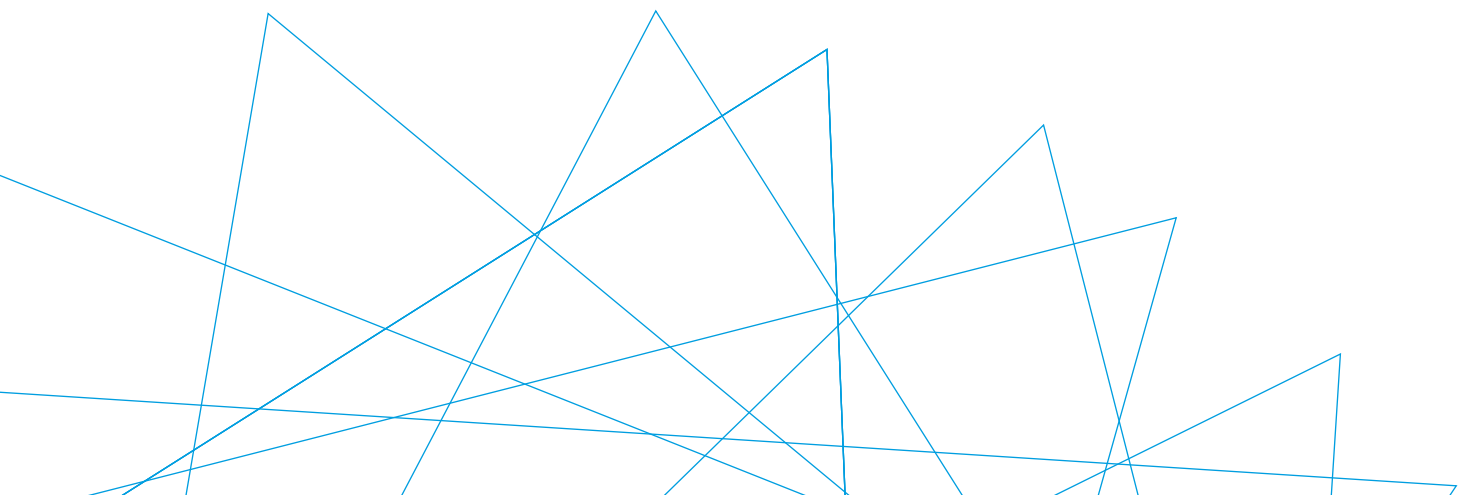
Danny Alexander MP, Chief Secretary to the Treasury, with Michael Urguhart, presenting the Highland and Islands Chairman's award to Walkers Shortbread

leadership and management in driving successful companies forward and also touched on the international skills and experience Scotland and Scottish business can bring to bear to meet the global energy challenges of the future. This event is firmly established as the must-attend event in the North East business calendar, and continues to raise the bar in highlighting the key issues affecting the North East economy.

The 14th SCDI Highlands and Islands Business Excellence Awards took place in Inverness in September, with Danny Alexander MP, Chief Secretary to the Treasury, as guest speaker. The event recognises the inspiring effort, drive and innovation of the many world-class businesses and organisations operating across the Highlands and Islands.



Dr Margaret Anne Craig, CEO, Clyde Biosciences at the National Business Convention



Scottish Cities Alliance

SCDI supports the delivery of the Scottish Cities Alliance, led in partnership with Scotland's seven cities and the Scottish Government, to maximise the economic potential of the cities through collaboration on shared strengths and specific projects. The initiative aims to capitalise on the cities' collective potential to attract investment, create jobs, and play an enhanced role internationally. SCDI facilitates the implementation of the Cities Alliance strategy, with a dedicated team co-ordinating activity at leadership, delivery and action team levels through activity centred on four key objectives: connected cities, sustainable cities, knowledge cities and vibrant & cultural cities.

Within these parameters, projects have been taken forward on digital connectivity, smart ticketing, the hydrogen economy, city investment plans, and investment promotion, amongst others.

Following the successful completion of the first phase of building the Alliance, a new Strategic Implementation Plan was agreed for the period 2013-2016 with three overarching themes of Attracting Investment, Creating the Conditions for Growth, and Research and Best Practice.

Projects will continue to be able to access the £7 million fund announced by the Deputy First Minister in 2012 to deliver collaborative projects.

A Cities Summit was organised by SCDI on behalf of the Alliance during the year, attended by 150 delegates from public and private sectors.

London

Work continued during the year in London, towards the strategic aim of championing the Scottish policy agenda to key influencers and decision-makers in Westminster and the City. SCDI's London Committee continues to focus on opportunities for highlighting and communicating the key issues affecting Scotland's economy, including north-south transport connectivity and investment in Scotland's energy sector.

Events in London included an Influencers' Dinner promoting areas of investment opportunity in the North Highlands, and a reception at the Royal Commonwealth Society in collaboration with Glasgow City Council to promote opportunities around the forthcoming Commonwealth Games 2014.



Drew Hendry, Leader of Highland Council with SCDI Deputy Chair, Brendan Dick



Angela Constance MSP, Minister for Youth Employment pictured with Apprentices at the Future Skills Summit

Projects will continue to be able to access the £7million fund announced by the Deputy First Minister in 2012 to deliver collaborative projects

Scotland in the Global Economy



Dr Madeleine Albright, former US Secretary of State, addressed SCDI's International Awards Dinner in Glasgow

Global Leadership

Continuing our global leadership programme, we welcomed Dr Madeleine Albright, former US Secretary of State, to address a sell-out audience of senior business leaders at Scotland's International Awards in November 2012 at the new Emirates Arena in Glasgow. This leadership event also recognised the outstanding achievements of companies from Scotland operating in international markets, including those of Diageo plc who received the SCDI President's Award.

During her visit to SCDI, Dr Albright offered insights into her unrivalled experience of global leadership challenges and collaboration. Key partners of the International Awards Dinner, and their guests, had the opportunity to listen and converse with Dr Albright at a Masterclass on the global leadership agenda.

Global Ambitions

Promoting Scotland's capabilities and excellence globally continues to be a priority for SCDI. The potential contribution of exports to economic growth is significant, and SCDI is keen to encourage more Scottish businesses to capitalise on the burgeoning economic potential in the dynamic regions of the global economy.

SCDI's trade mission programme has supported aspiring exporters into more than 50 worldwide markets over the last five decades.

SCDI's trade mission programme has supported aspiring exporters into more than 50 worldwide markets over the last five decades. This practical support for aspiring exporters continued with four trade missions during the year.

Germany (Munich and Nuremberg)
Brazil (Rio de Janeiro and Sao Paulo)
USA (Chicago and New York)
Turkey (Istanbul)

Three missions - Germany, Brazil and USA - were organised in partnership with Glasgow City Council. A fourth trade mission, organised in partnership with The City of Edinburgh Council, visited Istanbul, the premier commercial centre in Turkey. With the support of Turkish Airlines, this inaugural visit capitalised on the new direct air service from Edinburgh to Istanbul.

38 companies participated in these missions, generating business valued at over £650k.

In addition, SCDI collaborated on a number of international trade events in Scotland, including events on doing business with Australia and with Hong Kong.



Kah Chye Tan, Vice Chairman, Corporate Banking at Barclays Bank at the International Masterclass

Inspiring Future Generations

The SCDI Young Engineers and Science Clubs make a real and significant difference to science education within Scotland. I am honoured to be involved in Young Engineer and Science Club events

DR HEATHER REID OBE
METEOROLOGIST & SCIENCE EDUCATION CONSULTANT

Young Engineers and Science Clubs Scotland (YESC) is a Scotland wide primary and secondary education programme run by SCDI and supported by many of our members. YESC plays a leading role in growing interest and enthusiasm in Science, Technology, Engineering and Maths subjects, through fun filled experiences and equipping schools with free science and engineering resources.

There are now more than 12,000 budding scientists and engineers in 750 clubs across the country, from Orkney to Dumfries. Pupils test their problem-solving skills on a number of themed investigations and work alongside teachers, real engineers and scientists to feed their curiosity and fire their imagination. Our clubs are mainly aimed at P5-S6 pupils with the "wow factor" provided by many private sector partners allowing us to provide free bespoke science and engineering experiment kits.

The current portfolio of resources across a range of disciplines includes Carbon Capture and Storage, Hydrocarbons in Action, Science on the Menu, Heather's Hut, Junior Saltire, and Ping Pong Pentathlon.

YESC is funded and supported by a growing number of organisations including Lead Partners Lloyds Register Foundation and Shell U.K. Limited. Principal Partners are BAE Systems, BP p.l.c., BT Scotland, Opito, Skills Development Scotland, Tomorrow's Engineers and Weir Group.



Your project ideas have enabled me to keep pupils motivated and engaged in our STEM Club

TEACHER, BELMONT ACADEMY

Highlights of the Year

- A record number of 250 new clubs started up across Scotland during the academic year, from South Uist to Kelso
- Kits, grants and resources were supplied to over 400 schools across Scotland
- Development and launch of new projects including Hydrocarbons in Action+ (for secondaries), Junior Saltire Brief 2013 (wave energy), Shipshape Eco-ferry Challenge, Science on the Menu and Science of a Night Out
- Expansion of CPD training sessions for teachers with sessions held in Dundee, Edinburgh, East Dunbartonshire, Fife, Highland, Inverclyde, North and South Ayrshire
- Inaugural Fife & Dundee Celebration held at Dundee Science Centre in March involving 14 schools and six companies



Brilliant, inspiring, educational and fun!

PUPIL, KINGSLAND PRIMARY SCHOOL

Our Partners

We would like to acknowledge the Partnership support provided by the following members. A full list of SCDI members can be found at www.scdi.org.uk

Aberdeen Exhibition & Conference Centre (AECC)
aecc.co.uk

Aberdeen Douglas Hotel
aberdeendouglas.com

Aberdeen Foyer
aberdeenfoyer.com

Aberdeen Harbour Board
aberdeen-harbour.co.uk

Aberdeen International Airport
aberdeenairport.com

ACCA Scotland
scotland.accaglobal.com

Accenture
accenture.com

Amec
amec.com

BA City Flyer

Babcock International
babcockinternational.com

BAE Systems
baesystems.com

Balmoral Group
balmoral-group.com

Bank of England
bankofengland.co.uk

Barclays Bank PLC
barclays.co.uk

Benromach Distillery
benromach.com

The Big Partnership
bigpartnership.co.uk

Blythswood Square, Glasgow
townhousecompany.com/blythswoodsquare

BP p.l.c.
bp.com

Brodies LLP
brodies.com

BT Scotland
btplc.com

Burness Paull LLP
burnesspaull.com

Business Gateway
business.scotland.gov.uk

Cairngorms National Park
cairngorms.co.uk

Caithness & North Sutherland Regeneration Partnership
cnsrp.org.uk

Caledonian MacBrayne Ltd
calmac.co.uk

Chevron North Sea Ltd
chevron.com

Cisco Systems Ltd
ciscosystems.com

City Building (Glasgow) LLP
citybuildingglasgow.co.uk

The City of Edinburgh Council
edinburgh.gov.uk

Clyde Gateway
clydegateway.com

Cophorne Hotel, Aberdeen
millenniumhotels.co.uk/cophorneaberdeen

Creative Scotland
creativescotland.com

The Crown Estate
thecrownestate.co.uk

Crowne Plaza Glasgow
ihg.com/crowneplaza/hotels/gb/en/glasgow/glwcr/hoteldetail

Deloitte LLP
deloitte.co.uk

Department of Energy and Climate Change
decc.gov.uk

Diageo
diageo.com

The Drumossie Hotel
drumossiehotel.co.uk

Dunning
creatingsparks.com

Edinburgh Airport Ltd
edinburghairport.com

Engineering Construction Industry Training Board
ecitb.org.uk

Ernst & Young LLP
ey.com

Federation of Small Businesses
fsb.org.uk/Scotland

GDF Suez
gdfsuez.com/en

The George Hotel Edinburgh
thegeorgehoteledinburgh.co.uk

Glasgow 2014 Ltd
glasgow2014.com

Glasgow Caledonian University
gcal.ac.uk

Glasgow City Council
glasgow.gov.uk

Glasgow City Marketing Bureau (GCMB)
seeglasgow.com

Glasgow Flowers
glasgow.gov.uk/index.aspx?articleid=3549

Glasgow Life
glasgowlife.org.uk

Global Energy Group
geggroup.com

Grampian Police
scotland.police.uk

Hampden Park
hampdenpark.co.uk

Harper Macleod LLP
harpermacleod.co.uk

Hewlett-Packard
hp.com/uk

Highland Council
highland.gov.uk

Highland Spring
highland-spring.com

Highlands and Islands Enterprise
hie.co.uk

Hilton Aberdeen Treetops
hilton.com/en/hotels/united-kingdom/hilton-aberdeen-treetops-hotel-ABZTTHN/index.html

Hilton Glasgow
hiltonglasgow.co.uk

Hilton Glasgow Grosvenor
hilton.com/en/hotels/united-kingdom/hilton-glasgow-grosvenor-hotel-GLAGRHN/index.html

Historic Scotland

historic-scotland.gov.uk

Hotel du vin & Bistro Glasgow

hotelduvin.com/locations/glasgow

Hotel Indigo

hotelindigoglasgow.com

HSBC Bank plc

hsbc.com

IBM

ibm.com/uk/en

Institution of Engineering and Technology

theiet.org

Institute of Physics in Scotland

iop.org

KCA Deutag

kcadeutag.com

The Kingsmills Hotel

kingsmillshotel.co.uk

Lesley Davidson Marketing

ladmarketing.co.uk

LifeScan Scotland Ltd

lifescan.co.uk

Lloyds Banking Group

lloydsbankinggroup.com

Lloyd's Register EMEA

lr.org

Lloyd's Register Foundation

lrfoundation.org.uk

Loch Lomond and the Trossachs National Park

lochlomond-trossachs.org

Lufthansa

lufthansa.com

The Marcliffe Hotel & Spa

marcliffe.com

Marine Harvest

marineharvest.com

Meldrum House Country Hotel

meldrumhouse.com

The Menzies Glasgow Hotel

menzieshotels.co.uk/hotels/scotland/glasgow/

Mercure Aberdeen Ardoe House Hotel & Spa

mercure.com/gb/hotel-6626-mercure-aberdeen-ardoe-house-hotel-and-spa/index.shtml

more_ Print Management

aboutmore.co.uk

Morrison Construction

morrisonconstruction.co.uk

National Grid

nationalgrid.com

National Theatre of Scotland

nationaltheatrescotland.com

North East Sensory Services and Visionary

nesensoryservices.org

Oil & Gas UK

oilandgasuk.co.uk

The Open University in Scotland

open.ac.uk/scotland

OPITO

opito.com

Park Inn by Radisson Aberdeen Hotel

parkinn.co.uk/hotel-aberdeen

Park Inn by Radisson Glasgow City Centre

parkinn.co.uk/hotel-glasgow

Peterhead Port Authority

peterheadport.co.uk

Platform PR

platformpr.com

Pulsant

pulsant.co.uk

PwC

pwc.co.uk

Resource Efficient Scotland

resourceefficientscotland.com

Robert Gordon University

rgu.ac.uk

The Royal Bank of Scotland

rbs.co.uk

Royal Commonwealth Society

thercs.org

Scotch Malt Whisky Society

smws.co.uk

ScotRail

scotrail.co.uk

ScotRail Business Direct

scotrail.co.uk/businessdirect

Scottish Cities Alliance

scottishcitiesalliance.co.uk

Scottish Enterprise

scottish-enterprise.com

Scottish Environment

sepa.org.uk

Scottish Gas

britishgas.co.uk

Scottish Government

scotland.gov.uk

Scottish Natural Heritage

snh.gov.uk

Scottish Oil Club

scottishoilclub.org.uk

Scottish Water

scottishwater.co.uk

Scottish Exhibition and Conference Centre

secc.co.uk

Selex ES

selex-es.com

Shell U.K. Limited

shell.com

Siemens

siemens.co.uk

Skills Development Scotland

skillsdevelopmentscotland.co.uk

SSE

sse.com

The SSE Hydro

thehydro.com

Standard Life

standardlife.co.uk

Stewart Milne Group

stewartmilne.com

Thistle Aberdeen Altens Hotel

thistle.com/en/hotels/united_kingdom/aberdeen/aberdeen_altens/index.html

Tomorrow's Engineers

tomorrowsengineers.org.uk

TOTAL E&P UK Limited

uk.total.com

Transport Scotland

transportscotland.gov.uk

Trinity International Services Ltd

trinity-int.com

TSG

tsg.com

University of Aberdeen

abdn.ac.uk

University of Abertay Dundee

abertay.ac.uk

Virgin Trains

virgintrains.co.uk

VisitScotland

visitscotland.com

Weir Group

weir.co.uk

Wood Group

woodgroup.com

Zero Waste Scotland

zerowastescotland.org.uk

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(Correct as of Financial Year End 30 September 2013)

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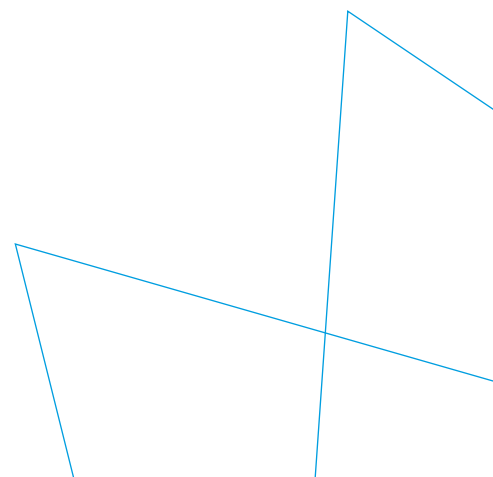
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