

## Strategic Plan 2015-2018

### *Providing a national voice for local economic development*

#### Background

SLAED, the Scottish Local Authorities Economic Development Group comprises senior officials from economic development teams across all 32 Scottish local authorities.

It is a joint local authority forum/network for discussing and sharing experience, expertise and best practice on a number of economic development issues relevant to Scotland's local authorities, and the wider Scottish economy. SLAED also engages proactively with national and European Governments on behalf of Scotland's Local Authorities Economic Development functions.

This document sets out the strategic priorities for SLAED for the three years 2015 to 2018 and details the actions, outputs and outcomes we expect to achieve.

#### Our Mission Statement

SLAED exists to *provide a national voice for Local Economic Development* in Scotland by linking the work of Scotland's 32 Local Authorities and bringing a collective influence to bear at national and European levels.

#### SLAED Objectives

- To promote sustainable economic development and economic well-being.
- To promote best practice in the delivery of economic development services.

#### SLAED Aims:

1. **Provide a national facility for consultation** and debate on economic development for local authorities and other bodies;
2. **Influence and comment on policy and its implementation at a local level** through central Government, the Scottish Parliament, COSLA, the Enterprise Network and other bodies;
3. **Identify and promote change, encourage innovation**, share developments and disseminate good practice across Scotland;
4. **Report annually** on collective outputs and impacts of Local Economic Development activities delivered by our members;
5. **Promote** and explore the benefits of **partnership and integrated working**;
6. **Inform and promote the European aspect of economic development** programmes and funding mechanisms;
7. **Inform and influence the setting of professional standards** and service improvement systems in economic development practice.

#### Aim 1: Provide a national facility for consultation

The core function of SLAED is to provide a forum for professional networking within the local authority Economic Development field. In recent years this function has developed and grown more effective as the profile of Local Economic Development has been raised. During 2014/15, with the support of the Scottish Government, SLAED restructured its network groups:

**INSERT NEW SLAED STRUCTURE DIAGRAM and TEXT COMMENTARY**

Whilst the SLAED annual conference continues in terms of impact and reputation, attendance has decreased in recent years. The impact is limited to local authority economic development circles. More awareness of SLAED’s work could be raised by developing the annual conference and encouraging Economic Development professional from stakeholder organisations to attend.

- Suggested actions
- SLAED Executive should discuss the forward plan for the development of a more impactful conference

**Aim 2: Influence and comment on policy and its implementation at a local level**  
SLAED’s role in influencing policy development has become more prominent with recent examples including the new EOP2 programme and feeding into the refresh of the Scottish Economic Strategy.

These pro-active influencing and reactive consultation roles need to continue. SLAED’s positioning with the Scottish Government, Ministers and partner/stakeholders, though strong, needs to be maintained and developed further.

- Suggested actions
- Seek annual meeting with minister. Use conference dinner and plan SLAED/ministerial meeting for 1 hour before dinner. Discuss annual report and action plan for coming year
  - Continue liaison meetings with Scottish Executive to establish a twice yearly liaison and strategic planning meeting
  - Agree a collaboration plan across groups to share good practice in relation to the four “I”s: Innovation, Investment , Internationalisation and (combating) Inequality

**Aim 3: Identify and promote change, encourage innovation**  
Economic Development services across Scotland are at the forefront of innovation and are often the leaders of the change agenda. Recent examples include the [EXAMPLES?] and examples of good practice in SLAED’s written evidence to the Parliamentary Inquiry into the Enterprise Network in 2010.

More could be done to showcase good practice at grass root level across the country both at regular SLAED meetings, in the annual report and at conference.

- Suggested actions
- SLAED meetings should include a standard agenda item on good practice with managers nominating project officers to present at each meeting.

- Good practice examples should be included as case studies within the annual report.
- The good practice workshops established at the 2011 conference should continue as a regular feature.

**Aim 4: Report annually** on collective outputs and impacts of Local Economic Development activities

Insert new commentary from the Quality group ??

Suggested actions

- Develop and agree a research plan
- SLAED should produce and distribute an annual report to coincide with the conference

**Aim 5: Promote partnership and integrated working**

SLAED is represented on the Scottish Government “Scottish Economy Partnership Group”.

Within SLAED there have been a number of good examples of collaborative working including the Scottish Business Loan Fund, Supplier Development Programme Business Gateway and the EOP2.

There are always opportunities for further collaboration and the SLAED thematic groups provide an ideal mechanism for identifying and developing such initiatives.

Across the local authority networks alternative business models and shared services are being discussed at regional and national levels. SLAED should do the same with other networks in order to identify longer-term collaboration opportunities around shared services and collective support.

Suggested actions

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**Aim 6: Inform and promote the European aspect of economic development**

SLAED has a central role in liaising with the Scottish Government as well as the European Commission itself on the role of Local Authorities in delivering EU funded programmes. (Lift headline aims etc from EU Group?)

Suggested action

- Refer to EU Group action plan

**Aim 7: Inform and influence the setting of professional standards**

REFERENCE WORKING ARRANGEMENTS WITH EDAS AND COMPLETE WHEN CURRENT ROUND OF MEETINGS ARE CONCLUDED

Suggested actions

- Develop a programme to imbed KPIs and Service Improvement Guide across Scotland

- Medium term agree across SLAED members a MOU or SLA to ensure continued use of KPIs and Service Improvement Guide
- Longer term work with EDAS and other organisations to develop a recognised and certificated system for CPD.

SLAED Action Plan REPLACE WITH LIFT FROM THE GROUPS STRATEGIC PLANS

Aim	Actions	Output Outcome	Baseline (2010)	Target (where appropriate)				Comment	
				2011/12	2012/13	2013/14	Longer Term		
1	Provide a national facility for consultation and debate on economic development for local authorities and other bodies	SLAED Meetings SLAED Conference	Quarterly Increase attendance and profile/impact	Quarterly Numbers attending 2010	4 Increase 5%	4 Increase 5%	4 Increase 5%	4 National press coverage	Core function of SLAED to provide a platform for networking. Desire to set more structured programme and to measure the impact of regular meetings and the annual conference.
2	Influence and comment on policy through central Government, the Scottish Parliament, COSLA, the Enterprise Network and other bodies	Scottish Government Liaison Joint Working Group	Regular liaison Quarterly meetings, collaboration work plan	Position paper meeting Quarterly meetings	1 Develop and agree collaborat'n workplan	2 Monitor and report on workplan	2 Revise workplan	Ministerial relationship building Monitor and report on workplan	Agree to annual meeting with Minister to agree work-plan for the year? Use conference? Twice yearly liaison meeting with Karen Watt and team? Collaboration agenda of increasing importance. Need to respond with some kind of action plan
3	Identify and promote change, encourage innovation, share developments and disseminate good practice across Scotland	SLAED meetings – presentation of good practice from officers. Annual award at conference dinner with publication of annual report	Develop plan for good practice showcasing	None	4 showcase	Launch award scheme	Review	Interface with COSLA excellence awards?	Establish a more structured method of sharing and disseminating good practice
4	Carry out and publish research into methods and practices	Produce an annual report summarising activities and forward plan	Annual report (glossy?)	None	Plan and develop concept	Annual Report	Annual Report	Review and evaluate	Distribute glossy annual report to every councillor and MSP, key stakeholders and partners
5	Promote and explore the benefits of partnership and integrated working	Joint Working Group Develop further regional and national collaborations Explore areas of joint service and support	Quarterly meetings, collaboration work plan Thematic groups to lead? Executive to lead?	Quarterly meetings ESIF Collaboration plan?	Develop and agree collaborat'n workplan Plan and develop concepts	Monitor and report on workplan 1	Revise workplan 1	Monitor and report on workplan SLAED support team?	Collaboration agenda of increasing importance. Need to respond with some kind of action plan Identify regional European projects?
6	Inform and promote the European aspect of economic development programmes and funding mechanisms	European thematic group to provide forward plan for liaison and dissemination of key information	Liaison and dissemination plan	Position paper	Plan and develop concepts	Central support	Central support	European funding support officer	Invite EU to fund a seconded post to SLAED to act as a central support?

Aim	Actions	Output Outcome	Baseline (2010)	Target (where appropriate)				Comment	
				2011/12	2012/13	2013/14	Longer Term		
7	Inform and influence the setting of professional standards and service improvement systems in economic development practice	Establish and imbed use of KPIs and Service Improvement Guide (SIG)	Sign-up by all 32 LAs to use KPIs and SIG, formalise in a Memorandum of Understanding?	KPIs and Service Improvement	Plan and develop concept	SIG MOU	Review and evaluate	Partner with EDAS to adopt SIG as formal certificated scheme?	Develop CPD system (based on SIG?) in partnership with EDAS?

Required action/commitments	Lead Responsibility
1.1 SLAED Executive should discuss the forward plan and format for regular meetings and align activities and topics with strategic plan 1.2 Meeting papers should be amended to include impact indicators which can be developed for CPD purposes 1.2 SLAED should produce and distribute an annual report to coincide with the conference	Exec SCDI Chair/Exec/SCDI
2.1 Seek annual meeting with minister. Use conference dinner and plan SLAED/Ministerial meeting for 1 hour before dinner. Discuss annual report and action plan for coming year 2.2 Continue liaison meetings with Scottish Executive to establish a twice yearly liaison and strategic planning meeting	Exec Exec
3.1 SLAED meetings should include a standard agenda item on good practice with managers nominating project officers to present at each meeting. 3.2 Good practice examples should be included as case studies within the annual report. 3.3 The good practice workshops established at the 2011 conference should continue as a regular feature.	SCDI SCDI SCDI
4.1 Develop and agree a research plan 4.2 SLAED should produce and distribute an annual report to coincide with the conference	Exec Exec/SCDI
5.1 SLAED should develop a collaboration plan and feed this into the wider JWG plan. 5.2 Thematic groups should identify further areas of collaboration and contribute to the on going development of the JWG collaboration plan. 5.3 Longer term, opportunities for SLAED to develop shared services and collective support through project specific actions, secondments and joint funded initiatives.	Exec Thematic Chairs Exec
6.1 SLAED European and External Funding Thematic Group should maintain close liaison with ESEP and the Scottish Government and develop a forward plan for dissemination of key information.	EU Group Chair
7.1 Develop a programme to imbed KPIs and Service Improvement Guide across Scotland 7.2 Medium term agree across SLAED members a MOU or SLA to ensure continued use of KPIs and Service Improvement Guide 7.3 Longer term work with EDAS and other organisations to develop a recognised and certificated system for CPD.	Exec/SCDI Exec Exec