

MINUTE OF MEETING

SOUTH OF SCOTLAND ENTERPRISE – BOARD MEETING

2 JUNE 2022

EYEMOUTH GOLF CLUB, TD14 5SF

<p>Board Professor Russel Griggs OBE (Chair) Alistair Cameron (via MS Teams) Viv Cockburn Helen Forsyth Kirsten Hannay Duncan McConchie Lindsay McDowall Jane Morrison-Ross, Chief Executive Paul Winstanley</p> <p>SOSE Senior Leadership Team Anthony Daye, Director of Finance and Corporate Resources Karen Jackson, Director of Strategy, Partnership and Engagement Bryan McGrath, Director of Place and Enterprise</p> <p>Apologies Professor Sara Carter Emma Guy Jeremy Sainsbury Dr Martin Valenti, Director of Net Zero</p>	<p>SOSE Corporate Office Support Susan Cannon Linsey McGillivray (note)</p> <p>SOSE Attendees (in person) Elaine Jackson, Business Development Specialist Jane Malloch, Executive Assistant Phil McCreadie, Head of Area Operations</p> <p>SOSE Attendees (via MS Teams) Kate Dagg, Economic Infrastructure Development Specialist Susan Harkins, Head of Innovation and Entrepreneurship Seonaid Mann, Fair Work and Equalities Manager Arthur Rennie, Business Development Specialist Claire Renton, Head of Area Operations Chris Richardson, Economic Infrastructure Development Project Manager Nick Silverstein, IT and Digital Manager</p> <p>Guests by MS Teams Scottish Government Official - Regional Economic Development Division</p>
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WELCOME AND APOLOGIES

1. The Chair welcomed Board members and colleagues to the meeting. Apologies were noted as above.

INTERNAL BOARD ISSUES

2. The Chair introduced this new Board standing agenda item which, depending on the nature of the topics to be discussed, would on occasion be taken in private with Board members only and no SLT or Board support present. It was agreed for this meeting that everyone remained. The following items were discussed: -

a) Annual Joint SSDA/SOSE Board

3. Board members were very supportive of SSDA and SOSE Board working more closely together and to hold an annual joint meeting.

b) SSDA/ SOSE Buddy Arrangement

4. A buddy arrangement with SSDA Board members was discussed but due to time commitment it was decided not to progress with a buddy arrangement. It was considered preferable to network with industry groups.

c) Professional Services Referrals

5. The current practice was that Business Development Specialists signpost via Expert Help (listing six different categories). Staff would check whether there was a protocol in place about signposting to other services. With Community Wealth Building in mind, it was suggested that there was an opportunity to make sure that local service providers were also highlighted along with other service providers, with the caveat that businesses were free to choose whoever they want to work with for the particular services.
6. In support of Community Wealth Building, internal colleagues may also provide appropriate referrals e.g., procurement refer suppliers. SOSE's suppliers list was refreshed on an annual basis.

Decision: Board members to pass queries to Corporate Office who would triage and ensure the enquiry was sent to the relevant person. When the enquiry was resolved the Board member would be updated on the outcome.

d) Surveys

7. Susan Cannon, Corporate Governance Lead, provided a presentation on two surveys which sought the Boards input. She asked for the Boards views if and how they wished to be informed of future similar requests.

Decision: The Chair and SLT to make the decision on the relevance of surveys and whether to be shared with the Board. Where appropriate, guidance on completing the survey was to be provided.

e) Strategic Letter of Guidance

8. The Strategic guidance letter from Kate Forbes MSP, Cabinet Secretary for Finance and Economy had been circulated to Board members. Jane Morrison-Ross, Chief Executive informed she has a meeting with Colin Cook, Director of Economic Development to further discuss a shared platform to create a single point of access for all businesses across Scotland (a one-gateway approach).

FAIR WORK UPDATE

9. Susan Harkins, Head of Innovation and Entrepreneurship and Seonaid Mann, Fair Work and Equalities Manager joined the meeting to provide an update on SOSE's approach to Fair Work, it's current position around conditionality and an update on the transition from Shadow Workers' Interest Committee to Workers' Interest Committee. The Board were informed of the focus on SOSE's Fair Work in alignment with the National Performance

APPROVED

Framework and of its part in the client journey mapping exercise. It was noted that all SOSE staff are champions of Fair Work, and it was embedded in daily roles as ambassadors.

Decision: The Board was in agreement with the below recommendations that they continue to:

- **Be advocates and ambassadors for Fair Work across the region and with client and prospective client enterprises and communities.**
- **Challenge the SLT and staff on the progress and attainment of our approach to Fair Work.**
- **Ensure that Fair Work and the reporting of qualitative and quantitative measures are a focal point of each board meeting agenda.**
- **Ensure our region-specific issues and needs are championed at national government and agency forum level.**

PROJECT UPDATE

10. Phil McCreadie, Head of Area Operations attended the meeting to inform of outcomes and achievements of the Advanced Manufacturing in the South of Scotland (AIMS) project. The project is behind on schedule in the timeline of the project – there is a two-year delay due to Covid and staffing issues.

11. Phil McCreadie, Head of Area Operations informed of the challenges and opportunities and noted that a further three years of monitoring would be required to allow for further funding.

[Paragraph removed in the interests of the effective conduct of public affairs, and due to commercial sensitivity]

12. With the learning gained, it was suggested a plan for advanced manufacturing in the future is required to encourage businesses to adopt new technologies and innovation and to seek a way to progress in 2023.

13. Discussion was around the progressive kit available and Business Development Specialists to communicate the use of it to organisations to increase productivity and R&D spend. A future session on productivity was discussed.

DECLARATIONS OF INTEREST

14. There were no declarations of interest.

MINUTE OF PREVIOUS MEETINGS

15. The minute of the full Board meeting on 31 March 2022 was approved.

ACTION LOG

16. The action tracker was noted.

CHAIR'S REPORT

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17. The Chair informed he had chaired the launch of the Town Centre Action Plan in Galashiels, attended the NSET Delivery Board with the Chief Executive and attended an Inward Investment conference.

CHIEF EXECUTIVE'S REPORT

18. The Chief Executive also attended the launch of the town centre action plan and the first meeting of NSET portfolio Board. She would chair the Entrepreneurial (Start-up nation) and was invited to attend the advisory group (innovation), Karen Jackson, Director of Strategy, Partnership and Engagement would attend two advisory groups next week. She continues to meet with the Chief Executives of HIE and SE fortnightly to ensure collaboration on NSET. SLT had a productive away day working through all 77 items of the NSET and would pull together a strategy. Positive meetings were held with Zero Waste and Creative Scotland. Engagement is being sought to bring Transport Scotland to the South of Scotland to experience the challenge to South of Scotland.
19. The SLT update and dashboard was provided. There was general commitment to evolve and improve dashboard reporting.

PROJECT FUNDING APPLICATIONS

20. The Board considered three project funding applications and all the proposals were agreed.

“Details of projects funded, and their values are published by SOSE on a quarterly basis once all relevant contractual terms have been agreed. Please refer to the SOSE website for information on the Grant Funding that we have distributed. [SOSE - Accessing our information](#) “

FINANCE UPDATE - APRIL 2022

21. Anthony Daye, Director of Finance and Corporate Resources gave a presentation which included an update on the 2022/23 Budget and the May Finance Update. Board members queried transactions and the offer on loans.

MYSOSE BUSINESS CASE

22. Anthony Daye, Director of Finance and Corporate Resources introduced the paper looking at the business case for this project. Susan Harkins, Head of Innovation and Entrepreneurship and Nick Silverstein, IT and Digital Manager attended by MS Teams. Having looked at MYHIE, SOSE is better aligned with this system; our technology and platforms are more attune with this. The aspiration is to take what we have developed on the client journey and put that on to a system where there is one point we can access the data for each client – for signposting, grant intervention or ongoing conversation with client and hopefully the client providing information into their section MYSOSE. It will be a better service for organisations in the South of Scotland. It is a major internal transformational project for SOSE with MYSOSE providing an up-to-date infrastructure platform to build on and evolve. This is a large-scale business change programme, and it is necessary to be able to evolve.
23. Senior Leadership Team were conscious of costs and project creep and would manage expectation and build things in at the start rather than in retrospect.

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24. Reporting would be through Audit and Risk Committee and then escalation to Board. SLT would get regular reports and there was a project management board. The Dashboard was intrinsically linked.

Decision: The Board was content to move forward with this project and looked forward to being able to add value to this.

PROPERTY AND BUSINESS INFRASTRUCTURE STRATEGY

25. Anthony Daye, Director of Finance and Corporate Resources introduced the presentation on the SOSE Property Strategy 2022-2027 which updated the Board on the land and property that SOSE own or have lease agreements on. Key points noted:

- Scottish Government resource spending reviews (Scottish Government has strict controls on property led capital spend by the agencies).
- Following Covid, SOSE was being sensible with the ratio of desks to staff, and this was being monitored in an ongoing basis.

26. Bryan McGrath, Director of Place and Enterprise spoke of the Guiding Principles for SOSE's strategic property priorities. Research has been carried out by Ryden and some observations were provided. The aim was to bring back a strategy to Board in August, testing a draft with the Audit & Risk Committee over the summer. Discussion was around:

- The repurpose of derelict buildings.
- A suggestion to broaden the property strategy (not just bricks and mortar) but to look at professional services and financial impediments, looking at specific needs and requirement for South of Scotland rather than influence by national data.
- Net Zero and carbon future - wrapped up in property.
- The relationship between circular economy and property strategy.
- Potential opportunity for South of Scotland to be the second location in Scotland for the Homes for Good model.

AOB

27. There was no other business.

PAPERS FOR INFORMATION

28. The following papers were shared with the Board:

- i) Review of Delegated Authority – Paper provided
- ii) SOSE Board Forward Plan – Paper provided
- iii) Board Annual Report 21/22 – Paper provided
- iv) SWIC Minute of 9 September 2021 – Paper provided
- v) RNHR Minute of 9 February 2022 – Paper provided

DATE OF NEXT MEETING

29. 18 August 2022 venue tbc in Dumfries & Galloway