



South of Scotland Enterprise Our 5-year Action Plan

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| <h2>Who We Are</h2> | |
|  | <p>We are SOSE (South Of Scotland Enterprise)</p> <p>We have been set up to bring a new way to look at the money spent and made in the South of Scotland.</p> <p>We will also help people and places in the South of Scotland grow bigger and better.</p> |
|   | <p>Economy describes how a country or place is doing in making goods, and how much money it has.</p> <p>It can also show how well the people and the places where they live are doing.</p> |



We cover Dumfries & Galloway and the Scottish Borders.

Our focus is to help people, groups, businesses, and **social enterprises** in the South of Scotland.

We want to help them to grow, do well and be the best that they can be.



A **Social Enterprise** is a business that wants to make money but also wants to make a difference to people and places.





We are here because the Scottish Government saw that support just for South of Scotland was needed to look at special issues that happen because we are a mainly **rural** area.



Rural is open parts of land that have few homes or other buildings, and not very many people.



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|  <p>South of Scotland Enterprise Act 2019</p> <p>2019 asp 9</p> <p><small>Explanatory Notes have been produced to assist in the understanding of this Act and are available separately</small></p> <p>45/90</p> | <p>We were set up by law in the South of Scotland Enterprise Act 2019. This gave us our powers and we opened on 1st April 2020.</p> <p>We want to help businesses and other groups grow and do well.</p> |
|  | <p>We are here to be bold and wanting more for the South of Scotland.</p> <p>We want to take risks and do things differently to make things happen in our great region.</p> |
|  | <p>Our goals are to make success and increase chances for everyone in the South of Scotland.</p> <p>We want to lead to a Net Zero environment that stays that way.</p> <p>We want everyone to have the same choices and chances.</p> <p>Net Zero means that the amount of greenhouse gas that</p> |



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| | <p>we put out into the air and the amount we can take out of the air will add up to zero.</p> |
|   | <p>We are led by a group of people called a Board of Directors with a wide range of local knowledge, information, skills, and interests.</p> <p>They are very keen and really care about the South of Scotland.</p> <p>You can meet our Board and South of Scotland Social Enterprise Team on our website.</p> <p>Click the link to meet them on our website: https://www.southofscotlandenterprise.com/about/board</p> |
|  | <p>This is our 5-year plan.</p> <p>In it you will find out who we are and what we are here to do in the next 5 years, from 2023 to 2028.</p> <p>This is our first plan, and it is important as it will help us know what to do for the next five years.</p> |
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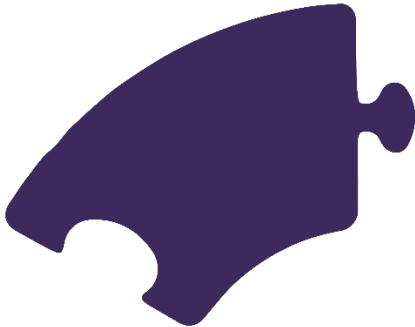


Our plan will

- Tell you about the difference we want to make and how we are going to do that.
- Give us a map to help guide us in what we do day to day. This will tell us where we need to work first.
- Show how we are going to make a positive difference to people in South of Scotland and the whole of Scotland too.
- Tell you how we are making things better for people.
- It will tell you who we will be working with.
- Make clear how we will measure how we are doing.
- We will also tell everyone how we are doing.
- This is so that everyone can see if we are doing what we say we will do.
- and if we are not they can ask us why not.



Pushing forward a Net Zero and positive solutions for nature



Why this is important



Our weather and the nature around us are so important that the laws that started SOSE make sure that we think about both the climate and nature in everything that we do.





- We are facing a weather and nature crisis that is shaping our places and people.
- This might be because there is more regular flooding in areas where we live and work.
- Or the loss of **biodiversity** and the way in which we use the land is changing.






Biodiversity

Biodiversity is all the different kinds of life you'll find in one area.



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|  | <ul style="list-style-type: none"> • We know our region could really help reduce the amount of carbon that Scotland uses. • We know this would help get to Net Zero sooner. <p>Carbon is a found in oil, gas, coal and petrol. When we burn them, they let of a gas called Carbon dioxide which is bad for the planet.</p> |
|  | <ul style="list-style-type: none"> • Our region has the power to make the best use of all the natural things around us, like wind, sun, and water. • We know that this is important to people who want to spend money on making the South of Scotland better. • When this happens there will be new jobs and |



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|  | <p>chances for better supply chains.</p> |
|  | <p>A supply chain is related to how businesses produce goods and services.</p> <p>It also thinks about how they are sent to customers in the cheapest but still in a good quality way.</p> |
|  | <p>We will use our power and knowledge to work with important local partners like the</p> <p>Net Zero Commission</p> <p>The Regional Land Use Partnership</p> <p>Energy Transition Group.</p> <p>This will make sure we use the region's natural gifts fully.</p> <p>This will help us make a circular economy</p> |



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| | <p>A Circular economy is when we make things, use them, and recycle to make things again.</p> <p>It is better than a line economy when we make things, use them, and then throw them away.</p> <p>This is bad for nature and costs a lot of money.</p> |
| | <p>In this way we can meet the targets to get rid of carbon at the same time rebuilding nature,</p> <p>improving wellbeing and finding new ways to make money.</p> |
| | <p>We will add to the region's ability to keep on going during difficult times caused by climate changes.</p> <p>We will work on the changes we already see.</p> <p>We will work closely with Dumfries & Galloway and Scottish Borders Councils to do this.</p> |



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| Speaking up for fairness for all | |
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| Why this is important | |
|   | <p>Having new business in the South of Scotland is important.</p> <p>We know new and growing business can make fair and enjoyable work.</p> <p>They can help us to keep the staff that already work in the South of Scotland and get new ones.</p> <p>Because of this we can have better services that make our people and the places that we live in, to grow and do better.</p> |
|  | <p>We want to celebrate and show people all about the business talent we have across the region.</p> |
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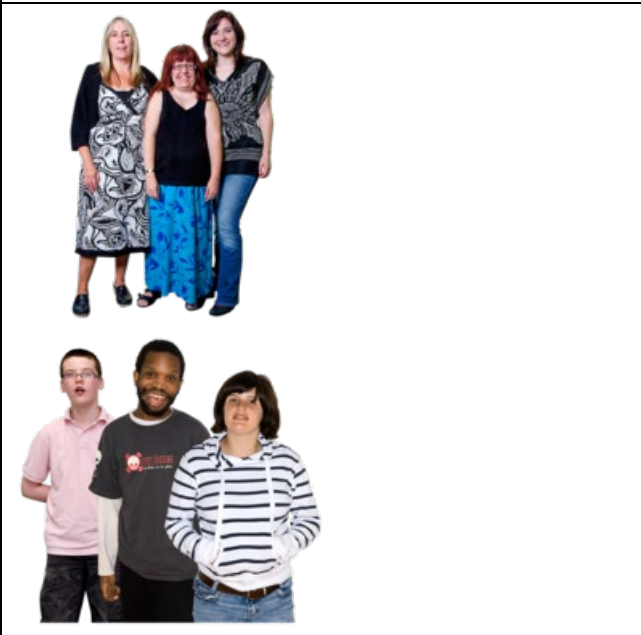
Business that are involved in arts, music and drama are important not just for tourism, but they also help make everyone feel closer to each other.

How we will make this happen



Support

1. We will support and start new and different ways of doing things.



2. We will work with everyone in business, especially women and business led by young people, across the South of Scotland



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| | <p>3. We will make connections with other people to make sure that there are lots of different businesses and social enterprises across the region.</p> |
| | <p>4. A social enterprise is a company that exists with a clear goal to help the community but runs the organisation like a business.</p> <p>All profits are put back into the company.</p> |
| | <p>5. We will speak up for better support for social business.</p> <p>We said we would do this in the South of Scotland Social Enterprise Act 2019.</p> <p>We will work with partners to make sure this happens.</p> |
| | <p>6. We will bring together networks of social business that share the same interests, wants and strengths so that they can help each other grow.</p> |
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7. We want to help people grow their businesses and ideas.

We want them to tell decision makers what they need. Hopefully this will lead to changes in **policies**.

A policy is a set of ideas, or a plan of what to do in certain times and places.



8. We will show organisations how to be fair and equal.

We will give everyone a chance to tell us what they need.

We will help people to get ahead.

We will help businesses and groups to pay people a fair amount of money for their work.

We will help businesses and groups make sure they give people enough work.

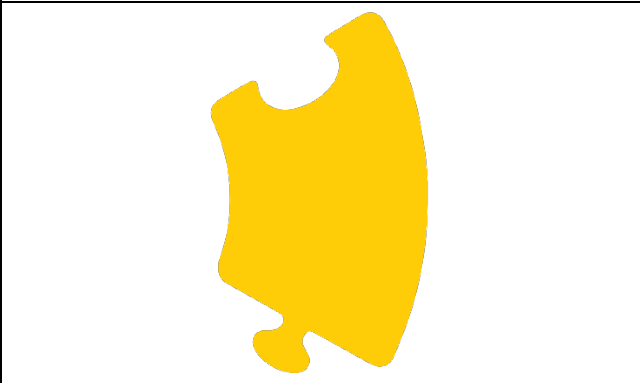


We will help more people do training and learn the skills they need to work



9. We will keep on looking at what is happening in the South of Scotland so that we can find new ways of using tools that be helpful for a good **creative economy**.
A creative economy is based on people's use of their imagination to increase an idea's value.

Communities that think and do things differently



Why this is important



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| A photograph of three people standing together. On the left, a man in a blue jacket and black pants holds a blue folder. In the center, a woman in a red shirt is partially visible behind another woman in a blue jacket who is sitting in a wheelchair and also holding the blue folder. On the right, a man in a black shirt and a tan apron stands with his hands in his pockets. | <p>Our region is full of smart hard-working people who don't give up when things get difficult.</p> |
| A graphic illustration of five virus-like particles. Each particle is a sphere with small protrusions on its surface. The colors are red, blue, purple, yellow, and green. | <p>Covid-19 made people come out with new ways of doing things.</p> |
| A photograph of a woman with short grey hair, wearing a dark purple long-sleeved shirt. She is smiling and pointing her right index finger upwards. Above her head is a glowing yellow lightbulb icon with radiating lines. | <p>We need to help people keep on thinking of new ways to do things.</p> |
| The logos for Dumfries & Galloway Council and Scottish Borders Council are displayed side-by-side. Below the logos is a graphic of six stylized hands in various colors (purple, orange, green, blue, red, yellow) reaching upwards. | <p>We need to work with partners like Dumfries & Galloway and Scottish Borders Councils.</p> <p>We will also work with the Third Sector who already know people and places well.</p> |







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| | <p>The Third Sector is not about making a profit but making a change to society.</p> <p>The Third Sector can include things like charities and volunteers.</p> |
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How we will make this happen

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| A whiteboard with the word 'LEADERSHIP' written in large blue letters in the center. Surrounding it are several hand-drawn icons and labels: a trophy for 'Integrity', a magnifying glass for 'VISION', a target with an arrow for 'Positive Attitude', a smiley face for 'Sense of Honor', two people talking for 'Solid Communicator', and a lightbulb for 'Inspiring'. Below the whiteboard, a group of diverse people are sitting and looking towards the board. | <p>1. We will support to develop leadership, skills building and the ability to keep on going when things are difficult.</p> |
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| A network diagram consisting of numerous circular icons of diverse people's faces, each connected to others by thin black lines. The icons are arranged in a roughly circular pattern, with some in the center and others on the periphery, creating a web of connections. | <p>2. We want to support and connect local groups that want to make a real change to the places around them</p> |
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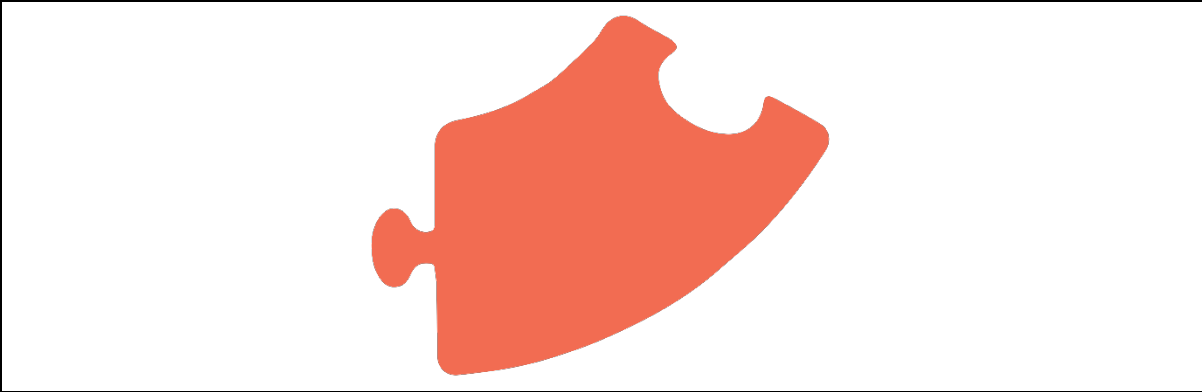
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|   | <p>3. We want to help local groups to figure out what they need.</p> <p>We want to support them and connect them with other groups to make the changes they want in the place they want to.</p> |
|  | <p>4. We want to support Social Enterprises to find new chances to develop new products, services, and markets.</p> |
|  <p>Understand</p> | <p>5. We want to help people understand about Community Wealth building.</p> <p>Community Wealth building puts people at the heart when looking for ways to change the way money is made locally.</p> |
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| A group of approximately ten business professionals, including men and women of various ethnicities, dressed in business suits. They are walking in a line on a white reflective floor, looking towards the camera. | <p>6. We will be leaders in making Community Wealth Building something that happens across the whole region.</p> |
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| A group of six diverse people interacting. One person is in a wheelchair. They are standing on a white background with three grey speech bubbles above them, suggesting a collaborative meeting or discussion. | <p>7. We want to be working together to open more chances for businesses to work with government and councils.</p> |
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Getting bold deals



Why this is important

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|  | <p>The South of Scotland is already changing because people keep putting money into our people and places.</p> |
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|  | <p>For this to keep on happening we need to keep telling everyone about all the good things and places we have in our region.</p> |
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How we are going to do this



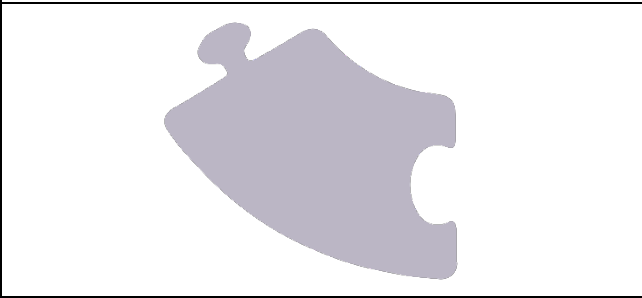
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|  | <p>1. We will work with everyone to raise the way people think about the South of Scotland as a place to spend money and do business in.</p> |
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| A hand is shown holding a fan of British banknotes. The visible denominations are £5, £10, £20, and £50. The £5 note is in the foreground, showing the portrait of Queen Elizabeth II. | <p>2. We will try our best to make sure that people keep spending money in our region so long as they match up with what we want to see happen in our region.</p> |
| A woman with dark hair, wearing a bright pink dress, is smiling. She is holding several colorful shopping bags (blue, red, orange, yellow) in her right hand and a fan of cash in her left hand. | <p>3. We want to make it as easy as possible to be able to spend money in the South of Scotland</p> |
| A white house with a red roof is situated on a grassy hill under a blue sky. In the foreground, a wooden signpost holds a black sign with the words 'FOR SALE' in red and 'FREE' in white. | <p>4. We will work together to make sure that land for houses and shops are ready when people want them.</p> |
| A modern building with a facade covered in lush green plants and vines. The plants are arranged in a grid pattern, with windows visible through the foliage. | <p>5. We will help to make sure that the buildings and spaces around us are shaped through a wellbeing economy approach.</p> <p>A wellbeing economy is designed to put people and</p> |



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| | planet first before making money |
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|  | <p>6. We will speak up for better housing, transport, and digital access for everyone.</p> <p>We will help break down barriers when we can.</p> |
|  | <p>7. We will spot major gaps in supply chains.</p> <p>We will help support and encourage people to gain skills and grow the job market in a Community Wealth Building way.</p> |
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| Firing up talented people that think and do things differently. | |
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| Why this is important | |
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Helping people become **entrepreneurs** is important because new businesses and **social enterprises** can make work that is fair and enjoyable to do.

This can help us to keep the talent that we have in the South of Scotland

It can also help us to attract new talent here.

An **entrepreneur** is someone who starts a business or social enterprise.





We know that in the South of Scotland we have fewer new startup businesses than the rest of Scotland





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| A graphic showing a checklist of years from 2020 to 2024. Each year is preceded by a checkmark in a square box. A blue pen is drawn diagonally across the list, starting from the bottom left and pointing towards the top right. The years 2020, 2021, 2022, and 2023 are in grey, while 2024 is in blue. | <p>We also know that our startups have a better chance of lasting 3 years than startups in other places in Scotland.</p> |
| A photograph of a woman with short dark hair, wearing a black sweater over a white collared shirt. She has her arms crossed and is smiling slightly. She is sitting at a light-colored desk. | <p>We also rely more on people being their own bosses.</p> |
| An illustration of a diverse group of six people standing together and talking. There are three speech bubbles above them. One person is in a wheelchair. They are dressed in casual business attire. | <p>We will work with partners across the South of Scotland to grow more talent in the job market.</p> |
| The logos for two Scottish councils. The top logo is for Dumfries & Galloway Council, featuring a stylized green and white circular emblem with the word 'COUNCIL' in a purple box below it. The bottom logo is for Scottish Borders Council, featuring a stylized red and white emblem with the words 'Scottish Borders' in red and 'COUNCIL' in black below it. | <p>We will work very closely with schools, colleges, Dumfries & Galloway, and Scottish Borders Councils.</p> |




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|   | <p>We will work with organisations like Creative Scotland and Skills Development Scotland to make sure that there are lots of cultural and creative things in the South of Scotland</p> |
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How we will make this happen

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|  <p>Understand</p>  | <p>1. We want people to really understand about new ideas and what being creative and making thing is all about.</p> <p>By doing this we will help businesses and social enterprises see that they are important, have meaning and value</p> |
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|  | <p>2. We will work with and connect to businesses and social enterprises to help them better understand the things that stop new ideas.</p> |
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3. We will work together to help shape and put forward a range of support around making things.

We will help businesses and social enterprises get access to support.



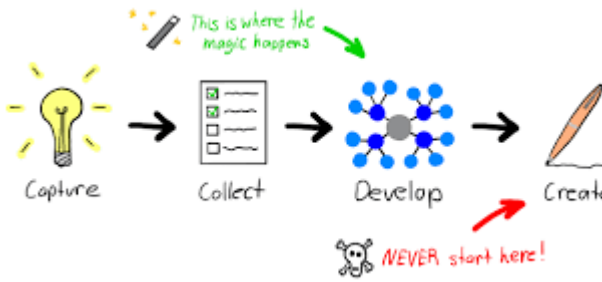
CivTech[®]

4. By working with businesses and social enterprises, we will help them to come up with new ideas to be better able to stand up in difficult times.

We want businesses and social enterprises to get better results.

They can do this by working with groups like **CivTech** to make together answers to important problems that might be unique to their social enterprise.

CivTech is a Scottish Government programme that brings people from the public, private and third sectors together to build things that makes the world a better place



5. We will make a system for ideas to grow in the South of Scotland.

This will help lift the region’s profile as a place of new ideas.

It will help push the jobs and social growth of the South of Scotland.

This will tie in with other polices and **strategies**.

A **strategy** is another word for a very important plan



6. We will develop and grow the **circular economy** as part of our regional wealth.

We will do this by raising awareness, sharing knowledge and information.

By doing this we will support local **supply chains** and a **wellbeing economy**.



7. We will make the South of Scotland a place where sending goods abroad will be easier for business.



8. We will take an active lead in shaping and carrying out Borderlands Inclusive Growth Deal projects.



9. We will put into action our digital plan to have input into the use of a digital set up for the region.

We will help social enterprises get better at using digital tools.

We will help them to think of new ways of working digitally.

Delivering in Partnership

Why this is important



Working together is very important to letting out all the talent in the South of Scotland.

There are already lots of people working together well and we want to work with them too.



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| | <p>When we work together, we get new ideas and ways of working</p> |
| | <p>When we speak and act together, we are stronger and can make things change for the better.</p> |
| <p>Putting Our Plan into Action</p> | |
| | <p>We will make a new plan to tell us what to do every year.</p> <p>One each year of our 5-year plan.</p> <p>Our plans will be published on our website here:</p> <p>https://www.southofscotlandenterprise.com/</p> |
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| A circular photograph of three people: a man in a blue shirt, a woman in a grey suit, and a younger man in a blue shirt. A black arrow curves around the photo in a clockwise direction, starting from the top and ending at the top. | <p>We need to let everyone know how we are doing.</p> <p>Are we making any good changes for the region?</p> |
| A circular diagram with a central green circle labeled 'NATURE'. Surrounding it are four colored segments: orange for 'STUFF', yellow for 'FOOD', blue for 'ENERGY', and teal for 'TRAVEL'. The word 'ZERO' is at the top and 'WASTE' is at the bottom of the outer circle. | <p>To help us keep a check on what we are doing we have made a guide to help measure the changes we make</p> |
| An illustration of a spiral-bound book titled 'Annual Report' with a green circle containing a white 'Y' on the cover. Below the book is a hand holding a calculator with the number '12345' on the display, surrounded by several Euro banknotes (€10 and €20). | <p>You can find out the results of how we have been doing every year in our report.</p> <p>You can also see how much money we are spending.</p> |
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