



Our Five Year Plan

2023 - 28



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Foreword

We are delighted to introduce you to Our Five Year Plan, which sets out our strategic priorities for 2023-28.

When we started South of Scotland Enterprise, our commitment was that we would respond to what you – the people of the South of Scotland – told us matters most in terms of making your day to day lives better.

It is a critical document for our organisation, and we hope, also a critical document for all our partners, making clear to you where we will focus our efforts across the next five years. Specifically, it identifies six areas of strategic focus – our six A's – where we will look to drive change and make a real and lasting difference for our people and places.

It also sets out how we will work to deliver for the South, ensuring that our values – being Inclusive, Responsible, Bold and Striving – continue to be at the heart of all we do and that we will 'listen first and do second' to ensure that what we do is needed. It commits us to keep bringing people together, listening to them, and working with them to realise the great potential we all know the South of Scotland has, and helping us all to achieve more and to amplify our distinctive regional voice.

We know that as we launch Our Five Year Plan, we continue to navigate challenging economic conditions, but equally that the future of our region is more than bright.

We have witnessed extraordinary creativity, resilience and innovative thinking in our enterprises and communities in the way that they have responded to recent challenges and also the opportunities that they have seen.

We are proud to have played our part in supporting many of those businesses and communities with their journey and look forward to continuing to do so going forward – providing expertise, mentoring and investment to help all in our region to think bigger and realise their full potential.

Working with others has been key to doing all we have done – building on our reputation as a region of firsts – to seize the big future economic opportunities including those that come with transitioning our economy and society to Net Zero as well as building on the strong sectors that have been at the heart of our economy for many decades.

We will play our part fully in contributing to the vision for a Greener, Fairer and Flourishing South of Scotland, that we all know will help create a national wellbeing economy that we can all be proud of.

To do all that we need to ensure that everyone in our region knows we are here and who we are, what we do and how they can 'speak' to us and access our support, whatever that is.

We will continue getting out to meet and listen to communities, businesses, social enterprises, and people across the region. Our message remains simple – if you think we can help you then please get in touch.



A handwritten signature in black ink, appearing to read 'Russel Griggs'.

Professor Russel Griggs OBE
Chair, South of Scotland Enterprise



A handwritten signature in black ink, appearing to read 'Jane Morrison-Ross'.

Jane Morrison-Ross
Chief Executive, South of Scotland Enterprise

Who We Are

We - South of Scotland Enterprise or SOSE for short - have been set up to bring a fresh and regionally focussed approach to economic and community development in and for the South of Scotland. Covering Dumfries and Galloway and the Scottish Borders, our focus as a public body is to help people, communities and enterprises in the South of Scotland to thrive, grow and fulfil their potential.

We are here because the Scottish Government recognised that a dedicated agency was needed in the South of Scotland to address the distinct situation of our mainly rural region.

We were established through legislation, the South of Scotland Enterprise Act 2019, assuming our powers and launching on 1 April 2020. The legislation that established us gave us two aims:

1. to further the sustainable economic and social development of the South of Scotland; and
2. to improve the amenity and environment of the South of Scotland.

We are here to be bold and ambitious, to take risks and to do things differently to make things happen in our great region.

Our vision is to create Success, increase Opportunity, lead a sustainable and just transition to Net Zero and advance Equality.

We are led by a Board with a broad range of local knowledge, experience, interests and who are brimming with enthusiasm and passion for the South. You can meet our [Board](#) and the SOSE [Team](#) on our website.

“ We are...
FOR the South,
BY the South and
IN the South. ”



About Our Five Year Plan

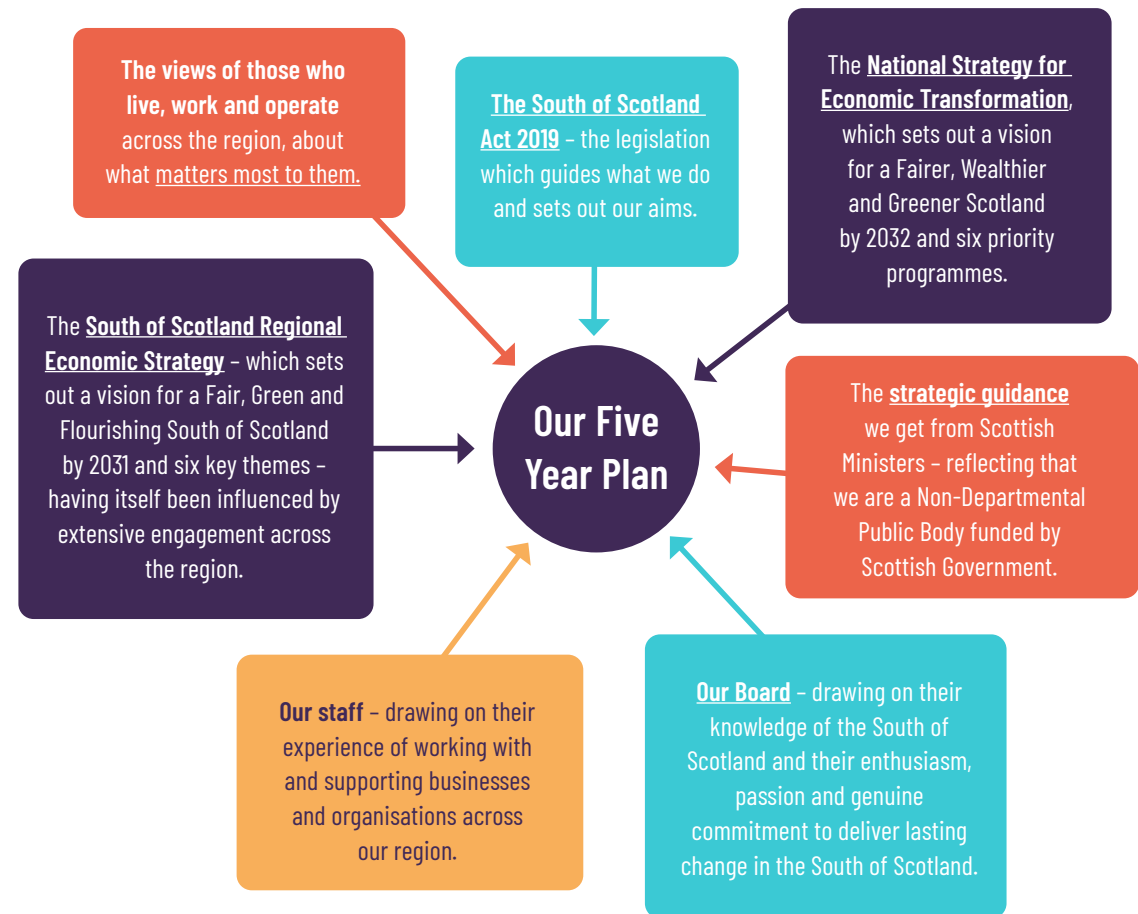
This is Our Five Year Plan, telling you who we are and what we are here to do over the next five years - 2023-2028. It is our first strategic plan and is critically important in setting our direction for the years ahead.

Our plan:

- communicates our vision and our long-term priorities – the difference we intend to make and how;
- provides a framework to guide our day-to-day focus and decisions about where we will prioritise our support;
- demonstrates how what we intend to do delivers both for people in the South of Scotland and Scotland as a whole;
- sets out our approach to making it happen, including key partners we will look to work with; and
- makes clear how we will measure our impacts and judge our performance – and report on that measurement – enabling those who we are here to serve hold us to account.

Before developing Our Five Year Plan, we engaged with people living, working and operating across the South of Scotland. This was important given that listening and acting on what we hear goes to the heart of what we have been set up to do, enabling us to focus our efforts and resources on addressing those issues that matter most to people in the region. We undertook significant engagement to meet and hear from people across the South of Scotland – including those from seldom heard groups – during the latter part of 2021 and early part of 2022. We held 25 events, 23 in person in towns and villages across the region and two online. The findings are on our website [here](#). The areas of focus and priorities in this plan draw directly on what we heard.

Influences on Our Five Year Plan



The South of Scotland - Our Region




“

The South of Scotland is a big region, full of natural beauty and rich diversity. With a long history as an important centre of production and trade, a connector of places and bridging point between nations, the region maintains its pivotal role today. The South of Scotland is also different - and proud to be so.

”

South of Scotland Regional Economic Strategy

KEY

-  South of Scotland region
-  Main Routes
-  Railways
-  Main Rivers



BELFAST
BELFAST CITY & BELFAST INT. AIRPORTS

Our Region - Key Statistics



Home to **265,000** people
5% of Scotland's population



134,377
dwellings



Central in
the UK



More than **11,800**
enterprises operating,
with a combined
turnover of
c.£10bn



89% of
enterprises have
fewer than ten
employees

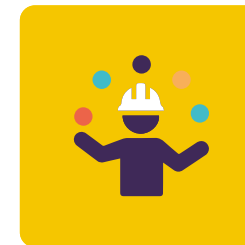


Predominately rural -
only 4 towns over
10,000 people and
24 people per sqkm
(vs 70 per sqkm
Scotland average)



Outstanding and
beautiful landscape -
including **1,068km**
Coastline

15% of
Scotland's Land
Mass (11,000 km²),
250km Coast
to Coast



19% of
those in employment
are self-employed
(vs 11% for
Scotland)



We generate
three times more
renewable electricity
than our total
electricity usage

Our Opportunity in a Changing World

We need to be ready to respond to the wider economic, social and environmental trends that will affect our people and region over the next five years and seize the opportunities for the South.



Economic change and competitiveness

We have a chance to build on the innovation, creativity and collaboration unlocked by our response to COVID-19, and a legacy of energised communities and stronger partnerships. There is significant investment in the South through regional growth deals and a shared vision in the Regional Economic Strategy on which we can build. Growth and transformation in many sectors mean the region has a strong offer as a place to start and grow an enterprise. We have higher levels of self-employment than the Scottish average showing our enterprising spirit and potential.

Looking ahead... we will need to respond to an uncertain short term economic outlook. Inflation, particularly in energy costs, has outstripped wage growth. Household incomes and enterprise confidence have been knocked. In the South we must improve economic performance since our economic output, productivity and business creation is lower than in Scotland as a whole.



Climate, nature and Net Zero

Our region has exciting and significant Net Zero and nature-positive opportunities which will drive the changes and attract the investment needed to accelerate Scotland's transition to a resilient and regenerative wellbeing economy. We have the ambition and desire to lead the way in the South, building on our reputation as a region of firsts. Our Regional Land Use Partnership, one of five national pilots, is pioneering change and tackling biodiversity loss by optimising land use in a fair and inclusive way and the Borderlands Inclusive Growth Deal is funding a regional energy masterplan.

Looking ahead... we urgently need to move to a climate resilient, circular and nature-positive economy and do so in a fair, inclusive and just way. The South could accelerate the pace of and make a significant contribution to Scotland's Net Zero transition. We must seize the new opportunities that a response presents, attract investment and respond now to change already happening to protect and enhance our people and places.



Future of work and a changing population

A changing labour market and new ways of working are stimulating innovation. For example, digital advances have increased remote working. We have a coordinated skills offer to help develop our people and a commitment to a regional wellbeing economy with Community Wealth Building, a circular economy and Fair Work creating and enhancing employment and prosperity. Our quality of life is a key attractor for people to live and work in the South and we benefit from the experience of our retirees in the voluntary sector, communities and informal caring.

Looking ahead... we will need to respond to ongoing changes in how we live and work. In Scotland more people are living longer and form a greater proportion of the population. This is reflected in the South where our people are growing older whilst young people often move away. We must use digitalisation to our advantage and take action to help improve local wage levels, job security and career opportunities.



Stronger regions and partnerships

There has been a shift in regional development models across Scotland that creates an opportunity for us to think about new and bespoke ways of developing the South to meet the needs of our largely rural region. Our new regional structures – the South's Regional Economic Partnership and SOSE – enable us to amplify a collective voice to advocate for and facilitate even more regional autonomy on key issues. A changing public sector landscape means we can collaborate in new ways across agencies and partners to focus where change is needed most.

Looking ahead... economic and social development approaches continue to shift with even greater focus on regional models. To capitalise on these opportunities, we need to strengthen our regional ways of working and demonstrate the impact we can have when working together. Wider changes to how public sector agencies work emphasise the need for even greater collaboration to maximise our impact.

A Collaborative Response: to Transformation

Our Five Year Plan is part of a collective effort to create a regional and national wellbeing economy in support of the ambition in the [National Strategy for Economic Transformation](#) to create prosperity for everyone in Scotland.

The [South of Scotland Regional Economic Partnership](#) was established in 2020 as a forum to drive change in the South. It brings together a wide range of expertise from across the region, including SOSE, to set the direction for our regional economy.

Following extensive engagement, the [Regional Economic Strategy](#) was launched in 2021. It provides a plan for how we will work together to make the region the best it can be. The Regional Economic Strategy has a [Delivery Plan](#) designed to be flexible to adapt to changes and new demands.

SOSE is directly involved in supporting many of the actions in both the National Strategy for Economic Transformation and the Regional Economic Strategy – working collaboratively with our partners to do so.

National

National Strategy for Economic Transformation

Produced by the Scottish Government

Sets out a vision for a wellbeing economy and ambitions for a Fairer, Greener and Wealthier Scotland. Aligns with the [National Performance Framework](#).

Timeframe: 2022-2032

Regional

Regional Economic Strategy and Delivery Plan

Produced by the South of Scotland Regional Economic Partnership
Sets out a vision for a Fair, Green & Flourishing South of Scotland with six strategic ambitions.

Timeframe: 2021-2031

Organisational

SOSE: Our Five Year Plan

Produced by SOSE

Sets out SOSE's focus, priorities and contribution to the RES and NSET visions and our statutory aims.

Timeframe: 2023-2028

Delivering for the South

Our six areas of strategic focus are rooted in the needs and ambitions of the South. They have been shaped from the messages we heard in our engagement from the people who live, work and operate here.



Our areas of focus closely support the visions in both the Regional Economic Strategy and the National Strategy for Economic Transformation. They reflect our core economic development functions and our equal social and environmental remit as established in our founding legislation, the SOSE Act 2019.

At the heart of our focus is delivering on **our vision to create Success, increase Opportunity, lead a Sustainable and Just transition to Net Zero and advance Equality**. We want to create a **Wellbeing Economy** that ensures everyone benefits from advancing the economy of the South - by viewing our economic activity through a climate, nature, equalities and community lens.

Each of our areas of strategic focus are of equal importance and are interlinked. Progress in one area should happen in a way that helps move forward other areas. In this Five Year Plan we set out why we are focusing on these areas, our priorities under each, our key activity over the five years and our contribution to the Regional Economic Strategy, to the National Strategy for Economic Transformation - and therefore the National Performance Framework - and our statutory aims in the SOSE Act 2019.

A **Wellbeing Economy** is an economy designed to serve people and the planet, not the other way around. Rather than treating economic growth as an end in and of itself and pursuing it at all costs, a Wellbeing Economy puts our human and planetary needs at the centre of its activities, ensuring that these needs are all equally met, by default.

Wellbeing Economy Alliance



Accelerating Net Zero and Nature-positive Solutions



- **Leading a Just Transition to Net Zero and a nature-positive region**
- **Innovating for a clean energy transition and promoting nature-based solutions**
- **Establishing regenerative and resilient approaches to land and marine assets**
- **Leveraging the natural capital potential of the region**

Why this matters

Our climate and nature roles are enshrined in our founding legislation that sets out our aims to further the *sustainable* social and economic development of the South and to improve the region's *amenity and environment*.

We are facing a climate and nature emergency that is affecting our places and people right now, whether through the effects of more regular flooding on our businesses and communities or the loss of biodiversity and changing land use. We know our region could make an even greater contribution to Scotland's decarbonisation targets and accelerating Net Zero and nature-positive solutions goes hand in hand with our other priorities including to attract ambitious investment. Our region has significant potential to capitalise on our natural resources and bring meaningful investment into the South generating regional jobs and supply chain opportunities.

We will use our influence and expertise to work with key regional partnerships such as the Net Zero Commission, the Regional Land Use Partnership and the Energy Transition Group to collectively help the region harness the full potential of our natural resources and develop a circular economy. In this way we can meet our decarbonisation targets while restoring nature, improving wellbeing and creating new economic opportunities. We will enhance the region's resilience to climate change adapting to the changes we already see, working closely with Dumfries and Galloway and Scottish Borders Councils to do so.

“
Net Zero is
a huge
opportunity”

SOSE engagement tour
participant

“
How will SOSE ensure benefit
from natural capital for
communities and people?”

SOSE engagement tour participant

“
Biodiversity crisis is
everywhere in our
communities”

SOSE engagement tour
participant

How we will drive change

1. Leading by example, applying a Net Zero lens to all that we do
2. Championing the need to and gains to be had from acting now to invest in Net Zero solutions and climate adaptation – helping those who wish to do so
3. Supporting pioneers and early adopters of Net Zero approaches and nature-positive solutions
4. Growing regional capacity and capability to decarbonise energy supplies whilst encouraging investment in energy efficiency and renewable technologies
5. Bringing key partners together to ensure focus and coherence, through the development and implementation of a South of Scotland Routemap to Net Zero
6. Making the most of our Natural Capital assets by driving the delivery of a Regional Land Use Framework so we can make informed land use decisions that contribute to a wellbeing economy
7. Creating opportunities for responsible investment in Natural Capital that supports landscape scale nature recovery investment and regenerative and resilient approaches to the land and marine economy
8. Promoting our regional expertise and Net Zero and nature-positive investment opportunities

What do we mean by...

Net Zero means that the amount of greenhouse gas emissions we put into the atmosphere and the amount we are able to take out will add up to zero. Not all emissions can be avoided. To get to net zero any emissions we create would be balanced by schemes that offset the same amount of greenhouse gases entering the atmosphere.

A **Just Transition** is both the outcome and the process that must be undertaken in partnership with those impacted by the transition to Net Zero. It supports a Net Zero and climate resilient economy in a way that delivers fairness and tackles inequality and injustice.

Natural capital is a term for the habitats and ecosystems that provide social, environmental and economic benefits to humans. The South of Scotland has a range of these habitats and ecosystems - each of which makes a unique contribution to the wellbeing of those who live and work here.

Our impact

We will contribute to the delivery of our statutory aims, Regional Economic Strategy themes and National Strategy for Economic Transformation programmes, specifically:



Advocating for Fair Work and Equality

- **Championing Fair Work and security of work and pay**
- **Advancing opportunity and inclusion**
- **Supporting lifelong learning**
- **Strengthening the resilience and scope of the Third Sector**



Why this matters

Ensuring that everyone benefits from opportunity and investment in the region and that no one is left behind, is central to the vision at the heart of the South of Scotland Regional Economic Strategy. Supporting the economic and social development of all parts of our region – including for those places and groups where there is inequality of opportunity and higher deprivation – is core to our founding aims.

We know that advancing equality, economic and social opportunity starts with building supportive relationships with people including seldom heard groups and then listening to and working with them to design and implement change. Whilst we have made good progress on this, we recognise there is more to do, working collaboratively with and adding value to the efforts of the Third Sector and, for example, the region's two Local Employability Partnerships, recognising the importance of the region's two Third Sector Interfaces.

Attracting and retaining people to live and work in our region is key to overcoming many of the economic and societal challenges we face. We know that Fair Work is more important than ever and there is a strong need for action in the South where we have a higher proportion of individuals living in in-work poverty than elsewhere in Scotland. The Scottish Government has set out an ambitious vision for Scotland to be a leading Fair Work Nation by 2025 and we are in a unique position to help drive this change, supporting employers in the region to see the value for them and deliver on this commitment.

Given the changing nature of our economy, we know that with jobs in some traditional sectors reducing and jobs in new sectors emerging, we need to invest in our people and their skills and ultimately their futures. We are uniquely placed as an organisation to add value to the work of others leading on this agenda, helping to coordinate efforts in what is a busy landscape and amplifying the voice for change where needed to ensure we have access to a skills system which is responsive to our regional and particularly rural needs.

Finally, we know that the Third Sector, and in particular the region's two Third Sector Interfaces, are critical partners in all of these areas, especially in reaching and delivering services for those most in need. Consequently, we must help to not only strengthen their resilience and hence safeguard their offering but support them to expand their offering too.

“
*Unless we bring in real jobs,
many jobs will disappear*”

SOSE engagement tour participant

“
*We need to build sustainable
diverse communities*”

SOSE engagement tour participant

How we will drive change

1. Leading by example through our own approaches to equality, fair working practices and securing diversity of voices in our decision making
2. Building and maintaining productive and supportive relationships with seldom heard groups, recognising the Third Sector as an important gateway
3. Providing advice, resources, mentoring and support to help enterprises understand, value and take action to achieve the Fair Work First criteria – as well as monitoring their actions and progress
4. Co-delivering sectoral Fair Work agreements, working with employers, trade unions and groups representing the voices of the workers in key sectors, as well as with individuals with lived experience of in-work challenges and barriers
5. Promoting alternative and innovative ways of working that are more inclusive and productive
6. Collaborating to increase the range of and access to regional learning opportunities including through Higher and Further Education
7. Working with employers to help shape a relevant and regionally responsive training and upskilling offer for all including the talent of the future
8. Working with the region's two Third Sector Interfaces to champion the role of the Third Sector and supporting their ability to deliver vital employability support for those most in need

What do we mean by...

Fair Work is work that offers all individuals an effective voice, opportunity, security, fulfilment and respect. It balances the rights and responsibilities of employers and workers. It generates benefits for individuals, organisations and society.

The **Third Sector** includes: charities; voluntary organisations; religious organisations; sporting organisations; community organisations; cooperatives; social enterprises; professional associations; chambers of commerce; development trusts and welfare organisations. The Third Sector delivers essential services, helps to improve people's wellbeing and contributes to economic growth. It plays a vital role in supporting communities at a local level.

Third Sector Interfaces are charitable organisations that exist to promote, support, and develop a strong third sector, social enterprise, volunteering, and connect into community planning.

Our impact

We will contribute to the delivery of our statutory aims, Regional Economic Strategy themes and National Strategy for Economic Transformation programmes, specifically:





Activating & Empowering Enterprising Communities

- Boosting community capacity and confidence
- Supporting place focussed community-led regeneration and development
- Embedding Community Wealth Building principles
- Encouraging ambition and entrepreneurial thinking

Why this matters

Our region is its people – our vibrant, resilient and enterprising communities. By empowering, connecting and building even more enterprise ambition in those communities we can, in partnership, help our region to flourish – a key ambition at the heart of the vision in the South of Scotland Regional Economic Strategy.

The COVID-19 pandemic and its response has created a legacy of innovation and activism in many communities. We need to help those communities to harness that enterprising spirit to tackle regional economic and social challenges and unlock the potential in our places. This means working particularly closely with and adding capacity to our key partners in Dumfries and Galloway and Scottish Borders Councils and the region's two Third Sector Interfaces who bring great expertise and often have existing relationships with enterprising communities.

Many of our social enterprises have smaller turnovers, a smaller geographic focus and a lower percentage pay the living wage than the rest of Scotland. We can help to connect and develop those organisations and raise their collective ambitions and impact. A thriving and dynamic community network offers real opportunities to create and retain economic and social capital in the region and we will work with our partners to promote and develop these Community Wealth Building approaches.

“
Need more capacity
in the community”

SOSE engagement tour participant

“
*We need to sustain what works well
in our community. It is wrong to only
look to the innovative in enterprise.*”

SOSE engagement tour participant

How we will drive change

1. Working with the region's two Third Sector Interfaces to champion and support the development of leadership, capacity, capability and resilience across those in the Third Sector driving or supporting enterprising activity
2. Identifying, supporting and connecting enterprising community organisations that want to drive transformational change in their area
3. Adding our capacity, expertise and experience to the ongoing development of active place planning efforts across the region
4. Supporting social enterprises to identify new opportunities and to develop new products, services and markets in response
5. Promoting a greater understanding of the principles of Community Wealth Building and leading by example in applying them across all that we do
6. Leading the collaborative development of regionally significant Community Wealth Building approaches
7. Collaborating to open up more procurement opportunities for regionally based small and medium sized enterprises

What do we mean by...

Community Wealth Building is an approach to economic development that changes the way that our economies function, retaining more wealth and opportunity for the benefit of local people. It has five principles:

1. Plural ownership of the economy;
2. Making financial power work for local places;
3. Fair employment and just labour markets;
4. Progressive procurement of goods and services;
5. Socially productive use of land and property.

Place planning offers communities the opportunity to develop proposals for their local area, expressing their aspirations and ambitions for change. Local Place Plans were introduced by the Planning (Scotland) Act 2019, which contains a right for communities to produce their own plans.

Our impact

We will contribute to the delivery of our statutory aims, Regional Economic Strategy themes and National Strategy for Economic Transformation programmes, specifically:



Attracting Ambitious Investment



Why this matters

The South of Scotland is already transforming through continued investment in our people and places. Investment from the [Borderlands Inclusive Growth Deal](#) and [Edinburgh and South East Scotland City Region Deal](#) are paving the way for new jobs, improved prospects, better connected places and more engaged people. We are committed to supporting Dumfries and Galloway and Scottish Borders Councils to deliver and maximise the benefits to the South from these Deals, and we are actively involved in shaping and leading on key projects as directed.

The South of Scotland Regional Economic Strategy is ambitious about going further and unlocking even greater opportunity through further investment in the region. We can play a key role in making sure we capitalise on the South's strengths, supporting existing industry and attracting new businesses and institutions to the area. Investment within and into the region can underpin our other five strategic priorities, for example putting the climate, nature, innovation and sustainability at the forefront of growing our economy and creating regional opportunity and wealth.

To secure ambitious public, private and third sector investment we need to shout even louder about our great region and its unique strengths. Great progress has been made and we are committed to working with partners to build on this momentum, working closely with others including [South of Scotland Destination Alliance \(SSDA\)](#) and [Scottish Development International \(SDI\)](#). We need to keep advocating collectively as a region for support and funding to improve our housing, transport, digital connectivity and employment sites which are holding back our investment potential, inclusivity and reducing our region's attractiveness. We can and will work with partners to continue to influence and shape national policy and funding approaches so that they deliver for our people and places.

- Raising the regional profile
- Creating opportunity through ambitious and diverse investment
- Advocating for and supporting improvements to infrastructure
- Developing regional supply chains

“
We need to encourage local employment but there is no economically available land or local jobs. ”

SOSE engagement tour participant

“
We need to attract more people to come and stay. ”

SOSE engagement tour participant

“
Individual businesses can do a lot but without adequate infrastructure we will all be in a bad space ”

SOSE engagement tour participant

How we will drive change

1. Working with others to champion and raise the profile of the South of Scotland as place to invest and do business, building on the established Scotland Starts Here brand
2. Developing, promoting and proactively pursuing investment opportunities that align with our regional ambitions and shared national priorities and that create and retain wealth and opportunity for our communities
3. Making the decision to invest in the South of Scotland as seamless and easy as possible
4. Collaborating to improve the pipeline of readily available commercial and development land supply
5. Facilitating and contributing to a regional wellbeing economy approach to strategic infrastructure planning and development and helping to shape the regional spatial strategy
6. Advocating for and facilitating better enabling infrastructure – specifically housing, transport including active travel, and digital - to meet the needs of our region, contributing where we can to collaborative efforts to overcome barriers
7. Defining key supply chain gaps and opportunities and helping to develop capacity and opportunities for home grown workforce and skills development that supports Community Wealth Building

What do we mean by...

City region and growth deals are packages of funding and decision-making powers, agreed between the Scottish Government, the UK Government and regional partners. They are designed to bring about long-term improvements to regional economies, attracting additional investment, creating new jobs and accelerating inclusive and sustainable economic growth.

A **supply chain** is an entire system of producing and delivering a product or service, from the very beginning stage of sourcing the raw materials to the final delivery of the product or service to the end user.

Our impact

We will contribute to the delivery of our statutory aims, Regional Economic Strategy themes and National Strategy for Economic Transformation programmes, specifically:



Awakening Entrepreneurial Talent

- Inspiring and embedding entrepreneurial activity and enterprise ambition
- Promoting a culture of entrepreneurship
- Supporting the establishment of growth clusters
- Unlocking creative and cultural excellence



Why this matters

Awakening entrepreneurial talent is a priority in both the South of Scotland Regional Economic Strategy and National Strategy for Economic Transformation. New and growing enterprises can create fair and rewarding work opportunities and help us to retain and attract talent. Entrepreneurial ambition in the Third Sector can also stimulate new and enhanced services and opportunities for our people and communities to flourish.

We want to promote and celebrate entrepreneurial talent across our region. We know that in the South we create fewer new/start up enterprises than in Scotland as a whole. But our start ups have better three-year survival rates higher than the Scottish average and we are comparatively more reliant on self-employment, highlighting our enterprising spirit. To ensure a strong and consistent support offering we will continue to work in partnership across the South, delivering Business Gateway in the Scottish Borders and working closely with Business Gateway Dumfries and Galloway, to grow our own, retain and attract the best entrepreneurial talent, including more women and youth-led enterprise. We will proactively promote start up opportunities, providing a stronger pipeline of scaling businesses and working with and through key partners such as regional education providers, Scottish Borders Council, Dumfries and Galloway Council including Business Gateway, [Converge](#) and [Interface](#).

Creative and cultural enterprise is fundamental to our vision in the Regional Economic Strategy, recognising the role it has in supporting our tourism offer, but also as a result of its social and economic value and the potential for it to strengthen community cohesion. This is an area where SOSE will work closely with partners such as [Creative Scotland](#) and [Skills Development Scotland](#) to nurture, advance and connect cultural and creative interests in the South.

“
The business
support landscape
is a maze ”

SOSE engagement tour participant

“
*Organisations and businesses...
have good products but don't have
the skills to market them* ”

SOSE engagement tour participant

How we will drive change

1. Championing and implementing our Entrepreneurial Route Map to inspire, activate, incubate and accelerate entrepreneurial approaches
2. Co-developing and delivering ambitious approaches to supporting entrepreneurs including women and youth-led enterprise across the South of Scotland
3. Establishing and embracing strategic partnerships to drive higher levels of entrepreneurship across the region
4. Advocating and collaborating to create enhanced support for all enterprises
5. Bringing together networks of enterprises with shared interests, ambitions and strengths so they can grow collaboratively
6. Connecting creative and cultural interests to create enhanced opportunities for collaboration and to help inform and influence policy development
7. Continuing to map the creative economy in the region to better understand and explore future opportunities and align with emerging technologies

What do we mean by...

Start ups are new enterprises founded to develop a product or service and bring it to market.

The **creative economy** is the interface between creativity, culture, economics and technology. It has the potential to generate income, jobs and exports while at the same time promoting social inclusion, cultural diversity and human development.

Our impact

We will contribute to the delivery of our statutory aims, Regional Economic Strategy themes and National Strategy for Economic Transformation programmes, specifically:





Advancing Innovation and Improving Productivity

- Promoting an understanding of and improvements to productivity
- Championing innovative ways of working and creativity
- Creating and enhancing conditions to collaborate and foster innovation
- Enabling digital advances and enterprise digitalisation
- Pioneering circular economic development

Why this matters

Establishing the South as a place that embraces innovation, efficiency and circular economic approaches is central to our vision. Whether small or large, changes and improvements to how the region's enterprises operate can help them become more resilient, grow, expand and excel. We know that the South of Scotland lags behind other regions in terms of productivity, which can deter investment.

As a region, the South is well placed to be a test bed for innovation and advances across businesses and the Third Sector. Our role in supporting initiatives such as the Scottish 5G Centre Rural Test Bed and a planned regional Techscaler hub is enabling more of our enterprises to embrace and take advantage of the benefits of the digital revolution. We must also champion an innovative circular economy as an integral part of our regional economy and our climate and nature transition, embedding and enhancing circular approaches that can grow and strengthen regional supply chains, working closely with organisations like Zero Waste Scotland to do so.

We will work with key national partners such as the Scottish Manufacturing Advisory Service, the National Manufacturing Institute of Scotland and regional partners including those involved in the Advancing Innovative Manufacturing in the South project, to inspire and deliver practical support to drive increased efficiencies. Together we will work to strengthen the region's role as a hub for innovation, resolving challenges and achieving more for less through continual improvement, greater collaboration and knowledge transfer. We can build on existing investments in many sectors such as farming, cycling, textiles and food and drink manufacturing, helping to support new business models and service design and delivery as well as new products.

“
There is a strong community of micro-businesses which often need only small amounts of support.
”

SOSE engagement tour participant

“
Innovation seen as a silo; 4G, hydrogen, etc., What about creativity?
”

SOSE engagement tour participant

How we will drive change

1. Demystifying productivity, innovation and creativity, and helping all enterprises to recognise their importance, relevance and value
2. Working with and connecting enterprises to improve our shared understanding of the barriers to innovation, productivity and expansion
3. Working collaboratively to shape and promote the range of productivity support and helping enterprises to access that support
4. Working with enterprises to help them innovate to improve resilience and performance and using initiatives such as CivTech to co-create solutions to important and relevant challenges
5. Creating an innovation ecosystem in the South, raising the region's profile as a place of innovation and maximising opportunities through collaborative National Innovation Centres
6. Developing the circular economy as a key part of our regional economy by increasing awareness and knowledge sharing, supporting innovation in circular and resource efficient approaches and creating a regional circular economy ecosystem that supports regional supply chains and a wellbeing economy
7. Creating an environment that makes exporting easier for businesses in the South of Scotland
8. Taking an active lead in shaping and delivering Borderlands Inclusive Growth Deal projects including the Mountain Bike Innovation Centre and Natural Capital Innovation Zone
9. Delivering our Digital Strategy to influence digital infrastructure deployment, help enterprises and communities improve their digital maturity and foster digital innovation

What do we mean by...

Productivity is a measure of business or economic performance that shows how efficiently the business, region or country is producing goods or services.

A **circular economy** is one in which products, services and systems are designed to maximise their value and minimise waste. Everything has value and nothing is wasted.

Our impact

We will contribute to the delivery of our statutory aims, Regional Economic Strategy themes and National Strategy for Economic Transformation programmes, specifically:



How We Will Work to Deliver for the South

Our **VALUES** are at the heart of all we do. They have been shaped by a process of collaboration and are grounded in an understanding of the South of Scotland and its needs. We will be...

Inclusive

- Collaborative, long term.
- Building trust, bottom up not top down.
- Supporting diverse thinking from diverse communities and business.

Responsible

- We do what's right for communities and the planet.
- We are honest, transparent and straight-talking.
- We champion the South; its people, communities and businesses.

Bold

- Open-minded, creative, lateral.
- Optimistic, pioneering and ambitious.
- Aiming high, providing hope and encouragement.

Striving

- We take pride in all that we do.
- We never give up, we fight for what's right.
- We challenge ourselves to always be better.



Our Mission

We have a fresh and focussed mission – this is our commitment about how we will work to deliver on our priorities.

Our **MISSION** is to bring people together across the South of Scotland and work in partnership with them to further the region's economic and social development and to improve its amenity and environment. We will provide expertise, mentoring and investment to people, enterprise and communities. We will lead the way in thinking bigger, doing things better and unlocking the great potential of the South.

Working with others, we will put our Values into action through our Mission by consistently:

Speaking with and for the South

We will continue to speak to those who live, work and operate across the South, seeking to reach and hear from as many as we can about their wants and needs, amplifying their voices to create change.

Grounding action in evidence

We will deepen our collective understanding of the South, using compelling evidence to influence decisions and national approaches to secure meaningful change for and investment in the South.

Doing things differently

We will lead by example and play our part in promoting innovation, creativity and challenging convention, enabling all to think and do differently to secure the change we collectively want to see in the South.

Empowering and supporting

We will work with enterprises in established and emerging sectors to help them be more resilient, expand, innovate and compete - recognising the largely rural nature of our region and the high number of micro and small enterprises.

A New Way of Working for the South

We have made significant progress since we launched but there is more we must particularly do in these next five years.



We must **raise SOSE's profile** to reach more people and make us and the support we offer more accessible. We know we still need to help people and organisations in the South understand how we work with and alongside other key organisations – including Dumfries and Galloway and Scottish Borders Councils – and we will work with them to do so.



We must **lead the way in critical areas** such as Net Zero, Fair Work and Community Wealth Building, where there is a need for us to drive immediate and practical regional action to support people on these journeys.



We will lead the way in **bringing people together to collaborate through existing and new partnerships**, recognising that much can be achieved by simply bringing the right people together and through the power of a collective regional identity, voice and a forum for shared design and decisions.



We will **drive up collective standards of inclusion**, involving communities in decisions about them and making access to our services work for all. We will do this through partnership and meaningful dialogue with seldom heard people and groups, including those with protected characteristics, to secure greater equality of opportunity for all.



We will **collaborate to create the conditions for investment, transformation and wellbeing**. For example, with our partners we will advocate for and support improvements to enabling infrastructure such as housing, transport, employment sites and digital, recognising these can unlock wider opportunities for the South.



We must **improve our shared understanding of the region as a whole and its distinctive identity**. By building our evidence and data with people and partners we can support informed, real-time decision making in areas where the need and impact are greatest and understand the barriers to success. We will create a shared understanding and awareness of our potential and key opportunities and challenges.

Delivering in Partnership

Partnership is key to realising the great potential of the South. There is a fresh and strengthened partnership approach in and across the region that is helping us to collaborate even more effectively than ever before. Our partnerships are and will be wide ranging and encompass our critical regional partners such as: Dumfries and Galloway and Scottish Borders Councils; other national agencies such as Highlands and Islands Enterprise, Scottish Enterprise, Skills Development Scotland and Visit Scotland; the region's two Third Sector Interfaces; skills and education institutions; the health boards; and, crucially, communities and enterprises.

These partnerships help us to develop new ideas and ways of working. They are places where we can share evidence and ideas and align our approaches to make the best use of our resources. They allow us to speak and act with a distinct and powerful collective voice to facilitate solutions to barriers and unlock the South's unique strengths and potential.

As regional ways of working in the South continue to develop, communities and enterprises need to know where to go for advice and support and how the work of different organisations complement each other. We need to make sure that our collective vision translates to even more seamless and clear delivery structures and communications - something we and others in the region are firmly committed to.

Our strategic partnerships

Through the **South of Scotland Regional Economic Partnership** we collaborate to create and deliver a collective vision for the economic success of the South of Scotland. Our Board members participate in the partnership with key partners including Dumfries and Galloway and Scottish Borders Councils, national agencies, skills and education agencies and institutions, business and enterprise, the region's two Third Sector Interfaces and communities.

We work closely with the other **national enterprise agencies** to deliver on the ambition in the National Strategy for Economic Transformation. We align our strategic planning through a Joint Working Group. We collaborate through the Business Support Partnership to develop, promote and deliver our key products and services, and we share IT, IS and Internal Audit functions across a number of the agencies. We share good practice and experience, particularly with Highlands and Islands Enterprise given our similarly rural nature.

The **Convention of the South of Scotland** is a forum established by the Scottish Government to bring together public bodies in the South including SOSE. It is a place for the exchange of ideas on how to tackle key regional issues. It meets twice a year in the South to agree actions and ensure progress.

We have strong relationships with key partner organisations through the **Team South of Scotland** group. This includes Dumfries and Galloway and Scottish Borders Councils, Skills Development Scotland and Visit Scotland. The group provides a forum to share and align our work and to drive forward actions from the Regional Economic Strategy.

We have **strategic advisory groups** such as SOSE's committees including our Economic Committee and Just Transition Committee. Led by our Board, they draw on wider expertise in their membership to bring diverse and different thinking into our work. We will continue to seek ways to collaborate and bring in views from outside our organisation to strengthen and shape our actions.

Partnership in action

Putting Our Plan into Action

We will produce an annual Operating Plan that will set out for each year of Our Five Year Plan what we will do to drive forward our areas of strategic focus and priorities. Our Operating Plans will be published on our website [here](#).

We are here to create positive change for the South and are committed to tracking our progress and measuring the impact that we want to have through our efforts and our involvement in wider strategic and partnership working. To do this we have developed a performance measurement framework that:

- Reflects the unique challenges and opportunities of the South;
- Recognises our wider remit as a development agency that wants to achieve economic, social and environmental transformation; and
- Aligns with the Scottish Government's ambitions and those of the South of Scotland Regional Economic Strategy, demonstrating how we are delivering for people in the South of Scotland and Scotland as a whole.

By capturing our impact, we can:

- Report it, in our [Annual Report and Accounts](#) for all to see;
- Tell the stories of changes that are happening in our region to raise its profile and reputation; and
- Help us (and others) to continuously improve, adapt and evolve our delivery to increase our impact.

Our focus for 2023-28 is to commence data collection in line with our agreed performance measurement framework; begin to establish a baseline against which we can measure our impact in the years ahead; and continue to refine and evolve our measures where needed.

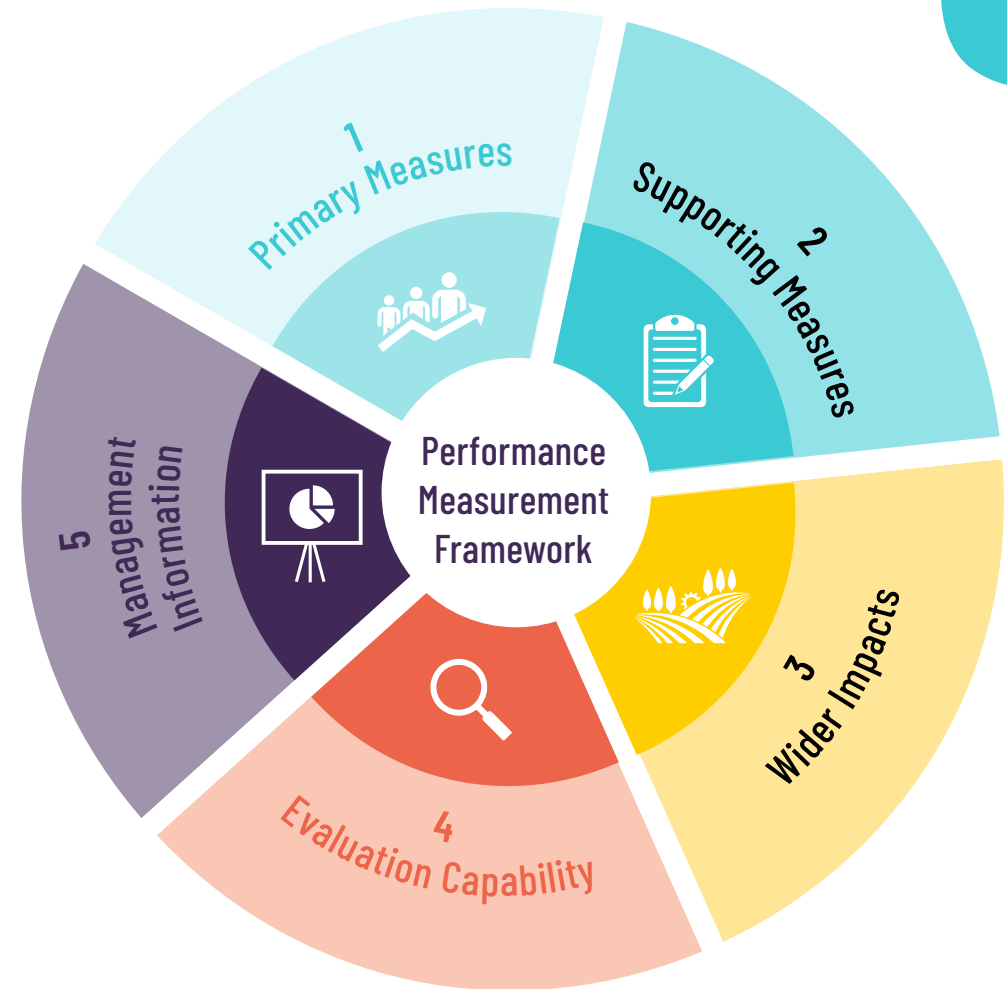


Our performance measurement framework is made up of:

- Measures of our organisational performance and direct impact including:
 - **Primary Measures** which align to our six areas of focus.
 - **Supporting Measures** which go deeper on our six areas of focus, represent other areas of impact that are important to us, and bring in other ways of capturing our performance, outputs and investments.
- Tracking of **Wider Impacts**, which are regional-level indicators of economic, social and environmental performance.
- **Evaluation capability**, so that we can conduct in-depth evaluations of specific areas of work.
- **Management Information and monitoring processes**, to track if projects are delivering as planned and ensure we are operating effectively.

The Primary Measures are where we expect results directly from our efforts. For example, by helping an enterprise to develop a new, energy-efficient facility, we can support an increase in client turnover, help stimulate capital investment, support [real Living Wage](#) jobs and an investment in Net Zero opportunities.

Our Primary Measures are a 'best fit'. They balance what we want to measure with what is feasible to measure, and what we are able to set robust target ranges for. We expect our direct impact to positively influence the performance of the South of Scotland as a whole, which is why our framework will also monitor change at a wider level.





“ We are...
FOR the South,
BY the South and
IN the South. ”



“ We can see huge
potential for the South
of Scotland. It’s a really
exciting time. ”

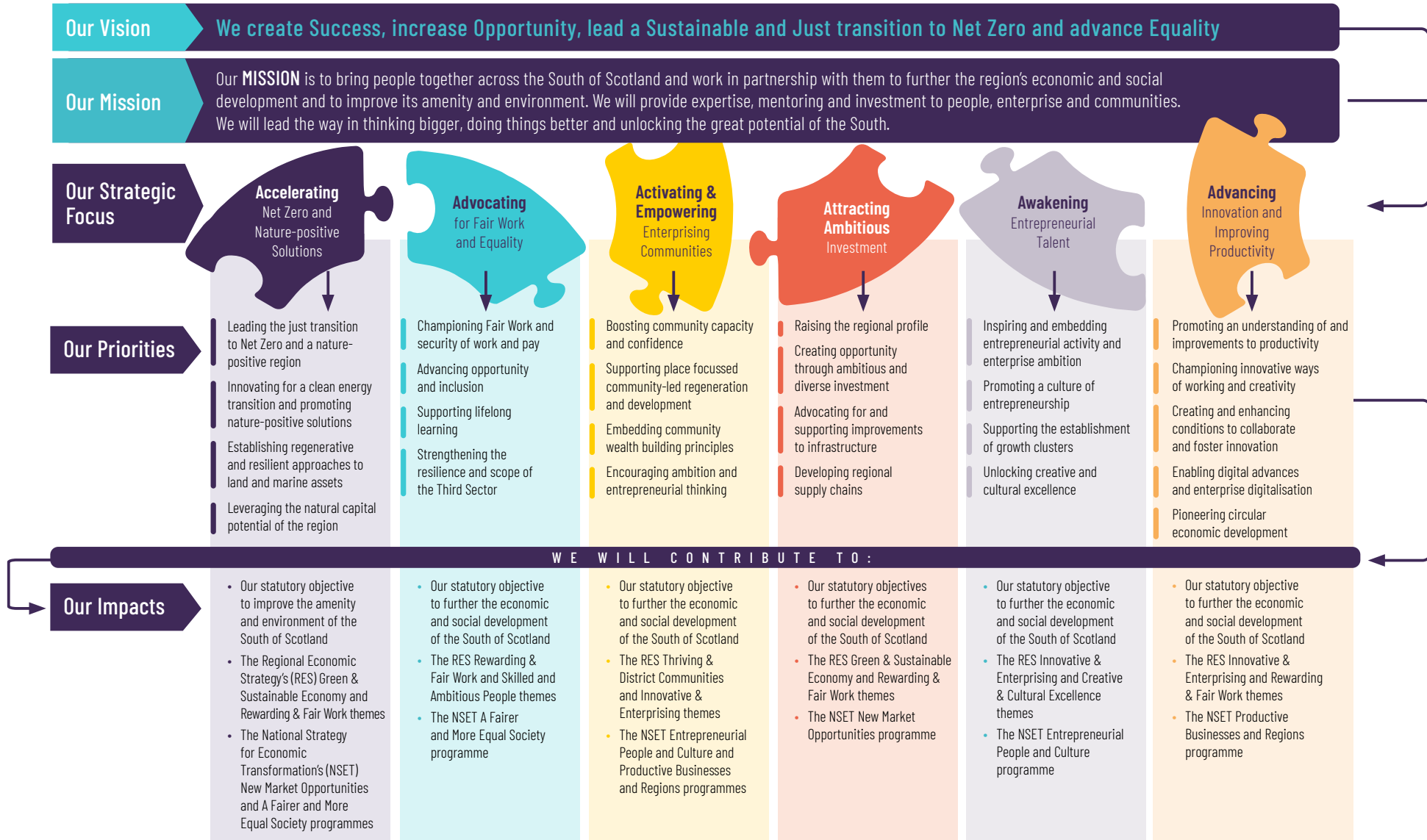


Appendices

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Appendix A

Our Five Year Plan



Appendix B



Operating Plan

2023-24

Cross-cutting and enabling activity

Our Five-Year Plan provides a framework that guides our activity and resources around six areas of strategic focus. On subsequent pages, this Operating Plan for 2023-24 sets out our priority activities for the year under each of those six areas.

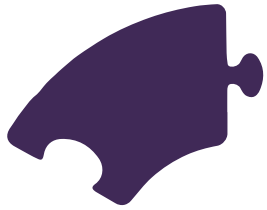
Some of our work will cut across and support all of our six areas of strategic focus, as well as delivering on the commitments in our values and mission to work in partnership, lead the way, think differently and continue to speak with and for people across the South. We will also continue to value, support and develop our own staff and ways of working so we continue to bring the best of our expertise, experience and enthusiasm to our priorities and our mission.

What we are focussed on:	What we are doing:
<p>Raising our profile and helping people to better understand what we do at SOSE and how to access our support</p>	<ul style="list-style-type: none"> • Delivering a refreshed Communications and Marketing Strategy to reflect our vision and priorities for the future • Increasing our visibility across the South of Scotland through an events strategy to support our vision and priorities • Building upon the engagement tour with a new plan with the aim of speaking to more people to help drive our priorities • Internal communications and engagement activity with a focus on ensuring Team SOSE are fully engaged in our strategic focus for the next five years
<p>Seeking out and responding to new opportunities to accelerate our work and advance the South, recognising that we are still developing our knowledge of and profile in the region and more widely</p>	<ul style="list-style-type: none"> • Enhancing and continuing our core enterprise, community and business support functions – including delivery of Scottish Borders Business Gateway – which will encompass advice and support in line with our areas of strategic focus and established priorities • Launching and implementing MySOSE, a new Customer Relationship Management system' • Working with key partners to ensure clear messaging about how our different but aligned roles and offers complement each other • Engaging with national and international partners and organisations to create opportunities for partnerships that advance the South and raise the profile of SOSE and the South on a wider stage • Contributing to the public reform agenda
<p>Driving the work of the Regional Economic Partnership to champion and enable a strong regional focus and approach on key issues for the South</p>	<ul style="list-style-type: none"> • Chairing the Regional Economic Partnership • Delivering effective Regional Economic Partnership meetings supported by Team South and the Regional Economic Partnership Secretariat • Ensuring that the Convention of the South of Scotland focuses on key issues in the South of Scotland

Continued on next page...

What we are focussed on:	What we are doing:
<p>Strengthening and expanding our knowledge of the South of Scotland through the work of our insights team so we can enhance and focus our efforts</p>	<ul style="list-style-type: none"> • Running a regular business survey and sharing outputs and information with partners • Sharing insights and research through the work of our Economics Committee
<p>Contributing to national policy development by sharing intelligence of the experiences of the South of Scotland</p>	<ul style="list-style-type: none"> • Responding to consultations and participating as members of key national groups including Industry Leadership Groups
<p>Ensuring effective, informed and inclusive governance and decision making in our own organisation</p>	<ul style="list-style-type: none"> • Ensuring effective SOSE Board and Committee meetings supported by our Board Secretariat • Bringing new skills to our board with a recruitment round • Progressing our Collaborative Leadership and Development journey through the delivery of initial Leadership Development Training for all of our managers • Establishing a Youth Advisory Forum to empower young people to help shape the future economy of the South
<p>Tracking our progress and measuring the impact that we want to have through our own efforts and our involvement in wider strategic and partnership working</p>	<ul style="list-style-type: none"> • Establishing a baseline and, tracking and measuring key indicators to understand and report on our impact • Leading partnership work to develop and put in place a performance measurement framework for the Regional Economic Strategy

Accelerating Net Zero and Nature-positive Solutions

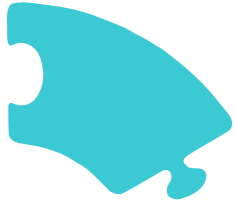


- **Leading a just transition to Net Zero and a nature-positive region**
- **Innovating for a clean energy transition and promoting nature-based solutions**
- **Establishing regenerative and resilient approaches to land and marine assets**
- **Leveraging the natural capital potential of the region**

Our key activity across 2023-24

- Developing and launching material to promote Net Zero investment opportunities across the South.
- Continuing to co-develop the South of Scotland Routemap to Net Zero, focussing next on working and coordinating with key partners to co-create Net Zero pathways for key areas of our regional economy.
- Co-developing an Energy Just Transition Plan for the South of Scotland, in line with work on an Energy Masterplan for the South of Scotland, including identifying all existing regional hydrogen and renewable energy projects and associated supply chains and emerging projects where we will focus support and development for future years.
- Delivering the Beacon Business Net Zero Accelerator programme, giving focussed support to six SME businesses for a year to deliver their Net Zero plans and realise the opportunities that Net Zero can bring - using learning from this programme to shape our wider Net Zero support offer.
- Launching a Net Zero Accelerator Fund to accelerate products and services that have the potential to scale the Net Zero impact regionally, nationally or globally.
- Working collaboratively to drive forward the Regional Land Use Pilot in the South of Scotland and developing a Regional Land Use Framework, leading the project development and providing secretariat support to the Partnership's Advisory and Steering Groups.
- Collaborating and co-designing the Borderlands Natural Capital Programme, leading on the development of the investment projects.
- Working with partners to develop metrics for Responsible Investment in Natural Capital that can be applied to projects across the South of Scotland.
- Collaboratively supporting and helping land managers and communities make informed land-use decisions, enhance biodiversity and increase carbon sequestration through the development and deployment of applicable technology for example through CivTech.
- Working in partnership with Skills Development Scotland, Colleges and Universities to deliver on the recommendation in the CLES report on decarbonisation and Community Wealth Building to increase training on retrofitting buildings so their energy consumption and emissions are reduced.

Advocating for Fair Work and Equality



- **Championing Fair Work and security of work and pay**
- **Advancing opportunity and inclusion**
- **Supporting lifelong learning**
- **Strengthening the resilience and scope of the Third Sector**

Our key activity across 2023-24

- Implementing Scottish Government guidance on Fair Work.
- Promoting and helping others to understand the concept of 'Living Hours' and the 'real Living Wage' across the region.
- Supporting our clients to embrace Fair Work and providing tools and sharing learning to help advocate for and implement fair working practices across the region.
- Supporting the delivery of the South of Scotland Tertiary Education Pathfinder – one of two national pilots – and its focus on improving access to education, skills and training and career pathways, specifically leading on a range of Pathfinder strands including employer engagement.
- Responding to recommendations arising from the Skills Review including opportunities to embed regional approaches to skills.
- Supporting the Crichton Campus Leadership Group through directly supporting a dedicated development officer role and providing secretariat support.
- Continuing to support under-represented groups, including working with the region's two Third Sector Interfaces to help those in the Third Sector focussed on doing so.
- Working with the region's two Third Sector Interfaces to support the Third Sector's role in employability support for those most in need.
- Supporting our Equality Ambassadors so that we lead by example.
- Launching our People Strategy to set out our approach and expectations of our staff.
- Supporting the mapping of provision of training and build SOSE staff awareness about access to funding for training and development opportunities.

Activating and Empowering Enterprising Communities



- Boosting community capacity and confidence
- Supporting place focussed community-led regeneration and development
- Embedding Community Wealth Building principles
- Encouraging ambition and entrepreneurial thinking

Our key activity across 2023-24

- Refining how we support social enterprises enabling them to be more sustainable, maximising the use of national tools, resources and services as well as developing stronger relationships with sector funders.
- Developing and delivering a programme of support for Enterprising Communities in response to local need and gaps in skills and knowledge, working with a wide range of partners including the region's two Third Sector Interfaces, Dumfries and Galloway and Scottish Borders Councils and relevant national partners.
- Working with local and regional partners to support place planning and investment in Borderlands Priority Places.
- Supporting and enabling enterprising communities to innovate more, driving change through the CivTech Challenge Programme, and other relevant opportunities.
- Developing new methods and relationships to increase the visibility of our enterprising community support offer, helping to reach people and places who haven't previously engaged with us.
- Embedding a 'place mindset' within SOSE, to ensure our work with businesses and communities makes a difference at a place level, not just for individual organisations.
- Enabling proactive engagement with the social enterprise sector and wider exploration of development opportunities.
- Working collaboratively to take forward the recommendations of the CLES report on Community Wealth Building and the delivery of energy efficiency retrofit, to build a progressive procurement pilot in line with the Regional Economic Strategy commitment.
- Co-ordinating the design and delivery of viable pilots on democratic finance, community benefit and employee ownership to grow practical experience and expertise in Community Wealth Building within the South.
- Continuing research and consultation into improving the impact of community benefit resource.
- Developing and piloting a Communities Ambition Fund to provide targeted support for enterprising communities.

Attracting Ambitious Investment

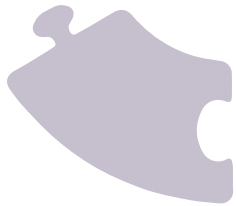


- Raising the regional profile
- Creating opportunity through ambitious and diverse investment
- Advocating for and supporting improvements to infrastructure
- Developing regional supply chains

Our key activity across 2023-24

- Developing propositions with Scottish Development International (SDI) and partners and rolling out international branding and marketing, including a new regional investment website to raise the profile of the South and take advantage of our unique geography, location and links.
- Developing a regional Inward Investment Strategy and strengthening relationships with key partners including SDI and the UK Department for Business and Trade to help us deliver on that strategy.
- Developing an approach to identify South of Scotland Inward Investment successes and working with the Councils and other partners to develop our aftercare offer for existing investors to anchor them in the South.
- Driving a regional approach to improve enabling infrastructure - including housing, transport, employment land and premises, digital and ports - working closely with partners to develop new ways of working, recognising different responsibilities.
- Working with the Councils and other key partners to develop and prioritise a pipeline of employment land and premises to support the region to meet investment demand while responding to local needs and creating regionally significant economic opportunities.
- Actively contributing to and encouraging progress with digital connectivity through implementing the infrastructure and access strands in our Digital Strategy - using Borderlands Digital Programme, Scottish Government Digital Transformation programme and CivTech challenges as further impetus.
- Driving a regional, collaborative response to tackling housing challenges to boost the supply of new homes in the South, creating regional employment and economic opportunities
- Working collaboratively to develop a pipeline of regionally significant capital projects, helping to build consensus about priorities for future regional scale funding opportunities and supporting regional supply chain development.
- Driving and shaping a regional tourism strategy with key partners, including the South of Scotland Destination Alliance, and continuing to influence national tourism opportunities such as through membership of the Industry Leadership Group on Tourism.

Awakening Entrepreneurial Talent

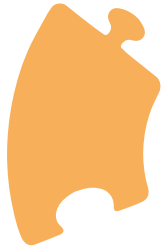


- Inspiring and embedding entrepreneurial activity and enterprise ambition
- Promoting a culture of entrepreneurship
- Supporting the establishment of growth clusters
- Unlocking creative and cultural excellence

Our key activity across 2023-24

- Funding Young Enterprise Scotland to run a 'Bridge 2 Business' programme to promote entrepreneurship in colleges across the region.
- Creating strategic enterprise-focussed partnerships with Borders College, Dumfries and Galloway College, Scotland's Rural College (SRUC) and Universities with a presence in the region to embed enterprise across their curriculum – aided by joint funding a post as part of the Converge challenge, to work in University Campuses in the South of Scotland to drive increased entrepreneurial activity.
- Providing focussed support to women and young people to explore enterprise through specific coaching schemes and our Women in Business network and events series.
- Launching and implementing our Entrepreneurial Roadmap, focusing on developing our key strands to Inspire, Incubate & Accelerate.
- Running open to all enterprise sessions to educate and inspire people to innovate or start a business or grow their business and offer networking opportunities.
- Working with CODEBASE on the establishment of a start-up tech-scaler hub in Dumfries.
- Supporting the development of a Construction Supply Chain Forum to bring together key groups and enterprises in the region that can share knowledge and approaches.
- Scoping and initiating work to engage with pre-seed investors – that is people and groups who provide early-stage funding for start ups – to raise awareness of activity in the South of Scotland
- Driving and supporting the creation of a creative placemaking framework across the region and building momentum around its work.
- Supporting the development of the Dumfries & Galloway Cultural Partnership and the Scottish Borders Creative Arts Business Network, including embedding regional approaches and connections through their strategies and implementation.
- Focussing on film in the South, supporting screen developments and projects which address Net Zero and innovation in the industry.
- Continuing to map the creative economy in the South, exploring the potential to enable shared access for key partners.
- Facilitating collaboration in a South of Scotland Roman and Iron Age working group to maximise our cultural and heritage assets across the region, sharing approaches and developing new initiatives.

Advancing Innovation and Improving Productivity



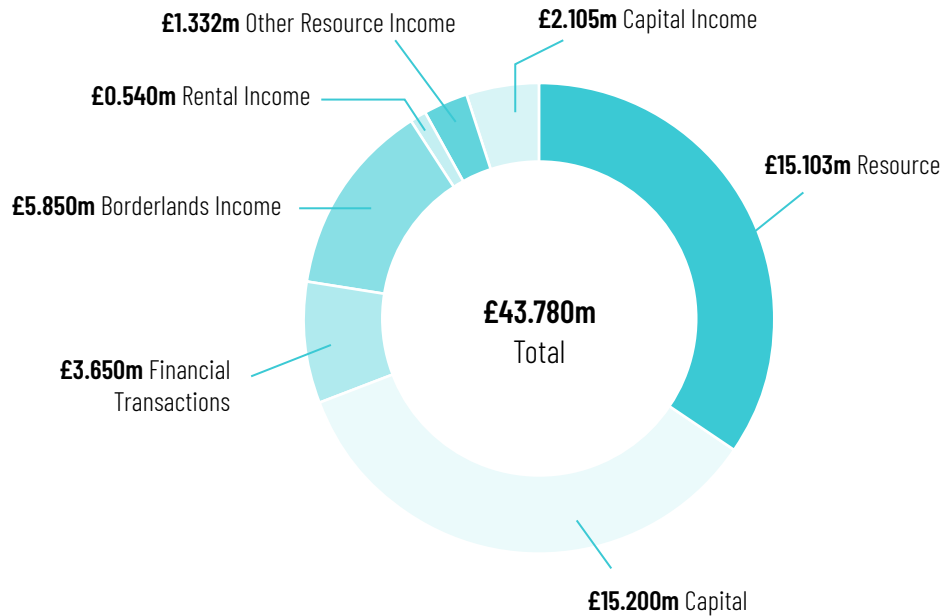
- Promoting an understanding of and improvements to productivity
- Championing innovative ways of working and creativity
- Creating and enhancing conditions to collaborate and foster innovation
- Enabling digital advances and enterprise digitalisation
- Pioneering circular economic development

Our key activity across 2023-24

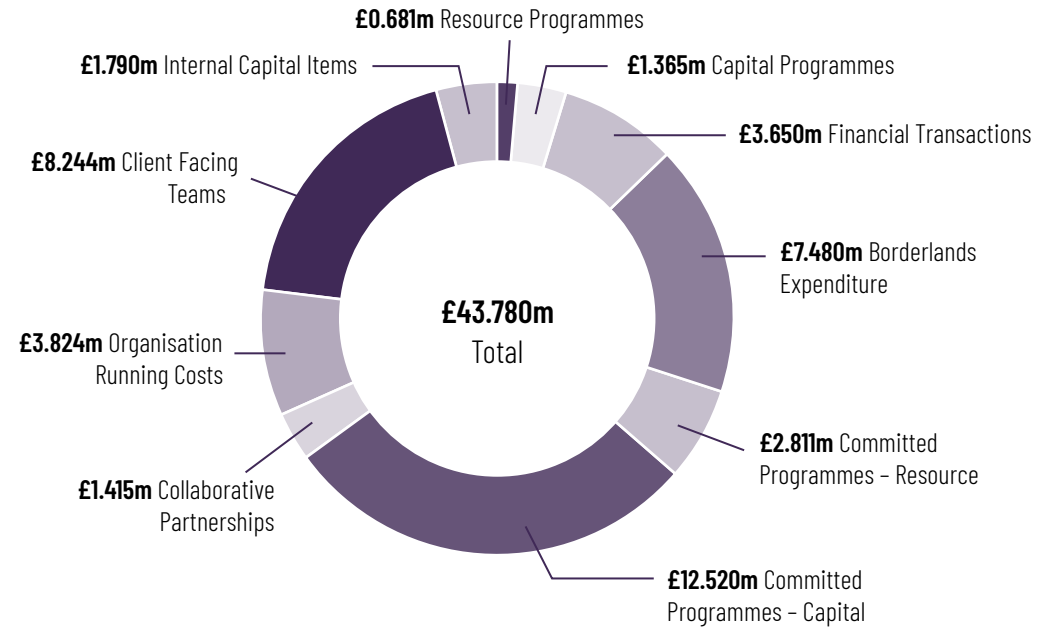
- Working in strategic partnership with Zero Waste Scotland to map existing circular economic approaches and awareness in the South and creating tools and workshops to aid others in understanding the circular economy and how to integrate it into their enterprise.
- Developing and supporting new CivTech Challenges, working with stakeholders in the South to promote and support a greater number of enterprises in our region to respond, win and benefit from CivTech Challenge opportunities.
- Strategically working to promote and embed the value of the Advanced Innovative Manufacturing Service.
- Increasing our own knowledge of exporters in the South and opportunities to build on these successes.
- Identifying and seeking to prioritise interventions that address gaps in support for exporters and access to new market opportunities for them.
- Exploring capability and appetite with stakeholders in the South of Scotland to develop a case for a space innovation centre.
- Continuing to strengthen our engagement with National Innovation Centres to ensure the South of Scotland benefits from their expertise.
- Mapping the innovation capability and strengths within our business base and enterprising communities across the South of Scotland to promote the economic and wellbeing benefits of embracing innovation.
- Continuing to raise awareness within our business base of the significant opportunities available to drive innovation and productivity by working in partnership with the existing innovation centres.
- Continuing to lead and drive forward actions from the regional cycling strategy, capitalising on the UCI World Cycling Championships taking place in the region in 2023 to deliver a two-day Innovation and Technology Summit and a Velo Region Accreditation Application.
- Continuing to lead work on a Mountain Bike Innovation Centre site at Innerleithen, where construction will begin in 2023, and working with partners towards confirming a preferred bike park delivery partner.

Our Operating Budget for 2023-24

INCOME



INVESTMENTS



Note:

- The South of Scotland Enterprise original cash allocation was £33.953m; the overall budget for SOSE is £34.453m which includes other elements relating to administration and non-cash items.
- Current forecast outturn is cash only.
- Collaborative Partnerships with other strategic public bodies include finance, IT and HR support.
- Organisation running costs include all remaining staff costs out with the client facing teams, and other business and estates costs.

Our Organisation

As an organisation we are structured around four Directorates – Finance and Corporate Resources; Net Zero, Nature and Entrepreneurship; Strategy, Partnership & Engagement; and Place and Enterprise – led by our Chief Executive, Jane Morrison Ross. As of 31 March 2023 there are 140 employees in SOSE.



Jane Morrison-Ross
Chief Executive, South of Scotland Enterprise



Anthony Daye
Director of Finance and Corporate Resources

- Facilities & Office
- Finance & Audit
- HR & Information Governance
- IT & Digital
- Procurement & Legal
- Programme Management
- Risk & Compliance

29 Employees



Dr Martin Valenti
Director of Net Zero, Nature and Entrepreneurship

- Entrepreneurship
- Fair Work
- Natural Capital
- Net Zero

24 Employees



Karen Jackson
Director of Strategy, Partnership & Engagement

- Communication & Marketing
- Economy & Insights
- Strategy, Planning & Partnerships

28 Employees



Bryan McGrath
Director of Place and Enterprise

- Business Development
- Community Development
- Economic Infrastructure

59 Employees

Contact Us

Find out more at
www.southofscotlandenterprise.com

Or get in touch to find out how we can tailor our support to your individual needs and circumstances

www.southofscotlandenterprise.com/contact-us
0300 304 8888

To request this document in an alternative format, such as large print, different language or on coloured paper please get in touch with us.

Correct as of March 2023

