



Have Your Say...

Our Framework for Engaging You



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Foreword

When, as the South of Scotland Economic Partnership (SOSEP) we came to speak to you, the people of the South of Scotland, about what your new Economic Development Agency should be and do, we said we would return and consult again understanding better from what you told us the first time and also what our legislation gave us in terms of scope and powers as South of Scotland Enterprise (SOSE). As we have said many times, it is the people of the South of Scotland who will decide whether we are doing well or not so you need to help us understand what you see as the key issues for our area.

We are IN the South, FOR the South and to do that we need to be BY the South. This means, we are here to listen to everyone and 'everyone' means exactly that. As an individual, community, or business (of whatever age, size, structure or objective) - we want you to have your say to help shape our region - so we will be creative and robust in looking at how to enable hard to reach and previously unheard voices to speak up.

We need that single unified voice for the South of Scotland both for ourselves and also for all those we need to help us on our journey to avoid the South being overlooked and left behind. If we do that then we will make the South of Scotland an even greater place to live, work, visit, learn and invest in.

This won't be easy across such a large rural area, but if we all are committed to being inclusive, accessible and collaborative then together we can achieve what we desire for us and those who will follow us in the coming decades. To do that we need to be driven by the passion, diversity and experiences we all know exist and are out there which will help us shape our plans to make the South of Scotland flourish into the future.



Professor Russel Griggs OBE
Chair, South of Scotland Enterprise

This document sets out the framework of how we, as SOSE, with your input and help can make this happen. Our approach takes account of all the learning we have gained so far, both from the two initial rounds of meetings we did as SOSEP, and from what we have learned so far as SOSE. These will allow us to meet the needs of the South which means we will be bold, ambitious and different in our approach.

Launching in the middle of the global COVID-19 pandemic has been both challenging and exciting. We have seen first-hand the huge potential of digital technology to connect people in critical and creative ways. We have seen that while many of our businesses have had challenges because of COVID-19, many have become more innovative about how they reach their customer base for example, so they have accelerated aspects of their businesses to be more resilient when we come out of the current situation. We want to hear about these too as part of our consultation process.

I think the experience that we have gained has helped us also to understand how not to overwhelm you, to not reinvent what's already out there and to continue to work with partners to help with that. Part of that will be us helping you to understand what our legislation means and what we can and can't do as a result of that so we do not mislead you in what you're telling us you want.

Keeping the positive dialogue going between us and the people of the South of Scotland is as critical now and going forward as it was over the last two years – so we will continue to make sure that you play your part in helping our region to flourish. I have always said that in the end it is only the people of the South of Scotland who can judge if SOSE is being successful. Without your voice to help us we may miss important aspects of what we should be doing and that will not allow us both to shape the direction we both want to take as we collectively embark on a new incredible chapter in the South of Scotland's history.

A handwritten signature in black ink, appearing to read 'Russel Griggs', enclosed within a hand-drawn oval shape.

Professor Russel Griggs OBE
Chair, South of Scotland Enterprise

1. Have Your Say... Why it Matters

As **South of Scotland Enterprise (SOSE)**, we are here to drive inclusive growth and ensure the South of Scotland benefits from a new approach that supports a diverse and resilient economy; sustains and grows communities; and improves the amenity and environment of the region. Our role is to inspire the region to think bigger and through engaging, coaching, mentoring and empowering businesses and communities across Dumfries and Galloway and the Scottish Borders, unlock significant opportunities for all, addressing disadvantage and tackling inequalities.

Listening and acting on what we hear goes to the heart of what we have been established to do.

This is because we want to focus our efforts and resources on addressing those issues that really matter most to those in the South of Scotland.

Whilst in our infancy, we are working hard to develop relationships with as many businesses, organisations and community groups as possible. Going forward we want to be listening and able to respond in real-time on an ongoing basis. There will however be times when we need to listen more widely, formally and in response to a time-limited opportunity. This will be essential to help shape and enhance our direction and important areas of our work – recognising that **we don't know everything, but that you do and that listening matters.**

This document sets out our approach to engaging with you on these time-limited opportunities . It sets out a **framework of key principles and related pledges we will follow** when inviting you to have your say. Following these principles will ensure that we engage consistently and effectively with the right people at the right times in a manner which follows best practice and is true to our core values of being **inclusive, responsible, bold, and striving**. Above all else it will ensure that you are able to exert influence over what we do and have fair access to voicing your views and comments. On our part we are committed to always reporting back the outputs and outcomes of what we have heard, ensuring that as an organisation we are accountable to all of those that we serve.

2. Have Your Say... On What?

As the South's dedicated economic development agency, we are here for the long haul. We know that to achieve our overarching aims – **to further the sustainable economic and social development of the South of Scotland, and improve the amenity and environment of our region** – our actions will need to be directed across wide-ranging activities. Consequently, it is likely that in the months and years ahead **we will welcome you to have your say on a wide variety of key areas** including, but not limited to:



Our plans and strategies
– including our 'Action Plan', which will define our priorities and provide a strategic framework of actions covering a minimum three year period, as well as any other thematic or issue based plans and strategies we may produce alongside our Action Plan



Our priorities – inviting your views on our priorities to ensure that they meet your needs



Knowing and understanding our region – seeking your help to gather relevant evidence, drawing on your knowledge and experiences, and sense checking the findings of research and studies we may commission



Our support offer – we will strive to work with and empower you as businesses, organisations or individuals to achieve your own ambitions. This will involve listening to your needs and experiences of working with us, so we can build on and better our support offer over time



Opportunities – we may at times be presented with previously unforeseen opportunities in response to which we will invite your views on how best to respond to these



Our land and property – where, in pursuit of our strategic ambitions, we acquire land or buildings to develop or dispose of, we may seek your views as part of working up proposals for specific sites and communities



Establishment and Remit of Committees / Forums – the [legal Act](#) which established SOSE allows for the establishment of committees and forums including our [Workers Interest Committee](#). In establishing such committees, we may on occasion ask you to help shape their membership and priorities.



Sometimes we may invite your views on behalf of others, where it is concluded we are best placed to capture these. Similarly, there may be times when we seek your views alongside partner organisations where we are undertaking joint work.

Some of the bigger plans and proposals we will seek your views on may have been subject to a number of statutory [impact assessments](#) to understand for example, their impacts on equality, health or the environment. Where such assessments are undertaken, we will ensure that their findings are made available and open these up for feedback and for your insights too.

You can keep updated on opportunities to have your say via [our website](#) and social media.

Additional methods we may use to notify you are set out at Appendix A.

3. Have Your Say... You're Invited

In keeping with our values, **we will always strive to be inclusive, encouraging, and enabling; empowering** as many of you as possible to be heard. At the same time, we recognise that depending on what we are inviting views on, interest and the desire to comment will vary. Prior to inviting views, we will always therefore carefully consider who our relevant stakeholders are. In broad terms they are:

- **The people who live and work in the South of Scotland, including residents; trades unions; social and community groups and partnerships, the third and voluntary sector and politicians.**
- **The businesses who are resident or have a presence in the South of Scotland, including the many small and micro enterprises, industries in key sectors, social enterprises and those membership organisations who represent particular groups.**
- **Those who operate in the South of Scotland, including Dumfries and Galloway and Scottish Border Councils, Scottish Government, public sector organisations and national agencies, regional and sub-regional partnerships, environmental organisations and the education sector.**

Past experience tells us that we will have to work harder to engage with some demographics, including for example young people and those at a greater disadvantage. We also recognise the value of proactively engaging with social and community groups and the third sector, who are often uniquely placed to help us extend our reach and in encouraging those who really matter to step forward and be heard.

We recognise that on occasions it may also be extremely valuable to engage those from outwith the region who nevertheless have an interest in the South of Scotland, including inward investors, visitors and neighbouring regions on strategic matters of mutual interest.

We maintain a list of who we consider to be our key stakeholders which will expand as we become established and grow our capacity to reach out further. **We would invite any individual, organisation, community or business we are yet to meet, to contact us**

4. Have Your Say... How Our Engagement Works



To ensure a consistent and transparent approach to seeking your views, we have developed a framework comprising of 8 key principles. We have arrived at these principles having reviewed national best practice; our values and the unique circumstances of our region, its businesses and the people and communities of the South of Scotland. Under each principle sit a number of related pledges.

Our Framework seeks to avoid being too prescriptive, instead allowing for flexibility when views are being sought for a specific purpose. This is important as we know that the world around us rarely stands still. Our Framework also needs to enable room for our detailed approaches and methods to continue to evolve – essential if we are to maintain our aspiration for high quality, inclusive and meaningful engagement at all times.

We have approached engagement with an ambition to make it as attractive and easy as possible for your voice to be heard when it matters.

5. Our Key Principles and Pledges

Key principle

1. Purposeful

Related pledges - we will...

- clearly explain the purpose and our objectives of seeking views and opinions so that individuals, communities and businesses can engage with us with confidence
- be clear at the outset about what can and in some cases cannot be influenced
- invite you to have your say at a stage when it can genuinely make a difference

What this means in practice...

- preparing and publishing a concise 'purpose of engagement' statement, to be made available on our website or alongside any engagement material that we produce (see Appendix C)
- as far as possible seeking your opinion to help inform early thinking, rather than at the latter stages of our work
- being honest, transparent and straight-talking, enabling you to make informed choices about whether to invest your time engaging with us – recognising there are likely many calls on your time

2. Inclusive

- be proactive in identifying and involving the people and organisations that are affected by the focus of our engagement
- be proactive in maximising our reach and ultimately participation, working hard to empower previously unheard voices to speak up
- listen to all views and be open-minded

- undertaking stakeholder mapping prior to formally inviting you to have your say
- always striving to the wider community to incorporate their views
- ensuring engagement materials, including details on how to respond, are as a minimum published on our website with hard copies available to view at any of our offices or upon request
- making our material available in different languages or formats, such as braille or easy read or where appropriate engaging a translator, recognising the diversity in communities and businesses
- engaging assistance from the Third Sector particularly in reaching those who are marginalised and excluded

Key principle

3. Accessible

Related pledges – we will...

- set realistic timeframes to allow stakeholders enough time to provide a considered response to any formal engagement
- design our engagements to be as easy as possible for the community in its widest sense to participate, being flexible in the timing of events so that as wide an audience as possible can be reached
- as far as it is cost effective and proportionate to do so, be proactive in taking engagement to communities and not expecting them to come to us
- make our key engagement material as accessible as possible, in plain language and avoiding jargon
- keep our learning on barriers to engagement under review, and be creative in identifying solutions to overcome these

4. Communicated

- ensure that our communications are clear, simple and consistent
- clearly communicate in advance and throughout consultation opportunities, so people know how to get involved
- make clear how you can contact us to find out further information on any given consultation
- encourage greater use of digital communication and social media (and support communities to embrace technology) as a real-time and cost-effective means of contacting large numbers of people
- communicate what has happened as a result of what we have heard

What this means in practice...

- clearly publishing the timescales within which you can have your say
- urging you to speak to us if the published timescales pose a problem – we want to hear what you have got to say and on our part will look to be as flexible as we can be
- where appropriate, and when safe to do so, endeavouring to interact with you face to face – hearing firsthand from you and positively establishing a relationship
- where face to face interaction is used, we will make ourselves available
- at a range of times, including evenings and weekends as well as before, during and after the working day
- in different locations across the region, as far as possible in locations accessible by a variety of modes of transport, where it is most convenient for you
- Keep key engagement material simple and user-friendly
- upon request, make our key engagement materials available in different formats and languages to ensure no one who wants to is excluded from participating
- applying different methods to capture what you have to say, affording you flexibility to choose what works best for you
- always inviting feedback on how easy it was for you to engage with us, acting where appropriate on what we hear to improve accessibility

- using a variety of methods to help publicise opportunities to have your say, including those listed at Appendix A, recognising when wider views are needed
- ensuring all communications are consistent with the principles set out in our Communication Strategy
- publishing clear and specific contact details within our 'purpose of engagement' statement to enable people to find out more
- ensuring all communications are consistent with the principles set out in our Communication Strategy and the consistent application of our branding to aid identification

Key principle

5. Tailored

Related pledges – we will...

- use a variety of methods that are appropriate for the purpose of the engagement, tailoring these to the needs of the audience to help ensure a wide range of voices are heard
 - seek to employ creative methods of consultation that make involvement easier, faster and where possible fun and interesting to help maximise participation
 - allocate sufficient resources to support an effective engagement process proportionate to its purpose
-

6. Collaborative

- work closely with our partners to help extend our reach and to ensure a cost and resource effective approach to engaging you
 - along with our partners, seek to coordinate the timing of engagements, taking opportunities where appropriate to run them side by side. This will help increase awareness and should avoid confusion and engagement fatigue.
 - take opportunities to support participants to develop their skills and confidence
-

What this means in practice...

- recognising one size doesn't fit all and we need to offer you a choice of well thought through methods of engagement to make it as attractive and easy as possible for you to be heard
 - catering for different needs – from those who can only spare a few moments from the comfort of their house through to those who want to sit down round the table for extended periods
 - not reinventing the wheel, using and building on what we know works well and making use of local clubs and organisations that we know already possess good local knowledge and insights
 - not shying from doing things differently, being more creative to extend our reach and to enable previously unheard voices to speak up
-
- asking our partners to help spread the word through their established networks to help better promote opportunities to have your say
 - potentially joint engagements and events, when we may be side by side with a partner organisation seeking your opinion on two different matters through a single conversation
 - helping you to overcome barriers, for example delivering training on the use of digital platforms in advance of planned engagement events to give you the confidence and knowledge to participate
 - using formal engagements to meet more organisations, communities and people and from that developing long term and ongoing relationships

Key principle

7. Two Way

Related pledges – we will...

- publish meaningful feedback which is a true representation of the full range of views expressed in response to the consultation
- make clear and publish the decisions and actions taken to progress work, making clear how consultation has informed these
- only gather any personal information from you when absolutely essential and handle this data sensitively at all times

8. Assessed

- assess the success of our engagement in terms of its reach, participation levels and importantly the quality of outputs
- review our approach and processes and continue to examine ways of making them more effective for future engagements, share our learning with partners, and similarly look to learn from theirs

What this means in practice...

- always publishing a post engagement report adopting a simple 'you said, we did, we didn't and why' approach
 - making you aware of your rights under the General Data Protection Regulation and ensuring all our engagements are governed by our [privacy notice](#) available on [our website](#)
-
- recognising that despite our best efforts we won't always get things right first time
 - talking regularly to our partner organisations about their experiences of formal engagement, what is and is not working well and why
 - always being open to hearing first hand from you on how easy it was and how well our efforts worked in enabling you to be heard, using your feedback to refine and better our efforts
 - investing in our staff to make sure they have the skills and expertise required to lead effective engagement efforts

6. Using What We Hear

When we ask you to have your say, it will be because we firmly believe you can inform and enhance the work we are undertaking or our decision making. Whilst it will vary depending on the specific engagement, what we hear will help:

- **Inform and influence** – the development of our plans, proposals, thinking and decisions – for the better having added local knowledge, insights, diversity of perspective and expertise
- **Sense check** – opinions, conclusions, our evidence base, helping to make sure these and other areas of work reflect your on the ground or frontline experiences, particularly where you are better placed to know than we are
- **Prioritise** – our efforts and resources on addressing those issues that really matter most to those in the South of Scotland. We can't do that without hearing from you.

We recognise that it takes time and effort for you to engage with us and to have your say, for which we will always be grateful. On our part we are **committed to always carefully and thoroughly analysing what we hear and feeding back** in a timely fashion, following the '**you said, we did, we didn't and why**' principle to ensure maximum transparency, enabling you to see **where your voice has made a difference**. Feedback will principally be published on our website and can be made available in other formats upon request.

Appendices

- 16** Appendix A - Communicating Opportunities to Have Your Say
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APPENDIX A

Communicating Opportunities to Have Your Say

Depending on what it is we are looking to engage you on, the methods we will use to communicate opportunities to have your say will vary. Methods we are likely to use will include:



Our Website

The primary way to find out about what we are doing including opportunities to have your say will be by [visiting our website](#) We will make sure that significant engagements feature on our home page and we promise you will always be able to easily navigate our website to find the information you require.



Social Media

We will use our social media presence to highlight opportunities to have your say both in advance and during specific engagements. You can find and follow us on a growing number of platforms.



Digital Media

We may launch new digital platforms to make sure you can engage with us easily at any time via your mobile device. This may include providing you with notifications about important events, news and other engagement opportunities.



Email / Letter

We may notify you directly in writing where we have your contact details and your permission to do so, where we consider you are likely to have a direct interest in a specific engagement.



Newsletter

We may ask you if you would like to sign up to receiving a regular SOSE newsletter that provides the latest news about SOSE, and the work we are involved in.



Press Adverts and Notices

We may occasionally, particularly when looking to promote more widely amongst the public, use local newspapers as an additional means of advertising opportunities including specific events or meetings.



Other Publications

We may take advert or editorial content in other publications including trade journals to increase our reach, specifically where we are looking to target specific sectors or geographies.



TV and Radio

We may occasionally use TV and Radio to help promote a wider awareness of specific opportunities and related events.



Notice Boards

We recognise many of our communities still rely on tried and tested physical notice boards in their towns, villages and localities. Where appropriate we will make posters available for individual communities to help us spread the word.



Our Partners

Where appropriate we will ask our partner organisations to use their channels and established networks or memberships to help maximise our reach.

APPENDIX B

Template 'Purpose of Engagement' Statement

'Purpose of Engagement' Statement

To deliver against several of our key principles and related pledges, we will always prepare and publish a concise 'purpose of engagement' statement, to be made available on our website or alongside any formal engagement material that we produce. The purpose of the statement will be to provide an at a glance overview of the key details of any specific formal engagement including, as a minimum:

- The purpose of the engagement, making clear what views we are seeking, on what and why
- The target audience
- Where further relevant information can be accessed, including the opening hours of buildings if deposited at physical locations
- The timescales in which to respond and have your say
- How people, businesses and organisations can engage and respond
- Planned next steps in terms of using what we hear and the timescales for doing so, flagging further future engagement opportunities if appropriate
- Who can be contacted to find out more information



APPENDIX C

Ways of Engaging You

How we will engage you will often depend on what it is we want you to have your say on. We know one size doesn't fit all and accordingly we will look to offer a variety of ways for you to be heard. Often, we will combine approaches and look to use a blended mixture of in-person and digital methods.

As a foundation for all our engagements, we will make available clear and informative material on what it is we want you to have your say on. We will always add this to our website; make it available upon request, in printed, easy to read and other formats; and ensure copies are available for you to take away when meeting with us in-person.

Opportunities to meet you in-person:

When we can, we will always take opportunities to meet you in person, ensuring that we do this in a safe way. Ways of doing so will include:

Open public meetings

We will use these meetings to help get more people involved, using the opportunity to share and present information and to invite comments and feedback in an open and transparent setting. Anyone will be free to attend, without booking in advance. We will look to host open meetings in buildings and locations which are accessible to as many of you as possible, across a range of convenient times, including evenings and weekends.

Meetings by invitation

When seeking views on a specific geography, community interest or thematic issue, we may invite key stakeholders, who the subject matter is likely to be of direct interest to, to meet with us and each other. Such meetings will provide an opportunity for a more focussed and potentially detailed discussion. Business breakfast meetings are a good example of this kind of meeting, where businesses are invited prior to the working day starting for convenience.

Drop in sessions

These will provide a flexible and informal way for you to engage with us. We would be on hand across the course of a day and/or evening, happy to talk to you directly and answer individual questions, with you free to drop in and out at your convenience.

In making it as easy as possible for you, we may look to 'piggy-back' existing well attended events when organising drop in sessions, as well as through a pop-up presence on our high streets, community buildings, supermarkets and other well used space.

Meeting with established groups

We will be proactive in seeking opportunities to meet with established groups, attending already programmed meetings - avoiding you having to go out your way to engage with us. These may be community or business groups as well as schools, colleges and major employers. We would be flexible in how we use the time you allocate us, tailoring how we interact - ranging from a question and answer session through to more hands-on practical exercises.

Focus groups/ facilitated workshops

We may use focus groups or facilitated workshops to encourage discussion particularly when reaching out to smaller, more focussed or marginalised stakeholders. This could include engaging with those whose first language is not English, or where people have sensory or other needs, in response to which we would tailor the support and create a comfortable environment for these people to be heard.

One-to-one discussions

We will look to engage direct with key stakeholders either formally or informally, in a one-to-one discussion to gather information.

Short life working groups

On occasions we may establish a short life working group comprised of key stakeholders that we feel it is beneficial to engage with at various points as a plan or proposal emerges. Participants in the working group would take a more active role, helping to contribute to tasks including considering wider feedback. The group may help to steer as well as refine our decision making.

Events/ roadshows

We may on larger engagements take the opportunity to combine methods of engaging you creating an event or programme of events that we may look to run as a roadshow, sometimes with partner organisations, across multiple locations within the region. This could comprise for example of drop in sessions alongside smaller breakout focus groups or opinion polls. Combining methods in this way may help to raise the profile of a specific engagement, positive in terms of increasing participation.

Other ways we will invite you to have your say:

Digital Technology

We will make good use of all the opportunities that technology offers. This could include live chats or webinars around particular aspects of our work, affording opportunities for interactive discussion and debate particularly when reaching out to engage those beyond the region.

On occasions when we can not meet you in person, or where it is more convenient for all involved, we will use digital technology to deliver those methods we would have ordinarily done in-person including for example open public meetings and drop in events. We will be alive to the issue of digital exclusion and be proactive in supporting people to access and embrace technology, using conventional dial in telephone conferences where needed as an alternative.

We know digital technology and capabilities are evolving all the time. We will keep these under review and be bold in embracing new digital methods where we are confident they will help extend our reach, overcome barriers and enable more people across the South of Scotland to be heard.

Surveys and opinion polls

Surveys would work well where we have a very specific set of questions we want to hear from you on. A good example would be customer surveys where we would want to hear from you how we as an Agency are doing in meeting your needs. We will try and keep our surveys concise and focussed and on occasion offer an incentive to help encourage responses. Whilst many surveys will be digital, we will make sure hard copy versions are provided for those who are digitally excluded at present.

Sometimes we may hold opinion or snap polls, particularly across our social media channels and digital platforms, where there is a value in capturing opinions on very focused questions in a very short time-frame.

Questionnaires

We may use questionnaires to enable you to have your say, by presenting a series of written questions with greater scope for you to elaborate in what you tell us compared to a focused survey. We would make questionnaires available online alongside main engagement materials and make copies available to take away at any of our in-person meeting opportunities.

Web-based / smart phone engagement

We will use web-hosted survey systems and online discussion platforms, including social media, to help capture views. Where relevant we will look to build on these through deploying more creative and interactive methods of capturing views, including hopefully appealing to a wider audience from doing so. This could see us deploying smartphone applications with simple text message surveys also considered.



APPENDIX D

Glossary

Amenity - A desirable or useful feature or facility of a building or place.

Empower - Give (someone) the authority or power to do something.

Engagement fatigue - often used to refer to people or communities becoming overwhelmed, uninterested or otherwise disengaged arising from being engaged or contacted too often, about too much in too short a space of time, which can be amplified where the purpose of the engagement or contact is not clear and feedback not forthcoming.

Inclusive Growth - Ensuring that all people and communities across Scotland feel the benefits of, and are able to contribute to, our economy and society. The Scottish Government's definition for inclusive growth can be found [here](#).

Impact Assessment - a structured process for considering the impacts, direct and unintended, for people and their environment, of proposed actions while there is still an opportunity to modify the proposals. It is applied at all levels of decision-making, from broad policies to specific projects.

Tackling inequalities - Addressing the challenge that not everyone is treated the same. For example, equal pay for men and women in the same employment doing the same work.

Thematic - the grouping of issues and/or activities around a common theme or topic e.g. agriculture, forestry.

Workers' interest committee - A group of individuals (appointed by South of Scotland Enterprise (SOSE)) who advise SOSE on what it should be doing to advance the interests of workers in the region.


Third Sector - organisations which are neither public sector or private sector. This includes charities, social enterprises and voluntary groups. 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.

Micro enterprise - generally defined as those businesses that have between 0 and 9 employees.

Social enterprise - Businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.

Stakeholder mapping - the process of identifying who are the key individuals, groups, businesses or organisations relating to a project. This is normally those who have an interest in the project outcome. Once identified, the stakeholders are then mapped or categorised according to the likely level of their interest, influence and needs.

Privacy Notice - The General Data Protection Regulation (GDPR) requires those organisations who hold and use people's personal information (data) - given when for example making contact with them or using a service - to provide information about how they do so. A privacy notice is one way of providing this information.



The publication of this framework fulfils a statutory requirement in the South of Scotland Enterprise Act 2019 to prepare, and make publicly available, a document describing our strategy for consulting, on our Action Plan, with the people who live and work in the South of Scotland, and the businesses and public authorities that operate there.

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

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Correct as of December 2020

