



# SOUTH OF SCOTLAND REGIONAL ECONOMIC STRATEGY

Technical Paper: Policy Context Literary and Funding Review

July 2021



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# 1. STRATEGIC AND OPERATING CONTEXT

## 1.1 Introduction

This document forms part of a compendium of technical papers and research reports, which have been used to further collective understanding of the context and drivers for a new South of Scotland (SOS) Regional Economic Strategy (RES). Collectively they have been developed to build a picture of need, opportunity, and prioritisation, and ensure the RES is developed on the basis of robust and transparent evidence, but also a stretching vision and ambition.

Within this report, the emphasis is on setting out the imperative and focus of strategies and policies which are driving an inclusive and sustainable growth agenda. In doing so, the document draws on a wide base of literature that will help shape the focus of regional policy and ensure that the RES is aligned to the priorities that are driving decision-making and investment.

This review of literature, strategic context and the funding landscape adopts the following structure:

- Firstly, it pinpoints the **key areas of focus that have been identified through primary research and on-the-ground consultation**, providing a sense of emerging priorities and research need.
- From this, the report **reviews economic development strategies and policies** on a national (UK / Scotland) scale and then at a regional (SOS) level.
- Then, a **local level policy review is undertaken**, including a broad spectrum of documents which set out ambitions for growth and will influence economic development activity across the SOS.
- Following this, **specific strategies pertaining to recurrent and important themes are studied**, looking at inclusive growth, fair work, the environment, natural capital, and COVID-19.
- The final section of the report sets out a **summary of existing project initiatives and the funding environment**, to illustrate the direction of travel, showcase momentum and demonstrate alignment between policy and investment.

## 1.2 On-the-Ground Research: Key Areas of Focus

During consultations and discussions with key stakeholders, conducted over several years, several recurring priority themes were identified. These are discussed below and frame the basis for further policy review and the foundations of an inclusive economy. Largely, this research has been conducted within the past 2-3 years, so it remains relevant and offers a helpful snapshot of regional opportunity and need based on local insight, experience and perception<sup>1</sup>.

### Grass Roots Perspectives: Demographics

Concern was raised about the demographic profile of the SOS (SOS), particularly the rate at which young people move away from the area. Barriers to accessing services in the SOS include access to finance, and lack of leadership, facilitation, and business skills<sup>2</sup>. Communities are reliant on volunteers for local initiatives, and it was suggested in a 2019 consultation that highly skilled retirees who are currently not engaged in community enterprise could be encouraged to volunteer within their community.

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<sup>1</sup> Research referred to here was largely undertaken by the predecessor regional economic development agency – South of Scotland Economic Partnership (SoSEP). Given the timeliness of the research, the findings are deemed to remain relevant for the purposes of developing a new RES.

<sup>2</sup> [Laura Douglas, SOS Third Sector: A Partnership Approach to COVID-19 Response and Recovery Planning, 2020](#)

There is a need for both financial support and mentoring to help local people develop the skills required for running community-based initiatives, which will enable communities in the region to interact. It was hoped that this would allow communities to share knowledge of best practice, as well as invest in joint developments. These initiatives are essential for communities to become more enterprising, which will lead to improvements in the quality of life of residents and provide secure jobs<sup>3</sup>.

### Grass Roots Perspectives: Business

The results of recent (but pre COVID-19 pandemic) surveys report that most local companies are *'happy, comfortable and making a living'* but not making a profitable business and that *'many people are self-employed, but they don't see themselves as businesses'*. Local business owners that participated in consultation in 2018 highlighted the need for a network of support for sole traders and small businesses to expand their markets and incentivise start-ups and entrepreneurs with an injection of cash, reduced red tape and by increasing the capacity and drive of the local business base. There was concern amongst local business owners that Brexit would have a negative impact as many local businesses rely on EU funding. As a result, there have been calls for regional Government to develop and support buy local campaigns<sup>4</sup>.

Local businesses also require support to efficiently collaborate, access appropriate support to understand what is needed to innovate and would appreciate the establishment of mentoring schemes using locally retired businesspeople and entrepreneurs alike. What is more, the use of data to understand skills gaps, why students leave, and what businesses need to be successful in procurement processes was highlighted by the same recent study<sup>5</sup>. The region boasts a particularly diverse creatives industry sector, which differs in its make-up across the two local authority areas. However, across this diverse sector, there is a feeling that there is not enough funding available, especially when compared to the Central Belt. In common with other sectors, creatives can benefit from retaining young people, stronger business skills, and better digital infrastructure – all should be prioritised<sup>6</sup>.

### Grass Roots Perspectives: Education and Training

A consultation in 2019 highlighted the need for Government to work with local businesses to find out what the skills gaps were affecting sectors, and to develop training courses to teach local people these skills. It was also found that young people often do not consider doing work experience in local businesses, as they are not seen as providing a viable career pathway<sup>7</sup>. While it was recognised that training young people is essential to improving the skills of the workforce, it is also essential to develop the skills of older residents. This is because older people and retirees have sector knowledge and experience which would be beneficial for local businesses<sup>8</sup>.

A barrier to people training with the intention of being employed in the SOS is the low wage economy. Consultations from 2018 and 2019 highlighted the need for engagement with local employers to discover what investments could be made to increase profitability and wages, which would encourage more people to develop their skills in the region<sup>9</sup>. Another barrier to accessing education and training provision is a lack of transport connectivity for people in more remote areas of the SOS. Across the whole of

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<sup>3</sup> See SoSEP Consultation Summary Report, 2019

<sup>4</sup> Ibid

<sup>5</sup> The University of Edinburgh, Development Opportunities in the SB. Evolving Data-driven Innovation and the Entrepreneurial Ecosystem, 2020

<sup>6</sup> SoSEP. Executive Summary and Comparative Analysis. Cultural and Creative Industries, 2020

<sup>7</sup> See SoSEP Consultation Summary Report, 2019, and SOS Regional Skills Investment Plan Evidence Based Report, 2019

<sup>8</sup> Ibid

<sup>9</sup> Ibid

Scotland, specific support is required to allow harder to reach groups, including adults with learning disabilities, to access support more readily and efficiently<sup>10</sup>.

### **Grass Roots Perspectives: Transport Connectivity**

Rural transport in the SOS is perceived as not serving the needs of working people or businesses<sup>11</sup>. This has been due to lack of sustainable transport options in areas without access to public transport services, frequent cancellation of buses and trains and poor road and rail infrastructure. It was reported that some communities needed community-based initiatives for people to access jobs and training, with ideas to combat rural mobility including the use of post buses where the price is fixed for all journey times, community contracts for private hire vehicles where clients pay drivers for regular journeys, discounted fuel schemes, community electric self-drive vehicles and tech-based approaches<sup>12</sup>.

### **Grass Roots Perspectives: Digital Inclusion**

Digital inclusion has many societal benefits including reduced social exclusion, greater access to support services in rural areas, access to key services, higher employability, increased salaries, reduced loneliness, improved social interaction, cheaper goods and services, and the expansion of technology-enabled care. There is evidence to suggest that digital inclusivity in SOS is below average compared to the UK, with the main barriers to digital inclusion being a lack of access (due to infrastructure, affordability, and design), motivation, and digital skills<sup>13</sup>. This continues to be viewed as a major area of concern, especially considering the restrictions introduced through the COVID-19 pandemic.

### **Grass Roots Perspectives: Buildings and Planning**

Lack of affordable, modern housing available was recognised as a barrier to encouraging professionals and relocators to locate within the region. It was suggested that if communities own housing they can choose to rent them to local workers and families rather than via a traditional social housing points system, which may not provide the breadth of support needed and leave some without immediate access to housing. Feedback gathered also highlighted the need for help to communities to make existing housing stock suitable and accessible for families in the area. Generally, housing in the SOS needs modernisation, but this is difficult to achieve as the region contains several conservation areas, which limit the renovation of older properties.

Another barrier to modernising existing housing stock is that there are not enough tradesmen in some areas, and this could be a valuable source of local employment if backed and supported<sup>14</sup>. Whilst there were strong views on challenges to the delivery of new and renovated homes and buildings with an economic purpose, it was also acknowledged that inroads are being made – an example being the proactive and strong contributions from Registered Social Landlords and housing associations, whose investment programmes and commitment to delivery are increasing the supply of quality and affordable homes. They too, are working to ensure the existing housing stock is enhanced in terms of efficiency and safety and have the resource and capacity to go even further, providing direct and supply chain job opportunities for regional people, in the process.

### **Grass Roots Perspectives: Tourism**

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<sup>10</sup> Fraser of Allander Institute, Scotland's Invisible People. Support and Opportunities for Adults with Learning Disabilities, 2020

<sup>11</sup> [Draft report - Initial appraisal: Case for change - South West Scotland Transport Study](#), 2019. See also: [Borders Transport Corridors Study, Pre Appraisal, March 2019](#)

<sup>12</sup> See SoSEP Consultation Summary Report, 2019

<sup>13</sup> See SoSEP Consultation Summary Report, 2019 and SOS Regional Skills Investment Plan Evidence Based Report, 2019

<sup>14</sup> Ibid



Between 2015 and 2017 there were 1.04 million overnight trips annually to the SOS, making up approximately 7% of all visits to Scotland. Trips to the region were primarily from domestic markets, and most trips to the SOS were domestic visitors to D&G (66.7%). Day visits accounted for most visits (59%) across the region with D&G accounting over half of these visits (58%). The SOS only attracts a 2.1% share of international visitors which is a key weakness that needs to be addressed in the short, medium, and longer term<sup>15</sup>.

A consultation in 2019 reported that the tourism industry in the region should aim to promote longer stays rather than overnight stays and it was believed that by grouping towns together, the SOS could *'offer a two-week holiday if people knew they could go from town to town easily'*. Lack of quality data capture and tourism insights are an issue for accommodation and attraction providers, and many felt SOSE should provide education to the industry to help them engage and provide data quickly. Lack of funding to market the SOS as a tourist destination was also viewed as a significant barrier – something that is now changing as a result of the launch of the South of Scotland Destination Alliance (SSDA)<sup>16</sup>.

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<sup>15</sup> Tourism Recovery Recommendations, A Report by the Scottish Tourism Recovery Task Force, October 2020 and SOS Tourism Experience, Market Assessment, Final version, April 2019

<sup>16</sup> See SoSEP Consultation Summary Report, 2019

### 1.3 Review of Strategic and Policy Documents

Building on the key messages set out within the review of literature and research above, Table 1.1. provides a comprehensive overview of a number of strategy and policy documents, which are relevant to the region and are key drivers of the economic and inclusive growth narrative. Each are significant documents and are underpinned by a broad base of evidence. Here, the key elements and priorities within each are summarised, to set out the prevailing direction of travel and to highlight key commonalities and recurring themes.

**Table 1.1 Summary of Relevant Strategy and Policy Documents**

Document	Relevant Aims / Objectives
National Economic Development	
The Scottish Government Vision for Trade 2021	<p>This is a strategy setting out how the Government will partner with businesses to create the right trading environment for a wellbeing economy. The Scottish Government aims to take a principled approach to trade, based on five key objectives:</p> <ul style="list-style-type: none"> <li>• Inclusive Growth: Trade should drive economic development, provide good quality jobs, improve quality of life, and reduce inequality.</li> <li>• Wellbeing: Increased wellbeing is the core purpose of the National Performance Framework and trade has a role to play in delivering on this.</li> <li>• Sustainability: Trade decisions must be guided by economic, social, and environmental sustainability and the interdependencies between these.</li> <li>• Net Zero: Trade policy should increase progress towards the SG target to reduce Scotland’s emissions of all greenhouse gases to net zero by 2045.</li> <li>• Good Governance: In decisions on trade SG will always respect good governance and the international rules-based system.</li> </ul> <p>These objectives will be applied across the major trade issues facing the economy, people, and the planet, to achieve Scottish Government aims across these themes:</p> <ul style="list-style-type: none"> <li>• Economy: aim is for Scotland’s economy to grow and to be globally competitive, entrepreneurial, inclusive, and sustainable. To achieve this the SG will improve market access for Scottish businesses, maximise competitive advantage in goods and services and take action to grow a high-wage, high value-added, productive economy.</li> <li>• People: aim is to increase wellbeing and opportunity and reduce inequality. SG will gather evidence on the differential impacts of trade across society, using this to take forward the fair work agenda as well as ensuring trade policy benefits public service delivery.</li> <li>• Planet: aim is for the planet is to contribute to addressing climate change and nature crises, as well as reducing global inequalities and build international cooperation. To achieve this, the SG will use trade as a lever to accomplish climate targets. The Government will also seek to strengthen the multilateral, rules-based trading system, operate as a good global citizen and build trade relations that address global inequality.</li> </ul>

**A New Future for Scotland's Town Centres**  
2021

In June 2020, Scottish Government launched an independent collaborative review of the progress and scope of the 2013 Town Centre Action Plan. This looked to build on a town centre first approach and develop a refreshed vision for towns and the means to achieve it, recognising contextual change and an even greater push towards equitable, greener and fairer economies.

Based on extensive evidence review and analysis, the report sets out a refreshed vision for towns and town centres with COVID-19 recovery and delivery against the United Nations' Sustainable Development Goals squarely in mind:

*"Towns and town centres are for the wellbeing of people, planet and the economy. Towns are for everyone and everyone has a role to play in making their own town and town centre successful."*

The review includes three types of recommendations:

- Strengthen the formal positioning of towns and town centres in National Planning including requirements to produce town and town centre plans, co-produced with communities and enhance data collection and use at the town and town centre level.
- Scottish Government should review the current tax, funding and development systems to ensure that wellbeing, economy and climate outcomes, fairness and equality are at their heart.
- Expanded and Aligned Funding of Demonstration Projects in Towns and Town Centres.

**Scotland Economic Recovery Implementation Plan**  
2020

This report by the Advisory Group on Economic Recovery sets out a strategic approach to the economy while sending a strong message about pace, partnership and the emerging priorities caused by the COVID crisis. The report commits Scottish Government to developing new partnerships and taking forward 25 recommendations, providing an opportunity to begin building a greener, fairer and more equal society:

Within the report, actions are set out across six main themes to secure a jobs-focused and socially just economic recovery, with wellbeing and environmental sustainability to the fore:

- Protecting jobs by supporting business recovery and sustainable, green growth.
- Creating jobs through business engagement and a partnership approach.
- Supporting access to good quality jobs through employment, skills and training.
- Boosting local job creation through resilient people, communities and places.
- Creating jobs and a Just Transition through investment-led sustainable growth.

Monitoring our progress and outcomes.

**Scotland's Fourth National Planning Framework Position Statement**  
2020

This Fourth National Planning Framework (NPF4) sets out a plan for 2050, aiming to help stimulate the green economy by facilitating innovation, greener design, and place-based solutions. NPF4 focuses on four key outcomes:

- Net-Zero Emissions.
- A Wellbeing Economy.
- Resilient Communities.
- Better, Green Places.

Relevant core priorities outlined include:

	<ul style="list-style-type: none"> <li>• Prioritising the types / locations of development that will help meet our emissions targets.</li> <li>• Actively facilitating decarbonised heating and electricity generation and distribution.</li> <li>• A focus on people and the quality of areas that people live.</li> <li>• Long-term housing view that meets future needs.</li> <li>• Creating healthier, fairer, and more prosperous places.</li> <li>• Supporting development where quality jobs and investment are more needed.</li> <li>• Strengthening strategic transport and digital connectivity.</li> <li>• Future-proofing natural and historic assets and coasts and work to restore the health and resilience of Scotland’s ecosystems, so that natural capital can further support the economy and wellbeing.</li> <li>• Positively encouraging rural development to stimulate rural economic growth.</li> </ul>
<p><b>Shaping Scotland's Economy: Inward Investment Plan 2020</b></p>	<p>The vision outlined in this strategy is for '<i>Scotland to be a leading destination for inward investment that aligns with our values as a nation</i>'. The plan identifies 9 areas of opportunity where Scotland’s strengths match global investment flows – Energy transition, Decarbonisation of Transport, Software and IT, Digital Financial Services, Digital Business Services, Space, Health-tech, Transformation of Chemical Industries and Food and Drink Innovation.</p> <p>Alongside this, the plan reiterates core values as a nation around fair work, net zero targets, technology-driven and a high-value wellbeing economy.</p> <p>18 inward investment actions are outlined – key ones include:</p> <ul style="list-style-type: none"> <li>• Spending 80% of effort on 9 areas of opportunity.</li> <li>• Placing values at centre of engagement.</li> <li>• Strengthening and deepening relationship with top 50 investors and expand the number of investors.</li> <li>• Identifying 50 leading global companies to attract to Scotland in these growth areas.</li> <li>• Building on regional strengths and assets.</li> <li>• Focusing resource on securing high value employment.</li> <li>• Investing in infrastructure (physical and digital) to enable investment.</li> <li>• Working with higher education partners to strengthen ties between industry and academia.</li> <li>• Training 10,000 individuals every year in advanced digital skills.</li> </ul>
<p><b>Protecting Scotland, Renewing Scotland:</b></p>	<p>The 2020 / 21 Programme for Scotland outlines Government priorities in the context of COVID-19 recovery. Central to the Government’s approach to recovery are three connected responses:</p>

**The Scottish Government's Programme for Scotland (2020 / 2021) 2020**

- A national mission to help create new jobs, good jobs, and green jobs with a focus on young people, supporting retraining, building a wellbeing economy, and continuing to invest in climate commitments.
- Promoting lifelong health and wellbeing.
- Promoting equality and helping our young people fulfil their potential.

Relevant key enablers include:

- A commitment to get more digitally excluded people get online.
- A new inward investment strategy to give new skills, attract investment and get jobs to Scotland.
- Investment in green jobs and reducing emissions.
- An increase infrastructure investment.
- Pioneer new ways of embedding fair work practices into all workplaces.

**Scottish National Investment Bank Proposal to Set Missions for the Scottish National Investment Bank 2020**

This document sets out the economic priorities of the Scottish Government through the three proposed missions of the Scottish National Investment Bank. These missions are:

- Mission 1 (Net Zero Mission): achieving a just transition to net zero carbon emissions by 2045 and investing in rebalancing the economy towards leadership in sustainable technology, services and industries.
- Mission 2 (Place Mission): extending equality of opportunity through improving places by 2040 and investing in places and regeneration to reduce inequality and improve opportunities and outcomes for people and communities.
- Mission 3 (Demographic Mission): harnessing innovation to enable people to flourish by 2040 and investing in innovation and industries of the future for a healthier, more resilient and productive population.

These seek to address three grand challenges – the climate emergency, place-based opportunity and demographic change.

**Scottish Government Economic Action Plan (2019-2020) 2019**

This plan seeks to build resilience in the Scottish economy, enable recovery and restructure the economy for the future<sup>17</sup>. Drivers of the sustainable and inclusive growth that is targeted include Investment, Enterprise, International, Innovation, Skills, Place, People and Sustainability.

The plan contains a particular focus on:

- Realising the climate enterprise opportunity.
- Transforming our support for business.
- Developing the right skills.
- Importance of every place in Scotland.
- Investing in infrastructure and transport.
- Ensuring everybody lives in high quality, sustainable, affordable homes.

<sup>17</sup> Recovery in this sense pertains to the recovery required due to challenges associated with the UK's exit from the EU, supporting the economy to return to a position where sustainable, inclusive growth is achievable and becomes the new normal.

	<ul style="list-style-type: none"> <li>• Building a global economy.</li> <li>• Unlocking entrepreneurship.</li> </ul>
<p><b>A New Blueprint for Scotland's Rural Economy: Recommendations to Scottish Ministers – National Council of Rural Advisers 2018</b></p>	<p>The National Council of Rural Advisers make a number of recommendations to the Scottish Government in order to realise their ambitious vision of the future rural economy. Relevant recommendations within include:</p> <ul style="list-style-type: none"> <li>• National economic plans and industry-led strategies that are joined-up and demonstrate a supportive, integrated approach.</li> <li>• Diversity and potential for growth in the rural economy, delivered through targeted support and the development of credible finance models.</li> <li>• To value our natural assets and the people who work with them.</li> <li>• Highly valued, flexible, adaptive and skilled people.</li> <li>• A sustainable and profitable primary production and added value sector.</li> <li>• A supportive enterprise environment for the development and growth of rural businesses.</li> <li>• Improved and inclusive access to rural housing solutions.</li> <li>• A robust infrastructure, with improved and inclusive access to services, mobility and connectivity.</li> </ul>
<p><b>Scottish Government National Performance Framework 2018</b></p>	<p>This National Performance framework is a tool to help Scotland achieve five core aims:</p> <ul style="list-style-type: none"> <li>• To create a more successful country.</li> <li>• To give opportunities to all people living in Scotland.</li> <li>• To increase the wellbeing of people living in Scotland.</li> <li>• To create sustainable and inclusive growth.</li> <li>• To reduce inequalities and give equal importance to economic, environmental and social progress.</li> </ul> <p>The framework seeks to align core stakeholder groups including national and local Government, businesses, voluntary organisations and people living in Scotland to work to achieve these aims.</p>
<p><b>Industrial Strategy: Building a Britain Fit for the Future 2017</b></p>	<p>The UK Industrial Strategy sets out how the UK will transform its economy, building on four Grand Challenges to put the UK at the forefront of future industries:</p> <ul style="list-style-type: none"> <li>• AI &amp; Data economy: making the most of digital.</li> <li>• Clean Growth: making the most of shifts in the global economy toward a green future.</li> <li>• Future of Mobility: enabling people, goods and services to move throughout the country and beyond.</li> <li>• Ageing Society: tackling the challenges of an ageing demographic.</li> </ul> <p>It identifies people, ideas, infrastructure, business environment and places as foundations for the UK's industry, each of which will be key to the nation's future competitiveness and sustainable growth.</p>

**Scotland's  
Economic Strategy  
2015**

This strategy outlines how Scotland will ensure shared and sustainable economic growth. The strategy has four priorities:

- Investing in our people, infrastructure and assets: this includes investment in skills and education, investment in physical and digital connectivity for all of Scotland, protection of natural capital and transition to low-carbon economy and strengthening communities.
- Promoting inclusive growth: requiring the promotion of Fair Work and a labour market that offers well paid jobs, tackling any barriers to the labour market and delivering equal growth across the country.
- Fostering a culture of innovation: involving supporting the development of innovative businesses and world class research and develop progressive approaches to workplace practice and public service reforms.

Enabling Scotland to take advantage of international opportunities: supporting Scotland's exporters, creating right conditions for investment and promoting Scotland's international brand.

**Town Centre Action  
Plan – the Scottish  
Government  
Response  
2013**

This paper highlights the mutuality of local economic development and regeneration. It sets out that '*Town centres are a key element of the economic and social fabric of Scotland and can be a central component of successful local economies.*

Priorities to bring about regeneration and local economic development include:

- The town centre first principle: an investment principle to prioritise town centres, whilst maintaining an open and measured approach.
- Engagement with the private sector: the Scottish Government will work to with the private sector to support town centres.
- Town centre living: the Scottish Government endorses encouraging people to live in town centres.
- Vibrant local economies: support is to be provided for town centre businesses.
- Enterprising communities: local people will be supported to take responsibility for the economic, social and environmental action that will make a difference in their communities.
- Digital towns: The Government seeks to take advantage of the digital opportunities available to town centres and their businesses.

**Regional Economic Development**

**SOSE Operating  
Plan (2020 / 21)  
2020**

This plan identifies the unique aspects of the SOS, as a predominantly rural region, economically self-contained from the rest of Scotland, yet close to key UK-wide markets and highlights key opportunities and challenges for the region (ageing population, low productivity and fewer skilled jobs, connectivity issues and few education / entrepreneurial opportunities, attractive natural landscapes, innovative businesses and vibrant communities).

The plan outlines the role of SOSE to:

- Play an active role in supporting growth, bringing commerce and communities together, and streamlining their route to funding, markets, and success.
- Showcase the region to the world.
- Support the individuals / organisations that help the SOS economy.

	<ul style="list-style-type: none"> <li>• Build and protect relationships with business and communities and ensuring access to specialist services.</li> <li>• Be a key partner between existing economic development agencies, giving a voice to the SOS.</li> </ul> <p>The plan further highlights three key priority areas for SOSE in 2020 / 21, namely:</p> <ul style="list-style-type: none"> <li>• Recovery from COVID-19 – aligning this document with the 2020 / 21 PfG ‘Protecting Scotland, Renewing Scotland’, prioritising dealing with the economic, health and social crises induced due to the pandemic.</li> <li>• Developing SOSE’s ambition for the region – ensuring that a long-term vision for the region is not lost, focusing on building a fairer, greener and stronger SOS, in line with national policy.</li> <li>• Developing the SOSE organisation</li> </ul>
<p><b>SOS Indicative Regional Spatial Strategy 2021</b></p>	<p>The indicative Regional Spatial Strategy is a response to the opportunity which the review of the National Planning Framework provides – creating space for local authorities to cooperate in order to promote initiatives and priorities they wish to take forward. It sets out the need for strategic development, the desired outcomes to which the strategy will contribute, the priorities, timescales and status of delivery of developments, and where possible the location for developments. The strategy has also been developed to align with relevant other initiatives, including the Borderlands Inclusive Growth Deal.</p> <p>It sets out five themes, with accompanying issues and opportunities and aims:</p> <ul style="list-style-type: none"> <li>• Climate Change.</li> <li>• Economy.</li> <li>• People.</li> <li>• Place.</li> <li>• Connectivity.</li> </ul> <p>The strategy also includes 36 strategic development projects which are aligned to each of these themes, and which are at different stages of development.</p>
<p><b>Regional Spatial Strategy for Edinburgh and South East 2020</b></p>	<p>This strategy seeks to ensure the South East of Scotland (City of Edinburgh, East Lothian, Fife, Midlothian, SB and West Lothian) work individually and in partnership to ensure economic growth, environmental protection and enhancement of environmental and cultural assets. The strategy outlines challenges and policy opportunities that impact the whole region and those distinct to the local authority areas.</p> <p>Areas of focus for the whole region include:</p> <ul style="list-style-type: none"> <li>• Regional Recovery and Renewal: tackling inequality, environmental improvement, economic renewal. Included in this strategic focus area is the importance of digital connectivity and improved investment to ensure a just transition, the need for investment along key transport corridors, the sharing out of economic benefit and productivity levels across the whole region and the role of renewable energy opportunities as part of the COVID-19 ‘Green Recovery’ and Net Zero targets.</li> <li>• Adaptable, a more resilient region: tackling climate change, building design and conservation. Highlighted in this theme is the need for investment in ‘green’ opportunities as well as the need for green economic transition to occur in a ‘just’ manner to not exacerbate rural inequality; and</li> </ul>

	<ul style="list-style-type: none"> <li>• Accessible Region: connectivity, infrastructure delivery, sustainable housing sites. This area of focus highlights the disconnection of rural communities, constraining economic opportunity and outlines the importance of physical and digital connectivity for regional success.</li> </ul> <p>Focusing specifically on SB, the strategy highlights opportunity to contribute to green objectives through its capacity for renewable energy production and woodland creation.</p>
<p><b>Borderlands Inclusive Growth Deal 2019</b></p>	<p>This joint Scottish and UK Government Deal brings together the five cross-border local authorities of Carlisle City Council, Cumbria County Council, D&amp;GC, Northumberland County Council and SBC for the purpose of accelerating economic growth for the benefit of individuals, businesses and communities.</p> <p>The deal highlights three key priority areas:</p> <ul style="list-style-type: none"> <li>• Narrowing the productivity gap.</li> <li>• Increasing the working age population.</li> <li>• Delivering inclusive growth.</li> </ul> <p>The areas of priority for support are identified in the deal by core themes:</p> <ul style="list-style-type: none"> <li>• Place: including improvements in the quality of, and investment in places and prioritising tourism, to market ‘Destination Borderlands’, investing in attractions.</li> <li>• Infrastructure: including improvements in transport connectivity, digital connectivity and business infrastructure.</li> <li>• Innovation and skills: involving rural innovation funding, mountain bike innovation and investment in a Skills and Learning network in the SOS.</li> <li>• Green growth: including support for whole systems approach to energy and development of a regional energy masterplan.</li> </ul>
<p><b>Local Economic Development</b></p>	
<p><b>Chapelcross Site Transformation Programme Mandate 2019</b></p>	<p>The planned repurposing of the Chapelcross Nuclear site in D&amp;G has four headline objectives, which are well aligned to regional growth and regeneration:</p> <ul style="list-style-type: none"> <li>• Create a large-scale strategic mixed-use employment site for the SOS / Borderlands with significant wider economic impact.</li> <li>• Support the development of green energy production, storage and distribution solutions.</li> <li>• Maintain 100% beneficial use of the site over the full decommissioning period to 2095 and beyond.</li> <li>• Make a significant DGC contribution to the UKG’s 2050 net zero carbon target.</li> </ul>
<p><b>Edinburgh and South East Scotland City Region Deal 2018</b></p>	<p>The City Region Deal partners comprise the City of Edinburgh Council, East Lothian Council, Fife Council, Midlothian Council, Scottish Borders Council, West Lothian Council, the city region’s universities and colleges and businesses. The Deal was driven by regional inequality and following the 2015 Government commitment to inclusive growth, it marks a desire to see inclusive growth and productivity be boosted across the region.</p> <p>Region-specific challenges include:</p> <ul style="list-style-type: none"> <li>• Slow growth.</li> </ul>

	<ul style="list-style-type: none"> <li>• Disparities in job density.</li> <li>• Skills inequality and polarisation.</li> <li>• Gender and age inequalities.</li> <li>• Housing, transport and connectivity issues.</li> </ul> <p>The approach identifies a number of thematic interventions, to ensure the deal aligns with and offers inclusive growth. These are:</p> <ul style="list-style-type: none"> <li>• Accelerating inclusive growth.</li> <li>• Removing physical barriers to growth.</li> <li>• A significant programme of construction.</li> <li>• Targeted employability and skills interventions.</li> <li>• Social benefit through innovation.</li> </ul> <p>Broadly, the five key elements of the deal are:</p> <ul style="list-style-type: none"> <li>• Research, development and innovation.</li> <li>• Integrated regional employability and skills programme.</li> <li>• Transport.</li> <li>• Culture.</li> <li>• Housing.</li> </ul>
<p><b>Scottish Borders Community Plan 2018</b></p>	<p>This plan highlights Borders-wide inequalities and how the Community Planning Partnership (CPP) together and with local communities and businesses can address those inequalities and improve outcomes. These inequalities include: a low wage economy, a growing ageing population and poor digital connectivity.</p> <p>Desired outcomes are split into four themes: Economy, Skills and Learning; Health, Care and Wellbeing, Quality of Life and Place.</p> <p>Relevant outcomes include:</p> <ul style="list-style-type: none"> <li>• More people working more productively for higher wages.</li> <li>• More businesspeople benefitting from greater investment and better support for their new and existing businesses, particularly in key growth sectors.</li> <li>• More highly skilled workers.</li> <li>• More people benefitting from better connectivity.</li> <li>• More people shopping, visiting and spending in local town centres.</li> </ul>
<p><b>Dumfries and Galloway Local Outcomes</b></p>	<p>The Community Planning vision stated in this ten-year strategy is <i>'working together to create an ambitious, prosperous and confident Dumfries and Galloway where people achieve their potential'</i> and following this, eight outcomes are identified to address issues that those in experiencing greatest inequality face.</p> <p>Relevant outcomes include:</p>

**Improvement Plan  
(2017-2027)  
2017**

- Everyone who needs help to work receives the right support.
- Learning opportunities are available to those who need them most.
- People are well connected.
- Individuals and communities are empowered.

**Dumfries and  
Galloway Regional  
Economic Strategy  
(2016-2020)  
2016**

This strategy outlines the D&G socio-economic context, highlighting low economic growth, an ageing population, a low wage economy and high youth unemployment. The strategy seeks to deliver economic growth that is specific to and fits the unique priorities of the region. The strategy highlights opportunity in natural assets – rural landscape and coastline, natural resources including forestry and renewable energy and large number of micro-businesses that have potential for growth.

The key sectors identified in the region are divided into Volume – those sectors which are valuable at lower productivity levels with limited growth, but provide economic resilience, and Value – those sectors that have high growth potential and will provide high-value, skilled employment. Volume sectors include Agriculture, Creative Industries (cultural business), Food and Drink, Health and Social Care and Tourism / Leisure / Hospitality. Value sectors identified are Creative Industries (digital business), Energy (particularly renewables / supply chain) and Forest and Timber Technologies.

The strategy further outlines a vision for D&G which is:

- Diverse: having a wide range of businesses, in terms of both size and sector.
- Resilient: with empowered communities taking advantage of local economic development initiatives through social enterprise.
- Skilled: a skilled workforce, attracting investment and high value jobs.
- Connected: investing in the regions physical and digital infrastructure.
- Inclusive: ensuring growth reaches those most disadvantaged or distant.

**Dumfries and  
Galloway Anti-  
Poverty Strategy  
(2015-2020)  
2015**

This anti-poverty strategy is geared around a vision that '*people will be prevented from falling into poverty; supported to escape from poverty; and able to lead independent, safe, happy and fulfilled lives*'. Four objectives are identified to achieve this:

- Listening to people and families experiencing poverty and making sure their voice is heard.
- Supporting people experiencing poverty to move from dependence to independence.
- Ensuring information and services are easy to access.
- Providing services that meet the needs of people experiencing poverty.

**Dumfries and  
Galloway Food and  
Drink Strategy  
Action Plan (2019-  
2022)  
2019**

The Food and Drink Strategy set out ways for the food and drink industry to contribute to the wider economic development of D&G. It collates information about the support which the sector needs (ranging from collaboration and food tourism development, trading at events or festivals, to exporting, in descending order of importance) along with investment priorities (property improvement and relocation, and investment).

The strategy highlights resilience, collaboration, sustainability, and inclusivity as key components of its vision for a successful sector. Among the opportunities identified were access to neighbouring as well as global markets while improving local supply chains. The strategy recognised the need for strong and coherent regional branding to make the most of opportunities.

	<p>As key pillars of growth, it identifies:</p> <ul style="list-style-type: none"> <li>• Market opportunities.</li> <li>• Supply chain and business growth.</li> <li>• People and skills.</li> <li>• Innovation and entrepreneurship.</li> </ul>
<p><b>Scottish Borders Economic Strategy 2013</b></p>	<p>This 10-year economic strategy was launched in 2013 by SBC along with its partners, to be delivered until 2023. The strategy highlights four interlinked strategic aims:</p> <ul style="list-style-type: none"> <li>• Creating the conditions for businesses to compete – reflecting the Borders' entrepreneurial strength and the need to create the conditions for businesses to grow, and / or to attract entrepreneurial people.</li> <li>• Building on our assets – attracting and retaining people and growing businesses will be helped by what the SB as a place has to offer and by the ability to maximise assets.</li> <li>• Developing the workforce of the future – fundamental to future prosperity and competitiveness is the supply of, and demand for, a skilled workforce. As there are fewer jobs available in the region than residents in work, people are travelling outside the area for work, and this means economic performance is lower.</li> <li>• Providing leadership – leadership will also help deliver other policy and organisational priorities too – around education, health, and the public good.</li> </ul> <p>Relevant objectives emerging from the strategy include:</p> <ul style="list-style-type: none"> <li>• To encourage and support new business start-ups and the growth of existing businesses.</li> <li>• To sustain or grow activity in key local sectors including textiles, tourism, food &amp; drink, renewables and creative.</li> <li>• To attract new business to the SB.</li> <li>• To provide a framework which allows communities to contribute to economic growth.</li> <li>• To support employers to address skills deficiencies in response to current and future need.</li> <li>• To encourage people to develop new entrepreneurial and business skills.</li> <li>• To encourage and support the transition to a low carbon economy.</li> </ul>

**Inclusive Growth and Fair Work**

<p><b>No One Left Behind: Delivery Plan 2020</b></p>	<p>This Scottish Government strategy places people at the centre of the design and delivery of employability services, promoting a partnership approach of collaboration between Government and the third and private sector to identify local needs. The plan has 6 core workstreams and high-level objectives:</p> <ul style="list-style-type: none"> <li>• Service design: to co-produce a national framework which establishes an all-age employability system that is person centred, more joined up, flexible and responsive to individual needs.</li> <li>• Governance and risk: to ensure an appropriate approach to governance providing collective leadership.</li> </ul>
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- Shared measurement framework: to establish a national outcomes and shared measurement framework.
- Policy and finance: to develop a strategic financial approach that reflects an overall national coherence and balances this with appropriate levels of local and regional flexibility.
- Alignment and integration: to align public policy and practice to improve outcomes and value from public expenditure.
- Communications: to effectively communicate with partners, stakeholders and service users adopting an inclusive, collaborative, and flexible approach.

Actions emerging from this strategy include:

- Publish first iteration of Employability National Standards Framework to ensure consistency of services across Scotland.
- Publish Employability Continuous Improvement Strategy, providing a strong framework to capture, act upon feedback and learning.
- Continue to work at local and national level to improve the connectivity between employability services and other provision such as health, housing and justice through the adoption of a Whole Person / Whole Systems Approach.
- Launch refreshed Employability in Scotland website.
- Working with Community Wealth Building projects to ensure employability is embedded within this approach.
- Establishing a key role for employability in underpinning the approach and activities of City & Growth Deals and Regionalisation ensuring plans are flexible to respond to emerging economic crisis and future changes within the labour market.

**Young Person’s  
Guarantee – Phase 1:  
Activity Plan  
2020**

The ambition of this plan is that within two years, every person aged between 16 and 24 will have the opportunity, depending on their circumstances, to:

- Study.
- Take up an apprenticeship, job or work experience.
- Participate in formal volunteering.

The guarantee will be employer-led, building on the success of Developing the Young Workforce, and must make a tangible difference to young people and to those who provide opportunities that allow young people to reach their potential.

**Business Led Inclusive  
Job Growth in the SOS  
2019**

This paper looks at three core dimensions of the Scottish Government inclusive growth policy agenda – jobs, business and place, with a focus on the SOS region. Inclusive growth is defined as *‘growth that combines increased prosperity with greater equity; that creates opportunities for all and distributes the dividends of increased prosperity fairly’* drive by businesses and leaders.

The paper identifies that the SOS lags behind all other Scottish regions in terms of business-led inclusive job growth. Barriers inducing this context include poor transport and communications infrastructure, loss of skilled individuals to other areas, low profile of the region as a tourist destination and lack of business dynamism / innovation.

To promote business-led inclusive growth in the region, a number of action points are identified:

- Produce and implement an integrated, multi-modal, sustainable regional transport strategy.

	<ul style="list-style-type: none"> <li>• Develop and implement a human capital retention and attraction strategy aimed at young people and young families.</li> <li>• Promote SME growth in retail and other consumer and business services modernise the Region's town centres as 'smart' places.</li> <li>• Grow a regional Business for Inclusive Growth (B4IG) ecosystem.</li> <li>• Develop a collaborative place-based Impact investment strategy.</li> </ul>
<b>Fair Work Action Plan 2019</b>	<p>The actions outlined in this plan cover three broad themes pertaining to the Government 's commitment to promoting fair work, namely:</p> <ul style="list-style-type: none"> <li>• Supporting employers to adopt Fair Work practices.</li> <li>• Delivering Fair Work to a diverse and inclusive workforce.</li> <li>• Embedding Fair Work across the Scottish Government.</li> </ul>
<b>Scotland's Invisible People: Support and Opportunities for Adults with Learning Disabilities 2020</b>	<p>The report, by the Fraser of Allander Institute, set out a definition of learning disabilities, the needs and opportunities for adults with learning disabilities, the views of the wider public about learning disabilities in adults, and steps to help and support adults with learning disabilities across Scotland.</p> <p>The report outlined the support and services that a variety of organisations already provide, and the need for better quality data to inform policy and investment in the future.</p>
<b>Skills and Labour Market</b>	
<b>Future Skills Action Plan 2019</b>	<p>This strategy seeks to unlock the potential of Scotland's people and businesses to take advantage of future opportunities and deliver inclusive growth. Core outcomes sit across two areas – strategic labour market outcomes and inclusive growth priorities.</p> <p>These key outcomes include:</p> <ul style="list-style-type: none"> <li>• A skilled and productive workforce.</li> <li>• A sustainable working population.</li> <li>• High employment low unemployment.</li> <li>• Equal opportunities.</li> <li>• Fair work.</li> </ul>
<b>Skills Action Plan for Rural Scotland (2019-2021)</b>	<p>In order to deliver inclusive growth and realise the potential of rural Scotland, this plan identifies five key priority areas:</p> <ul style="list-style-type: none"> <li>• Better understand the skills rural employers need and align provision to support this.</li> <li>• Provide individuals with accessible education and skills provision to secure, sustain and progress in their careers in rural areas.</li> <li>• Develop the current workforce in rural areas through upskilling and reskilling.</li> <li>• Build a secure pipeline for the future.</li> </ul>



- Take a co-ordinated, strategic approach to tackling skills in rural areas.

**Growing the economy:  
Enterprise and Skills  
Review (2016 – 2018)  
2016**

Launched in 2016, two phases of review (2016 and 2017) and a strategic plan (published 2018) sought to help Scotland progress toward ranking among the top quartile of OECD countries in terms of productivity, equality, wellbeing and sustainability – to listen and respond to individual needs, and to ensure a simpler, more coherent enterprise and skills support system.

The phase one review identified:

- The need for a whole Scotland approach to enterprise and skills, bringing together relevant agencies.
- A need for both national and local delivery.
- A need for an open and international economy.
- A need for a streamlined innovation support ecosystem.
- An improved and more coordinated learning journey and education / training services.

The phase two review built on phase one recommendations to call for:

- A singular point of focus – the Strategic Board – for skills and enterprise support.
- The system to be held to account by evidence and data.
- A focus on the customer, simplifying education and skills provision.
- A new dedicated SOS enterprise agency, contributing to ensure every community is represented.
- A system which promotes innovation, is international in its outlook and focuses on skills need for the economy.

The 2018 Strategic Plan builds on these key themes, setting out how to drive productivity and inclusive growth in Scotland, through four interconnected missions:

- Harnessing the full potential of progressive business models, workplace innovation and Fair Work to enhance productivity, equality, wellbeing and sustainability.
- Enabling a shift to a more demand-led skills system that better responds to the current and future skills needs of employers and individuals.
- Promoting business creation and growth through helping to create a nation of entrepreneurs, focusing on inclusivity, a new structure for support, global opportunities, innovation and capitalising on Scotland’s unique assets.
- Increasing export growth through both the number of exporting businesses and the value of exports.

**Scotland's Labour  
Market Strategy,  
2016**

This strategy details five priority areas to promote a strong labour market that drives inclusive, sustainable economic growth.

These priority areas are:

- Promoting the Fair Work Framework and encouraging responsible business.
- Supporting employability and skills, so that all people can participate successfully in the labour market.
- Investing in people and infrastructure.
- Fostering innovation including workplace innovation which will help spur job creation.

	<ul style="list-style-type: none"> <li>Promoting Scotland internationally to improve the competitiveness of our businesses.</li> </ul>
<b>Regional Skills Investment Plan for the SOS 2019</b>	<p>The plan details an overarching mission which states, <i>'by working more effectively together partners across the SOS region will ensure that skills provision is demand-led, accessible and able to meet the needs of employers and residents, resulting in sustained and inclusive economic growth'</i>.</p> <p>Key strategic outcomes identified include:</p> <ul style="list-style-type: none"> <li>Improving awareness and understanding of current and future employment opportunities within the SOS.</li> <li>Improving the availability, awareness and uptake of different education, employment pathways.</li> <li>Identifying and addressing the skills needs of employers.</li> <li>Mitigating the impact of the demographic challenges by better developing and utilising the skills base across the wider population, whilst retaining existing and attracting new talent.</li> </ul>
<b>Skills 4.0. A Skills Model to Drive Scotland's Future 2018</b>	<p>This strategy attempts to provide direction for the development of skills to future proof Scotland's economy and its workforce. Recognising that a traditional approach to specific hard skills will not suffice, and that digital and machines will become ever more prevalent across all sectors, it also points out that the country's population and workforce are ageing, and that it is hard to predict the kind of technology the future will bring.</p> <p>It considers ways to adapt to unknown new needs through developing meta-skills and capacities, grouped in three areas: self-management, social intelligence and innovation. Broader than that, the strategy also pinpoints universal digital intelligence as key. Going one step further, it acknowledges that such skills need to be developed across the school system and set in context of their application, which means that it requires changes to the current learning system.</p>
<b>Supporting Positive Pathways. Employability Action Research Study for Berwickshire 2018</b>	<p>Through workshops and focus groups, this research collected evidence for the need for an employability programme in Berwickshire. It found that a joined-up, multi-agency, well-led approach was needed. Among its key findings were:</p> <ul style="list-style-type: none"> <li>Avoid duplication of services and waste of public money.</li> <li>Devise employability programmes that lead to more sustainable employment.</li> <li>Coordination or marketing and of recruitment into employability programmes.</li> <li>Maintenance of a database and an employability forum.</li> <li>A consistent focus on core skills.</li> </ul>

**Connectivity and Enabling Infrastructure**

<b>Scottish Government Housing to 2040: A Vision for Our Future Homes and Communities 2019</b>	<p>Whilst the NPF provides a high-level vision for Scotland, this strategy outlines a vision for housing in detail. The Scottish Government vision is for person-centred housing that <i>'views the system from the citizen's perspective to reflect the diversity of people, homes and communities across Scotland'</i>. Underpinning this vision are 15 principals which are arranged by 4 key themes: a well-functioning housing system, high quality sustainable homes, sustainable communities and homes that meet people's needs.</p> <p>Some of the underlying principles include:</p>
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	<ul style="list-style-type: none"> <li>• The housing system should supply high-quality affordable homes for living in, shifting the balance away from the use of homes to store wealth.</li> <li>• New housing, and the required community resources, should only be provided where they help to create safer, stronger, attractive, sustainable and integrated communities.</li> <li>• Local communities should be empowered to respond to housing need in their area, as part of a coherent regional economic approach and supported by provision of the right infrastructure.</li> <li>• Government intervention should help existing and new communities to be physically, digitally, culturally and economically connected within a coherent geographic region.</li> <li>• Government should ensure that there are affordable housing options across Scotland for households at all income levels.</li> </ul>
<p><b>Realising Scotland's Full Potential in A Digital World: A Digital Strategy for Scotland 2017</b></p>	<p>This strategy outlines a vision of Scotland that:</p> <ul style="list-style-type: none"> <li>• Stimulates innovation, welcomes investment and promotes its digital technologies industries.</li> <li>• Develops internationally competitive and digitally mature business across all sectors.</li> <li>• Designs and delivers digital public services around user need.</li> <li>• provides high quality connectivity across the whole of the country.</li> <li>• Focuses on digital skills education and training.</li> <li>• Enables all to share in the economic, social and democratic opportunities.</li> </ul> <p>Some of the key actions outlined to achieve this include:</p> <ul style="list-style-type: none"> <li>• Launching a new Digital Growth Fund to address the current undersupply.</li> <li>• Extending our Digital Boost programme to improve the level of digital maturity amongst businesses in every part of Scotland.</li> <li>• Creating the conditions in which our digital technologies industries can thrive.</li> <li>• Ensuring that every premise in Scotland is able to access broadband speeds of at least 30 Megabits per second by 2021.</li> <li>• Working with our schools, employers and skills providers to tackle the persistent gender gap in digital skills and careers.</li> </ul>
<p><b>Dumfries and Galloway Local Housing Strategy (2018-2023) 2018</b></p>	<p>D&amp;GC's strategic vision for housing is that <i>'everyone in our region will have access to a high-quality affordable home that is warm, safe, provides good access to services and meets their needs at every stage of life'</i>.</p> <p>The strategy details five strategic objectives:</p> <ul style="list-style-type: none"> <li>• Strategic objective 1: ensure that the available housing stock in our region is fully utilised and new housing development supports the sustainability of our towns, settlements and villages.</li> <li>• Strategic objective 2: work together with a range of stakeholders including the Health and Social Care Partnership to ensure solutions are delivered that enable people to live as independently as possible in community settings.</li> <li>• Strategic objective 3: ensure that households who live in the Private Rented Sector have a home that is safe, warm and achieves the required standards.</li> </ul>

	<ul style="list-style-type: none"> <li>• Strategic objective 4: help everyone in our region to live in warm, affordable, energy efficient homes.</li> <li>• Strategic objective 5: ensure that people who stay in privately owned property are able to live in homes that are of a high quality and good condition.</li> </ul>
<p><b>Scottish Borders Council Local Housing Strategy (2017-2022) 2017</b></p>	<p>This strategy outlines a vision, developed in collaboration with stakeholders, that <i>‘every person in the SB lives in a home that meets their needs’</i>.</p> <p>Four priorities have been further defined to support this vision:</p> <ul style="list-style-type: none"> <li>• The supply of housing meets the needs of the community.</li> <li>• More people live in good quality, energy efficient homes.</li> <li>• Less people are affected by homelessness.</li> <li>• More people are supported to live independently in their own homes.</li> </ul>
<p><b>UK Digital Strategy 2017</b></p>	<p>The Digital Strategy for the UK sits alongside the UK’s industrial strategy and sets out how digital infrastructure will be rolled out to everyone in the country and how the foundations for future digital technology will be therefore laid.</p> <p>Its goals are to:</p> <ul style="list-style-type: none"> <li>• Provide everyone with access to digital skills.</li> <li>• Make the UK the best place to establish and then to grow a digital business, throughout the world.</li> <li>• Helping all businesses in the UK to digitise.</li> <li>• Making the online environment in the UK a safe place.</li> <li>• Expanding and improving online governance and Government.</li> <li>• Unlocking the potential of data and data use in the economy.</li> </ul>
<p><b>Digital Borderlands Infrastructure Strategy 2020</b></p>	<p>This strategy is part of the Borderlands Inclusive Growth Deal and is driving the Digital Borderlands programme. It seeks to <i>“have a shared ambition for the Borderlands to be a vibrant place attracting, rewarding and retaining people to live, work, visit and invest here, by offering a high-quality experience in beautiful, well-connected surroundings.”</i></p> <p>Aligned with the vision it formulates three strategic priorities:</p> <ul style="list-style-type: none"> <li>• For the Borderlands to catch up and then match UK connectivity levels.</li> <li>• To leave no place in the Borderlands behind in order to achieve equitable connectivity.</li> <li>• To improve business productivity and retain globally excellent digital activity in the future.</li> </ul> <p>In addition, it sets out strategic priorities, from extending UK level connectivity to all households, boosting 4G and 5G infrastructure, to creating new digital hubs. Each of these priorities are accompanied by a set of comprehensive actions.</p>
<p><b>South West of Scotland Regional Transport Strategy</b></p>	<p>The vision outlined in this strategy is <i>‘a transport system for the South West of Scotland that delivers the internal and external connectivity required to sustain and enhance the region’s economy and communities, whilst minimising the impact of transport of the environment.’</i></p>

2008	<p>The strategy outlines objectives to complement this vision, core objectives include:</p> <ul style="list-style-type: none"> <li>• Improve internal transport links and connections to national economic centres.</li> <li>• Contribute to sustainable growth and inclusion, adding value to the broader economy.</li> <li>• Assist in attracting tourists to the region.</li> <li>• Support vibrant places to maximise quality of life.</li> <li>• Reduce peripherality, between the regional key settlements and outlying areas and between the region and external markets.</li> <li>• Capitalise on improvements in long-distance corridors to create development opportunities.</li> <li>• Pursue certain transport schemes in the context of local and national economic development, while at the same time recognising wider context of economic, social and environmental imperatives.</li> </ul>
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**Climate and Natural Capital**

<p><b>Climate Emergency Skills Action Plan 2020-2025</b></p>	<p>This plan looks at the need to focus on the challenges and opportunities of climate change, in the context of skills development and labour market change. Driven by a push towards net zero, a new wave of green jobs is expected to take hold, leading to demand for skillsets that will support the sectors and industries that are expected to propel green growth.</p> <p>The plan predicts that green jobs will emerge from new employment, those that are directly affected by low carbon transition and existing jobs that will be needed in greater numbers. Six priorities for action are identified, where skills needs are likely to be most acute:</p> <ul style="list-style-type: none"> <li>• Priority 1: Supporting a green labour market recovery from COVID-19</li> <li>• Priority 2: Building better understanding and evidence of future skills needs to support Scotland’s transition to net zero</li> <li>• Priority 3: Developing the future workforce for the transition to net zero</li> <li>• Priority 4: Driving awareness and action to support reskilling and upskilling for the transition to net zero</li> <li>• Priority 5: Ensuring fairness and inclusion in the skills system as part of a just transition to net zero</li> <li>• Priority 6: Taking a collaborative approach to ensure a skills system responsive to changing demands.</li> </ul>
<p><b>Dumfries and Galloway Council Climate Emergency Declaration 2019</b></p>	<p>D&amp;GC declared a climate emergency in response to rising global temperatures, aligning itself with national commitments. The declaration is accompanied by a 12-point plan.</p> <p>The most salient points relative to sustainable and inclusive growth include:</p> <ul style="list-style-type: none"> <li>• A regional net zero goal by 2025.</li> <li>• Embedding climate change into all policy and practice risk assessments to ensure a continuous focus.</li> <li>• Informing individuals, communities and businesses of climate change impacts and support them to adapt.</li> </ul> <p>Encouraging and supporting the farmed and natural environment.</p>
<p><b>Climate Emergency Declaration Strategic</b></p>	<p>This strategic report follows on from the 12-point plan set out in the D&amp;G Emergency Declaration. It adds to this through the adoption of a new priority, to urgently respond to climate change and transition to a carbon neutral region.</p>

**Plan Dumfries and Galloway 2019**

Key commitments within include:

- To encourage understanding of how the way those in D&G live and work impacts on climate change.
- Empowering communities and stakeholders to make significant changes to reduce emissions and adapt to a low carbon approach.
- Leading on the transition to cleaner and greener technologies.
- Promoting and protect our region's natural environment.
- Contributing to a greener economy, maximising the region's green energy potential.

**Update to the Climate Change Plan (2018-2032) 2018**

This document provides an update in the context of COVID-19 to the precursor 2018 Climate Change Plan, as a result of the Scottish Government committing to reduce emissions by 75% by 2030, and to reach net zero by 2045. This document reaffirms that commitment towards these climate change targets.

Priority areas for achieving this goal are:

- Green recovery: recovery from the pandemic must respond to the climate emergency and put Scotland on a path towards climate change targets.
- Coordinated approach: policies must be cross-sectoral and aligned to achieve targets. This includes taking a Whole System energy approach as well as taking a coordinated approach to land use.
- Working together: climate targets will require a national effort across all sectors: private, public and third, and from all communities and individuals. Transition to net zero must therefore be collaborative and delivered in partnership.

**Getting the Best from our Land: A Land Use Strategy for Scotland (2016-2021) 2016**

This strategy builds on the 2011 Land Use Strategy Framework, with a vision of a Scotland *'where we fully recognise, understand and value the importance of our land resources, and where our plans and decisions about land use will deliver improved and enduring benefits, enhancing the wellbeing of our nation'*.

Core objectives include:

- Land based businesses working with nature to contribute more to Scotland's prosperity.
- Responsible stewardship of Scotland's natural resources delivering more benefits to Scotland's people.
- Urban and rural communities better connected to the land, with more people enjoying land and positively influencing land use.

Some 14 policies and proposals emerge from the document, including:

- A commitment to managing Scotland's natural resources to enable their fair, wise and productive use, and to conserve stocks of ecosystem services for future generations.
- A review of the Scottish Forestry Strategy.
- Developing and consulting on the draft of a first Land Rights and Responsibilities Statement.
- Encourage and explore the establishment of regional land use partnerships.
- Developing and implementing a package of measures to facilitate the step change to climate friendly farming and crofting.

	<ul style="list-style-type: none"> <li>• A commitment to continue to develop a targeted approach in the current SRDP Agri-Environment Climate Scheme and a proposal to explore further development.</li> <li>• A proposal to scope the potential to develop a strategic vision for the uplands, exploring the multiple benefits they deliver and how they can contribute to climate change targets.</li> </ul>
<p><b>Powering Change: Calling the SOS to Action 2021</b></p>	<p>Powering Change is the energy strategy for the SOS which sets out how the region can use its natural capital in a just way to produce energy in the future, and to pursue a just transition. The strategy sets out how to turn the region into a carbon negative one, in which energy is both sustainable and affordable. Importantly it recognises that the renewable energy opportunity feeds into the wider strategic prospects and needs for the region.</p> <p>The strategy sets out findings and actions across a series of themes:</p> <ul style="list-style-type: none"> <li>• Need for leadership and alignment with other strategies.</li> <li>• Need to decarbonise both heating and travel.</li> <li>• The requirement to get energy distribution and transmission right.</li> <li>• A focus on green jobs and green supply chains.</li> <li>• A core focus on the education and skills needed locally.</li> <li>• Involvement of communities in local and regional energy production and distribution.</li> </ul>
<p><b>Scottish Biodiversity Strategy 2004 / 2013</b></p>	<p>The Scottish Biodiversity Strategy is a two-part document, initially published as Scotland's Biodiversity: It's in your Hands in 2004, supplemented in 2013 by the 2020 Challenge for Scotland's Biodiversity.</p> <p>Scotland's 2020 challenge aims to:</p> <ul style="list-style-type: none"> <li>• Protect and restore biodiversity on land and in our seas, and to support healthy ecosystems.</li> <li>• Connect people with the natural world, for their health and well-being, and to involve them more in decision making.</li> <li>• Maximise the benefits for Scotland of a diverse natural environment and the services it provides, contributing to sustainable economic growth.</li> </ul> <p>The strategy takes an ecosystem approach to biodiversity conservation, focusing on the ecosystem services that nature provides. This approach will enable future sustainability. It is recognised within the strategy that people are part of ecosystems, benefiting from these services.</p> <p>Key outcomes of the 2020 Challenge include:</p> <ul style="list-style-type: none"> <li>• Natural resources contribute to strong, sustainable economic growth.</li> <li>• The diverse natural environment as a national asset is protected.</li> <li>• Health and well-being are improved through physical activity and contact with nature.</li> <li>• Nature provides goods and services which support lives, welfare and economy.</li> <li>• Healthy natural environment is more resilient to climate change.</li> </ul>

- Communities involved in decision-making take pride in their local environment.
- An integrated approach taken to land and water use.
- Healthier local environments more widely understood and supported by communities.
- Scotland’s internationally renowned nature is highly valued and secure.
- Scotland has clean, healthy, safe, productive and biologically diverse seas and coast.

## People and Community

### **The Housing Needs and Aspirations of Young People: Scottish Borders 5-year Action Plan, 2019**

This research paper to SBC, based on consultation with young people, highlighted that there is a steady decline of the working age population, although this is less marked than in other remote, rural areas. The key challenge for young people is the complex link between jobs, transport and housing. Whilst limited educational opportunities is a key push factor for young people, there is a moderate demand seen for new housing.

Priorities forming the action plan include:

- A holistic strategic approach for jobs, housing and transport.
- Increasing housing choice and options.
- Meeting the needs of vulnerable young people.

### **Scottish Borders Health and Social Care Strategic Plan (2018-2021) 2018**

The 2018 refreshed strategy outlines three strategic objectives:

- Improve the health of the population and reduce the number of hospital admissions.
- Improve the flow of patients into, through and out of hospital.
- Improve the capacity within the community for people who have been in receipt of health and social care services to better manage their own conditions and support those who care for them.

These high-level objectives are complemented by key priorities including:

- Promoting healthy living and active ageing.
- improve communication and access to information.
- Working with communities to develop local solutions.
- Integrating services at a local level.
- Providing alternatives to hospital care.
- Promote support for independence and reablement.

### **Dumfries and Galloway Health and Social Care Strategic Plan (2018-2021) 2018**

This strategy outlines a vision to *‘support our communities to be the best place to live active, safe and healthy lives by promoting independence, choice and control’*.

Priority areas identified include:

- Developing and strengthening communities.
- Making the most of wellbeing.

- Shifting the focus from institutional care to home and community-based services.
- Reducing health inequalities.
- Making best use of technology.

## Tourism

### Scottish Tourism Emergency Response Group (STERG) COVID- 19 Recovery Action Plan 2020

This national plan is aligned to the priorities outlined in Scotland Outlook 2030, setting out an intention to rebuild the Scottish Tourism Industry following the COVID-19 pandemic.

Key actions are outlined under key themes:

- A national response: agencies will take a joined up and coordinated approach to recovery.
- Rebuilding our diverse businesses: with tailored support to specific industry sectors.
- Protecting and supporting our passionate people: providing a package of support to sector workers.
- Restoring our thriving places: work packages around reopening safely and effectively.
- Reimagining our memorable experiences: supporting events to restart when safe to do so.

### The Scottish Tourism Recovery Task Force: Tourism Recovery Recommendations 2020

Sitting alongside the longer-term vision of Scotland Outlook 2030, this strategy pertains to the more immediate response to the COVID-19 crisis and its impact on the tourism sector. The strategy outlines areas of priority action for Scottish and UK Government s as well as for industry in order to deliver recovery. These recommendations include:

- For Scottish Government:
  - Work with the sector on planning appropriate evidence-based restrictions and proportionate, fair financial compensation arrangements if further lock downs are required.
  - Provide additional targeted grant support and advice to tourism and hospitality business who have either not been able to trade at all or sufficiently well enough to generate enough revenue to see them through the coming 6-9 months of off season.
  - Provide support to improve workplace safety and a skills development package to retain talent and develop leadership skills.
  - Extend Business Rates Holiday for another year targeted at sectors and regions most impacted.
  - Fund marketing support to boost visitor demand and increase visitor confidence at the right time.
- For UK Government:
  - Provide enhanced tailored support for the tourism / hospitality sectors (beyond what is offered via the Job Support Scheme).
  - Commit to a permanent VAT reduction for hospitality and an extension to help the broader supply chain beyond March 2021.
- For Industry:
  - Delivery the fair work agenda.
  - Transition to a low carbon economy.
  - Retention of high-quality jobs and skills commitments.

**Scotland Outlook 2030,  
Responsible Tourism for  
a Sustainable Future,  
2020**

This strategy outlines the role tourism can play in benefiting people and society, bringing economic, social and cultural benefits to communities, cities and regions, perpetuating growth and stimulating job creation. The strategy highlights four priority areas:

- Our passionate people.
- Our thriving places.
- Our diverse businesses.
- Our memorable experiences.

Success is identified as dependent on six core conditions:

- Harnessing the power of technology and data.
- Having the right policy / regulatory landscape.
- Ensuring access to investment.
- Investing in the right transport / digital connectivity.
- Providing a strong support network for business.
- Successful positioning of Scotland and its tourism industry.

**COVID-19 Research and Recovery**

**Economic Recovery  
Implementation  
Plan: The Scottish  
Government's  
response to the  
Advisory Group on  
Economic Recovery  
2020**

The Scottish Government, following advice put forward by the Advisory Group on Economic Recovery, made recommendations on economic how best to address and rebound from the COVID-19 pandemic. Relevant recommendations include:

- Creating jobs through business engagement and a partnership approach.
- Supporting access to good quality jobs through employment, skills and training; boosting local job creation through resilient people, communities and places.
- Creating jobs and a Just Transition through investment-led sustainable growth.

The paper views the economic crisis as an opportunity to build a greener, fair and more equal society, engendering a wellbeing economy. The strategy reaffirms previous Government commitments to tackling inequality and meeting previously outlined net-zero climate commitments as well as a desire to protect jobs and businesses.

**COVID-19 Labour  
Market Insights  
2020**

This paper gives insight into the impact of COVID-19 on Scotland's businesses, people, sectors and regions and outlines the response of Skills Development Scotland (SDS) in providing support for individuals and businesses.

Priorities for response include:

- Responsive career services: universal and targeted services to support individuals effected.
- An apprenticeships plan: protecting apprentices, creating opportunity, stimulating demand and supporting recovery.
- Packages of support for individuals and businesses: including funding, advice and training opportunities.
- Providing insights and intelligence: to inform a systemic response to the labour market crisis.

## 1.4 Summarising the Strategic and Policy Context

Drawing on the extensive review of literature, policy and strategy above, it is possible to distil the emphasis of these and the implications they have on the development of a SOS RES. It will be important for the RES to demonstrate alignment with each, especially where there are commonalities, recurring themes and support for inclusive and sustainable growth policies is clear.

The prevailing thrust of policy is reflected in diagrammatical form (Figures 1.1 – 1.3) across the three tiers of geography – **national**, **regional** and **local**, relative to the SOS. This provides a clear and compelling steer from which the RES will be developed, in terms of its vision, priorities and the rationale for action.

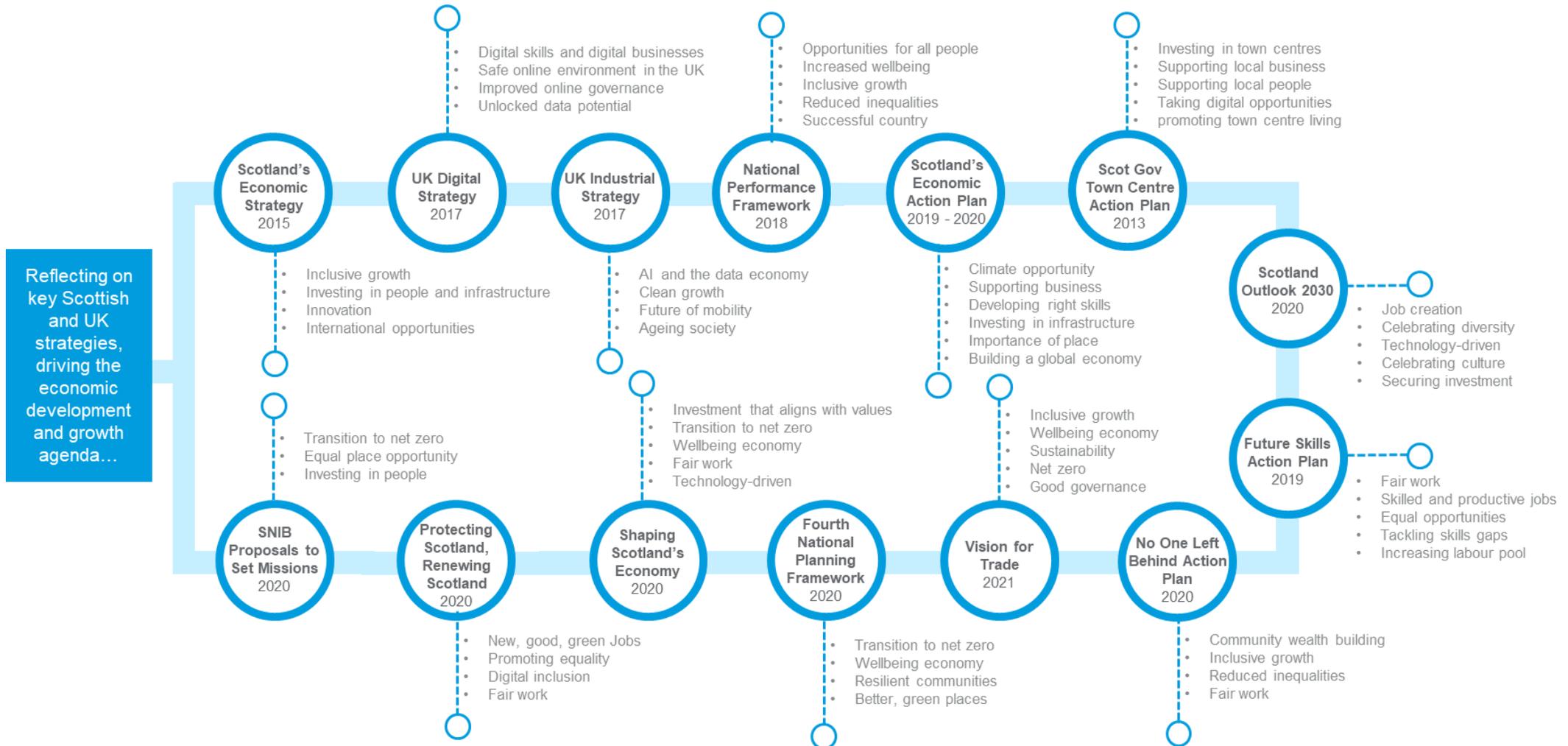
### National Economic Development

A clear Government national priority is to enable sustainable and inclusive economic growth. Figure 1.1 details the core national economic development strategic and policy context, highlighting the key priority areas for Government. In particular, **Shaping Scotland's Economy (2020)** outlines nine areas of relative strength and opportunity for Scotland and there is a commitment to specifically support these sectors and bring the benefit to all of Scotland. This commitment in Scotland dissects the other strategies and policies that have been reviewed.

1. **Energy transition.**
2. **Decarbonisation of transport.**
3. **Software and IT.**
4. **Digital financial services.**
5. **Digital business services.**
6. **Space.**
7. **Health-tech.**
8. **Transformation of chemical industries.**
9. **Food and drink innovation.**

Alongside a commitment to business support, innovation and internationalisation, common themes that flow through each of the strategies include **inclusive growth**, **fair work** and **place-based opportunity**. Transition to **net zero / the climate opportunity** and the central place of investment in **infrastructure (physical and digital)** as well as in **people (skills development)** also come through strongly throughout and anchor the overarching call to action across Scotland.

Figure 1.1: National Economic Development – Strategic Context Summary

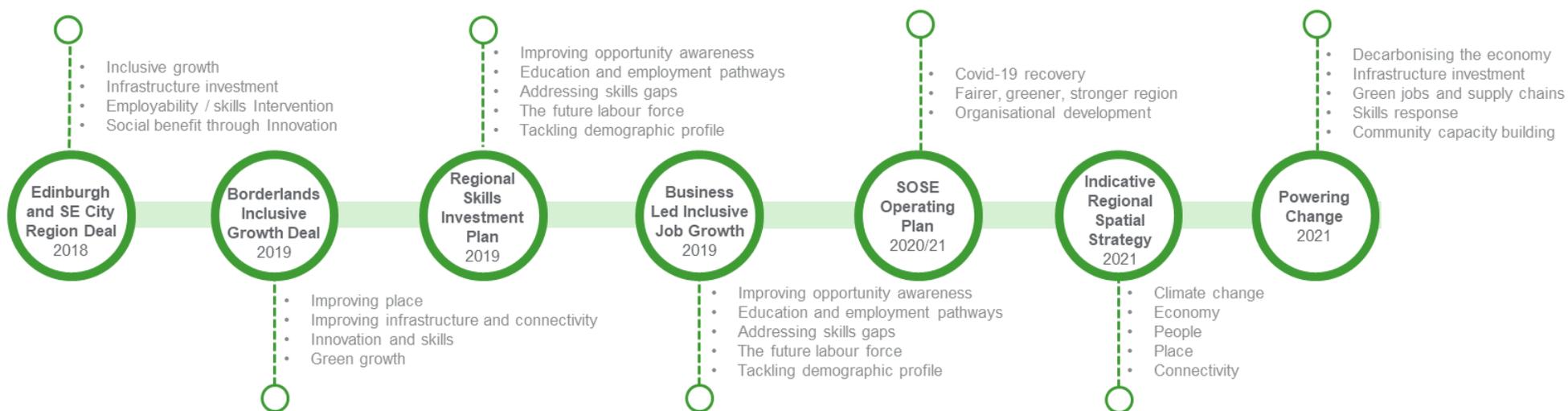


## Regional Economic Development

Public sector strategies also consider economic development priorities and purpose at a regional level, in growing accordance with the aforementioned national priorities of place-based opportunity and inclusive growth. Figure 1.2 provides an overview of the core strategies which are relevant to the SOS's economic development agenda, highlighting the key priorities for the region as viewed through relevant documents.

Regional aspirations detailed below show broad alignment with national economic growth priorities, with **innovation** and **enterprise** stimulation, **infrastructure (physical and digital)**, **people (skills development)**, **inclusive growth**, **place-making**, **just transition**, **net zero** and **climate opportunity** all remaining core issues. Priorities that are more distinct and specific to the region include **demographic challenges**, **community wealth building**, **tourism** and **natural capital**.

Figure 1.2: Regional Economic Development – Strategic Context Summary



## Local Economic Development

The two local authority areas that make up the SOS region (D&G / SB) have developed strategies and policies that have and continue to shape priorities and decision-making, specific to their local context. A summary of recurrent themes and focus is shown in Figure 1.3.

Reviewing the strategies specific to economic development in the two local authority areas, local priorities identified include investment in **infrastructure (physical and digital)**, and in **town centres**, prioritising **support for business** and providing **employment opportunities** and **skills development**. Other priorities include **inclusive growth**, **empowering communities** and maximising asset.

**Figure 1.3: Local Economic Development – Strategic Context Summary**



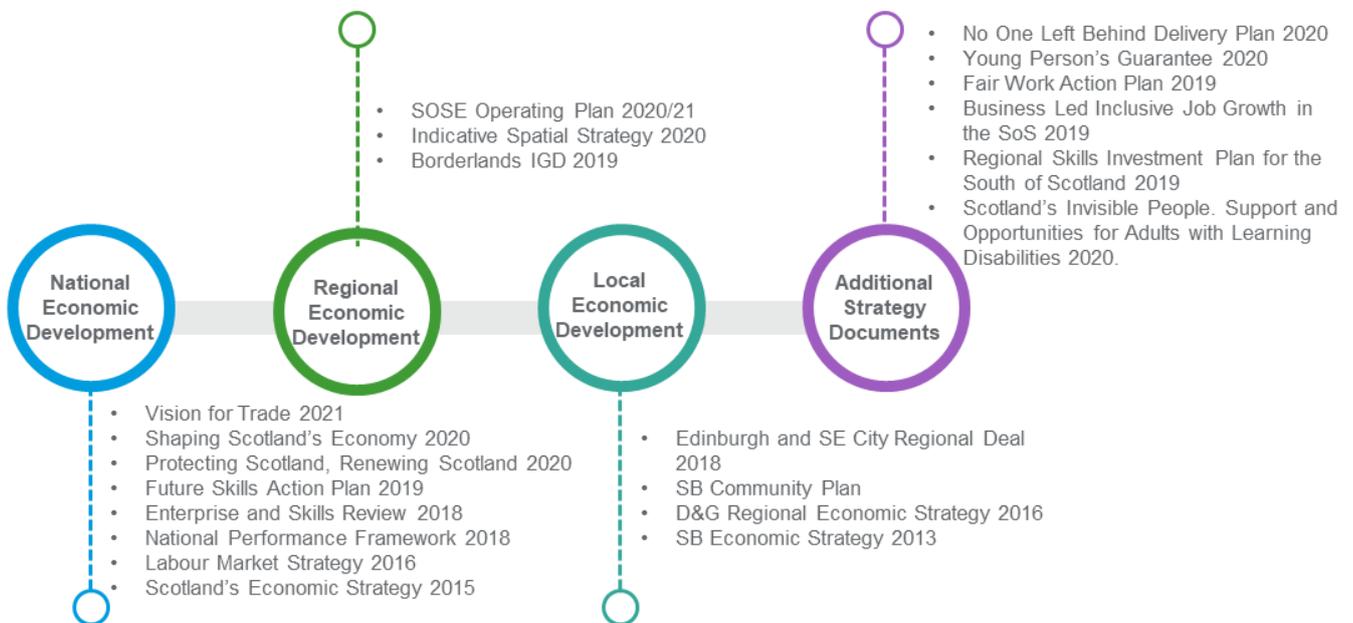
## Cross-Cutting Themes

A review of the above documents has helped to identify a number of **cross-cutting themes**, where priorities align at a national, regional and local level. These prevailing themes and areas of policy emphasis are summarised below – again helping to shape thinking around the focus of the SOS RES. These provide a key starting point for the development of thematic frameworks and where the connections between regional priorities and those across Scotland and the UK, must be clear.

## Inclusive Growth

As outlined in the **Scotland Economic Strategy (2015)**, inclusive growth involves the promotion of fair work, tackling inequality and realising opportunities across Scotland in towns, cities and rural areas. Figure 1.4 details the strategy and policy documents that cite inclusive growth or the related themes of fair work and place-based growth, as core priorities. The **Business Led Inclusive Job Growth in the SOS (June 2019)** policy document, in particular, highlights how the SOS lags behind other regions in delivering business led inclusive growth and outlines a plan to overcome barriers and promote inclusive growth in the region.

**Figure 1.4: Inclusive Growth Strategic Context**



Of note in relation to the inclusive growth focus emphasised above, is the following:

- **Fair work is work that offers effective voice, respect, security, opportunity and fulfilment.**<sup>18</sup> Promoting fair work, alongside the inclusive growth agenda, is a clear national strategic objective, with a significant number of high-level strategy and policy documents detailing its central importance to Scotland's future.
- **Place-based economic growth, including a commitment to ensuring growth across all of Scotland** – towns, cities and rural areas – is a core aspect of the inclusive growth agenda. This commitment to place-based growth, utilising the assets of local places as a model of economic again is reflected across policy documents.

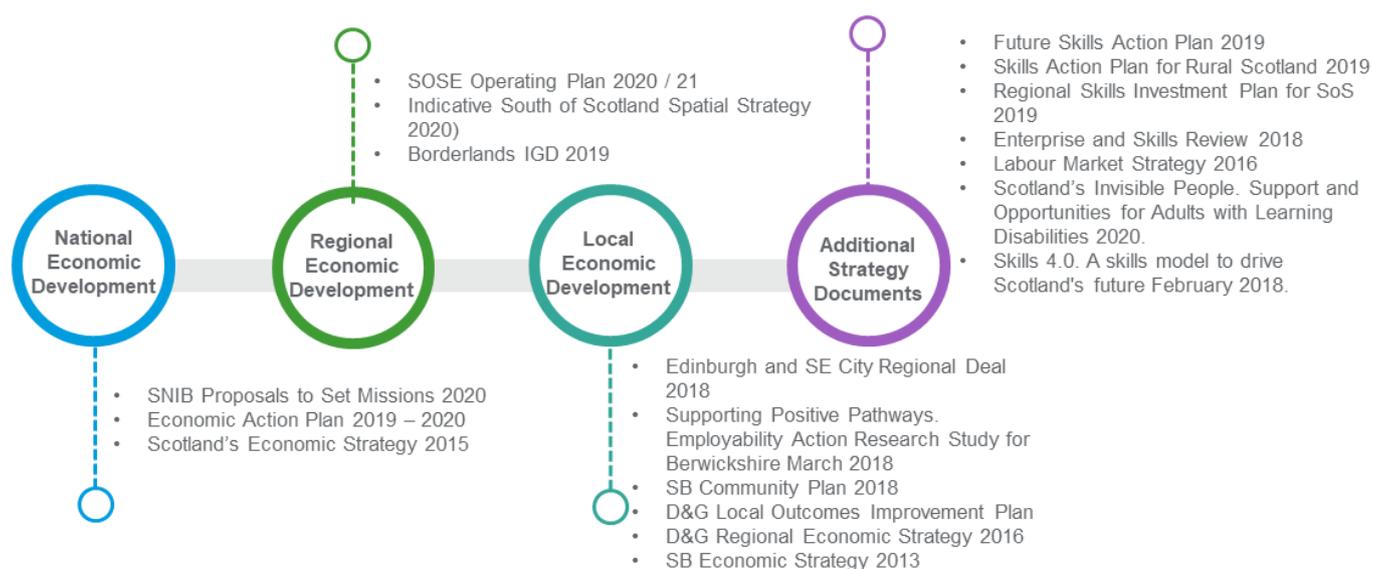
Integral to the delivery of inclusive growth is investment in people and skills development. This will enable access to sustainable, well paid jobs, address labour market barriers so that all have the opportunity to fulfil their potential and ensure that employers across Scotland's places have the skills in

<sup>18</sup> Fair Work Convention (2016), 'Fair Work Framework 2016', available at <https://www.fairworkconvention.scot/the-fair-work-framework/>

the labour market to deliver place-based growth. The **Regional Skills Investment Plan for the SOS (2019)** highlights the importance of understanding the skills demand in the region, and tracking the future skills need, as well as improving the uptake of differing education and employment pathways. Both the **Scottish Borders Community Plan (2018)** and the **Dumfries and Galloway Economic Strategy (2016)** highlight the fact that these regions tend to have a low-wage economy and thus, as well as supporting businesses, there is a strategic objective to invest in a skilled workforce and thus attract higher-value jobs and innovation to the region.

Figure 1.5 details the strategic plans and policies pertaining to investing in people and skills development.

**Figure 1.5: Investing in People Strategic and Policy Context**

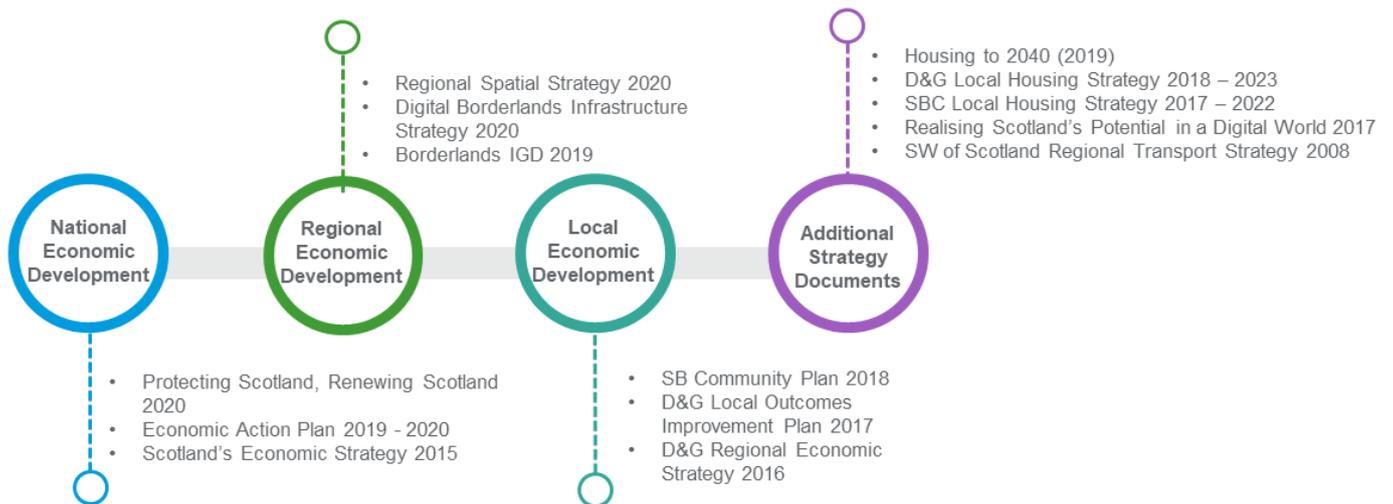


Also reflected in the Figure 1.5 are strategies that outline a concern for the demographic make-up in the region. Related to training and skills, is the demographic challenges facing the region, with an older population and a trend towards outward migration of young people from the SOS, redressing this is of high priority to regional and local strategies. The **Economic Partnership Consultation Report (2018)**, **Convention of the SOS Papers (2020)**, **Indicative SOS Spatial Strategy (2020)** and the **Regional Skills Investment Plan for the SOS (2019)** include specific reference to policy interventions, making attracting and retaining those of working age a key priority. These interventions are important enablers of inclusive growth in SOS.

### Connectivity and Enabling Infrastructure

As a key enabler of economic growth, physical and digital connectivity is commonly cited across strategy documents as a vital point of intervention. **The Convention of the SOS (2020)** paper on Transport and Regional Collaboration highlights the need for digital and physical connectivity to achieve wider ambitions for the region. In addition, strategic interventions in housing at a national and a local level are also included as key enabling infrastructure, and the **Scottish Government Housing to 2040 (2019)** as part of their strategic objectives, highlights the role of Government in ensuring communities are physically, digitally, culturally and economically connected within a coherent geographic region. Figure 1.6 illustrates the strategic and policy context pertaining to connectivity and enabling infrastructure.

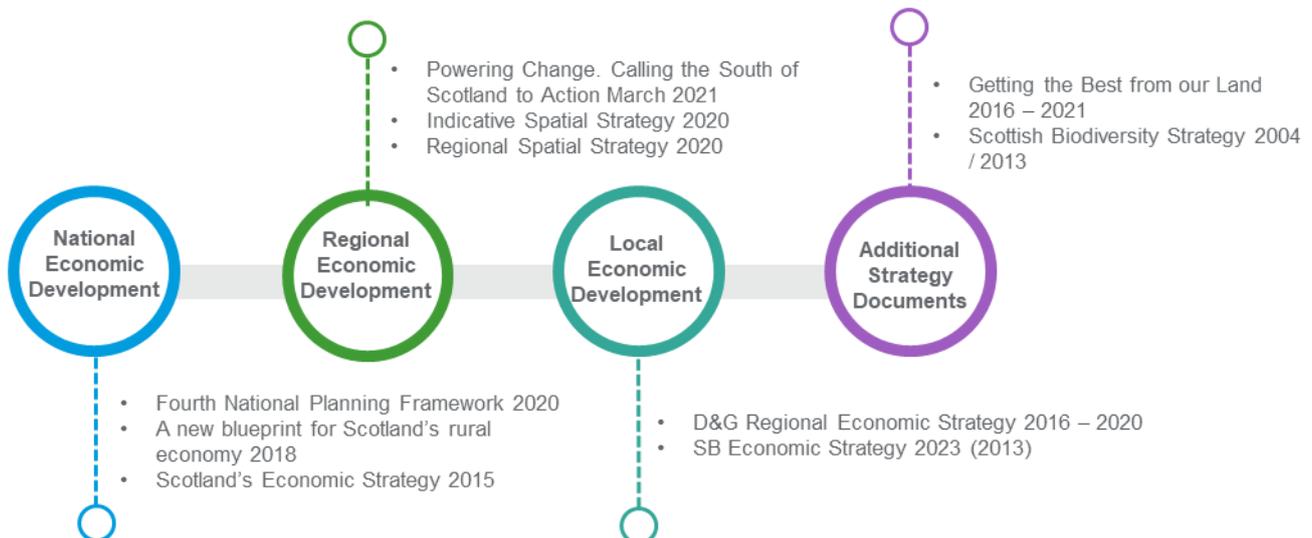
**Figure 1.6: Connectivity and Enabling Infrastructure Strategic Context**



## Natural Capital

Protecting and investing in natural assets for a sustainable regional economy is a theme that is found in policy documents at all scales, as indicated in Figure 1.7. Included in natural capital is regional landscapes, lending itself to tourist opportunities, the potential of the land to provide renewable energy opportunities and ecosystems that require stewardship for economic opportunities. This priority is closely aligned with a commitment to reduce emissions and protect the natural environment, as well as the response to the climate emergency. The **Scottish Biodiversity Strategy (2004 / 2013)** highlights the role that ecosystems play in providing services to people, and the hence central importance of their protection to enable a wellbeing economy and the enjoyment of those benefits for future generations.

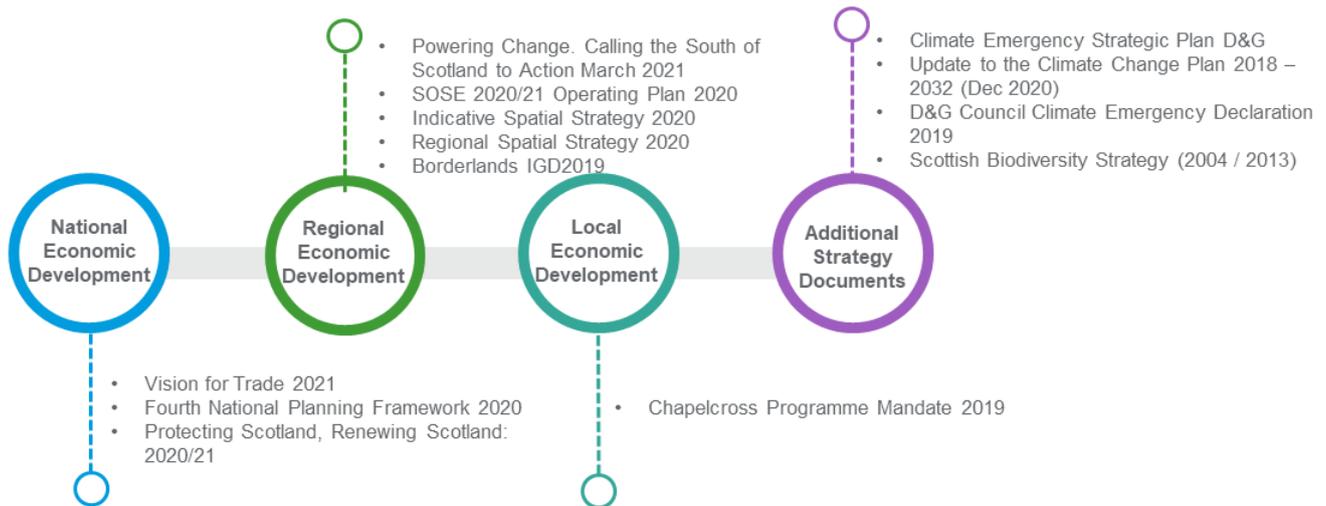
**Figure 1.7: Natural Capital Strategic and Policy Context**



## Green Economic Development / Net Zero

This policy of green economic development and a commitment to net zero emissions by 2045 is a core objective for Scotland and hence for the SOS region<sup>19</sup>. Economic growth is considered through a lens of carbon reduction, with the **2020 / 21 Programme for Scotland (Protecting Scotland, Renewing Scotland)** advocating *new jobs, good jobs and green jobs*, and the **Fourth National Planning Framework (2020)** aims to stimulate the green economy, with net zero emissions highlighted as a core outcome. Hence the **Indicative SOS Spatial Strategy (2020)** highlights the importance of capitalising on the regions renewable energy assets to contribute to both economic development and net zero emissions. Figure 1.8 details the strategic and policy context pertaining to green economic development and net zero.

**Figure 1.8: Environment and Net Zero Strategic Policy Context**



<sup>19</sup> As outlined in the Scottish Government 2019 / 20 Programme for Scotland

## 2. SNAPSHOT OF PUBLIC SECTOR INVESTMENT AND SUPPORT

### 2.1 Funding and Support Review

**Informed and driven by strategic prioritisation and policy choices at a national, regional and local level, the funding landscape will play a key role in the delivery of the SOS RES.** Capital and revenue funding programmes will support on-the-ground action and a greater push towards inclusive and sustainable growth across the region, with opportunities to identify and attract new forms of investment vital in affecting meaningful transformational change.

**In the context of COVID-19 and the UK's departure from the EU, there continues to be a significant shift in the way the public sector invests in economic development and inclusive growth, seen within the launch of new programmes, further devolution of responsibility and revised mechanisms which have replaced State Aid regulations.** Looking forward, the region will need to be fully aware of the investment programmes and opportunities that will drive its success and the delivery of a new strategic vision. Equally, it will need to ensure the RES is sufficiently aligned to the focus of investment programmes, such that the region is well-positioned to attract funding – this a key trade-off for all strategies where public investment is key to delivery.

A snapshot of the funding and investment context is provided below, reflecting on opportunities and the types of projects that have been supported to date. It provides a sense of what priorities and themes funding will support and will help shape the RES action plan, in terms of identifying specific investment sources and outlining the public sector support available – it is not exhaustive. Table 2.1 details the funding and support available and the sector / scheme under which support falls. Only schemes accessible to the whole of Scotland or the SOS region in particular have been included.

**Table 2.1: Funding and Investment Support Snapshot**

Type of Support	Sector / Scheme	Support	Summary
<b>Regional Funding and Support</b>	Growth Deal	Borderlands Inclusive Growth Deal	The Scottish and UK Governments have committed £350 million, together with a local authority commitment of £44.5 million for the region. Priority funding interventions focus on place-making, infrastructure, innovation and skills and green growth.
		The Edinburgh and South East Scotland City Region Deal	The Edinburgh and South East Scotland City Region Deal will provide Government and partner capital investment across five core areas: Research, Development and Innovation (£751 million); Integrated Regional Employability and Skills (£25 million); Transport (£156 million); Culture (£45 million); and Housing (£313 million).
	Cross-sector intervention	UK Shared Prosperity Fund (proposed)	A proposed fund to replace the European Structural and investment funds (ESIF). Details are not yet confirmed.
<b>Local Authority Funding and Support</b>	Infrastructure development	Levelling Up Fund	£4.8 billion fund to invest in infrastructure that improves everyday life across the UK. This includes regenerating town centres and high streets, upgrading local transport, and investing in cultural and heritage assets. <sup>20</sup>
	Infrastructure and Regeneration	Public Works Loan Board	Available to local authorities for a range of capital projects.
		Scottish Government Regeneration Capital Grant Fund (RCGF)	The RCGF is a Scottish Government grant fund which supports locally developed place-based regeneration projects that involve local communities, helping to support and create jobs and build sustainable communities. All local authorities are eligible however it is competitive and primarily focuses on areas that suffer high levels of deprivation.
		Tax Incremental Funding	This funding provides infrastructure investment that unlocks regeneration and inclusive economic growth.
		Scottish Partnership for Regeneration in Urban Centres (SPRUCE)	The fund offers loans and equity investments to revenue generating infrastructure and energy efficiency projects to support regeneration in eligible local authority areas. The 10-year investment period for SPRUCE ends on 28 November 2021.
	Growth Accelerator / Green Growth Accelerator	Local authorities can borrow to invest in infrastructure projects that will reduce emissions, support transition and boost growth.	
<b>Business Focused</b>	Infrastructure and Regeneration	Building Scotland Fund	This fund will run until 2021 as the precursor to the Scottish National Investment Bank, investing in housing, regeneration, industrial and commercial projects. Projects must meet

<sup>20</sup> <https://www.gov.uk/Government/collections/new-levelling-up-and-community-investments#the-levelling-up-fund>

Type of Support	Sector / Scheme	Support	Summary
Funding and Support			low carbon, fair work, and Scottish Business pledge criteria to be eligible. Non-public sector organisations are eligible to apply.
	Business and infrastructure projects	Scottish National Investment Bank (proposed)	Investment will be provided in alignment with the bank's missions. Missions are still being decided, but current proposals include a Net Zero Mission, a Place Mission and a Demographic Mission.
	Scottish Growth Scheme	UMi Debt Finance Scotland	Part of the Scottish Growth Scheme package of support. UMi Debt Finance Scotland provides loans of £25,001 - £250,000 to eligible businesses on behalf of the Scottish Government. Loans can be purposed for purposes including working capital; capital expenditure; and growth funding.
	Scottish Growth Scheme Cross-sector intervention	Techstart Ventures Equity Finance	Part of the Scottish Growth Scheme package of support. Techstart Ventures Equity Finance provides equity finance of up to £2 million, in rounds of up to £10 million for eligible business, to be used for purposes including: growth funding; research and development; working capital; and capital expenditure. Techstart Ventures invests principally in early-stage start-ups and SMEs who are developing innovative new products with high growth and export potential.
		Business Loans Scotland	Part of the Scottish Growth Scheme package of support. Business Loans Scotland is a consortium of Scotland's local authorities and provides loans from £25,000 to £100,000 in cases that the lender would have considered the proposal viable were it not for the pandemic.
		Foresight Scottish Growth Fund	Part of the Scottish Growth Scheme package of support. The Foresight Scottish Growth Fund provides equity finance of up to £2 million in rounds of up to £10 million. To receive support, an applicant must demonstrate potential for high growth within their proposal.
		Scottish Microfinance Fund	Part of the Scottish Growth Scheme package of support. The Scottish Microfinance Fund provides loans of up to £25,000 to eligible businesses. Loans can be used for a variety of purposes including working capital; capital expenditure; and start-up and growth funding.
		DSL Business Finance Limited	Part of the Scottish Growth Scheme package of support. DSL are a not-for-profit microfinance lender, providing loans of up to £25,000 for business start upstart-up and growth including: Digital Development Loan Fund; DSL Loan; and Start up Loan.
Scottish Venture Fund	This funding is available for companies at the start up, early or expanding businesses stage of development, seeking funding for new product / new market development. Once private investment has been secured, Scottish Enterprise can consider filling a funding gap.		

Type of Support	Sector / Scheme	Support	Summary
Cross-sector intervention Tourism		Scottish Co-Investment Fund	Once securing funding from an accredited co-investment partner, the partner will bring an investment proposal to Scottish Enterprise. SE will work alongside those in receipt of investment to shape strategy and maximise outcomes. The funding is for Scottish start-ups, early stage or growing companies seeking investment.
		Scottish Loan Scheme	The Scottish Loan Scheme can provide funding of between £250,000 and £2 million to growth-focused Scottish companies who have a viable business plan and an ability to repay the debt. Loans are available for companies who maintain or secure economic impact in Scotland and must support fair work practices.
		Digital Boost Development Grant	This fund is available for Scottish business, charities, social enterprises and third sector organisations to help them do more in the digital sphere, for example buy software, move purchases online, improve cyber security, website building or maintenance, etc.
		Funding for the Advanced Innovation Voucher	This funding is available for SMEs working with universities or Further Education colleges. Up to £20,000 of grant funding can be provided across all industry sectors, for projects requiring the technical expertise of an academic partner. Fundable projects must demonstrate a pioneering idea which will lead to new products, services or processes, or develop the workforce – benefiting the company, institution and Scottish Economy.
		Transmit Start-up Loans	Transmit Start-up is the national delivery partner of the British Business Bank for Start Up Loans, a Government -backed scheme. Support provided includes low interest Start Up Loans to businesses and individuals across the UK. A maximum of £25,000 can be borrowed to be repaid in 5 years. The scheme also provides business planning support and post-loan mentoring for up to 12 months.
		Local Council Economic Development Teams	Both SB and D&G councils provide smaller tailored grants to eligible business to promote economic development in their Local Authority Area.
		Pivotal Event Businesses Fund	This fund is delivered by VisitScotland and is open to businesses whose role as organisers, suppliers, contractors and venues is critical to the survival of the events sector in Scotland.
Tourism Emissions Reduction and Environment		VisitScotland	VisitScotland provide funding and business support for tourism businesses. Funding available includes: Business Improvement Districts (BIDs); Growth Fund; Rural Tourism Infrastructure Fund; and Themed Year funding.
		Circular Economy Investment Fund	The Circular Economy Investment Fund, administered by Zero Waste Scotland, offers investment for SMEs based in Scotland and supports work that will deliver circular

Type of Support	Sector / Scheme	Support	Summary
			economy growth. Support will be considered for exploration of new markets, development and adoption of innovative business models and development of innovative technologies, relating to a circular economy.
Emissions Reduction and Environment Creative	Energy Investment Fund		This fund builds on the previous Renewable Energy Investment Fund providing commercial investment for renewable and low carbon energy solutions, for projects that have a demonstrable funding gap and have the potential to provide economic benefit to Scotland. Current funding was allocated until 31 March 2020 and as such the funding term of EIF has ceased.
	Energy Efficiency Business Support SME Loan Fund		As part of the Energy Efficiency Business Support scheme, administered by zero waste Scotland, SMEs can obtain loans to improve resource efficiency and reduce carbon emissions. The SME loan can be used for the installation of heating renewables and many energy efficiencies measures.
	Film Development and Production Fund		This funding offers development and production funding for feature-length films and documentaries being made by filmmakers based in Scotland. Support is aimed at projects with international appeal that have the potential to be high-quality and commercially / creatively driven.
Creative Manufacturing	Production Growth Fund		This funding is available for high-end television series that provide employment opportunities in Scotland, use Scottish production facilities and offer economic benefit to the screen production sector in Scotland.
	Broadcast Content Fund		This funding is to aid sustainable growth of Scotland's production sector, encouraging the development of new projects, the scaling up of successful activities and the production of commissioned programmes. It is available for Scotland-based TV production companies or companies involved in a meaningful co-production with a company in Scotland.
	Advancing Manufacturing Challenge Fund (AMCF)		The aim of the AMCF is for projects to impact and advance the manufacturing capabilities within Scotland and lead to long-term transformational change. £8.9 million of grant funding is available to stimulate innovation performance of SMEs. The Advanced manufacturing in the SOS (AIMS) project is targeted at manufacturing companies in the region, providing access to advance manufacturing technologies and will supporting SMEs with potential new products to develop for market.
COVID-19 Recovery	Strategic Framework Business Fund		For business required by law to close or significantly change operations due to COVID-19 restrictions, this grant funding is available over the period of restrictions. The level of support is determined by the degree of interruption and the rateable value of the premises in question.

Type of Support	Sector / Scheme	Support	Summary
	COVID-19 Recovery Cross-sector intervention	The Rank Foundation COVID-19 Recovery Fund	This fund will support charities and social enterprises with immediate financial needs, including support for those facing unprecedented demand due to the pandemic.
		Coronavirus Job Retention Scheme	This scheme allows businesses to place employees on furlough (temporary leave) and the Government will provide a grant to cover 80% of wages, up to a maximum of £2,500 a month.
		Coronavirus Business Interruption Loan Scheme	This provides financial support to SMEs that are losing revenue and seeing cashflow disrupted as a result of the COVID-19 outbreak. The scheme gives the lender a Government -backed guarantee for the loan repayments.
		Coronavirus Large Business Interruption Loan Scheme	For Mid-sized and large businesses that are adversely impacted by COVID-19, this scheme allows them to apply for support through a loan backed by the Government. The Government will provide an 80% guarantee on individual loans.
		Bounce Back Loan Scheme	The bounce back loan scheme allows SMEs to apply for a loan 100% guaranteed by the UK Government. Loans range from £2000 to 25% of turnover; the maximum amount is £50,000. Businesses adversely impacted by COVID-19 are eligible.
		Business Gateway	The Business Gateway support is available nationally, providing support to business start-ups as well as growth advice and support. Support can include one-to-one advice, learning opportunities including online support through the DigitalBoost programme, and market research reports. Business Gateway can also signpost to key intermediaries such as SOSE to further support businesses.
<b>Business Focused Non-Financial Support</b>	Cross-sector intervention Overseas Businesses	South of Scotland Enterprise Business Development and Advice	This nationally available support seeks to support businesses to overcome challenges, enhance practices and explore new markets and opportunities. Support is focused on expanding into international markets, innovation, developing teams / employees, improving productivity and finding investment / funding support.
		Scottish Chamber of Commerce	There are 26 local chambers of commerce in the Scottish Chamber network. Members can access support with HR, healthcare, exporting and insurance coverage as well as accessing networking opportunities with members of the regional network. The SCC also run Scottish Business Mentoring, Scotland's largest peer-to-peer business mentoring support network.
		Federation of Small Businesses	The Federation of Small Businesses (FSB) offers its members a wide range of support including advice and financial expertise, as well as advocacy for small businesses at a

Type of Support	Sector / Scheme	Support	Summary
			Government level. Members can access the Good Charter Business Accreditation, as well as the Kickstart scheme.
		Skills Development Scotland	Skills Development Scotland (SDS) provide support for businesses looking to take on apprentices. SDS also provide support to those unemployed through the Employability Fund through local training providers who work with employers to understand skills need to help find and train the right individuals. SDS also leads the Partnership Action for Continuing Employment (PACE) which offers support and advice to those facing redundancy.
		Scottish Development International	Scottish Development International (SDI) provides support to overseas business who are looking to set up in Scotland, invest in Scottish businesses or buy Scottish products.
	Manufacturing	Scottish Manufacturing Advisory Service	This support is delivered through Scottish Enterprise to manufacturing business across Scotland. Support centres on helping businesses plot a course to take advantage of new opportunities to increase productivity and boost competitiveness.
	Manufacturing Emissions Reduction and Environment	Centre for Engineering Education and Development (CEED)	This not-for-profit organisation supports member organisations. It is contracted to deliver the Advance Manufacturing Cluster Builder (AMCB) to stimulate SME demand for the Advanced manufacturing Challenge Fund (AMCF) through one-to-one engagement and a programme of events. The support also signposts SMEs to relevant support organisations for funding and partnerships.
		Dumfries and Galloway Engineering and Manufacturing Forum (DGEM)	DGEM is a not-for-profit organisation promoting D&G's engineering and manufacturing industry and the skilled career opportunities within it. It is particularly focused on training and employing skilled local students, through apprenticeships and careers in engineering and manufacturing.
		Energy Efficiency Business Support Service	Zero Waste Scotland delivery a free consultancy support to SMEs in Scotland to help them run a more energy efficient business and reduce carbon footprint. Support is available for SMEs and non-profit organisations.
	Creative	Creative Arts Business Network (CABN)	CABN supports the professional creative sector in the SB, with a focus on creative micro-businesses. Support is primarily in CABN's function as a network, providing information relevant to the creative sector
	Agriculture	Borders Machinery Ring (BMR)	BMR is a cooperative covering SB, Lanarkshire and North Northumberland. Membership is open to any individual or business offering, or demanding services related to rural businesses. The function of BMR is to improve member profitability by providing services which reduce costs, improve efficiency, asset utilisation and manage risk.

Type of Support	Sector / Scheme	Support	Summary
	Social Enterprise Support	Just Enterprise	Just Enterprise provides funded start-up, business support, learning and leadership services to social enterprises throughout Scotland.
<b>Third Sector Support</b>	Social Enterprise Support	Firstport	Firstport provides a full package of support to help social entrepreneurs make their ideas a reality. Business support and funding is available for individuals to start, develop and grow their ideas into businesses with social impact at their core.
		Social Enterprise Academy	This support provides training and development in areas such as leadership, entrepreneurship, and impact measurement. These programmes are available for people and organisations leading social change.
		Social Investment Scotland	Social Investment Scotland offers social loan finance, providing flexible funding and growth support to other Social enterprises.
		Development Trust Association Scotland (DTAS)	DTAS supports, promotes and encourages development trusts within communities across Scotland. DTAS, as a membership organisation, uses its expertise to inform, support and represent a network of development trusts, facilitating the sharing of knowledge and expertise and encouraging mutualism and co-operation.
		The National Lottery Community Fund - Scotland	The National Lottery Community Fund offers a range of grants from £300 to £150,000 for voluntary, community or public sector organisations.
	Community and Voluntary Sector Support	Scottish Land Fund	This funding supports community ownership of land and land assets and offers up to £1m to help communities take ownership of land and buildings that matter to them, as well as practical support to develop projects. This funding is suitable for voluntary or community organisations and public sector organisations.
	Cross-Sector Support	Third Sector D&G	This is D&Gs third Sector interface, providing support to voluntary organisations, charities, social enterprises, co-operatives, credit unions and mutuals work together across D&G. Support includes advocacy at various Government levels and support for development of social enterprises.
	Cross-Sector Support Skills and Training	Borders Third Sector Partnership	The SB Third Sector Interface organisation comprises: The Bridge; Berwickshire Association for Voluntary Service (BAVS); Volunteer Centre Borders; and SB Social Enterprise Chamber. This partnership will provide a range of support services to voluntary organisations, support and develop social enterprises and provide the connection between Community Planning Partnership and the Third Sector.

Type of Support	Sector / Scheme	Support	Summary
		Prince's Trust	This national enterprise programme offers funding and business training to 18 – 30 year olds.
Individual Support	Women	Woman's Business Centre	The Women's Business Centre, The Women's Business Centre run by the Women's Enterprise Scotland provides business support and advice to women.
	Women	Dream Bigger	The Royal Bank of Scotland have launched the Dream Bigger programme focused on developing transferrable entrepreneurial skills in young women (16 – 24 years old). The programme delivers three virtual workshops a week on: Introducing Entrepreneurship; Developing an Entrepreneurial Mindset; and Defining Entrepreneurial Purpose.
		Advancing Eve Entrepreneurial Achievement Programme	Advancing Eve is a membership SB. The Entrepreneurial Achievement Programme provides a range of support to women starting their own business including training, networking, mentoring, personal development profiling, online resources and access to hot-desking.

## 2.2 Overview of Existing Project initiatives

To date, funding has been awarded to 22 projects across the region, many of these supported by the precursor regional body to SOSE – SOS Economic Partnership (SoSEP)<sup>21</sup>. **More recently, the announcement of the Borderlands Inclusive Growth Deal and Edinburgh and South East Scotland City Region Deal have seen a further wave of funding commitments made across the region, to support a sustainable and inclusive growth agenda, tackling key issues and establishing new opportunities, through infrastructure development, regeneration, innovation and skills investment<sup>22</sup>.**

Table 2.2 and Figure 2.1 provide an overview of these projects, which will play a key role in the delivery of the RES and should be considered in terms of their scope to be scaled up, further developed and extended in duration.

**Table 2.2: Regional Growth Projects (SoSEP)**

Project	Location	Description	Funding	Local Authority Area
Johnston School	Kirkcudbright	Refurbishing and developing the building to include a darks skies visitor centre and planetarium as well as community, childcare and business space	£300,000	D&GC

<sup>21</sup> [Funding Projects Information - SoSEP](#)

<sup>22</sup> Note: The Edinburgh and South East Scotland City Region Deal covers the SB local authority area only.

Project	Location	Description	Funding	Local Authority Area
<b>Community Tourism Development Pilot</b>	Across the SOS	Helping community leaders across the SOS to develop capacity and confidence to drive tourism projects in their areas that will generate income for local people	£30,000	D&GC, SBC
<b>Strengthening Communities Programme</b>	Peebles, Newlands, Tweedsmuir, Stranraer, Eskdale, Kirkcudbright and Kirkconnel and Kelloholm	Building capacity within communities by supporting the recruitment of project officers to help develop sustainable economic projects	£228,000	D&GC, SBC
<b>SOS Skills and Learning Network</b>	Across the SOS	Major capital project, delivered by the two regional colleges in SOS to create a digital and physical network across the South project, providing better access to training to a wider range of students.	£6,601,919	D&GC, SBC
<b>SOS Rural Skills and Entrepreneurship Project</b>	Across the SOS	The project seeks to address gaps in the accessibility and availability of rural (land based) training across the SOS. Delivered by SRUC, the project will deliver: <ul style="list-style-type: none"> <li>• Two mobile learning centres equipped to deliver rural skills courses across the SOS.</li> <li>• A package of online learning materials to support the delivery of rural skills, tailored for the SOS.</li> </ul>	£156,600	D&GC, SBC
<b>Community Enterprise Support</b>	Dumfries, Stranraer, Annan / Langholm, Upper Nithsdale, Hawick, Eyemouth and East Berwickshire, Galashiels, Jedburgh	Piloting a place-based approach to community enterprise support in towns / localities that best fit the current regeneration priorities and local areas of need within the SOS, including supporting financially sustainable projects and recruiting 8 Community Enterprise Managers.	£510,000	D&GC, SBC
<b>Growing Rural Talent</b>	Across the SOS	Innovative project co-developed by Skills Development Scotland, Scottish Funding Council, colleges, schools, local authorities and the National Farmers Union of Scotland to give young people the skills and experience to support their introduction to the agricultural industry and support their careers in farming	£289,000	D&GC, SBC
<b>Philippaugh</b>	Selkirk	Extending the estate's collaboration with local business and developing new attractions, including a cafe, play park, salmon	£154,484	SBC

<b>Project</b>	<b>Location</b>	<b>Description</b>	<b>Funding</b>	<b>Local Authority Area</b>
		viewing centre and golden eagle visitor centre to encourage more visitors to the area.		
<b>Strathclyde University Research on Business Barriers</b>	Across the SOS	Collecting and analysing data of current barriers to business growth in the SOS.	£49,875	D&GC, SBC
<b>Trimontium Trust</b>	Melrose	To expand and refurbish the Trimontium Museum in Melrose to better tell the story of the Trimontium Roman fort and act as a hub for their learning programme, to be known as HALO (Historical and Archaeological Landscape Observatory), which will promote the unique Roman and Iron age heritage of the SOS.	£394,902	SBC
<b>Moffat Distillery</b>	Moffat	Dark Sky Spirits Ltd is an artisan blender of malt whisky, with its sole blend, The Moffat, currently created and bottled off-site. SoSEP funding of £320k will assist with the costs of constructing and fitting-out a distillery and bonded warehouse in Moffat to reduce bottling and transportation costs and commence blending. Each of the whiskies developed will be place-based such as The Moffat, The Doonhamer, and The Local Dram tag line.	£320,000	D&GC, SBC
<b>Hawick Conservation Area Regeneration</b>	Hawick	Conserving and enhancing key properties to act as a catalyst for the wider regeneration of Hawick town centre	£60,000	SBC
<b>Social Enterprise Programme</b>	Across the SOS	Funding towards delivery of a programme of activities that will build the capacity of communities in the SOS to be more enterprising self-sufficient, and entrepreneurial and to encourage and support social enterprise formation.	£79,264	D&GC, SBC
<b>Annan Regeneration</b>	Annan	Supporting the cost of a team to drive forward the Annan Action Plan to mitigate the impact of job losses in the town following the closure of Pinney's	£250,000	D&GC
<b>Centre of Excellence in Textiles</b>	Hawick	Addressing a business-critical issue in textiles sector by establishing a centre to deliver training that will deliver key skills required to support industry growth	£610,000	SBC
<b>Re-Tweed</b>	Eyemouth	Piloting a business incubator to help a minimum of 10 women start and grow their business	£19,200	SBC

Project	Location	Description	Funding	Local Authority Area
<b>Crawick Multiverse</b>	Near Sanquhar	Developing and marketing multi-functional visitor facilities to make Crawick more accessible and provide the opportunity to host events all year round	£67,000	D&GC
<b>Building a Better Galashiels</b>	Galashiels	Delivering a number of high impact town centre improvement and marketing projects in Galashiels	£72,500	SBC
<b>Colleges Articulation Project</b>	Across the SOS	Funding to support a project mapping and establishing articulation routes through college and university partnerships seeking to retain young people in the SOS area.	£79,000	D&GC, SBC
<b>Feasibility Studies</b>	Across the SOS	<p>The following feasibility studies are being funded by SoSEP:</p> <ul style="list-style-type: none"> <li>• <b>Newcastleton Bunkhouse</b> - A feasibility study to establish the commercial and economic viability of a community-owned bunkhouse.</li> <li>• <b>Dumfries Ice Bowl Curling Association</b> - A feasibility study to establish more detail around the proposal to improve the facility to increase footfall and enable its wider use.</li> <li>• <b>Duns Development Trust</b> - A feasibility study to establish more detail around the proposal to develop a carbon reduction and energy efficient project at the Volunteer Hall.</li> <li>• <b>Midsteeples Quarter, Dumfries</b> - A feasibility study to produce a strategic visioning document with focus on creative industries workspace and affordable town centre accommodation.</li> <li>• <b>Rock UK Adventure Centre, Newcastleton</b> - A feasibility study to plan the strategic development of the centre.</li> <li>• <b>Scottish Sustainability Centre, Jedburgh</b> - A feasibility study to develop a tourist attraction to bring together all aspects of sustainable living to educate, inspire and encourage people to make real changes towards a low carbon lifestyle.</li> <li>• <b>Year of Scotland's Stories Project (across SOS)</b> - A feasibility study to develop proposals to draw together Peter Pan Moat Brae Project, Borders Book Festival, Wigtown Book Festival and Abbotsford Trust for Walter Scott 250th anniversary and 2022 Year of Scotland Stories.</li> </ul>	Up to £20,000 per study	D&GC, SBC

Project	Location	Description	Funding	Local Authority Area
<b>Midsteeples Quarter Project</b>	Dumfries	Dumfries High Street Ltd (DHSL) is a community benefit society, formed following a series of engagement activities in the town centre. It now has a membership of 400 people / businesses. £39.5k has been awarded from SOSEP to DHSL to employ a project officer to drive forward its Midsteeples Quarter redevelopment project action plan.	£39,500	D&GC
<b>Seeding Social Enterprises</b>	D&G	To support an area-based approach to growing social enterprises in Dumfries and Galloway, which has significantly fewer social enterprises per capita than the SB. The project seeks to build capacity and share best practice to grow more successful community enterprises. The funding will be used to hire four social enterprise specialists, who will work closely with social enterprises, pro-actively seeking out early stage ventures, providing advice and building their capacity, networks expertise and experience through tailored local training events.	£143,600	D&GC

Figure 2.1 Summary of Growth Deal Projects

Edinburgh and South East Scotland City Region Deal



Borderlands Inclusive Growth Deal



# APPENDIX – DOCUMENT SUMMARY

Table A.1: Key Strategy / Policy Document Summary

Area of Focus	Strategy / Policy Document
<b>National Economic Development</b>	The Scottish Government Vision for Trade (Jan 2021)
	Scotland's Fourth National Planning Framework Position Statement (Nov 2020)
	Shaping Scotland's Economy: Inward Investment Plan (Oct 2020)
	Protecting Scotland, Renewing Scotland: The Scottish Government's Programme for Scotland 2020 / 21
	Scottish National Investment Bank Proposal to Set Missions for the Scottish National Investment Bank (Aug 2020)
	Scottish Govt. Economic Action Plan 2019 - 2020
	A new blueprint for Scotland's rural economy: Recommendations to Scottish Ministers – National Council of Rural Advisers (Sept 2018)
	Scottish Government National Performance Framework (July 2018)
	Scotland's Economic Strategy (March 2015)
	Industrial Strategy: building a Britain fit for the future (November 2017).
	UK Digital Strategy (March 2017).
<b>Regional Economic Development</b>	SOS Enterprise 2020 / 21 Operating Plan (Sep 2020)
	SOS Indicative Regional Spatial Strategy (April 2021).
	Indicative SOS Spatial Strategy (Sep 2020)
	Regional Spatial Strategy for Edinburgh and South East (Sep 2020)
	Borderlands Inclusive Growth Deal (July 2019)
<b>Local Economic Development</b>	Chapelcross Site Transformation Programme Mandate (Sept 2019)
	Edinburgh and South East Scotland City Region Deal (Aug 2018)
	Scottish Borders Community Plan (May 2018)
	Dumfries and Galloway Local Outcomes Improvement Plan 2017 - 2027
	Dumfries and Galloway Regional Economic Strategy 2016 - 2020
	Dumfries and Galloway Anti-Poverty Strategy 2015 – 2020
	Dumfries and Galloway Food and Drink Strategy Action Plan 2019-2022.
	Scottish Borders Economic Strategy 2023 (June 2013)
Town Centre Action Plan – the Scottish Government Response (Nov 2013)	
<b>Inclusive Growth and Fair Work</b>	No One Left Behind: Delivery Plan (Nov 2020)
	Young Person's Guarantee – Phase 1: activity plan (Nov 2020)
	Business Led Inclusive Job Growth in the SOS (June 2019)
	Fair Work Action Plan (Feb 2019)
	Scotland's Invisible People. Support and Opportunities for Adults with Learning Disabilities (September 2020).
	Future Skills Action Plan (Sept 2019)

<b>Skills and Labour Market</b>	Skills Action Plan for Rural Scotland (2019 – 2021)
	Growing the economy: Enterprise and Skills Review (2016 – 2018)
	Scotland's Labour Market Strategy (August 2016)
	Regional Skills Investment Plan for the SOS (June 2019)
	Skills 4.0. A skills model to drive Scotland's future (February 2018).
	Supporting Positive Pathways. Employability Action Research Study for Berwickshire (March 2018).
<b>Connectivity and Enabling Infrastructure</b>	Scottish Government Housing to 2040: A Vision for Our Future Homes and Communities (July 2019)
	Realising Scotland's Full Potential in A Digital World: A Digital Strategy for Scotland (March 2017)
	Dumfries and Galloway Local Housing Strategy 2018 - 2023
	Scottish Borders Council Local Housing Strategy 2017 - 2022
	Digital Borderlands Infrastructure Strategy (2020).
	South West of Scotland Regional Transport Strategy (June 2008)
<b>Climate and Natural capital</b>	Climate Emergency Declaration Strategic Plan Dumfries and Galloway
	Update to the Climate Change Plan 2018 – 2032 (Dec 2020)
	Getting the Best from our Land: A Land Use Strategy for Scotland 2016 - 2021
	Dumfries and Galloway Council Climate Emergency Declaration (June 2019)
	Powering Change. Calling the SOS to Action (March 2021).
	Scottish Biodiversity Strategy (2004 / 2013)
<b>People and Community</b>	The Housing Needs and Aspirations of Young People: SB 5-year Action Plan (April 2019)
	SB Health and Social Care Strategic Plan 2018 - 2021
	Dumfries and Galloway Health and Social Care Strategic Plan 2018 - 2021
<b>Tourism</b>	Scottish Tourism Emergency Response Group (STERG) COVID-19 Recovery Action Plan (Dec 2020)
	The Scottish Tourism Recovery Task Force: Tourism Recovery Recommendations (Oct 2020)
	Scotland Outlook 2030, Responsible tourism for a sustainable future (March 2020)
<b>COVID-19</b>	Towards a Robust, Resilient Wellbeing Economy for Scotland
	COVID-19 Labour Market Insights: SDS Response (Dec 2020)



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