

PARTNERSHIP BODIES FOR THE SOUTH OF SCOTLAND – SOUTH OF SCOTLAND CONVENTION AND SOUTH OF SCOTLAND REGIONAL ECONOMIC PARTNERSHIP

1. INTRODUCTION

- 1.1. The South of Scotland Enterprise Bill was passed by the Scottish Parliament on 5 June 2019, and received Royal Assent on 12 July 2019. This legislation gave effect to the creation of a new enterprise agency covering the South of Scotland. One of the key issues highlighted by the Scottish Parliament's scrutiny of the legislation was ensuring appropriate local influence over the agency and its priorities. The governance arrangements for the new South of Scotland Enterprise Agency as a public body are set out in the legislation for its establishment. However, the future relations between the Agency and local partners in the South of Scotland still need to be developed.
- 1.2. The ultimate purpose of the Agency's establishment is to ensure that the South of Scotland maximises its contribution to a thriving and sustainable Scottish economy. To achieve this, the new Agency must be well integrated with the other public agencies which support Economic Development in the area, to ensure alignment and shared benefits. There is an expectation that the Agency will be particularly responsive to local enterprises, skills and training providers, local communities and the two South of Scotland local authorities.
- 1.3. Following an initial piece of work developed by the two Chief Executives of the Councils, consensus has emerged that the best structure to facilitate engagement between public organisations is to meet with national and regional leaders through a Convention of the South of Scotland, similar to the model used in the Highlands & Islands, but adapted to the specific circumstances of the South of Scotland. A Regional Economic Partnership for the South of Scotland, led by the local authorities, would complement the Convention and bring together a wider group of stakeholders, including those from outside the public sector, to drive forward the regional economic agenda.
- 1.4. These partnerships are intended to bring partners in the regional economy together, to strengthen and energise the connections between them and to drive inclusive and sustainable economic growth by ensuring that partner capacities and resources are harnessed to maximum effect.
- 1.5. In March 2019, the Leaders of the two Councils, the South of Scotland Economic Partnership, and Fergus Ewing MSP, the Cabinet Secretary for the Rural Economy, agreed that this was the right model to pursue, and that officers should develop detailed proposals.

- 1.6. The establishment of the South of Scotland Enterprise provides the opportunity for the South of Scotland to look at how it engages with national and regional leaders. This paper details formal structures for consideration on how to make the most of the opportunity presented by the establishment of the South of Scotland Enterprise Agency to ensure the South of Scotland engages effectively with national and regional leaders.
- 1.7. The Agency will require two lines of accountability. First, it is nationally accountable through the Cabinet Secretary to the Scottish Parliament acting on behalf of the people of Scotland. Second, it needs to demonstrate responsiveness to the people of the South of Scotland reflecting the ambition for the Agency set out in the Scottish Government's March 2018 'Consultation on a new Enterprise Agency for the South of Scotland'. Indeed, in his foreword to the Consultation on the proposal, the then Cabinet Secretary put the notion of local accountability particularly strikingly: *"We want the South of Scotland to drive forward its own future, a future created of the South, by the South and for the South. And we want to ensure we're doing all we can to see that this future is one of fair work and inclusive growth."*
- 1.8. The relationship between the Agency and Scottish Borders and Dumfries and Galloway Councils is likely to be one of the most critical of all to the effective operation of the Agency. As democratic institutions that reflect local opinion and aspirations, the Councils have a unique relevance in community and regional leadership and an indispensable role in shaping the strategic 'direction of travel' of both the Agency and wider regional economic development plans.
- 1.9. In addition, the Councils provide a range of services from Education to Transport to Licencing, and through the substantial property and land assets they hold, that are essential to delivering on strategic ambitions and shared priorities. Both Councils must be fully committed to supporting the new Agency, and will lead the Regional Economic Partnership which will develop and deliver of the Regional Economic Strategy for the South of Scotland.

2. THE MODEL – A CONVENTION OF THE SOUTH OF SCOTLAND AND REGIONAL ECONOMIC PARTNERSHIP

2.1. Agreement has already been reached between Scottish Government and the local authorities to pursue the development of a Convention of the South of Scotland, supplemented by a Regional Economic Partnership for the South of Scotland.

Figure 1 – Key Political Interfaces

<u>Local Interfaces</u>	<u>Regional Interfaces</u>	<u>National Interfaces</u>
<ul style="list-style-type: none"> • Councils • CPPs • Locality Partnerships 	<ul style="list-style-type: none"> • SoSA –builds on existing structures forms the basis of: • Regional Economic Partnership 	<ul style="list-style-type: none"> • Convention of the South of Scotland
<ul style="list-style-type: none"> a. Identification and agreement of local issues b. Direction of local delivery c. Scrutinising local delivery d. Prioritisation of local resources 	<ul style="list-style-type: none"> a. Agreeing Strategic Direction including the Development of South of Scotland Economic Strategy b. Ensuring delivery of the Strategy - Accountability c. Prioritisation of actions and resources 	<ul style="list-style-type: none"> a. Oversight of regional economic performance b. Ensuring effective partnership working and delivery c. Removing barriers to delivery of the Economic Strategy d. Discussion of emerging policy issues e. Tackling key challenges

2.2. Figure 1 sets out the various levels of engagement at the local, regional and national levels. The model provides for relationship building and interaction at every level.

2.3. The Convention and the REP are complementary structures with clear and distinct functions. The Convention brings together national and regional public sector leaders to ensure alignment and address any potential blockages in relationships. The REP articulates and drives the regional economic strategy.

Convention of the South of Scotland

2.4. The Convention of the South of Scotland is to be the national interface between key public sector partners, and Scottish Government Cabinet Secretaries and Ministers. The Convention will be a vehicle to ensure

effective partnership working, chaired by the Scottish Government, and driven by all of the Convention members. This body will oversee regional economic performance in the South of Scotland, ensuring that all partners are playing their part in delivery of Inclusive and Sustainable Economic Growth in the South of Scotland. The Convention provides a structure to consider strategic issues for the South of Scotland, and align partners around new action to address these matters.

Regional Economic Partnership

- 2.5. The Regional Economic Partnership (REP) will have a wider membership than the Convention and it will be co-chaired by Dumfries and Galloway and Scottish Borders Councils. It will comprise largely local public sector partners, and representatives from business, and the third sector. This is where strategic interactions between the local partners and the Agency will take place. The REPs most important role will be to develop and agree the South of Scotland Regional Economic Strategy. This Strategy will be produced by the partners working within the framework of the REP and will be monitored by the REP to ensure its effective delivery. Significant strategic issues which cannot be resolved among the REP partners, can be considered at the Convention. It is anticipated that this will only occur very exceptionally as these should be resolved by the REP. The REP will also discuss and address key issues pertaining to the Economic Development of the South of Scotland with partners, and identify barriers which need to be considered by the Convention.

The Local Level

- 2.6. Figure 1 also sets out the local interfaces. Though this is not the primary focus of this paper, it is important to note the interactions at this level. To be effective, the Agency requires the most comprehensive view of local relationships and activity. Interaction with businesses and communities will be fundamental to this, but, among other steps, the Agency will require to be an active participant in the respective Community Planning Partnerships and Local Partnerships of the two local authority areas which comprise the South of Scotland. This engagement will enable the identification of local development issues and opportunities together with matters that are important strategically.
- 2.7. The next sections of this report provide more detail on the Convention, Regional Economic Partnership and proposed transition to these new arrangements.

3. CONVENTION OF THE SOUTH OF SCOTLAND (COSS)

- 3.1. The South of Scotland Alliance has matured into a strong partnership and has provided a strong voice and there is a need to ensure that its strengths are built upon once South of Scotland Enterprise becomes operational.
- 3.2. Observation of the working and merits of the Highlands & Islands approach suggests particular benefits accrue from the public sector dialogue led by Scottish Government, with the Councils and Highlands & Islands Enterprise within the Convention of the Highlands & Islands. This allows political space to discuss strategic economic matters pertaining to the region and to resolve any issues that arise in relation to resourcing, partnership working etc.
- 3.3. The creation of a Convention of the South of Scotland, based on the model in the Highlands & Islands, is an important element of the proposed approach to future dialogue between key partners in the South of Scotland. However, it does not follow that the South of Scotland's arrangements should simply mirror those in the Highlands and Islands. A premium attaches to the South of Scotland shaping its own future. Equally, there is much to be gained in political direction and influence through the formal involvement of Scottish Government in support of the Convention and in its processes and decision-making.

Remit

- 3.4. The role of the Convention of the South of Scotland will be to :
 - Strengthen alignment between all public agencies delivering in the South of Scotland.
 - Ensure effective partnership working and delivery across the public sector.
 - Consider the current and future challenges which face the economy in the South of Scotland.
 - Address key policy issues, and consider actions to support inclusive and sustainable economic growth in the South of Scotland.
- 3.5. The agenda and discussion at the Convention will be focused on delivering inclusive and sustainable economic growth in the South of Scotland. The Conventions breadth of membership will facilitate this goal.

Chair

- 3.6. The South of Scotland Alliance agreed at its meeting on 20 September 2019, that the Deputy First Minister (DFM) should chair the Convention of the South of Scotland. Over the past decade the South of Scotland has developed an effective relationship with the DFM, which has facilitated broader engagement with Scottish Government. The DFM chairing ensures that he is supported at meetings by relevant Cabinet Secretaries and Ministers depending on the items being discussed.

- 3.7. This follows the established practice from the Convention of the Highlands & Islands. It will give a significant profile to the Convention. The DFM will be able to direct Scottish Government services and influence other partners to respond to issues and opportunities discussed at the Convention. Also the DFM acting as chair will ensure that there is continued engagement in the South of Scotland agenda from the Scottish Government at the very highest levels, building on the South of Scotland Alliance's already strong relationship with the DFM.

Membership

- 3.8 Mirroring the arrangements in the Highlands & Islands, SoSA proposes that the Convention of the South of Scotland would be made up of public agencies and institutions with a responsibility for, or interests in, the economic and social development of the South of Scotland. The Alliance has considered that the membership of the Convention could comprise the following:

- Scottish Government – comprising the Deputy First Minister who will chair the meetings, and attendance by Cabinet Secretaries and Ministers relevant to the agenda items.
- Dumfries & Galloway Council and Scottish Borders Council – Comprising Council Leaders and an appropriate second Elected Member, supported by the Chief Executives.
- Chairs and Chief Executives of agencies such as:
 - South of Scotland Enterprise
 - Scottish Enterprise
 - Skills Development Scotland
 - VisitScotland
 - Scottish Funding Council
 - Scottish Natural Heritage
 - Scottish Forestry
 - Transport Scotland
 - Marine Scotland
 - Crown Estates Scotland
- A Higher Education representative from each of the local authority areas.
- A representative from each of the two regional Colleges in the South of Scotland.
- Local NHS Boards.

- 3.9. Given the breadth of the agenda in relation to sustainable and inclusive economic growth, other organisations would be considered for membership or invited to attend relevant agenda items. The membership will be reviewed by the Convention on an ongoing basis in relation to the subjects being discussed.

- 3.10. Where it is necessary to discuss reserved matters, appropriate representation from the UK Government could be invited to attend a particular meeting.
- 3.11. Whilst there might be benefit in inviting the private sector, the third sector and communities to be represented on the Convention, it is considered the optimal way of getting their input is through the Regional Economic Partnership. This is where the formulation and implementation of the Regional Economic Strategy will take place, and businesses, communities, and the third sector have an indispensable role in ensuring the broadest representation and commitment to decision-making and delivery in this context.
- 3.12. It is proposed that a standing item for each meeting of the Convention will be an update from the Chair of the Regional Economic Partnership outlining the work of the REP, the progress being made on the delivery of the South of Scotland Economic Strategy and highlighting any issues needing to be discussed with the Convention. This then allows the Convention to operate as a forum for full and frank discussions between public sector partners.

Meetings

- 3.13. Following the example set by the Convention of the Highlands & Islands it is proposed that:
- The Convention would meet twice a year.
 - The meetings would be hosted either by one of the Local Authorities or another relevant body in the South of Scotland.
 - All Convention meetings would be held in the South of Scotland.
 - Meetings would alternate between Dumfries & Galloway, and the Scottish Borders (it is also important that the Convention meets in different parts of the two areas, ensuring that there is adequate coverage.)
 - Agendas and Reports would be produced by a Senior Officers Group (see Annex A).
 - Meetings would be open for members of the public to observe.
 - A full transcript of meetings will be published.
- 3.14. Decisions at the Convention would be made on a consensus based approach. It is proposed that a list of actions would be agreed at the end of each meeting.
- 3.15. There is a benefit for all parties if a framework for dialogue is built around the Agency's annual planning cycle. There is a desire from Scottish Government to see SOSE working on the same planning cycle as HIE and SE. This would result in the following:
- Early Autumn – Cabinet Secretary sits down with Chair and CEO of SOSE

- Follow up with Strategic Guidance letter from Cabinet Secretary in October in terms of what is expected from SOSE
- Planning process led by Senior Leadership Team and CEO and Draft Operating Plan taken to SOSE Board
- Send initial draft plan to the Scottish Government before Christmas
- Get draft plan with comments back from Scottish Government after Christmas
- The signing off of operating plan is a ministerial responsibility via Ministerial letter.
- Publish Operating Plan in February
- Operating Plan goes live in April

3.16. With this in mind, it is considered that with a similar planning cycle then scheduling a Convention of the South of Scotland in early Spring and a follow up in the early Autumn would be most appropriate.

4. REGIONAL ECONOMIC PARTNERSHIP

- 4.1. The Regional Economic Partnership (REP) will be the vehicle for discussing and agreeing a new South of Scotland Economic Strategy (developed by the Councils and the new agency) which aligns with the Scottish Economic Strategy, and is informed by the relevant local strategies (Economic, Land Use, Transport etc.). It would set the strategic direction in relation to the regional economy. The REP will set priorities within the Economic Strategy and ensure that partner organisations are focused on delivering the agreed strategy.
- 4.2. The REP will also bring partners in the regional economy together, to strengthen and energise the connections between them. Importantly, the REP will have a wider membership which includes business and third sector groups.
- 4.3. The REP will be led by a senior member of the two Councils. As with the South of Scotland Alliance, the two Councils would alternate the Chairing role of the REP, for 12 months at a time.

Remit

- 4.4. The South of Scotland Regional Economic Partnership's primary purpose will be to secure and enable sustainable, inclusive and sustainable economic growth across the South of Scotland.

4.5. It will do this by.

- Setting the strategic direction for the regional economy in the South of Scotland.
- Addressing the strategic economic issues pertaining to the South of Scotland through effective partnership work.
- Ensuring that collectively, partner capacities and resources are harnessed to maximum effect.
- Bringing together stakeholders from across the area under a common purpose to drive inclusive and sustainable economic growth in the South of Scotland.
- Identifying barriers to inclusive and sustainable economic growth, particularly those that are specific to the South of Scotland.

Membership

4.6. The Scottish Government has been deliberately non-prescriptive in how it defines Regional Economic Partnerships. Instead they have chosen to allow different regions to develop an effective partnership structure which works best for their regions. The Enterprise and Skills Review Phase 2 Report on REPs sets out the building blocks of a Regional Economic Partnerships. They should be led by Local Authorities, and should have an element of involvement from the Private Sector. These points are embodied in the proposed REP for the South of Scotland.

4.7. It is important that those partners who have the resources and expertise to contribute to delivery of the Strategy are members of the REP. Also it is important that the REP has a membership which reflects the aims of the new Agency, and to the subjects arising from the South of Scotland Enterprise Act (2019) which were identified as important to the wider development of the region. These were :

- Economy – including inclusive business models and fair work principles
- Environment – including climate change
- Demography
- Connectivity – both Digital and Transport
- Communities

4.8. It is proposed that the membership of the **South of Scotland Regional Economic Partnership** would take the following form:-

- Dumfries & Galloway Council (Four senior elected members)
- Scottish Borders Council (Four senior elected members)
- South of Scotland Enterprise (Chair of the Agency and three SOSE board members.

- Private Sector Representatives – Two each from the Scottish Borders and Dumfries & Galloway
 - Appropriate/Regional Leads for the following organisations
 - Scottish Enterprise
 - Skills Development Scotland
 - Scottish Funding Council
 - VisitScotland
 - Borders College (Chair of the College)
 - Dumfries & Galloway College (Chair of the College)
 - An invite would be given to all relevant Scottish Universities to nominate one member from their organisation i.e. University of Edinburgh, University of Glasgow, Heriot Watt University Napier University, Open University, Rural University and the University of the West of Scotland.
 - A Social Enterprise representative from each local authority (drawn from the Social Enterprise Chambers/Associations in both Dumfries and Galloway and Scottish Borders).
 - A Third Sector representative from each local authority area (drawn from the Third Sector Interface in both Dumfries and Galloway and Scottish Borders)
 - A representative from community development trusts (Enterprising Community) from Dumfries and Galloway and Scottish Borders that is decided with Development Trusts Association Scotland (DTAS)
 - A representative from the Registered Social Landlords from each local authority.
- 4.9. Senior officials from partner organisations, including Chief Executives and Principals, will also be in attendance as required at each meeting. Scottish Government officials would be invited to attend meetings as observers, in the same manner as is currently done by the South of Scotland Alliance.

Meetings

- 4.10. Meetings of the REP will take place quarterly and will integrate with the scheduled meetings of the Convention of the South of Scotland. There will be a rotation of locations for meetings across the whole of the South of Scotland, though they will alternate between Dumfries & Galloway and the Scottish Borders. It is vital that the REP is seen to represent all parts of the South of Scotland, and not continually meeting in the same locations. It is important to ensure that it visits all corners of the region.
- 4.11. Senior Council Members will chair the meetings, with the chair rotating annually on the same basis as the current South of Scotland Alliance. A vice chair will be appointed by the Chair from their own organisation. The Chair of the REP will also provide an update to each Convention meeting on the work of the REP, including any issues which need to be raised.

4.12. Decisions at the REP will be taken on a consensus basis. If consensus cannot be reached, and no agreement is possible, then the matter will return to the Secretariat and the Officers Group for further discussion with a view to revision and resolution. Where necessary a separate workshop will be held with partners to discuss the issue and come to a conclusion.

5. TRANSITION TO A CONVENTION AND REP

5.1. On 12 February 2019, the last meeting of the regular engagement between the Alliance with the Deputy First Minister took place. It should be recognised that we are now in a transition period with the Agency due to become formally operational from 1 April 2020. To facilitate dialogue during the transition period, it is proposed that, an inaugural Convention should be held prior to April 2020 when the Agency becomes operational. The purpose of the Convention during this period is to support the establishment of the Agency and to promote the conditions which facilitate the activities of the Interim Partnership and the Agency once operational. Equally, a Convention-type meeting will continue to be required as the primary mechanism for engagement with Scottish Government, South of Scotland Enterprise and other agencies.

5.2. Until the Regional Economic Partnership is established, there will be merit in continuing to use the Alliance as a mechanism for the Councils to develop common positions and test their ideas.

5.3. If these proposals are accepted then the possible transition could be taken forward in the following manner:

- i. 22 November 2019 – South of Scotland Alliance meeting and meeting of the ‘shadow’ Regional Economic Partnership.**
- ii. Early 2020 – A first meeting of the Convention of the South of Scotland.**
- iii. Early 2020 – A further meeting of the ‘shadow’ Regional Economic Partnership.**
- iv. 1 April 2020 – South of Scotland Enterprise begins operation.**
- v. May 2020 – First meeting of the Regional Economic Partnership**
- vi. August/September 2020 – Second meeting of the Regional Economic Partnership**

- vii. **Autumn 2020 – Second Meeting of the Convention of the South of Scotland**
- viii. **November 2020 – Third meeting of the Regional Economic Partnership**

Meetings would then proceed on a similar basis each year. This is shown in the table below.

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> • First meeting of the Regional Economic Partnership 	<ul style="list-style-type: none"> • First meeting of the Convention of the South of Scotland • Second meeting of the Regional Economic Partnership 	<ul style="list-style-type: none"> • Third meeting of the Regional Economic Partnership 	<ul style="list-style-type: none"> • Second meeting of the Convention of the South of Scotland • Fourth meeting of the Regional Economic Partnership

6. OTHER KEY RELATIONSHIPS

Between Councils and SOSE

- 6.1. At a less formal level, it is essential that an environment is fostered in which Elected Members view themselves as fully informed about and engaged in the activities of the Agency. This will necessitate Agency attendances at full Council meetings of each of the Councils during the course of each year, and a particular effort to engage with those Members who may be less proximate to the Agency’s activities. It is clear that failure to follow through regularly and committedly on such engagement could risk a political reaction inimical to the interests of the Agency, the Regional Economic Partnership and the Councils, and be damaging to their efforts to deliver on collective ambitions for the region.
- 6.2. Similarly, there is a need for an effective relationship between the Agency and the Community Planning Partnership’s in Dumfries & Galloway and the Scottish Borders. In creating the Agency, Scottish Government is establishing a new set of mechanisms, and increased expectations around what the South of Scotland can and should be expected to do for itself, especially in relation to inclusive and sustainable economic growth. If optimal outcomes are to be realised, it is essential that key partners are fully committed (with the Agency) to delivering on our shared ambitions for the South of Scotland. Thus, beyond the Agency’s engagement with the

Convention of the South of Scotland, it is necessary to think about interaction with Community Planning Partners in Dumfries & Galloway and the Scottish Borders. This might be built on the back of a dialogue with partners in each local authority area in developing the strategic plan for the Agency and in reporting annually on progress against that plan.

- 6.3. Furthermore, there has been a desire expressed through the evidence sessions on the Draft Bill, to ensure that there is strong communication and links made to local levels. The two Councils strongly support that principle, and whilst we believe it is for the new Agency to decide how best to do this, the mechanisms of local area committees in both councils provide a forum where, when necessary, the Agency can engage on a more local level, looking at specific localities within the South of Scotland. We also believe that delivering its service via a hub and spoke model will allow informal networks to be developed between Agency staff and local people, engendering goodwill and building strong working relationships.

With City and Growth Deals

- 6.4. It should also be noted that as SOSE is delivering economic development support schemes, it may also become involved in elements of the delivery of growth deals in the South of Scotland. The Borderlands Inclusive Growth Deal is a time limited programme of projects to be delivered over the next 10 years in the South of Scotland, as well as across the border in England. Scottish Borders is also involved in the Edinburgh and South East Scotland City Region Deal. Both of the 'deals' have/will have developed their own governance structures, which will provide the requisite oversight. So, whilst there will be project involvement for the new agency, it is not foreseen that either the Convention or the Regional Economic Partnership will be a formal forum for discussion around the delivery of these programmes.

7. CONCLUSION

- 7.1. It is agreed that the best structures to ensure that there is effective delivery of inclusive and sustainable economic growth in the South of Scotland are through the development of a Convention of the South of Scotland. We believe a Convention and associated interaction is the best means of establishing the understanding, trust and shared perspectives needed to build the kind of collaborative relationship which can deliver for the South of Scotland.
- 7.2. However, that relationship must be supported by strong engagement also with both Councils directly, especially the Elected Memberships of the respective Councils, and with the Community Planning Partnerships in Dumfries & Galloway and the Scottish Borders. The example of the Highlands & Islands Convention suggests that there is substantial benefit to be gained from the involvement of Scottish Government in the thinking, decision-

making and processes of the Convention. Therefore, the Convention should seek to combine the Scottish Government's involvement with the place-based knowledge and experience of local representatives.

- 7.3. The Councils will establish a South of Scotland Regional Economic Partnership that will play a key role in setting the strategic direction for the regional economy in the South of Scotland. This will also build on the strong, mature partnership that has been nurtured through the South of Scotland Alliance, but will bring a wider range of stakeholders to the table, including much stronger representation from the business, education and Third Sectors.
- 7.4. Although there is some complexity involved in these relationships, the interfaces set out in this report have been designed to deliver effective partnership and strong, local, democratic input to drive forward the future economic prosperity of the South of Scotland.

Annex A – Convention of the South of Scotland – Secretariat and Officer Support

The Secretariat will be provided by the Scottish Government. In acting as the Convention's secretariat, Scottish Government provides access to a resource capacity and knowledge base which substantially exceeds that available to councils.

A Senior Officer Working Group will be established to support the Convention and develop the agenda and draft meeting papers, it will be organised as follows:

- It will be made up of Civil Servants and senior officials from the various public sector partners, including the two local authorities
- Its purpose will be to commission papers for Convention meetings and monitor the actions arising from Convention meetings
- Production of meeting papers will be delegated to the most appropriate members of the working group to draft and they will present these papers at Convention meetings
- Papers will be produced with an appropriate lead in time to be defined by the working group
- All papers must be circulated in draft to each of the Convention's member organisations for comment and input, before final sign off.

Papers produced for meetings will be made publicly available and will be published on the Scottish Government's website following each Convention meeting. An appropriate overview document of the outcomes from each of the Convention meetings will be produced as well as a full transcript of the meeting.

Revisions to Operation Protocol

It will be necessary to develop this structure over time, guided by the experience of what works well and what works less well. After the first year of its operation there should be a review of the operating protocols to ensure that arrangements are working effectively. Where there is a desired need to innovate the way of working, then this should be addressed. After the first review, the protocol should be reviewed every 5 years.

Annex B – South of Scotland Regional Economic Partnership – Secretariat and Officer Support

A secretariat will be supplied to support the REP, jointly funded by the local authorities and SOSE. The secretariat will arrange meetings of the REP, and take minutes of the meetings.

An officer working group will be convened, made up of officers from SOSE and the local authorities. This group will support the meetings of the REP, and prepare reports for meetings etc. Similar to the Convention, reports will be authored by the member of the officer working group who is most appropriate to carry out the particular piece of work.

The secretariat will prepare agendas for REP meetings, in consultation with the officer working group. A call for agenda items will be put out to the wider membership no later than one month prior to each meeting of the REP. A final agenda will be submitted to the chair of the REP for agreement two weeks prior to each REP meeting.

Papers and minutes of each REP meeting will be published online on either the SOSE website, or the website of either of the local authorities.

Revisions to Operation Protocol

It will be necessary to develop this structure over time, guided by the experience of what works well and what works less well. After the first year of its operation there should be a review of the operating protocols to ensure that arrangements are working effectively. Where members of the REP agree that change or innovation is needed, then this should be addressed. Following the initial review, a review of the operating protocols for the REP should be undertaken every 5 years.