

south of scotland competitiveness strategy

AND ITS CONTRIBUTION TO EUROPE 2020



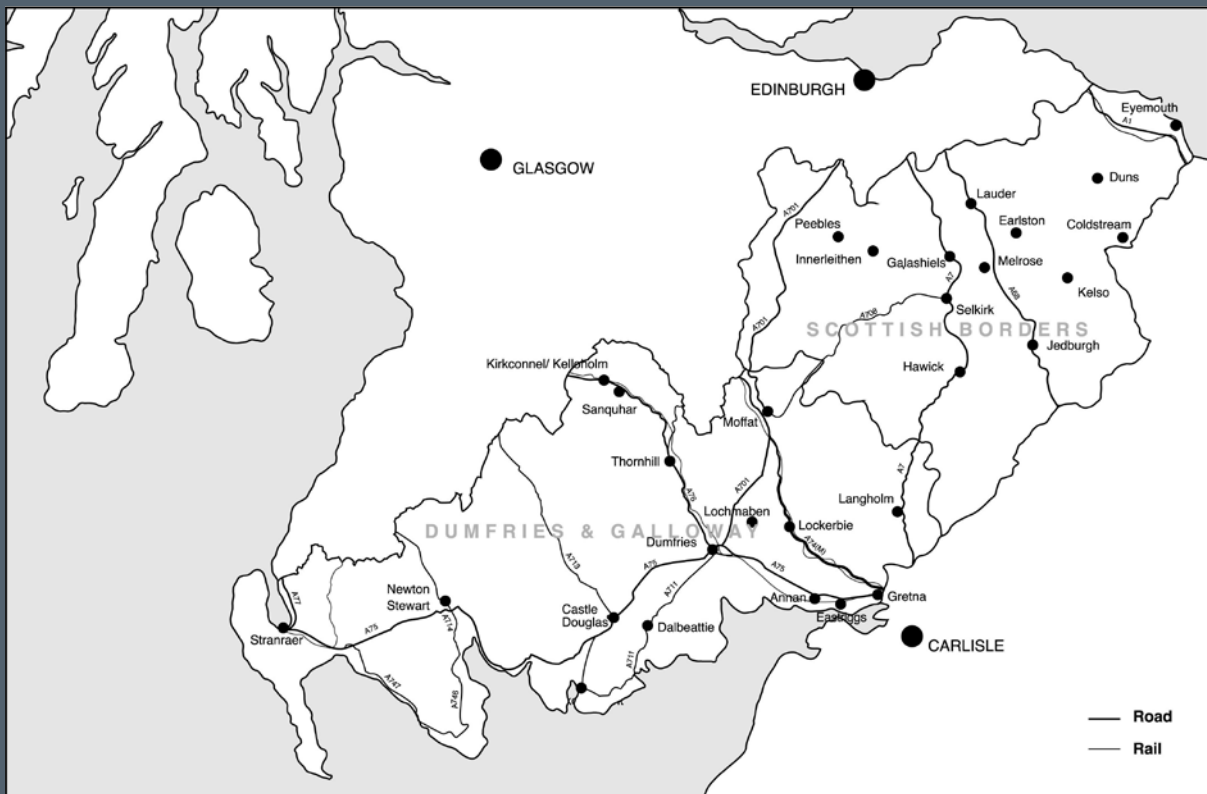
South of Scotland
A L L I A N C E

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THE SOUTH OF SCOTLAND COMPETITIVENESS STRATEGY AND ITS CONTRIBUTION TO EUROPE 2020

THE SOUTH OF SCOTLAND South of Scotland Area





INTRODUCTION

The South of Scotland (SoS) Competitiveness Strategy provides an exciting local planning and delivery model for European Union (EU) 2020 strategy and its future programmes for smart, sustainable and inclusive growth and linked flagship initiatives.

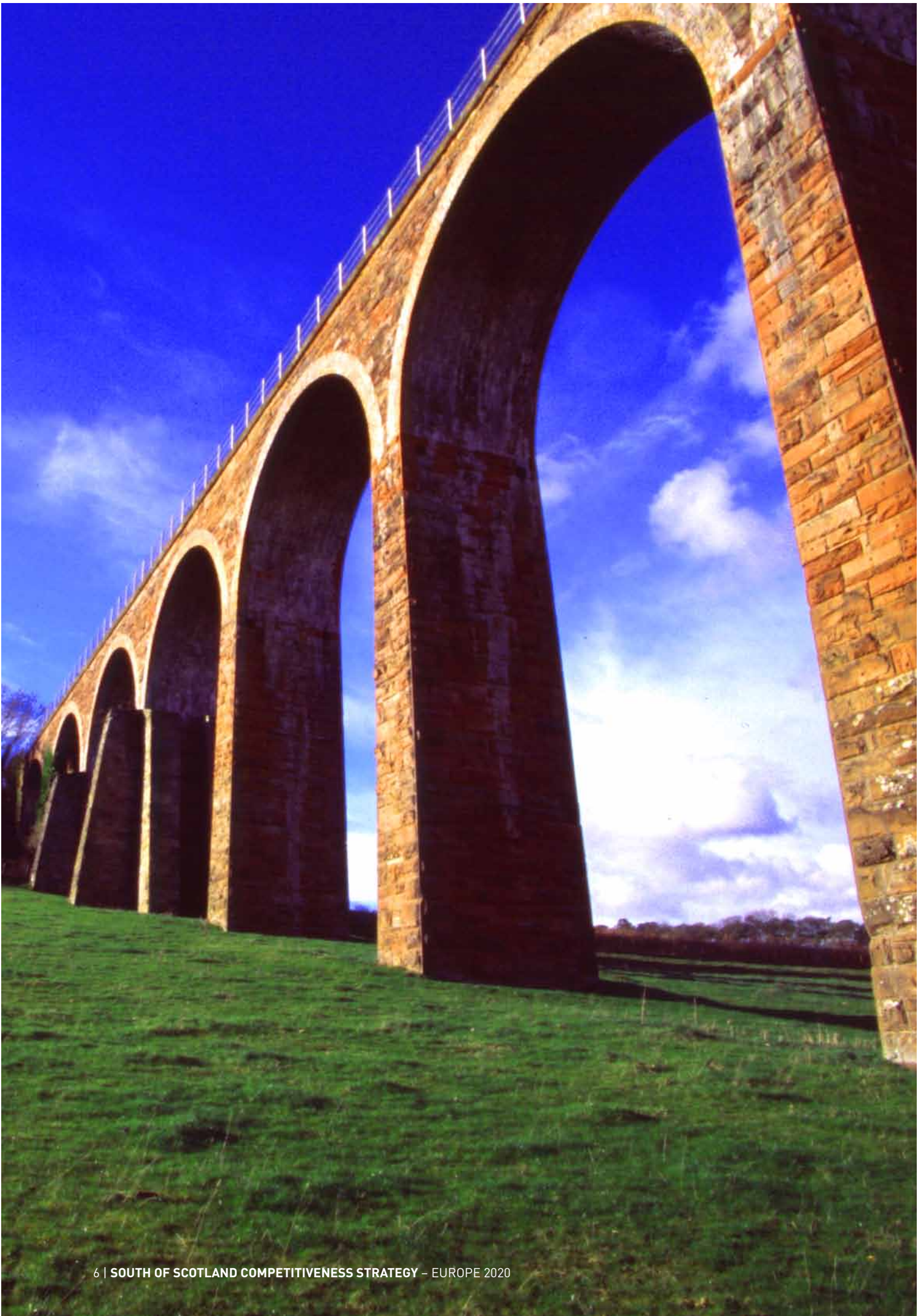
It is clear that the EU budget for the delivery of Europe 2020 will be restricted because of the economic difficulties faced by European Member States. There will be a need to deliver future funds as effectively and efficiently in line with required outcomes. This can best be achieved at the local level using a place based approach.

There is now a greater understanding of the importance of a place based approach to the effective planning and delivery of EU programmes. This is evidenced by the independent report produced by Fabrizio Barca in April 2009 at the request of Danuta Hubner, Commissioner of Regional Policy entitled 'An Agenda for a Reformed Cohesion Policy: A place based approach to meeting European Union challenges and expectations'.

This type of local delivery links to the Localism ambitions of the new coalition UK Government through the "The Big Society" policy approach which is aimed 'at giving citizens, communities and local government the power and information they need to come together, solve the problems they face and build the Britain they want'.

The SoS Competitiveness Strategy provides a blueprint for the economic development of the South of Scotland to 2013 and beyond. It is designed to put the South of Scotland at the forefront of economic development and was developed in cooperation with the Scottish Government and the European Commission.

The SoS Competitiveness Strategy has been closely aligned to the Scottish Government's Economic Development Strategy and the European Union's Lisbon Agenda. This document shows how the SoS Strategy also links closely to the themes of the European Union 2020 Strategy.



THE SOUTH OF SCOTLAND COMPETITIVENESS STRATEGY

The Competitiveness Strategy aims to make the South of Scotland an increasingly dynamic and successful place to live, work and visit. It is the central focus for the work of the South of Scotland Alliance, a body which comprises Scottish Borders Council, Dumfries and Galloway Council and Scottish Enterprise.

The Strategy recognises that there are a number of key challenges which need to be addressed and that these are similar to those for the European Union as a whole.

The South of Scotland has a population of around 255,000, it covers a large geographical area of over 11,000 square kilometres. It is not a NUTS 2 statistical area but comprises the two NUTS 3 statistical areas of Dumfries and Galloway and the Scottish Borders. In the European Commission's 'Fifth report on economic, social and territorial cohesion' published in November 2010, the South of Scotland is defined as predominantly rural.

In terms of Gross Valued Added (GVA) the South of Scotland under-performs considerably compared to the UK average and has challenges in relation to both 'convergence' and 'competitiveness'. The latest GVA figures are for 2007 and shows Dumfries and Galloway with a GVA per head of £14,512 (72.7 of the UK average) and the Scottish Borders with a GVA per head of £13,703 (68.7 of the UK average).

The South of Scotland's industrial base remains narrowly focused. Its levels of skills and research and development investment are consistently lower than the national average. The economic recession has increased unemployment levels and many businesses are facing increased costs and reduced revenues.

To meet these challenges the region is building on its significant strengths and opportunities i.e. rich land and sea resources; a skilled and highly educated workforce and population; a strong business base of mainly micro and small businesses; proximity to five major cities – Edinburgh, Glasgow, Newcastle, Belfast and Carlisle; the quality of its places (towns and villages) and its infrastructure investments in Higher and Further Education, transportation and communications etc.

There are seven intervention areas and priorities within the Strategy:

- Retain and attract more people of working age
- Grow a knowledge economy in the South of Scotland
- Increase the demand for learning and skills development amongst the workforce and wider community
- Maximise the benefits of connections to city regions and other economic centres including mainland Europe
- Realise the full potential of the indigenous business sectors and maximise the contribution to Scotland's priority industries and in particular the food, tourism, textiles, health and social care and renewable industries
- Improve micro-business support and growth potential
- Build a distinctive, high quality, sustainable place to live, work, visit and enjoy
- Develop the coastal and land based assets of the South of Scotland

The targets for the Strategy are to:

- Increase GDP
- Increase the employed workforce
- Create more employment opportunities, especially for young people
- Increase research and development
- Reduce emissions
- Diversify energy sources by focusing on renewables
- Reduce social exclusion

In November 2009 the South of Scotland Alliance refreshed the SoS Competitiveness Strategy by taking stock of its achievements to date in relation to: the investments in higher and further education; the industrial development projects supported by Priority 4 of the Lowlands and Uplands Scotland European Regional Development Fund Programme 2007-2013; the business development support through the Business Gateway; and the support for creative industries, food products, textile design and tourism. The refreshment exercise revisited the basic assumptions behind the original document. This exercise confirmed that the direction of the Strategy was sound and should remain unchanged.

Much remains to be done to deliver on the SoS Strategy within a very constrained public finance environment.

DELIVERY OF EUROPE 2020 THROUGH THE SOUTH OF SCOTLAND COMPETITIVENESS STRATEGY

The South of Scotland Competitiveness Strategy fits extremely well with Europe 2020 with its focus on:

SMART GROWTH – developing an economy based on knowledge and innovation and its Flagship Initiatives ‘Innovation Union’, ‘A Digital Agenda for Europe’ and ‘Youth on the Move’.

SUSTAINABLE GROWTH – promoting a more resource efficient, green and more competitive economy and its Flagship Initiatives ‘Resource efficient Europe’, and ‘An industrial policy for the globalisation era’.

INCLUSIVE GROWTH – fostering a high employment economy delivering social and territorial inclusion and its Flagship Initiatives ‘An Agenda for new skills and jobs’ and ‘European Platform against Poverty’.

By acting in partnership with: the various levels of Government i.e. the Scottish Government and its agencies and the UK Government; businesses, civil partners and communities, and neighbouring local authorities, it is considered that the aims and significant elements of Europe 2020 can be made a reality in the South of Scotland.

THE EU’S COMMON AGRICULTURAL POLICY (CAP) AND COMMON FISHERIES POLICY (CFP) are vital to the economic future of the South of Scotland. This is because the farming and fishing industries receive a great deal of support from these policies and a major contribution is made to the economic development of rural areas. The EU is aiming to align the CAP and CFP with the Europe 2020 strategy. It is crucial that the impacts of any changes are understood at the local level and links are made with the South of Scotland Competitive Strategy.

The process of delivering the South of Scotland Competitiveness Strategy through its action plan presents a strong track record of achievement which can be replicated across Europe and can be used for this purpose.

Over the next few years the delivery of South of Scotland Competitiveness Strategy will aim to align its interventions to Europe 2020 themes.



SMART GROWTH IN THE SOUTH OF SCOTLAND

Having an effective model for economic development based on knowledge and innovation is crucial to the future of the South of Scotland. A broad view of innovation has been taken by the South of Scotland Alliance within the South of Scotland Competitiveness Strategy. This is because it is crucial in a rural region to capture the innovative practices not just of its academic institutions and larger businesses but also those of the large numbers of small and medium sized and micro businesses, individuals, community groups, and public agencies.

To this end it is encouraging the development of **effective triple helix interventions**, between business, local authorities and public sector organisations, and Higher and Further Education based on the two Higher Education and Further Education campuses in Dumfries and Galashiels, the Barony College and the Further Education facilities in Stranraer and Hawick. The main focus of these activities is textiles design and fashion; agriculture, food and forestry products; business skills; energy efficiency and renewables; and primary health, social and tele-care related to the region's increasingly ageing population.

THE SOUTH OF SCOTLAND KNOWLEDGE TRANSFER PARTNERSHIP

This project is aimed at building the capacity of the South of Scotland's Further Education (FE)/Higher Education (HE) institutions to develop sustainable Knowledge Transfer supply networks for SMEs and to enable further new product development and innovation. This will involve the creation of two Knowledge Transfer (KT) Hubs – one in the west of the region, based in the Crichton campus in Dumfries and one in the east, based in the Scottish Borders Campus, Galashiels. The Hubs will offer a 'one stop' access point for businesses for advice and information, training, and access to research and development.

The project receives ERDF funding from: the Lowlands and Uplands Scotland Programme and involves seven partners Barony Agricultural College, Borders and Dumfries and Galloway FE Colleges, Scottish Agricultural College, University of the West of Scotland, Glasgow and Heriot Watt Universities. The project complements and supports the work of the Dumfries and Galloway and Scottish Borders Councils' Business Gateways and Scottish Enterprise.

Economic development based on knowledge and innovation cannot take place without quick, efficient and reliable ways of communicating with others by the provision of **high capacity broadband**. In tandem with this the Alliance is looking to improve mobile phone coverage which is patchy across the region. The need for these types of investment

cannot be underestimated, particularly if the South of Scotland is to overcome transport constraints and generate new educational and employment opportunities in the private tradable services activity and provide opportunities for inward investment.

PROVISION OF HIGH CAPACITY BROADBAND

The South of Scotland Alliance is building on the South of Scotland Pathfinder initiative which was completed in 2008. This provided high capacity broadband to local authority buildings including primary and secondary schools throughout the region. The Alliance is aiming to provide similar support to businesses and communities and is looking to work with the UK Government which is implementing the recommendations of the Digital Britain report published on 2009. Strong broadband infrastructure will encourage businesses irrespective of location to invest in this large rural region, which extends to one seventh of Scotland's area. There are already major inward investment proposals from data farms which will have significant economic benefits to the region.

On the 22nd October 2010 the Scottish Government published a report 'A Digital Ambition for Scotland' that summarised the Government's plans and ambitions for the digital economy which will be followed by a more detailed strategy and action plan in the next few months.

This report stated that *'We also have an exceptional project for rural areas in the South of Scotland. We are therefore discussing with the UK Government what further funding may be available to support this project'*.

The need to **develop and attract young people** to the South of Scotland is a crucial part of the South of Scotland Competitiveness Strategy. There are a number of strands to this approach including the development of schools and transition opportunities to further and higher education and employment; increasing the confidence of young people through providing opportunities for participation in society, volunteering, international, cultural, educational and vocational training exchanges and the development of community youth programmes.

INVESTING IN YOUNG PEOPLE

An ambitious programme of primary and secondary schools investment programmes is underway which is having a major positive impact on the confidence, quality of life and educational opportunities for young people. A new Curriculum for Excellence has been introduced across schools to encourage more confident and creative young people by putting the individual needs of young people at the heart of education. To complement this work opportunities are being sought to provide educational, cultural and employment experiences in other countries in Europe and to share experiences between educational systems.

A key part of the South of Scotland Skills Strategy that is being developed is to provide an effective transition for young people from schools to employment and further and higher education opportunities.

SUSTAINABLE GROWTH IN THE SOUTH OF SCOTLAND

The South of Scotland is a major area for the exploitation of **renewable energy**. The region was early into this field with the hydro-electric investments in Galloway and proposals for a tidal barrage on the Solway in the 1950s. More recently the development of several onshore and offshore wind farms has made the South of Scotland a leading producer (with 12% of onshore production) in this sector and the work on biomass production in the farming (animal waste and crops) and forestry sectors.

RENEWABLE ENERGY AND ENERGY EFFICIENCY

There is considerable potential to grow the renewable energy sector, and work is underway to investigate and develop further onshore and offshore wind farms; biomass production (Chapelcross and Charlesfield Energy Park Development); tidal wave energy (Solway Barrage); solar power; animal waste and sewerage output and hydro power. The construction industry is set to gain from building insulation and micro-energy projects and businesses are gaining more efficiencies by reducing carbon emissions e.g. Borders Business Energy Efficiency.

Support was received from the South of Scotland Objective 2 Programme 2000 – 2006, for **the establishment of Crichton Carbon Centre (CCC)** which aims to assist businesses, communities and people to make the transition to a low carbon society. The Centre does this through research and development, education and training, facilitation, consultancy and advisory work on all aspects of carbon management.

The South of Scotland is a region of small towns and villages with strong local identities. The South of Scotland Alliance is leading a Scotland Wide Small Towns Group to promote towns as **sustainable places** to live, work and visit. The region's towns, together with towns across Europe are adapting their roles due to radical changes in retail, employment and social patterns.

SUSTAINABLE TOWNS

The South of Scotland Alliance is advocating whole town plans with delivery based on local stakeholder governance and leadership in the context of regional and national spatial plans. There have been a number of successes so far, including a 'one off' Scottish Government Town Centre Regeneration Fund which led to a number of regeneration initiatives across the region. It is clear that the currently available financial instruments are unable to meet the challenges of town development and regeneration.

THE HEART OF HAWICK project is a good example of what can be achieved.

Hawick, a town of 15,000 people is relatively remote and has experienced significant losses of manufacturing employment. It was one of the most dependent towns on textiles in the UK and EU. There are significantly high levels of deprivation in the town. Its regeneration has been a priority.

The centre piece of this regeneration has been the Heart of Hawick, an ERDF supported project in the South of Scotland Objective 2 Programme 2000 - 2006, which has involved the transformation of two massive former textile mill buildings in the centre of the town into facilities that are adding value by creating jobs, encouraging visitors, restoring civic pride and promoting social inclusion. These facilities include business space, a regional genealogy centre, visitor information, café, cinema/conference centre and a training suite. The partnership has been led by Scottish Borders Council and has involved Scottish Enterprise, the Heritage Lottery Fund, and extensive input of local community groups.

In 2007 the Heart of Hawick won the Scottish Urban Regeneration Fund Award for Best Practice in Regeneration in the category of 'Place'. The citation for the award said:

'The Heart of Hawick project had truly given 'heart' back to the town's West End, creating a vibrant and exciting new facility for residents and visitors alike. The place itself, in terms of the two restored buildings and surrounding campus, is exemplary. The project has been designed in such a way that the future possibilities for its use by the community and by local industry can be innovative and imaginative'.

As a rural region continuing tourism investment is crucial and is reflected in the South of Scotland Strategy. The main strand of this work is in **green tourism** which builds on the wealth of the region's natural, cultural and historic assets.

GREEN AND SUSTAINABLE TOURISM

Key initiatives being taken forward are mountain biking (e.g. the Seven Stanes International award winning project), walking (South of Scotland Country Trails), horse riding, diving, nature based tourism (Red Kite and Dark Sky's projects in Galloway) and the development of events (Wigtown and Melrose Book Festivals, Wickerman Festival, the Common Ridings) and visitor attractions (Sir Walter Scott's House at Abbotsford) which are complementary to the region's attractive countryside and towns.

THE 7 STANES, an ERDF supported project in the South of Scotland Objective 2 Programme 2000 – 2006 which is continuing to evolve, was designed to utilise the landscape resources of the South of Scotland to establish the region as an international market for mountain biking. The local partnership has involved Scottish Borders Council, Dumfries and Galloway Council, Scottish Enterprise together with the main sponsor the Forestry Commission.

The strength of the 7 Stanes 'brand' is now fundamental to the collective efforts to positively refresh the image of the South of Scotland for prospective inward investors and incoming workers alike.

7 Stanes was featured in the European Commission's UK 'Closer than you think' calendar for 2008 which illustrated the use of EU funding across the UK.

SUSTAINABLE TRANSPORT is crucial to sustainable growth and reducing carbon emissions. The region is looking to reduce its dependency on road transport by encouraging investment in rail transport and this is shown by the Scottish Government's support for the Waverley Railway project which has been pioneered locally and which will enable closer links to the Edinburgh city region.

GoSMART DUMFRIES

Innovative practices are being encouraged including GoSmart Dumfries (www.gosmartdumfries.org.uk), which is a 'cutting-edge' public/private partnership with part-funding from the European Regional Development Fund from the Lowlands and Uplands Scotland ERDF programme 2007 – 2013. The partnership aims to encourage the residents of Dumfries to try out ways of travelling sustainably with information, ideas and incentives provided to encourage GoBike, GoBus, GoWalk or GoShare.

There is major potential in the South of Scotland to encourage further **dynamic entrepreneurialism** based on knowledge and innovation with its relatively large numbers of small and micro businesses.

SOUTH OF SCOTLAND CREATIVE CLUSTERS PROJECT

This is a 3-year project, managed by Scottish Borders and Dumfries and Galloway Councils, with part-funding from the European Regional Development Fund from the Lowlands and Uplands Scotland ERDF programme 2007 - 2013. The aim of the project is to strengthen the creative industries in the South of Scotland through networking and collaborative activity, and to assist businesses to develop new products and processes and new marketing initiatives. The project is targeting micro businesses and niche tourism businesses including food and drink producers (such as the further development of the Borders Food Network and the Dumfries and Galloway Food Cooperative), design, arts, craft and film businesses that are looking to diversify their operations and to exploit new domestic and foreign market opportunities.

INCLUSIVE GROWTH IN THE SOUTH OF SCOTLAND

Fostering a high employment economy delivering social and territorial inclusion is vital to the implementation of the South of Scotland Competitiveness Strategy.

The labour market in the South of Scotland remains under considerable strain. Its main features are as follows:

- About a third (32%) of all working age residents in the region was qualified to degree level (NVQ Level 4) or above in 2008 broadly in line with the UK average, but the lowest share in Scotland (average 37.6%).
- In 2008, 9% of economically active people in the South of Scotland had no qualifications; slightly higher than the average for Scotland (8.7%).
- A total of 1,900 South of Scotland residents graduated from universities across the UK in 2007. This was 58% higher than the total in 1996, a faster increase than the 39% growth across Scotland over the same period.
- The South of Scotland has the lowest share of private-sector knowledge-based jobs in Scotland (just 9% of the workforce); the bulk of graduate level employment is in public administration. The public sector therefore has a key role to play in supporting skills acquisition.
- Less than half of all graduates from the South of Scotland find their first job in the region. 60% of these work in the public sector, indicative of a lack of graduate opportunities in the wider economy.

THE SOUTH OF SCOTLAND SKILLS STRATEGY

Working with the Scottish Government local partners are involved in major efforts to encourage skills development of the local workforce to provide for both present and future employment opportunities and to improve the employability of those that are unemployed and who find it difficult to access the labour market. This is a major challenge given the rurality of the region and large numbers of micro and small businesses in the region.

A South of Scotland Skills Strategy and action plan based on local labour market intelligence is being developed to complement the Scottish Government's national skills strategy.

COMBATING SOCIAL EXCLUSION AND POVERTY is a critical issue in the South of Scotland. It is estimated that over 40,000 people live in poverty across the region. The changes in social benefit allowances announced in October 2010 by the UK Government are likely to exacerbate this issue. A Commission on Poverty and Social Exclusion in the Scottish Borders carried out an enquiry and identified a number of specific issues including:

- 1) Inadequate Income
- 2) The Cost of Living
- 3) The Provision or delivery of services to people experiencing poverty especially the elderly and disabled
- 4) Housing Costs
- 5) Costs of providing for children
- 6) Lack of decently paid work
- 7) Health problems
- 8) Transport
- 9) Debt
- 10) Organisational responses to the needs of deprived people

MIGRANTS SUPPORT SERVICE

There are particularly large numbers of migrant workers from some EU countries, particularly Poland living and working in the area. The Migrant Support Service in the Scottish Borders provides a friendly and robust point of contact for migrants. The service creates a link between local organisations, members of the indigenous population and migrants. The support worker tackles issues of concern and works with partner agencies in order to improve the access and quality of services available to migrants. The service links closely with a Peer Mentoring Project; the production of a Welcome to the Scottish Borders booklet and English for Non Speakers classes.

The website www.newtotheborders.co.uk has been developed by the Migrant Support Worker. This site provides a raft of helpful information to anyone new to the Borders, with a particular focus on migrants.

During the financial year 2009-2010 the service assisted 146 clients (against a target of 116) and worked with them to resolve a wide range of matters relating to benefit entitlements, information on workers registration scheme and housing and homelessness.

BUILDING THE CAPACITY OF BUSINESS AND COMMUNITY GROUPS

Building the capacity of business and community groups is crucial to tackling poverty and social exclusion and strengthening the economic and social resilience of the South of Scotland, together with other areas across Europe. There are many examples of successful business and community led activities such as local Chambers of Commerce; town and village regeneration; community run meetings, arts, culture and sports projects; and social enterprises. There is considerable potential to extend and strengthen these activities.

Major efforts are being made as part of the South of Scotland Competitiveness Strategy, supported through the European Rural Development Fund and Leader schemes to develop business networks and community groups across the region to take part in business, economic and social regeneration initiatives; the delivery of services and the management of assets using innovative approaches.

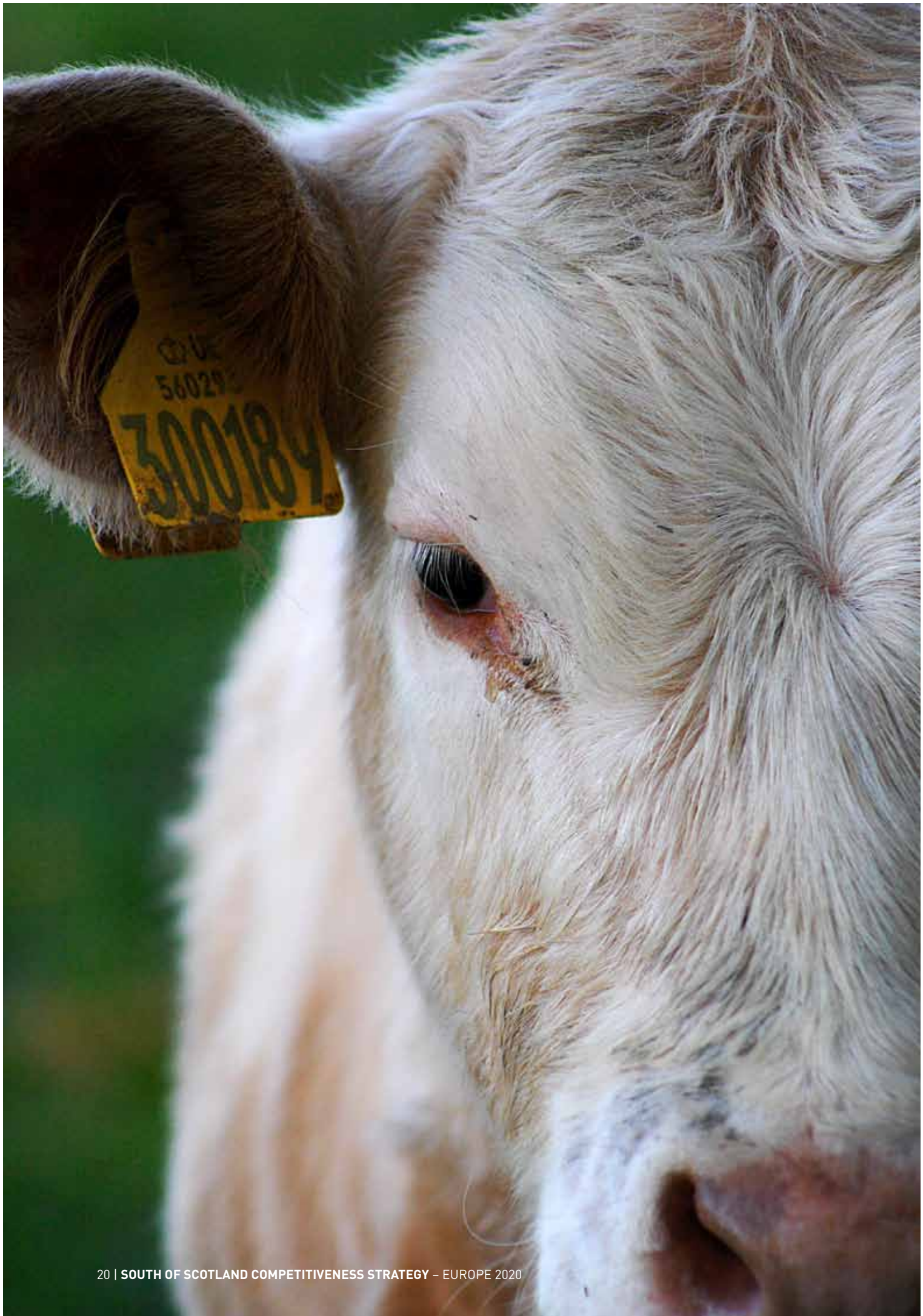
A range of **local authority led partnership whole town and village initiatives** have been developed across the South of Scotland. Some of these are based on a theme such as the Castle Douglas "food town"; the Wigtown "book town" and the Kircudbright "arts town" and others based around regeneration initiatives such as the Heart of Hawick project (featured on page 14 above); the development and regeneration of the fishing port of Eyemouth and Kelso Town Centre Heritage project.

The North West Dumfries Resource Centre, an ERDF supported project in the South of Scotland Objective 2 Programme 2000 - 2006, provides an integrated local facility for the delivery of services including further education, childcare, employment training, volunteering, business advice and start-ups. This Dumfries and Galloway Council led partnership project was recognised as a priority in the North West Dumfries Area Regeneration Strategy and has the support of local groups and service providers. It aims to make a major contribution to the regeneration of an area suffering from multiple disadvantage by creating a lasting and vibrant community asset for many years ahead.

The project has created 560sq metres of childcare facilities, providing facilities for 120 children. In addition, 398sq metres of learning / training facilities as well as 27 jobs have been created, the majority for women.

CHANGING DEMOGRAPHIC STRUCTURE

The changing demographic structure of the South of Scotland with its ageing population presents major opportunities for economic and social development which can lower the levels of poverty and isolation amongst older people. Investments in social and health care linked to new technologies, including tele-medicine and tele-care are taking place. The growing number of older people presents business opportunities linked to leisure and other service activities and to increase volunteering to business and community groups who in turn support economic, social and development projects.



IMPLEMENTING THE SOUTH OF SCOTLAND COMPETITIVENESS STRATEGY **AND ITS LESSONS FOR EUROPE 2020**

The South of Scotland has a strong track record for the implementation of delivering EU Structural Funds programmes such as Objective (5b) European Regional Development Fund (ERDF) 1994-99, Objective 2 ERDF 2000 – 2006, the Lowlands and Uplands Scotland Priority 4 ERDF programme in 2007 – 2013 and other programmes such as PERIFRA (1992 – 94), PESCA (1994 – 2000), and LEADER programmes since 1992.

The South of Scotland provides lessons for the rest of Europe on **the importance of locally led implementation bodies for the delivery of the European Structural Funds and Europe 2020.**

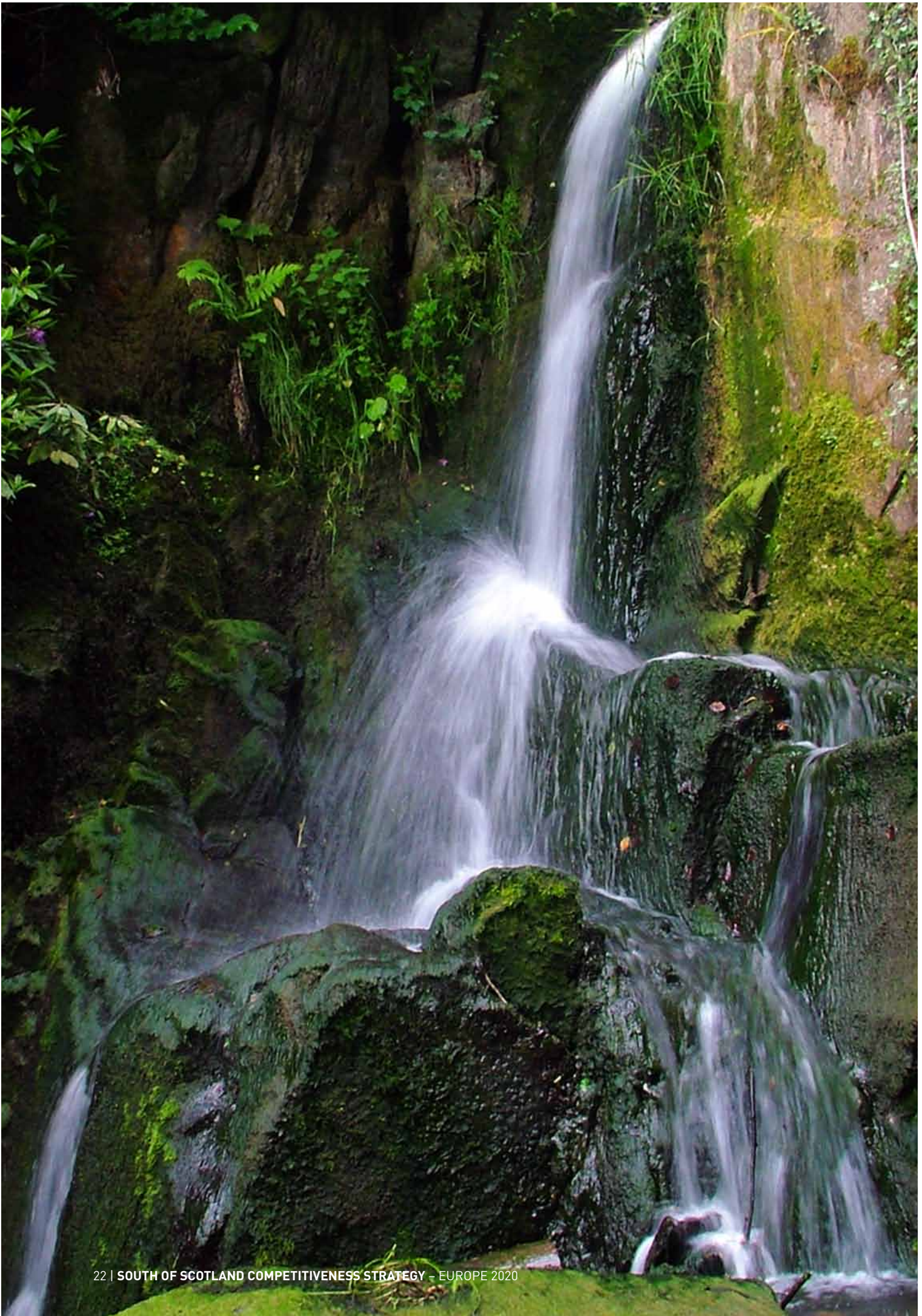
The South of Scotland European Partnership has delivered the South of Scotland Objective 2 European Regional Development Programme in the period 2000-2006.

This was the only independent locally led programme implementation body in the UK and it has proved to be robust in terms of audit and monitoring by national and European auditors. The programme supported 127 projects; assisted over 4000 businesses and created over 3000 new jobs

The South of Scotland Global Grants Body which is managing an element of Priority Four of the Lowland and Uplands Scotland Development Programme has been operational since 1 January 2009 and is proving once again the robustness of local implementation procedures.

The delivery of the South of Scotland Competitiveness Strategy is overseen by the South of Scotland Alliance and its progress is discussed at an annual meeting of the South of Scotland Forum which is chaired by Mr John Swinney, the Cabinet Secretary for Finance and Sustainable Growth in the Scottish Government. A Strategy Manager is employed to support the delivery of the Strategy's Action Plan. At the meeting of the Forum in November 2009 there was a discussion on the five key areas - Workforce Development and Employability, Digital Connectivity, Small Towns, Key Economic Sectors, Infrastructure and Transportation. Progress on these will followed up at the Forum meeting in December 2010.

A much more simplified approach must be used for the delivery of European programmes with a more refined audit procedure which recognises the robustness of national and local audit arrangements.



IMPORTANCE OF THE LOCAL PLANNING AND DELIVERY OF EUROPEAN 2020 PROGRAMMES

The South of Scotland Competitive Strategy shows that the planning and delivering of significant elements of the outcomes set out Europe 2020 can best be achieved at local level.

The planning and implementation of the South of Scotland Competitiveness Strategy has shown that local approaches can:

- Harness the energies and capacities of all partners in a focused way
- Gain the support of local communities and businesses and sharing of responsibilities between European, national and local partners
- Achieve a clear understanding and sensitivity to local needs and requirements
- Enable innovation in its widest sense to be encouraged and developed
- Achieve outcomes as shown by the Single Outcome Agreement process adopted in Scotland and the experimentation with Total Place pilots in England

The South of Scotland Alliance has a strong legacy and track record in planning and delivering at local level within a Scottish, UK and European context. European funding, with its regional policy focus, also strongly complements the Scottish Government's overall aim of achieving "sustainable economic growth" through working in partnership at all levels.

It is the view of the Alliance, expressed through our Competitiveness Strategy, that ongoing joint working at a localised and European level will see us make a strong contribution to the EU's 2020 Strategy.

The EU's Common Agricultural Policy (CAP) and Common Fisheries Policy (CFP) are important to the economic future of the South of Scotland. It is crucial that the impacts of any changes are understood at the local level and links are made with this support and the delivery of the South of Scotland Competitive Strategy.

You can get this document on tape, in large print, and various other formats by contacting us at the address below. In addition, contact the address below for information on language translations, additional copies, or to arrange for an officer to meet with you to explain any areas of the publication that you would like clarified.

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