

REGIONAL INTELLIGENCE HUBS

A Frame of Reference to guide local development

Snapshot as at 31 March 2026



INTRODUCTION

The audience for this Frame of Reference is the partners involved in developing a Regional Intelligence Hub in your region in Scotland.

The Frame of Reference (FoR) is intended to provide questions, prompts and tools to help regional partners explore the form and function of your regionally specific Intelligence Hub.

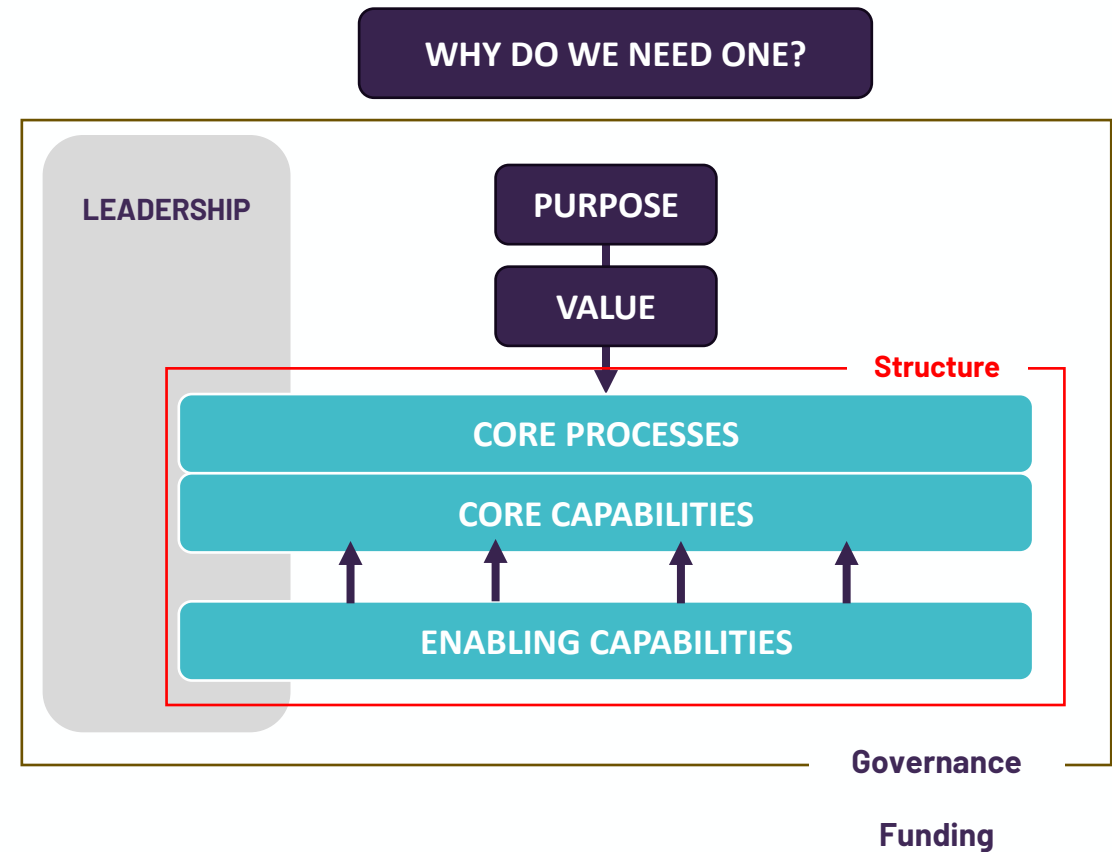
There is no one-size-fits all version of a Regional Intelligence Hub. Therefore this document is not a guide towards a universally accepted model, but a tool to help you discover what might work best for you.

This FoR supplements broader collaboration across the Regional Economic Partnership community in Scotland in your sharing of insights, ideas, and lessons.

The questions, prompts, and tools have been organised around an Operating Model framework that could be considered when developing your Hub. This FoR has been designed as a reference document rather than a document that is read start to finish. **Click on the element of the Operating Model framework opposite** that is of interest at a given time.

This document is provided as a snapshot in time, although it could be further developed as new insights, ideas, and lessons are shared across the regional partners.

Latest update: 31st March 2026



WHY DO WE NEED A REGIONAL INTELLIGENCE HUB?

Why do we need a Regional Intelligence Hub?

This is the primary question that partners need to address. Just because others note overwhelming support for a Hub doesn't mean your region needs one. If you don't recognise the following you may not have a need.

Many organisations are feeling an increased demand on their services. They are feeling the pinch from tightening finances. They are driven to make even more impact from within their existing resources but their ability to do so with their current delivery model is challenging. As they try to respond to common challenges, they are likely to experience increased competition for scarce investment and funding in the future.

Many therefore feel the need to make more of existing resources, make fully informed decisions on the use of existing funds, and put forward even more compelling cases to attract additional investment and funding. One way of doing that is by being proactive and achieving more from their collective intelligence than they currently do from their individual data sets.

However, data and information across their region is fragmented. That fragmentation reduces the speed of response to opportunities as they arise. The fragmentation impacts the credibility and trust in the data they are using to make important decisions. And the effort required to pull together, analyse, and use credible and trusted data can be highly inefficient.

If you recognise the landscape described here there may be value in exploring further. If you don't recognise it you can stop here and focus your attention on something else.

Depending on your starting point a Regional Intelligence Hub could deliver more value by addressing issues of quality of outputs, speed of collection, analysis & use, access to expert resources and efficiency.

Value: A Hub could make more impact by enabling more informed decisions through you having a shared and trusted national and local level evidence base, produced by qualified staff.

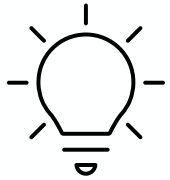
Quality: A Hub could ensure consistent standards, shared skills, and real time access to data. It could improve credibility, granularity, and the ability to understand limitations and unintended consequences. It could enable partners to check conflicting data and make informed choices.

Speed: Demand for responsiveness is rising. A Hub could enable quicker access to trusted data, proactive horizon scanning, and faster responses to investment and funding opportunities. It could support "real time responses" and better management of strategic questions.

Access to expert resources: The Hub could provide a centre of excellence for scarce – and often – costly resources that cannot be funded individually by each partner organisation. Eventually, a network of Hubs across Scotland could provide significant intelligence capability that can be accessed and shared as appropriate.

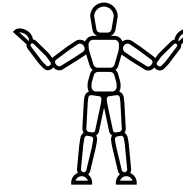
Efficiency: A Hub could help reduce duplication and gets answers right first time. This enables effective use of partner resources, and might stop you reinventing the wheel. The shared data and processes will help the whole system be more efficient and impactful than the sum of its parts.

Be clear on need



Prompts and ideas

- **Is there a need?** The Hub is not a hammer looking for a nail. If you feel the challenges in your region are actually about each partner not being good at doing what they should be good at doing you may be better fixing that than creating a sticking plaster Intelligence Hub.
- **What questions will you actually use the Hub to help answer.** The focus tends to be on Strategic questions that effect more than one partner in the region. An example list developed by partners in the South of Scotland can be found [here](#).
- **Develop Strategic Questions.** To help test whether you do have a need you could develop a series of examples and explore whether you need a Hub, or whether partners just need to get better. An example is provided on Figure 1.
- **Prioritisation.** It will be very easy to capture 40 strategic questions in an hour's session with partners. Be clear on how you are going to prioritise. *For example, ease of delivery, relevance to lead Partner, use of publicly available data, etc*



Activities to be undertaken

1. **Capture all strategic questions in an exploratory session with partners.** See [here](#) for the list of strategic questions developed by the South of Scotland partnership.
2. **Prioritise your first 5 to test your model on.**
3. **Capture all questions in a backlog for the Hub (this is the start of the Hub's work programme).** Use Trello or JIRA (or something similar that can be shared across partners providing visibility of the backlog).
4. **Develop sub questions for the priority 5.**

Strategic questions to start with?



Resources, tools & techniques



[Return to Contents](#)

Figure 1: Use Case illustration **South of Scotland: Economic Growth and Business Development**

<p>Question: Specifically, who are the businesses within the region who might gain most from the development of AI-related skills — especially those not currently engaged?</p>	<p>Data assumptions: Baseline regional data on productivity levels by:</p> <ul style="list-style-type: none"> • Company sector • Company size • Digital maturity • Willingness / history to innovate <p>AI capability specific to each business type</p> <ul style="list-style-type: none"> • Business type identifying capability gaps • AI skills development - engagement • AI skills development - provision • Barriers to engagement in capability development • Showing signs of recruiting relevant skills <p>Engagement levels</p> <ul style="list-style-type: none"> • Companies who engage / don't engage with similar support (from SOSE, FE, HE, etc) 	<p>Informed or impacted</p> <p>Likely sectors:</p> <ul style="list-style-type: none"> • Manufacturing & advanced engineering • Logistics & supply chain • Construction & built environment • Health & social care providers • Visitor economy & tourism • Retail (especially independent) • Agriculture & food production <p>Likely partners:</p> <ul style="list-style-type: none"> • SOSE business intelligence • FE and HE institutes • SG • Business networks • Industry bodies
<p>Why asked: The productivity levels in the local business base are lower than the national average and lower than similar rural economies. AI is one response to improved productivity.</p>		
<p>Outputs from evidence-based intelligence:</p> <ul style="list-style-type: none"> • Sector profiles showing relative potential from AI • Prioritised list of businesses to be supported • A strategically informed pipeline of AI projects • Engagement recommendations for each sector 		
<p>Outcome from maximize evidence-based decision:</p> <ul style="list-style-type: none"> • Increased AI & data literacy • Improved operations (e.g. automation) • New product/service innovation • Improved productivity 		

PURPOSE

Now you have decided you need a Regional Intelligence Hub, what is its purpose in your region?

What is the Purpose of your RIH?



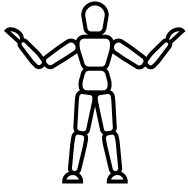
Prompts and ideas

- **Don't move forward until you have clarity on the purpose of your Hub.** Form follows function and function is dictated by Purpose and the Value required from the Hub.
- **There is no single right answer.** Regional circumstances, regional needs and risk appetites of partners will dictate the purpose of your Hub. We have offered a few options to prompt debate in Figure 2.



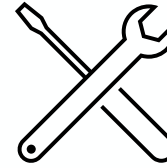
Figure 2: Spectrum of options for Purpose

What is the Purpose of your RIH?



Activities to be undertaken

- 1. Develop your spectrum of options for the purpose of your Hub.** It is easier for others to critique and improve. Starting with a blank page and asking partners about Purpose will result in worthy statements that are open to misinterpretation by everyone.
- 2. Secure agreement on Purpose.** Get your coalition of the willing in a (virtual) room and work through each of the options in your spectrum. To start the conversation Figures 3A & 3B provides a summary of potential pros and cons of each of the options.
- 3. Test the Purpose within your own organisation and with stakeholders.** Socialise the Purpose early with leaders in your organisation. *Does it land well? Will it satisfy their needs? Do they feel it is ambitious enough? Do they raise any concerns or objections?*
- 4. The options are not nested.** Just because you go for Option 3 for example doesn't mean you need everything required for Options 1 and 2 to get there. Just take enough from 1 and 2 to help you progress to 3.



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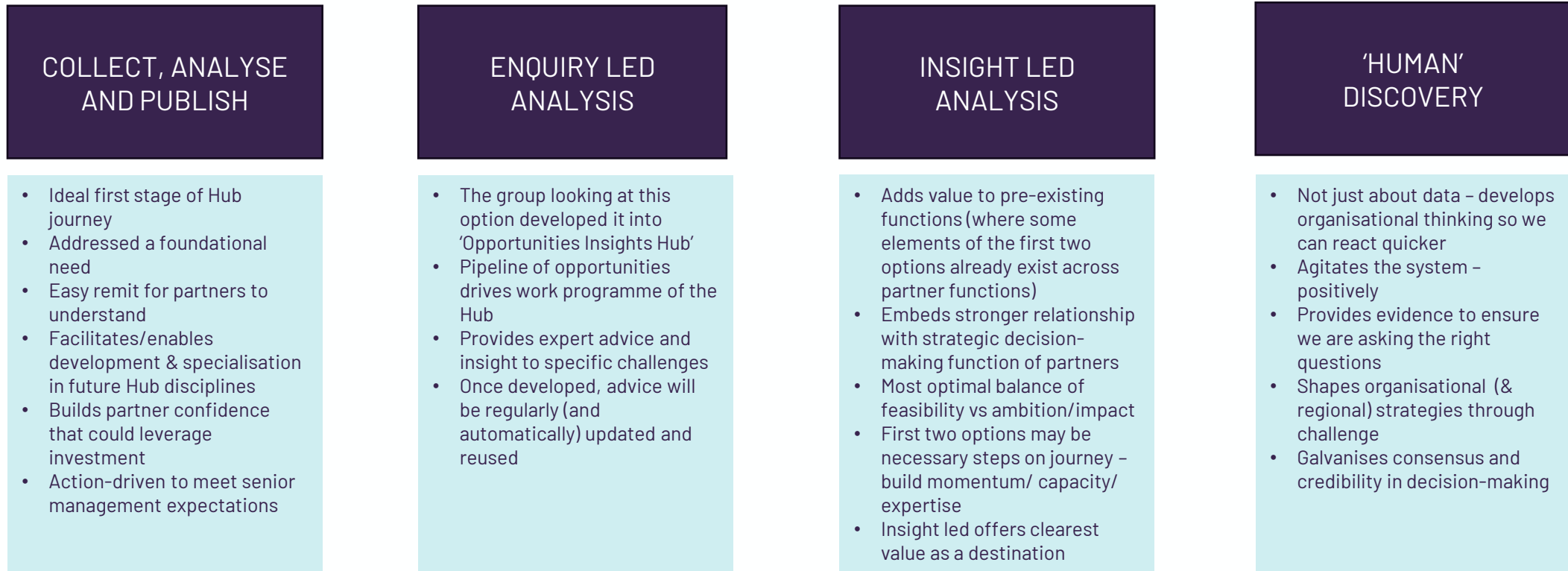
Spectrum of options detailed in [Figure 2](#) and more detailed information in [Figure 3](#).

What is the Purpose of your RIH?



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Figure 3A: Summary of **pros** of each Purpose option



What is the Purpose of your RIH?

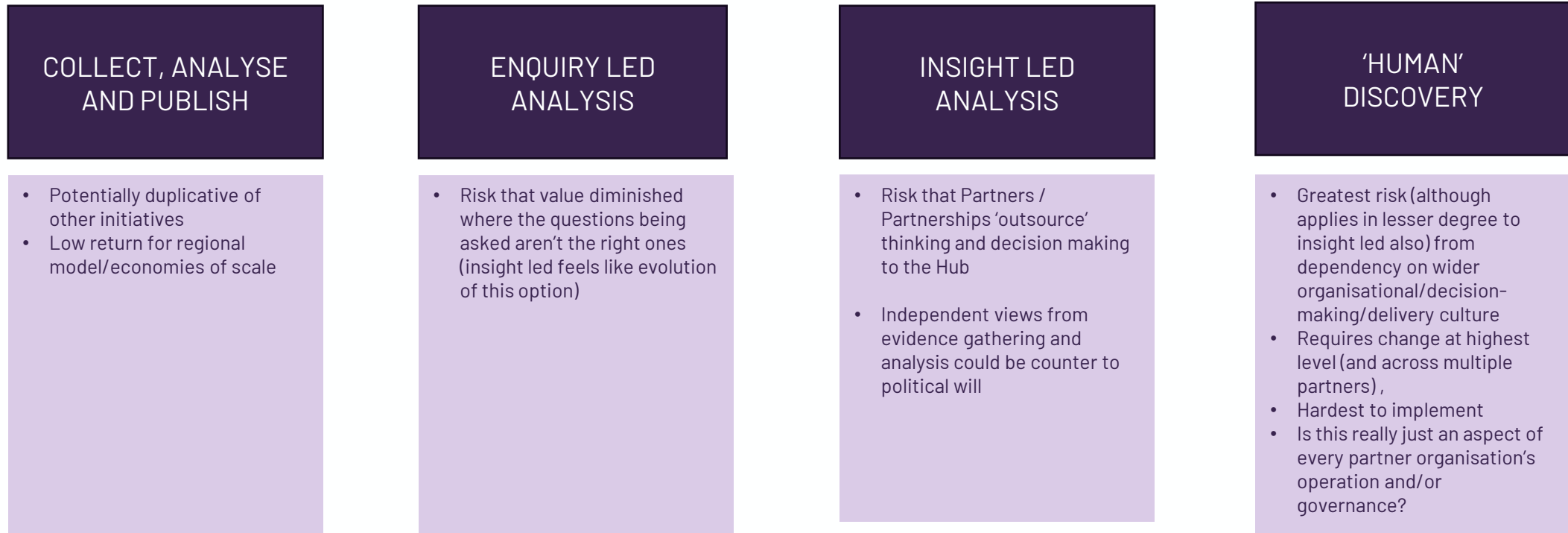


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[Return to Contents](#)

Figure 3B: Summary of **cons** of each Purpose option



VALUE

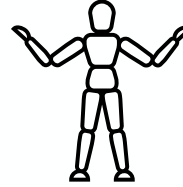
What value are you looking for and how will it be extracted?

What value do partners & stakeholders want from your RIH?



Prompts and ideas

- **Start small and scale in line with value delivered.** Deliver small, quick wins that meet the needs of partners & stakeholders. Delivering early value builds confidence and credibility within the Hub and within partners and stakeholders.
- **Value is a two-way street.** Map your partner and stakeholder landscape (Figure 4). In addition to understanding the value being sought from the Hub, ensure you capture the value that is being offered by each partner and stakeholder. Be clear on levels of interest and influence.
- **Remember that national bodies will be interested too.** You don't have to live/work in an area to be invested in it. Don't forget to include national bodies such as Enterprise Agencies, SDS, SFC, Transport Scotland, Visit Scotland and UK Departments such as Department for Business & Trade and ONS.
- **Don't forget – features are not benefits!** The list of 'things' that the Hub can potentially do are not benefits. Ensure you are getting to the actual benefits that partners & stakeholders are seeking. *Consumers buy a drill bit because they want neat, round holes, not because they want a drill bit*



Activities to be undertaken

1. **Capture value** – be specific and ensure you understand what partners and stakeholders need. Ask the questions, 'How will you know when the Hub is delivering for you?' 'What does good look like?'
2. **Test Value against Purpose.** Can the value being sought from the Hub be delivered with the Purpose agreed? Don't allow scope creep at this early stage. If partners and stakeholders are seeking more than your purpose will deliver then revisit and proactively manage expectations.

What value do partners & stakeholders want from your RIH?



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Stakeholder mapping – Figure 4 opposite

Starter list of partners & stakeholders:

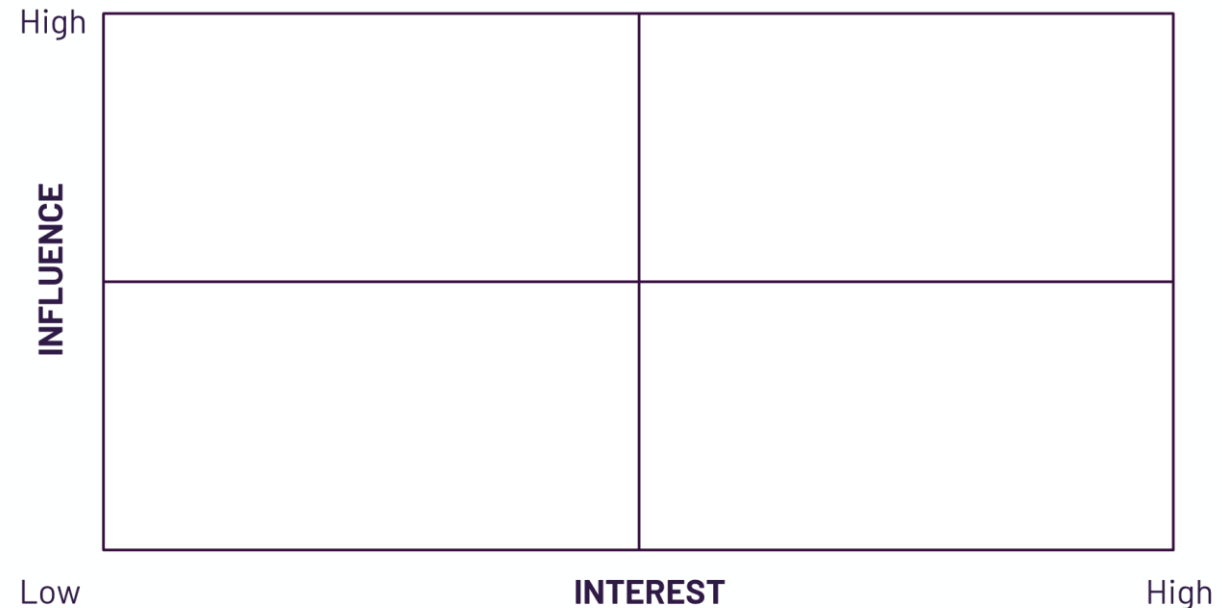
Regional & beyond

- Regional Economic Partners
- Local partnerships e.g. CHPs
- NHS Boards
- Housing Associations
- Colleges
- Universities

National (Scotland)

- SDS
- SFC
- Visit Scotland
- Transport Scotland
- Zero Waste Scotland
- Public Health Scotland
- Healthcare Improvement Scotland
- Improvement Service
- Scottish Government
- Other RIHs

Figure 4: Who are your partners & stakeholders

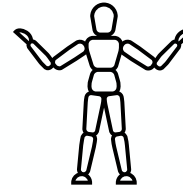


How might you extract the value?



Prompts and ideas

- **Don't assume.** Assumption isn't your friend here. We hear a lot about paucity of information, challenges with data-sharing, technology infrastructure barriers and lack of capacity to drive insight & intelligence from data. Some of these may be true but don't assume.
- **Regional interest does not equal regional location.** Remember that there are interested and important partners who are not located in the region – Universities, public bodies who operate at a national level (Scotland and UK level).
- **Engage in a phase of Discovery.** Focus on understanding the landscape in terms of
 - I. what you know. *What data already exists across the region (economic, labour market, health, skills, transport, housing)? Which organisations collect it? Is data duplicated, siloed or inconsistent?*
 - II. challenge yourself to explore the 'unknown'. For example, *where might there be data that we don't access? Who else may be able to support the efficient capture, sharing and use of data?*
- **Going beyond the data.** Data without purpose isn't helpful. Ask about decision-making processes, data and governance frameworks.



Activities to be undertaken

1. **Get the right people in a (virtual) room** – create a 'coalition of the willing' involving partners who are invested in exploring and designing the right model for your Hub.
2. **Understand your starting point.** Map the landscape – partners & stakeholders first and then datasets held by partners and where there are overlaps and gaps. Include any challenges around technology and/or data sharing. A stakeholder map and regional data map are good starting points in terms of improving understanding.
3. **Use the Strategic Questions.** You will know the big questions you want to ask. Use these as the basis for exploring who has what data where and how you access and analyse it. It might not be as difficult as you think.
4. **Survey users.** What data do they use, what do they use it for and what do they actually need to make better decisions? Share this information with partners. Consider creating a shared space where information can be easily accessed and updated.

How might you extract the value?



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[Stakeholder mapping - Figure 4 opposite](#)

[Government Framework for Data Maturity Assessment](#)

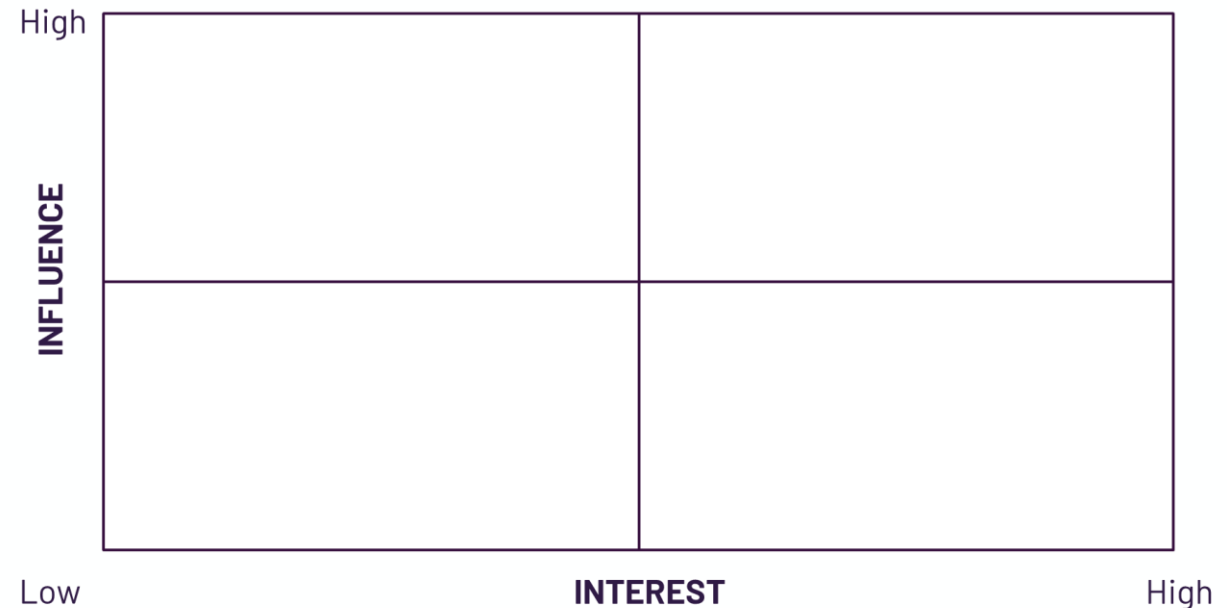
[Open Data Institute Data Ecosystem Mapping](#)

[Data Sharing Governance Framework](#)



[Return to Contents](#)

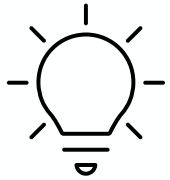
Figure 4: Who are your partners & stakeholders



CORE PROCESSES

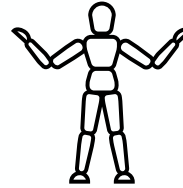
What might the Hub look like and how might it work?

How do we explore form and function?



Prompts and ideas

- **The Purpose & Value have been articulated You now need to design a Hub that will deliver both.** As has been said previously, form follows function. Be clear on the function and then design an operating model for your Hub that is efficient & proportionate.
- **Small is beautiful.** The form of your Hub will change over time; driven by need, investment, risk appetite and value delivered. Think big but start small.
- **Operating Models are not boxes on paper.** Use an Operating Model Framework to inform your exploration. This way you can focus on the content (see [Figure 5](#))
- **Efficient, digital-first processes will be key.** [Figure 6](#) provides a starter for 10 of core Hub processes. When designing your processes, think about automation, digital solutions and future interoperability with other Hubs.
- **As a partnership, design the Hub's operating structure.** There are a range of options. The [Structure](#) section provides a starter for 10 and some examples of each of the options are illustrated [here](#).



Activities to be undertaken

1. **Decide on a framework to design your Hub's Operating Model** – co-design where constructive but avoid designing a zonkey!
2. **Identify the Hub's core processes.**
3. **Agree the operating structure.**

How do we explore form and function?



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[Return to Contents](#)

Figure 5: Operating Model Framework

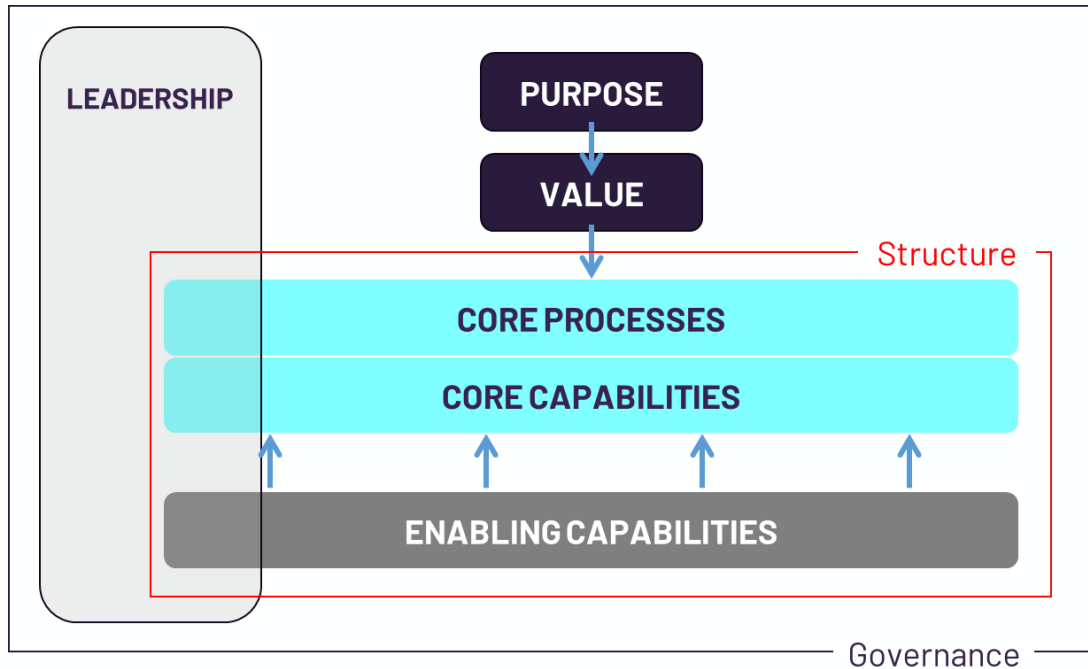
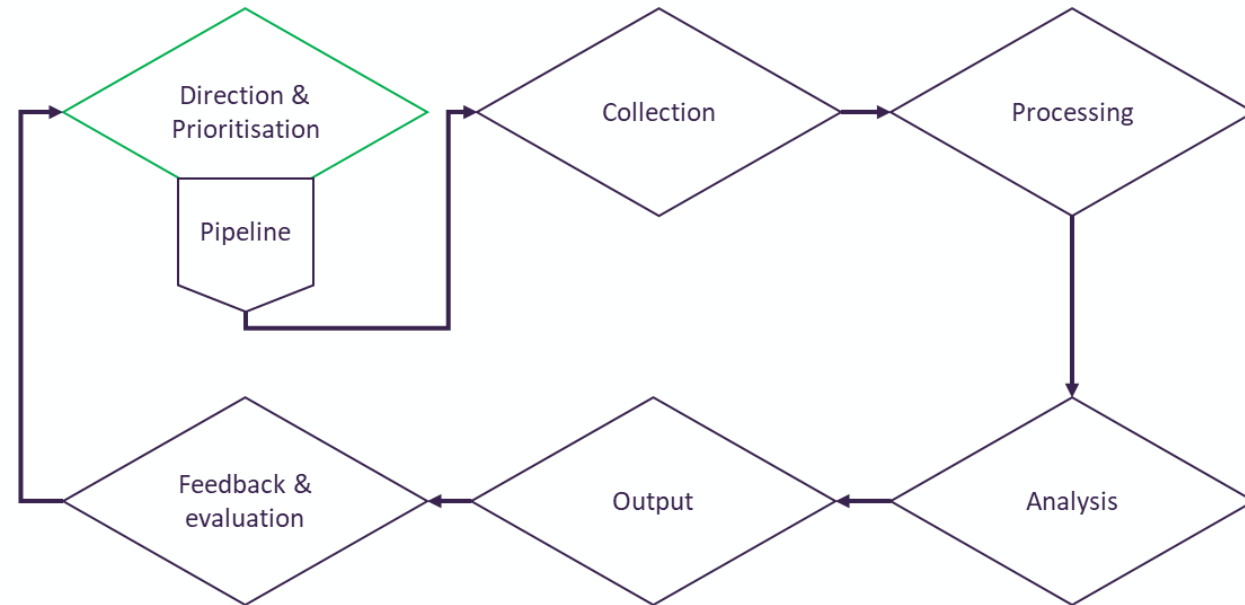


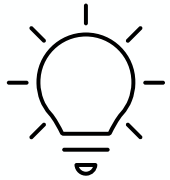
Figure 6: Core Hub processes



CORE CAPABILITIES

Who makes the Hub work?

What capabilities and resources will you require to design, deliver and operate your RIH?

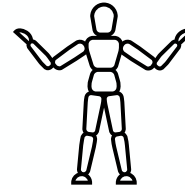


Prompts and ideas

It starts and ends with good leadership. We encourage you to think about leadership early. The creation of a Hub requires a leader that can provide strategic leadership for the Hub, ensuring that intelligence, data insight, and digital capability are aligned with regional priorities.

Think about:

- **People**
 - Data scientists
 - Economists
 - GIS analysts
 - Policy analysts
 - Programme Managers
 - Regional Liaison Managers
- **Governance**
 - Oversight board
 - Data governance



Activities to be undertaken

1. **Map capabilities & resources over the short, medium and long term.** This includes capacity, capability, frameworks & approaches and technology. There will be aspects that will be required initially, for example, to establish data-sharing agreements but may not be required on a full-time, permanent basis.
2. **Explore where the capabilities & resources can be sourced from.** What can partner organisation provide? If the Hub enables efficiency then partners could have available resource.
3. **Define the minimum viable structure for the Hub**

What capabilities and resources will we require to design, deliver and operate our RIH?



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[Government Digital & Data Profession Capability Framework](#)



[Return to Contents](#)

ENABLING CAPABILITIES

What do people need to do their best?

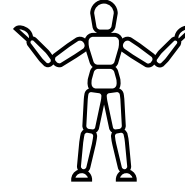
What enabling capabilities might be required?



Prompts and ideas

The enabling capabilities to consider for the Hub are:

- Senior level commitment to partnership and resource sharing
- Clear ownership and accountability
- Modern technology infrastructure - data platforms, dashboards, data pipelines
- Partner data quality and sense checking
- Data sharing agreements and legal frameworks
- Training and capability building
- Shared learning and case studies
- Funding - of course needs more discussion [here](#)
- Knowledge and Insight on how to design and deliver a Hub.



Activities to be undertaken

1. **Map out the capability you will require at different stages of maturity – you don't need it all on Day 1**
2. **Agree data standards**
3. **Build shared technology infrastructure. Be mindful of**
 - common data standards
 - shared platforms
 - interoperability
 - governance alignment.
4. **Engage and learn with others exploring or delivering a RIH**

What enabling capabilities might be required?



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Others in the Regional Partnership network involved in Regional Intelligence Hub discussions.



[Return to Contents](#)

LEADERSHIP

Who will provide direction and drive out value from your Hub?

What leadership might you need?



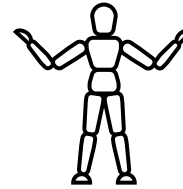
Prompts and ideas

A Hub will require strong leadership that is visionary, ambitious, independent, representative, inquisitive, proactive, forward thinking, and benefits focused.

You might consider a Leader to provide strategic leadership that ensures that intelligence, data insight, and digital capability are aligned with regional priorities. The role could be responsible for coordinating multiple partners, shaping the intelligence agenda, and ensuring the hub delivers actionable insights.

The Leadership should encourage the right partner behaviours, including:

- **Culture of collaboration.** Think about what collaboration means within your regional partnership. It is easy to collaborate when designing the Hub. This collaboration needs to continue when it comes to investing time and resources.
- **Sharing of sensitive data.** What are your red lines? Ensure you have discussed and understood what the red lines are for each partner.
- **Prioritisation.** Goodwill only extends so far. Individual partner organisations will want to see value being delivered for them as well as at a regional level. Ensure you have discussed priorities (the [strategic questions](#) may help this).



Activities to be undertaken

1. **Stimulate a conversation around leadership behaviours** – it's important the Hub leader supports good leadership in respective partners. You need to know how partners will behave as well as what they will do. Starter for 10 in terms of behaviours to explore:

- *Leadership commitment to the Hub*
- *Trust and transparency*
- *Shared accountability*
- *Evidence-based decision making*
- *Data openness*

Consider using a tool such as the Partnership Canvas ([Figure 7](#) overleaf) to drive out a Regional Intelligence Charter that Leaders can buy into.

Leading the partnership



Resources, tools & techniques



[Return to Contents](#)

PARTNERSHIP CANVAS : Developing High Impact Partnerships

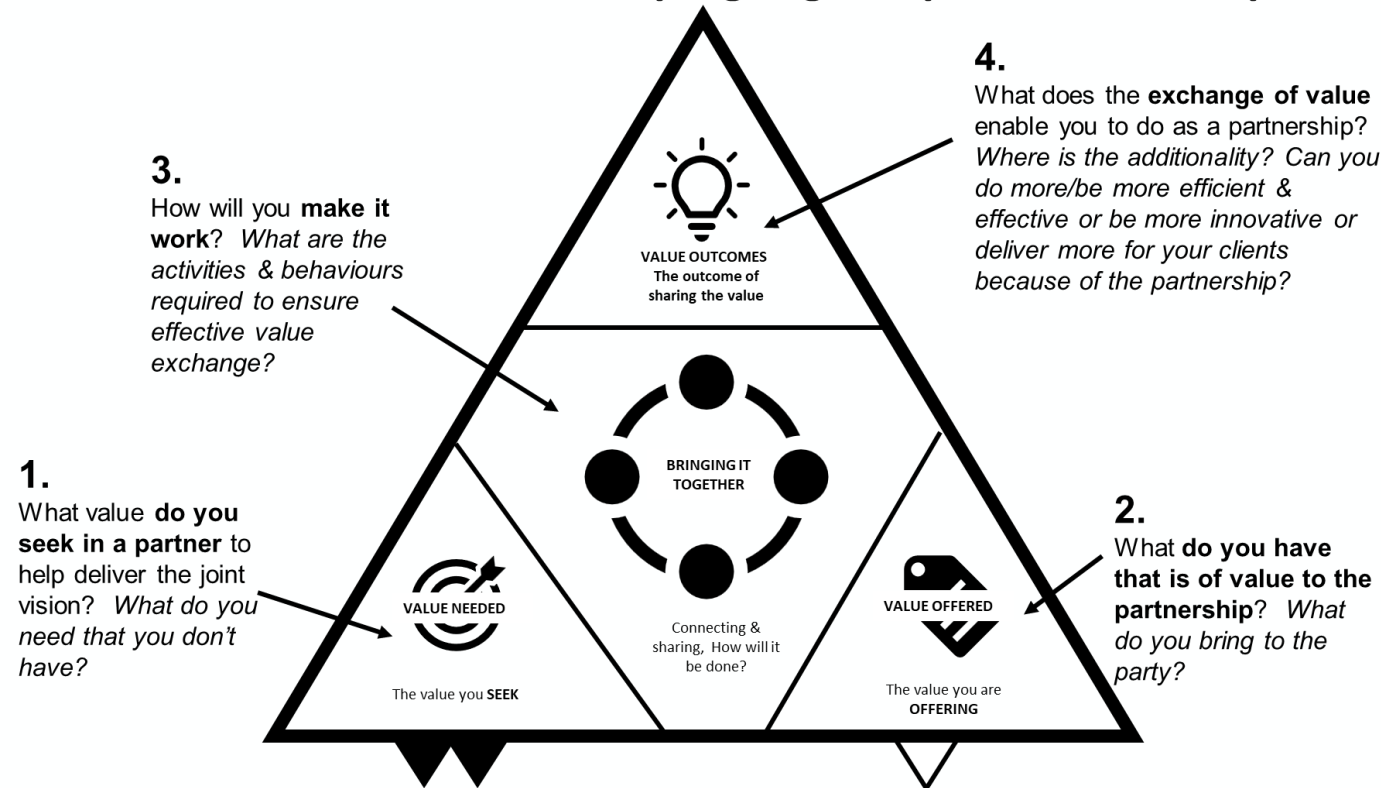


Figure 7: Partnership Canvas to help drive out a Regional Intelligence Charter that Leaders can buy into.

STRUCTURE

What is the best way to organise your Hub?

What structure could your Hub take?

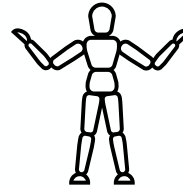


Prompts and ideas

Don't assume there is only one option. The best option will depend on the nature of the existing and desired future partnership. It will also depend on the context of speed and ease of getting started; and critically its scalability to respond to future demand.

Consider a range of options, including:

- Central Hub – in practice partners provide funding and set up support to a stand alone 'entity' who determine what service will be delivered and how.
- Hub & Spoke – requires strong partnerships to agree who the host partner will be to house and manage inputs provided by respective partners to deliver the Hub services.
- Commissioning / Federated – requires the partners / partnership to have a clear workplan and established network of 'providers' to deliver requirements. Contract Management over Project Management
- Outsourcing – requires partners (individually and collectively) to be mature buyers of services. Contract Management over Project Management.



Activities to be undertaken

1. **Research and consider a range of options that best suit the Purpose, Value, and how to get the most from the capabilities you assemble.**
2. **Review options with all partners, including identifying a lead partner (who will likely to be required for all options)**
3. **Agree whether you start with one option and evolve into alternative options as the Hub matures.**

What structure could your Hub take?



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Figure 8: Structural options



Examples of each are provided on the following pages purely for illustrative purposes and are based on a high-level understanding of each.

Central Hub



Led by: Improvement Service

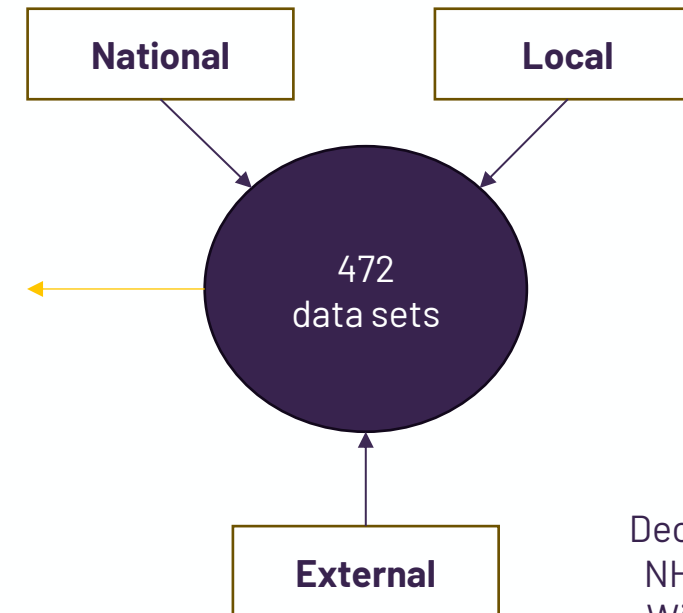
Purpose: to collect, transform, and join geo spatial data sets together to form Scotland-wide datasets; and publishes them in different ways for the rest of the data community to access and use.

Service users: Scottish public sector bodies and their contractors can access and use Spatial Hub data

Air quality
Car Parking
Renewable Energy

Community Assets
Contaminated Land
Cycle networks

Data collection
Data processing
Data publication



Decrofted areas
NHS Hospitals
Wind turbines

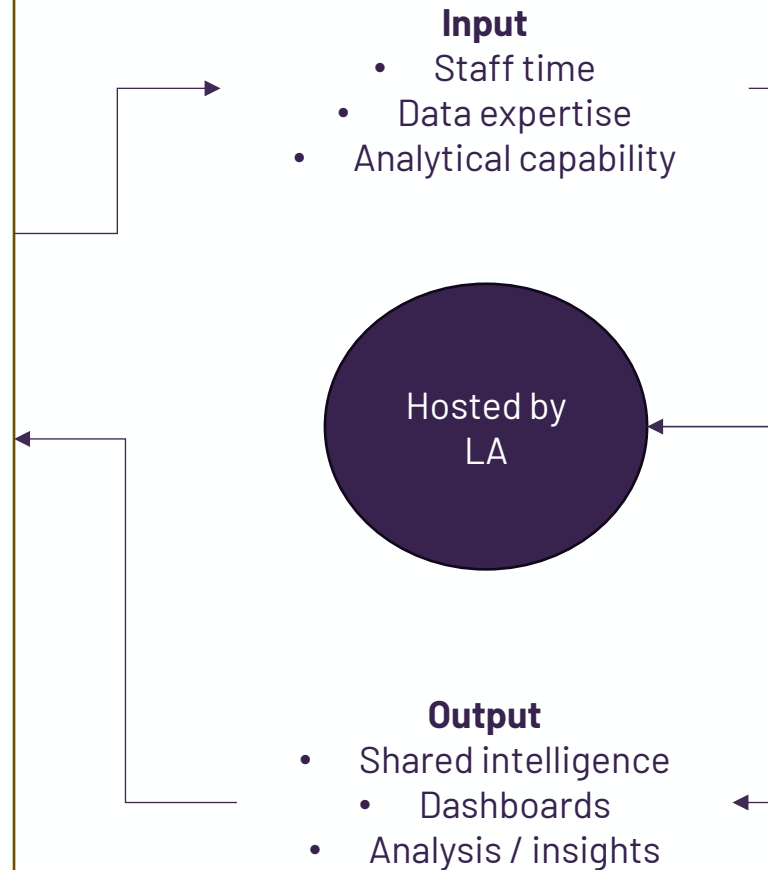
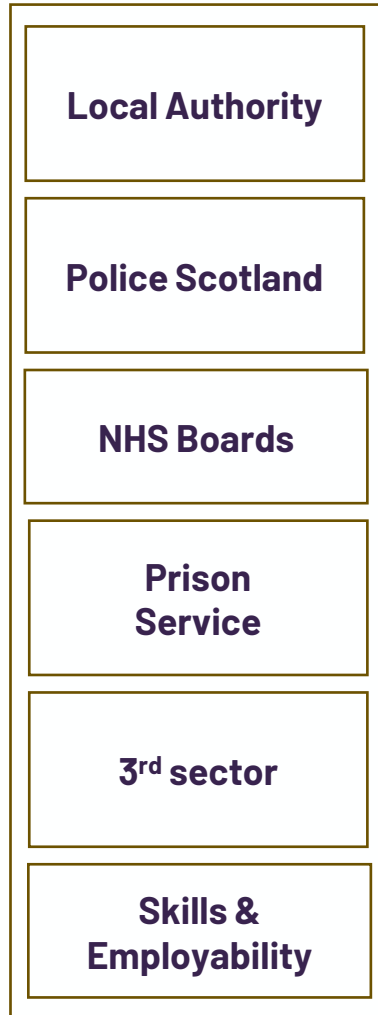
Hub & Spoke

Community Justice Partnership (CJP) Intelligence Hub

Led by: Lead local Authority

Purpose: to improve how justice partners share data, generate insight, and coordinate decision-making across a region.

Service users: Local authorities, Police Scotland, NHS Boards, Scottish Prison Service, Third-sector justice organisations, Skills and employability partners



Commissioning / Federated Model

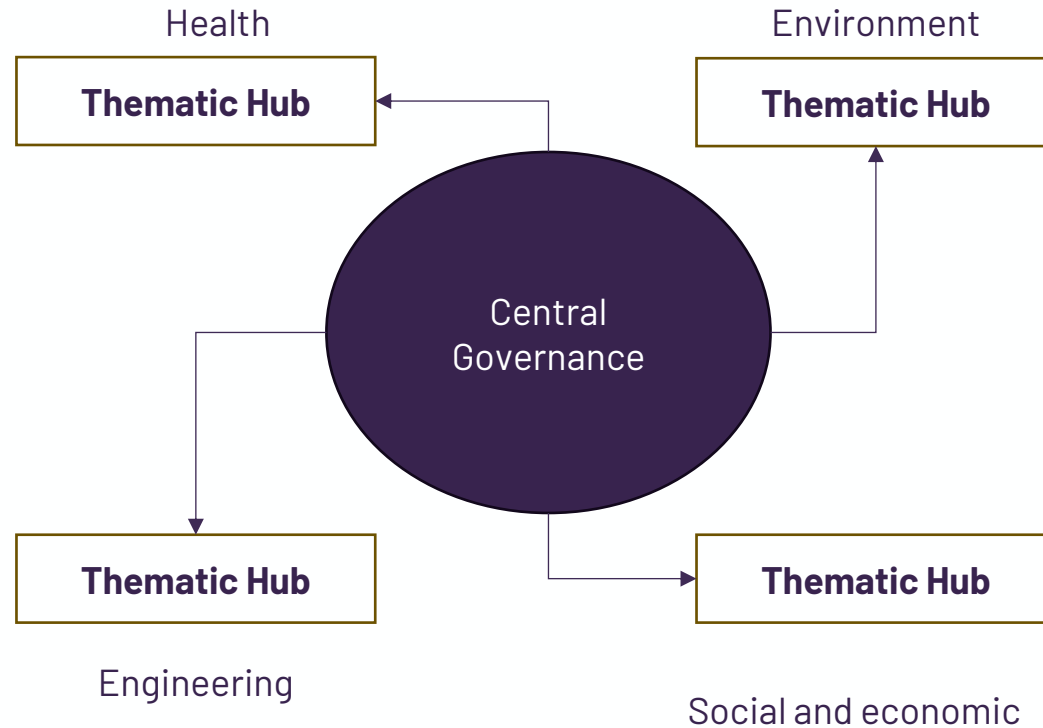


Led by: UK Research and Innovation

Purpose: to accelerate innovation, enable secure data sharing, and support cross-disciplinary research across the UK.

Service users: Researchers, Innovators, Government departments, Industry partners, Third-sector organisations

- Central governance
- Funding and commissioning
- Standards and interoperability frameworks
- A secure national data infrastructure



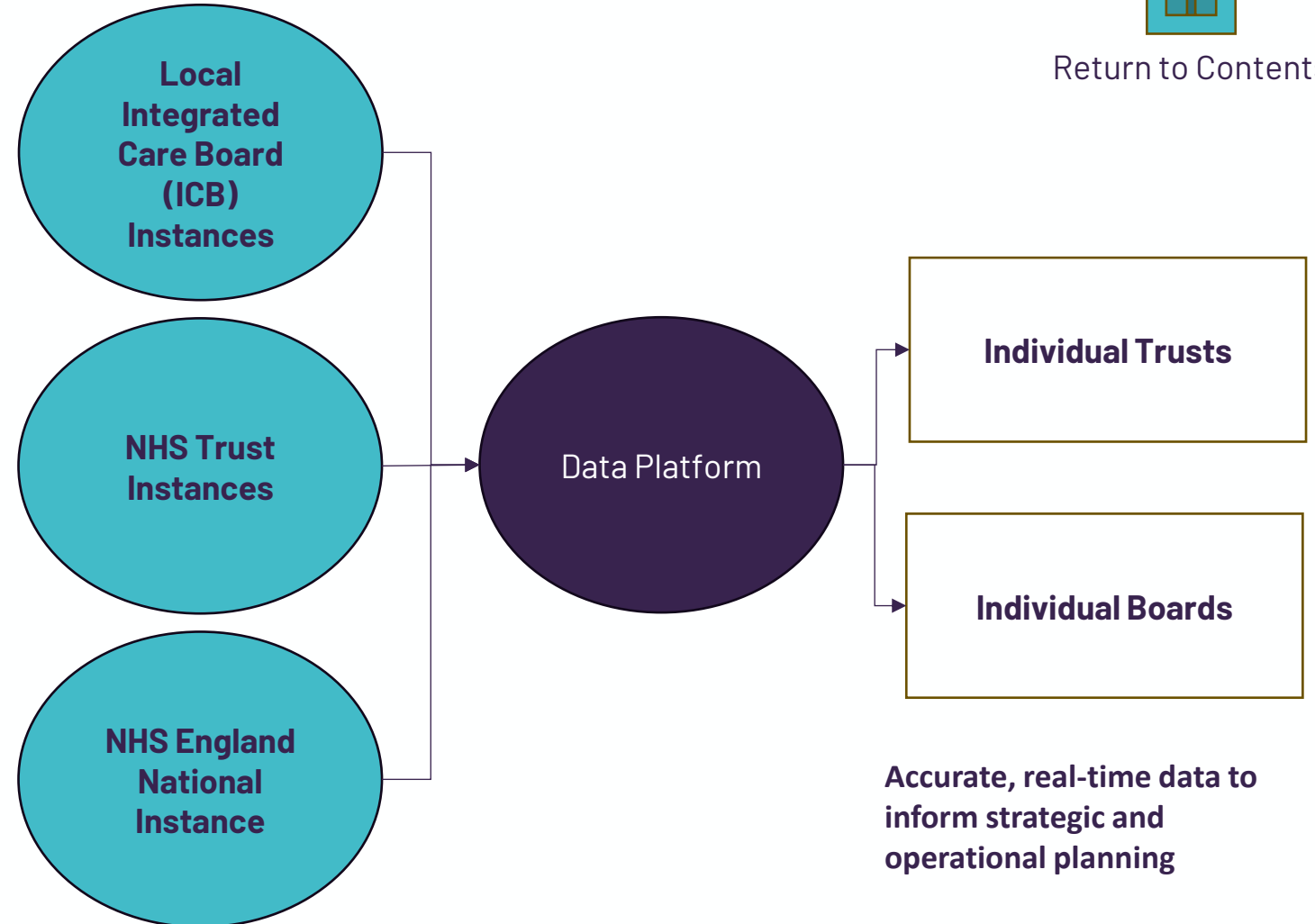
Outsourced

NHS Data platform

Led by: Private sector consortium

Purpose: to connect information across the NHS; designed to turn insight to action. Breaks down silos to create a unified view of information.

Service users: Acute, Mental Health, Community and Ambulance trusts.
Integrated Health Care Boards



Multiple legacy systems

Accurate, real-time data to inform strategic and operational planning



[Return to Contents](#)

GOVERNANCE

What governance arrangements keep you focussed on value?

What's the right governance?



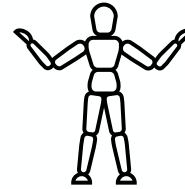
Prompts and ideas

Consider thinking about Governance as something that matures as the Hub grows. Too heavy governance can get in the way of progress, and too little introduces risk.

A Hub can start small and be focused on making the most from publicly available data. Existing governance arrangements may suffice. As your Hub matures each partner organisation will need to take advice once the full requirements of the fully functional Hub become clearer.

At a fundamental level, the following should be considered:

- Named chair / champions
- Clear organisational roles
- Accountability for data, resources, and staff
- Data Sharing Agreements if required (if starting small with publicly available data or data where there are already data sharing agreements in place additional agreements may not be required)
- It might be helpful for a Hub representative to attend REP meetings and that there are quarterly agenda items – led by the RIH – to discuss system signals, indicators and policy changes that may inform the RIH work programme.



Activities to be undertaken

1. **Agree the key activities of the Hub as it matures, and evolve appropriate governance requirements at each stage**
2. **Align with other data projects across the region**
3. **Review existing data sharing agreements (and piggy back where possible)**
4. **Create a risk register**

What's the right governance?



Resources, tools & techniques

[Data Protection Impact Assessments](#)

[Ethical AI frameworks](#)

[Risk register template - illustration in Figure 9 opposite](#)

[Horizon scanning](#)

[Information Commissioner's Office](#)

[Alan Turing Institute](#)



[Return to Contents](#)

Figure 9: Risk Register template - illustration

AGILE RISK REGISTER TEMPLATE

PROJECT

PROJECT MANAGER

DATE OF LAST UPDATE

	5	5	10	15	20	25
5	5	10	15	20	25	
4	4	8	12	16	20	
3	3	6	9	12	15	
2	2	4	6	8	10	
1	1	2	3	4	5	
	1	2	3	4	5	

RISK ID NO.	RISK CLASS	RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	PRIORITY LEVEL	MITIGATION STRATEGY	ACTION	OWNER	REASSESSMENT DATE
	Choose from dropdown.	Brief summary of the risk.	What will happen if the risk is not mitigated or eliminated.	Rate 1 (LOW) to 5 (HIGH)	Rate 1 (LOW) to 5 (HIGH)	(IMPACT X PROBABILITY) Address highest first.	What can be done to lower or eliminate the impact or probability.	Choose from dropdown.	Who's responsible?	00/00/0000
	Solution			2	5	10		Avoid		
	Timeline			3	4	12		Exploit		
	Budget			4	1	4		Transfer / Share		
	Legislative			5	5	25		Mitigate		
	Security			3	5	15		Accept with No Action		
	Resources			4	3	12				
	Scope			5	1	5				

FUNDING

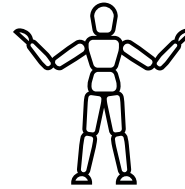
The \$1m question!

How will you fund your RIH on an on-going basis?



Prompts and ideas

- **There is no easy answer to this one (sorry to disappoint!).** Public sector funding will remain constrained for some time. Whilst there may be small amounts of funding available from Scottish Government to pump-prime regional activity or to ensure interoperability, it will likely not cover on-going operating costs of your Hub. Some things to think about when exploring funding:
 - Start with using existing resources. Getting more from your existing collective resources is one of the main values of an RIH
 - Population-based partner contributions
 - Central government funding – UK & SG and from ‘less obvious’ funds such as Public Sector Reform or Digital – if approaching try to focus on the funding gap (what can’t you find from your existing resources / funding)
 - Commercial research services
 - Subscription access to insights i.e. can you monetise outputs?
 - Consultancy services. Can you charge for any services on a project-by-project basis to remove the need for external consultants?



Activities to be undertaken

1. **Explore existing collective resources to deliver (at the least until you prove the model and attempt to scale)**
2. **Financial modelling**
3. **Partner contribution negotiation**
4. **Explore blended funding**
5. **Explore commercial services**

How will we fund our RIH on an on-going basis?



Resources, tools & techniques

[Cost-benefit analysis](#)

[HMT Green Book](#)

[Public Sector Reform in Scotland](#)

[Case Study published by Scottish Government](#) - Glasgow City Region Intelligence Hub Funding model - annual contributions from member authorities based on population formula.



[Return to Contents](#)

APPENDICES

Appendix 1 : South of Scotland Strategic Questions

Appendix 2 : Others involved in Regional Intelligence Hub discussions

Appendix 1 – Strategic Questions

1. Economic Growth & Business Development

- How can we encourage economic development without ruining our beautiful region?
- How to grow our private sector?
- What types of business exist now + where? How is this expected to change in the future?
- What are the opportunities of a rural area?
- How can we best sell the region for inward investment?
- How can we identify the conditions and locations for clusters/sectors to coalesce and grow? (centres of excellence)
- How do we identify enterprises with growth ambition and opportunity?
- What are the economic/financial investment opportunities in the region?
- What are the priorities for the South of Scotland and what types of intervention could provide the greatest return?
- What does the evidence tell us about the specific challenges in the South of Scotland?
- What solutions work best for the South of Scotland?
- What are the priorities for the South, and what interventions will provide the greatest return?

2. Labour Market, Skills & Workforce Development

- What does the evidence tell us about the specific challenges for South of Scotland?
- What skills are required for future industries in our region?
- What are the emerging professions that we need local students to train/develop skills in?
- What are our skills shortages?
- How do we attract and retain professional staff?
- What works/has worked well to address skills gaps in the past or elsewhere?
- How does supply currently meet demand in terms of education, training, and labour market needs?

Appendix 1 – Strategic Questions

3. Demographics & Population Challenges

- What do demographics mean for future economic opportunities?
- How do we attract young people back to our region?
- How can we retain young people in our region?
- What are the causes of the region's 'Hourglass' demography (relative shortage of 15–30-year-olds)?
- What opportunities are there to support the ageing population to a better quality of life?

4. Sustainability, Regeneration & Infrastructure

- How do we assist redevelopment in the region?
- How do we help businesses transition – e.g., into sustainable practices/N7 transition?
- What are the barriers to improving circulation of materials in the region?
- How can intelligence assist in addressing strategic problems (child poverty, rural connectivity, population challenge)?
- Roads/transport planning opportunities and how they impact economic development.

5. Community & Well-being

- How do we reduce inequalities to give residents the best quality of life?
- How can we better support the 20k unpaid carers in the region?
- How can citizens take better care of themselves (active communities, addressing obesity)?
- How can we identify the consequential economic benefit of community and cultural activities and events?
- Who is traveling to the region, for what, and how do we enhance their experience?

Appendix 1 – Strategic Questions



[Return to Contents](#)

6. Strategic Planning & Foresighting

- What are the gaps in our knowledge about South of Scotland – and what can credibly be done about those?
- What information and/or data can the Hub provide to explore new insights on productivity and growth?
- How will the Hub interact with pre-existing hubs and clusters in Scotland and the UK?
- Will the Hub operate as a Centre of Excellence in terms of focused expertise, specialisation, efficiency, visibility and stronger relationships.
- Will the Hub aim to drive growth narratives, or will it be more of a sounding board?
- Can we leverage better/more accurate intelligence for better outcomes/performance/ growth?
- How do we make the case for future economic investment?
- How will the Hub support representation/advocacy for the South of Scotland in forums making decisions or sharing intelligence about sub-Scotland analysis.
- How will the Hub aid understanding strengths – clusters of business and future opportunities?

Appendix 2 – Others involved in Regional Intelligence Hub discussions

Can be accessed through the SG REP lead



[Return to Contents](#)