

Public Document Pack



SCOTTISH BORDERS COUNCIL THURSDAY, 31 MAY, 2018

A MEETING of the SCOTTISH BORDERS COUNCIL will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST. BOSWELLS on THURSDAY, 31 MAY, 2018 at 10.00 AM

J. J. WILKINSON,
Clerk to the Council,
24 May 2018

BUSINESS																																			
1.	Convener's Remarks.																																		
2.	Apologies for Absence.																																		
3.	Order of Business.																																		
4.	Declarations of Interest.																																		
5.	<p>Minute (Pages 5 - 14)</p> <p>Consider Minute of Scottish Borders Council held on 26 April 2018 for approval and signing by the Convener. (Copy attached.)</p>	2 mins																																	
6.	<p>Committee Minutes</p> <p>Consider Minutes of the following Committees:-</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%;">(a)</td> <td style="width: 70%;">Tweeddale Area Partnership</td> <td style="width: 25%;">27 March 2018</td> </tr> <tr> <td>(b)</td> <td>Cheviot Area Partnership</td> <td>28 March 2018</td> </tr> <tr> <td>(c)</td> <td>Major Contracts Governance Group</td> <td>12 April 2018</td> </tr> <tr> <td>(d)</td> <td>Local Review Body</td> <td>16 April 2018</td> </tr> <tr> <td>(e)</td> <td>Teviot & Liddesdale Area Partnership</td> <td>17 April 2018</td> </tr> <tr> <td>(f)</td> <td>Audit & Scrutiny</td> <td>19 April 2018</td> </tr> <tr> <td>(g)</td> <td>Civic Government Licensing</td> <td>20 April 2018</td> </tr> <tr> <td>(h)</td> <td>Planning & Building Standards</td> <td>30 April 2018</td> </tr> <tr> <td>(i)</td> <td>Executive</td> <td>1 May 2018</td> </tr> <tr> <td>(j)</td> <td>Peebles Common Good Fund</td> <td>9 May 2018</td> </tr> <tr> <td>(k)</td> <td>Galashiels Common Good Fund</td> <td>10 May 2018</td> </tr> </table> <p>(Please see separate Supplement containing the public Committee Minutes.)</p>	(a)	Tweeddale Area Partnership	27 March 2018	(b)	Cheviot Area Partnership	28 March 2018	(c)	Major Contracts Governance Group	12 April 2018	(d)	Local Review Body	16 April 2018	(e)	Teviot & Liddesdale Area Partnership	17 April 2018	(f)	Audit & Scrutiny	19 April 2018	(g)	Civic Government Licensing	20 April 2018	(h)	Planning & Building Standards	30 April 2018	(i)	Executive	1 May 2018	(j)	Peebles Common Good Fund	9 May 2018	(k)	Galashiels Common Good Fund	10 May 2018	5 mins
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7.	Open Questions	15 mins																																	
8.	Early Learning and Childcare: Expansion to 1140 hours	15 mins																																	

	Consider report by Service Director Children and Young People. (Copy to follow.)	
9.	Response to Consultation on the safe and planned future of the Scottish Fire and Rescue Service (Pages 15 - 40) Consider report by Chief Executive. (Copy attached.)	15 mins
10.	South of Scotland Enterprise Agency - Consultation Response (Pages 41 - 92) Consider report by the Executive Director. (Copy attached.)	15 mins
11.	Responsible Dog Ownership and Measures to Control Dog Fouling (Pages 93 - 128) Consider report by Service Director Assets and Infrastructure. (Copy attached.)	15 mins
12.	Capital Programme 18/19 - Investment in Play Areas and Outdoor Community Spaces Consider report by Service Director Assets and Infrastructure. (Copy to follow.)	10 mins
13.	Members Allowances and Expenses 2017/2018 Consider report by Chief Executive. (Copy to follow.)	10 mins
14.	Motion by Councillor H. Anderson Consider Motion by Councillor H. Anderson in the following terms:- "Valuing our Community Centres Live Borders have recently completed an independent Appraisal of the operation, aptitude and ambitions of the house committees of the 10 community centres they have responsibility for. The report states that whilst 2 of these 10 centres are interested in actively pursuing greater autonomy, the remaining 8 are more tentative. Changing the management arrangements and responsibilities for these buildings requires careful facilitation in order to ensure that the capacity of the existing house committees is retained and strengthened, not weakened. Whilst the centres are currently the responsibility of Live Borders, any potential transfer of the buildings will require the agreement of full council. A key consideration must be the consequences of any transfer on the wider communities who use these facilities every day. The Council therefore asks that the Executive Director and Council representatives on the Joint Officer Group and the Executive/Board Liaison Group monitor and take relevant action to ensure that any negotiations about potential transfer are sensitively and effectively managed to safeguard the community value these centres represent."	5 mins
15.	Any Other Items Previously Circulated	
16.	Any Other Items Which the Convener Decides Are Urgent	
17.	Private Business	

	<p>Before proceeding with the private business, the following motion should be approved:-</p> <p>“That under Section 50A(4) of the Local Government (Scotland) Act 1973 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 7A to the aforementioned Act.”</p>										
18.	<p>Minute (Pages 129 - 130)</p> <p>Consider private Section of Minute of Scottish Borders Council held on 26 April 2018. (Copy attached.)</p>	1 mins									
19.	<p>Committee Minutes</p> <p>Consider private Sections of the Minutes of the following Committees:-</p> <table border="0"> <tr> <td>(a)</td> <td>Major Contracts Governance Group</td> <td>12 April 2018</td> </tr> <tr> <td>(b)</td> <td>Civic Government Licensing</td> <td>20 April 2018</td> </tr> <tr> <td>(c)</td> <td>Executive</td> <td>1 May 2018</td> </tr> </table> <p>(Please see separate Supplement containing private Committee Minutes.)</p>	(a)	Major Contracts Governance Group	12 April 2018	(b)	Civic Government Licensing	20 April 2018	(c)	Executive	1 May 2018	
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20.	<p>Tweedbank Future Development Opportunities</p> <p>Consider report by Service Director Assets and Infrastructure. (Copy to follow.)</p>	15 mins									
21.	<p>City Region Deal - Business Case</p> <p>Consider report by Executive Director. (Copy to follow.)</p>	15 mins									

NOTES

1. **Timings given above are only indicative and not intended to inhibit Members' discussions.**
2. **Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.**

Please direct any enquiries to Louise McGeoch Tel 01835 825005
email lmcgeoch@scotborders.gov.uk

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SCOTTISH BORDERS COUNCIL

MINUTE of MEETING of the SCOTTISH BORDERS COUNCIL held in Council Headquarters, Newtown St. Boswells on 26 April 2018 at 10.00 a.m.

Present:- Councillors T. Weatherston (Vice Convener), S. Aitchison, A. Anderson, H. Anderson, J. Brown, S. Bell, K. Chapman, K. Drum. G. Edgar, J. A. Fullarton, J. Greenwell, C. Hamilton, S. Hamilton, S. Haslam, E. Jardine, H. Laing, S. Marshall, W. McAteer, T. Miers, D. Moffat, D. Paterson, C. Penman, C. Ramage, N. Richards, E. Robson, M. Rowley, H. Scott, S. Scott, E. Small, E. Thornton-Nicol, G. Turnbull.

Also present:- Mr I. Topping, Religious Representative in respect of Education matters.

Apologies:- Councillors S. Mountford, D. Parker, R. Tatler.

In Attendance:- Chief Executive, Executive Director (P. Barr), Executive Director (R. Dickson), Service Director Children and Young People, Service Director HR, Service Director Regulatory Services, Joint Director of Public Health, Chief Financial Officer, Chief Social Work Officer, Chief Legal Officer, Clerk to the Council.

1. **VICE CONVENER'S REMARKS**

The Vice Convener advised that the Convener had sent congratulations on behalf of the Council to TRH The Duke and Duchess of Cambridge on the recent birth of their son.

DECISION NOTED.

2. **MSYP PRESENTATION – “RIGHT HERE RIGHT NOW” CAMPAIGN**

The Vice Convener welcomed Sanna Aziz and Tanya Thomson, members of the Scottish Youth Parliament to the meeting. They outlined the background to the setting up of the Youth Parliament and advised that the topic for the campaign had been chosen following a survey of 5000 young people across Scotland, including 800 from the Scottish Borders. The campaign focussed on the UN Convention on the Rights of the Child and European Convention on Human Rights. The key messages were to ensure that young people were aware of their rights and empowered to take action to defend them. Decision makers were being asked to keep young people right at the heart of all decisions. The objectives of the campaign were to influence law, policy and practice and improve the links between the Scottish Youth Parliament and other national bodies. There were 3 themes, namely: Advocacy, Action and Awareness, with Advocacy being the overarching theme. In terms of awareness raising, people were being encouraged to sign a pledge stating what they were doing for the young people of the Borders. Councillors were asked to consider children's rights, seek the views of young people and encourage schools to work towards bronze, silver or gold level of "Right Respecting Schools" awards. Sanna and Tanya answered Members' questions. Councillor Marshall thanked Tanya for her involvement in the Teviot & Liddesdale Area Partnership. Sanna advised that she was holding a joint surgery with Councillor Chapman at Peebles High School and was happy to be invited to other Councillors' surgeries. It was noted that MSYP elections were held every 2 years. Councillor S. Hamilton advised that Sanna had received the "One to Watch" award from the Scottish Youth parliament. The Vice Convener thanked Sanna and Tanya for their informative presentation.

DECISION

NOTED the importance of this campaign for young people and agreed that Councillors be photographed at the end of the meeting with their signed pledge forms.

2. **MINUTE**

The Minute of the Meeting held on 29 March 2018 was considered.

DECISION

AGREED that the Minute be approved and signed by the Convener.

3. COMMITTEE MINUTES

The Minutes of the following Committees had been circulated:-

Eildon Area Partnership	8 March 2018
Berwickshire Area Partnership	15 March 2018
Audit & Scrutiny	19 March 2018
Hawick Common Good Fund	20 March 2018
Civic Government Licensing	23 March 2018
Planning & Building Standards	26 March 2018
Executive	17 April 2018

DECISION

APPROVED the Minutes listed above subject to paragraph 4 below.

4. COMMITTEE RECOMMENDATIONS

4.1 Executive Committee

With reference to paragraph 6 of the Minute of the Executive Committee held on 17 April 2018, it was recommended that an elected Member from the Selkirkshire Ward represent the Council on the Selkirk Town Centre BID Board. Councillor Thornton-Nicol, seconded by Councillor Turnbull, moved that Councillor Penman be appointed and this was unanimously approved.

DECISION

AGREED that Councillor Penman be appointed to the Selkirk Town Centre BID Board.

- 4.2 With reference to paragraph 7 of the Minute of the Executive Committee held on 17 April 2018, it was recommended that the new Hawick and East Berwickshire Member Working Groups be established as soon as possible and business people and local stakeholders be co-opted onto these groups in line with local member expectations.

DECISION

AGREED to approve the recommendations relating to the setting up of the two Working Groups.

- 4.3 With reference to paragraph 8 of the Minute of the Executive Committee held on 17 April 2018, regarding the Borderlands Inclusive Growth Deal it was recommended:-

- (a) to delegate authority to the Chief Executive, in consultation with the Leader and Executive Member for Business and Economic Development, to accept the terms of the Draft Memorandum of Understanding as set out in Appendix 2 to the report;
- (b) that the Council contribute a further £50,000 towards the joint pre-Deal development costs, to be allocated from existing budgets in the Economic Development service; and
- (c) that further progress reports be presented during 2018 as the development stages of the deal proceed; and
- (d) that Council should approve the final proposition of the Borderlands Inclusive Growth Deal prior to submission to the UK and Scottish Governments.

DECISION

AGREED to approve the recommendations detailed above.

5. OPEN QUESTIONS

Councillor H. Scott raised a point of order in terms of Standing Order 39 and expressed the view that questions he had submitted should have been answered and he did not agree with

the reasons for disallowing them. The Vice-Convenor advised that while he respected the Councillor's view, he was accepting the advice of officers and that the questions could not be asked. The questions submitted by Councillors Robson, Laing and S. Hamilton were answered.

DECISION

NOTED the replies as detailed in Appendix I to this Minute.

6. ST. MARGARET'S RC PRIMARY SCHOOL – CONSULTATION OUTCOME REPORT

There had been circulated copies of a report by the Service Director Children and Young People advising that following the completion of a public consultation process as set out in the Schools (Consultation) (Scotland) Act 2010 (as amended), Members were asked to approve the proposal to close St Margaret's RC Primary School, Hawick and for the children currently attending the school to be offered a place at a catchment school. The report explained that at its meeting on 7 November 2017, the Executive Committee agreed to the commencement of a statutory consultation regarding the proposed closure of St Margaret's following a sustained drop in pupil numbers. This statutory consultation was undertaken from 22 November 2017 to 22 January 2018 and a consultation report in respect of the proposals was prepared and published on 8 March 2018. The Consultation Report, a copy of which formed Appendix 1 to the report, was advertised in the press, with all interested parties given a three week period until 29 March 2018 to raise concerns or pose alternative solutions through written or electronic submissions. No concerns or alternative solutions were submitted during this period. Members agreed that, with sadness, they had to accept the closure of this school. The quality of the consultation process and the support from parents and the community was commended.

DECISION

AGREED that:-

- (a) St Margaret's RC Primary School, Hawick was closed; and**
- (b) the children who currently attended the school were offered places within a catchment area primary school based on their home address.**

7. EARLY YEARS AND CHILDCARE – EXPANSION TO 1140 HOURS

The Chief Executive advised that consideration of this report was to be deferred until the next Council meeting on 31 May to allow an updated position to be presented.

DECISION

NOTED.

8. SCHOOL ESTATE REVIEW: SECONDARY SCHOOL REVIEW – GALASHIELS, HAWICK, PEEBLES AND SELKIRK

There had been circulated copies of a report by the Service Director Children and Young People providing Members with a summary of the assessment process that had been undertaken regarding the condition, suitability and capacity of each of the secondary schools in Galashiels, Hawick, Peebles and Selkirk. The report also contained a summary of the engagement that Council officers had undertaken with pupils, staff, parents, Parent Councils and the community in each of the school clusters regarding the future vision for learning provision in each of the areas. Recommendations had been made regarding the creation of a Secondary School Individualised Strategic Plan regarding the future of each of these schools. The proposed Secondary School Individualised Strategic Plans would contribute significantly to the vision and priorities set out in the Council's Connected Borders Strategic Plan. The Secondary School Strategy had the opportunity to contribute to: connected communities by providing improved opportunities for learning; enterprising communities with regard to workforce; communities of well-being by providing opportunities for intergenerational learning; communities of caring by providing a place where communities could come together to support families. Members welcomed the involvement of young

people in the consultation process. In response to the timescale for the proposed investment and concerns expressed by some Members, Councillor Chapman proposed that the Group Leaders should join him in writing to John Swinney, MSP requesting additional funding. The other Group Leaders agreed to support this proposal.

DECISION

AGREED to approve the creation of a Secondary School Individualised Strategic Plan regarding the schools in Galashiels, Hawick, Peebles and Selkirk; which would enable Council officers to develop a bespoke strategy for each of these schools in line with the principles of the School Estate Review and the pillars of the Christie Commission, with an update report brought back to the Council in October 2018.

9. COMMUNITY ACTION TEAM OVERSIGHT GROUP

There had been circulated copies of the proposed terms of reference for the Police Community Action Team Member/Officer Oversight Group. The Chief Social Work Officer outlined the proposed remit of the Group and advised it was hoped to have an early meeting.

VOTE

Councillor McAteer, seconded by Councillor Turnbull, moved that 2 members of the Opposition be added to the membership of the Group.

Councillor Bell, seconded by Councillor Thornton-Nicol, moved as an amendment that there be 3 members from the Opposition

On a show of hands Members voted as follows:-

Motion - 18

Amendment - 12

It was accordingly decided that there be 2 members of the opposition on the group

The Vice-Convenor allowed a short recess to allow Members to discuss nominations.

Councillor Miers, seconded by Councillor A. Anderson, moved that Councillor Drum be appointed but he declined to be nominated.

Councillor Bell, seconded by Councillor H. Anderson, moved that Councillor Moffat be nominated and Councillor S. Scott, seconded by Councillor S. Hamilton, moved that Councillor Brown be nominated. There being no other nominations Councillors Moffat and Brown were accordingly appointed.

DECISION

AGREED:-

(a) to approve the proposed terms of reference for the Member/Officer Oversight Group, including the addition of 2 members of the Opposition to the membership of the Group; and

(b) that Councillors Brown and Moffat be added to the membership of the Group.

10. MOTION BY COUNCILLOR JARDINE

Councillor Jardine, seconded by Councillor Haslam, moved his motion as detailed on the agenda in the following terms with a slight amendment to the number of athletes:-

"The elected members, would like to pay tribute and congratulate all the athletes and coaches from our region, that have competed in the 2018 Commonwealth Games in Australia. It shows the strength and depth of sport, in our small region. That thirteen representatives and one coach from all over the Scottish Borders, were chosen to compete in several sports as part of the most successful overseas Scottish Commonwealth Games Team. It is hoped that the performances of our homegrown athletes, on the Gold Coast of Australia, will also encourage the next generation of Scottish Borders sporting stars."

Councillor Jardine spoke in support of his motion which was unanimously approved.

DECISION

AGREED to approve the Motion as detailed above.

11. **PRIVATE BUSINESS**

DECISION

AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to exclude the public from the meeting during consideration of the business detailed in Appendix II to this Minute on the grounds that it involved the likely disclosure of exempt information as defined in Paragraphs 1, 6, 8 and 9 of Part I of Schedule 7A to the Act.

SUMMARY OF PRIVATE BUSINESS

13. **Minute**

The private section of the Council Minute of 29 March 2018 was approved.

14. **Committee Minutes**

The private sections of the Committee Minutes as detailed in paragraph 3 of this Minute were approved.

The meeting concluded at 12 noon

SCOTTISH BORDERS COUNCIL
26 APRIL 2018
APPENDIX I

OPEN QUESTIONS

Questions from Councillor Robson

To Executive Member for Neighbourhoods and Locality Services

1. Can the Executive Member advise whether there is a policy for charging for pest control in both domestic and commercial situations and if that policy has been either introduced or changed in the last twelve months?

Reply from Councillor Aitchison

The Council does have a charging policy for both domestic and commercial premises. The policies have been in existence for many years. Domestic charges are increased in line with the Council's fees and charges annually.

The commercial premises charges were reviewed in January 2018 to better reflect the cost to the Council.

A list of all fees and charges for 2018/19 can be found here:

https://www.scotborders.gov.uk/info/20052/environmental_problems/111/pest_control

In 2017/18 the income generated for Pest Control was:

Domestic Premises	£27,377.80
Commercial	£ 9,444.60
Commercial Contracts (Farms)	£50,732.00
Total	£87,554.40

Supplementary

Councillor Robson asked whether the Executive Member would agree to meet with him to discuss the implementation of the policy as there seemed to be some inconsistency in its application.

Councillor Aitchison advised that together with the appropriate officer(s) he was happy to have such a meeting,

2. Can the Executive Member for Neighbourhoods and Locality Services advise whether he or one of the Council's Directors has met the Citizens Advice Bureau since 29th March and what issues were discussed?

Reply from Councillor Aitchison

I can confirm that a planned meeting took place earlier this week. This was chaired by the Service Director for Customer & Communities and was attended by three representatives from the Borders Citizens Advice Consortium, a board member, a manager and a treasurer as well as other officers from the Council.

The meeting was extremely productive and discussions centred on the agreement to extend the existing contract between the Council and the Consortium for the delivery of money and welfare advisory services on behalf of the Council. A process on how this will be done was agreed as well as how the Council and the Consortium can work together on a longer term vision for the partnership.

There is a further meeting planned for next week and regular meetings, as agreed, will take place going forward.

Supplementary

Councillor Robson asked the Executive Member to keep Members informed of progress and to look to reinstate the £11k cut in funding given the added pressure on CABs following the changes to welfare benefits. Councillor Aitchison advised that as policies changed there was a need to ensure there was a “fit for purpose” service with better collaborative working, which was the aim of the meetings. He undertook to keep Members advised of progress.

Question from Councillor Laing

To the Executive Member for Business & Economic Development

An economic impact report by Cycling Scotland published in February found that cycling travel made a total contribution to the Scottish Economy of between £596m and £774m.

The “We are cycling” website describes cycling in the Scottish Borders as “a delight for the confident tourer.”

Tourism is a growing and essential contributor to the Borders economy.

What is the council doing to expand cycle tourism in the Borders to open up cycling to a wider population and to maximise the potential from this cycling boom?

Reply from Councillor Rowley

The Scottish Borders has a long-established and substantial leisure cycling offer on natural trails as well as world-class mountain biking at the 7stanes sites at Glentress, Innerleithen and Newcastleton. The natural assets of the area provide a wonderful cycling playground and there are a range of cycle friendly services.

The Scottish Borders Cycle Tourism Strategy aims to boost the Scottish Borders economy and accelerate the growth of cycling from both an events and tourism perspective.

Scottish Borders Council hosts and manages the cycle Scottish Borders dot com website specifically for cyclists. In addition to this, we regularly run social media campaigns through Visit Scotland and will be investing in a campaign in 2018 to highlight the opportunities for adventure cyclists and gravel cyclists.

We continue to support major local events including the Tour of the Borders, Tour de Lauder and Tweedlove. That support takes the form of advice, provision of services and direct financial support.

We will continue to try and secure the opportunity to host stages of the Tour of Britain, which is the UK’s biggest professional cycling race, over the coming years. The economic impact in one day of the Tour of Britain at Kelso in 2017 was £430k with an attendance of 32,000 people over the length of the route. This race secures an outstanding opportunity through live television broadcasts to promote the Scottish Borders. The Tweedlove Festival in 2017, which runs over two weeks, attracted over 15 thousand visitors with an economic impact of £704k. The Borders Triathlon Series is closely linked with Live Borders cycling programme and this regularly attracts 1200 athletes to the region, of which a staggering 82% are visitors from outwith the Scottish Borders area.

As well as promoting cycling to visitors the Council is working with the Government funded Smarter Choices programme and promoting cycling to residents and other groups traditionally reluctant to cycle. The Council is also working closely with Sustrans to secure funding for multi-use paths that link communities such as the recently developed Tweed Valley Cycle Path using the old railway line between Peebles and Innerleithen, which is being expanded to Walkerburn, and the Clovenfords, Gala to Tweedbank Old Black Path route.

We believe further cycle route development should play a key role in the new opportunities offered through the South of Scotland Enterprise Agency and Borderlands projects over the coming months & years.

Supplementary

Councillor Laing advised that it had been brought to her attention that poor signage was discouraging people from recommending the area and asked what the Council could do to address this. Councillor Rowley advised that he was happy to look into this but highlighted the separate website and app that were available.

Question from Councillor S. Hamilton

1. To Executive Member for Neighbourhoods and Locality Services

With recent media attention highlighting the distressing cases of livestock worrying can the Executive member explain what action is being taken by SBC to help alleviate this plight which is faced by the Borders farming community?

Reply from Councillor Aitchison

The Dogs (Protection of Livestock) Act 1953 is the relevant legislation which deals with sheep worrying and is the remit of Police Scotland. Scottish Borders Council do have an agreement with Police Scotland that in such cases a Dog Control Notice will be served on the owner of the offending dog as an interim measure after Police Scotland have submitted a report to the Procurator Fiscal.

2. To Executive Member for Business & Economic Development

Riverside Rock brings hundreds of visitors to Jedburgh on an annual basis who spend/do/stay in the area. Events like these are of vital importance to the Borders economy and add significantly to our vibrancy and appeal to visitors.

Can the Executive Member advise what efforts are being made to ensure the Scottish Borders is seen as an attractive place to hold events which boost the local economy and how do we support events that make the Borders an even better place to live, spend and draw visitors into our area?

Reply from Councillor Rowley

Scottish Borders Council has an agreed Strategic Events Plan 2014-2020, which is ambitious and proposes targeting support towards events that have the greatest regional and national impact. The approach aims to maximise financial leverage from EventScotland and other partners, as well as maximising social, cultural and environmental benefits. The coordination and management of the Events Plan is led by the Council. However, successful event delivery requires a partnership approach with ambitious event organisers and national agencies as well as local businesses and communities.

The Scottish Borders hosts a number of successful events ranging from the Borders Book Festival, Borders Heritage Festival and Borders Arts Fair, to sporting and outdoor events such as Melrose 7s, Tour of Britain and Tweedlove.

The Council works with partners to grow existing events and bring new, exciting events to the area. The support provided by the Council to event organisers is wide ranging. It can include financial support; event development advice; advice on traffic management procedures; support for marketing and promotion; local business development; as well as advice on safety and other matters.

For larger events, Emergency Planning resources are also available to manage events, particularly where there is a need for close working between event organisers, the Council and the emergency services.

In 2017 Economic Development helped to fund 9 large events including the Borders Book Festival, The Tour of Britain and Tweedlove. The funding support totalled £98,000 with additional funding received from Event Scotland, Creative Scotland & Museums and Galleries Scotland. The value of the in-kind support provided for these events from traffic management and economic development is estimated at £74,500. The estimated overall economic impact of the events supported was £6 million and the total number of attendee's was estimated at over 110,000.

In addition to the larger event support, the Community Grant Scheme approved 13 event related applications in 2017/18, with £35,455 awarded. The Festival Grants Scheme supports the Common Ridings and Festivals. This has an annual spend of £85,110.

I am certain that the Scottish Borders is a great place for festivals and events and we should relentlessly promote our twin advantages of being accessible from the south and close to audiences in the central belt, particularly with the opportunities from the Borders Railway.

Supplementary

Councillor Hamilton asked if the Executive Member would be prepared to meet with the organisers of Riverside Rock and he confirmed that he would be happy to do so.

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RESPONSE TO A CONSULTATION ON THE SAFE AND PLANNED FUTURE OF THE SCOTTISH FIRE AND RESCUE SERVICE

Report by Chief Executive Scottish Borders Council

31 May 2018

1 PURPOSE AND SUMMARY

- 1.1 The purpose of this Report is to agree a formal Scottish Borders Council response to 'Your Service Your Voice: A consultation on the safe and planned future of the Scottish Fire and Rescue Service' published on 13 February 2018 which can be found at the following link:-
<http://www.firescotland.gov.uk/transformation/public-consultation.aspx>
- 1.2 Summary of the main points of the report.
 - (a) The Consultation envisions a four-year programme that will transform both the Scottish Fire and Rescue Service (SFRS) and the role of its firefighters.
Potential areas of change include:-
 - (i) a more effective crewing model;
 - (ii) new fully-harmonised conditions and more flexible working arrangements and mobility;
 - (iii) use of the latest technology and new types of vehicles;
 - (iv) a review of the national 'fire station' footprint,
 - (v) a strengthening of services to rural communities through the appointment of new whole-time rural manager positions in key locations across Scotland
 - (b) Sub-paragraphs iv) and v) have particular resonance in the Scottish Borders.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Council:-**
 - (a) Agrees the draft response to 'Your Service Your Voice: A consultation on the safe and planned future of the Scottish Fire and Rescue Service' set out in Appendix 1

3 The Consultation

- 3.1 The Consultation document (see Appendix 1) follows a narrative format from which key drivers and objectives of a proposed transformation of the Fire and Rescue service can be extrapolated. These drivers and areas of potential change are highlighted below.
- 3.2 Drivers of change
- (a) The Consultation begins by describing the extent to which the nature of risk has changed. Most pertinently from a SFRS perspective, the number of fires in Scotland has reduced by 55% since 1994. At the same time, new risks have emerged with severe weather and international terrorism becoming more frequent and far-reaching in their impacts. The demographic challenges Scotland faces present a different kind of risk, but one to which society in general and the SFRS in particular need to respond. Expectations around the kind of role firefighters should play have also been evolving. Emergency Medical Response or assisting older people to circumvent preventable harms, such as trips and falls in the home, or identifying early signs of dementia are examples of the extended role firefighters can and are playing.
 - (b) The Consultation states that "The main purpose of the Scottish Fire and Rescue Service is to work in partnership with communities and with others in the public, private and third sectors, on prevention, protection response, to improve the safety and wellbeing of people throughout Scotland." This strongly accords with the 2011 Christie principles of prevention; public engagement; partnership working; and increased efficiency. However, acknowledging that resources are finite, it also implies a change in the balance of the services within SFRS. As the Consultations puts it: 'At present, our operating model limits the time firefighters can spend on meaningful prevention, intervention and diversion work. A transformed operating model would see more availability at the optimum time to conduct this work - further reducing the risk of fires but also delivering real benefits in demand and cost reduction for health, social care and justice.' It is these changes and their potential implications for Scottish Borders, which are of interest to Council and the people it serves.

3.3 Areas of potential change

The fundamental precept of the consultation is that SFRS's resources need to be aligned much more closely with needs. This has the following implications.

(a) **A more effective crewing model**

While SFRS deploys fire crews on the basis of a minimum 5 crew first deployment, and minimum 4 crew second deployment (5 plus 4), it is noted that in England and Wales a 4 plus 4 system is used. It is

asserted that moving to a more efficient operating system in Scotland would 'free up resource to reward firefighters for taking on a new role.'

Reflecting the fact that incidents and calls to SFRS occur overwhelmingly during the day rather than at night (80% v 20%), 'a more flexible solution for night-time crewing which would safely meet the demand between the hours of 11pm and 7am' is proposed.

(b) **Reviewing our national 'fire station' footprint**

The corollary of changes to the focus, skill set and shape of SFRS is a review of the current station footprint. The Consultation observes that 'our stations and the resources within them were designed for another era. Many were built around industries that no longer exist, housing that has changed and moved, and are also based on older firefighting techniques.' It is accepted 'fire stations are focal points within their local communities' but concluded that reassessment of where resources are located and their configuration is essential if a coherent plan for transformation is to be delivered. 'By looking at activity levels, instances of false alarms and the concentration of stations in given areas', SFRS notes that it will be in the best position to determine if a more effective approach can be achieved. This could see new stations built, others disposed of, and re-shaping resource and combining local capabilities, including sharing facilities with our police and ambulance partners.

SFRS says it will look at these issues in the context of a national service, allowing them to deploy resources from right across the country into communities with the greatest need.

It is also noted explicitly that there is no plan to close some stations simply in the interests of saving money.

(c) **Using the latest technology and new types of vehicles**

SFRS should continue to improve its capabilities by learning from and using proven technologies from across the world. The use of the Ultra High Pressure Lance (UHPL) system, which enables firefighters to initially tackle fires in enclosed spaces from outside the building, and deployment of faster mid-sized vehicles are cited as examples.

(d) **Strengthening our services to rural communities**

The Consultation highlights significant difficulties in recruiting Retained Duty System (RDS) firefighters upon which the effective operation of the service heavily relies in rural areas. This has been in challenge within the Scottish Borders

In a reassuring statement of intent for rural areas, the Consultation states that 'We need to take positive steps to improve availability of RDS appliances as our rural communities should expect the same level of protection as those in urban areas.' This means:

- an integrated programme to strengthen the RDS and improve availability
- use of the latest technology and firefighting technology referred to above
- introduction of more flexible mobilising protocols referred to above.

Significantly, it is also proposed that new whole-time rural manager positions be introduced in key locations across Scotland. These are described as 'high value and skilled roles [which] will support the delivery of local training, undertake preventative work and increase the availability of appliances during daytime.'

(e) **The future firefighter**

As well as revision to crewing models, mobilising arrangements and the new technology and techniques, it is proposed all Scotland's firefighters will benefit from new fully-harmonised conditions and more flexible working arrangements and mobility. This recognises that the future firefighter will have a significantly expanded role, expected to provide Emergency medical response, take part in the multi-agency response terrorism, respond to environmental events, assist with wider youth and social prevention work, and undertake inspection and enforcement. The benefits of this approach have already been seen in the Borders with the support for dealing with out-of-hours cardiac arrests, the involvement of the service in supporting young people with training initiatives, and wider prevention advice and support given to vulnerable people in their own homes.

4 HOW SHOULD THE COUNCIL RESPOND?

- 4.1 The long-term constraint on public sector resources, a changing operational environment and increasing public expectations mean that, like councils, SFRS is compelled to review its objectives and transform how it operates. The Consultation seeks to do this and to solicit public and stakeholder views on its plans for the future.
- 4.2 For Scottish Borders Council, three considerations are important. These are:-
- (a) The impact of the consultation proposals upon the type and quality of service provided by SFRS in the Scottish Borders
 - (b) the impact of the proposals upon the outcomes to which both the Council and the SFRS are committed through Community Planning; and
 - (c) how the proposals are viewed by the public of the Scottish Borders in the Council's roles as democratic representative body and community leadership.

- 4.3 A draft response has been prepared and is presented for the consideration of Council. This seeks to take a balanced view of the drivers for change, potential areas of change and to measure these against the three considerations referred to. An obvious challenge is that proposed changes are currently at a high level, so the detailed implications and specifically the precise consequences for the Scottish Borders are not clear.

5 IMPLICATIONS

5.1 Financial

No costs attach directly to this report, but it is possible that decisions taken by the SFRS could have implications for the services of public sector partners including the Council. These implications could mean some increase in costs or a decrease in costs to the Council. The precise consequences are likely only to become clear once SFRS's detailed proposals for the Scottish Borders area are known.

5.2 Risk and Mitigations

The risks associated with this report relate to SFRS's proposals for change in pursuing a programme of transformation for the service. There is a need for more detail to understand the positive and negative consequences of change for the Council and the Scottish Borders generally.

5.3 Equalities

No equalities implications flow directly from this report, but it is possible that SFRS's detailed proposals will have an equalities impact on people in the Scottish Borders. This is something that the Council would expect the SFRS to assess through compliance with the Public Sector Equality Duty. However, it is also something that the Council will be attentive to in considering the implications of the SFRS's detailed proposals for the Scottish Borders.

5.4 Acting Sustainably

No direct economic, social or environmental effects flow from this report, but SFRS's detailed proposals may have an economic, social or environmental impacts and the Council will need to be attentive to this in assessing detailed proposals so that it may respond appropriately.

5.5 Carbon Management

No carbon management issues flow directly from this report, but they may flow from the SFRS's detailed proposals, and should be highlighted in the Council's response where appropriate.

5.6 Rural Proofing

It is clear from the focus of the SFRS Consultation upon 'strengthening our service to rural communities' that there will be an impact on rural communities. The Council welcomes such focus in its draft response to the Consultation, with the whole-time rural manager positions suggesting a positive development for rural communities. Again, however, much will depend on the detailed proposals which emerge from the Consultation, and the Council will need to assess and respond further in light of the details.

6 CONSULTATION

- 6.1 The Corporate Management Team, Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR, and the Clerk to the Council and Members of the Council's Police, Fire and Rescue and Safer Communities Board have been consulted on the report.

Approved by

Tracey Logan
Chief Executive

Signature

Author(s)

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Background Papers: Consultation Paper - 'Your Service Your Voice: A consultation on the safe and planned future of the Scottish Fire and Rescue Service'

Previous Minute Reference: None

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Douglas Scott can also give information on other language translations as well as providing additional copies.

Contact us at Douglas Scott, Senior Policy Adviser, Scottish Borders Council
dscott@scotborders.gov.uk tel: 01835 825155

APPENDIX 1

Scottish Borders Council Response to 'Your Service Your Voice' A consultation on the safe and planned future of the Scottish Fire and Rescue Service

On 13 February 2018 the Scottish Fire and Rescue Service published 'Your Service Your Voice' A consultation on the safe and planned future of the Scottish Fire and Rescue Service. This document is Scottish Borders Council's response to that consultation, and was formally approved by the Council's Executive on [date] and the Council's Community Safety Panel on [date]. As the proceedings of these meetings are a matter of public record, the Council expects its response to be published by SFRS.

1. The Consultation envisions a four-year programme that will transform both the Scottish Fire and Rescue Service (SFRS) and the role of its firefighters.

Potential areas of change include:-

- i) a more effective crewing model;
 - ii) new fully-harmonised conditions and more flexible working arrangements and mobility;
 - iii) use of the latest technology and new types of vehicles;
 - iv) a review of the national 'fire station' footprint,
 - v) a strengthening of services to rural communities through the appointment of new whole-time rural manager positions in key locations across Scotland
2. Scottish Borders Council is supportive of the SFRS's ambitions to transform, and grateful for the opportunity to contribute to the Consultation SFRS has established to validate its proposals. The Council concurs fully with the SFRS's expression of its main purpose as 'to work in partnership with communities and with others in the public, private and third sectors, on prevention, protection response, to improve the safety and wellbeing of people throughout Scotland.'" This strongly accords with the 2011 Christie principles of prevention; public engagement; partnership working; and increased efficiency. Furthermore, the Council puts on record its strong relationship of joint working with SFRS in the Scottish Borders, where SFRS is a highly valued partner in Community Planning.
 3. The need for transformation is an established reality of public sector service provision. The Council has been implementing its own transformation programme for well over a decade in response to an environment of declining resources, the need for increased efficiency, productivity and better

outcomes, and increased public expectations. As the Consultation puts it: 'At present, our operating model limits the time firefighters can spend on meaningful prevention, intervention and diversion work. A transformed operating model would see more availability at the optimum time to conduct this work - further reducing the risk of fires but also delivering real benefits in demand and cost reduction for health, social care and justice.' This means 'increased focus on effective harm prevention measures through a more holistic approach to assessing risk and taking action to reduce or remove it.' In response, the Council acknowledges that the nature of risk has changed, and is supportive of the precept that changes are required in the shape of the service, and the skills and training of firefighters. It is the precise nature of these changes and their potential implications for Scottish Borders, which are of interest to the Council and the people it serves.

4. In assessing those implications three factors are important to the Council. These are:-

- the impact of the consultation proposals upon the type and quality of service provided by SFRS in the Scottish Borders
- the impact of the proposals upon the outcomes to which both the Council and the SFRS are committed through Community Planning; and
- how the proposals are viewed by the public of the Scottish Borders in the Council's roles as democratic representative body and community leadership.

5. The Council extrapolates five key areas of change as being identified in the Consultation. They comprise:-

- i) a more effective crewing model;
- ii) new fully-harmonised conditions and more flexible working arrangements and mobility;
- iii) use of the latest technology and new types of vehicles;
- iv) a review of the national 'fire station' footprint,
- v) a strengthening of services to rural communities through the appointment of new whole-time rural manager positions in key locations across Scotland

6. The rationale for all five potential areas of change is the need for resources to be aligned much more closely with needs. As noted, the Council fully understands and is sympathetic to the imperative which underpins such thinking. It is right however, that specific proposals are tested with the public and stakeholders to establish not simply whether they objectively deliver the outputs sought by SFRS, but whether they will deliver intended outcomes and respond to public expectations. In the Scottish Borders, Sub-paragraphs iv) a review of the national 'fire station' footprint and v) new

whole-time rural manager positions have particular resonance. However, we consider each of the proposals in turn.

7. A more effective crewing model

- 7.1 The Council has no issue with a move to a 4 plus 4 system for first and second deployments. Scottish Borders is heavily dependent on the Retained Duty System (RDS). A lower numerical threshold for deployment should ensure greater use of fire appliances, which might otherwise not have been deployed on account of crew unavailability.
- 7.2 Similarly, with incidents and calls to SFRS occurring overwhelmingly during the day rather than at night, the Council supports a more flexible solution for night-time crewing to ensure better correlation between demand and resources.

8. Reviewing our national 'fire station' footprint

- 8.1 The corollary of changes to the focus, skill set and shape of SFRS is a review of the current station footprint. This is an issue of interest and potential concern to the Council. The Council accepts there is force in the Consultation's contention that 'our stations and the resources within them were designed for another era.' The Council also accepts the rationale that assessment of where resources are located and might be optimised is essential if a coherent plan for transformation is to be delivered. However, the Consultation is also right that 'fire stations are focal points within their local communities'. Thus, assessment of the value of stations should not be a purely mechanistic exercise which looks only 'at activity levels, instances of false alarms and the concentration of stations in given areas'.
- 8.2 A broader approach is needed, especially in the light of the broader role envisaged for firefighters and the supervening Christie principles which animate the Consultation. In short, assessment of the future fire station footprint should also pay reference to community wellbeing.
- 8.3 The assurance that there is no plan to close some stations 'simply in the interests of saving money' is reassuring, but, for the Council, as for others, 'the devil is in the detail'. While generally supportive of the SFRS assessment of its asset needs, the Council's views will be shaped by the specific proposals for the Scottish Borders. With this in mind, the Council positively welcomes dialogue with SFRS to consider detailed proposals for the Scottish Borders.

9. Using the latest technology and new types of vehicles

- 9.1 The Council supports SFRS's efforts to continue to improve its capabilities by learning from and using proven technologies from across the world.

10. Strengthening our services to rural communities

10.1 The Consultation highlights significant difficulties in recruiting Retained Duty System (RDS) firefighters upon which the effective operation of the service heavily relies in rural areas. The Council recognises that recruitment to the RDS has been a significant challenge in parts of the Scottish Borders. Thus, the statement that 'we need to take positive steps to improve availability of RDS appliances as our rural communities should expect the same level of protection as those in urban areas' is particularly welcomed. The Council notes and supports the proposed integrated programme to strengthen the RDS, use of technology, and more flexible mobilising protocols to enhance service provision and cover in rural areas.

10.2 The Council also notes with particular interest the new whole-time rural manager positions which it is proposed be introduced in key locations across Scotland. Described as 'high value and skilled roles [which] will support the delivery of local training, undertake preventative work and increase the availability of appliances during daytime', it appears to the Council that these individuals would provide the foundation stones on which the most comprehensive and most effective coverage in rural areas might be built. The Council would welcome discussion with SFRS about the details of this proposal and how it would relate to the Scottish Borders.

11. The future firefighter

11.1 Like the Council, the Fire and Rescue Service is nothing without the people who deliver its services. The Consultation envisages a significantly expanded role for the future firefighter, expected to provide Emergency medical response, take part in the multi-agency response terrorism, respond to environmental events, assist with wider youth and social prevention work, and undertake inspection and enforcement. The Council welcomes this, and views it as strongly supportive of the partnership working agenda of Community Planning. The benefits of this approach have already been seen in the Scottish Borders with the support for dealing with cardiac arrests, the involvement of the service in supporting young people with training initiatives, and wider prevention advice and support given to vulnerable people in their own homes.

11.2 It will be important for partners to continue a dialogue about how such developments support their collective efforts to drive improved outcomes. New fully-harmonised conditions and more flexible working arrangements and mobility are an acknowledgement of the new demands which will be placed on firefighters, and should facilitate development of more flexible crewing models, mobilising arrangements and the use of new technology and techniques.

12. Conclusion

12.1 Scottish Borders Council is generally supportive of the aims of transformation agenda highlighted in the Consultation. However, the potential exists for differences of view between the Council and SFRS over specific impacts from SFRS's proposed 4 year transformation programme. The Council regards early discussion with SFRS about detailed proposals for the Scottish Borders as essential and looks forward to engagement with SFRS to this end.

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Your service Your voice

Have **your** say



A consultation on
the safe and planned
future of the
Scottish Fire and
Rescue Service

Published 13 February 2018



Your service Your voice

Have **your** say



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The creation of the Scottish Fire and Rescue Service (SFRS) in 2013 has been good for Scotland.

The Service has continued to improve the safety and wellbeing of communities while benefiting from the operational and financial efficiencies of bringing eight brigades together as one.

SFRS has proven that it is capable of delivering major reform. It has laid the foundations for future transformation, and it has continued to ensure the safety and wellbeing of the communities it serves.

But, SFRS needs to continue to transform.

It is important for Scotland - view our video to find out why.



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Tell us your views and ideas on the future of your Service

The current SFRS operating model has served Scotland well but was designed to meet the risks of the 1940s - during this time we have seen a significant decrease in fires, but these are being replaced by new and emerging risks. As a result, we are neither as efficient nor flexible as we could be, limiting our ability to meet the needs of a modern Scotland.

Investing in safe and planned transformation will allow the Service to better meet these risks and do so much more to keep people safe and well. It will ensure our people, stations and fire appliances are aligned to greatest need; will introduce latest technology and techniques; and give firefighters the training and equipment to take on an even wider emergency response and prevention role.

The Scottish Government demonstrated its belief in SFRS and the vision for transformation by increasing the spending capacity of SFRS by £15.5m for 2018/19. This will enable the Service to make the necessary investment to turn this vision into reality. [<http://www.gov.scot/Publications/2017/12/8959/11>]

However, we cannot continue to simply spend more money on the same services.

By seeking to transform, SFRS is leading the way in Scotland's public sector. Operating more effectively and efficiently will deliver so much more for the public who fund the Service through their taxes. It will improve their safety, but also enhance the safety of our valued firefighters, and better reward those firefighters for undertaking a wider role.

This consultation document sets out the vision, explains why the Scottish Fire and Rescue Service needs to transform and demonstrates how that transformation could be achieved.

Your voice - why are we consulting?

We want you to be part of our decision-making process by giving you the opportunity to tell us your views and ideas on the future of **your** Service. This consultation details issues and proposals under consideration and asks you questions about these and the resulting improvements in outcomes. After the consultation is closed we will publish responses where we have been given permission to do so. Consent to publish is assumed unless you have told us otherwise in your response.

Full details on how to respond are set out at the end. This consultation is now open and will close after a full 90 days on 14 May 2018.

We really do want to hear what you have to say, so please use this opportunity to engage with us and have your voice heard.

We have created a number of ways for you to engage in the consultation, so you can choose the option that best suits you.

How to engage



Complete the consultation online at www.firescotland.gov.uk/transformation/public-consultation



Print and post your response to:

**Your Service Your voice
Scottish Fire and Rescue Service
Management Suite
Headquarters
Westburn Drive
Cambuslang G72 7NA**

If you have any issue accessing our consultation or printing the response form please email: YourServiceYourVoice@firescotland.gov.uk

You can save and return to your response at any time while the consultation is open. But please ensure that your response is submitted before the consultation closes on 14 May 2018.

The Respondent Information Form lets us know how you wish your response to be handled, and in particular whether you are happy for your response to be made public.

You will automatically be emailed a copy of your response after you submit it. If you choose this method you will be directed to complete the Respondent Information Form.

What safe and planned transformation can deliver for Scotland

Transformation will be comprehensively planned to ensure it is safe for firefighters and the people they serve.

By transforming, we will be able to give firefighters a wider emergency response role, supported by all necessary training and equipment, which will enable them to save more lives and prevent further harm in some of the most challenging circumstances. But, by far, the biggest impact we can have on safety and wellbeing is by preventing emergencies from occurring in the first place.

“The biggest impact we can have is by preventing emergencies from occurring in the first place.”

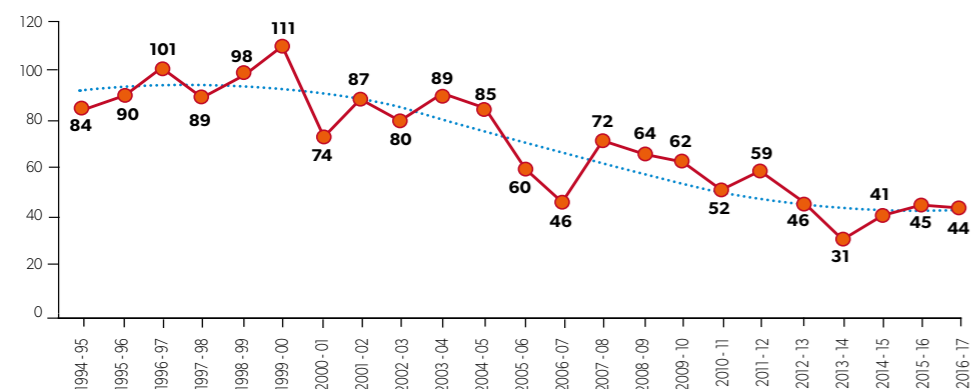
By extending a firefighter’s prevention role, we can increase the impact of their work beyond our success in significantly reducing fires and fire deaths. This would not only improve community safety and wellbeing but would reduce the demand for - and therefore the cost of - other public services.

We want all communities in Scotland to benefit from the specialist firefighter skills and fire and rescue technology that a single national service can offer. As part of that we want to strengthen the service we provide in our rural communities by looking at more effective ways to balance our resources between urban and rural settings.

SFRS will never lose sight of its core emergency response role, but transformation will also allow us to introduce a more effective operating model, combined with latest technology to not only further enhance community and firefighter safety, but deliver a more efficient service for taxpayers.

We believe that a more efficient and effective operating model - one fit for the 21st Century - will allow us to improve both response times and the number of fire engines and firefighting equipment we can deploy to incidents.

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Long-term trend of fire fatalities in Scotland, 1994/95 - 2016/17



**55%
DECLINE
IN FIRES**

58,500
primary fires
in 1994-95

26,300
primary fires
in 2016-17

IN SCOTLAND

The SFRS today

The Scottish Fire and Rescue Service (SFRS) was formed on 1 April 2013, giving the people of Scotland more equitable access to the vast resources and capability of the UK’s largest - world’s fourth largest - fire and rescue service.

Our Statutory Responsibilities

Originally set out by The Fire (Scotland) Act 2005 and as amended by the Police and Fire Reform (Scotland) Act 2012, our duties have continued to evolve to include the provision of advice and guidance relating to fire safety, and responsibility to respond to fires and road traffic collisions.

The Service is also obliged under the Fire (Additional Function) (Scotland) Order 2005 to respond to chemical, biological, radiological or nuclear incidents; to respond to serious flooding; and respond to serious transport incidents. It also gave SFRS responsibility for Urban Search and Rescue in incidents such as a building collapse.

We also respond to a wide range of emergencies in domestic, industrial, urban and rural environments including water rescues, rescue from height, severe weather-related incidents, animal rescues and many other risk-critical events.

SFRS attended over 91,000 emergency incidents of all types in the year to 31 March 2017. In addition, we carried out over 70,000 home fire safety visits and nearly 9,000 non-domestic fire safety audits.



The mandate to transform

The purpose of the Scottish Fire and Rescue Service was set out in the 2013 Framework.

The new Framework which came into effect from 1 September 2016 reiterated the purpose of the SFRS, and also the role the Service plays in the delivery of the National Outcomes. It also emphasised the on-going drive to reform public services, built on the four pillars of the Christie Commission and specified that transformation of the Scottish Fire and Rescue Service was to be one of ten Strategic Priorities set by Scottish Ministers.

“The main purpose of the Scottish Fire and Rescue Service is to work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Scotland.”

“The SFRS should continue to ensure that the benefits of Fire Reform are fully realised, evidenced and tracked, and it should explore through Service redesign new and innovative ways in which it can improve the safety and well-being of communities throughout Scotland by building on the traditional roles carried out by the Service.”

SFRS subsequently published its Strategic Plan, which sets out how the SFRS proposes to carry out its functions over the period it covers, and the outcomes against which these may be measured. The principles of the proposed long-term Vision for the SFRS are, therefore, entirely in line with the Fire and Rescue Framework for Scotland 2016 and SFRS Strategic Plan 2016 - 2019, both of which have previously been subject to public consultation.

Maintaining public confidence

We understand the public looks to us in their times of greatest need.

It is vital that the public has trust in our capabilities and that we will have the right resources in the right place at the right time and, that the advice we provide on prevention of harm is credible and makes a real difference.

We believe transformation will build even greater public confidence by doing even more to ensure their safety and wellbeing.



MORI Survey of 1,000 adults in Scotland conducted in May 2017

The need to transform

Risk has changed

The number of fires in Scotland has reduced by 40% in the last ten years alone and 55% since 1994, but significant new risks have emerged, including:

Severe Weather incidents, which are now more frequent and more extreme in both scale and impact present an increasing risk to lives and livelihoods across Scotland.

International terrorism is a very real risk that Scotland cannot ignore. Recent attacks in the UK and Europe have seen firefighters at the very heart of the emergency response providing vital life-saving interventions.

Scotland's ageing population is seeing demand generated from an increase in the number of people who are at risk of fire and other forms of preventable harm, such as trips and falls, or showing early signs of dementia, within the home environment.

Firefighters can play a vital role in saving lives through **Emergency Medical Response** and contribute to improving Scotland's survival rates for medical emergencies such as Out of Hospital Cardiac Arrest -

the pilot of which with the Scottish Ambulance Service saw lives saved by the early intervention of firefighters. When minutes matter, our trained firefighters could save so many more lives.

Scotland's firefighters will often be the first on scene at such incidents - or preventing harm through early intervention -, but only by transforming can we ensure they are trained, equipped and supported by the right operating model that allows them to meet these risks safely and effectively.

The number of fires in Scotland has reduced by **55%** since 1994 but significant new risks have emerged

We can reduce demand across public services

Our preventative work has already contributed to a significant reduction in fires and fire deaths. By extending our expertise in prevention, we can make a direct and meaningful contribution to reducing demand across the public sector.

With access to around 72,000 households a year, the SFRS is in a unique position to contribute to improving wellbeing as well as reducing social and economic inequalities.

We would look to formalise our role in tackling antisocial behaviour, reducing reoffending, and working in partnership to tackle domestic abuse. As respected role models, our diversionary work in communities, supports young people - particularly those at risk of offending - with the aim of avoiding them entering the justice system, as well as working with those who have already entered.

There is scope for the SFRS to work with partners to deliver effective harm prevention measures through a more holistic approach to assessing risk and to take action to reduce or remove it.

For example, responding to help those who do fall, or installing equipment in the home to prevent future accidents.

This will give increased confidence to the most vulnerable people living independently. In addition, by increasing the prevention and intervention reach of the SFRS, there is potential to reduce the burden on NHS and social care services.

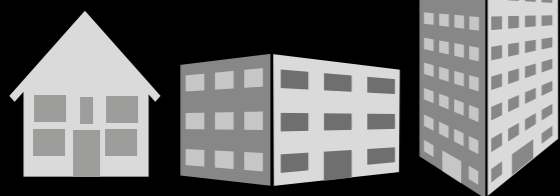
At present, our operating model limits the time firefighters can spend on meaningful prevention, intervention and diversion work. A transformed operating model would see more availability at the optimum time to conduct this work - further reducing the risk of fires but also delivering real benefits in demand and cost reduction for health, social care and justice.

We have set out earlier in this consultation the Emergency Medical Response role that firefighters can play. This would support our valued colleagues in the Ambulance Service, rendering critical initial aid until further assistance arrives.

Furthermore, when not responding to emergencies, our personnel could be deployed to undertake additional 'safe and well' prevention work such as falls risk assessment and response work such as helping people who are not considered to be a medical emergency.

This would reduce the demand on the NHS, enabling them to focus on emergency response for those who need it most, and ultimately contribute to a reduction in costs to those services.

Access to around **72,000** households every year



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We can operate more efficiently

Aligning resource to need

The fire and rescue service, as we know it, was established via the Fire Services Act 1947. And, although the legislation governing the SFRS has been modernised the operating model established 70 years ago has remained fundamentally unchanged.

The current operating model means that the Service has the same number of firefighters and fire appliances irrespective of the time of day. However, long term incident statistics show that more incidents occur during daytime hours than late at night or the early hours.

In addition, fire engines can cover ground much more quickly at night when traffic is lighter - yet our model does not reflect this.

Our resources are simply not being used as efficiently and effectively as they could be. By rebalancing our people against today's risks and demands, they can deliver even more for Scotland.

This would be achieved through greater flexibility in crewing models, a more effective allocation of fire appliances and a wider firefighter role - all of which are explored in more detail below.

A more effective crewing model

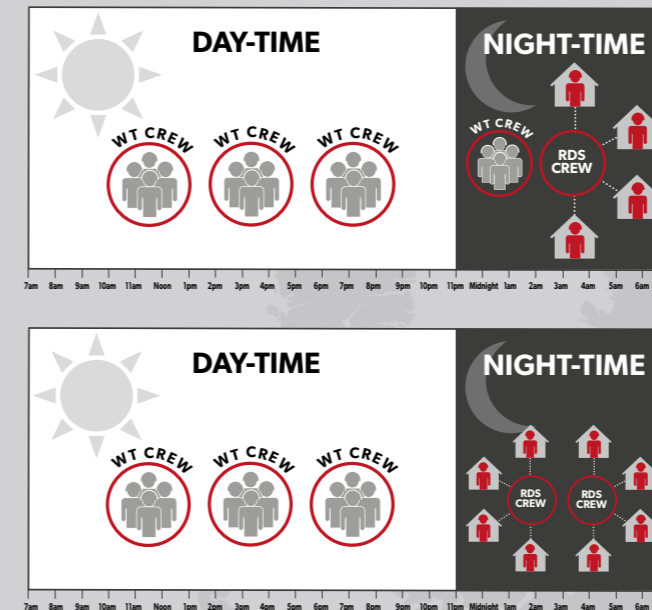
SFRS is the only fire and rescue service in mainland Britain to deploy designated 'first' appliances with a minimum crew of five, and the designated 'second' appliance a minimum crew of four (5+4). All 51 fire and rescue services in England and Wales¹ safely operate with a 4+4 crewing system, or a variation utilising the same number of firefighters.

There is, therefore, significant scope for SFRS to move to a safe yet more efficient model, allowing us to release more of our people to undertake work where there is now new risk and demand. In addition, this will free up resource to reward firefighters for taking on a new role.

We also believe there could be a more flexible solution for night-time crewing which would safely meet the demand between the hours of 11pm and 7am. Our current system of employing the same number of wholetime firefighters day and night leads to a situation where a significant number are on duty during times of low activity.

These night-time duty patterns also limit the opportunity for firefighters to be deployed to carry out vital preventative work or to engage with partner organisations.

Future crewing models?



Options to better align resource to need?

Whilst the SFRS will always have the right resources in the right place at the right time, we believe we can safely alter the nature of our response to match modern demand and risk.

Bringing together all elements of a more effective and efficient delivery model will allow the Service to deliver improved outcomes with a slightly smaller number of firefighters. This planned rebalancing of the workforce would be delivered through the retirements that are anticipated over the next four years. There would be **no** compulsory redundancies, and we would continue to recruit both wholetime and retained firefighters.

¹ Source: <http://www.cfoa.org.uk/12072>

Reviewing our national footprint

One of the strengths of the fire and rescue service has been its unique station footprint, but if the Scottish Fire and Rescue Service were to plan that footprint today, it would do some things differently - again to better meet the needs of a modern Scotland.

Put simply, our stations and the resources within them were designed for another era. Many were built around industries that no longer exist, housing that has changed and moved, and are also based on older firefighting techniques. Indeed, some stations in our biggest cities were located to respond to wartime attacks.

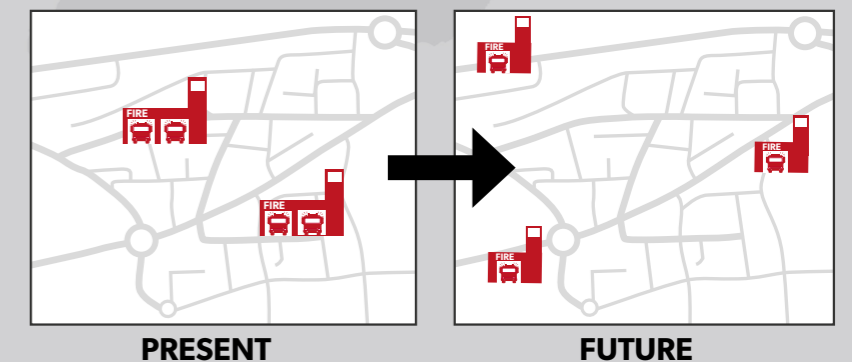
The Scottish Fire and Rescue Service is much more than a collection of fire stations, but simply closing a station to save money is not in our plans.

We recognise fire stations are focal points within their local communities. It is, however, right for us to give consideration to our combined station footprint and ask if the location, and the number of people and fire appliances within our stations are right for the service they now need to deliver. By looking at activity levels, instances of false alarms and the concentration of stations in given areas, we can determine if a more effective approach can be achieved.

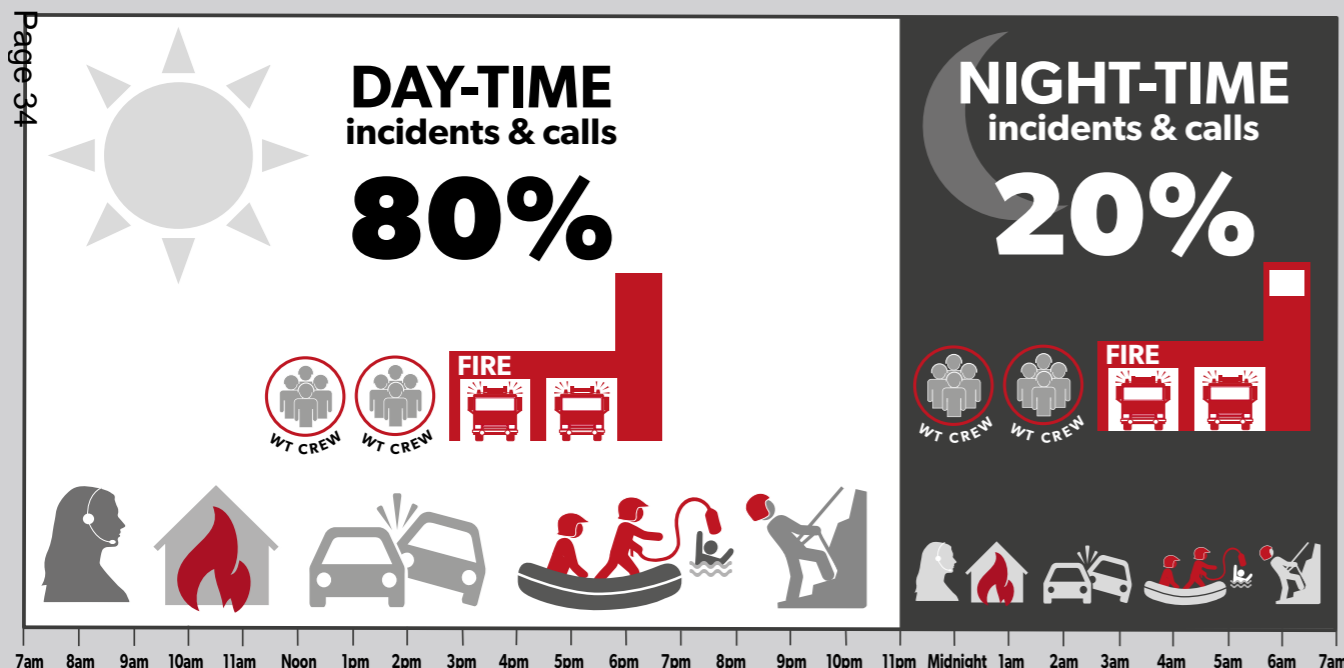
This could see us consider building new stations, disposing of others, re-shaping resource and combining local capabilities, including sharing facilities with our police and ambulance partners.

We will look at this in the context of a national service, which allows us to deploy resources from right across the country into communities with the greatest need.

Options to look at new approach to our national footprint?



Day-time and night-time demand is not equal but the number of firefighters on duty is always the same



The need to adopt the latest technology

Advances are being made in firefighting technology around the world, which are proven to increase the safety of firefighters and ultimately improve public safety. Adopting the latest technology to our 'toolkit' will allow us to affect the same results but do so more efficiently.

One example is the Ultra High Pressure Lance (UHPL) system. This enables firefighters to initially tackle fires in enclosed spaces from outside the building. In addition to minimising the need for firefighters to enter the building at the height of a fire, the system reduces the fire and temperature faster than traditional methods.

This technology will be particularly useful in the first few minutes of any fire, and will be particularly effective at helping us deliver greater capability in our most rural communities.

We also believe we need to consider the combination of emergency response vehicles we have in our fleet. Again, we need to look at broadening our toolkit to deploy the right vehicle to the right incident. We must ask ourselves if it is right to deploy a full-size appliance to a small secondary fire, automated fire alarm or to conduct prevention and protection work.

In addition, when firefighters take on a broader role, a faster mid-size vehicle could be more appropriate to deliver the emergency response required. We are not proposing direct replacement of all traditional appliances but a more effective range of vehicle types.

Mid-size vehicles are already being used by fire and rescue services the world over, from New York to Tokyo and we believe this more flexible option is something Scotland must also now consider.

A more effective **COMBINATION** of emergency vehicles



We are looking at proven technology currently used worldwide

We need to take positive steps to improve availability of RDS appliances

Strengthening our service to rural communities

Some 240 of the fire stations that serve Scotland are Retained Duty System (RDS). Our RDS crew members - on call firefighters in our more rural communities - are highly trained and committed, but the delivery model they are asked to work to is no longer robust.

Recruitment and availability of RDS crew is a global issue, but for Scotland this means that on any given day up to 100 RDS fire appliances can be unavailable during daytime hours in the communities they serve - largely because we cannot secure the traditional crew of four.

We need to take positive steps to improve availability of RDS appliances as our rural communities should expect the same level of protection as those in urban areas.

We want to introduce an integrated programme to strengthen our RDS and improve this availability. This will include the introduction of the latest firefighting technology and vehicles allowing more flexible yet safe, mobilising protocols.

We will also look to introduce new wholetime rural manager positions in key locations across Scotland. These high value and skilled roles will support the delivery of local training, undertake preventative work and increase the availability of appliances during daytime.



We are proposing a four-year programme that will transform both the Service and the firefighter's role.

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The future firefighter

At the very heart of the SFRS transformation vision, is the future firefighter. Undertaking a new and significantly wider role, they will be trained, equipped and rewarded for meeting new and emerging risks.

We are proposing a four-year programme that will transform both the Service and the firefighter's role.

In recognition of that new role we are proposing an enhanced recognition package. In return, we are asking firefighters to commit to a solution unique to Scotland.

Furthermore, by combining the more efficient operating model, latest technology and increased flexibility outlined throughout this consultation, means we can deliver improved outcomes with a slightly smaller frontline workforce.

A more diverse firefighter role map

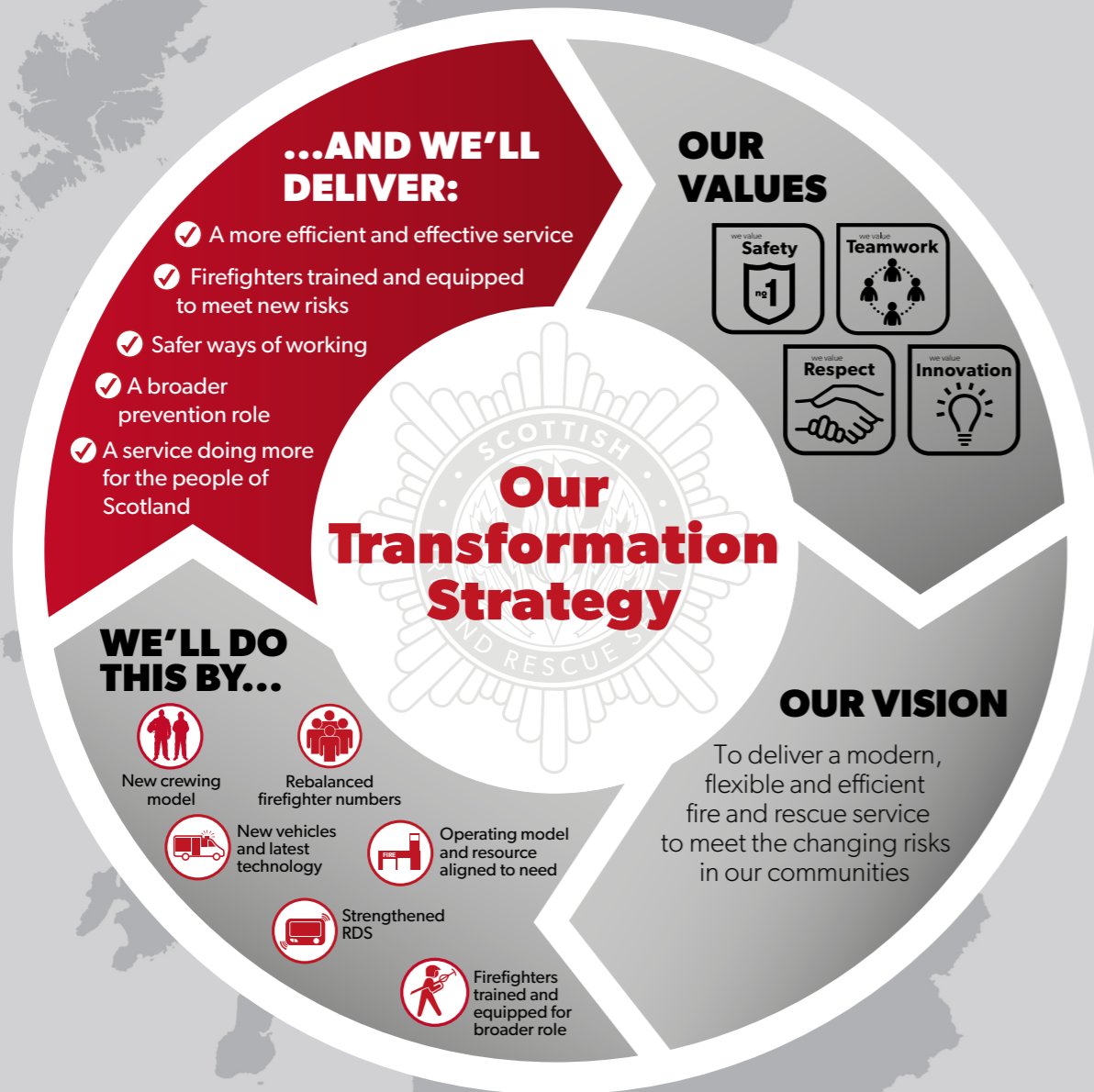
- Emergency medical response
- Multi-agency response (terrorism)
- Responding to environmental events
- Wider youth and social prevention work
- Inspection and enforcement responsibilities

- New fully-harmonised Terms and Conditions – all firefighters treated equally across Scotland
- More flexible working arrangements and mobility
- Revisions to crewing models and mobilising arrangements
- The use of new operational techniques, tactics and technologies

The SFRS Strategy for safe and planned transformation

In summary, we believe safe and planned transformation will see a more effective and efficient SFRS delivering more for Scotland.

We will achieve this by:



Responding to this consultation

Your name: Your email:

Are you responding on behalf of: An organisation Your organisation:
As an individual

Do you agree with the Scottish Fire and Rescue Service overall vision for transformation? Yes No

Please say in the box below what you think the main benefits for Scotland will be:

Please provide your response to the following statements by ticking the relevant box:

Statement	Agree	Disagree	No opinion
I trust the Scottish Fire and Rescue Service to change its operating model – including station footprint - in ways that are safe for Scotland	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Firefighters should be trained and equipped to meet the new and emerging risks Scotland faces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Firefighters should be rewarded for taking on an expanded role, and in accordance with the risks they take	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Latest technology should be used where possible to improve firefighter and public safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Firefighters could be trained to take on roles that would reduce the burden on other public services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A more flexible approach to crewing during the late evening and early morning hours would allow firefighters to do more during the day when demand is higher	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please say why you agreed or disagreed, in the box below:

What single thing is most important to you about the Scottish Fire and Rescue Service?

Do you think there is anything the Scottish Fire and Rescue Service should NOT do as part of transformation? Please give a reason for your answer in the box below.

Do you have any final comment to make on the transformation of the Scottish Fire and Rescue Service?

I do not wish my response to be published

Please post completed form to: Your Service.... Your voice, Scottish Fire and Rescue Service, Management Suite, Headquarters, Westburn Drive, Cambuslang G72 7NA



SCOTTISH
FIRE AND RESCUE SERVICE

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Version 1.0 13 February 2018

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SOUTH OF SCOTLAND ENTERPRISE AGENCY – CONSULTATION RESPONSE

Report by Executive Director

SCOTTISH BORDERS COUNCIL

31 May 2018

1 PURPOSE AND SUMMARY

- 1.1 The purpose of this Report is to agree the Council's response to the current Scottish Government pre-legislative consultation on a new Enterprise Agency for the South of Scotland. A proposed consultation response is attached to this Report as Appendix 2.
- 1.2 The consultation on a new Enterprise Agency for the South for Scotland will close on 7 June 2018. Given the importance of the consultation and its proposals to the Scottish Borders, it is vital that Scottish Borders Council submits a considered and comprehensive response before that deadline.

2 RECOMMENDATIONS

2.1 I recommend that Scottish Borders Council:

- (a) **Notes the significance of the current Scottish Government pre-legislative consultation on the proposed South of Scotland Enterprise Agency; and**
- (b) **Agrees that the draft consultation response set out in Appendix 2 is submitted to Scottish Government as the Council's formal response to the consultation on a new Enterprise Agency for the South of Scotland.**

3 BACKGROUND

- 3.1 In 2016 Scottish Government launched an Enterprise and Skills Review with the aim of ensuring public agencies deliver the joined-up support that young people, universities, colleges, training providers, businesses and the workforce needs. The first phase of the review was concluded in October 2016. A fundamental recommendation was to establish an 'Enterprise and Skills Vehicle' for the South of Scotland that would address the exceptional combination of challenges faced by the region, enable it to drive forward its economy, create opportunities for all its citizen and deliver an increase in shared prosperity.
- 3.2 Phase 2 of the Enterprise and Skills Review was completed in March 2017 with a commitment by the Scottish Government to create a new South of Scotland Enterprise Agency, covering Dumfries and Galloway and the Scottish Borders. The Programme for Government published by the Scottish Government on 5 September 2017 confirmed legislation would be introduced to the Scottish Parliament in 2018 to establish the new Enterprise Agency. The aim is to ensure that the new South of Scotland Enterprise Agency is operational by 1 April 2020.

4 PRE-LEGISLATIVE CONSULTATION

- 4.1 On 15 March 2018, the Scottish Government launched a formal public consultation (Appendix 1 and at: <https://consult.gov.scot/economic-policy-unit/new-enterprise-agency-for-the-south-of-scotland/>) on the creation of the new South of Scotland Enterprise Agency. The purpose of this pre-legislative consultation is to gather views on how the new South of Scotland Enterprise Agency can make the difference in delivering Inclusive Growth, increasing competitiveness, and tackling inequality across the South of Scotland.
- 4.2 The deadline for the consultation is 7 June 2018. An engagement process across the South of Scotland with businesses, communities and the wider public is underway to complement the written consultation process. This involves 28 events being held right across the South of Scotland, and is being carried out in conjunction with consultations on the role and work of the South of Scotland Economic Partnership and the Borderlands Inclusive Growth Deal.
- 4.3 A draft consultation response has been prepared and is set out in Appendix 2. It is recommended that this is submitted to Scottish Government as the formal consultation response from Scottish Borders Council. It is intended that the South of Scotland Alliance will also make a formal response to the consultation. Its response will be informed by the Council's agreed response.

5 IMPLICATIONS

5.1 Financial

No costs directly attach to the recommendations contained in this report, but to deliver the shared ambition of the consultation for a step change in

the region's economic performance, the Council will need to play a full and active role in partnership with the new Agency. This will require the Council to deploy, invest and potentially to transfer resources to the Agency to enable it to deliver its strategic plan.

5.2 **Risk and Mitigations**

The Council's response to the Consultation ensures that the Council's vision for the new Enterprise Agency is publicly communicated, helping to inform future direction and ensure that the benefits for the Scottish Borders are realised. This mitigates the risk that the direction does not benefit the Scottish Borders as much as it could. Though the exact nature and extent of Council support is yet to be determined, the partnership between the Agency and Council and the alignment of their objectives is expected to fully validate the contributions that the Council will be expected and eager to make to delivery of common objectives.

5.3 **Equalities**

There is no requirement for an Equalities Impact Assessment as the report relates to a consultation response. However, it should be noted that the express purpose of the Agency to drive inclusive growth means driving economic growth, and creating opportunities for all. The Agency will be expected to develop a robust equalities policy of its own which delivers against the general duty placed on it by the Equality Act 2010.

5.4 **Acting Sustainably**

The Agency is expected to have positive transformative economic, social and environmental effects on the South of Scotland and the Scottish Borders. It is important that the Agency's approach and operations are governed by principles which support positive community and environmental outcomes. It is expected that the Agency will become a relevant authority under Schedule 3 of the Community Empowerment (Scotland) Act 2015 and under the Fairer Scotland Duty Interim Guidance. The Agency should also be governed by principles of Sustainable Development, such as the UN Sustainable Development Goals.

5.5 **Carbon Management**

No effects on carbon emissions flow directly from this Report. However, it is expected that the activities of the Agency will have an impact on carbon emissions. Accordingly, it is essential that the Agency's activities and its support of the activities of others are guided by principles of Sustainable Development, as noted above.

5.6 **Rural Proofing**

The proposed creation of the Agency is an acknowledgement of the challenges in providing equality of access and opportunity in rural areas. It is important that the Agency consistently assesses the effects of its policies and activities on rural areas and inhabitants. This can be achieved by ensuring that rural proofing is embedded within the Agency's own Equality Impact Assessment process.

5.7 Changes to Scheme of Administration or Scheme of Delegation

No changes to the Scheme of Administration or the Scheme of Delegation are required to be made as a result of the proposals in this Report.

6 CONSULTATION

- 6.1 The Corporate Management Team, the Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR, and the Clerk to the Council have been consulted and their comments incorporated into the report.

Approved by

Rob Dickson
Executive Director

Signature

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Background Papers:

Previous Minute Reference: Scottish Borders Council, 29 March 2018

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Douglas Scott can also give information on other language translations as well as providing additional copies.

Contact us at: Douglas Scott dscott@scotborders.gcsx.gov.uk 01835 825155

Consultation on a new Enterprise Agency for the South of Scotland



Consultation on a new Enterprise Agency for the South of Scotland

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Ministerial Foreword



I am delighted to launch this consultation seeking your views on the new Enterprise Agency for the South of Scotland. I want to ensure that we hear from a wide range of people to inform the development of the new Agency.

We have the opportunity to be bold and ambitious, to transform the area's economy, building on its significant strengths and traditions.

The South of Scotland is a beautiful region with a long and important history in our economy. It nurtured Scotland's textile industry, its agriculture and forestry sectors are thriving, and a growing tourism industry attracts visitors from far and wide. Its entrepreneurial spirit is reflected in its diverse business base, many of which are small and family owned. In its towns and villages, people report a stronger sense of belonging to their local community than people in Scotland as a whole. The economic seeds are all there and with the right nurturing can greatly flourish.

In the Enterprise and Skills Review, we asked the South of Scotland what it wanted from its future. You told us clearly you wanted to see: a strong workforce, a skilled business base, thriving communities, and more opportunities. We share this vision. That's why we made the commitment that the South of Scotland should have its own Enterprise Agency, to lead on bringing that vision to life.

We've set out what we see as the initial high level aims for the Agency. We want it to drive the economy forward with growth that creates opportunities for all, where the benefits of increased prosperity are shared. We want it to sustain and grow communities so that people thrive in the places where they live and work. And we want it to capitalise on the people and resources of the South, making the most of the assets to address exclusion and assist growth. We will continue to listen to you in developing an Agency with the right powers carrying out the right activities to deliver that ambition. Working together we can deliver a body that can make the difference.

Building on our combined achievements, we want an Agency that can unlock potential, address opportunities and respond to needs, to make sure that the South has the strong role in Scotland's economy that it deserves. 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.

That's why it's important we hear from you in this consultation: to find out what matters to you, to your businesses, your industries and your communities. This is your opportunity to shape the future, to tell us what is important to you.

Thank you for taking the time to respond. I look forward to the dialogue.

KEITH BROWN MSP

Cabinet Secretary for Economy, Jobs and Fair Work

1. Aim of Consultation

- 1.1. This consultation seeks your views on the establishment of a new Enterprise Agency for the South of Scotland. Your response will shape the development of the South of Scotland Enterprise Agency, influence what it will do and inform the legislation needed to establish it.
- 1.2. Our commitment to establish a new Agency responds to what you told us was needed to help the economy of the South grow. The foundations are there. We want to continue the conversation to build on that base and to get the detail of the design right.
- 1.3. We know it is vital that the Agency is able to drive inclusive growth, increase competitiveness and tackle inequality across the South of Scotland¹. It will act as a voice for the South, a strong advocate for the area providing direction and vision.
- 1.4. We want to hear what you feel would make the difference. This paper sets out a framework for that discussion. But we don't want to constrain the discussion and we welcome all of your views and suggestions. As well as this written consultation document, we will be taking forward a range of meetings across the area over the next few months to hear your views directly.

2. What we want for the South of Scotland

- 2.1. We know that our vision for the economy of the South of Scotland has to reflect what the businesses and people of the area tell us. We want the South of Scotland to drive forward its own future, a future created in the South, of the South and for the South. By engaging in this consultation you can tell us what you want to see happen and what the Agency could do.
- 2.2. Across Scotland, our central purpose has been to create a more successful country with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. To deliver that our economic strategy focuses on four priorities:
 - investing in our people and infrastructure in a sustainable way;
 - fostering a culture of innovation and research and development;
 - promoting inclusive growth and creating opportunities through a fair and inclusive jobs market and regional cohesion; and
 - promoting Scotland on the international stage to boost trade and investment, influence and networks.
- 2.3. Those four priorities are relevant to the South of Scotland and we want to ensure that people across the area enjoy the benefits of inclusive growth. The area has many natural advantages which make it attractive for residents, visitors and

¹ Covering local authority areas of Dumfries and Galloway and Scottish Borders Council – see section on geography

those looking to locate to the area. It is strategically well placed with major road and rail links. It has significant land assets and energy resources. It has active further and higher education sectors operating across the area. It has growing businesses, which are innovative and world-leading.

2.4. We want to encourage innovation, ambition and creativity in the South and stimulate an international, outward-looking perspective. We want to support those sectors that are important to the area's economic success and which contribute to Scotland's prosperity. We want to ensure people have the skills to succeed now and to make the most of future opportunities, harnessing the potential of generations to generate wealth for all. We want to respond to the potential and needs of the diverse and various communities, weaving a strong fabric for the future. We know that the Agency needs to understand the assets and opportunities of the South, to make informed decisions and to act differently to address exclusion and assist growth. But do you agree?

2.5. So our ambition for the future of the South of Scotland is one which has:

- businesses with increased productivity, ambitious for the future, investing in innovation and offering good conditions of employment paying higher wages;
- a skilled workforce with both the skills needed now, and the ability to develop the skills needed for the future;
- more opportunities for young people so that they can see a future in the area, and to attract people who want to locate in the area;
- communities better equipped to play a greater role in the economic, social and environmental success of their area; and
- a clear commitment to inclusive growth, taking a holistic look at the barriers that are getting in the way and taking action to address them.

Question 1: Do you agree with our ambition outlined above?

Question 2: What would you like to see for the South of Scotland?

3. Ambitions for the new South of Scotland Enterprise Agency

3.1. The new Agency is a unique and exciting opportunity for the South of Scotland. It is a chance to bring a fresh approach to economic development and regeneration and to transform the economy to ensure that it reaches its potential so that towns, communities and people across the South enjoy increased prosperity. It is an opportunity to address exclusion, responding to the barriers preventing people participating in the economy, enjoying inclusive growth and accessing opportunities. The Agency will be able to build on the traditions and strengths of the area with an eye to future growth.

3.2. Our decision to establish the Agency came from listening to stakeholders as part of the review of Scotland's Enterprise and Skills System. In Phase 1 of the Enterprise and Skills Review, we recognised the need for a fresh approach in the

South of Scotland through a new vehicle to meet the area's enterprise and skills needs, supporting inclusive economic growth and increased productivity². In Phase 2 we confirmed that the South of Scotland Enterprise Agency would be established as a public body through primary legislation. The Agency would promote fair work and inclusive growth in all its endeavours with a focus on three initial general aims to:

- maximise the area's contribution to Scotland's inclusive growth, supporting a diverse and resilient economy;
- sustain and grow communities, building and strengthening communities with joined up economic and community support; and
- capitalise on people and resources – developing skills, promoting assets and resources and maximising the impact of investment in the area.³

3.3. The Agency will have a leadership role supporting inclusive growth in the area, ensuring an approach tailored to opportunities and economic context, recognising distinctiveness. The Agency will want to build on the work already done to apply the Scottish Government's inclusive growth diagnostic by working with other partners to apply its findings. That will enable it to have a deep understanding of the sorts of issues preventing people from fully participating in the economy of the South, be they caring responsibilities that can sometimes prevent people being able to take up employment opportunities or transport issues that mean people just cannot get to work. It will ensure a different approach to investment decisions so that they address exclusion while assisting growth.

3.4. With a clear strategic vision, the Agency will take forward a range of activities to deliver its three overarching aims. Those activities will evolve and change, responsive to circumstances. It will play a leading role to deliver the South of Scotland that all want to see, working with a range of partners, reflecting the ambitions and aspirations of its businesses and people.

3.5. We are taking forward our commitment to establish the Agency. Our Programme for Government, published on 5 September 2017, confirmed that the legislation to establish a new public body would be introduced in the Scottish Parliament in 2018. If the legislation receives Parliamentary approval, the new statutory body can begin its formal legislative operation from 1 April 2020⁴. We are clear though that the South cannot wait for the legislative process to be complete.

3.6. In advance of the statutory arrangements, we have put in place an interim partnership, the South of Scotland Economic Partnership (SOSEP). The Partnership is chaired by Professor Russel Griggs OBE, with Rob Dickson as its chief officer. The Partnership brings together the public sector with the private, third and further and higher education sectors. It will bring a fresh approach to

² Enterprise and Skills Review, Report on Phase 1 (October 2016)
<https://beta.gov.scot/publications/enterprise-skills-review-report-phase-1/>

³ Enterprise and Skills Review, Report on Phase 2 (June 2017)

⁴ Programme for Government 2017/18

<https://beta.gov.scot/publications/nation-ambition-governments-programme-scotland-2017-18/>

economic development in the area and help to prepare the way for the Agency⁵. With a clearly prioritised workplan and additional resources of £10 million in financial year 2018/2019, the Partnership will bring a different approach to economic development, harnessing the enthusiasm for doing things differently, focused on making an impact.

- 3.7. The Partnership will also listen to the views from this consultation, which will be valuable in providing more information about what the businesses and people of the South want. By the end of its first year, SOSEP will bring a visibly different approach to economic development in the area, with better alignment of activity, clearly influenced by stakeholders and focused on new activities, including those that support the economic resilience of communities.
- 3.8. This consultation is the next stage on the journey to establishing the Agency. We want to hear your views on what you want the Agency to be able to do to deliver your ambitions for the South. Those views will also help to steer the work of the interim Partnership paving the way for the Agency.

Question 3: What are your ambitions for the future economic success of the South of Scotland?

4. The economic context of the South of Scotland

- 4.1. The activities and priorities of the Agency need to be shaped by the economic context of the South of Scotland so that it delivers maximum impact with activities specifically tailored to the circumstances of the area.
- 4.2. The South of Scotland is dominated by small businesses, very often family owned. Self-employment is equally important. Traditional sectors such as farming, forestry, tourism and hospitality make a substantial contribution to the economy. The area has growing strengths in a diverse range of other sectors including energy, construction, logistics, life sciences and creative industries to name but a few. There are, of course, many world class innovative businesses operating in the area both indigenous to the area and also choosing to locate in the area. Business spend on research and innovation is however low, below the national average.
- 4.3. Community based businesses are a key part of the economic base, recognising the varied social fabric and place, bringing local vibrancy and specialism. This is something that our Strengthening Communities Programme⁶ is already helping to enable.
- 4.4. The South has significant resources in land assets and energy resources. It is as rich as any part of Scotland in renewable energy resources, with technologies such as on shore wind and hydro capable of making a significant contribution to local and national energy demand. Pumped storage hydro can also play a vital

⁵ <https://news.gov.scot/news/gbp-10m-boost-for-south-of-scotland>

⁶ <https://beta.gov.scot/policies/community-empowerment/empowering-communities-fund/>

role in providing power when needed, increasing stability and resilience across local and national networks. There remains great potential for further development across the area, in the right places and subject to the relevant planning procedures.

4.5. The South is strategically well-placed with the existing transport connections offering opportunities for the region's future growth. One of the key strategic trunk roads in Scotland, the M74, passes through the region, as do the A7, A68 and A1 providing excellent connections to key markets in England, Central Scotland and beyond. The A75 and A77 strategic routes also play an important role in connecting the ports at Cairnryan with the rest of Scotland. The ports are not only important to the region but are of major importance to Scotland as a whole, operating as a direct link to Ireland with all the economic and social benefits that brings on both sides of the Irish Sea. For rail, the East and West Coast Main Lines both cross the border with England providing connectivity between major UK cities, and the Borders Railway extends the rail network from Edinburgh to Tweedbank. The existing rail links, combined with future opportunities for rail freight, add to the region's assets and future growth possibilities.

4.6. The economy is, of course, shaped by the characteristics of the area's geography and population and has to operate in that context. The South of Scotland is one of the most rural areas of the country, which impacts on physical and digital connectivity. Across the area there are many small towns. It has a low population density which is ageing, with young people leaving the South and not returning. The South has valuable assets in land and natural resources with an opportunity to make much more use of these.

4.7. The South offers considerable strengths and opportunities too. These are vital building blocks for a strong economic future. These include:

- traditional sectors with a reputation for excellence;
- over 10% of Scotland's agriculture, forestry and fishery output;
- a manufacturing heritage with a strong base and active construction sector;
- strengths in renewable energy and significant land assets that offer opportunities for further development;
- strengths in the creative industries – crafts, design, fashion and textiles, visual arts, software and electronic publishing;
- improving physical connectivity – roads and investment in the Borders Railway - and improving digital connectivity with the rollout of superfast broadband;
- a high quality environment with an attractive offering for tourism with world class activities and heritage;
- colleges and universities operating across the area able to offer a variety of opportunities to develop skills;
- diverse towns and villages acting as centres for their local communities and their rural hinterlands with vibrant community businesses;
- many entrepreneurial businesses, sometimes world-leading; and

- a unique strategic location, with long standing links to Ireland, Northern Ireland and England.

Question 4: What are the strengths you would like to see the Agency build on?

Question 5: What are the economic challenges you would like to see the Agency address?

5. Potential Activities for the South of Scotland Enterprise Agency

- 5.1. The potential of the South of Scotland is clear. The Agency needs to be able to take forward activities that drive the economy, sustain and grow communities and capitalise on people and resources. The Agency will have a leading role in creating the conditions for more skilled and better paid job opportunities, help support low carbon activities and support the area to take advantage of international opportunities and technological change.
- 5.2. A range of public, private and third sector organisations already work actively in the South of Scotland to deliver services to businesses, learners and communities. These organisations include Scottish Enterprise (SE), Skills Development Scotland (SDS), the Scottish Funding Council (SFC), Visit Scotland, the local authorities (Dumfries and Galloway Council and Scottish Borders Council), and further and higher education providers. The work of these organisations is valued by those who benefit from their support and contributes to the economic prosperity of the South of Scotland. The Agency offers the opportunity to create a fresh approach to economic development, to complement and harness existing activity to deliver the best outcome for the area.
- 5.3. Scotland's existing enterprise agencies are Highlands and Islands Enterprise (HIE) and SE. The legislation establishing the Agency will draw from the legislation establishing those bodies⁷. The legislation will set out the overarching powers of the Agency, enabling it to take forward activities reflecting the circumstances of the South. The high level powers set out in the legislation will be shaped to ensure that the Agency can take forward the range of activities to deliver its high level aims. The legislation will not set out the detail of activities.
- 5.4. The Agency needs to reflect the aspirations of the people of the South and not simply do the same as other agencies have been doing. It needs to work for the South. However, there is value in learning from, and drawing on, the success of other agencies when considering the sort of activities the Agency could carry out. The potential activities captured below are informed by the range of activities carried out by SE and HIE, as well as other public bodies supporting economic development. Those activities also reflect what stakeholders said during the Enterprise and Skills Review.

⁷ Enterprise and New Towns (Scotland) Act 1990 – <https://www.legislation.gov.uk/ukpga/1990/35/contents>

5.5. The following section seeks views on the potential activities the Agency might undertake, grouped against the three initial overarching aims: to drive forward the economy, to sustain and grow communities, and to capitalise on people and resources. There are specific questions to consider at the end of the section.

Driving forward the economy: potential activities

5.6. This section explores the sorts of activities that the Agency might take forward to drive forward the economy, increasing productivity and creating the conditions of fair work and inclusive growth.

5.7. It is important that the Agency operates with a clear understanding of the assets tailored to the needs of the area's business base, looking at how more businesses benefit from public sector support to contribute to the area's inclusive growth and create opportunities. Its decisions need to be supported by a well-informed evidence base.

5.8. The Agency will need to have a clear vision for the area, providing strong regional leadership working with locally elected leaders and other key stakeholders. Clarity of purpose would help to align people behind a clear direction. The Agency could act as a voice of the South of Scotland, ensuring that it is heard in national debates. In identifying areas of regional strengths, it could provide sector-specific support.

5.9. There is a range of activity that the Agency could undertake to help specific businesses across the South of Scotland to reach their potential, recognising the nature of the area's business base with many family owned and micro-businesses. Activities to support business sustainability and growth might include:

- joining up existing support for business, working with other organisations offering support;
- having an 'account management' system for supporting individual businesses, in the model of SE and HIE;
- setting up business networks and clusters;
- growing the local supply chain;
- providing specific support tailored to small and micro businesses;
- working with businesses to build capacity and confidence so small and medium sized businesses are able to seek investment from bodies such as the Scottish National Investment Bank;
- encouraging greater business spend on research and development;
- developing rural business leaders;
- targeting support for under-represented groups;
- working with Scottish Development International to support import and export; and
- working with the existing enterprise agencies where services are best delivered on a national basis; for example, the Scottish Manufacturing Advice Service and Regional Selective Assistance.

Sustaining and growing communities: potential activities

5.10. This section explores the sorts of activities that the Agency might take forward to sustain and grow communities, supporting them achieve their economic potential. This builds on our existing commitment to empowering communities via the Regeneration Strategy⁸, the Community Empowerment (Scotland) Act 2105⁹, and our Fairer Scotland Action Plan¹⁰.

5.11. We think that there is a range of activity that the Agency could deliver to build the economic strength and resilience of communities. We recognise that, in rural areas, the integration of economic and community development is important to the long term success of the area. The inclusive growth diagnostic provides a tool for the Agency to understand what is preventing communities from accessing employment opportunities. Activities taken forward could include:

- Further supporting communities to grow their capacity and to play a greater role in the long term development of their area, including acquiring specific assets and opportunities to generate income and deliver services;
- Supporting the growth and development of the social enterprise sector, identifying specific geographical and thematic opportunities, including the potential for increased innovation and more effective joint working;
- Supporting community based businesses, reflecting the traditions, skills and aspirations of different places;
- Working with local authorities and other partners supporting regeneration and place based activities; and
- Responding to the inclusive growth diagnostic, addressing the things that are getting in the way of economic opportunities.

Capitalising on people and resources: potential activities

5.12. This section explores the sorts of activities that the Agency might take forward to capitalise on the people and the resources of the South of Scotland.

5.13. The Agency will be able to focus on the needs of the South of Scotland. In looking at how to ensure people in the South have the skills to make the most of future opportunities, the Agency will want to work closely with existing organisations such as Skills Development Scotland, the Scottish Funding Council and education institutions, including colleges and universities. The Agency should forge productive relationships between these organisations and ensure that their provision planning and resource allocation becomes better aligned, more coherent and subject to more consistent performance management.

5.14. Working with skills organisations and skills providers, the Agency could:

- support the development of skills in the South of Scotland;
- align skills needs with skills provision;

⁸ <https://beta.gov.scot/publications/achieving-sustainable-future-regeneration-strategy/>

⁹ <http://www.legislation.gov.uk/asp/2015/6/part/5>

¹⁰ <https://beta.gov.scot/publications/fairer-scotland-action-plan/>

- work to increase economic opportunities for young people;
- work to ensure that the existing workforce have the opportunity to develop their skills and to access on-going training to enhance their skills;
- ensure a workforce that can make the most of future economic opportunities, including building digital skills; and
- help business benefit from the Scottish Government's commitment to its expansion and diversification of apprenticeships¹¹.

5.15. The Agency will also look at how best to promote the area's assets and resources, maximising the impact of investment in the areas. This could include activities such as:

- developing business spaces fit for the growing businesses of the 21st century;
- supporting enabling business infrastructure;
- maintaining an asset register for the South of Scotland to record the economic assets of the area to help inform decision making;
- supporting the development and regeneration of towns and town centres;
- working to attract inward investment;
- working with organisations such as the Scottish Futures Trust to influence the national infrastructure investment plan;
- developing a digital economy, improving the take up of digital technologies and ensuring business make the most of those new technologies; and
- fostering partnerships to promote the South of Scotland as a tourism destination, through digital and traditional methods.

Question 6 – What currently works well in the South of Scotland?

Question 7 – What would you add or take away from the potential activities that the Agency could carry out across the three areas:

- a) drive forward the economy;***
- b) sustain communities; and***
- c) capitalise on people and resources***

Question 8: What would you prioritise as the key areas of activity for the Agency?

Question 9: What specific things could the Agency do to help you, your business, your sector or your community?

6. Effective boundaries

6. Phase 2 of the Enterprise and Skills Review explored the most appropriate geographic boundary in which the new organisation should operate. In discussions with stakeholders, a consensus emerged that the new organisation should operate in the local authority areas of the Scottish Borders and Dumfries and Galloway. This reflects the economic context and the similarity of challenges faced in those two areas, challenges which present differently in other local

¹¹ <https://beta.gov.scot/news/modern-apprenticeship-target-announced/>

authority areas. It also ensures clarity for those using services, and ensuring a focus on tackling the specific challenges of the area.

- 6.1. With those boundaries, the Agency will operate across an area of over 4,300 square miles which stretches the breadth of Scotland from the North Sea in the east to the Irish Sea in the west - coast to coast a distance of over 150 miles. With a population of 264,000, the area is one of the most rural regions in the United Kingdom.
- 6.2. The Agency will need to establish effective relationships outside its specific geographic boundary to enable it to support work that benefits the economy of the South of Scotland. This means that the South of Scotland will benefit from national support and opportunities, and the Agency will be able to work with other local authorities.

Question 10: What could the Agency do outwith its boundaries working with other local authorities or with agencies like Highlands and Islands Enterprise to support specific projects which benefit the South of Scotland and with national agencies?

7. Location of the new Agency

- 7.1. It is vital to ensure that the Agency is accessible to businesses and communities across the South of Scotland with its headquarters and leadership clearly based in the South. We would welcome views on how best to deliver accessibility. For example:
 - the Agency could have minimal physical presence with its services delivered digitally across the area;
 - there could be a single central headquarters from which all services could be provided;
 - the Agency could take the form of a hub and spoke model – with its larger headquarters complemented by smaller offices in locations across the area;
 - locations could depend on the activities being provided; or
 - the Agency could be entirely co-located with other public sector organisations.
- 7.2 We would welcome views on the criteria that should be used to inform a decision about location. In deciding the location of other bodies in the past, a range of criteria has been considered. The criteria this time might include: connectivity and accessibility, proximity to key populations, proximity to other services; potential impact and benefits to local economy; or availability of suitable premises. Wherever the location, the Agency will want to make best use of technology. The legislation will not prescribe the location or the structure of the Agency. However, it will make clear that the Agency's headquarters need to be in its area of operation, clearly rooted in the South and led from the area in which it operates.

7.3 It is important that the Agency benefits from the expertise of people in the South of Scotland and that people from the South want to engage to lead and direct it over the years to come. The legislation will set out that the appointments to the Board will be subject to the Code of Practice for Ministerial Appointments to Public Bodies in Scotland¹² put in place by the Commissioner for Ethical Standards in Public Life in Scotland. The Agency should have a Board which is accessible, transparent, visible and engaged with stakeholders across the area, and which properly reflects the businesses and communities of the South, understanding living and working in the area.

Question 11: Which option, either from the list above or your own suggestion, do you think offers the best way to ensure the Agency is accessible to all across the South of Scotland?

Question 12: Which criteria should be used in reaching a decision about the location of the Agency?

Question 13: If you were to use the services of this Agency, what factors are important to you in terms of reaching it? (This might relate to the location itself, to transportation links, or to proximity to other services, or digital delivery, for example.)

Question 14: What sort of people should be on the Board of the Agency and what sorts of skills and expertise should they have?

8 Other issues

8.1 In this consultation paper, we are seeking views on a wide range of issues and this section poses some more general questions. But we do not want to constrain the discussion. If there are other areas you would like to raise, we look forward to hearing about them.

Question 15: We know that young people are less likely to stay in or move to the South of Scotland than they are other parts of the country. Do you have any comments on things the Agency could do to meet the interests of children and young people?

Question 16: In delivering opportunity and growth in the South of Scotland, how can the Agency:

- promote equality for people who share one or more protected characteristic as defined by the Equality Act 2010¹³;
- combat discrimination; and
- foster good relations between people who share a protected characteristic and those who do not?

¹² <http://www.publicappointments.org/publications/110/code-of-practice>

¹³ <https://www.gov.uk/guidance/equality-act-2010-guidance>

Question 17: Do you have any other comments on how the Agency might address specific needs?¹⁴

Question 18: We want to make sure that the Agency works effectively with a wide range of key stakeholders/partner agencies to ensure that inclusive growth also enables positive social and environmental outcomes. Do you have any comments on how this should work in practice?

Question 19: Do you have any other thoughts on powers that the Agency will need?

Question 20: Is there anything else you wish to say about the operation of the Agency?

9. Responding to this consultation

9.1. We are inviting responses to this consultation by 7 June 2018.

9.2. Please respond to this consultation using the Scottish Government's consultation platform, Citizen Space. You can view and respond to this consultation online at <https://consult.gov.scot/economic-policy-unit/new-enterprise-agency-for-the-south-of-scotland>.

9.3. You can save and return to your responses while the consultation is still open. Please ensure that consultation responses are submitted before the closing date of 7 June 2018.

9.4. If you are unable to respond online, please complete the Respondent Information Form (see "Handling your Response" below) and send by post to:

Jenny Bann
Directorate for Economic Development
Scottish Government
5 Atlantic Quay
150 Broomielaw
Glasgow
G2 8LU

or by email to: south_scotland_consultation@gov.scot

Handling your response

9.5. If you respond using Citizen Space (<http://consult.gov.scot>) you will be directed to the Respondent Information Form. Please indicate how you wish your response to be handled and, in particular, whether you are happy for your response to be published.

9.6. If you are unable to respond via Citizen Space, please complete and return the Respondent Information Form (attached in annex) included in this document. If

¹⁴ <https://www.legislation.gov.uk/ukpga/2010/15/part/11/chapter/1>

you ask for your response not to be published, we will regard it as confidential, and we will treat it accordingly.

9.7. All respondents should be aware that the Scottish Government is subject to the provisions of the Freedom of Information (Scotland) Act 2002¹⁵ and would therefore have to consider any request made to it under the Act for information relating to responses made to this consultation exercise.

Next steps in the process

9.8. Where respondents have given permission for their response to be made public, and after we have checked that they contain no potentially defamatory material, responses will be made available to the public at <http://consult.gov.scot>. If you use Citizen Space to respond, you will receive a copy of your response via email.

9.9. Following the closing date, all responses will be analysed and considered along with any other available evidence to help us. Responses will be published where we have been given permission to do so.

Comments and complaints

9.10. If you have any comments about how this consultation exercise has been conducted, please send them to south_scotland_consultation@gov.scot.

¹⁵ <http://www.itspublicknowledge.info/Law/FOISA.aspx>



Consultation on a new Enterprise Agency for the South of Scotland

RESPONDENT INFORMATION FORM

Please Note this form **must** be completed and returned with your response.

Are you responding as an individual or an organisation?

- Individual
 Organisation

Full name or organisation's name

Phone number

Address

Postcode

Email

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:

- Publish response with name
 Publish response only (without name)
 Do not publish response

Information for organisations:

The option 'Publish response only (without name)' is available for individual respondents only. If this option is selected, the organisation name will still be published.

If you choose the option 'Do not publish response', your organisation name may still be listed as having responded to the consultation in, for example, the analysis report.

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

- Yes
 No



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Consultation on a new Enterprise Agency for the South of Scotland

[Introductory paragraph to be inserted pending Council's decision]

Question 1: Do you agree with our ambition outlined above?

Scottish Borders Council's ambition for the South of Scotland is to see it transformed into one of the most vibrant rural economies in Europe. In a mirror of the ambitions described at paragraph 2.5 of the Consultation, this means a strong diversified sustainable economy built upon cohesive and enterprising communities, rich in economic and social opportunity, where a varied and skilled workforce enjoys pay and conditions commensurate with the best in Scotland. Entrepreneurship and innovation should be commonplace with young people confidently looking forward to educational, training and employment prospects as stepping stones to realising their full potential in the South of Scotland. The region needs to both increase its economic output and the wealth retained within the area, and, in looking outward, to maximise the contribution it makes to Scotland's National Ambition for Inclusive Economic Growth. We should, in short, seek to deliver on the priorities of Scotland's Economic Strategy in a way which works for and delivers for the South of Scotland.

To properly articulate the Council's ambition for the South of Scotland, however, necessitates a setting of context and an understanding of the challenges that will need to be overcome. These include:

- a) A land area comprising one seventh of Scotland's total land area with, 24 people per km², the most sparsely populated area outside of the Highlands & Islands (2018)¹
- b) Low wealth creation (Gross Value Added (GVA) per head in the South of Scotland is £19,793 equating to 79.5% of the national average (£24,876 for Scotland (ONS - 2016))²
- c) Low Average Weekly Wages – the median weekly wage for all workers in the South of Scotland is roughly £467 (£467.8 in SB and £466.5 in D&G – 29th and 30th respectively amongst Local Authorities across Scotland). This is significantly below the national median of £547.3. (2017)³
- d) Out-migration of young people and shrinking workforce - in 2017 the proportion of people of working age 16-64 was 58% in the South of Scotland compared to 64% for Scotland.⁴
- e) Relatively high proportions of its workforce in :

¹ National Records of Scotland (2018), Mid-2017 population estimates, <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2017>

² ONS (2017), Regional GVA (income approach), <https://www.ons.gov.uk/economy/grossvalueaddedgva/datasets/regionalgrossvalueaddedincomeapproach>

³ Annual Survey of Hours and Earnings (2017), Gross Weekly Pay – Workplace Analysis, accessed through <http://www.nomisweb.co.uk>

⁴ National Records of Scotland (2018), mid-2017 population estimates

- Agriculture and fishing – 9% in the South while its 1.7% nationally
 - Manufacturing – 10.3 % in the South, while its 7.8% nationally (2017)⁵
- f) Relatively low proportions in growth sectors such as:
- Banking, Finance and Insurance – 12.9% in the South while it is 15.8% nationally (2017)⁶
- g) Significant connectivity issues in relation to transport and digital infrastructure - SIMD data shows that the South of Scotland is particularly Access Deprived, with 37% of SoS datazones, in Scotland's 20% most access deprived.⁷

The Council believes there is a fundamental imperative which must be channelled to address these challenges. This is a relentless emphasis on geography and place which recognises that inclusive economic growth can only be generated within the towns and rural communities of the South of Scotland through a new approach. The challenges are different here, the economy is different and, as Scottish Government's creation of the Agency attests specific challenges necessitate particular solutions.

Thus, the Council not only strongly supports the establishment of the Agency, it very much welcomes Scottish Government's call for leadership and its emphasis on 'place'. We believe that listening to the needs of the South and designing solutions here is the best way to deliver on shared ambitions. As the Ministerial Foreword to the Consultation asserts, the Agency will empower 'the South of Scotland to drive forward its own future, a future created in the South, of the South and for the South'.

This is not to suggest that the South of Scotland should proceed unaided. The contributions of national players remain essential. But, it reinforces the need for bespoke remedies designed to meet the specific challenges encountered in the South of Scotland. The leadership of Dumfries and Galloway Council and Scottish Borders Council will be crucial in providing direction and purposefulness to the Agency's efforts.

Lastly, it is important to recognise that it takes time to deliver strategic goals, especially where these relate to entrenched structural factors. We must be willing to take a long-term view of what we are trying to achieve in the South of Scotland and what it will take in resources and collective effort to deliver it.

Question 2: What would you like to see for the South of Scotland?

⁵ Annual Population Survey (2017), Industry of Employment, accessed through <http://www.nomisweb.co.uk>

⁶ Ibid

⁷ Scottish Government (2016) SIMD – Access to Services Deprivation, http://www.gov.scot/Topics/Statistics/SIMD?utm_source=website&utm_medium=navigation&utm_campaign=statistics-evaluation-tools

Our aim should be to build on the ambitions identified at para 2.5 of the Consultation document, transforming the economy of the region. This requires a focus on collective priorities which should be reflected in the role and remit of the Agency and its strategy for the region. Specifically, we should seek to:-

(a) Maximise the contribution that the South of Scotland makes to Scotland's National Ambition for Inclusive Economic Growth – Deliver the ambitions and priorities in the national economic strategy and local economic strategies.

(b) Develop end-to-end solutions for business support; as it is important to provide a seamless business support service to companies, social enterprises and communities, to enable them to maximise their economic growth opportunities. A key focus would be to simplify and streamline funding and interventions and reduce duplication in service delivery. The aim would be to provide fast and flexible support in responding to businesses' needs. This would also involve the development of stronger local economic sectors and more links between businesses, the Colleges and Universities and support businesses to improve through increased investment and increased innovation activity.

(c) Turn Market Failure into Relative Advantage; as this is important in a rural area such as the South of Scotland where markets are often weak or failing. This would involve supporting more innovation, entrepreneurialism and research and development; and looking at ways of encouraging more inward investment into the region.

(d) Enabling Infrastructure; this is crucial to supporting business and community economic development and would include the provision of a range of employment sites and high quality business premises as well as investment in improved transport links. A priority would be to continue to promote the need, and to lobby for further investment in digital infrastructure, to provide Hyperfast broadband connectivity, much fuller 4G mobile coverage and, into the future, the development of 5G mobile technology, with a focus firstly upon the industrial and commercial opportunities these technologies present. World Class digital infrastructure is essential to overcome physical connectivity and peripherality issues faced across the South of Scotland. The Agency will have a vital role in championing the interests of the South of Scotland in securing resources to address deficits in business and transport infrastructure. It will be particularly important in respect of these challenges that the Agency (working with others) seeks to influence UK Government's Industrial Strategy and proposed Shared Prosperity Fund.

(e) Focus on People and Skills; as it is important to develop the workforce and retain young people in the area. There is a need to align the functions of our learning and skills agencies to better join up how education services and training are planned and provided to learners and employers. This would involve stronger employer engagement, supporting the skill needs of regional sectors including care, construction, food and drink, tourism, and textiles; strengthening

employability progression pipelines; developing higher level skills; and anticipating and planning for future skills needs. In short we need to provide a comprehensive skills offer from primary school through to FE/HE. This requires strengthening teaching in STEM subjects, enhanced vocational training and the learning in technical skills sought by employers of future growth sectors such as Digital, Engineering and Life Sciences.

(f) Develop Enterprising Communities; as an important feature of the South of Scotland is its vibrant communities. This would include making the most of the assets of local areas and integrating economic development and community regeneration responsibilities to ensure a strong focus on strengthening communities, local empowerment and place making. A particular priority could be supporting the regeneration of the more economically fragile towns and town centres, and rural communities.

(g) Environment; maximise the economic opportunities arising from the South of Scotland's unique and high quality environment and plentiful natural resources. Energy can be a catalyst to recast the economic relationship between the South of Scotland and Scotland by growing indigenous, and attracting new industry through sustainable, low carbon energy investment.

(h) Tourism; the South of Scotland has important strengths, natural and cultural assets with strong place branding, as well as an excellent strategic location situated close to population centres to the north, south and west, but there is a need to develop our offer more strongly. This involves making linkages through the Borderlands Inclusive Growth Deal and the Edinburgh & South East Scotland City Region Deal; and bringing together key providers in the market to create a more cohesive product (e.g. Borders Food Network).

(i) Leadership; a clear focus is required to influence and advocate for enhanced economic, business and community support for the South of Scotland. To support this leadership function the Agency needs to strengthen the strategic economic development and economic intelligence capacity of the South of Scotland.

Question 3: What are your ambitions for the future economic success of the South of Scotland?

Our ambition for the South of Scotland is that it becomes one of the most vibrant rural economies in Europe, with a growing core of innovative businesses and a renewed culture of entrepreneurship. We want to see the potential of the South of Scotland being fulfilled to its maximum, and our region making an increasingly significant contribution to national Economic success. The keynote is 'step change' and through its creation of the new Agency, Scottish

Government has signalled both its ambition, and its acceptance of the particularity of the region's challenges.

To deliver such a 'step change', the South of Scotland must improve its performance against a number of key measures, subverting our biggest challenges, and seeking to turn them into attributes. We must transform the following areas:

- Gross Value Added – GVA per worker in the South of Scotland is 20% below the Scottish average, demonstrating that there is a significant productivity gap in the South of Scotland⁸. A key objective should be to close this productivity gap to the national average. Adding 20% on to the GVA would contribute over £750 million a year to the South's economy.
- Average Weekly Wages – The average wage in the South of Scotland is £567.9, £70.3 per below the national average (2017)⁹. Extrapolating this over the course of a year, the average worker in the South of Scotland is earning over £3,600 less than the Scottish average. The number of employees earning below the Living Wage is around 28%, 8% higher than the level for Scotland as a whole (Scotland – 20.1% (2016))¹⁰. To drive inclusive growth across the South we need to raise wage levels in the area significantly by increasing the prevalence of higher value jobs. Concurrently, we need to encourage more innovation and greater economic diversification.
- A More Diversified Economy – for example 24% of businesses in the South of Scotland are in the Agriculture, Forestry and Fishing industry (in comparison to 8% across the whole of Scotland) whereas 8% of businesses in the South of Scotland are in Professional, Scientific, and Technical industries while nationally this represents 16% of the business base (2017)¹¹. This over reliance on one sector leaves the area vulnerable to negative impacts from changes in the economic climate. This is particularly significant in the light of uncertainties around Brexit.
- Low Investment in Research & Development – in the South of Scotland, business investment per head is £50, while the national average is almost four times higher at £198 (2016)¹². To increase productivity and the

⁸ ONS (2017), Regional Gross Value Added – income approach, <https://www.ons.gov.uk/economy/grossvalueaddedgva/datasets/regionalgrossvalueaddedincomeapproach>

⁹ Annual Survey of Hours and Earnings (2017), Workplace Analysis, accessed through <http://www.nomisweb.co.uk>

¹⁰ ONS (2016) ASHE, Number and percentage of employee jobs with hourly pay below the living wage, by parliamentary constituency and local authority, <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/adhocs/006335annualsurveyofhoursandearningsashenumberandpercentageofemployeejobswithhourlypaybelowthelivingwagebyparliamentaryconstituencyandlocalauthorityyukapril2015and2016>

¹¹ UK Business Counts (2017), Local Units by Industry and employment size band, accessed through <http://www.nomisweb.co.uk>

¹² Scottish Government (2017), Business Expenditure on Research & Development Publication Tables, <http://www.gov.scot/Topics/Statistics/Browse/Business/RD/tables>

- number of higher value jobs, there is a need for businesses to develop new products and processes by investing in research & development.
- Ageing and Declining Population –for generations, young people have left the South of Scotland to pursue educational opportunities and further their careers outside the area. This trend is forecast to continue: while the Scottish population is predicted to increase by 5.3% by 2041, the South of Scotland population is expected to fall by 1.9%. This is despite an 80% rise in the number of over 75s in the Scottish Borders and a 68% rise of over 75s in Dumfries & Galloway over the same period. The development of centres of Health and Social Care excellence in the region represent the kind of development that the South of Scotland will need to embrace if it is to transform such challenges into opportunities.
 - Skills – The working age population in the Borders is forecast to fall by 5.6% and by 12.1% in Dumfries & Galloway¹³. Critically, the Agency will need to break the cycle which sees an outflow of well-educated young people from the South of Scotland, leaving the area light on the skilled workforce which would attract more specialised higher paying businesses. Working with partners the Agency needs to develop more effective employment pipelines within the South of Scotland which create a natural route through education and training to high value employment. The corollary is that businesses will need to be supported in the South of Scotland and attracted into the region to provide the appropriate employment opportunities. Nor should we overlook the necessity of retraining and re-equipping older workers particularly in the light of the demographic challenges faced by the South of Scotland. Much greater access to Further Education and enhanced Higher Education provision is needed, while teaching in schools will need to be aligned with regional workforce requirements, and the goal of strengthening the skill levels of the indigenous workforce.
 - Inward investment - Much more needs to be done to raise the profile of the area as great place to live, work and invest. The Agency will need to work with SDI to build an evidence base from which action can be pursued to maximise inward investment into the South of Scotland.

The Council recognises that existing economic performance measures, like GVA, measure total economic growth. However, inclusive growth asks different questions of the Agency and of partners: how do we combine increased prosperity with greater equality, opportunities for all, and more equitable distribution of the benefits of increased prosperity? Reducing the pay gap, reducing the proportion of employees earning less than the Living Wage and reducing the proportion of individuals living in poverty are important measures of progress, but further work is needed to develop a

¹³ National Records of Scotland (2018), Population Projections for Scottish Areas (2016 based), <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-projections/sub-national-population-projections/2016-based>

dedicated inclusive growth monitoring framework. The Council welcomes the review of the National Performance Framework as an important milestone in this process, and considers the Agency can make an important contribution to development of the monitoring framework based on experience in the South of Scotland.

Question 4: What are the strengths you would like to see the Agency build on?

The South of Scotland has important strengths, and a key task of the Agency will be to develop and exploit these strengths sustainability. They include:-

1. The rural nature of the South of Scotland. This is one of our biggest assets with the quality of our natural environment and the quality of our landscape being key drivers behind people choosing to live and work in the area and an important 'pull factor' in attracting business investment and visitors to the area. This is augmented by excellent access to open space, from lochs to sweeping valleys, rolling hills and dramatic coast.
2. Rich natural resources – marine and coastal; freshwater; land including agriculture and forestry; and renewable energy.
3. Cohesive communities, and a good quality of life, based upon an attractive built heritage in towns, villages and a high quality environment, ardent social and cultural ties, and a sense of belonging.
4. Our school children have high levels of educational attainment with over 62% of school leavers obtaining at least an SCQF level 6 in the South of Scotland, while the Scottish Average is 61.7%¹⁴. However, the make-up of the economy and its predominantly low skill base has meant that less than one-quarter of the working age population is qualified to degree level reflecting the outflow of our young people who need to leave the area to obtain higher qualifications and better paid jobs.
5. Sectoral strengths in agriculture, forestry, and land management; food and drink; tourism; and manufacturing.
6. A strong and established identity as a tourism destination with strong 'branding' at the individual place level.
7. Parts of the region are well served by existing transport infrastructure (including the Borders Railway connection, the M74 corridor and the Cairnryan Ferry Service) enhancing existing and potential linkages with wider economic development activity with, for example, the Edinburgh City Deal, North East Deal, and Northern Powerhouse.
8. Further and Higher Education provision that can be built upon to further develop the skill base of the local economy.

¹⁴ Scottish Government (2017), Initial Destinations of Senior Phase School Leavers : 2017 Edition, <http://www.gov.scot/Publications/2017/03/2421/downloads>

9. A long history of joint working across the South of Scotland (manifested in the highly successful EU funded South of Scotland Objective 2 programme (2000-2006) and the South of Scotland Alliance established in 2003).
10. A strong tradition and successful record of partnership working within the Scottish Borders that has been established through the community planning process.
11. An established culture of self-owned businesses with strong community links – 18% of 16-64 year olds in employment in the South of Scotland are self-employed, over 6% higher than for Scotland as a whole¹⁵

Question 5: What are the economic challenges you would like to see the Agency address?

As noted in earlier responses, an essential precondition to meeting the economic challenges of the South of Scotland is recognising that the economy of the area is different to that in other areas. The combination of economic, geographic and demographic circumstances in the South of Scotland presents a singular challenge. The Agency will need to design its approach to build on and respond to the factors, which we highlighted in our answer to question 1 and now enlarge on below.

1. Low productivity, low wages and low growth

We have exciting and innovative businesses, but our economy is dominated by traditional rural/primary sectors, wholesale/retail, manufacturing, health and public sector activity, and heavily reliant upon high levels of part-time and seasonal working. As a result, the region has lower levels of productivity and income – the average salaries are over £3,600 per worker lower than Scotland¹⁶. We also have a higher proportion of employment in managerial and senior occupations (8.8% in SoS compared to 8.5% nationally) indicative of the reliance on the public sector for employment (27.7% of people in the South are employed in Public Admin, Education and Health) (2017)¹⁷.

Land-based activities are an important part of the South of Scotland's economy, but much more needs to be done to exploit significant diversification opportunities and strengthen our rural economy to ensure it is dynamic and resilient in a post-Brexit landscape.

¹⁵ Annual Population Survey (2017), Self-employed, employees and non-permanent employment, accessed through <http://www.nomisweb.co.uk>

¹⁶ Annual Survey of Hours and Earnings (2017), workplace analysis, accessed through <http://www.nomisweb.co.uk>

¹⁷ Annual Population Survey (2017), Industry of Employment, accessed through <http://www.nomisweb.co.uk>

2. Demography and our working population

Like many areas in the UK we have an ageing population, but, as noted in answer to question 3, the demographic trend in the South of Scotland is among the most challenging in the country. It is exacerbated by the outflow of educated and skilled young people. Our school children have high levels of educational attainment, but the make-up of the economy and the lack of opportunity drive an outflow of young people resulting in an economy with a predominantly low skill base. In turn, the diminished skills base of our population negatively impacts inward investment and wage levels. Retaining our young people and growing the number of working age people is vital to growing our economy. Investments in the energy and manufacturing sector, alongside the growth of other prominent businesses located in the region, will create demand for new highly-skilled jobs. However a significant skills gap must be overcome in order to make the most of once-in-a generation investments. We need to develop effective employment pipelines matching training and skills development with job availability, and we need to attract businesses with high skills needs into the South of Scotland.

3. Geography, Connectivity and Infrastructure

Despite some parts of the region being well-linked to existing transport infrastructure, much greater swathes are geographically remote from commercial centres and the transport infrastructure connecting the region. Internal and external transport networks are highly variable, with east-west links a particular challenge. This is a physical barrier to growing our economy.

The UK Government has set targets to deliver superfast broadband coverage across 95% of the UK by 2017. However, DSSB figures up to the end of 2017 showed around 91.5% of the residents and businesses in the South of Scotland are connected to a fibre enabled cabinet¹⁸. This however doesn't mean that users are able to access superfast download speed due to issues such as distance from the cabinet. Similarly, with respect to mobile coverage, around 25% of the land mass of the South of Scotland doesn't have reliable mobile coverage to make a phone call (2017)¹⁹.

4. Inequality and the challenge of inclusive growth

Too many people in the South of Scotland are caught in a trap, where their lack of resources, lack of access to training and skills improvement, lack of housing security and lack of mobility conspire to limit their prospects and the contribution they can make to the region. The area is not growing the jobs needed to retain or attract working age families with children to the South of

¹⁸ Figures from DSSB

¹⁹ Ofcom Connected Nations – Data Downloads (2017), Mobile local authority, <https://www.ofcom.org.uk/research-and-data/multi-sector-research/infrastructure-research/connected-nations-2017/data-downloads>

Scotland, giving rise to a weaker housing market, and compounding the challenges of low productivity, low wages and low growth. As noted above, these problems then further accentuate our difficulties in drawing into the area higher growth sectors which pay higher wages. Reducing numbers of children also have public funding implications for the area, potentially further weakening its offer as a residential and employment destination. Developing approaches to address the interrelationship of poverty, housing, adult learning, and employment is a core principle of inclusive growth and will be a central task for the Agency.

5. Lack of ambition and lack of innovation

There is a strong perception within the South of Scotland that, individually and collectively, we must be more ambitious. This is not simply an abstract concept. As noted in answer to question 3, investment in Research and Development in the South of Scotland is barely a quarter of the national average. This has a direct impact in that investment levels are low, but it also has a wider influence, militating against the culture of improvement and innovation which lies at the heart of every dynamic and growing economy. The Agency should seek to develop responses to this challenge in early course, identifying key sectors with high growth potential and the capacity to boost productivity. It should strengthen the link between the national research base and business innovation and seek to address the low levels of business research and development. There is also a need to broaden the region's approach to business and process innovation, going beyond a view which sees innovation as confined to science and technology.

6. Challenge of Brexit

In contrast to the largely structural challenges referred to above, Brexit is an external challenge, but its implications are likely to be no less far-reaching: in terms of access to markets, labour, and funding; with Agriculture, Fishing and Exporters significantly affected. While accurate forecasting remains difficult, the extent of potential impacts is highlighted by the agriculture sector. The South of Scotland accounts for around 20% of Scotland's agricultural output, with farmers in the South of Scotland particularly reliant on EU funding through the Common Agricultural Policy (CAP). In 2016, EU funding from the CAP to the farming industry in the South of Scotland amounted to £98,580,000 out of an overall Scottish total of £422,772,000 or 23% of the Scottish total²⁰. It remains to be seen how this crucial part of the economy will be supported beyond the UK Government pledge to maintain CAP funding levels to the end of the Parliament (expected to be in 2022). The May 2018 report to the Highlands & Islands Agricultural Support Group on 'Post-Brexit implications for agriculture and associated land use in the Highlands and Islands' reinforces concerns²¹. While

²⁰ DEFRA, UK CAP Payment Database data for 2016, accessed through <http://cap-payments.defra.gov.uk>

²¹ SRUC (2018), Post-Brexit Implications for Agriculture & Associated Land Use in the Highlands and Islands,

important differences exist between land use and the structure of agriculture in the South of Scotland and the Highlands and Islands, there is likely to be direct correspondence between the experiences of the two regions and acceleration of existing trends in respect of:

- the vulnerability of extensive livestock grazing across the region to potential Brexit-induced price reductions and, especially, to the removal of income support measures.
- further shrinkage of the agricultural workforce, with more limited scope for alternative land use activities.
- the negative impacts of declining active land management on upstream and downstream sectors, notably the Scottish Government's target growth sectors of Food & Drink and Tourism, risking wider economic activity and employment.

7. Land use and economic opportunity.

As noted above, the shape of a new post-Brexit agricultural policy post will have a powerful impact upon the South of Scotland's prospects. Mitigating Brexit impacts is likely to require both income support to maintain a resident population of land managers plus more targeted support for providing specific public goods, and the skills required for future land management. ~~The area has a unique opportunity to bring community, business, public sector and natural capital together, developing an integrated approach to land use based upon an understanding of the whole landscape.~~ With the Scottish and UK Governments having already floated the notion of re-orienting of 'public money for public goods', the South of Scotland should aim to shape thinking in Scotland – to demonstrate new ways of working, to assess various ways of replacing farming subsidies and to explore opportunities for a more holistic approach to land use. Building on the dialogue initiated by Scottish Government and the National Council of Rural Advisors, we need strategic thinking in respect of agricultural productivity, better supply chain integration, alternative land use, and business diversification as these issues relate to the South of Scotland. We urgently need to increase the technical, managerial and business skills of our farmers and land managers so that the agriculture sector can adapt to the changing context. This will require the development and adoption of new production methods, new technologies, and a stronger focus on innovation, supported through targeted information, advice, training and capital investments. The Agency can play a vital role in promoting and supporting these initiatives. The ultimate aim should be to bring community, business, public sector and natural capital together, developing an integrated approach to land use based upon an understanding of the whole landscape.

accessed through
https://www.sruc.ac.uk/downloads/file/3702/post_brexit_implications_for_agriculture_and_associated_land_use_in_the_highlands_and_islands

Question 6 – What currently works well in the South of Scotland?

As already noted, there are effective relationships between partners, including:

- A long history of joint working across the South of Scotland (manifested in the highly successful EU funded South of Scotland Objective 2 programme (2000-2006) and the South of Scotland Alliance established in 2003).
- A strong tradition and successful record of partnership working within the Scottish Borders that has been established through the community planning process.

Within its operating and resource limits, Scottish Borders Council's Economic Development Service (including Business Gateway) has delivered effective support in conjunction with partners to local businesses by means of financial support, support for events and tourism, provision and development of business premises, and through supporting skills development and employability.

The Scottish Borders Business Gateway team performs well against the majority of national targets with a particularly good performance around business growth as shown in the Business Gateway Annual Report and Business Plan Report 2017/18. The strongest performance was on identification of businesses starting a growth plan, giving a strong base for future years' activities.

National agencies e.g. Scottish Enterprise, Skills Development Scotland, Scottish Funding Council and VisitScotland provide certain key products and services that are important to the South of Scotland. It is vital that the new South of Scotland Agency continues to work closely with them to deliver economic development services in the same way that Highlands and Islands Enterprise provides essential support in collaboration with its partners.

Scottish Enterprise through Scottish Development International provides inward investment and trade promotion services that are important for the South of Scotland. There will be a need to ensure that the South of Scotland 'offer' developed by the new Agency is fully promoted by SDI. This also applies to VisitScotland and its national tourism programmes. Also Scottish Enterprise provides a range of national industrial sectoral support of relevance to the South of Scotland and in the future these will need to be closely linked into the work of the new Agency. Additionally, its Account Managed Companies with branches both within the South of Scotland and in other parts of Scotland and the UK will need to be linked to the work of the new Agency.

In relation to skills development, Highlands and Islands Enterprise has a framework agreement with Skills Development Scotland with respect to the provision of services, together with a partnership agreement with the Scottish Funding Council (SFC). The partnership agreement with SFC has ensured that the Higher Education Graduate Placement programme (ScotGrad) is right for the

Highlands and Islands, with higher grant intervention rates than rest of Scotland. These arrangements need to be replicated in the South of Scotland with the new Agency.

Question 7 – What would you add or take away from the potential activities that the Agency could carry out across the three areas:

a) Drive forward the economy;

b) Sustain communities; and

c) Capitalise on people and resources

The three key areas of activity identified in the consultation document provide a good starting point for considering what the Agency should deliver. There are however a number of overarching considerations which should apply across all potential areas of activity. Most significant among these is the need for the new Agency to develop its leadership, capability and capacity to drive forward the Agency's agenda. It must also work to instil these qualities across the business base and communities throughout the area.

Para 5.15 highlights the importance of infrastructure with a focus on ensuring there is the right business infrastructure in the area. We suggest that infrastructure should be developed into its own thematic area to give the requisite focus on the scale of the infrastructural deficit within the South of Scotland. In practice this means building on the list identified in para 5.15, noting that there is also a need to focus on transportation and workforce mobility.

Beyond this, there are additional issues in relation to each of the activity areas set out in the Consultation document which Scottish Government should consider. These are as follows:

Driving forward the economy

As alluded to in the Consultation document, it is important that the Agency works to broaden out the reach of business support in the South of Scotland. The new Agency needs to ensure that it supports a larger number of businesses than is currently being supported under existing arrangements and the advice, products and financial assistance on offer need to be more closely aligned to the needs of the business base. To deliver a step change in business support, the Agency must also reach out to and engage with previously unengaged businesses, and develop stronger strategic relationships with key employers.

There is a need to develop a more entrepreneurial culture in the South of Scotland, which sees businesses feel more confident in expanding their operations and sales into new markets, and comfortable in developing or

importing innovation into their businesses. There is also a need for a stronger business voice to be developed across the South of Scotland which can more authoritatively and comprehensively speak for businesses in the South. This will necessitate ensuring that the Agency has the expertise and personnel to engage in skill and capacity building within individual businesses. The work outlined in the Consultation paper to ensure that there are the required business networks and clusters to foster mutual support and best practice will be crucial to delivering on these efforts.

Sustain communities

We believe that the HIE approach to Account Managed Communities is a model which would bring substantial benefit to the South of Scotland, and would support this being replicated in the South. The South of Scotland has a number of strong communities which are keen to make the most of local assets, but it also has communities with limited capacity, and significant economic and social challenges. We consider that the support which comes with the Account Managed Communities approach will provide a refreshed level of focus on place, enabling communities to realise their ambitions to drive forward local economic development and deliver the better social outcomes integral to inclusive growth.

The Scottish Borders has unique cultural traditions that are expressed in world-renowned literature and storytelling, traditional music and song, custom and folklore. The history and heritage of the region is represented in a host of iconic buildings – castles, country houses and museums – as well as the region's collections and archives. At the same time, Borderer's identity is preserved and expressed in the distinctive character and civic celebrations of Borders towns (with *The Rough Guide to the World's Best Festivals* describing Common Ridings in the Borders and Dumfries and Galloway as 'One of Britain's best kept secrets'.) Community initiated cultural activity - events, festivals, exhibitions and projects - all contribute to a sense of identity, which continues to resonate with the worldwide Borders Diaspora, especially in the famous and infamous surnames of Reiver families.

This cultural context is very important in two respects. Firstly, the sense of identity and belonging pervasive in Borders culture is a critical prop in maintaining community cohesion and resilience. Secondly, this distinctive culture is a unique asset which the South of Scotland should exploit in promoting the region economically. Though very recent figures are not available, according to a 2012 report by EKOS Limited, the creative sector in the Scottish Borders is estimated to be worth £21m GVA and to employ some 720 people, contributing not only economic benefit but also environmental and social benefit across the region. (The same report estimated the creative/cultural sector in the South of Scotland generated revenue of almost £60M per annum, and employed 1337 fulltime employees, equating to an estimated GVA of £37-£39M per annum²²).

²² EKOS: Creative Sector in the South of Scotland – Report commissioned by Scottish Borders Council on behalf

Working with the Scottish Borders Arms' Length External Organisation, Live Borders, and other partners, this is an excellent foundation stone for the Agency to build upon.

People and Resources

While somewhat intangible, the Agency should aspire to a general raising of ambition across the board, in businesses, in communities and within agencies, including this Council. Collectively, we need to overcome assumptions that the region's challenges limit the scope of local action, or what we can hope to achieve. Such ambition must be matched by practical action in relation to training, careers, and inward investment.

The Agency needs to supplement current efforts to broaden out and modernise the training and employment support offer available in secondary schools, making it more relevant to businesses in the South of Scotland and to future employment opportunities. There is a need to develop more robust vocational training and employment pathways for young people within schools, together with more effective liaison between schools, colleges and employers to ensure good understanding of the match between skills training and opportunities. We say more about this in answer to Question 15.

In a step vital to matching supply against needs, SDS is engaged in mapping the current provision of Further and Higher Education in the South of Scotland. As the consultation acknowledges, we must ensure that educational and training opportunities and provision are aligned with current business need, and focused on what the future workforce requirements will be. The vast majority of the young people in the Scottish Borders who access Higher Education are compelled to leave the area, and then fail to return due to the relative lack of quality employment opportunities in the South of Scotland. Also the FE provision is limited by the numbers of students and funding restrictions which require a minimum number of participants in order to make courses viable. There is a need to develop increased HE and FE provision across the South of Scotland that better meets the demands of employers and of young people.

Reflecting on the challenges which have been brought out in previous questions, we believe that there is a lack of Graduate level opportunities in the South of Scotland, and this is partly why we have a significant outflow of young people from our area each year. The new Agency should look to facilitate a Graduate placement programme, aligning it with the needs of businesses, but also with the Agency's own staffing requirements.

For young people, adults and businesses there is a need to strengthen employment pipelines. This necessitates far greater correlation between training opportunities, skills development and job availability and it also means attracting

of the South of Scotland Creative Enterprise Initiative, May 2012 http://cscot-build.squiz.co.uk/_data/assets/pdf_file/0019/22276/Creative-Sector-in-the-South-of-Scotland.pdf

businesses to the South of Scotland with higher skills needs. Paragraph 5.15 of the Consultation document refers directly to attracting inward investment. This needs to be emphasised. The South of Scotland aided by the Agency needs to raise its game in bringing external resource into the area, including both private and public investment.

Question 8: What would you prioritise as the key areas of activity for the Agency?

Across paragraphs 5.9, 5.11, 5.14 and 5.15 the Consultation document helpfully identifies around 30 areas of activity. Many of these activities are inter-dependent and mutually supporting, and plotting their sequencing is best left to the Agency on the basis of operational exigencies and careful judgement of the evidence. The important thing is that the Agency correctly identifies its key strategic goals around which this supporting activity can be developed. With this in mind, we suggest the headline priorities are the need to drive business growth, innovation and entrepreneurialism; improved skills and employability; and developing leadership, capability and capacity within businesses and communities across the South of Scotland. Underpinning all of this the Agency's approach must embody the Relentless Emphasis on Geography and Place to which we referred to in our answer to Question 1. As noted, inclusive economic growth can only be generated within the towns and rural communities of the South of Scotland through an approach forged in the South of Scotland.

It should be recognised that some of the key challenges to economic performance faced by the South of Scotland (such as demography or transport infrastructure) will take sustained effort and resource investment over many years, and will not easily be remedied by lower cost and shorter term solutions.

Question 9: What specific things could the Agency do to help you, your business, your sector or your community?

Essentially this is a question for service users to answer. However, the Council considers that the Agency must provide enhanced support to businesses and communities to achieve a step change in economic performance and Inclusive Economic Growth. For businesses and communities this is a practical exercise which requires real engagement, support and expertise in relation to the issues which matter to them.

As in the Highlands and Islands, there is a need to develop the capacity of communities so that they are able to support inclusive growth in the broadest sense and specifically provide economic and employment opportunities.

For businesses, the Agency needs to develop and provide the kind of support identified in our response to question 2, particularly end-to-end solutions for business support, and support for innovation, entrepreneurialism and research

and development. As noted, such support must be practical in nature responding to the needs of individual businesses, whether skills, funding, or infrastructural, while also seeking to enhance the general business environment in the region, and developing the strategic and operating opportunities for business sectors. The Agency should be approachable. It needs to be a part of the operating context for businesses in the SoS so that they can have confidence that when they need help it will be there to provide it.

There must also be a recognition that to drive inclusive growth, to respond local needs and opportunities, will require integration of business and community development, rooted in a full understanding of place.

Question 10: What could the Agency do out with its boundaries working with other local authorities or with agencies like Highlands and Islands Enterprise to support specific projects which benefit the South of Scotland and with national agencies?

The geographic focus for the Agency is the Dumfries & Galloway Council and Scottish Borders Council areas. It is important to be clear about this. However, the Council acknowledges that boundaries should be flexible where broader needs are relevant or local operational considerations clearly merit such an approach.

While the new South of Scotland Enterprise Agency should become the 'go to' body for businesses in the South of Scotland, the new Agency also needs to be well integrated with the national agencies which have an involvement in Economic Development (particularly Scottish Enterprise, Highlands & Islands Enterprise, Skills Development Scotland, VisitScotland Scottish Funding Council, Scottish Natural Heritage, Scottish Environmental Protection Agency, Forestry Commission Scotland, and Creative Scotland) to ensure alignment and shared benefits.

As the Highlands & Islands and the South of Scotland face so many common challenges, continuing dialogue and collaboration is highly desirable and should be mutually advantageous, improving the capacity of both regions to contribute to national growth. It would be particularly beneficial for SoSEA to call on HIE's experience of delivering economic development services in a rural setting and of working with communities in respect of its social remit.

The two local authority areas covering the South of Scotland are also involved in existing partnerships with neighbouring authorities. The creation of the Agency at the same time that development work is on-going on the Borderlands Inclusive Growth Deal; Edinburgh and South East Scotland City Region Deal; and the Borders Railway Blueprint, provides an unprecedented opportunity to effect the step change in economic performance for the South of Scotland to which we

aspire. The Agency will need to assess how and what kind of engagement can deliver on its objectives, but the alignment of these initiatives provides an unrivalled moment for the Agency to contribute and participate in the delivery of programmes which address strategic challenges and substantially benefit Dumfries & Galloway and the Scottish Borders.

In time, the South of Scotland should perform the role of lead strategic area on matters of national policy where (as in the case of Highlands and Islands' primacy in marine energy and delivering the Scottish Land Fund) circumstances suggest that the region is the natural choice as national lead. Clearly, the Agency would have a vital role in such activity.

Question 11: Which option, either from the list above or your own suggestion, do you think offers the best way to ensure the Agency is accessible to all across the South of Scotland?

As mentioned below, undue focus on the principal location of the Agency risks diverting energies from more important considerations: such as how the Agency will work with stakeholders, businesses and communities in delivering better outcomes. As noted, the Agency must be accessible and responsive to all parts of the region. This requires Agency staff to be dispersed region-wide with area staff embedded in communities. At the same time, all staff must be highly mobile and responsive to needs region-wide. Furthermore, all potential location criteria noted in the Consultation document (connectivity and accessibility, proximity to key populations, proximity to other services; potential impact and benefits to local economy; or availability of suitable premises) can be met most easily and practically through co-locating the Agency within existing public sector and local authority premises. This has the added significant benefit of ensuring that as much of the Agency's budget can be spent on delivering the real change which is needed in the South of Scotland; far better that resources are invested primarily in building local capacities than on buildings.

In addition there must be a robust and comprehensive offering available digitally which complements the more traditional methods of service, so that this can be accessed most conveniently whenever it is needed. It needs to be noted however, that a total digital presence cannot be pursued in the South while there are still gaps in Digital Connectivity provision.

As explained in detail in response to question 18, there is a need for the Agency to build close collaborative relationships with community planning partners, and there is the same need to develop approaches with businesses and communities founded in co-production of solutions to the challenges we face. As paragraph 7.2 of the Consultation document identifies, there is expertise throughout the South of Scotland, and they are essential to supporting the work of the Agency.

It cannot deliver alone the step change to which we aspire in economic performance and inclusive growth.

Question 12: Which criteria should be used in reaching a decision about the location of the Agency?

Unlike the Highlands & Islands, the South of Scotland has no natural 'capital' acting as a hub for the entire area and there is no obvious candidate for a head office location. Consequently, we believe that the Agency needs to resist the location of a premier site in one part of the South of Scotland. This would simply alienate stakeholders and create dissonance between the Agency and other parts of the South of Scotland. The approach which is currently being adopted by the South of Scotland Economic Partnership of alternating its meetings between Dumfries & Galloway and the Scottish Borders is a useful model to follow. Such a compromise ensures that both areas feel fully involved and central to the work of the Partnership, and the Agency should follow that example.

The locations of Offices and Headquarters are of less importance in the development of the Agency than that the Agency is rooted in the South of Scotland, and accessible and responsive to every part of the region. There will be a need for a registered headquarters for legal purposes but this issue and the location of offices are operational matters to be determined by those charged with the delivery of the Agency's remit. Much more important is how the Agency ensures that its presence reaches across and into every part of the South of Scotland and is delivered where, when and how best suits the end user. To achieve this, like HIE, the Agency must have the staffing, expertise and capacity to deliver on its goals. As noted in answer to question 11, staff should be embedded in local communities throughout the region, while fully mobile and ready to respond to the needs of businesses, communities and stakeholders wherever businesses, communities and stakeholders may be based in the South of Scotland. There must also be a robust and comprehensive offering available digitally, so that this can be accessed readily whenever it is needed.

Lastly, the Agency's office needs should be delivered in a manner which makes best use of public resources, ensuring that as much of the budget can be spent on delivering the real change which is needed in the South of Scotland. Co-location within existing public sector agencies and local authority premises promises the best way of achieving this. Furthermore, co-location provides an opportunity to ensure maximum alignment with public sector partners, and should ensure a seamless and integrated service is delivered to clients by keeping the majority of services 'under the one roof'.

Question 13: If you were to use the services of this Agency, what factors are important to you in terms of reaching it? (This might relate to the location itself, to transportation links, or to proximity to other services, or digital delivery, for example.)

As explained in response to Questions 11 and 12, we believe that the Agency must be readily accessible to all parts of the South of Scotland, and to all peoples in the region. A core element of such access is strong digital provision, ensuring that the Agency's information and services are readily available to businesses, communities and other stakeholders. Equally important, however, will be that the face to face meetings and support provided by Agency staff to service users. The Agency will need to consider carefully the distribution of staff, access, transport, and other operational aspects of meeting such requirements.

Question 14: What sort of people should be on the Board of the Agency and what sorts of skills and expertise should they have?

The Agency should seek to ensure that the individuals on the Board are of the highest quality possible.

The role will require individuals who are ambitious for the South of Scotland and have the right values and commitment to the area to ensure that the Agency is delivering the right results for the South of Scotland. The individuals also need to be inspirational, be able to provide fresh perspectives and new thinking, and bring wisdom and experience to the role.

Additionally there needs to be the right mix of individuals, to provide full geographic coverage of the area, and to ensure different key sectors, business sizes, communities and social enterprises, and education, skills and training provision are represented effectively.

Following the passing of the Gender Representation on Public Boards (Scotland) Act, the Board must have a 50/50 gender split. It should also ensure that there is a range of ages, particularly younger people to ensure that all views and perspectives are taken into account when key decisions are being made.

Acknowledging the need for a strong and effective working relationship between the Agency and the South of Scotland local authorities, it is desirable that the Chair of the Board have the flexibility to bring appropriate council representation into the Board. The Council does not envisage that such representatives would be full board members, but it would be prudent to develop or to have the ability to develop the kind of linkages through appropriate council representation which assure mutual confidence between the Agency and local authorities. We expect such representation would be limited to no more than one lead representative from each council with a substitute. In the Scottish Borders, limited council

representation on the Health & Social Care Integrated Joint Board and the arms' length external culture and sporting trust, Live Borders, provide examples of possible approaches. It may also be prudent for the South of Scotland local authorities and other stakeholders to retain a revamped South of Scotland Alliance. This might stand in relation to the Agency as the Highlands & Islands Convention stands in relation to HIE. The Alliance would continue to provide a discussion forum and vehicle for political advocacy in respect of shared challenges and opportunities, while also facilitating dialogue with others, including the Agency.

Question 15: We know that young people are less likely to stay in or move to the South of Scotland than they are other parts of the country. Do you have any comments on things the Agency could do to meet the interests of children and young people?

While the work of the Agency focuses on creation of a diversified economy, and place making will have an impact on this, we believe that the Agency needs to undertake specific work-streams to ensure that the South of Scotland can meet the needs and demands of young people in the area.

The Agency needs to work closely with the Council's Education Service and to its primary and secondary schools to understand the needs and expectations of young people in the South of Scotland, what they want to achieve in their future, and what they want the South of Scotland to deliver for them.

We set out below a number of specific tasks which the Agency should seek to facilitate in the South of Scotland to support children and young people. These are:

- The provision of an enhanced Careers Service which provides more guidance and 'up to date' information on training and employment opportunities in local economic sectors and businesses and future growth employment areas.
- Support for the transporting of school students to work-place learning.
- The provision of more opportunities for young people to access part-time work as a stepping stone to full-time work.
- The enhanced development of foundational skills for vulnerable young people who are furthest from employment. These need to be built up by working with them, say over a 6 or 9 months period, to get them to a place where more specialised training can be explored.
- The development of effective liaison capacity between Secondary Schools, Further Education and Employers to ensure the delivery of more efficient

and effective responses to the needs of young people, and linking into the Developing Young Workforce (DWP) Initiative.

- Support for initiatives to broaden the work experience of secondary school teachers so that they understand the pathways and opportunities which exist within the workplace. In turn, this will assist the understanding of businesses about what schools can offer.
- Improve parental understanding of the range of training, Further and Higher education, and employment opportunities that exist for young people locally and give them support, so that their influence on young people's choices is informed and constructive.
- The setting up of more after-school care and holiday care placements for children to support families, especially single parents to increase family income and so assist in reducing child poverty.
- With support from the Agency, Scottish Government should examine the mechanisms for overcoming the cross-Border funding challenges which act as an area specific barrier to an active education, training and employment interface in the South of Scotland e.g. impeding smooth access to learning and apprenticeships across the Border.
- As noted in response to Q14, we consider it particularly important that young people's perspectives are represented within the Board of the Agency.

Question 16: In delivering opportunity and growth in the South of Scotland, how can the Agency:

- promote equality for people who share one or more protected characteristic as defined by the Equality Act 2010;

- Combat discrimination; and

- foster good relations between people who share a protected characteristic and those who do not?

The new Agency should develop a robust Equalities policy of its own which delivers against the General Duty placed on it by the Equality Act 2010. As part of this work, a set of outcomes should be developed by SoSEA against which it wishes to deliver –informed by the overarching goals of the Agency and the challenges that it seeks to address. The Agency should give consideration to the creation of an advisory panel to support this work and should report regularly (to its Board and more widely) on the progress made to deliver upon the General Duty.

Equalities need to be embedded throughout the work of the new Agency. There is potential for the SoSEA to learn from HIE in how it has developed and implemented its approach to equalities, as well its promotion of Equalities across the Highlands & Islands.

As noted in response to Q14, the new Agency must have a 50:50 gender split on its board to comply with the Gender Representation on Public Boards (Scotland) Act.

Question 17: Do you have any other comments on how the Agency might address specific needs?

There is very limited local data on the following issues, so some caution is necessary, but the Council considers the Agency should aim to develop a reliable evidence-based picture as a basis for action in respect of the following:

1. Gender

It is the Council's perception that gender segregation exists in respect of the choices made by children and young people in the area with impacts on their future prospects and consequent impacts for the Scottish Borders. There is a need to consider this as a barrier to employment, and assisting in removing barriers to employment is exactly the kind of thing which the Agency should be focusing on. Moreover, the issue has an added resonance given that the Agency Board is expected to be one of the first public boards to fulfil an equal balance of genders within its membership.

2. Disability

There is a need to address the barriers for disabled people of making an economic contribution. While often challenging in the most conducive of environments, the difficulties of accessibility and providing support in such a large geographic, sparsely populated and sometimes poorly connected area, can be exceptionally challenging. The Scottish Government's recently announced consultation on Increasing the Employment of Disabled People in the Public Sector which aims to address an important part of the picture, but the Agency will want to explore the issue more broadly, supporting the contribution that disabled people make to the South of Scotland's economy and as a means of individual self-fulfilment.

Question 18: We want to make sure that the Agency works effectively with a wide range of key stakeholders/partner agencies to ensure that inclusive growth also enables positive social and environmental outcomes. Do you have any comments on how this should work in practice?

It is important that the Agency's approach and operations are governed by principles which support positive social and environmental outcomes. The principle of inclusive growth and the influence of legislation/regulation provide a framework for the Agency's approach. It is expected that the Agency will become a relevant authority under Schedule 3 of the Community Empowerment (Scotland) Act 2015 and under the Fairer Scotland Duty Interim Guidance. The Agency should also be governed by principles of Sustainable Development, namely, the goal endorsed by Scottish Government of enabling 'all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations.'

Beyond this, two further elements are important: process and behaviours. Firstly, there need to be effective mechanisms for dialogue between stakeholders and partners. At a practical level, this is a matter of ensuring that the Agency's work plan schedules the necessary meetings and interactions to support its drive for better social and environmental outcomes: public consultation meetings; workshops with social and community enterprises; 1-to-1 engagements with key stakeholders; and community capacity building programme meetings

The second element concerns the behaviours and practice of partners. As already noted, the Scottish Borders has strong relationships with a range of partners through well-established Community Planning arrangements based upon largely contiguous boundaries. The Council's assessment of the effectiveness of the CPP in the Scottish Borders is that it is broadly effective. However, challenges remain. While legislation has placed partners under increased obligation to ensure unqualified commitment to community planning, the capacities and the degree of commitment that different organisations bring to the table, vary. 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 growth. If optimal outcomes are to be realised, it is essential that key partners are fully invested in delivering on our shared ambitions for the South of Scotland. As a practical matter, this entails recognising that what some community planning partners must contribute to the success of the Agency will be greater than what is required of others. This differential is already embodied within the 2015 Act which places duties upon specified partners (local authority, NHS, Police Scotland, Scottish Fire and Rescue Service and Scottish Enterprise or Highlands and Islands Enterprise) to support shared leadership and collective governance. However, others public bodies, such as HE/FE, SDS and VisitScotland, will also have an important role. The two councils and Scottish Government have a vital leadership role in encouraging and ensuring stakeholders, including national agencies, play a fully-committed part in delivering what are, ultimately, not only the Agency's goals, but a collective responsibility for outcomes.

Question 19: Do you have any other thoughts on powers that the Agency will need?

The Consultation document encapsulates a central purpose of the new Agency perfectly at para 3.1. Specifically, it notes the Agency ‘will act as a voice for the South, a strong advocate for the area providing direction and vision’.

To fulfil its role as a wider agent of change, the Council expects that the Agency to be granted the same powers as those granted to Highlands & Islands Enterprise through the Enterprise and New Towns (Scotland) Act of 1990.

This would mean that the new Agency would have the general functions of:

- “preparing, concerting, promoting, assisting and undertaking measures for the economic and social development” of the South of Scotland.
- “enhancing skills and capacities relevant to employment and assisting persons to establish themselves as self-employed persons there”.
- “furthering improvement of the environment” of the South of Scotland.

These general functions should provide the flexibility for the new Agency to adapt to the changing economic and social challenges in the South of Scotland, and to deliver its service according to needs, utilising local decision making and local knowledge to determine the best measures.

It is also important that the Agency has the independence to challenge, disagree with, negotiate with, and lobby others, including government. While the Agency must be receptive to the interests of stakeholders, organisational and diplomatic integrity are prerequisites of an unstinting focus on Inclusive Economic Growth.

Question 20: Is there anything else you wish to say about the operation of the Agency?

Planning

The operation of planning system should remain with Local Authorities for a number of reasons; not least the need to retain an independent scrutiny of development proposals covering a breadth of economic and environmental issues. There would be merit however, in ensuring a close and effective working relationship between the Agency, the regional partnership and the two Local Planning Authorities. That relationship should be based on clearly established mutual understanding and partnership working. This could include terms of reference for joint working on projects, strategies and programmes.

General

It must be understood that to effect a step change in outcomes in the South of Scotland will necessitate a step change in the commitment of partners to delivering on shared goals.

The Council is fully committed to its part in supporting the Agency, and in giving it the tools it will need to deliver. This means determining which services and assets make good strategic and delivery sense within the control of the Agency, and which should continue to operate within existing arrangements.

As noted, these considerations are not limited to Scottish Borders Council nor to the two local authorities within the South of Scotland, but beg questions as to how resources across the board, including those of national agencies, are best deployed to maximise the prospects of successful delivery of the Agency's strategic plan to the benefit of the south of Scotland. To get to the right place will require a frequent honest dialogue between partners, disinterested commitment in pursuit of common objectives, and a careful assessment of how the functions and capabilities held by partners can best be deployed in achieving shared objectives.

DRAFT



UPDATE REPORT – THE RESPONSIBLE DOG OWNERSHIP STRATEGY & MEASURES TO CONTROL DOG FOULING

Service Director Assets and Infrastructure

SCOTTISH BORDERS COUNCIL

31 May 2018

1. PURPOSE AND SUMMARY

1.1 This report provides an update on both the Responsible Dog Ownership Strategy and the pilot approach undertaken to enforcement in relation to dog fouling.

1.2 Scottish Borders Council agreed to pilot a new approach to dog fouling enforcement, as part of a wider Responsible Dog Ownership Strategy, in February 2016. The Strategy encompasses three aims – Reduce dog fouling; Reduce incidents relating to noise caused by dogs; Respond to report of stray dogs and injury caused by dog attacks.

1.3 The report summarises the outcomes and lessons learned from the pilot and other work undertaken as part of the Responsible Dog Ownership Strategy around dog fouling detailing activities undertaken across six delivery action areas (refer Section 3.3).

1.4 The pilot has created significant opportunities for lessons learned and these are contained in the following report and appendices, however the most significant and consistent message is that in order to have an effective Responsible Dog Ownership Strategy, it requires to be integrated as part of a wider strategy to educate dog owners which needs to be resourced over a sustained period of time in order to measure its effectiveness and demonstrate its success within the community.

2. RECOMMENDATIONS

2.1 I recommend that the Council:-

(a) Notes the findings of the report on the Responsible dog Ownership Strategy and associated enforcement pilot;

(b) Agrees to an updated Responsible Dog Ownership Strategy 2018-2022, as a publication, to be prepared based on outcomes and findings of the Pilot and reflective of the new Corporate Plan and that this will be available within six months;

- (c) Instructs the Service Director Assets and Infrastructure to enter into negotiations for a contract for the future provision of dog bags from a third party, which has no costs to the Council in their provision or maintenance;**
- (d) Agrees to the delivery of enforcement activity via the Police Community Action Team under the agreed Terms of Reference as part of a responsive, intelligence-led and prioritised service integral to the Local Policing Plan.**

3. THE STRATEGY

- 3.1 In February 2016 the Council agreed to the adoption of the Responsible Dog Ownership Strategy encompassing three aims – Reducing dog fouling; Reducing incidents relating to noise caused by dogs; Respond to report of stray dogs and injury caused by dog attacks.
- 3.2 The Responsible Dog Ownership Strategy set out key objectives;
1. To educate dog owners in the principles of responsible dog ownership.
 2. To raise awareness of the legal responsibilities associated with dog ownership.
 3. To reduce the number of dog fouling instances through education, partnership working and enforcement.
 4. To improve the use of information and intelligence and share this with key partners.
 5. To clarify and raise awareness of the roles and responsibilities of Scottish Borders Council and those of our key partners including Police Scotland.
 6. To improve and simplify the way in which members of the public can report instances of dog fouling.
 7. To work more closely with communities on developing local solutions.
 8. To ensure that robust enforcement action is taken, where appropriate.
- 3.3 The Strategy contains six delivery action areas aimed at achieving those objectives, including the Enforcement pilot trialling a new approach to enforcement action. The six delivery action areas were as follows;
- 1 Education and Awareness
 - 2 Promotion and Events
 - 3 Community Empowerment
 - 4 Information and Intelligence
 - 5 Enforcement
 - 6 Partnerships
- 3.4 Since the adoption of the Strategy in 2016 the project team have undertaken a range of activities and have been monitoring and reviewing outcomes across these six action areas, as detailed in section 4.0. The outcomes of the work to date, including challenges, opportunities and next steps are detailed in section 5.0.
- 3.5 In agreeing the strategy, Members also agreed to the undertaking of a pilot focussed on enforcement. This centred on a new approach to enforcement action, with enforcement being undertaken by a third-party organisation on behalf of the Council. The pilot commenced in June 2016.

4. DELIVERY ACTION AREAS

4.1 Education and Awareness

- 4.1.1 The strategy set out a range of activities to be undertaken aimed at raising awareness through outreach work, communication streams such as social media, and improved signage provision. Significant progress has been made in areas such as dedicated web pages for reporting dog fouling (as well as general information and FAQs), regular media releases and social media posts have been managed by our dedicated Communications Officer. Pavement stencilling in known problem areas and signage have also been deployed.
- 4.1.2 A group of officers, including the Dog Control Officer and Countryside Rangers, have attended a range of events across schools and communities. New bins have been provided in strategic sites, carrying A3 Anti Dog Fouling Posters, as well as signage across general street bins conveying they are 'dual use'. Laminated posters have been distributed across problem areas – this was initially proposed to be metal signage, however the Councils' funding bid to the Tesco 'Bags for Life' Scheme was unsuccessful but permanent signage will continue to be considered as part of any future strategy.
- 4.1.3 Pupils of Hawick High School were also commissioned to produce an anti-dog fouling film. A team of pupils produced a two-minute news report video discussing the health risks of dog fouling and included interviews with local dog walkers. The team also coined the slogan – 'Bag the poo – any litter bin will do'. This video is linked to the Council's social media channels;
(<https://www.youtube.com/watch?v=njz7z4KPRMk>)
- 4.1.4 Officers are also working with a number of local primary schools including Gordon Primary School, Lauder and St Peters in Galashiels.

4.2 Promotion and Events

- 4.2.1 The strategy set out a raft of actions seeking to promote the key messages of responsible dog ownership. Actions included attendance at events, participation in local and national campaigns, working in partnership with other groups such as Keep Scotland Beautiful and participating in the national Dog Fouling Strategy Forum.
- 4.2.2 The Green Dog Walkers Scheme is a UK-wide initiative that originated in Falkirk and seeks to promote the message of responsible dog ownership through community empowerment (see 4.3). Throughout the region, promotion has been undertaken at a range of local and regional events such as the Border Union Show (see Appendix 1 for full list). These events

provided a great platform for promotion as well as intelligence gathering – questionnaires were issued to attendees and feedback from the community sought (see 4.4). Community councils and relevant local businesses were also contacted to promote the Strategy and the Green Dog Walkers initiative.

- 4.2.3 Since the adoption of the Responsible Dog Ownership Strategy, there has been no further progress with the National Dog Fouling Forum led by Keep Scotland Beautiful (KSB); however officers continue to work with Keep Scotland Beautiful and Zero Waste Scotland as part of the roll-out of the National Litter Strategy. A component of this is the creation of litter action plans. At this time, Scottish Borders is not included in the first phase of this roll-out with partners, however when the initiative reaches the Scottish Borders, officers will engage and include dog fouling as an important part of the Litter Action Plan.
- 4.2.4 In support of Keep Scotland Beautiful (KSB) activities around dog fouling, officers liaise with KSB and provide information on litter picks, attended the 2017 KSB Community Workshop in Lauder and supported their initiatives through provision of litter picking equipment to local community groups.
- 4.2.5 The Council have played a positive role since the introduction of compulsory dog microchipping by the Scottish Government in April 2016, supporting events run by groups such as the PDSA and Borders Pet Rescue for free micro chipping. This has had a positive impact on responsible dog ownership across the region.
- 4.2.6 As outlined in 4.1, targeted media coverage has been sustained throughout the Strategy, led by our Communications Officer - see Appendix two for some examples.

4.3 **Community Empowerment**

- 4.3.1 The Responsible Dog Ownership Strategy set out to work with communities on developing local solutions. A key activity within this was to develop an 'anti-dog fouling toolkit' which can be used by local communities, as well as targeted initiatives such as The Green Dog Walkers and the Waste Off Our Footways (WOOFs) campaign, which has been in operation in Berwickshire for several years .
- 4.3.2 The Green Dog Walkers (GDW) scheme was patented by Falkirk Council and has been running since 2008. Through this, community members pledge, and seek pledges from others, to observe and promote responsible dog ownership, creating a network of locally active community members. The project team have established Scottish Borders Council as a licence holder. Each GDW Licence holder is provided with a "Green Dog Walkers Tool Kit" which can be used by community groups and volunteer organisations which become an official GDW group, thus

supporting community led activities and seeking to change public attitudes.

- 4.3.3 Since April 2016, Officers have successfully established three Green Dog Walker initiatives in Newtown St Boswells (see Appendix three), Lauder and St Abbs. Individuals can 'pledge' to become Green Dog Walkers, thereby actively promoting a behavioural change from the heart of the community. Since the launch of the Strategy a total of 243 dog owners have 'pledged' across the region (see Appendix four for details).
- 4.3.4 Extending the potential reach of the Strategy, officers met with Registered Social Landlord's (RSLs) to promote the scheme and as a result both SBHA and Waverley Housing have agreed to promotional GDW literature being issued to all new tenants with dogs and existing tenants seeking permission to have a dog.
- 4.3.5 The GDW provides communities with an 'anti-fouling' toolkit. Alongside this, communities have access to a 'toolkit' of resources from the Council;
- pavement stencilling kits for localised, targeted temporary signage to highlight problem areas.
 - dog legislation leaflets for local promotion of the legal responsibilities of dog owners.
 - Litter Pick Kits, available for loan for local litter picking events.

4.4 **Information and Intelligence**

- 4.4.1 The Strategy set out how the Council will gather intelligence on instances of dog fouling and work closely with POLICE Scotland, SSPCA, RSLs and community groups for sharing intelligence, thus enabling targeted enforcement. Public support of the Strategy and reporting of incidents is key.
- 4.4.2 Information and intelligence gathering has been through a number of channels;
- Local events - attendance at local events such as the 2016 and 2017 Borders Union Show provided a forum for capturing anecdotal feedback. A survey was also undertaken to gauge public opinion on SBC's Strategy, visitors to SBCs stand were also able to report issues and problems in their area.
 - Online reporting - reporting via the website is now simple and direct, with a dedicated online form.
 - Telephone - members of the public can now use the 0300 number.
 - Contact Centres - face to face (Customer Service staff received updated scripts to ensure accurate data capture.)
- 4.4.3 All forms of reporting can be anonymous. Prior to the commencement of the enforcement pilot the public were invited,

via media campaigns and local events, to come forward and identify known problem areas (and, where possible, known offenders). A total of 507 reports were received and the data gathered was analysed to inform the locations targeted by the enforcement Pilot.

4.4.4 The sharing of this intelligence with key partners is essential to the targeted and effective deployment of resources. All data provided is logged and analysed to ensure up to date records effective deployment of resources in priority areas. Throughout the pilot, weekly reports on dog fouling enquiries were provided to the Enforcement Officers. It is notable that 13 of 19 Fixed Penalty Notices issued for dog fouling FPNs were based directly on intelligence provided by public (see section 4.5.3).

4.5 Enforcement

- 4.5.1 The Strategy sought to review enforcement activities and ensure a targeted, effective and fair enforcement service is delivered. As part of this a review of key internal stakeholders and Authorised officers was proposed, as well as a review of relevant external agencies. A pilot programme, utilising an experienced 3rd party to deliver a targeted approach was agreed.
- 4.5.2 The enforcement activity was outsourced to a third party, 3GS, who have prior experience of tackling dog fouling. 3GS have worked on similar initiatives in England and Wales and have experience of the challenges faced. The contract for enforcement activities ran for the pilot period from June 2016 to May 2017, with services continuing on a monthly basis, providing cover until April 2018. The project was the first of its kind in Scotland. The initiative around enforcement has brought with it numerous lessons learned which will support future decision making around enforcement (see section 5.0). As part of the pilot the enforcement powers extended to include littering.
- 4.5.3 During the pilot there have been 19 FPN's served for dog fouling, and 185 FPN's for litter/fly-tipping, by the Enforcement Officer/s employed by the private contractor. A further five FPN's for dog fouling offences were issued by POLICE Scotland.
- 4.5.4 The payment rate for 3GS issued FPNs for dog fouling is 47% (9); this rises to 58% (11) when we factor in those that received Fiscal Fines (2). The remaining went unpaid due to a number of varying factors including the incorrect serving of notices, offenders providing false personal information or 3rd parties failing to provide information to meet prescribed timeframes. A record of all dog fouling and littering FPNs issued is now available to view online. The information includes date of issue, location of offence and payment status, and can be viewed at https://www.scotborders.gov.uk/info/20052/environmental_problems/583/dog_fouling/2

4.6 Partnerships

4.6.1 The strategy highlighted the need for effective partnerships in delivering the strategic objectives. Through the work of the project team various strands of partnership working have been developed and/or enhanced;

- **Enhanced Community Partnerships** - in areas such as Newtown St Boswells (see Appendix one); communities have become actively engaged and supported via the Green Dog Walkers Initiative.
- **Police Scotland/SSPCA/PDSA** – the Dog Control Officer has established a strong working relationship, and the project team worked closely with the SSPCA/PDSA on dog welfare at events such as that held at Wilton Lodge Park in 2017. Community Safety officers continue to work closely with Police Scotland, including measures around community empowerment and local stewardship
- **Procurator Fiscal** – Officers met with the local Procurator Fiscal to discuss the issue of dog fouling in the Scottish Borders and to gauge his willingness to bring such matters to the court. The meeting was very positive. The Fiscal intimated that he certainly would be willing to raise such proceedings, and provided advice on matters such as the quality of evidence which would be needed to secure conviction and the timescales and processes within which such offences would need to be reported. A key action during 2016/17 was to progress appropriate cases to the Procurator Fiscal to further support the strong message that failure to deal with dog-fouling will not be tolerated. Challenges remain however as noted in 5.6.6.
- **RSLs** – meetings with RSL's have established a working relationship that has broadened the reach of awareness raising measures to include RSL's tenants and their grounds.

4.6.2 Internal partnership working with officers in Environmental Health, Waste Services, Countryside Access and Protective Services continues to be developed.

5 OUTCOMES AND NEXT STEPS

5.1. Across all delivery action areas, there has been significant progress and lessons learned throughout the pilot period. As with any pilot, there have been challenges faced, and opportunities identified that can inform a revised Strategy. The following summarises the outcomes, and makes recommendations for next steps, across each delivery action area.

5.2. Education and Awareness

5.2.1 The work done to date has raised awareness across communities, and based on the responsible dog ownership survey questionnaires, 98% of respondents agreed with the strategy of

education, community involvement and enforcement actions. While the majority of respondents were aware of the appointment of enforcement officers, awareness of some other aspects of the Strategy (such as the toolkit) were low. Feedback also highlighted the emphasis placed on dog bin provision by the public, with quantity and distribution of bins a priority. Awareness of enforcement measures was highlighted as an aspect that the public felt had scope for improvement.

- 5.2.2 The work done to date with Hawick High School and a number of primary schools has proved successful, raising awareness amongst young people and working towards a culture shift.
- 5.2.3 During the pilot, it was recorded that one of the reasons for failure to pick up dog fouling often cited is a lack of a suitable bag being available at the time. In order to overcome this problem consideration is required to explore and if possible introduce stations to distribute free bags.
- 5.2.4 Officers have identified a third party organisation ('Tikspac') who provide bags free to local authorities for dispensing at fixed sites at which advertising is sold by the organisation to local businesses. The business model promotes corporate social responsibility by enabling the public to clean up after their dogs without additional costs to the public or to the Council (see Appendix 4).
- 5.2.5 It has been established that several Councils in Scotland have either trialled the initiative or contracted Tikspac for the provision of dispensing units in their areas. Feedback from those Authorities is that the initiative has led to a positive public response and improvements to levels of dog fouling incidents within their areas. If agreed, there is an option to negotiate and enter into a contract within the Scottish Borders to install dispensing stations providing free bags at known problems sites, and at no cost to the Council, subject to any appropriate permissions being granted.
- 5.2.6 In order to continue the good work done to date, officers recommend the following next steps;

- Develop a training programme for use in primary/secondary school pupils, community groups etc.
- Support schools in running Eco/Community Projects
- Develop a new media campaign raising awareness of the Legislation / Reporting mechanisms (via Local Radio, Schools, Members Update, Community Groups)
- Negotiate the introduction of the Tikspac Dog Poo Bag Dispensers (as summarised above)
- Review type/distribution and servicing of all litter bins. e.g. Big Belly Bins and the Gumball/Gumdrop Initiative

5.3 Promotion and Events

- 5.3.1 Sustained promotion both demonstrates to the public how seriously the Council take the issues of dog fouling and raises awareness of the problem amongst possible offenders.
- 5.3.2 The attendance at events such as the Borders Union Show provided a good showcase for the key messages of the strategy. A dedicated suite of promotional equipment would help raise the profile further, with display stands, marquee/trailer, and appropriate equipment.
- 5.3.3 The success of the promotional events carried out to date suggest the following as next steps;

- Identify more opportunities to attend events where the Responsible dog ownership strategy can be promoted (dog orientated shows/community-based events).
- Provision of a budget to purchase dedicated equipment – marquee, display tables and equipment etc.
- Attendance at Stakeholder events – KSB, The Dogs Trust

5.4 Community Empowerment

- 5.4.1 The community empowerment work done to date has seen several communities become actively engaged and empowered to champion responsible dog ownership in their locality. Newtown St. Boswells was the first to take the Green Dog Walkers Pledge, under the auspices of 'Dog Friendly Newtown'. Representatives presented their community initiative at the 2016 Keep Scotland Beautiful 'It's your Neighbourhood – Environment & Community' Seminar, and Council officers meet monthly with them to ensure continued support. Lauder Community Council has also engaged with the Green Dog Walkers Scheme, launching their own 'Good Dog Citizen' scheme with a dedicated volunteer based in the community. St Abbs Community Council have utilised GDW posters advertising the pledge within their community, starting to build interest.
- 5.4.2 The excellent work at Newtown St. Boswells of the Green Dog Walkers initiative continues to develop locally, and is being recognised nationally. The initiative is integral to the Responsible dog ownership strategy and sets a precedent for a network of initiatives across the Scottish Borders.
- 5.4.3 To build on the work done to date the next steps recommended are;

- Continued promotion of the Green Dog Walkers Scheme
- Engagement with resilient community groups within each Locality (based on the Dog Friendly Newtown model)

5.5 Information and Intelligence

- 5.5.1 During the Pilot, promotion of community reporting led to an increase in levels of reporting and intelligence gathering (see Appendix one). Monitoring and intelligence gathering proved critical in informing the work of the Enforcement Officers. Benchmarking of incidence rates in key problem areas was noted as an opportunity, to improve performance monitoring.
- 5.5.2 Following the launch of the strategy, levels of intelligence gathered helped inform our targeted approach to enforcement. Going forward, we would seek to develop that intelligence by encouraging people to report patterns of behaviour, routes. Thereafter we would employ appropriate techniques to undertake targeted enforcement at those locations.

- Performance monitoring – spot checks in problem areas to inspect levels of fouling and ascertain increases and decreases in the prevalence of dog fouling
- Promote the reporting routes and the need for detailed information
- Provision of regular performance data for review

5.6 Enforcement

- 5.6.1 The pilot opted to contract with a third party to explore an emerging market for private enforcement (which is more prevalent in England and Wales) and also due to the flexibility this allowed given the temporary nature of the pilot.
- 5.6.2 The pilot enabled the Project Team to quickly and effectively trial a new and innovative approach to enforcement. However the (relatively) short timescale limited the ability to have a significant impact on what is a long standing issue. As demonstrated elsewhere, a long-term sustained campaign of education and enforcement is key to building momentum and effecting real changes in attitude (see section 6.0).
- 5.6.3 The strengths of the enforcement pilot lay in the development of up-to-date local intelligence and increased engagement between communities and the Council. The utilisation of a body camera has helped support the process of enforcement and protects individuals from wrongfully being served FPNs, potentially leading to a criminal conviction. Body cameras are also being piloted and trialled by other teams within Assets & Infrastructure and it is intended that lessons learned by their application can be integrated elsewhere within the other services.
- 5.6.4 Some of the challenges encountered related to mobilisation and effectiveness of the external enforcement officers, who took time to become effectively engaged. Initiation and start-up took twice as long as programmed, which caused delays to enforcement

actions and reporting. There have also been significant challenges in creating an effective business support function with the contractor and this has led to several missed opportunities to improve on the number of FPNs served, thus resulting in non-payment or prosecution cases not being heard.

- 5.6.5 The report of February 2016 assumed; (1) FPN's would be issued as the method of enforcement and (2) The income generated from the payment of FPNs would offset some of the costs of service provision. Although it was recognised in agreeing the pilot that the legal systems relating to enforcement and recovery of fines differed in England to Scotland, it became clear very early on the significant impact this would have on the pilot compared to operations in England where the precedent to the pilot originated. In issuing FPN's in Scotland, where these remain unpaid the Council can only pursue recovery via civil measures. In England, however any unpaid FPN's can be escalated directly to the Courts for criminal prosecution and the costs of that court action would then be payable by the offender. Moreover, such court cases can in England be prosecuted directly by the Local Authority, whereas in contrast in Scotland only the Procurator Fiscal can raise prosecutions. These fundamental difference mean the likelihood of successful recovery is in fact lower. As a result the income generated from payment of fines was significantly lower than had been assumed.
- 5.6.6 A significant learning point also emerged during the pilot surrounding the processes required when cases did require to be escalated to the Procurator Fiscal (PF). All cases are first required to be considered by the Crown Office, whereby cases are vetted and scored to ascertain whether it merits escalation to the Procurator Fiscal. It became apparent that this involved a significant amount of officer work, with no guarantee of escalation. The assumption therefore that a prosecution case could readily be escalated to the PF didn't recognise this critical stage. Future partnership working will need to consider the most effective way of handling those cases which require to be escalated to the Fiscal.
- 5.6.7 Alternative opportunities for enforcement have been researched - one possible opportunity is to broaden the range of punitive measures to include a restorative justice approach, such as that taken in Glasgow where offenders are given the choice between 'Fine or Time' - either pay the FPN or complete a 2 hour community litter pick.
- 5.6.8 The Dog Fouling (Scotland) Act 2003 does not include an exemption for people under the age of 18. During the pilot no FPNs were served on under 18s. Appendix one outlines the scale of offenders who were observed to break the law as per the act. Anecdotal evidence indicates that under 18s are served FPNs in other Scottish authorities, as well as other forms of follow up

including sending correspondence to the offenders, their parents or guardians and schools.

- 5.6.9 Members of the public (over the age of 18) found committing an offence under the Environmental Protection (Scotland) Act 1990, section 87(1) of littering have been served FPNs during the pilot. No further action was taken to recover unpaid fines during the pilot.
- 5.6.10 The Enforcement pilot has enabled lessons to be learned on a short term basis, meeting the objectives of the Responsible Dog Ownership Strategy as set out in 2016. Lessons learned have informed future strategy planning and in the context of the lower than anticipated income, logistical and operational challenges outlined above, and the challenges around escalation of unpaid fines (outlined above), the 3rd party contract has been terminated.
- 5.6.11 Based on the Enforcement pilot, the project team have identified opportunities for future enforcement actions;

- Partnership working between the Council and Police Scotland's newly established Police Community Action Team
- Continue to work with the Procurator Fiscal in bringing successful prosecutions (for dog fouling and littering offences)
- Continue to work with partners and the Scottish Government to improve the effectiveness of enforcement arrangements
- Through partnership working review and reconsider the approach to under 18s and for littering and dog fouling offences seeking to retain integrity around future enforcement activities and the payment rates of FPNs
- Utilise intelligence supplied from the public to inform targeted and appropriate enforcement in future
- Explore restorative justice as an alternative to FPNs.

5.7 Community Policing

- 5.7.1 The Council will combine our existing resources with the work undertaken by the Police Community Action Team in delivering the Local Police Plan. The CAT will undertake local enforcement activities for all antisocial behaviour in responsive, intelligence-led and prioritised service.
- 5.7.2 In accordance with the Dog fouling Scotland act 2003, the Dog Control Officer (within Environmental Health) will also be the authorised person to issue FPNs on behalf of the Council.

5.8 Partnerships

- 5.8.1 As summarised in 4.6, through the work of the Project Team collaboration and outreach work has effectively established/enhanced partnership working with community groups

and stakeholders. It is clear from the pilot that communication, education and enforcement work hand in hand in tackling the issues around responsible dog ownership. To this end, the project team feel there is a need, through a revised Responsible Dog Ownership Strategy, to formally recognise the breadth of stakeholder involvement. The following actions are therefore recommended;

- Establish a Borders Responsible Dog Ownership Taskforce, ensuring clear and effective collaboration and intelligence sharing. This would include a range of partners;
 - POLICE Scotland
 - SBC Legal and Licensing
 - Procurator Fiscal
 - Registered Social Landlords
 - Debt Recovery Team
 - SBC Protective Services / Environmental Health
 - Portfolio Holder
 - Neighbourhood Services
 - Keep Scotland Beautiful/SSPCA/PDSA
 - The Dog's Trust
 - Area Forum Representatives
 - Corporate Communications
 - Safer Communities
- Hold regular Taskforce meetings to review effectiveness of the Strategy and share intelligence exploiting opportunities for promotion and awareness raising at a Scottish Borders level.

6. CONCLUSIONS

- 6.1 It is recognised from anecdotal evidence that while almost every Council in Scotland discharge their duties/powers through the use of enforcement, many integrate enforcement activities into a longer term, sustained and strategic approach to responsible dog ownership, encompassing education and community empowerment initiatives. It is therefore proposed that Scottish Borders Council adopt a similarly longer-term approach, allowing time to build in behavioural change and a growing body of education and awareness, within which a sustained campaign of enforcement can be integrated.
- 6.2 A review of the Responsible dog ownership strategy would build on the significant body of work done to date and enable the development of the 'next steps' outlined above. This should take in a 5-year period of 2018 – 2022, to enable cumulative and sustained impact. This would further develop the strands of education, empowerment and enforcement established throughout the pilot period. Performance indicators for the strategy need to be developed, as a measure of long term success – for example, rates of FPN's served, levels of FPN's paid versus unpaid, levels of fouling in problem areas, or customer satisfaction surveys can all help ascertain where to deploy future resources effectively and monitor success over time.

- 6.3 It is intended that the cost of the ongoing Education and Awareness, Promotion and Events, Community Empowerment and Partnerships activities will be met from the existing budget within the Neighbourhoods team.

7. IMPLICATIONS

7.1 Financial

- (a) During the first 6 months of the pilot the running costs (including income) were split equally between 3GS and Scottish Borders Council. The 12 month cost of the pilot to SBC was as follows:

Gross Cost	£49,879
Income	£ 3,800
Net Cost	£46,079

The following 7 months to Dec 2017 have been paid in full by Scottish Borders Council and are as follows:

Gross Cost	£25,030
Income	£ 560
Net Cost	£24,470

- (b) A budget to provide the promotional equipment detailed in section 5.3 would need to be identified from within existing resources. See 6.3. It is proposed that £25k per annum from the Neighbourhoods budget, which was being utilised to fund the pilot enforcement project, be allocated over the longer term to support ongoing Education and Awareness, Promotion or Events.

7.2 Risk and Mitigations

- (a) On the issue of the pilot there were reputational risks identified in the report of 25th February 2016 which would be mitigated by working in partnership with a third-party contractor. A total of five complaints were received during the pilot, of those four were in relation to the conduct of the enforcement officers. Following investigation by the contractor all were considered unjustified.
- (b) There is a risk arising as a result of choosing not to pursue any unpaid FPNs issued for littering offences. The public may choose to not pay the fines with no risk of further action being taken, resulting in increased levels of littering and ineffective enforcement. If FPNs for littering offences are to be issued consideration should be given to pursuing them with the aim of retaining the integrity of enforcement activities
- (c) There is a financial risk in pursuing unpaid FPN's for both dog fouling and littering, as the costs associated with pursuing payment may be significantly higher than the level of monies recovered by the Council. The mitigation of this is contained within the legislation which

increases the level of fine to £100 if the FPNs remain unpaid after 28 days.

- (d) There are known health risks associated with coming into contact with dog fouling. The pilot and any future enforcement measures which may arise from this report are control measures aimed at reducing/eliminating dog fouling through more responsible dog ownership.
- (e) Improved access for the public reporting instances of dog fouling was recognised as a risk in the previous report. The evidence shows an increase in the level of reports. Information from reports was analysed and used to deploy the enforcement officers to hot spots. All of the dogs fouling FPNs were issued in those hot spots.
- (f) Depending on the decisions which are taken regarding the future of the Responsible dog ownership strategy and the subject of environmental enforcement the most significant risk remaining is one of a reputational risk arising from the continuing perceived increase of dog fouling.

7.3 Equalities

The Responsible dog ownership strategy and Action plan does not unfairly discriminate any of the protected characteristics. The dog fouling (Scotland) Act 2003 includes exemptions which extend to; -

Blind people in charge of a dog;
A person in charge of a working dog;
A dog on official duties by a member of HM Armed Forces;
Customs and Excise or a Police constable;
A dog being used in emergency rescue work;
A disabled person with a physical impairment effecting manual dexterity.

7.4 Acting Sustainably

The social impact of dog fouling is understood to affect the quality of life for the people of the Borders. The Responsible dog ownership strategy aims to mitigate the effects of dog fouling and improve the quality of life for everyone in the Borders. Enforcement activities reassure and encourage the public to support the strategy and its implementation

7.5 Carbon Management

There are no effects of carbon emissions.

7.6 Rural Proofing

The Responsible dog ownership strategy does not unfairly discriminate against rural communities.

7.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to the scheme of administration.

8 CONSULTATION

8.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR and the Clerk to the Council are being consulted and any comments received will be incorporated into the final report.

Approved by

Martin Joyce

Service Director Assets & Infrastructure Signature

Author(s)

Name	Designation and Contact Number
Jason Hedley	Neighbourhood Operations Manager
Jacqueline Whitelaw	Business Development and Support Officer

Background Papers: Scottish Borders Council 25th February 2016, item 7. New measures to control Dog Fouling

Previous Minute Reference: [Minutes](#)

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Jacqueline Whitelaw can also give information on other language translations as well as providing additional copies.

Contact - Jacqueline Whitelaw, Council Headquarters, Newtown St Boswells, TD6 0SA, 01835-824000, ext. 5431

Appendix one - Statistics

Responsible dog ownership strategy - 12 month review (1st June 2016 – 31st May 2017)

Excerpt from the Strategy -

The overarching objective of the Responsible dog ownership strategy is the promotion and encouragement of responsible dog ownership and the specific objectives of this strategy can be summarised as follows:

- To educate dog owners in the principles of responsible dog ownership.
- To raise awareness of the legal responsibilities associated with dog ownership.
- To reduce the number of dog fouling instances through education, partnership working and enforcement.
- To improve the use of information and intelligence and share this with key partners.
- To clarify and raise awareness of the roles and responsibilities of Scottish Borders Council and those of our key partners including Police Scotland.
- To improve and simplify the way in which members of the public can report instances of dog fouling.
- To work more closely with communities on developing local solutions.
- To ensure that robust enforcement action is taken, where appropriate.

Enforcement

- Two officers covering the Scottish Borders
- 40 hour/over 7 days
- Provision of weekly 'Confirm Enquiry Reports' for both dog fouling and littering
- Support from Neighbourhood Services Area Manager, Business Services Officer and a Regulatory Services Officer.

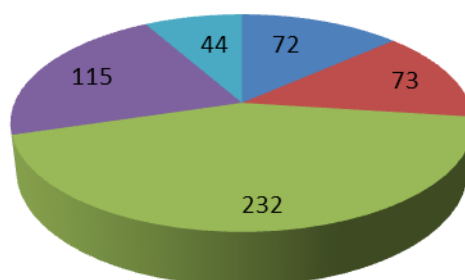
Confirm Enquiries

A total of 536 Dog Fouling enquiries were received during the pilot which is an 11% rise on the previous year. However, this may be attributed to a more robust reporting mechanism which included a new dedicated Webpage and online dog fouling/littering reporting form, the 0300 telephone number and face-to-face contact with the Contact Centre Advisors, who were also supplied a new script to aid customer handling..

Media releases have also encouraged residents affected by dog fouling and littering issues to formally report them. However, the quality of the information has been poor and often too generic. The provision of detailed information (i.e. location, times offences are being committed, name of offender, description of the dog) has helped target resources more effectively and resulted in offenders being caught and issued with fines.

Confirm Enquiries - by area

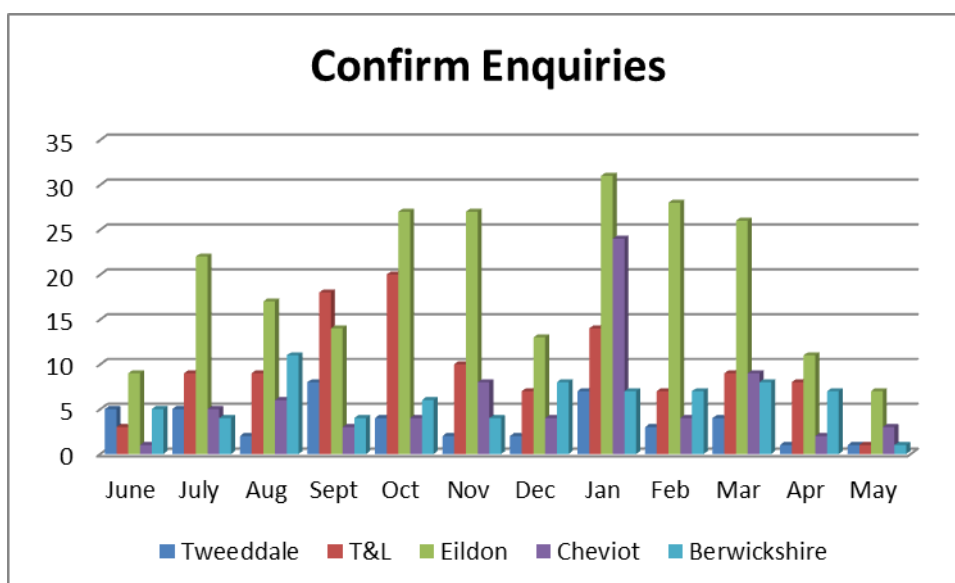
■ Berwickshire ■ Cheviot ■ Eildon ■ T&L ■ Twd



Enquiries by town (highest) include:

- **Berwickshire** - Eyemouth (15), Duns (11)
- **Cheviot** – Kelso (37), Jedburgh (21)
- **Eildon** – Galashiels (132), Selkirk (53), Tweedbank (13), Newtown St. Boswells (12)
- **Teviot & Liddesdale** – Hawick (108)
- **Tweeddale** – Peebles (19), Innerleithen (11)

Confirm Enquiries (Monthly)



	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Tweeddale	5	5	2	8	4	2	2	7	3	4	1	1	44
T&L	3	9	9	18	20	10	7	14	7	9	8	1	115
Eildon	9	22	17	14	27	27	13	31	28	26	11	7	232
Cheviot	1	5	6	3	4	8	4	24	4	9	2	3	73
Berwickshire	5	4	11	4	6	4	8	7	7	8	7	1	72
Total	23	45	45	47	61	51	34	83	49	56	29	13	536

Historical confirm enquires;

Dog Fouling	Ber	Chev	Eil	T+L	Twd	Total
2013/14	43	56	104	131	39	373
2014/15	69	38	170	106	63	446
2015/16	66	51	156	82	58	413
2016/17	77	81	244	121	55	578
2017 -	21	17	47	25	16	126
Total	276	243	721	465	231	1936

Enforcement Powers

Recipients of a fixed penalty notice have the option to contest the fine and request a Hearing with the Procurator Fiscal (PF). However, instead of a fixed penalty notice, the Local Authority can choose to notify the matter to the PF for prosecution through the criminal courts. It is then a matter for the discretion of the Procurator Fiscal as to whether criminal proceedings should be raised. Prosecution can only be brought within six months of the offence having been committed.

Prosecution Cases

Two members of Business Services are now certified to submit Prosecution Files into the Crown Office portal for Dog Fouling and Littering offences.

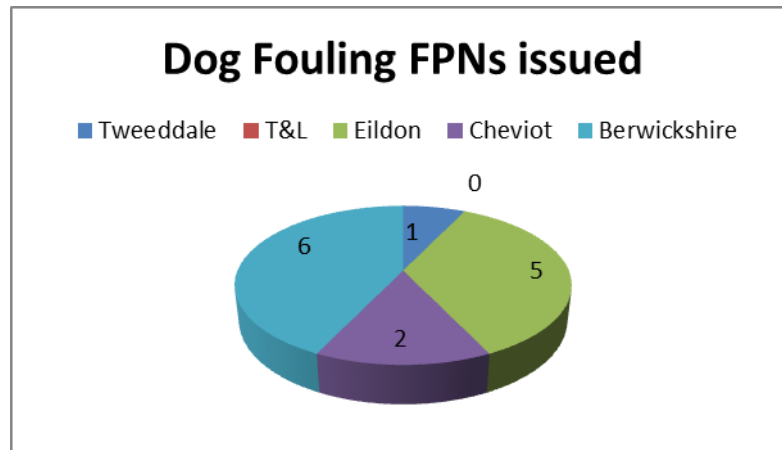
On issuing a FPN the Enforcement Officer is required to prepare a witness statement and the prosecution file. Using this information a SBC Officer prepares the submission for the Crown Office, which must be approved by our Chief Legal Officer. The case is then loaded onto the dedicated Crown Office portal for marking by a panel who decide if the case should be passed to the PF.

Fixed Penalty Notices (FPNs) – Dog Fouling

A total of 14 FPNs were issued during the pilot, six fines were paid within the 28 day timescale.

Three fines were contested and requested hearings; the Council prepared and submitted two for Prosecution, the third was void due to 3GS's preparing the relevant documentation out with the timescale determined by the Legislation. Three fines remained unpaid after 28 days and were passed for civil recovery; two were void as the offenders had provided false personal details and could not be traced; the third due 3GS issuing the FPN out with the timescale

determined by the Legislation. One FPN was issued on private ground in error and a further FPN made void due to the conduct of the Enforcement Officer.

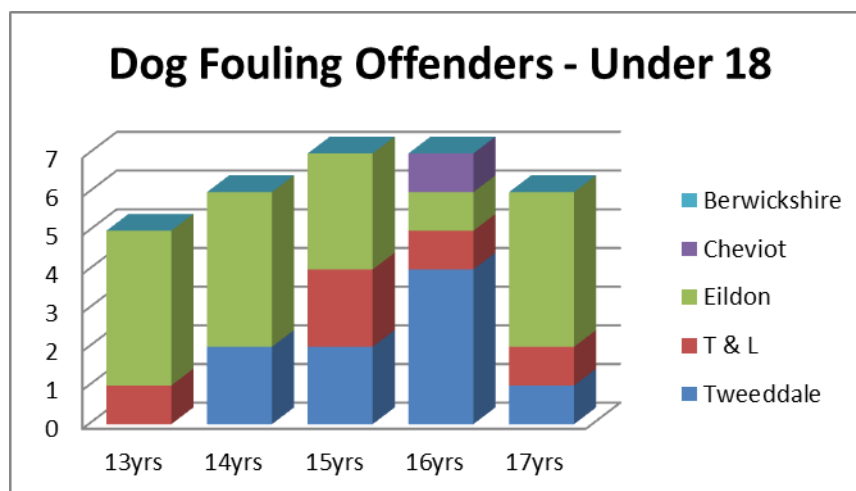


POLICE Scotland – FPNs (Dog Fouling)

Three FPNs were issued by the Police during this time period; one was paid, another voided due to a Police administration error and the third FPN was contested, SBC prepared and submitted the case for consideration by the Crown Office.

Dog Fouling (under 18s)

A total of 32 offenders 'under 18's, were observed and challenged for failing to immediately pick up dog faeces. Following advice from the Information Commissioner, no follow up action was taken to contact the parent or guardian. The age groups are broken down as follows –



The Eildon area accounted for 17 (53%) followed by Tweeddale 9 (28%), Teviot & Liddesdale 5 (16%), Cheviot 1 (3%), no under 18's were observed committing offences in Berwickshire.

Green Dog Walkers Scheme

GDW is a non-confrontational, friendly way to change attitudes about dog fouling in the Scottish Borders. The secret to the success of GDW is the volunteer groups and dog owners. Local community groups are being encouraged to set up and run a campaign within their area to sign up 'pledgers.'

'Dog Friendly Newtown (DFN)' was the first community to launch the scheme on the 1st April '16. Undertaking a dedicated campaign to keep their village clear of dog mess, and continue to encourage new members to pledge. They have also introduced a monthly 'kids club' whose aim is to promote responsible dog ownership and become ambassadors for their school. Representatives from DFN presented their initiative at the 2016 Keep Scotland Beautiful 'It's Your Neighbourhood – Environment & Community' Seminar. Monthly meeting with SBC enable the sharing of information and the opportunity to provide continuing support.

Number of GDW pledgers –

During the period of the pilot, a total of 197 dog owners have pledged, the key towns are - Newtown St. Boswells (72), Peebles and Selkirk (18), Kelso (15), Galashiels (11), a number of other town have a few pledgers.

Community Engagement –

To raise awareness of the Responsible dog ownership strategy and the GDW Scheme, a letter was sent to the 64 Community Councils and dog orientated businesses within the Scottish Borders which included – licensed dog breeders, boarding kennels, dog grooming parlours, vet's surgeries and dog walking businesses. Presentations were undertaken with members of each of the Area Forum.

Community Participation

A number of opportunities have enabled promotion of the Responsible dog ownership strategy, and to obtain feedback on the work being undertaken by the Council in response to the dog fouling and littering issue.

- Dog Friendly Newtown (launch) – April 2016
- Borders Union Agricultural Show (BUAS) – July '16.

- Earlston Civic Week 2016 (Pet Show) – July `16
- Floral Gateway – Sept `16
- Galashiels Rotary Club – March 2017
- Dog Friendly Newtown – Kids Club Enrolment Day (March `17) / Annual Family Fun Day (April `17)
- Schools – Kids Countryside Day – May `17 (invitations were extended to all 63 Primary Schools to work with them on an eco-project)
- Lauder in Bloom – May `17
- SBCs Family & Dog Day (Hawick) – July `17
- Borders Union Agricultural Show – July `17

Social Registered Landlords (SRLs)/Community Councils –

Two of the Region's SRLs are now promoting the GDW scheme to new and existing tenants;

- Scottish Borders Housing Association
- Waverly Housing Association

SBC provides posters and pledge forms for inclusion in tenancy packs and when existing tenants apply for permission to have a dog.

Gordon Primary School

SBC is currently working on a project with pupils at Gordon Primary School, plans include;

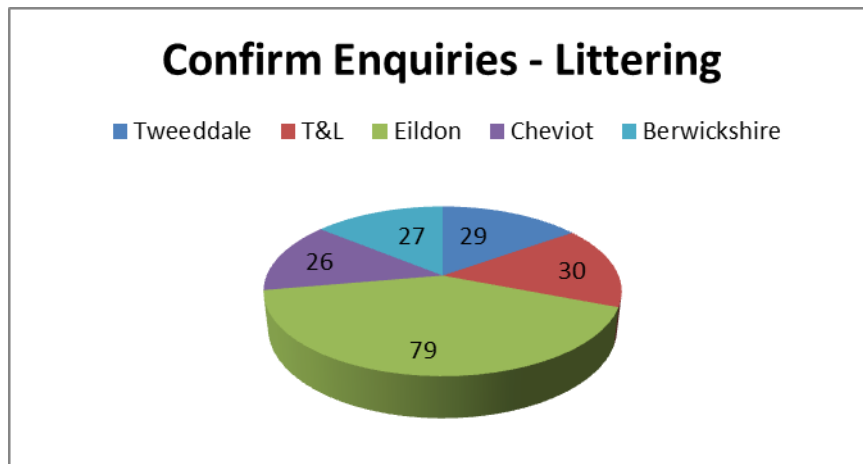
- Presentation on the Green Dog Walkers Scheme and helping support the school/community to roll this out in Gordon
- Supporting the children to undertake a 'poo' survey over a given period of time and then analyse the data (before and after). This could include us providing the school with chalk based spray paint to circle every 'poo' followed by our roads team clearing every 'poo' from the streets to enable good data to be collected.
- Footway 'anti-dog fouling stencilling' – sprayed in the streets en-route to the school
- Creation of a video – children planning and taking the footage and our communications team helping to edit/format and load it onto You Tube
- Provision of 'anti-dog' fouling posters which the children and teachers could place in and around the village
- Our Communications team would also undertake a new release to promote the school's campaign to rid the village of the problem.

Footway Stencils/Anti-Dog Fouling Signage

Footway stencils and signage – a dedicated programme of work is ongoing with stencilling and anti-dog fouling signage being placed in areas badly affected by dog fouling. Members of the public and community groups can also request problem areas to be stencilled and new signs to be erected.

Confirm Enquiries – Littering

A total of 191 Littering enquiries were received and logged in Confirm.



	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Tweeddale	7	1	2	0	4	0	2	3	1	3	2	4	29
T&L	5	1	4	3	2	0	2	2	5	4	1	1	30
Eildon	6	2	3	7	7	3	4	8	9	13	10	7	79
Cheviot	1	2	2	4	2	4	1	1	1	4	3	1	26
Berwickshire	6	0	3	0	2	0	3	1	2	6	0	4	27
Total	25	6	14	14	17	7	12	15	18	30	16	17	191

Enquiries by town (highest) include –

- Berwickshire – Eyemouth (11)
- Cheviot – Kelso (13)
- Eildon – Galashiels (47)
- Teviot & Liddesdale – Hawick (22)
- Tweeddale – Peebles (23)

Number of Litter FPNs issued

A total of 133 Littering fines were issued, of those 64 were paid. No action has been taken to recover the non-paid fines.

	Litter - Cigarette	Litter - Litter	Litter - Spitting	Litter - Chewing Gum	Litter - Food Waste	Total
Tweeddale	3	3	0	0	0	6
T&L	10	1	1	0	0	12
Eildon	61	6	4	1	1	73
Cheviot	26	0	1	0	1	28
Berwickshire	13	1	0	0	0	14
Total	113	11	6	1	2	133

Litter – (under 18s)

No information was collated for the time period of the trial.

3GS - Schools Littering Report

A detailed report prepared by the 3GS, Senior Enforcement Officer outlines the issues of littering around the regions High Schools between 12pm – 2pm. The schools were rated worst to best for littering/anti-social behaviour;

1. Galashiels Academy	6. Kelso High School
2. Hawick High School	7. Earlston High School
3. Selkirk High School	8. Jedburgh Grammar School
4. Berwickshire High School	9. Peebles High School
5. Eyemouth High school	

Galashiels Academy – identified as the worst school for students littering and engaging in anti-social behaviour; students from Hawick High for throwing away spent chewing gum. The main problem at Selkirk High was students throwing away cigarette ends and spitting. Students at Peebles High caused the least problems in terms of anti-social behaviour and littering

Litter Picking Kits – (Community Events)

The equipment hire launched on the 1st June during that time three community events have been held. SBC have a dedicated Webpage page and an online booking form. The equipment is delivered to the event organiser and collected after the event along with the bagged rubbish.

- Jedburgh Grammar School (June) – 9 black bags
- Kelso in Bloom (June) – 17 Black bags
- Kelso in Bloom (July) – 14 Black Bags

Complaints

Complaints are managed by SBC in line with SPSO guidelines and logged onto Lagan. A total of four complaints were made against 3GS.

- May 2016 – (Other) Complaint regarding the outsourcing of Enforcement for Dog Fouling/Littering. **Outcome - Invalid**
- September 2016 – (Employee Behaviour) Aggressive behaviour towards a member of the public being issued with a fine. **Outcome - Unjustified**
- September 2016 – (Bias & Discrimination) Victimised for throwing litter. **Outcome - Unjustified**
- October 2016 – (Other) Complaint regarding the location of the officer in relation to the offender at the time offence committed. **Outcome - Unjustified**

Appendix two – Media coverage montage

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Scottish Borders Council brings in stencilled messages to combat dog poo

Written by Jenni Davidson on 25 July 2016 in News

Scottish Borders Council is to spray paint 'clean it up' messages in dog fouling blackspots





SCOTTISH BORDERS COUNCIL

A football team in the Borders has urged members of the public to help it

Inaugural dogs' day out is a walk in park



Logan Darling with Harley the Saint Bernard.

'Bag the poo!' urge Hawick pupils



Hawick High News members Natasha Burns and Daniel Frankland with Cllr David Paterson

f t G+ e 0 comments

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HAWICK High School pupils have created a video to highlight the issue of dog fouling.

The video was made by the news team students to support Scottish Borders

Dog owners' initiative



SBBN Dog Owners initiative

Published: 09:41
Tuesday 05 April 2016



Borderers are being asked to pledge to become a Green Dog Walker.

Scottish Borders Council (SBC) is the latest local authority to sign up to the initiative, which aims to change the attitudes of owners to dog fouling in a non-

Dog Friendly Newtown case study



Introduction to the group

Dog Friendly Newtown (DFN) was started by Newtown St Boswells and Eildon Community Council after dog fouling was highlighted as one of the top litter complaints for the community. In addition, it was felt, as only one out of ten dog owners do not pick up after their dog, that it was a manageable issue to tackle. One of the main objectives is to reduce dog fouling in the village by encouraging responsible and enjoyable dog ownership.

Veronica, leader of the group, originally got in touch with Keep Scotland Beautiful in winter 2015, to hire dog costumes for their launch event. This was when she was introduced to the Litter Pick Plus toolkit, which went on to help shape the development of her dog fouling campaigns. DFN has been very successful in taking action and campaigning to promote behaviour change in the village, to prevent further dog fouling.

Taking Action

As a new initiative, it was highlighted that one of the key elements to success would be to plan activities in detail to ensure success. Moreover, the group began to network to seek support within the community. Veronica reached out to the local authority, which agreed to assist the group to pilot 'Green Dog Walkers' within the Borders. In addition, she made contact with Keep Scotland Beautiful, who agreed to attend their opening event to promote Litter Pick Plus and to support the development of DFN using the Litter Pick Plus toolkit.

DFN launched in April 2016 with an open event for the local community. This coincided with a Clean Up Scotland general litter pick in the village, to build momentum around a clean and tidy village.

Keep Scotland Beautiful, local dog related businesses, such as a puppy training school, and a local vet all held stalls at the event, offering goody bags and reduced price microchipping. As an introduction to a potentially off-putting subject, DFN felt it was essential to add other activities to attract people and get their interest.

Alongside the fun activities, the group began to seek additional volunteers for the group, and to better understand local people's concerns about dog fouling through questionnaires. Through these activities, DFN began to build a solid example of, and basis for future action, as outlined in the Litter Pick Plus toolkit, "Taking Action".

Dog Friendly Newtown case study

Communication

As Newtown St Boswells is a relatively small village, when they first started out, Veronica simply spoke to the people she saw with a dog. This kept it informal and friendly, but as the interest in the group progressed, DFN utilised community council noticeboards and organised a press release for the launch event. Following a suggestion in Litter Pick Plus to ensure that all communication is tailored to local issues and tastes, the group also ran a competition for children to design their own posters about dog fouling to further raise awareness.

DFN has also delivered several engaging presentations, sharing the learnings and top tips from the group. These have been carried out locally, and on a national scale, speaking to over 150 people at the It's Your Neighbourhood seminar. By linking in with wider initiatives associated with Litter Pick Plus, DFN has become an example for those wishing to tackle dog fouling across Scotland, and has inspired action as far north as Aberdeenshire.

Campaigning

One of the key Litter Pick Plus successes of the group is the development and delivery of their own nudge activity. Background information on nudges is available within the "campaigning" section of the Litter Pick Plus toolkit, with suggestions on different activities to try, and guidance on how to structure the monitoring and evaluation of these.

DFN's nudge activity is 'Poo Patrol'. Not only does this reduce the amount of dog fouls in the village, it specifically promotes behaviour change by raising awareness of the issue and showing dog fouling offenders that it is unacceptable within the village.

Poo Patrol is a small group of volunteers who check the streets for any dog fouling. Any poos found get a 'ring of shame' chalked around them to increase their visibility to pedestrians and to offending dog owners. The poo is then picked up after 24 hours and disposed of, with the frequency recorded for each street. Poo Patrol amazingly saw dog fouling drop in the village by over 60%, during the first four months.

The group has continued to develop their dog fouling campaign, and aims to further prevent dog fouls by promoting responsible dog ownership by targeting young people. DFN Juniors is open to all young people in the village. A range of educational and fun activities are offered, including walks, dog classes and visits to local pet rescues. All of the young people are further encouraged to volunteer within their local community to further develop Newtown St Boswells as a clean and welcoming environment to all.

The group is a perfect example of prevention being better than cure. By engaging with the local community through a range of means, they are creating a sustainable campaign in their village.

Recruiting and maintaining volunteers for Poo Patrol has not been an easy task. Veronica explains:

“ Poo isn't exactly an exciting subject, and often people feel it's too dirty to get involved, or they're too squeamish. When someone doesn't want to get involved because they think that it's too dirty, I don't argue with them. Instead I'd say 'That's fine, but how else can you help? Would you be happy to get involved as a buddy for a Poo Patroller, or on general litter picks, or by putting up posters?' If it's a parent's concern for a child's cleanliness, I encourage them to see the cleanliness of the streets and village as an extension of this. I always try to give them something to do so everyone can be involved in some way.

Often there seems to be a bit of a shift later down the line as they get more accustomed to litter and dog fouling. In some circumstances, they will then start doing more as it seems less gross. For example, we've had someone starting to pick up when it's winter and the poop is frozen. Keeping people involved in a way relevant to them is the best way to reach new and unengaged people. ”

Veronica's final thoughts and top tips for litter prevention are:

“ People can't see litter; they're either completely unconscious of it, or they do see it but they don't see it as a problem. DFN and the general litter picks done by the community council are a way of raising awareness and saying that it isn't acceptable here.

Litter is often seen as a losing battle, and who wants to get engaged with that? When somewhere is really heavily littered, it can seem too hard to tackle. Another example is really graffitied flats, which completely improve after a little investment as people start to feel there is more value to them and that they are worth taking care of.

I think we need to do the same to prevent litter. The aim is to have one absolutely pristine area, such as a children's playpark, and be really fussy about how it looks as an example. The hope is that the anti-littering message expands beyond that as people begin to see how good an area can be. This way, we're not fighting a losing battle, but starting out at a win. ”



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The TiksPac concept - including TiksPac stations and TiksPac dog waste bags - comes at no cost to the local authority, whose duty it is to ensure that dog waste bags are always available at each established TiksPac station. The concept is sponsored by local businesses who gain exposure for their brand and simultaneously display their commitment to their community and their belief in C.S.R.

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TiksPac-station

The TiksPac station is made from high quality Annealed Steel, which has high anti-corrosion properties, it is also anti-graffiti coated for easy cleaning. The design is exclusive to TiksPac and is eye-catching, yet unobtrusive. The dog waste bags are secured by an innovative plastic spool which allows quick, easy refilling whilst preventing multiple removals, thus avoiding littering.



TiksPac-dog waste bags

The dog waste bags are biodegradable in accordance with European Standard EN-13432. The dog waste bags are 100% eco-friendly.





First impressions are the longest lasting!

In order, for people to be happy in their community, the local authority must be able to provide good conditions in which to live and work. Something that is often a high priority when choosing an area to live in, or a location for a company, is that the public spaces are clean and tidy. When residents and businesses are pleased with the municipal environment, and speak well of it, the area will become more appealing to potential residents.



Over 300 Local Authorities throughout Europe act on their C.S.R.

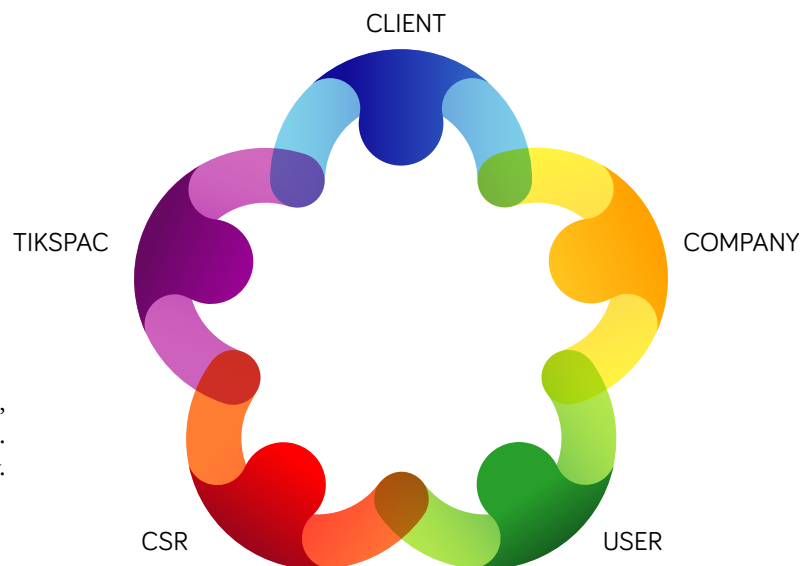
The TiksPac concept is provided to Local Authorities at NO cost and is conducive to the fulfilment of the wishes of service users to have a clean towns, cities and natural environments.

- TiksPac has approximately 7000 stations throughout the Nordic countries and England.
- TiksPac has approximately 4000 customers.
- TiksPac stations can be found in approximately 300 regions throughout the Nordic countries and England.
- Over 20 million FREE dog waste bags are supplied each year.

*All participants are awarded
A certificate indicating
their C.S.R. contribution.*



Corporate Social Responsibility



The concept is funded by sponsors, customers that are acting on their C.S.R. - Corporate Social Responsibility.

C.S.R. = Corporate Social Responsibility

- Corporate Social Responsibility (C.S.R.) entails companies taking responsibility for how they affect the community from financial, environmental and social perspectives.
- C.S.R. involves taking social responsibility and working towards long-term and sustainable development.
- C.S.R. is a well-known concept throughout the world.

The TiksPac Process.



Frequently asked questions:

Who is responsible for installing and overseeing the stations?

The local authority, usually the service department.

Where, should the TiksPac stations be placed?

As landowners, local authority make this decision based on several operational factors.

Who contacts the sponsors?

TiksPacs' sales organisation enters into agreements with local sponsors.

What happens if a TiksPac station becomes damaged?

TiksPac performs all repairs or replacements FREE of charge.

Why use the TiksPac concept?

An average-sized council spends millions of pounds each year on cleansing and sanitation. The TiksPac concept allows the council to reduce its sanitation expenses without having to raise taxes or implement fees, thereby relieving the council budget.



Cleaner Environment

In 2001, TiksPac introduced a solution for issues relating to sanitation and general public well-being that affect virtually all local authorities, land owners, and caretakers that work in both rural and urban areas. The solution involves installing stations for the distribution of FREE dog waste bags.

The concept is in line with many of our clients' environmental initiatives and aspirations toward sustainable business operations. This is the reason the concept has earned such a warm reception. We currently have operations in the Nordic countries and England.

Partners



Since 2009, TiksPac AB has been working with the Royal Court of Sweden, which uses our concept in the royal parks.



TiksPac collaborates with Business Sweden on international launches.



tikspac[®]
Clean public spaces

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