

Scottish Borders Economic Strategy - Action Plan Progress – January 2017

A. Creating the conditions for business to compete

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
1. DESIRED OUTCOME – Business Start-Up and Growth is encouraged & supported					
Business Gateway Start Up Service	£141,000 (annual average) 2 FTE advisers (Revenue)	Business Gateway	660 start up businesses are trading 3 year survival rate 65% of these businesses	2015/16 to 2017/18	2015/16 saw the majority of national targets being achieved by the Business Gateway team with a particularly good performance for business starts with 219 being supported. Over 1500 business people attended Business Gateway events, an increase of 150% on the figure for 2014/15. In addition Business Gateway advisers were heavily involved in other local actions, most notably the launch of the Borders Railway and the major flood events. In 2016/17 good progress is being made towards the start-up targets. The higher Growth starts are proving more difficult with the majority of the start-up businesses being income replacement businesses with lower growth ambition. This is being addressed with work on Incubator projects, detailed below.
Business Gateway / Scottish Enterprise Growth Advisory Services	£141,000 (annual average) 7 FTE advisers Additional ERDF investment (Revenue)	Business Gateway Scottish Enterprise	100 businesses assisted Innovation Exporting Key sectors	2015/16 to 2017/18	Three 'Growth' targets were not achieved in 2015/16. This was attributed to the delay in European Regional Development Fund (ERDF) funding coming on stream; but it was also considered an indication that the number of local businesses which meet the national criteria for growth is fewer than anticipated. The revised structure in place for 2016/17 will help

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					to investigate this further and should lead to greater success in future years. Good progress is being made towards the 2016/17 Growth targets. This is down to a geographic focus rather than sector focus being deployed.
Scottish Enterprise Account Management Services	Account Managers	Scottish Enterprise	Turnover growth of the current portfolio Increase in Account Managed portfolio	2015/16 to 2017/18	68 Companies in the Scottish Borders are currently account managed by Scottish Enterprise. Ongoing work with individual companies to support growth, including support for innovation, investment, internationalisation and workforce development.
Business Support & Business Gateway Local Services	£300,000 pilot loan fund £100,000 business grant fund (annual) Additional ERDF investment (Revenue)	Business Gateway SBC Economic Development	35 target loans and grants per annum – number and leverage 100 'expert help' assists	2015/16 to 2017/18	<p>Since 2012/13 the Council has made 205 grants to small businesses through its Scottish Borders Business Fund. Over £602,000 in grants has been awarded, helping to create an estimated 310 jobs and with an estimated GVA impact of £7.3M.</p> <p>Since 2012/13 the Council has made 24 loans to small businesses through its Scottish Borders Business Fund. Over £320,000 in loans has been awarded, helping to create an estimated 62 jobs and with an estimated GVA impact of £1.7M.</p> <p>In 2016/17 the grant fund started to be used as match funding for ERDF. This has meant the grant fund is now split £25k for start-up businesses and £75k for growth, this will remain for 3 years.</p>

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Scottish Enterprise – Enterprise and Innovation / SDI support interventions	SE Topic Specialists	Scottish Enterprise Scottish Development International (SDI)	Deployment of SE support products & services to: Acc. Man. Businesses Wider business base	2015/16 to 2017/18	SE / SDI suite of product interventions is available to businesses with potential for growth. Various products are made available by SE relating to Innovation, including a new Workplace Innovation product that will be piloted in the Scottish Borders. SDI advisers have a monthly surgery available in Selkirk for Business Gateway clients to attend.
Deliver the South of Scotland Business Competitiveness Project	£600,000 (3 years) including ERDF investment (Revenue)	SBC Economic Development Business Gateway	200 businesses assisted 63 FTE jobs created in assisted businesses	2013/14 to September 2015	The project focused on tourism, food & drink, rural businesses and renewables. It supported over 300 businesses and helped to create 90 jobs in the supported businesses.
Supplier Development Programme – improve SME capacity to compete for any public sector contracts	£5,000 (annual) (Revenue)	SBC Economic Development SBC Procurement	5 'meet the buyer' events per annum Increase in number of small businesses tendering for public sector contracts	2015/16 to 2017/18	The Council is a partner in the nationally operated Supplier Development Programme (SDP). There were 144 businesses from the Borders that were registered with the SDP in 2014-15. This figure was 182 in 2015-16, an increase of 26.4%. In 2015-16, two SDP events were run in the Scottish Borders. These were attended by 48 businesses.
Deliver Business Gateway ERDF intervention to add scale to local BG Services	£1.05 million from ERDF over 5 years	Business Gateway	Number of 'growth' businesses assisted Targets include 375 businesses assisted; 125 new jobs created; 45 businesses helped to	October 2015 – December 2020	A successful bid for EU funding has been made. This will provide £564k of grant funding over the next 3 years. The project focusses on Growth Businesses across the sectors. The funding has enabled two extra full time advisers to be put in place.

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			export and 540 business people attending events		This allows for a greater spread in the geography covered by Business Gateway. Greater support will also be given to businesses in the area of Innovation and Internationalisation.
Increase Internationalisation and Exporting Support for growth companies.	Existing BG Advisers and SDI Adviser	Scottish Enterprise Business Gateway	Increase the number of proactive exporters in the Scottish Borders by 25%	2015/16 to 2017/18	Business Gateway are working in partnership with Scottish Development International and the Borders Exporters Association to tailor support for businesses in the area. This will include a new range of Exporting Workshops delivered through Business Gateway and funded with EU money.
Join the new National Local Authority Loan Fund and launch it to local businesses (including 'Borders Railway Investment Fund').	Match Funding (from SE South of Scotland Loan Fund) + ERDF	SBC Economic Development Scottish Enterprise Business Gateway	Number of loans to businesses Leverage achieved – 1:3	2015/16 to 2017/18	The formation of a national Local Authority Loan Fund enables a strategic intervention from EU ERDF that increases the amount of loan funding available. Businesses will be able to borrow up to £100k. Launch should be by March 2017.
Establish a new Rural Enterprise and Small Business Scheme, as part of the LEADER Programme, to support farm business diversification and small rural business innovation projects.	EU + Scottish Government Funding Part of LEADER Programme 2014 - 2020	LEADER Local Action Group SBC Economic Development	No. of businesses assisted Innovation	2015 to 2020	A new Rural Enterprise Fund has been established as part of the Scottish Borders LEADER Programme. It provides support to farm business diversification and small rural business innovation projects. £800k has been ring-fenced in the LEADER Programme to support this activity, with 3 projects already supported and four projects currently being assessed.

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2. DESIRED OUTCOME – There is a supply of immediately available land and premises for business expansion and inward investment					
Ensure Local Development Plan has adequate supply of employment land	No direct cost	SBC Plans & Research	Ha. of available employment land	2015/16 to 2017/18	The Scottish Borders Local Development Plan (LDP) was adopted in May 2016. It allocates and protects employment land sites at key locations across the Scottish Borders.
Deliver the Borders Strategic Employment Land Project (Coldstream, Lauder, Duns & Hawick)	£2.9m including ERDF investment (Capital)	SBC Economic Development	Ha of serviced sites	Due for completion June 2015.	The EU funded Strategic Employment Land project created 3.25ha of business development land across four settlements: Hawick, Lauder, Duns and Coldstream. Each site has at least 6 plots (with Lauder having 7, and Duns having 8), available for SMEs to develop business units on. The project was completed in September 2015.
Marketing of Scottish Borders Employment Land sites - existing property portfolio and serviced land sites.	£5,000 (Revenue)	SBC Economic Development	No. of Enquiries % Occupancy Rate	2015/16 to 2016/17	The new employment land sites have been marketed in commercial property publications and new promotional sign boards have also been erected at each site. More than 20 businesses have expressed interest in plots, with 5 interests in process at present.
Develop 'Central Borders Business Park' (land acquisition and phased development / phased refurbishment).	Market dependent (Capital)	Private sector SBC Economic Development Scottish Enterprise	Ha serviced sites	2015/16 to 2022/23	A masterplan exercise, funded by the Council and the Borders Railway Blueprint is now being developed for the Central Borders Business Park and a wider area of land in the Tweedbank area. SE commissioned Rydens to carry out a qualitative study into supply and demand for land/property in the locality. The study broadly

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					<p>supports the project outputs to deliver an access roadway with serviced plots with an initial provision of approx. 900m² net of business space on one plot. The remaining plots would be marketed for private sector/business development.</p> <p>Additionally SE has approved internal funding to progress the project to RIBA stage 3, which will give a detailed design and cost, based on current market evidence. This can then be used as the basis of a substantially de-risked approval process.</p> <p>This action is linked to maximising Borders Railway benefits - Borders Railway Blueprint project.</p>
Facilitate development of Eyemouth 'Seafood Technology Park'	Market dependent (Capital)	Private sector SBC Economic Development SBC Estates	Ha serviced sites	2013/14 to June 2015	<p>The Council has created two large plots (1.27 ha) of new employment land at Gunsgreenhill, Eyemouth. This provides the potential for expansion of seafood processing businesses in the town, ensuring the retention and creation of jobs in the area. The project was funded by Scottish Borders Council and Axis 4 of the European Fisheries Fund.</p> <p>The Council are currently pursuing business inquiries for a food processing unit and for an engineering manufacturing unit on the existing industrial area.</p>

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Project Pipeline – Resources Required					
Strategic Employment Land Phase II – Initiate a programme to identify and develop key sites for future servicing / development.	Staff time Funding for feasibility studies	SBC Economic Development SBC Plans & Research Scottish Enterprise	Number of potential sites Area of potential sites	2016-2018	As part of the work for the next LDP, the Council will identify settlements that require new or additional employment land allocations. Galashiels, Peebles and Selkirk are likely to be a particular focus. It is also likely that the employment land policy will be reviewed to ensure it is fit-for-purpose. It intended that a Main Issues Report (MIR) is published in the Autumn of 2017.
Identify opportunities in Town Centres for new business premises / Business Incubators. Scope out extent of demand, options, costs – consider conversion versus new build costs, look at potential of co-location with other CPP services.	Staff time Funding for feasibility studies	SBC Economic Development SBC Plans & Research	Number of potential sites Floorspace of potential sites	2016 + 2017	The Council has been considering the opportunity for new business premises and business incubator space, in Hawick and Galashiels town centres in the first instance. This work is linked to the Hawick Action Plan and the Borders Railway Blueprint. A pilot project has also been initiated to provide small office incubator space in the Council Offices at Rosetta Road, Peebles. The lessons learned from this pilot will help to inform similar initiatives in other towns.
3. DESIRED OUTCOME - Businesses have cost effective access to key infrastructure					
Rollout of Digital Scotland Superfast Broadband in Scottish Borders.	£8.4m additional SBC investment (Capital)	Scottish Government South of Scotland Alliance SBC Economic	93%+ premises passed 100% basic access	2014/15 to December 2017	The rollout of the Digital Scotland Superfast Broadband is due to complete at the end of 2017. The target is to serve 93.8% of premises in the area. At the end of 2016, 74.9% of premises had been connected, although it is important to note that not all premises

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		Development Community Broadband Scotland			connected to the new fibre broadband network will see a significant improvement in their service.
Lobby for improvement of Mobile telecoms coverage – 3G and 4G access. Link to tourism as well as emergency/safety.	Feasibility/ demand stimulation required (Revenue)	SBC MPs/MSPs Private sector	100% 3G coverage Significant 4G coverage	2013/14 to 2015/16	The South of Scotland Alliance has been lobbying both UK Government and Scottish Government on this issue. This has successfully achieved some minor improvements through the UK Mobile Infrastructure Programme. SoSA has also met with the Mobile Network Operators to understand their development plans and lobby for improved geographic coverage and better 4G coverage.
Support the re-opening of Reston Station to enhance development of Eastern Berwickshire.	Scottish Government (Scottish Stations Fund) 2014/15 (Capital)	Network Rail SBC East Lothian Council	New station open to passengers	2015/16 to 2017/18	Scottish Borders and East Lothian Councils are currently in discussions with Scottish Government and Transport Scotland regarding potential delivery options for Reston and East Linton Stations. If discussions progress successfully, we believe there is the potential for the stations to be delivered between 2019 and 2024.
Building on the National Digital Engagement Programme, deliver demand stimulation and digital inclusion programmes to maximise the adoption of the new broadband infrastructure.	Utilise the national programme resources in the Scottish Borders	SBC Economic Development Digital Scotland Team CREATE Team Business Gateway	Number of businesses using Superfast Number of ‘new user’ households connected	2015 - 2017	Through the Digital Boost Programme the Council has delivered 37 workshops with 232 attendees. There have also been 23 businesses given individual consultancy support through the programme.

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Work with partners to identify solutions that will provide Superfast Broadband access for the final 6% of premises - the most rural areas.	Staff time	South of Scotland Alliance Community Broadband Scotland	Increase in coverage beyond 93.6%	2016 - 2018	The Council, through the South of Scotland Alliance, has been pressing Scottish Government to identify solutions for those areas that will not be covered by the Digital Scotland Superfast Broadband programme. The Reaching 100% Programme has been initiated by Scottish Government in response to this challenge.
Project Pipeline – Resources Required					
Lobby for improvement of key Roads Infrastructure – A1 / A68 / A7	Options appraisal required (Capital)	Scottish Government SBC E&I	Km of road upgraded	2013/14 to 2015/16	Following the successful opening of the Borders Railway to Tweedbank, the Scottish Government is examining the case for an extension of the railway along with improvements to the A1, A7, and A68 with a study to identify Borders transport requirements. This is due to report by the end of 2017.
4. DESIRED OUTCOME – Activity is increased in key local sectors including textiles, tourism, food & drink					
Promote and market 7stanes and 'Cycle Scottish Borders' product	£80k (Revenue)	7stanes CIC Recreational Cycling Group	No. of marketing campaigns No. of additional visitors % increase in average stay % increase in revenue	2013/14 to 2015/16, then self-sustaining	The private sector-led 7stanes Community Interest Company was wound up and Forest Enterprise Scotland has taken on the promotion and marketing of the 7stanes sites. 'Cycle Scottish Borders' website and social media is being regularly updated to promote cycling events.
Creative Sector Support Programme	£75k per annum (Revenue)	SBC Arts Development Business	Programme delivered No. of businesses assisted	2013/14 to 2015/16	The Creative Arts Business Network (CABN) project provides a diverse programme of support to the creative sector in the Scottish Borders and seeks to strengthen the sector by

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		Gateway (Business Advisors) Creative Scotland			working towards longer term strategic goals. CABN currently supports 863 businesses, and 59 organisations through a bespoke programme of support. It is delivering against key aims of the Cultural Strategy including supporting the development of a Cultural Forum and a Capacity Building Programme. It is currently funded by Live Borders and Creative Scotland (Place Partnership funding).
Project Pipeline – Resources Required					
Work with partners and local business representatives to develop Local Sector Action Plans; including textiles, tourism, food & drink, and renewables.	Existing Resources in Business Gateway, SBC Economic Development	SBC Economic Development Scottish Enterprise Skills Development Scotland	Number of sectors with plans – order of priority: <ul style="list-style-type: none"> • Renewables; • Construction • Textiles 	2015/16 – 2016/17	Business Gateway reviewed the sector approach in the area and concluded that this was not the most effective way to support businesses locally. The Growth Advisers were instead split according to geography (using SBC Area Forum boundaries). This has ensured that each part of the area is given a new focus allowing for businesses not previously worked with to be introduced to Business Gateway. Advisers still maintain their previous sector knowledge and this is shared amongst the team as individual cases arise.
Investigate whether there is demand and need for a Borders Construction Industry Forum.	Staff time	Scottish Enterprise SBC Economic Development SBC Housing Strategy	Revived Industry Forum in place Number of private sector members	2015/16 – 2016/17	Officers from the Council, Scottish Enterprise and RSLs are meeting to discuss whether a Construction Industry Forum is still the most appropriate vehicle to support the sector. The needs of local businesses in the sector and the needs of their customers require consideration in relation to the potential for economic growth.

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5. DESIRED OUTCOME - Recreational, retail and cultural opportunities are maximised					
Events Support Programme including supporting events under the national Year of Food & Drink 2015	£100,000 per annum (Revenue)	SBC Economic Development SBC SAG EventScotland	No. of National & International events No. of Event Attendances	2013/14 to 2015/16	<p>The combined economic impact of events funded by the Council in 2015/16 is estimated to be £8 million based on the national EventIMPACTS model. Existing events which have been supported include:</p> <ul style="list-style-type: none"> • Border Counties Rally - developing crowd spectator areas and EventScotland funding. • Melrose Rugby 7s - for marketing activities promoting train travel to capture the Edinburgh market. • Riverside Rock Festival, Jedburgh - to increase crowd numbers and support a bid to EventScotland for marketing funding. • Hillside Outside - support for Tweedlove and Tour 'o the Borders cycling events. • Borders Book Festival – support for new elements in the event. • The Flying Scotsman Train visit and associated events taking place in Galashiels on the day. <p>The Safety Advisory Group (SAG) is currently supporting 49 individual events in the Scottish Borders.</p>
Tourism marketing & promotion and information	£115,000 (Revenue) Additional ERDF	VisitScotland Area Tourism Partnership SBC Economic Development	ROI of Campaigns Purchased Through VisitScotland ROI for Visitor Information Centres	2015/6	<p>In December 2016, the Council received the first interim report of the STEAM data for the Scottish Borders covering January-June 2016. Comparing Jan-June 2015 with Jan-June 2016, visitor days in the Scottish Borders have increased by almost 11%, visitor spend is up by 16%, and employment related to tourism has increased by 8%. The rise in tourism activity in the Scottish Borders, both in terms of numbers</p>

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					<p>and economic impact, is substantial, not only when compared to the previous year, but also when compared to other local authority areas in Scotland.</p>
<p>Borders Railway Marketing Programme (with links to Walter Scott and Abbotsford House)</p>	<p>(Revenue)</p>	<p>Area Tourism Partnership VisitScotland SBC Economic Development Scottish Government</p>	<p>Marketing campaigns Additional visitors per annum to key attractions</p>	<p>2015/16 to 2017/18</p>	<p>The Borders Railway Autumn 2015-Spring '16 campaign with VisitScotland generated £8,285,097 gross economic activity for the Scottish Borders.</p> <p>A Matador promotional video was created specifically for US and European marketing, showcasing the Scottish Borders and distributed on travel channels worldwide. https://www.youtube.com/watch?v=xilpbPv6Dtk It has had over 115,000 views in the UK and 1.2 million views worldwide since November 2016.</p> <p>Borders Weaver, Midlothian Explorer, Borders Railway and other locations that weren't in the film are featured here - <i>14 Facts about South East Scotland that will Surprise You.</i></p> <p>A '39 steps' marketing campaign is due to be released early in 2017. https://youtu.be/WapYNGHnbfw</p> <p>A 9-page folding direct mail pack focusing on trip planning, adventure and "taking the scenic route" is due to be sent out to those on Scottish Borders and Midlothian databases in March 2017.</p>

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Project Pipeline – Resources Required					
Initiate the development of a Scottish Borders cycling strategy in order to make the Scottish Borders a 'Cycling Hub'.	Staff time	Area Tourism Partnership VisitScotland SBC Economic Development Cycling organisations	Strategy agreed Actions implemented	2015/16 to 2017/18	A Cycle Tourism Strategy has been developed in order to take advantage of the opportunities that cycling provides to attract more visitors to the area. It aligns infrastructure, events and tourism development. The Strategy was consulted on during the summer of 2016 and agreed by Council in November 2016.
Work with key partners to develop the Scottish Borders Walking Product. Build on themes in the new Access and Transport Strategy.	Staff time Revenue Capital	Area Tourism Partnership VisitScotland SBC Economic Development Walking organisations	Strategy agreed Actions implemented	2016/17 to 2017/18	The new walking site www.walkscottishborders.com is now live. This is the sister site to www.cyclescottishborders.com which has been running since 2012. Both sites are now 'mobile friendly' and are available for use by businesses wishing to link to the cycle and walk network or by visitors requiring access to route information and visitor information on tablets and mobile phones.
6. DESIRED OUCTOME – New business and enterprise is attracted to the Borders					
Project Pipeline – Resources Required					
Inward Investment Programme - building on "Our Scottish Borders" and "Best move of your life" campaigns	£75,000 (Revenue)	SBC Economic Development Scottish Enterprise/ SDI	Website traffic Enquiries Jobs supported by Inward Investment Projects	2014/15 to 2016/17	In collaboration with Midlothian and Edinburgh City, a dedicated project manager is now acting as the key contact for investors. He has begun the process of assessing the inward investment 'offer' with a view to identifying and then promoting the opportunities. This assessment is also identifying gaps in provision that will then

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					<p>require to be addressed.</p> <p>A new 'Prospectus' to promote the Borders Railway corridor was developed with support from the Improvement Service, working with Midlothian and City of Edinburgh Councils.</p> <p>A Property "Gap Analysis" into the retail, leisure and commercial property in Hawick and Galashiels was undertaken and is informing future marketing and inward investment activity for those towns.</p> <p>Recently, the partner's inward investment activity has helped to secure business investment in Hawick and the location of CGI's Scottish service centre.</p>

B. Building on our assets

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
1. DESIRED OUTCOME – The economic development potential of the Borders Railway is maximised					
Implement Borders Railway Blueprint and Local Workplan to maximise the Economic opportunities of the Borders Railway. Key projects include: - Borders Business Park - Tourism Destination Audit - Great Tapestry of Scotland - Steam Train Experience - Borders Railway Tourism Development Programme - Borders Railway Prospectus and Inward Investment Delivery - Borders Railway Opening Celebrations - Hop on/ Hop off bus services & tour operators services - Train Wrap	Use existing staff resource to support this priority area. Scottish Government £10M commitment for Railway Corridor. SBC Capital Programme	SBC Economic Development Business Gateway SE (Commercial property) Borders College, BCIF (Training) Scottish Borders Tourism Partnership	From Action Plan	2013/14-2015/16	The Borders Railway reached its one year anniversary in September 2016. Significant progress is being made across the Blueprint programme. Over 1 million passengers used the service in the first year of operation. Partners continue to deliver projects in the Borders Railway Blueprint Action Plan, across three themes – Great Destinations to Visit, Great Locations for Working and Investment, and Great Communities for Living and Learning <ul style="list-style-type: none"> • Final approval of Great Tapestry of Scotland Visitor Centre Project • Approval of funding for ScotRail Retail Hub at Tweedbank Station • Development of Borders Railway Town Centre Masterplanning Programme • Delivery of Tourism Business Development Programme via Business Gateway, providing direct assistance to 48 local businesses and supporting 3 events and 5 collaboration projects over the last year • Approval of funding for 2-year Borders and Midlothian Tourism Destination Development project • Delivery of 'Runaway Seat' marketing

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					campaign in August 2016 with local visitor attractions, and 'Borders Turns One' partnership campaign to celebrate the one year anniversary
Deliver Transport Interchange and Galashiels Inner- Relief Road projects	£3.7m+ Including ERDF investment (Capital)	SBC E&I	Sq m of business space Number of businesses assisted	2015	The Transport Interchange in Galashiels was successfully completed in time for the opening of the Borders Railway in September 2015. The landmark building includes modern office space and meeting venues as well as providing its interchange function. Linked to maximising Borders Railway benefits.
2. DESIRED OUTCOME – FE/HE links with business are developed at the Scottish Borders Campus					
Build new business relationships with Heriot-Watt University locally and at main Riccarton Campus.	No additional resource	SBC Economic Development	Regular communication between HWU and CPP	2015/16	Opportunities around the campus and the potential of the new student accommodation have been flagged as part of the Railway Blueprint work. Heriot Watt is also seeking to develop a new textiles innovation centre as part of the potential City Region Deal programme.
Establish a new industry led 'Invest in Young People' Regional Body to meet the requirements of 'Developing the Young Workforce'	Staff time Potential Scottish Government funding for 3 years	SBC Economic Development Borders Business Forum Borders College	New industry-led body in place Number of businesses represented	2015/16	A new Developing the Young Workforce industry-led Group has been established. It has successfully applied for funding from Scottish Government and now has a three-year period to develop stronger links between businesses and schools/colleges.
Investigate the feasibility of a Business Conference facility at the Borders Campus,	Staff time	HWU Borders College	Number of new events Number of additional	2015/16 – 2016/17	Heriot Watt is interested in how it could use the assets in Galashiels, with potential for conference business using the new student

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Galashiels	Revenue	VisitScotland	visitors		accommodation out of term time. Firm proposals have not yet been developed. A new Business Development Centre has been opened on the Hawick Campus and management of Borders College are working closely with Business Gateway to promote this.
3. DESIRD OUTCOME – Vibrant Town Centres					
Deliver Selkirk CARS town centre regeneration project	£1.2million including Historic Scotland investment (Capital)	SBC Built & Natural Heritage SBC Economic Development Selkirk Regeneration Company	No. property grants issued Public realm improvement project No of local business/ Heritage learning & participation initiatives/ Private sector leverage	2017	The five year programme of town centre regeneration activity is progressing well. <ul style="list-style-type: none"> ▪ 40 grant offers have been issued for repairs to traditional buildings, totalling £242,500, supporting 25 properties. ▪ 8 priority buildings will be supported with grant offers for repairs in Year 4 totalling £195,000. ▪ Over 80 educational & training events have been organised by Selkirk CARS with over 2,800 people attending. ▪ A range of educational activities has been implemented including the Cabinet of Curiosity (joint project with Selkirk High School, Abbotsford and Live Borders). ▪ A contribution will be provided to the Selkirk Town Centre Streetscape project An additional £70,000 of funding has been secured from Historic Environment Scotland to support traditional building repairs projects.
Deliver regeneration actions in Galashiels Town Centre through a 2 year pilot project – Galashiels Town Centre	Town Centre Coordinator	SBC Economic Development Private sector	No. property grants issued No of new/ added value events	2014/15 – 2016/17	The Galashiels Town Centre Coordinator Project has supported business and community activity to align with the reopening of the Borders Railway. The project has successfully delivered a number of key small projects, which

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Coordinator			No of local business / marketing initiatives delivered Private sector leverage Capacity building : No of new volunteers/ C of Trade reps		have significantly improved the visual attractiveness of the town centre. It supported capacity building activity that has helped to facilitate Energise Galashiels, the Chamber of Trade, local businesses and community groups to work together. This provides a stronger platform for more business development and community activity in future.
Support Future Hawick and other community-led groups to deliver actions in Hawick Town Centre.	Staff time £30,000	SBC Economic Development Future Hawick	Number of new projects delivered Number of businesses assisted	2015/16	The Council has provided £30,000 to Future Hawick to enable the group to deliver a range of initiatives to support the town centre. This included a shop front grant scheme to help improve the facades of a number of shops in the town centre and refreshed visitor signage at the town boundaries. The Council has also successfully engaged with Scottish Government to draw additional resources into the town, with a capital funding allocation of £3.625M made as part of the Programme For Government.
Explore options for a cost effective solution to provide Town Centre Wi-Fi in the main towns in the Borders.	Staff time £7,000	SBC Economic Development SBC IT	New solution identified	2015/16	Pilot Wi-Fi initiatives in Hawick and Jedburgh finished in 2015/16. So far, it has not been possible to identify a cost-effective solution for town centre Wi-Fi, with significant capital costs and ongoing revenue costs involved in any Wi-Fi solution. Changing technologies or innovative new business models from the private sector may help to achieve this in future.

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Investigate opportunities to develop a business advice initiative for independent traders/small shopkeepers.	Staff time	SBC Economic Development	No. of businesses assisted	2016/17	A draft retail workshop has been created in association with Marks and Spencer and Boots. This would provide seminar support for businesses. Suitable dates, venues and time of delivery are being considered.
Deliver Selkirk Town Centre – Streetscape Works to improve the attractiveness of the town centre.	£450,000 Allocation in Capital Programme	SBC Economic Development	Area of improved public realm	2016 - 2018	Council Engineers' have been working with the Selkirk Stakeholder Group on the early design stages for a programme of town centre streetscape works. The town centre works aim to provide safer and improved areas for bus passengers, improve pedestrian crossings, develop flexible events space and provide better seating, as well as enhance Selkirk's historic conservation area. The £450,000 proposed works will contribute to the regeneration of the town centre and is part-funded by the Selkirk Conservation Regeneration Scheme (CARS).
Deliver Phase 1 repair works and develop a funding package to deliver Selkirk Courthouse Project, Phase 2.	Phase 1 allocation of £95K Phase 2 allocation of £450,000	SBC Economic Development	Phase 1 repairs completed Phase 2 funding package achieved	Phase 1 – 2015-17 Phase 2 – 2015-17	Phase 1 repairs to the Sir Walter Scott's Courthouse, will be supported as one of the priority buildings in the Selkirk CARS Programme. Works are expected in the summer/autumn of 2017.
4. DESIRED OUTCOME – Rural land-use is integrated					
Undertake Scottish Government pilot Regional Land Use Strategy.	£215,000 Scottish Govt grant (Revenue)	SBC Built and Natural Heritage Tweed Forum	Plan in place	2013/14 – 2015/16	The pilot project was completed by the Council, supported by Tweed Forum, in 2015 with a Scottish Borders pilot Regional Framework

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		A Working Countryside			<p>document setting out the integrated, ecosystems approach and a set of potential actions based around key policy drivers for : food production, timber and woodland, renewable energy, natural flood management, diffuse pollution control, recreation, development and biodiversity.</p> <p>A set of GIS mapping layers was produced showing stock of natural capital, opportunities to expand ecosystem services, areas where multiple benefits could arise and areas of potential conflict between existing land uses and delivery of some ecosystems services.</p> <p>The outputs were submitted to Scottish Government and helped inform their revision of the national Land Use Strategy (2016-2021) published in March 2016.</p>
Project Pipeline – Resources Required					
Deliver Innerleithen Aim Up Bike Park Project	£5.5m (Capital)	AIM Up (Management) FCS SBC Economic Development Scottish Enterprise VisitScotland Potential Lottery and SRDP	Bike Park development Marketing actions Visitor Numbers	2015/16	<p>The MTB Stakeholder Group has agreed a position with regards to the mechanical uplift project. In view of the uncertainty around the level of demand and financial viability this is a high risk project for the public sector. Therefore public sector investment in the uplift project proposal is unlikely to be secured from the current position.</p> <p>A Tweed Valley MTB Action Plan that focuses on the other opportunities around mountain biking was approved by the MTB Stakeholder Group at their meeting on the 1 June 2016.</p>

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
		investment SportScotland			Scottish Cycling is seeking LEADER funding for a dedicated Action Plan Co-ordinator post over the next 3 years as part of a joined up approach to project delivery in the Tweed Valley.
Encourage continued trail development in forests and linking routes in the Tweed Valley to support continued growth of mountain biking in the area.		Scottish Government Forestry Commission Scotland Scottish Enterprise SBC Economic Development	Number of additional trails Additional maintenance undertaken Increase in number of visitors	2015/16 – 2017/18	The Council met with Scottish Government to discuss the potential for additional support for FCS to invest in trail development. Trail development (and maintenance) has been identified as one of the key elements in growing the MTB market. A review of the future role of the Mountain Bike Centre of Scotland at Glentress (which is run as a partnership with Edinburgh Napier University, the Scottish Funding Council, Scottish Enterprise and Scottish Cycling) is currently under way.
Support the development of a Tweed Valley Resort including Glentress Master Plan.	Staff time	Forestry Commission Scotland Scottish Enterprise SBC Economic Development	Number of bedspaces in new accommodation Increase in number of visitors	2015/16 – 2017/18	FCS is seeking to progress the provision of new visitor accommodation in Glentress. In the first instance, FCS is required to explore the opportunities with Forest Holidays. There is real potential for a significant inward investment at this location and discussions between FCS, SE and Forest Holidays are ongoing in relation to the types of development outlined in the Glentress Masterplan.
Design and deliver an Innerleithen to Galashiels off-road cycle route (using former railway line).	Staff time Revenue	SBC Network Team SUSTRANS	Km. of new cycle track Increase in number of	2016/17 – 2017/18	The intention is to build on the success of the Peebles to Innerleithen cycle track (multi-use) to link to the Borders Railway and enhance the cycling offer.

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
	Capital	Cycling organisations	users		Efforts are currently focused on the Innerleithen – Walkerburn Shared Access Route. Detailed design work on the first section of the path at Walkerburn has been undertaken and it is anticipated that some work will start on this section later in 2017.
5. DESIRED OUTCOME – A framework is provided for communities to contribute to economic growth					
Deliver Fisheries Local Action Group (EFF Axis 4 funding) Programme	£800,000 Including EFF investment (Revenue)	Fisheries Local Action Group (FLAG) Private sector	No of projects supported in Berwickshire Coast	2013/14 to 2015	European Fisheries Fund Axis 4 Fisheries Local Action Group (FLAG) 2007-2013 local development funding programme was successfully closed at the end of June 2015. The final commitment was £632k to 13 projects against a total budget availability of £720k. In addition, support was provided to applicants to EFF Axes 1 and 2 resulting in £23k EU support to fishing vessels and an offer of £216k EU grant funding to a local shellfish processor (both sums co-financed by Scottish Government).
Localities Approach to be piloted for 1 year	Revenue budget to support a coordinator role	CPP partners Localities/ town regeneration organisations	Delivery of Action Plans for each key centre – following Eyemouth pilot Retail footfall Town Centre vacancy rate	2013/14 – 2013/14	Pilot completed for the Cheviot area in 2015/16. New direction received from the Community Empowerment (Scotland) Act which will lead to five Locality Plans being published in October 2017. Business Gateway Growth Advisers are split according to the localities. Each adviser is available to attend community meetings as appropriate.

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Project Pipeline – Resources Required					
Deliver the new Scottish Borders LEADER Programme 2014 -2020	EAFRD investment Project match funding required (Revenue)	LEADER Local Action Group SBC Economic Development	New Programme approved by Scottish Government Number of rural development projects supported Leverage	2015 – 2020	The LEADER Local Action Group met a number of times in 2016 and has approved grant funding to 7 projects, with grants total £241,788 against projects valued at £715,786. The next application deadline for LEADER funding is 28 February 2017 and there is a good pipeline of projects coming forward.
Deliver the new Scottish Borders and East Lothian EMFF FLAG Programme 2014 -2020	EMFF investment Project match funding required	Fisheries Local Action Group SBC Economic Development	New programme approved by Scottish Government Number of coastal development projects supported Leverage	2015 – 2020	The new Scottish Borders, East Lothian and Fife Fisheries Local Action Group, known as the Forth FLAG, has received a funding allocation of just over £1M for the period 2014 – 2020. The new Action Group will make recommendations on European Maritime Fisheries Fund (EMFF) local development applications. Scottish Borders Council is the lead partner for the three areas and has employed an EMFF Programme Coordinator, based in Eyemouth, to support the development of projects, and applications to the fund, from groups and businesses across the whole FLAG area.

C. Developing the workforce of the future

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
1. DESIRED OUTCOME – Increase young people and other job seekers are supported into employment					
<p>Develop a Scottish Borders Programme of action to deliver the ‘Developing the Young Workforce’ (DYW) agenda.</p>	<p>Scottish Government funding available</p>	<p>Learning & Skills Partnership SBC Borders College Skills Development Scotland Businesses</p>	<p>Improved work experience activity for young people Young people better prepared for work Businesses more satisfied with young workforce</p>	<p>2015/16 – 2017/18</p>	<p>A ‘Developing the Young Workforce’ (DYW) programme covering a wide range of actions was agreed by the Learning & Skills Partnership in 2015.</p> <p>Since Mid-2015 significant progress has been made in developing the infrastructure and delivering the milestones laid out in the national DYW strategy, under the governance of the Learning & Skills Partnership.</p> <p>DYW project managers are now operational within Scottish Borders Council and Borders College. In addition, a project team to work on behalf of the recently formed regional DYW Industry Group has been put in place using Scottish Government funding.</p> <p>All secondary schools in the Borders also have a dedicated DYW representative, with protected time to enable them to attend monthly meetings and deliver agreed actions.</p> <p>All of these officers work collaboratively to deliver the DYW objectives.</p>

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Support a range of employability projects utilising the European Social Fund (ESF) funding that is available for the Scottish Borders.	ESF funding Revenue Potential 3 rd Sector Match Funding	SBC Employment Support Service SBC Economic Development 3 rd Sector Partners	Unemployed people participating in Employability & Skills Programmes Unemployed People Assisted into Employment Social exclusion issues addressed	2015 to 2020	A £591k European Social Fund grant has been approved for a £1.4M employability pipeline project that will be delivered in 2017 and 2018.
Develop Employability Support Pipeline	No additional cost (Supported by national Employability Fund)	Skills Development Scotland Job Centre Plus FE/HE Institutions SBC ELL	Unemployed People Participating in Employability & Skills Programmes Unemployed People Assisted into Employment	2014/15	The number of unemployed young people in the Scottish Borders aged 18-24, as measured by the claimant count, has decreased from 450 in December 2013 to 270 in December 2016. In December 2014, the number was 295, and in December 2015, the number was 265. Although the rate in the Scottish Borders for December 2016 (3.5%) was 0.2 percentage points above that for Scotland (3.3%), the gap has narrowed from 0.6 percentage points in December 2013 (5.8% compared to 5.2%).
Prepare school leavers for world of work, linked to Curriculum for Excellence	Additional costs (Revenue)	SBC ELL Skills Development Scotland	Increased levels of youth employment Increased proportion of 'positive' leaver destinations (current target 90%)	2014/15-2015/16	All schools are using the SDS website – 'My World of Work'. This includes a partner zone on the site for teachers to use as a careers related resource. https://www.myworldofwork.co.uk/ New Government standards on work placement, career guidance and employer engagement have been distributed to the secondary schools and professional development opportunities have been created

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					<p>to support teachers responsible for the direct delivery of the DYW agenda.</p> <p>Communication has begun with parent representatives, to explain the ambition to further develop flexible learning pathways and school timetables are now aligned with Borders College to facilitate this.</p> <p>To deliver the key objective of closer school and employer involvement, six of the nine secondary schools now have an active local employer partnership.</p> <p>In addition, agreement has been secured to include DYW participation as a specific requirement of bids for Local Authority contracts, through Community Benefits.</p>
<p>'Scottish Borders Guarantee' – apprenticeships, internships and graduate placements for young people</p>	<p>£100,000 (Revenue)</p>	<p>CPP partners Job Centre Plus Skills Development Scotland FE/HE Institutions</p>	<p>Unemployed People Participating in Employability & Skills Programmes</p> <p>Unemployed People Assisted into Employment</p>	<p>2014/15-2015/16</p>	<p>A key element of the Developing the Young Workforce initiative is to increase the number of young people entering apprenticeships, particularly those with social or educational barriers. Modern Apprenticeship (MA) opportunities are reviewed within a specific work stream of DYW, involving all interested parties. Figures for the period April 2015 to March 2016, show that 148 young people between the ages of 16 - 19 years undertook MAs.</p> <p>Borders College obtained agreement to offer two of the new Foundation Apprenticeships in</p>

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					2016/17. However, a delay in the approval process resulted in a poor response to their offering, despite significant promotional activity around these. The College will review early adopter information and consider offering two additional FAs in 2017/18, potentially in STEM subjects.
Deliver 'Youth Employment Scotland' funded local employment recruitment incentive	£250,000 including ESF/ Scottish Government funding	SBC Economic Development Business Gateway	Unemployed People Assisted into Employment (150 work placements target)	2014/15 – 2015/16	Employer Recruitment Incentive - Youth Employment Scotland Scheme – The Youth Employment Scotland Scheme funded by the Scottish Government and EU funding supported 156 placements up to March 2015. Scotland's Employer Recruitment Incentive - SERI Scheme – The SERI Scheme funded by the Scottish Government via Skills Development Scotland offered 19 placements in the Scottish Borders until January 2017.
Project Pipeline – Resources Required					
Use the Regional Skills Assessment to inform partnership decisions about skills and learning provision.	Staff time	Skills Development Scotland SBC Economic Development Borders College Invest in Youth Group	Clearer understanding of gaps and potential future demand	2015/16	Skills Development Scotland has developed a new Regional Skills Assessment to identify gaps and opportunities linked to College Outcome Agreements. This work has recently been updated and will provide a valuable resource for the Learning & Skills Partnership and local partners, including the new DYW Industry-led Group.

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Improve access to learning and skills opportunities for young people in the Eyemouth/East Berwickshire area	Additional costs (Revenue)	Borders Learning and Skills Partnership Skills Development Scotland FE Institutions	Increased access to appropriate vocational skills	2013/14-2015/16	Employability Fund provision to support skills development is made available in the East Berwickshire area and is taken up. The Eyemouth Vision process has highlighted the opportunity to create a Centre of Excellence for Marine Economy in Eyemouth. This would include the potential for more learning and training activities (Fisheries, Boat Building, Marine Engineering). Further work is being taken forward by Eyemouth & District Community Trust and partners to consider how this might be delivered.
Community Planning Partners to use 'Community Benefit' clauses in their procurement to help secure training and employability benefits, particularly for young people.	Potential additional costs (Revenue)	Community Planning Partnership	Increased access to appropriate vocational skills	2015/6 – 2017/18	The Council and some partners are now successfully using community benefit clauses in their procurement processes in order to deliver employability related outcomes. For instance the Council created 24 new jobs and secured three Modern Apprenticeships places for young people through the Selkirk Flood Protection Scheme project.
2. DESIRED OUTCOME – Employers are supported to address skills deficiencies in response to current and future need					
Engage with employers to identify workforce development training needs in key sectors – land based industries, textiles, tourism, food and drink, and engineering and manufacturing sectors	£250,000 (Revenue)	SDS Sector Skills Councils Borders College Bus Gateway Job Centre Plus	Sectoral programmes developed (new and existing) - Scottish Qualifications Framework-accredited Informed by Textiles Pilot Modern Apprenticeship (MA) evaluation	2014/15-2015/16	The establishment of the DYW Industry-led Group provides a new, more structured channel to engage with local businesses. Discussions will include how key sectors can recruit, retain and develop employees, as well as aiming to match between FE/ HE supply and employer and learner demand more effectively.

D. Providing leadership

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
1. DESIRED OUTCOME – Transition to a low carbon economy is encouraged and supported					
COMPLETE - Develop a Low Carbon Economic Strategy for the Scottish Borders	No additional cost	SBC Economic Development CPP Partners	Approved Low Carbon Economic Strategy	2013/14	Completed. Approved by Strategic Board in October 2013.
Deliver the actions set out in the Low Carbon Economic Strategy.		SBC Economic Development CPP Partners Businesses Households Communities	Performance targets set out in the LCES Performance Framework	2015/16 – 2017/18	<p>Business Gateway Referrals to Resource Efficient Scotland - Business Advisers have linked 12 businesses to Resource Efficient Scotland who can provide free advice on a range of resource efficiency issues and help to access financial support for projects.</p> <p>Domestic Heat Pump Training – The Council worked closely with Borders College and Skills Development Scotland to deliver a 4 day BPEC training course covering the installation and maintenance of both air and ground source heat pump systems in November 2015. 5 individuals successfully completed the course.</p> <p>SHARC Heat from Sewage Installation at Borders College - This system uses a heat pump to amplify the natural warmth of waste water and the heat produced is being sold to Borders College under a 20-year purchase agreement, producing savings in energy, costs and carbon emissions. The system now provides around 95% of the heat needed by the</p>

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					<p>Galashiels campus and does not impact on the normal operation of the local waste water network. The Borders College system is the first of its kind in the UK.</p> <p>Climate Resilient Communities – this joint project between the Council and Dundee University was funded by the Joseph Rowntree Foundation. The project engaged communities in discussions around climate change vulnerability and to develop methods of increasing the resilience of climate disadvantaged groups. The project worked in Peebles, Hawick and Newcastleton and has focussed on flood vulnerability, especially relevant following the flood events in late 2015.</p>
2. DESIRED OUTCOME – The case for the Scottish Borders is promoted at Scottish, UK and EU levels					
Lobby to ensure representation of the area in Scotland and Europe	No additional cost	MPs, MSPs South of Scotland Alliance SBC Scottish Enterprise	External funding leverage for economic development	2014/15-2015/16	Officers and Members continue to be involved in national discussions around EU Programmes – Structural Funds, Common Agricultural Policy and Scotland's Rural Development Programme, LEADER, European Maritime and Fisheries Fund. The forthcoming Brexit process will have important implications for the area.
Make effective use of the new Assisted Area Status designation.	Staff time Regional Selective Assistance programme run by Scottish Enterprise	Scottish Enterprise SBC Economic Development	Number of RSA grants made to businesses Value of RSA grants made to businesses	2015/16 – 2017/18	<p>The Council has been working with Scottish Enterprise to support more businesses take advantage of Regional Selective Assistance (RSA).</p> <p>In 2013-14 there were no RSA awards.</p>

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					However, in 2014-15 three local businesses secured £375,000. In 2015-16 two awards worth £161,300 were made; and in the first half of 2016-17 one award worth £155,000 was granted.
Lobby for a realignment of NUTS2 boundaries with the South of Scotland Alliance.	Staff time	South of Scotland Alliance Scottish Government	Change in designation after 2016	2015/16	South of Scotland Alliance developed a new Southern Scotland NUTS2 area and has successfully lobbied Scottish and UK Governments to ensure a change to the NUTS2 boundaries affecting the South of Scotland.
Engage with City-Region partners to investigate the potential for a 'City Deal' for the region.	Staff time Capital Budget allocations	SBC Economic Development City Region Partners	City Deal secured for Edinburgh and South East Scotland Region Number of major projects funded in Scottish Borders	2015/16	The Council is working closely with its partner local authorities from Edinburgh, the Lothians and Fife to secure a potential 'City Region Deal' for the Edinburgh and South East Scotland region. Detailed discussions with UK and Scottish Government civil servants are under way.
Work with partners in the 'Borderlands' Anglo/Scottish cross border initiative to lobby for major projects and identify opportunities for joint working.	Staff time Potential project funding - capital / revenue	SBC Strategy & Policy SBC Economic Development	Level of additional resources secured Number of major projects funded in Scottish Borders	2015/16	The Council has been working with Cumbria, Carlisle City and Northumberland, as well as Dumfries & Galloway Councils, to develop new cross-borders relationships and investigate the potential for a Borderlands investment programme.
Establish the scope for a feasibility study of the potential extension of the Borders Railway to Carlisle.	Staff time Potential project funding - capital / revenue	SBC Plans & Research	Scope established	2015/16 – 2016/17	Partnership agreement and funding package is in place to progress scoping of the feasibility study for the extension of the Borders Railway from Tweedbank to Carlisle. Feasibility Scoping Study to be progressed and complete by 2018.

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
3. DESIRED OUTCOME – Budgets and activities are coordinated with collaboration across CPP					
Project Pipeline – Resources Required					
The Scottish Borders develops a case internally and externally for match funding for priority projects to be funded under new 2014-2020 EU Programmes	£5m match fund (Revenue & Capital)	CPP – agencies Private sector	£ Leverage	2014/15 – 2015/16	Match funding for key projects and programmes has been identified to support Business Gateway through European Regional Development Fund and to support employability activity under the European Social Fund.
Provide regular communication on developments in the Scottish Borders for a range of key stakeholder groups	No additional cost	SBC Economic Development SBC Communications team	Participation and buy in to Economic Strategy from all relevant stakeholders	Ongoing	Federation of Small Businesses and Scottish Borders Chamber of Commerce are represented on Council's Economic Development Group. Economic Development Update circulated to FSB and SBCC members. Regular Economic Bulletin sent out to extensive range of stakeholders. This provides updates on unemployment and other recently published data at different points in the year.
4. DESIRED OUTCOME – Spending by Community Planning Partners has a positive impact on the economy					
Public sector procurement reform	No additional cost	CPP SBC NHS Borders College	% contracts delivered by local companies	2014/15- 2015/16	The Council is in the process of developing a new Procurement Strategy. One of its key aims will be to support the local economy.