

Appendix 1a to Scottish Borders Councils Strategic Plan 2018-2023

This appendix provides more detail on some of the key areas mentioned in Scottish Borders Council's Strategic Plan 2018-2023.

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Why do we need a new approach and a new Corporate Plan? (Page 9 of SBC Strategic Plan):

Our progress: SBC’s last Corporate Plan (2013-2018) was reviewed in 2015, and a number of key pieces of work were identified as required, to address each of the 8 corporate priorities in that plan. Below is a review of progress since 2015:

Corporate Priority (from last corporate plan 2013-2018)	Key work identified in 2015	Progress made
<p>1 Encouraging sustainable economic growth</p>	<ul style="list-style-type: none"> • Deliver Railway Blueprint projects with partners to maximise benefits of railway • Continued lobbying on Digital connectivity • Attracting investment • Integrated transport • Strategic partnership working • Developing young people’s skills for work • Affordable housing 	<ul style="list-style-type: none"> ✓ Significant progress on Blueprint projects including Central Borders Business Park, Tapestry Visitor Centre & Inward Investment Marketing ✓ Scottish Government commitment for a South of Scotland Enterprise Agency ✓ Significant progress on City Deal and Borderlands initiatives ✓ Ongoing work through the Strategic Transport Board and a review concluded ✓ Borders-wide school/employer partnership & locality groups established in each high school ✓ Delivery of over 350 affordable homes since April 2015; new Local Housing Strategy and Strategic Housing Investment Programme (SHIP) in place
<p>2 Improving attainment and achievement</p>	<ul style="list-style-type: none"> • Children and Young People’s (CYP) Service transformation • Leadership and professional growth programmes • New schools programme 	<ul style="list-style-type: none"> ✓ Significant savings within CYP delivered since 2015 and complete review of Management and Admin structures, around Secondary School “cluster” model ✓ Early years and Childcare expansion (600 hours & 1140 hours) successfully piloted; now developing the delivery plan for roll-out across the Borders ✓ Significant change & strengthening of leadership within schools across the region ✓ SBC/University of Highlands and Islands (UHI) Partnership for teacher training in Scottish Borders in Science, Technology, Engineering, Maths (STEM) subjects ✓ Completion of new schools in Kelso, Duns and Langlee (Galashiels) and funding secured for Jedburgh Intergenerational Learning Campus

Corporate Priority (from last corporate plan 2013-2018)	Key work identified in 2015	Progress made
<p>3 Support, care and protection</p>	<ul style="list-style-type: none"> • Integration of health and social care & a review our Adult Services strategy for supporting independence • Review of specialist support for Children & Young People • Community Justice Authority (CJA) transition to Borders • Ongoing health improvement work 	<ul style="list-style-type: none"> ✓ Integration Joint Board (IJB) established; Strategic Plan published + Commissioning and Implementation Plan + locality action plans; focus on independence; Community Hub model rolled out ✓ Review of Additional Support Needs (ASN) provision, establishment of Scottish Borders Leader Valley school in central Borders; comprehensive restructure within the Additional Needs staff team across Primary and Secondary schools ✓ Community Justice Authority now sitting under the Scottish Borders Community Planning Partnership, with ability to focus on Borders issues ✓ Targeted work through Healthy Living Network; “Small Change, Big Difference” campaign promoted across SBC and SBCares workforce
<p>4 Communities and voluntary sector</p>	<ul style="list-style-type: none"> • Develop Co-production approach • Develop a Localities approach • Develop a Community Learning & Development (CLD) Strategic Plan • Respond to the Community Empowerment (Scotland) Act • Climate change mitigation on the ground • Satellite broadband pilot, addressing connectivity issues in rural areas 	<ul style="list-style-type: none"> • Co-production tool-kit produced and adopted across SBC and partners • Localities approach developed, and the creation of new Area Partnerships • CLD Strategic plan published + 9 local plans; excellent inspection in 2017 • Preparations across SBC for the Community Empowerment Act, including a review of processes and policies around Community Asset Transfer and participation requests; Community Plan published and locality plans now being developed • 42 out of 69 “Resilient Communities” plans in place with Community Councils to prepare local areas for emergencies and severe weather • During 2016, parts of the South of Scotland were eligible for a pilot project, run by Avanti and received funding from the UK Government to target up to 1000 customers across Aberdeenshire, the South of Scotland and parts of Northern Ireland. In the Scottish Borders, about 50 premises took advantage of the pilot before it finished.
<p>5 Maintaining & improving our high quality environment</p>	<ul style="list-style-type: none"> • Review of Waste strategy • Energy Efficiency Programme, incl SLEEP • Low Carbon Econ Strategy Action Plan 	<ul style="list-style-type: none"> • Planning permission for Waste Transfer station granted and ongoing work on developing the service for the future (cost of collection and disposal per premises lower than the Scottish average and lower than similar councils in Scotland) • Successful roll-out of LED street lighting programme and a range of energy efficiency measures across our estate including boiler and window replacement, and ongoing work with partners

Corporate Priority (from last corporate plan 2013-2018)	Key work identified in 2015	Progress made
6 Developing our workforce	<ul style="list-style-type: none"> • Workforce and succession planning • Employee benefits strategy • Employee engagement and communication • Flexible working/change in working practices 	<ul style="list-style-type: none"> • “People planning” process rolled out across SBC, and integrated approach to Business, People and Business Planning developed during 2017 • Employee benefits scheme implemented • Employee Council meets regularly • Pool car pilot implemented to tackle business mileage; hot desking at HQ; mobile working being explored where appropriate
7 Developing our assets and resources	<ul style="list-style-type: none"> • Estate rationalisation • Joint delivery and co-location with partners • Delivery of the Capital programme 	<ul style="list-style-type: none"> • Over £2.5m Capital receipts realised since April 2015; draft property locality plans developed in partnership. Proposals for further rationalisation are in hand and will be developed as part of our new Property and Asset Strategy (Corporate Landlord) • Significant investment across the region through our capital programme, and £293m to be invested over the next 10 years in our roads, bridges, new schools, new visitor attractions and new housing options
8 Ensuring excellent, adaptable, collaborative and accessible public services	<ul style="list-style-type: none"> • Information sharing with partners • Review service delivery and Trust models • Involvement of communities • Continued roll out and development of modern customer services • Implement modern ICT systems that support us to expand and update our online services 	<ul style="list-style-type: none"> • Protocols in place with key partners to allow appropriate information sharing focused on protection and effective service delivery • Establishment of SB Cares (with over 800 FTE) and the Integrated Culture and Sport Trust (LIVE Borders) • Development of Localities model, Area Partnerships, Localities Bid Fund and a revised approach to dealing with Community Asset Transfer and Participation requests, as well as Budget Dialogue each year • Successful roll out of e-Building Standards, and ongoing improvements to our website to provide enhanced interactive capability for customers • 13 year contract signed with CGI for the provision of modern ICT across the Council

Big Changes: South of Scotland Enterprise Agency, City Deal and Borderlands (Page 10 of SBC Strategic Plan)

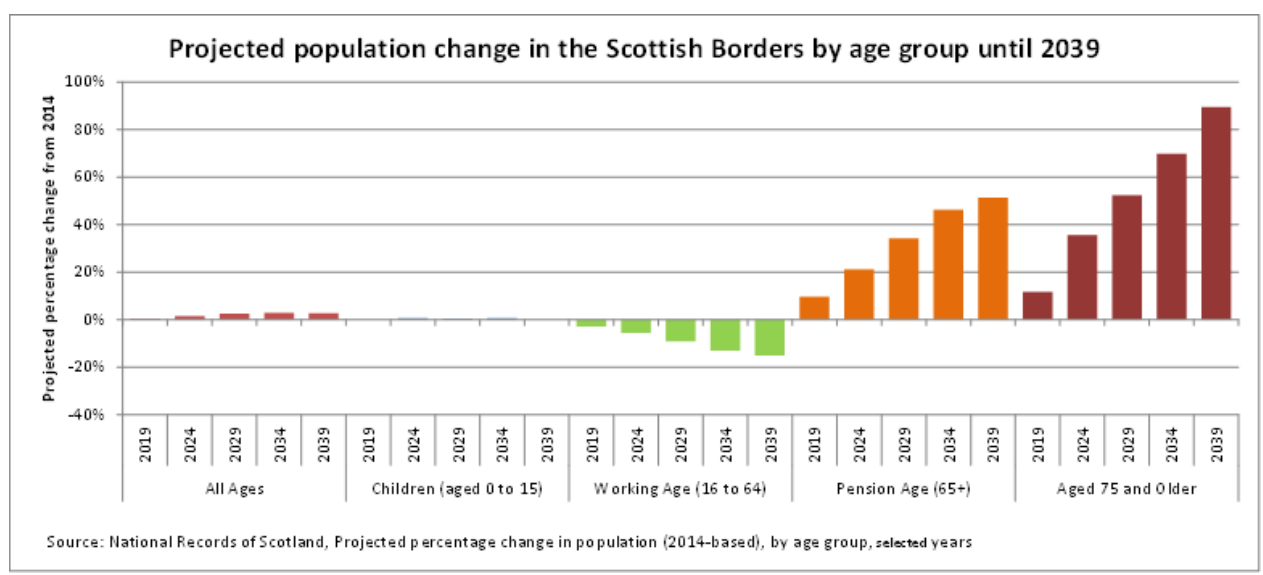
There are three significant Scottish and UK Government economic development policy initiatives that we are working on that could lead to a step change in the development of the economy of the Scottish Borders. These are the **South of Scotland Enterprise Agency** and its Interim Arrangements, the **Edinburgh and South East Scotland Region City Deal**, the **Borderlands Initiative**:

- Firstly, as part of Phase 2 of the Enterprise and Skills Review, the Scottish Government has committed to creating a new **South of Scotland Enterprise Agency** covering Dumfries & Galloway and the Scottish Borders. It will offer a once in a generation opportunity that has the potential to improve the level of investment in economic growth, enterprise, skills and innovation across the Scottish Borders and the South of Scotland. It is intended that this new Agency will be fully operational by April 2020, and will operate in a similar way to Highlands and Islands Enterprise and will closely align its work with Scottish Enterprise, Skills Development Scotland, Scottish Funding Council, and Visit Scotland.
- Secondly, there is the **Edinburgh and South East Scotland Region City Deal**. The Head of Terms were approved by the UK and Scottish Government and this is likely to lead to significant investments at Tweedbank, Central Borders as well as additional specific assistance around skills, business support and innovation which is still being determined. The projects and programmes supported through this Deal will complement the work on the South of Scotland Enterprise Agency and its Interim Arrangements.
- Thirdly the **Borderlands Initiative** which involves a cross border proposition for Inclusive Economic Growth is being developed by SBC together with Dumfries and Galloway Council, Carlisle City Council, Cumbria County Council and Northumberland County Council. This follows from the Conservative Manifesto for the UK Government elections in May 2017 to “bring forward a Borderlands Growth Deal, including all councils on both sides of the border, to help secure prosperity in southern Scotland”. This is still at a very early stage in development but there are opportunities through this initiative to gain momentum on extending the Borders Railway to Carlisle and for cross border tourism, enhancing business through business innovation projects and for further improvements to the Digital Infrastructure. Any work in taking this forward will complement the work on the South of Scotland Enterprise Agency and its Interim Arrangements.

A bit about Scottish Borders and the Council (Page 13 of SBC Strategic Plan)

Scottish Borders covers **4732 square kilometres** (1,827 square miles) and is located in the South East of Scotland. It has Edinburgh and the Lothians to the North, Northumberland to the South and Dumfries and Galloway to the West. The region is the fourth most sparsely-populated mainland Local Authority area in Scotland after Highland, Argyll and Bute and Dumfries and Galloway. Just under 30% of the population live in settlements of under 500 people or in isolated hamlets, and no towns have a population over 14,000. However, the region sits on the edge of three city regions (Edinburgh, Newcastle and Carlisle) which provides significant opportunities in terms of cross border co-operation, jobs, tourism, leisure, work and study.

The estimated 2015 population for Scottish Borders was **114,030**, virtually unchanged from the previous year. However, over the longer term, the population has risen, as has the population of Scotland. Initial findings from the 2016 Mid-year estimates indicate that the population is continuing to rise. One of the main challenges we face, as shown in the graph below, is the way in which the population is set to change, with a projected decrease in working age population and a significant increase in those 75+.

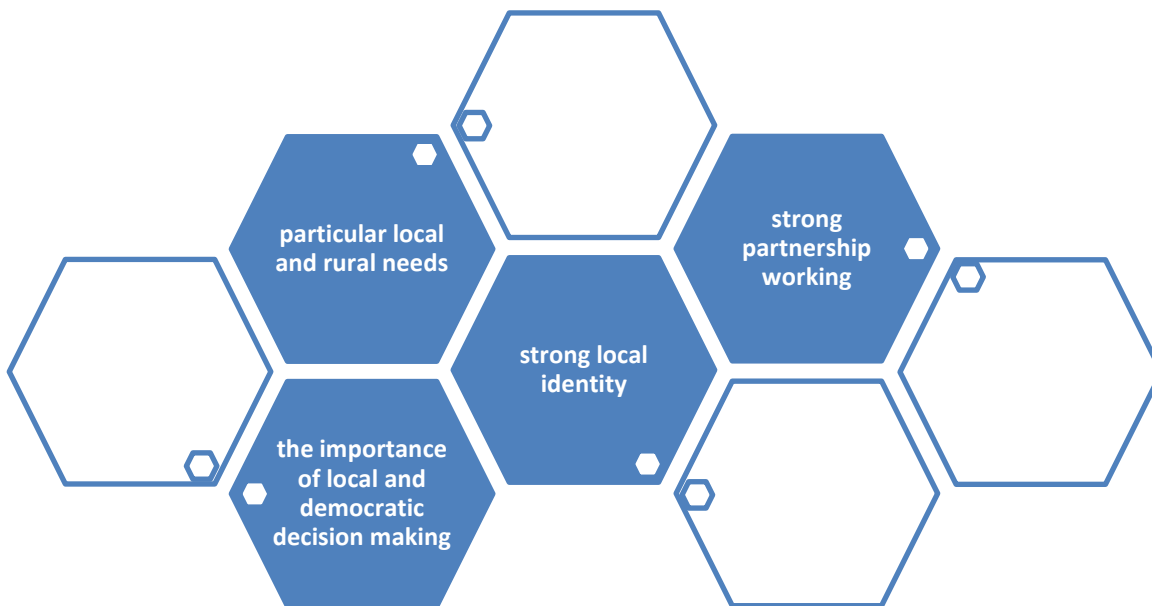


The Scottish Borders has been recognised as a strategic area for local government in Scotland since the Local Government (Scotland) Act 1973 when it was designated as one of the nine Regional Council administrative units in Scotland. Even before this, the integrity of the Scottish Borders for local government was implicitly acknowledged as the area comprised the counties of Berwickshire, Peeblesshire, Roxburghshire and Selkirkshire (with the only exception being the Stow and Heriot area which was part of Midlothian County). And May 2017 saw the election of 18 new councillors to SBC (out of 34), and the formation of a Conservative/Independent Administration.

The boundaries of the Scottish Borders have similarly been recognised for delivery for other public services particularly Health and Further Education. Police Scotland and Scottish Fire and Rescue

Services also recognise the boundaries of the Scottish Borders for their local Police and Fire and Rescue Plans.

The decision to use the Scottish Borders as an area for the delivery of public services is based on:



These strengths are still very much apparent and they need to be further developed in order that we:

- deliver public services in the Scottish Borders that meet the principles of public service delivery, as set out by the Christie Commission,
- address the future socio-economic, environmental and financial challenges facing the area.

A larger range of information in the Scottish Borders can be found within the Scottish Borders Strategic Assessment https://www.scotborders.gov.uk/downloads/download/211/strategic_assessment

Partnership Working (Page 14 of SBC Strategic Plan)

During 2017, SBC has led the development of a Community Plan (called a “Local Outcomes Improvement Plan” within the Community Empowerment (Scotland) Act 2015) for the Scottish Borders. The Scottish Borders Community Plan highlights what the *Borders-wide* inequalities are, and how the Community Planning Partnership (CPP) together and with local communities and businesses can address those inequalities and improve outcomes. The outcomes in the Community Plan are grouped around 4 main themes.



Under **Our Economy, Skills and Learning**, outcomes include:

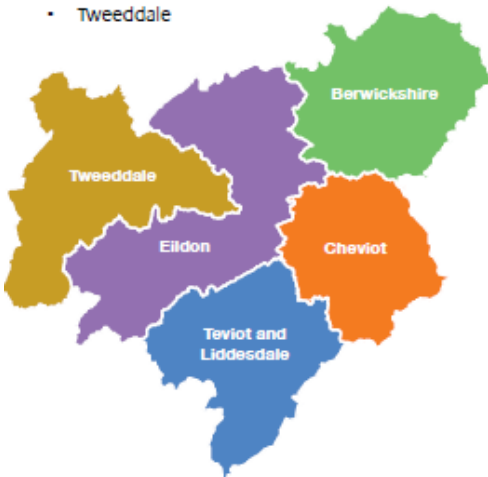
- More people working more productively for higher wages
- More business people benefitting from greater investment and better support for their new and existing businesses, particularly in key growth sectors

Under **Our Health, Care and Wellbeing**, outcomes include:

- More people in good health and leading an active lifestyle at every age and stage of life
- Improved support and care for older people

These outcomes can only be addressed by working with partners and communities, and in some cases, by tailoring what we do to the needs of a specific local area, so we are now working to develop five local plans that will truly reflect local need and opportunity across our 5 areas (see map below). These locality plans will evolve and build up over the next 12 months, and address the same themes in the Community Plan.

- Berwickshire
- Cheviot
- Eildon
- Teviot & Liddesdale
- Tweeddale



To make the most of shrinking public sector resources, we must ensure that there is a clear link between this Corporate Plan, partnership strategies and plans, and what our communities want to achieve. The following diagram presents the relationships between these plans:



More information on Community Planning:

https://www.scotborders.gov.uk/info/20062/strategies_plans_and_policies/387/community_planning

Delivering the Plan (Page 33 of SBC Strategic Plan)

Many of the services we deliver across SBC ensure that we meet our statutory requirements, or a requirement to respond to a European, UK or Scottish Government directive, framework, strategy, or plan. Some legislative or statutory requirements are very prescriptive, for example around the maintenance of the Electoral Roll, whilst others are not e.g. around the promotion of sustainable economic growth.

There are some key pieces of legislation and Government policy that are currently guiding and influencing our work within specific services and our strategic work with partners:

Local Government in Scotland Act 2003	Scottish Gvt's Purpose: <i>"Create a more successful country with opportunities for all of Scotland to flourish, through increasing sustainable economic growth"</i>	Children and Young People (Scotland) Act 2014; Education (Scotland) Act 2016	Public Bodies (Joint Working) (Scotland) Act 2014	Community Empowerment (Scotland) Act 2015	Planning etc (Scotland) Act 2006
<ul style="list-style-type: none"> Best Value Delivery of statutory services Community Planning 	Scotland's Economic Strategy 2007 (updated March 2015) <ul style="list-style-type: none"> Increase growth tackle inequalities 	<ul style="list-style-type: none"> Early years GIRFEC "Delivering Excellence and Equity in Education"- A Delivery Plan for Scotland (2016) Developing the Young workforce Digital skills 	<ul style="list-style-type: none"> Health and Social Care integration Locality planning for Health and Social care 	<ul style="list-style-type: none"> Localities focus for Community Planning Asset transfer Community participation requests Guidance still to be issued on other parts of the Act 	2016 Review: <ul style="list-style-type: none"> Strong & flexible development plans High quality homes Infrastructure 1st approach Collaboration rather than conflict

What we have to achieve is, in most cases, clearly articulated within national policy or legislation, but **how** we deliver is less prescribed and means that, for example, every Council will be responding to the Community Empowerment Act slightly differently.

As part of our Community Planning arrangements, there are a number of key strategies that we work with partners to deliver:

Key Borders-wide partnership plans and strategies						
Scottish Borders Community Plan 2017	Health & Social Care Strategic Plan	Integrated Children & Young People's Plan	Economic Strategy	Low Carbon Economic Strategy	Local Housing Strategy	Strategic Housing Investment Plan (SHIP)
10 year outcomes and targets	2016-19	2017-2020	2013-2018	2013-2018	2017-2022	2018-23

Council Officers work with partners on a regular basis to ensure that progress is being made and that outcomes are improving for individuals, communities and businesses across the region.

Within SBC, a range of plans are in place to support the delivery of our Corporate Priorities, as shown in the table below:

SBC Corporate Plan 2018-2023			
SBC Transformation Plan	SBC's Financial Plan	SBC's Capital Plan	Strategic & Local Development Plans
2017 onwards	5 year; Reviewed in Feb each year	10 year; (3 year operating)	June 2013, for 10 yrs (5 yr review) May 2016, for 5 yrs
<ul style="list-style-type: none"> Integration of Health Social Care Children & Young People Corporate Landlord Digital transformation Workforce 	<ul style="list-style-type: none"> Revenue spend by service area One year fixed 4 year provisional 	<ul style="list-style-type: none"> Infrastructure Schools investment Flood / coastal protection Land and Property Plant & Vehicles Sport & Culture 	Development and land use, at strategic and local level

SBC Transformation Plan: this plan pulls together the strategy change programmes that are underway within SBC, that will have a significant effect on the way services are delivered into the future. The 5 key programme are:

- *Integration of Health & Social Care* – The consolidation and further development of fully integrated services across a range of adult health & social care functions, including improved client/patient pathways, more efficient business processes & systems and improved joint governance arrangements.
- *Children & Young People* – A programme of projects that facilitate high quality, cost effective education and social work services for Children & Young People in line with local needs, national priorities and funding opportunities.
- *Corporate Landlord* – Consolidating all property and facilities management in a single “Corporate Landlord” service that delivers all strategic and operational property matters on behalf of our services enabling them to focus directly on their business.
- *Digital Transformation* – By 2021 SBC will be a Digital organisation that uses Digital across the organisation, with partners and citizens to improve outcomes; and .
- *Workforce Transformation* – Exploring the most effective working methods, practices, patterns, skills and tools to enable SBC to minimise costs and maximise the effectiveness of the workforce.

Financial Plan: The Council first adopted a five year approach to financial planning in 2013/14 in recognition of the significant financial challenges facing the organisation as it aims to provide the best possible services within the resources available. The continued adoption of a longer term timeframe for financial planning has enabled the Council to plan the delivery of service changes across financial years, with a focus on modernising services, investing in new technology, and adopting a range of strategic partnerships with our partners in the public, private and third sectors.

This approach is designed to ensure the Council:

- raises the funds required to meet approved service levels in the most effective manner;
- manages the effective deployment of those resources in line with the Council's corporate objectives and priorities; and,
- provides stability in resource planning and service delivery as expressed through revenue and capital budgets and approved Corporate plans.

Capital Plan: this plan outlines what SBC will spend over the next 10 years to make sure its portfolio of land, buildings and other assets are used as effectively as possible to support our service delivery. This includes investing in infrastructure such as roads, schools, flood protection works, communities, IT and regeneration. The capital plan includes specific Scottish Government grants as well as from external funders e.g. SportScotland. The plan shows *when* money will be spent

Strategic and Local Development plans: Planning Authorities have a statutory duty to produce Development Plans. Development Plans comprise of 2 component parts – a Strategic Development Plan (SDP) and a Local Development Plan (LDP). The SDP is prepared by SESPlan (the Strategic Developing Planning Authority for Edinburgh, and South East Scotland), of which SBC is a member authority. In essence the SDP sets out a range of strategic planning issues which the LDP must address. The role of the LDP is to then identify specific land use allocations at a local level for a range of uses, including for example, housing, employment, town boundaries, protected green space, conservation areas, and redevelopment opportunities. The LDP also lays down a range of criteria tests within planning policies which would be tested following the submission of planning applications

Business Plans: 2017 has seen the integration of People, Financial and Business Planning with services in order to ensure that all services areas of focused on delivery, including making the savings we need given the challenging economic context. As part of the process, Business Resource Packs are prepared for services and Councillors, providing an overview of each service area (resources (people and £), statutory requirements, and performance) as well as savings proposals and other key work that needs to be undertaken within the next financial year.

Once savings and work are agreed within the Business plan, this will guide the service's work and inform team and individual work plans.

Keeping an eye on progress (Page 34 of SBC Strategic Plan)

When the last Corporate Plan was approved, a Performance Management Framework (PMF) was also agreed that enables Scottish Borders Council (SBC) to monitor and report progress against the priorities identified with Community Planning partners and within the SBC Corporate Plan.

Effective performance management is critical to the success of any organisation, including

Local Authorities and provides a framework to achieve aims/objectives and promotes the continuous improvement of services provided to the public. For this purpose, a range of performance indicators is presented to Executive Committee each quarter under each of the Corporate Priorities. Reports can be accessed [here](#)

In light of the new SBC Corporate Plan and Scottish Borders Community Plan, the Performance Management Framework now needs to be updated and will be brought to Scottish Borders Council in August 2018 for approval.