

**SCOTTISH BORDERS**  
**COMMUNITY PLANNING STRATEGIC BOARD**

MINUTE of MEETING of the COMMUNITY  
PLANNING STRATEGIC BOARD held in  
Council Headquarters, Newtown St Boswells  
on 29 November 2012 at 2.00 p.m.

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Present:- Scottish Borders Council:-  
Councillor S. Bell  
Councillor J. Brown  
Councillor M. Cook  
Councillor D. Parker

Community Planning Partners:-  
Superintendent A. Allan, Lothian and Borders Police  
Mr D. Mallin, Lothian and Borders Fire and Rescue Service  
Mr J. Raine, Chairman of NHS Borders

Also Present:- Mr A. Herd, Convener of Scottish Borders Community Development Co  
Mr R. Licence, Chairman of SBHA  
Mr I. Lindley, Convener of Berwickshire Housing Association  
Ms R. Stenhouse, Chairman of Waverley Housing Association  
Mr J. Wright, Chairman of Borders College

Apologies:- Councillor C. Bhatia, Mr G. Baird, Councillor R. Imrie, Ms H. Cuckow.

In Attendance:- Mr A. McKinnon (Scottish Enterprise), Mr N. Istephan (CE, Eildon Housing Association); SBC Officers - Ms T. Logan (Chief Executive), Dr E. Baijal (Joint Director of Public Health), Mr R. Dickson (Director of Environment & Infrastructure), Mr A. Lowe (Director of Social Work), Mr G. Rodger (Director of Education and Lifelong Learning), Clerk to Council.

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**APPOINTMENT OF CHAIRMAN**

1. This being the first meeting of the Community Planning Strategic Board, set up under the Council's new Scheme of Administration, the Committee considered the appointment of Chairman. Councillor Bell, seconded by Councillor Brown, moved that Councillor Parker be appointed as Chairman.

**DECISION**

**AGREED that Councillor Parker be appointed as Chairman of the Community Planning Strategic Board.**

**APPOINTMENT OF VICE-CHAIRMAN**

2. The Committee considered the appointment of a Vice Chairman. Councillor Bell, seconded by Councillor Parker, moved that Councillor Brown be appointed as Vice Chairman.

**DECISION**

**AGREED that Councillor Brown be appointed as Vice-Chairman of the Community Planning Strategic Board.**

**WELCOME**

3. The Chairman welcomed everyone to the first meeting of the Community Planning Strategic Board and introductions were made.

## **OVERVIEW OF COMMUNITY PLANNING REVIEW AND GOVERNANCE ARRANGEMENTS**

4. There were circulated at the meeting copies of slides giving an overview of Community Planning Review and the new Governance Arrangements. Mr Douglas Scott, SBC Senior Consultant, explained that a review of Community Planning had started in September 2011 due to changes in the external context and perceived weaknesses in the existing arrangements in terms of governance, leadership, a lack of focus on performance management, and a lack of engagement from Elected Members and Board Members. The joint Scottish Government/COSLA Statement of Ambition had given a new emphasis to community planning and clear expectations for demonstrable improvements, performance commitments, an evidence based approach, reduction in outcome gaps, delivery of joint prioritisation, early intervention and prevention, strengthening scrutiny, and strengthening community engagement. Moving Community Planning forward required clear, simple governance and delivery arrangements. The Strategic Board, comprising Councillors and Chairs/Conveners from statutory and non-statutory Community Planning partners, would provide a strategic overview of the process, agreeing priorities and monitoring progress against targets. A Joint Delivery Group would sit underneath the Board ensuring that operational matters were carried out to the Board's requirements. Below this would be three delivery teams undertaking a number of projects associated with three key policy themes – Early Intervention and Prevention; Place and Communities; and Economy and Infrastructure. The Council's Area Forums would be used as a platform for debate on how community planning was working at a local level.

### **DECISION NOTED.**

## **REMIT AND MEMBERSHIP OF COMMUNITY PLANNING STRATEGIC BOARD**

5. There had been circulated copies of an extract from the Council's Scheme of Administration giving the remit and membership of the Community Planning Strategic Board. The Clerk to the Council explained that Community Planning had now been included in the Council's formal decision making structure. Membership of the Board would consist of the Statutory Community Planning Partners and also other Community Planning Partners to be agreed by the Board. The main remit of the Board was to scrutinise the work of the CP Delivery Teams to ensure that the strategic objectives of Community Planning were being achieved. The strategic objectives would be aligned to the national outcomes of the Single Outcome Agreement. The Board would provide leadership and facilitate agreement between partners on the strategic priorities for the area. As the Board would be approving and monitoring the strategy, members of the Board would not be members of either the Joint Delivery Team or the CP Delivery Teams, which would report in to the Board.
6. Members of the Board considered what success would look like for Community Planning and the Board itself. It was hoped that success would mean partners working together to achieve something meaningful for the people of the Borders, which would otherwise not have happened. Outcomes could vary and would need to be measurable and tangible. The important aspect was working together rather than separately and adopting a consistent, unified approach to dealing with issues. In terms of further membership of the Board, it was unanimously agreed that non-statutory planning partners be appointed to the Board.

### **DECISION**

**AGREED that the following members be appointed to the Strategic Board:-**

- (a) **the Chairman of Borders College;**
- (b) **the Convener of Scottish Borders Community Development Co.;**
- (c) **the Convener of Berwickshire Housing Association;**

- (d) the Chairman of Eildon Housing Association;
- (e) the Chairman of Scottish Borders Housing Association; and
- (f) the Chairman of Waverley Housing Association.

## **COMMUNITY PLANNING STRATEGIC THEMES AND WORK PROGRAMMES**

7. (a) **Overview**
- SBC Chief Executive, Tracey Logan, explained that Community Planning in the Borders had been reviewed and now came under 4 themes – Early Intervention & Prevention; Place and Communities; Economy and Infrastructure; and Future Delivery of Public Services. As this latter theme was overarching, it was overseen by the Community Planning Joint Delivery Team to ensure a corporate approach across all agencies involved, and consisted of a number of projects. The aim was to have a stepped approach with projects transforming into new projects and/or moving to other themes. Each Partner was expected to contribute appropriate resources to projects and while there was no explicit budget, there was commitment and ongoing discussion within the Joint Delivery Team. There were 6 projects at the moment under the banner of Future Public Services. Development of Third Sector and Communities was identifying funding to support the Third Sector Forum and also progressing joint training programmes for Public and Voluntary Services. Mandates for the Joint Asset and Resource Planning project had been approved by the Joint Delivery Team and a Project Team now required to develop outline project initiation documents. The Welfare Reform Programme consisted of 5 separate projects – Customer Services, Pathways to Employment, Universal Credit, Communication and Business Impact. The projects were overseen by the Strategic Partnership Against Poverty Board, with project managers in place for the main projects, and the focus now being on delivery against the timescales set out by the Welfare Reform Act. Sustainable Transport project covered all transport funded by the public sector and was focussing on the development of a range of innovative, integrated, value for money transport options for the Borders, including integrated transport solutions for older people accessing health and social care projects, as well as onward journey options linked to the railway. In terms of the Integration of Health and Social Care, a joint response had been submitted to the Scottish Government consultation, and a Project Manager and SW/Health team now required to be put in place to take this forward. Self Directed Support had run as a pilot project for 1 year, and following evaluation, phased implementation of self-directed support for identified groups, including people with a learning disability, was going ahead.
- (b) **Place and Communities**
- SBC Director of Education and Lifelong Learning, Glenn Rodger, gave an update on the work associated with the Place and Communities Theme. The development of “Whole Town Plans” aimed to bring together public bodies, communities, voluntary bodies and business organisations to develop realistic and practical plans to enhance the vitality and viability of towns and town centres in the Scottish Borders. The intention was to maximise the potential of buildings and other assets, services and other investments, external funding and the energies of various partners, as well as considering links with surrounding areas and other towns. A pilot initiative was being taken forward in Eyemouth, with Kelso next on the agenda. This work would enable the production of a strategy for the development and regeneration of Scottish Borders towns. Community engagement was critical to the process and buy-in “on the ground” was required. Different models of approach would be investigated. It was recognised that across the Borders there were different levels of engagement already within communities and the aim was to encompass this within an overarching framework, not cutting across what already existed but supporting it. Outcomes could be very specific and flow directly from engagement, although it was recognised that defining outcomes could be a challenge. In terms of Community Safety, the Pathfinder Board had been established to scrutinise local arrangements for police, fire and rescue, and safer communities. The

initial Scottish Borders Police, Fire and Rescue, and Safer Communities plans had been agreed and the performance of the indicators contained in the plans were being monitored by the Board. The Community Resilience Initiative aimed to develop community emergency plans in a 3 year programme which hoped to meet a target of 50% (33) community councils having Resilient Community Plans in place by October 2014. There were currently 6 in place, with 8 plans approaching completion and a further 14 in the development stages. The Community Engagement Programme was still at an early stage and included such outputs as the development of the Community Engagement strategy and action plan; ensuring Area Forums engaged effectively with local communities; and ensuring Community capacity building was in place to support local projects, the community asset transfer policy, opportunities for the community and voluntary sector to procure public services, and links to the Whole Town programme. The Cultural Services Programme Review would address acute challenges shared across Cultural Services and re-position the services to deliver key strategic priorities for partners and remain responsive and relevant to local community need and demand. The expected outcomes were greater resilience being achieved by building partnerships, capacity and capability with and within communities to sustain, develop and improve cultural provision; and determine the organisational and property solutions that would produce better, more sustainable services. Options which would be considered for services included the status quo and staying in the Council; service integration and co-location; commissioning services from the voluntary/third sector; transferring services to a Trust.

(c) **Early Intervention and Prevention**

SBC Director of Social Work, Andrew Lowe, gave an update on the work being taken forward under the Early Intervention and Prevention theme. In terms of Adult Support and Prevention, a short life working group was being established to consider and make recommendations to the Adult Protection Committee on action to prevent harm to “at risk” adults living in the Scottish Borders, by aiming to prevent abuse occurring in the first instance. For Early Years, an early years network had been established across all learning communities. A process was in place to provide additional support for vulnerable 2 year olds in localities, and this included the identification of these children to enhance early childhood experience, development, and the provision of high quality early learning and child care, with a focus on early education and parenting. Under Getting It Right for Every Child (GIRFEC), a Project Officer was appointed in August 2012. Three local consultation events had taken place to provide a consensus response to the proposed Children and Young People’s Bill. Named Person working groups had re-convened, with implementation, timeframe and planning meetings arranged. A comprehensive review of Integrated Assessment Framework was underway. In terms of Health Improvement, a whole population approach to drugs and alcohol was being made, a healthy weight programme was underway, a healthy living network was being established, and work was ongoing with suicide prevention. The Older People Re-shaping Care programme was developing priorities for its third phase of developments and the subsequent action plan would support the realisation of the joint commissioning plan, with the intention that this would be formally consulted on in the early part of 2014. The programme was currently evaluating the impact of 33 current projects with a view to mainstreaming successful projects and identifying dis-investment and efficiency opportunities across the whole care pathway. Work was ongoing in a Well Elderly Clinic in Cheviot, Telecarehealth project in partnership with NHS 24, Pharmaceutical Care, Housing with Care, Extra Care Housing, Living Well with Dementia, Prevention of Falls, and Anticipatory Care.

(d) **Economy and Infrastructure**

SBC Director of Environment and Infrastructure, Rob Dickson, gave an update on the programme of work being carried out under the Economy and Infrastructure theme. In terms of the Economic Development Strategy, a Scottish Borders Economic Blueprint had been drafted with Community Planning partners in consultation with local business representatives, had now been revisited with elected member and partner input, and

was due to be considered by the Council's Economic Development Group. This strategy would be the overarching document for the Scottish Borders articulating local direction but linking in to national and regional agendas. A Low Carbon Economy Strategy was being developed internally within SBC and would be sent out for wider consultation with stakeholders once it had been considered by the Council's Executive Committee on 4 December 2012. An action plan with clear timescales and lead partners identified was being developed. In Poverty and Social Exclusion, the Council was currently reviewing the Tackling Poverty and Financial Inclusion Strategy and a project brief had been completed which outlined how the Housing Strategy team, with its partners, would approach the development of a holistic and effective strategy for the Borders. There were close links with low carbon/fuel poverty. In terms of Land Use and Infrastructure Planning, there was already partner engagement with the statutory planning process. There were currently two Scottish Government consultations: Scottish Planning Policy; and National Planning Framework 3 – the Government vision of key strategic issues. For the Borders, this included rail links to the national network and high speed rail for Scotland, the Edinburgh bypass, access to Edinburgh Airport, broadband/mobile connectivity, and energy and utility planning. The Borders Railway Project had now been formally handed over from Transport Scotland to Network Rail, with a contractual completion date of Summer 2015. It was confirmed that the business case for the Borders Railway had been updated and reviewed on a regular basis throughout the project. A draft Economic Opportunities action plan had been prepared by SBC and shared with partners, which covered implementation and construction, commuting, wider economic impact, and agglomeration economies. It was necessary to bring together the right partners to ensure that the economic potential of the project was maximised. The Tourism Strategy was being led by the Scottish Borders Area Tourism Partnership, with an industry event held on 15 November 2012 which included a workshop on developing a new Borders Tourism Strategy. The Broadband programme was led by the South of Scotland Broadband Project Team. The Scottish Government procurement process was due to be completed in June 2013, and it was anticipated that the rollout of infrastructure would go to the larger market towns in the first instance, achieving 75% coverage within the region. Work was ongoing to try to increase this level of coverage. Scottish Government had also established a Community Broadband Scotland Fund into which communities in the most remote areas could bid. Positive Destinations and Tackling Youth Unemployment was being led by the Borders Learning and Skills Partnership. The Partnership required to take a strategic view, given significant levels of unemployment locally amongst the under 25s (October 2012: 630 out of 1,969 claiming job seekers allowance) and an apparent mismatch between supply and demand in the Scottish Borders for Job Seekers Allowance claimants/college places. While increased funding had been given to Skills Development Scotland nationally to tackle issues, the emphasis was on work placement and jobs in the Scottish Borders were simply not there, with individuals also facing added transport/accessibility issues. Engagement was ongoing with DWP and Job Centre Plus to explore local issues and come up with local solutions eg more flexible approaches have been introduced within Job Centre Plus, waiving the 16 hour rule in relation to work placements (as part of a college course) so that benefits were not affected and young people could still participate. Members of the Board considered the need to match the capacity to deliver projects with priorities. While an attempt had been made to reflect key priorities in outcomes, it was recognised that there would be changes as projects developed. Some concern was expressed out the high number of strategic priorities areas and how these could be developed within an acceptable timeframe. Time, outcome, benefit, and quality were all aspects which needed to be considered when evaluating priorities and projects.

## **DECISION**

**NOTED the updates on the projects being taken forward under the Community Planning Themes.**

## **SCOTTISH BORDERS COMMUNITY PLANNING PARTNERSHIP AUDIT: EMERGING FINDINGS**

8. Ms Lesley McGiffen and Mr Tom Reid from the Audit Team covering Scottish Borders Community Planning Partnerships, gave an overview of the work carried out by the Audit Team in terms of the local context, the four key areas – Strategic direction, Governance and Accountability, Performance Management and Use of Resources, and Impact and Outcomes – within the audit, and the key areas for improvement in the future. Currently the draft report was being finalised and undergoing an internal quality assurance check. A draft copy of the report would be issued to partners for factual accuracy checking week beginning 17 December 2012. Early in the New Year, the Audit Team would come back and discuss the draft report with partners, with written comments required back by 21 January 2013. The intention was to submit the report to the Accounts Commission on 14 February 2013, with publication in March 2013. A comment was made that while political expectations were for a quick delivery of change, it should be recognised that community planning looked for generational change which could take a long time to come to fruition. Many of the aims were aspirational in nature and this had to be taken into account.

### **DECISION**

**NOTED the timeframe for responses to the draft report on the Scottish Borders Community Planning Partnerships Audit.**

### **NEXT STEPS FOR STRATEGIC BOARD**

9. The Board was advised that the next step would be the prioritisation of projects within the themes, including timeframes. Guidance for the next Single Outcome Agreement was due to be issued the following week and a draft Single Outcome Agreement would be considered by the Board at its next meeting. Members recognised that while the framework for Community Planning seemed to be handed down, it was important that partners also focussed on their own priorities. It was vital that partners aligned their priorities to ensure the most could be gained from Community Partnership.

### **DECISION**

**NOTED.**

### **DATES OF NEXT MEETINGS**

10. Dates for meetings of the Community Planning Strategic Board in the first half of 2013 had been provisionally set for 14 February, 18 April and 13 June, all starting at 2.00 p.m.

### **DECISION**

**NOTED the dates of the next meetings.**

*The meeting concluded at 4.00 p.m.*

