

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

MINUTE of MEETING of the COMMUNITY  
PLANNING STRATEGIC BOARD held in  
Council Headquarters, Newtown St Boswells  
on 14 February 2013 at 2.00 p.m.

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Present:- Councillor D. Parker (Chairman), Councillor S. Bell, Councillor C. Bhatia, Councillor J. Brown, Councillor M. Cook, Ms H. Cuckow (Eildon Housing Association), Mr A. Herd (Border Community Development Co.), Mr R. Licence (SBHA), Mr I. Lindley (Berwickshire Housing Association), Mr D. Mallin (Lothian and Borders Fire and Rescue Service), Mr A. McKinnon (Scottish Enterprise),

Apologies:- Ms C. Duthie (NHS Borders), Chief Superintendent J. McDiarmid (Scottish Police), Mr J. Raine (NHS Borders), Mrs R. Stenhouse (Waverley Housing) Mr J. Wright (Borders College).

In Attendance:- Mr C. Campbell (Chief Executive, NHS Borders), Chief Inspector A. Clark (Lothian and Borders Police), Mr R. Dickson (Director of Environment & Infrastructure, SBC), Ms T. Logan (Chief Executive, SBC), Mr A. Lowe (Director of Social Work, SBC), Mr G. Rodger (Director of Education and Lifelong Learning, SBC), Mr D. Cressey (Head of Strategic Policy, SBC), Clerk to Council.

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**ORDER OF BUSINESS**

1. The Chairman varied the order of business as shown on the agenda, and the Minute reflects the order in which the items were considered at the meeting.

**MINUTE**

2. The Minute of Meeting of 29 November 2013 had been circulated.

**DECISION**

**APPROVED the Minute for signature by the Chairman.**

**COMMUNITY PLANNING STRATEGIC THEMES AND WORK PROGRAMMES**

3. **Joint Delivery Team**

(a) With reference to paragraph 5(a) of the Minute of 29 November 2012, SBC Chief Executive, Tracey Logan, advised that there had been significant progress since the last Board meeting although the data for performance monitoring was still being addressed. The recent audit of Community Planning had highlighted performance management as a weakness for the Community Planning Partners. Statutory performance indicators, benchmarking and the Single Outcome Agreement 3 were all linked and needed to be explored with partners to ensure there was a robust performance management framework in place to allow the Board to scrutinise performance effectively.

**Future Model of Public Service**

4. (a) SBC Chief Executive Tracey Logan stated that in terms of Joint Asset and Resource Planning, further work was required to allow effective evidence to be available. Project mandates had been approved by the Joint Delivery Team on joint asset and resource

planning but no further progress had been made. Resources had still to be identified by the Joint Delivery Team.

- (b) In terms of the Development of Third Sector and Communities, Mr Douglas Scott - SBC Team Leader on Working with the Community, explained that there had been discussions with Morag Walker, the voluntary sector representative on the Joint Delivery Team, about strengthening the integration of the voluntary sector into Community Planning, and work was currently ongoing on options for delivering increased capacity. This would focus on the work of the Third Sector inter-face group and the Third Sector Forum, and their links with other voluntary groups.
- (c) Mr David Cressey, SBC Head of Strategic Policy, gave an update on Welfare Reform with the Joint Welfare Reform Programme making good progress across all four of the joint projects – Customer Services Welfare Reform Project, Pathways to Employment, Universal Credit (Mitigation) Project, and Joint Communications Strategy. The Welfare Aware campaign, part of the joint communications strategy, would be launched on 4 March 2013 and presentations on Welfare Reform would be given to Councillors on 28 February and to Area Forums in April. A roadmap for the implementation of Welfare Reform had been developed and detailed stage plans were in place to implement the first tranche of benefits which would go live on 1 April 2013 – Size Criteria, Discretionary Housing Payments, Scottish Welfare Fund and Council Tax. A full programme risk log had been developed, alongside an ongoing series of workshops. Measures of success were being developed which were linked to outcomes and the Single Outcome Agreement. Co-location opportunities were also being investigated so that there was a single journey for clients. While it was recognised that for Community Planning there was good engagement from partners at Board level, there was not enough involvement below that in the leadership of the various projects, so work was continuing to improve this.

#### **Early Intervention and Prevention**

- 4. (a) With reference to paragraph 5(c) of the Minute of 29 November 2012, SBC Director of Social Work, Andrew Lowe, gave an update on the work being taken forward under the Early Intervention and Prevention theme. There had been no meeting of the Board since November 2012 due to the snow in January 2013. In terms of Early Years, it was necessary to build on experience, especially from NHS on collaborative practice. Early Years was a large, complex, multi-agency programme. An “Away” team had been established to go to national events; a “Home” team would deal with four workstreams: conception to 1 year; 1 year to 30 months; 30 months to primary school; and leadership. Parents were being targeted through a multi-agency approach so that those most at risk could be reached. The focus was on key projects using a multi-agency approach.
- (b) For Adult Support and Protection, a research document and model had been developed and was now being used to engage with services providers. Good practice was being shared across all agencies/providers and an action plan was being developed on the basis of the known gaps.
- (c) The overall programme for Older People – Reshaping Care was on schedule although some projects were being delayed due to recruitment and capacity issues.

#### **Place and Communities**

- (a) With reference to paragraph 5(b) of the Minute of 29 November 2012, 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” was being taken forward as a pilot initiative in Eyemouth with the aim of

extending this to Kelso and beyond. To progress this work, three workshops had been held to develop a coherent Council and partner position on Eyemouth. These workshops had been well attended and there was enthusiastic participation. A half-day session was being planned to take place with the local community in March 2013 to begin the process of developing a practical and realistic action plan hopefully by May/June 2013 for the next 3 – 5 years, which would make the most of available opportunities. It was intended that this pilot work would enable the production of a strategy for the development and regeneration of Scottish Borders towns.

- (b) In terms of Community Safety, there had now been three meetings of the Scottish Borders Police, Fire and Rescue, and Safer Communities Pathfinder Board. Key matters which had been discussed were the relatively large number of unwanted fire signals in commercial premises; the increase in road traffic accidents; the increasing number of domestic abuse incident referrals; cold calling and the need for national legislation to give legal status to no cold calling areas; progress on national reform; the establishment of the new Border Rail Joint Community Safety Group; and responses to the National Fire and Rescue Framework consultation, the Scottish Police Authority Plan Consultation, and the consultation on Scottish National policing priorities. The Pathways Project on Domestic Abuse had now been officially launched, with a new Advisory Project Board chaired by Helen Forsyth, Chief Executive of Berwickshire Housing Association. The project had also been shortlisted for the COSLA Excellence Awards 2013.
- (c) The Community Resilience Initiative aimed to develop community emergency plans and involved a three year programme which hoped to achieve a target of 50% - or 33 Community Councils – having Resilient Community Plans in place by October 2014. This Initiative was the first of its kind in Scotland and had been developed as a model for use by other local areas. So far, the team had attended 50 meetings with Community Councils, 23 public meetings, and 13 meetings with other partner agencies. The project was to be awarded a Bronze Award as part of the COSLA Excellence Awards Scheme 2013. The programme was now moving to the consolidation phase but to achieve this further staff resource would be required to work with the resilient community groups.
- (d) Community Engagement Programme work was still at an early stage. The Area Forums had now been established and presentation on Community Planning had been given at each of these meetings. There were resource issues with taking the Programme forward but these were being addressed by the Council. Further details would be provided at the next meeting. Members of the Board discussed the various aspects and meaning of whole town plans; and meaningful community engagement.

6. **Economy and Infrastructure**

- (a) With reference to paragraph 5(d) of the Minute of 29 November 2012, 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. The finalised version of the Scottish Borders Economic Strategy was being presented to the Council's Economic Development Group in March and would then go forward to Council. It was important that the Community Planning partners took ownership of this Strategy and for it to become the overarching Strategy for the Scottish Borders. A Low Carbon Economic Strategy was also being developed by the Council and a draft Strategy was considered by the Council on 31 January 2013. External consultation with wider stakeholders was planned for 1 February to 26 April 2013 - including with the Community Planning Strategic Board at its meeting in April – before a final version would be considered by Council in June 2013. The Strategy and action plan would

provide a process for the delivery of priority actions with clear timescales, required resources and lead community planning partners identified.

- (b) In terms of a Tourism Strategy, local authorities had been advised to wait until the Scottish Tourism Alliance' National Tourism Strategy was launched in June 2012 before adopting their own Strategy. The new National Strategy was built on 4 pillars – Leadership and collaboration, Quality and Skills, Marketing, and Sustainable Tourism. An industry day had been held in November 2012 and it was intended that feedback from the workshops from that day would be fed into the Regional Strategy. The next steps were for the Strategy to be written by February 2013; this Strategy be adopted at the Area Tourism Partnership meeting on 27 February 2013; and the Strategy then to be delivered by Scottish Borders Tourism Sector Trade and Industry with public sector support.
- (c) For the Positive Destinations and Tackling Youth Unemployment programme, a special session of the Borders Learning and Skills Partnership had been held on 10 January 2013 which set the context and examined the scale of the problem. Presentation of various statistics from partners had produced a Skills Pipeline and a Youth Employment Plan, based around what was currently being done, but this required to be evaluated to ascertain that what was being done matched the need. Key actions from the meeting were to signpost everyone more effectively to Skills Development Scotland (SDS) labour market intelligence, where regular figures were published; the need to share the most relevant figures properly and more regularly and the need to overcome data protection issues for client benefit; and to use the Skills Pipeline document, produced by SDS, to undertake an exercise to demonstrate that Community Planning Partners resources were focussed around this agenda. There was a need to ensure that the resources were being used most effectively to get positive outcomes for clients.

## **DECISION**

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

### **BORDERS RAILWAY**

7. Bryan McGrath, SBC Head of Economic Development and Environment, gave a presentation on the Borders Railway. The Borders Railway was a Scottish Government infrastructure project which was being constructed and would operate through an agreement between Transport Scotland and Network Rail. Network Rail had contracted BAM Nuttall to deliver the construction project, with Councils involved in planning, roads, and environmental monitoring during the construction period. In terms of economic opportunities, this project represented a nationally significant capital investment, bringing a major improvement in accessibility and the biggest economic opportunity in a generation. Scottish Parliament and the Scottish Government were expecting a strong local response, and this was a priority programme in terms of the Community Planning Partnership. Surveys had shown that rail journeys were used for leisure and tourism (35%), business travel (16%), commuting (34%) and visiting friends and family (15%). Economic opportunities from the Borders Railway existed in the short term for implementation and construction; short to long term in commuting; medium to long term for indirect or ripple effects; and long term for scale and cluster effects. During implementation and construction there would be opportunities in construction jobs; train drivers/conductor jobs; accommodation and services for construction workers; use of local contractors; apprenticeships/work experience; ensuring telecoms connectivity; and getting the station designs right. To take matters forward, a relationship was being developed with BAM Nuttall; opportunities were being promoted for local businesses; input was being provided to the station design at Galashiels, Stow and Tweedbank; and dialogue had started with

telecom operators. In terms of opportunities for commuting, existing Borderers could commute 'out' to jobs; new residents could be attracted to the Borders because of accessibility, commuting out to jobs; new businesses could also be attracted into the Borders because of accessibility and access to a larger labour pool, creating jobs and commuting 'in'. Action would be required to integrate public transport with the trains to include bus links and timetables; pedestrian/cycle links; park and ride; taxis; and also marketing the service. Opportunities through Indirect effects over the longer term could include the business property market; tourism and events – Abbotsford, walking, rugby, mountain biking; education links – Heriot Watt University and Borders College; and impacts on the housing market. Action would be required on commercial property market research; Area Tourism Partnership workshop; Abbotsford workshop; opportunities for events; and marketing the area and the railway. In terms of scale and cluster effects, planning would be required for the long term, ensuring sites were available for expansion. Transport impacts on Central Borders would need to be monitored, along with changing perceptions of external businesses, visitors and the public, as well as Borders businesses and residents. Action would be required to ensure appropriate policies and proposals were included in the Local Development Plan, with consideration given to possible development scenarios (low-mid-high). In terms of project governance, a governance structure was in place for the Railway project, with Transport Scotland as the project sponsor. An Economic Opportunities project was being established by the Community Planning Partnership Economy and Infrastructure Delivery Team. Links to Midlothian, Edinburgh and Transport Scotland had been made and a specific Economic Opportunities project team would be formed by the Council. A detailed Action Plan would be finalised. Resources would need to be secured to ensure that the right people, with the right skills and adequate budget were all in place. Communicating with residents and businesses is essential, as is the need to promote opportunities and make connections. The Community Planning Partnership would need to ensure that the Railway became the best asset for local needs, by co-ordinating the public sector response, encouraging the private sector to respond, and ensuring that the investment and the asset delivered growth to the Borders. Each of the Partners would need to question whether there was an economic or other opportunity for their own organisation, what the timescale was for realising such an opportunity, where each organisation could add value, and what resources each organisation could use to make sure the Railway was a success. Calum Campbell raised a few specific issues that NHS Borders had and would need to feed into the action plan- opportunities around elective surgery and using capacity at the BGH, parking, and transfers from station etc. Members discussed various aspects of what the Railway meant for the Borders. This was a high level opportunity for the Borders to market itself in a co-ordinated way. Perceptions would change and this was a big opportunity to shape perceptions regardless of the reality, not just within the railway corridor but travel beyond that (1 hour) within the Borders. Station design and access was currently being considered by the design team, with an emphasis on the highest possible calibre to give a world class lasting legacy for future generations. Work was ongoing with VisitScotland to ensure the Borders received national recognition in promotion terms.

**DECISION  
NOTED.**

### **PRIVATE BUSINESS**

8. **DECISION**

**AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to exclude the public from the meeting during consideration of the business detailed in the Appendix to this Minute on the grounds that they involved the likely disclosure of exempt information as defined in paragraph 6 of Part 1 of Schedule 7A to the aforementioned Act.**

## **SUMMARY OF PRIVATE BUSINESS**

### **1. Draft Scottish Borders Community Planning Partnership Audit**

Members of the Board considered the Draft final report of the Scottish Borders Community Planning Partnership Audit and agreed to consider a draft action plan at the next meeting.

## **PUBLIC BUSINESS**

9. The Meeting moved from private business back to public business to consider the following items of business.

### **SINGLE OUTCOME AGREEMENT**

10. Ms Sarah Glendinning, SBC Business Consultant within the Corporate Policy Unit, updated members on Single Outcome Agreement 3 (SOA). New guidance had been issued by Scottish Government in December 2012, with the SOA to be a “plan for place”, including a clear understanding of place based on robust evidence. Clear performance commitments were also required from the Community Planning Partnership. The SOA had to set out clear and agreed priorities, rooted in Community Planning Partners’ understanding of place, showing how each local outcome related to one or more of the national outcomes, what would be different for communities in 10 years and what would be done. There had to be clarity about both the long term outcomes to be achieved over the next decade and the contributory outcomes, indicators and targets by which progress towards these would be demonstrated over the short term i.e. one year, and the medium term i.e. three years. The SOA also had to show how the total resources available to the Community Planning Partnership had been considered and deployed in support of the agreed outcomes, especially in ways which promoted prevention, early intervention and the reduction of inequalities. Scottish Government policy priorities aimed to achieve transformational, not incremental, performance improvement in Economic Growth and Recovery; Employment; Early Years; Outcomes for Older People; Health Inequalities; and Safer Communities and Offending. There were 16 national outcomes in total in the SOA, and a Strategic Assessment exercise (data collection and analysis) was being carried out across each outcomes in order that priorities could be established using a sound evidence base. An example was shown of the style of presentation which would be used for each of the national outcomes for consideration at the next meeting of the Board in terms of national drivers, local policy framework, data and analysis. SBC would lead, with partner input, on the strategic assessment for the SOA, which would be completed during February and March 2013. A meeting was planned with the Scottish Government Location Director on 18 February 2013. Discussions with partners would continue in early March, with a submission of an early draft SOA to Scottish Government on 1 April 2013. The Strategic Assessment would be presented to the Board at its next meeting in April for discussion and a final draft of the SOA considered at the Board meeting on 28 June 2013. Members considered the number of priorities and indicators and made it clear that what was best for the Borders had to be the main aim of the SOA. As many of the partners had only limited resources, these had to be allocated to a few priorities to make the best impact, otherwise progress could be slow.

## **DECISION**

**AGREED that Sarah Glendinning work with Community planning partners on the collection of performance data and that everything be pulled together into a Strategic Assessment, that would then be used as the basis for a prioritisation exercise at the meeting in April, which would allow Single Outcome Agreement 3 to be developed from this.**

### **FUTURE ITEMS OF BUSINESS**

11. Members considered future items of business.

#### **DECISION**

**AGREED that the main priority was to establish a vision for the Community Planning Partnership and priorities for the Borders.**

### **JOINT DELIVERY TEAM**

12. There had been circulated copies of the Minute of Meeting of the Joint Delivery Team held on 23 January 2013 and the Joint Response to the Scottish Government consultation on the Integration of Social and Health Care.

#### **DECISION**

**NOTED.**

### **DATES OF NEXT MEETINGS**

13. Dates for meetings of the Community Planning Strategic Board in 2013/14 had been detailed on the agenda for the meeting and a calendar of meetings of the Joint Delivery Team, Early Intervention & Prevention Team, Place & Communities Team, Economy & Infrastructure Team, and the 5 Area Forums had been circulated.

#### **DECISION**

**AGREED the dates of the meetings.**

### **AGENDA ITEMS**

14. This item had been dealt with under "Future Items of Business" as detailed in paragraph 11 of this Minute.

*The meeting concluded at 4.20 p.m.*