

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.

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.

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.

**SUMMARY OF STRATEGIC ASSESSMENT FOR THE SCOTTISH
BORDERS
April 2013**

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FOREWORD

It has never been more important for the Community Planning Partnership to have a clear understand of “place”, as public sector finances shrink and we are being asked to do more with less. We must ensure that our priorities are founded on a strong evidence base so by undertaking this Strategic Assessment, we are responding directly to the Scottish Government’s and Cosla’s Statement of Ambition:

“CPPs must be effective in mobilising the knowledge and resources of all relevant local and national agencies to develop a clear and evidence-based understanding of local needs and opportunities, underpinned by robust and relevant data, and be capable of monitoring this over time to drive and demonstrating continuous improvement. Responsiveness to local circumstances, but within the context of the National Performance Framework and appropriate national requirements and standards, must be at the heart of Community Planning and Single Outcome Agreements (SOA)”.

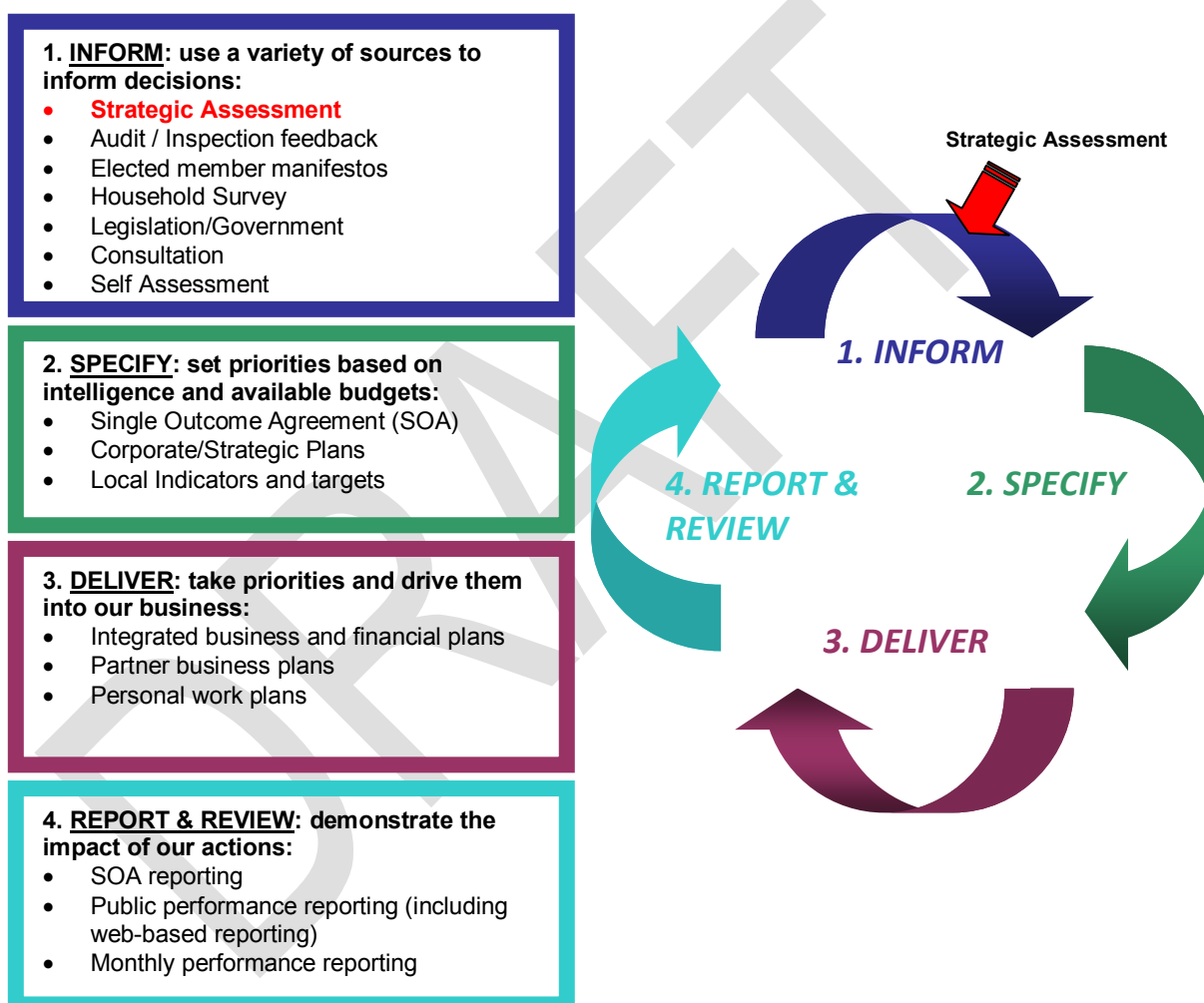
I commend this Strategic Assessment to you and hope that you find it a useful source of information and analysis that you and your colleagues can use over the coming year as we jointly plan and deliver more of our services and focus on improving quality of life for people in the Scottish Borders.

Tracey Logan

Chair of the Scottish Borders Community Planning Joint Delivery Team

WHERE DOES THE STRATEGIC ASSESSMENT FIT IN TO OUR WORK?

A Strategic Assessment is an effective way of presenting information about an area. It provides key decision makers with analysed data about key trends, comparisons with national averages etc, and therefore allows decisions on public sector resources to be based on intelligence. In the Scottish Borders, the Strategic Assessment is a key part of the “**Inform**” phase of planning our work and is one of a number of sources of information that helps decisions on prioritisation to be taken objectively.



SUMMARY OF KEY FINDINGS

Based on the evidence examined, this assessment indicates that the following issues (not in priority order) are of real concern for the Borders at the present time and were rated as “red”:

Economic issues

- Digital connectivity continues to be poor and will require public sector intervention to compensate for market failure.
- The business structure continues to adversely affect productivity and Gross Value Added (GVA) per employee is significantly less than Scottish levels.
- We lag behind Scotland on weekly earnings levels especially amongst those that work in the Borders (as opposed to commuting out of the Borders).
- A higher proportion of all claimants of Jobseekers Allowance in Scottish Borders are aged 16 to 24 compared with the Scottish average, and long term unemployment (over 12 months) has increased significantly
- Continued support for town centres and retailers is essential if retail vacancy rates are to be reduced and services maintained.
- The tourism sector in the Scottish Borders is showing signs that it has been negatively impacted by the wider economic climate.

Social issues

- Our population is growing but there will be a proportional decrease in the working age population from 62% to 52% between 2010 and 2035. We currently have a higher dependency ratio compared to Scotland, a consequence of our increasing ageing population, which is predicted to continue to rise.
- There are indications that lifestyles in the Borders are increasingly contributing to ill-health (including CHD and Stroke), and in relation to alcohol, obesity and smoking.
- Respite care for older people is still well below the level for Scotland.
- There has been an increase in the reported incidents of domestic violence. Information gaps surrounding gender based violence has been highlighted as an issue with under-reporting on domestic violence estimated at as much as 63% and no information being available on other types of gender based violence. (Inroads are now being made with the introduction of the Pathway Project)
- There are more households in fuel poverty in the Scottish Borders compared to Scotland.
- Increases in acquisitive crime (theft) are significantly higher than at the national level, increasing by 10% in the 3 years to 2012/12 compared to 1% increase at a national level.
- Visits to and usages of museums and libraries has declined and are well below the Scottish average.

Environmental issues

- Our road and public transport network require attention to improve the attractiveness of the area to potential investors, as well as safety.
- A high dependency on road transport and private cars, longer travel distances for people and goods has resulted in higher than average CO2 emissions per capita.

The following issues (not in priority order) have been assessed as “amber” and present cause for concern:

Economic

- The recent downturn has reduced the level of demand for serviced land in the Scottish Borders.

Social

- Whilst Borders child poverty rates are below the Scottish average (13% compared to 16%), there are areas in the Scottish Borders where child poverty rates are significantly above the Scottish average (with rates as high as 40% in some parts of Hawick and Galashiels)
- Deprivation is showing signs of increasing, as is dependency on benefits and free school meals.
- House prices remain high but there is a shortage of affordable housing.
- A lower proportion of social housing stock in the Scottish Borders meet the Scottish Housing Quality Standard compared to Scotland.
- Overall, there are a lower proportion of looked after children going into positive destination both in the Borders and Scotland
- In relation to early years, low birth weights, breastfeeding rates, smoking at booking, young mothers, and children’s dental health, whilst improving in most cases, are not always keeping pace with national improvements and need to be monitored
- Child protection, domestic abuse where children are present and parental substance misuse still need to be monitored.
- Although the numbers are very low, numbers of sexual crimes against children has increased.
- Emergency hospital admissions as a result of an unintentional injury are above the Scottish average for Scottish Borders children
- Male suicide rates are of concern, being above the Scottish average and showing fluctuations.
- Unintentional injuries, particularly falls within the home, are a concern given the high proportion of elderly residents.
- While inroads have been made in achieving national targets for fatal and seriously injured road casualties, this is still proving to be a challenge.

Environmental

- Energy consumption (domestic & business) is around the Scottish average, although domestic electricity sales are slightly higher
- Wind is still the most significant renewable energy sector in the Borders but in terms of renewables in general, Borders industry, communities & employment has not yet seen significant gains or benefits from this sector

1.0 Introduction

- 1.1** Over the next three to five years global economic conditions will remain difficult and there is likely to be continuing uncertainties in the Eurozone which present risks to both to the Scottish and local economies. Only limited economic growth is forecast in the UK and Scotland.
- 1.2** Our local economy is being particularly adversely affected and combined with an increasing older population, changing social conditions (including the impact of the Welfare Reform Act), higher fuel and energy prices and trends in extreme weather conditions, the public sector is facing unprecedented challenges.
- 1.3** These challenges combine with a continuing focus by the UK Government to reduce the public sector deficit and are likely to continue over the next five to ten years. The Scottish Government indicated in its budget document entitled Scotland's Spending Plans and Draft Budget 2011-12 public spending will have reduced by 11 per cent in real terms between 2010-11 and 2014-15, with a 36 per cent reduction in the capital budget over the same period. In the period 2011 -12 to 2014-15 public spending is to be focused on accelerating the economic recovery, creating jobs and securing new opportunities through the low carbon economy; shifting towards preventative approaches to public service delivery; and delivering the public service reform.
- 1.4** The aim of undertaking a Strategic Assessment is to help set community planning priorities for public sector partners in the Scottish Borders for the coming year. This methodology is used by Police Forces to inform Control Strategies and is now being used by Community Safety Partnerships to set their priorities. It provides a sound evidence base on which to make decisions.
- 1.5** This is the second time a Strategic Assessment has been prepared for the Scottish Borders as a whole, for use by the Community Planning Partnership. It has been compiled as objectively as possible, using an intelligence led approach, with carefully considered analysis of the issues affecting the Scottish Borders at the present time, with trend analysis where available. It will form the basis of the Borders Single Outcome Agreement 3 (SOA) and demonstrate to the Scottish Government and communities that there is a clear rationale behind the prioritisation of outcomes in the SOA. This is a key principle of both Community Planning and Best Value and should underpin all public sector strategies, plans and programmes.

2.0 Methodology

A large number of sources were used to compile this Strategic Assessment, and a set of references are included, in tables, at the end of the full document. It is recognised that there are gaps in the intelligence, which makes assessment of certain areas particularly difficult. It is also acknowledged that the data in this report is informed by a large number of information resources and as such is impacted on by the quality, availability and timeliness of data.

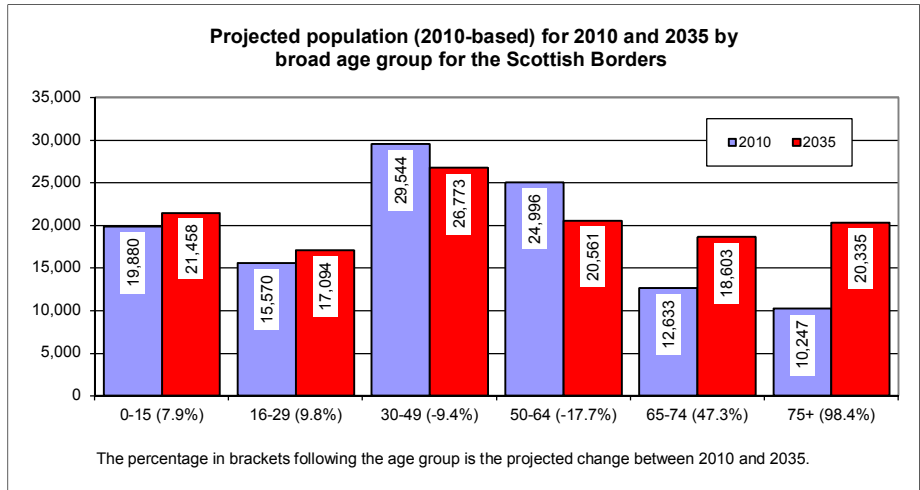
A simple Red/Amber/Green rating system has been used to rate the indicators. Some indicators are marked as LOI (Local Outcome Indicators) and this refers to the Scottish Government's set of national indicators and is part of Single Outcome Agreement reporting. Some are marked with CS (Community Safety). This is where the rating varies slightly.

The methodology is fully explained in the full document.

3.0 Area Profile

The Scottish Borders area is 473,614 hectares (1,827 square miles); 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. It is a rural local authority with only two towns, Galashiels and Hawick, with more than 10,000 people. In May 2011 the National Registers of Scotland (NRS) estimated that there were 113,150 people in the Scottish Borders. Although the total population in the Borders has grown steadily over the last 10 years and is predicted to grow further, the working age population has remained in the region of 61/62% since 2001 (lower than the Scottish average of 66% in 2010).

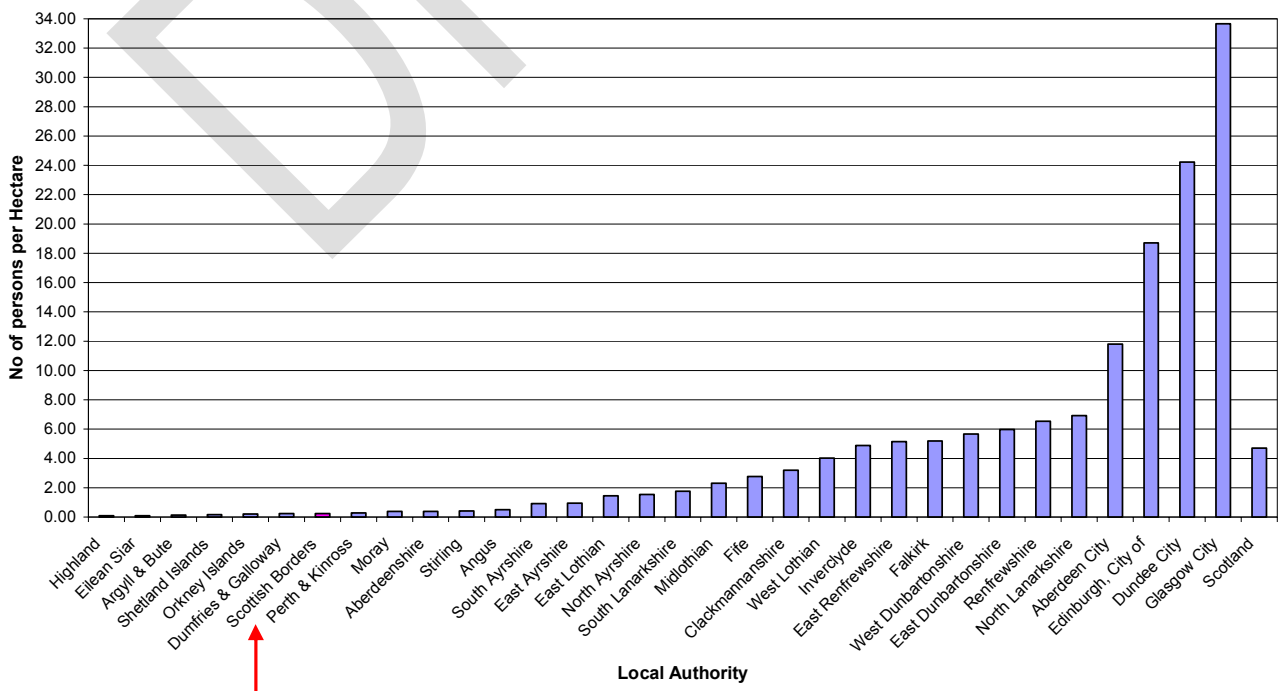
Between 2010 and 2035 the National Records of Scotland project a 10.6% increase in population for the Scottish Borders; from 112,870 to 124,824. Within the Scottish Borders the projected change in population by broad age group highlights related to the ageing population and the reduction in people of working age (both in terms of proportions and numbers). The graph below shows the projected population change by broad age group for the Scottish Borders between 2010 and 2035.



This demographic profile has significant implications on the delivery of services into the future, especially in relation to the provision of care, on our future workforce and on economic development.

The Borders has a low population density as shown by the graph below. The population density for all of Scotland is 4.71 people per hectare, compared to 0.24 people per hectare in Borders, making Scottish Borders the 7th most rural local authority in Scotland and the 4th most rural mainland Local Authority area after Highland, Argyll & Bute and Dumfries & Galloway. This has an implication on the costs of providing services in more rural environments, especially compared to the city environments like Glasgow, Edinburgh and Dundee. Scottish Borders Council's total service net expenditure is as the Scottish average, yet satisfaction rates for council services are higher than the Scottish average.

Population Density 2011: Number of persons per hectare
Source: NRS



4.0 Scottish Borders and the Scottish Index of Multiple Deprivation (SIMD)

Despite interventions by partners over the last 10 years (since SIMD was first published), the same areas within the Scottish Borders are still showing as some of the most deprived in Scotland.

SIMD 2012 shows that the more deprived areas in Scottish Borders are no better than they were in 2009 and have steadily got worse since the SIMD started in 2002. In 2012, Scottish Borders had 5 (or 0.5%) of Scotland's "most-deprived 15%" data zones, compared with 5 (0.5%) in 2009, 3 (0.3%) in 2006 and 2 (0.2%) in 2004.

The most deprived data zone in Scottish Borders is still S01005382 (Central Burnfoot, Hawick). The other 4 "15% most deprived in Scotland" data zones in Scottish Borders are also in Burnfoot, Hawick and in Langlee, Galashiels. This is the same as SIMD 2009.

The table below lists the most deprived data zones in the Scottish Borders. Most notable are the 5 datazones in the Scottish Borders that are recognised by Scottish Government as being amongst the 15% most deprived in Scotland. These 5 data zones account for 3.2% of the Scottish Borders population. (A vigintile is a twentieth, or a measure of 5%, of all data zones in Scotland. Therefore, a data zone in vigintile 1 is recognised as being amongst the 5% most-deprived data zones in Scotland)

Data Zone	Data zones	SIMD 2012 Rank	SIMD 2012 - Decile	SIMD 2012 - Vigintile	Total Population : 2011
S01005382	Hawick - Central Burnfoot*	279	1	1	742
S01005426	Galashiels - Langlee Dr*	481	1	2	677
S01005425	Galashiels - Kenilworth Ave Langlee*	487	1	2	866
S01005378	Hawick - South Burnfoot*	607	1	2	707
S01005381	Hawick - West Burnfoot*	694	2	3	607
S01005369	Hawick - Drumlanrig/ Wellogate	1012	2	4	806
S01005380	Hawick - East Burnfoot	1199	2	4	630
S01005400	Selkirk - Bannerfield	1305	3	5	975
S01005427	Galashiels - Huddersfield	1596	3	5	724
S01005373	Hawick - Princes St / Wilton	1639	3	6	740
S01005367	Hawick - The Motte	1653	3	6	811
S01005428	Galashiels - Hawthorn Rd	1669	3	6	996
S01005431	Galashiels - Balmoral Rd	1681	3	6	691
S01005429	Galashiels - Old Town	1770	3	6	635
S01005368	Hawick - Crumhaugh	1860	3	6	637
S01005377	Hawick - Silverbuthall Rd	1970	4	7	834
S01005487	Eyemouth - Seafront/ harbour	2097	4	7	681
S01005416	Kelso - Poynder Park	2188	4	7	868
S01005434	Galashiels - Town Centre	2229	4	7	725
S01005374	Hawick - Trinity	2329	4	8	895
S01005488	Eyemouth - Haymons Cove	2378	4	8	717

S01005485	Eyemouth - Gunsgreen	2396	4	8	852
S01005372	Hawick - Bridge St/ Town Centre	2464	4	8	868
S01005458	Peebles - Dalatho St	2493	4	8	735
S01005408	Newtown St Boswells - East	2575	4	8	588
S01005433	Galashiels - Thistle St	2578	4	8	841
* Part of the 15% most deprived data zones in Scotland					

A full explanation of SIMD is given in the full document

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5.0 Summary of findings (SWOT- Economic, Social, Environmental)

5.1 From the detailed analysis that follows in Section 6, three SWOT analyses have been prepared under the following headings:

- Economic
- Social
- Environmental

It is anticipated that each of these analyses is used when establishing both community planning and Scottish Borders Council priorities;

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Economic

<p>STRENGTHS</p> <ul style="list-style-type: none"> • The workforce in the Borders performs similarly in terms of qualifications when compared to national rates. • The proportion of Scottish Borders school leavers in positive destinations is higher than the Scottish average, particularly in the Further Education sector, and this trend is continuing to improve, with a lower proportion than average going into unintentional unemployment. <i>However, there is lack of evidence about longer term sustainability</i> • The Borders has a high percentage of business start-ups and has outperformed the national three year survival rate for start-ups each year since 2002 up until the most recent figures for 2007 (to 2010) where Scottish Borders fell behind. • The high percentage of 16+ who are self employed indicates a strong entrepreneurial workforce. • Attainment in the Scottish Borders has, and continues to, compare favourably to the Scottish average. • Most households in the Scottish Borders have a bank account and savings • Scottish Borders has a number of high quality visitor attractions, particularly facilities for off-road cycling, ancient monuments, country houses, gardens, designed landscapes 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Digital connectivity continues to be poor in the Borders and will require public sector intervention to compensate for market failure. • The Borders lags behind Scotland on weekly earnings levels especially amongst those that work in the Borders (as opposed to commuting out of the Borders). • The business structure continues to adversely affect productivity and GVA per employee is significantly less than Scottish levels. • A higher proportion of all claimants of Jobseekers Allowance in Scottish Borders are aged 16 to 24 compared with the Scottish average, and long term unemployment has increased significantly • There are more households in fuel poverty in the Scottish Borders compared to Scotland. • Continued support for town centres and retailers is essential if retail vacancy rates are to be reduced and services maintained.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Borders enjoys acceptable travel times to three major cities, airports & three major ports providing good connectivity for business travel, tourism & logistics (and will be enhanced by the Borders Railway) • Agriculture, forestry and fishing continue to be wealth generators. • Scottish Borders is an important destination for both the UK and overseas market, and the industry is less seasonal than elsewhere in Scotland • 38% of the Council's spend is with local suppliers. 	<p>THREATS</p> <ul style="list-style-type: none"> • The recent downturn has reduced the level of demand for serviced land in the Scottish Border. • The number of house sales & new builds were strong prior to 2007 but are now in decline. • The tourism sector in the Scottish Borders is showing signs that it has been negatively impacted by the wider economic climate. • There is a worrying rise in long term unemployed in the general working age population and in particular amongst 18-24 year olds whose future prospects may be affected by a long period of unemployment at this stage in life. • The Borders has a higher dependency ratio compared to Scotland, a consequence of our increasing ageing population. • The Borders population is growing but there will be a proportional decrease in the working age population from 62% to 52% between 2010 and 2035. • Deprivation is showing signs of increasing, as is dependency on benefits and free school meals. • Median house prices are generally stronger than average but have been affected adversely by the recession. • Increasing fuel costs has increased cost per pupil for school transport, and are most probably impacting negatively on town centre footfall • The age profile of Council staff does not reflect the working age population of the Scottish Borders.

Social

STRENGTHS

- Young people are generally satisfied with life in the Borders, feel safe, and have confidence in service provision
- Childhood obesity, immunisation rates and the proportion of children living in low income households have improved.
- Life expectancy remains very good, but some health indications show that this may be changing, in part due to an increasing middle-age population.
- The sexual health of young people in the Borders is showing worrying trends but is being addressed by service provision.
- There is a higher rate of Self Directed Support users in the Scottish Borders compared to Scotland.
- Reported incidents of hate-crime are low and decreasing.
- Scottish Borders appears to be seen as an attractive place for civil partnerships.
- Homelessness rates are low
- People with disabilities in Scottish Borders are more likely to receive the financial support and employment opportunities they need to allow them to live a normal working life than on Scottish average, although there is room for improvement.
- Most households in the Scottish Borders have a bank account and savings
- Numbers on the child protection register, and number of child neglect offences have decreased
- Over the past three years youth disorder incidents decreased by 38% and youth offences by 54%
- Continued decreases in crime rates are encouraging, particularly given the current economic climate.
- Continued downward trends in antisocial behaviour are encouraging.
- People in the Borders are generally satisfied with the Borders as a place to live
- Vandalism rates are significantly below the national average.
- The percentage of adults agreeing that they can influence decisions affecting their local area is similar to the national average.
- Scottish Borders continues to be a safe place to live with overall crime at a relatively low level but there are pockets of concern at residential level.
- There is a higher level of satisfaction with the Local Authority and other public services in Scottish Borders than elsewhere *but there are concerns with public transport.*
- The proportion of older people with intensive care needs who are cared for at home is similar to the Scottish level.
- A greater proportion of people aged 75+ have a telecare package in the Scottish Borders compared to Scotland
- In 2012 there was only 1 incident of a patient waiting more than 6 weeks to be discharged from hospital to an appropriate setting.
- Public satisfaction with SBC is similar to that for Scottish Local Authorities

WEAKNESSES

- House prices remain high but there is a shortage of affordable housing.
- There is less respite support for carers in the Scottish Borders compared to Scotland
- A lower proportion of social housing stock in the Scottish Borders meet the Scottish Housing Quality Standard compared to Scotland.
- There are more households in fuel poverty in the Scottish Borders compared to Scotland.
- There are indications that lifestyles in the Borders are increasingly contributing to ill-health (including CHD and Stroke), and in relation to alcohol, obesity and smoking.
- Emergency hospital admissions as a result of an unintentional injury are above the Scottish average for Scottish Borders children
- Overall, there are a lower proportion of looked after children going into positive destination both in the Borders and Scotland.
- While inroads have been made in achieving national targets for fatal and seriously injured road casualties, this is still proving to be a challenge.
- Accessibility of key services (retail and recreational) is highly dependent on car ownership
- Visits to and usages of museums and libraries has declined and are well below the Scottish average.
- Respite care for older people is still well below the level for Scotland.
- The age profile of Council staff does not reflect the working age population of the Scottish Borders.

OPPORTUNITIES

- The Borders has a strong and well supported voluntary and community sector but could be adversely affected by reducing public sector budgets, and is already being affected by reduced private sector funding.

THREATS

- The Borders has a higher dependency ratio compared to Scotland, a consequence of our increasing ageing population.
- The Borders population is growing but there will be a proportional decrease in the working age population from 62% to 52% between 2010 and 2035.
- Increases in acquisitive crime (theft) are significantly higher than at the national level, increasing by 10% in the 3 years to 2012/12 compared to 1% increase at a national level. Trends which are likely to continue as budget cuts hit and further job losses occur.
- There is a worrying rise in long term unemployed in the general working age population and in particular amongst 18-24 year olds whose future prospects may be affected by a long period of unemployment at this stage in life.
- In relation to early years, low birth weights, breastfeeding rates, smoking at booking, young mothers, and children's dental health, whilst improving in most cases, are not always keeping pace with national improvements and need to be monitored
- Changes in the funding for social sector housing is having an impact on the number of completions, with an obvious impact on affordable housing
- Scottish Borders has an increasing number and proportion of elderly people.
- Child protection, domestic abuse and parental substance misuse still need to be monitored
- There is some indication that lifestyles in the Borders are increasingly contributing to ill-health, especially in relation to alcohol, obesity and smoking.
- Male suicide rates are of concern, being above the Scottish average and showing fluctuations.
- Deprivation is showing signs of increasing, as is dependency on benefits and free school meals.
- Whilst Borders child poverty rates are below the Scottish average, there are areas in the Scottish Borders with child poverty rates significantly above the Scottish average.
- There has been an increase in the reported incidents of domestic violence
- Although the numbers are very low, numbers of sexual crimes against children has increased.
- *Increased awareness raising and service provision has seen domestic abuse rates increase.*
- Unintentional injuries, particularly falls within the home, are a concern given the high proportion of elderly residents.
- Attendance at our sports venues is consistent with the Scottish average, but attendance at cultural events and libraries are lower.

Environmental

STRENGTHS <ul style="list-style-type: none">• Wildlife crime remains relatively low in Scottish Borders• Scottish Borders has a similar cleanliness index to the Scottish average.• Recycling rates are above-average for Scotland and have risen year on year• The total amount of waste going to landfill has reduced year on year	WEAKNESSES <ul style="list-style-type: none">• Our road network & the public transport network require attention to improve the attractiveness of the area to potential investors, as well as safety.• Energy consumption (domestic & business) is around the Scottish average, although domestic electricity sales are slightly higher
OPPORTUNITIES <ul style="list-style-type: none">• Wind is still the most significant renewable energy sector in the Borders but in terms of renewables in general, Borders industry, communities & employment has not yet seen significant gains or benefits from this sector• Scottish Borders is well-represented with Gardens and Designed Landscapes but somewhat under-represented in terms of land area of other SNH natural heritage sites.	THREATS <ul style="list-style-type: none">• Borders has a higher % of Category A listed buildings on the Buildings at Risk Register than in Scotland as a whole, placing a burden on the Council• Scottish Borders has higher rates of Carbon Dioxide emissions than Scottish average, with a particular need to monitor road traffic pollution

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6.0 Summary Presentation of Data and Analysis

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16. Our public services are high quality, continually improving, efficient and responsive to local people's needs	33

National Outcome	
1. We live in a Scotland that is the most attractive place to do business in Europe	
Summary of Borders Situation	<ul style="list-style-type: none"> • Digital connectivity continues to be poor in the Borders and will require public sector intervention to compensate for market failure. • Our road network & the public transport network require attention to improve the attractiveness of the area to potential investors, as well as safety. • Borders enjoys acceptable travel times to three major cities, airports & three major ports providing good connectivity for business travel, tourism & logistics (and will be enhanced by the Borders Railway) • The recent downturn has reduced the level of demand for serviced land in the Scottish Border. • The tourism sector in the Scottish Borders is showing signs that it has been negatively impacted by the wider economic climate. • The number of house sales & new builds were strong prior to 2007 but are now in decline. Prices remain high but there is a shortage of affordable housing.
Overview	
National Drivers	<ul style="list-style-type: none"> • Continuing Economic Downturn and slow recovery • Scottish Government Economic Strategy (2011) • Europe 2020: European Union's ten-year growth strategy (2010) • Reductions in central government capital spending • Waverley Railway (Scotland) Act 2006 • Reducing European funding • SESPlan (Strategic Development Plan for Edinburgh & SE Scotland) • National Procurement for Next Generation Broadband (Spring 2013) • VisitScotland consultation on Tourism Development Plan (March 2013) • National Planning Framework 3 • Tourism Scotland 2020- "The future of our industry, in our hands"
Local Policy Framework	<ul style="list-style-type: none"> • Scottish Border Economic Strategy 2020 (draft) • Proposed Local Development Plan 2013 • South of Scotland next Generation Broadband project • Business Relocation- Inward Investment Project • South of Scotland Competitiveness Strategy • SBC Road Asset Maintenance Plan • SBC Capital Programme and other public sector capital spend • Scottish Borders Tourism Strategy (May/June 2013)
Key data and analysis	
<ol style="list-style-type: none"> 1. Roads ● (LOI 60) 2. Public transport ▲ (LOI 58) 3. Road accidents ▲ (LOI 36) (CS= ●) 4. Broadband ● 5. Mobile coverage ● 6. Links to airports n/a 7. Links to ports n/a 8. Commercial and industrial floor space and rental/rateable value ✓ 9. Serviced land ▲ 10. Derelict Land ● (LOI 64) 11. Housing market- resilience sales, new builds and affordable housing ● (LOI 47) 12. Visitor numbers ▲ 13. Occupancy rates ● 14. Visitor spend (£) ▲ 	

National Outcome

2. We realise our full economic potential with more and better employment opportunities for our people

Summary of Borders Situation	<ul style="list-style-type: none"> • The Borders lags behind Scotland on weekly earnings levels especially amongst those that work in the Borders (as opposed to commuting out of the Borders). • There is a worrying rise in <i>long term</i> unemployed in the general working age population and in particular amongst 18-24 year olds whose future prospects may be affected by a long period of unemployment at this stage in life. • The Borders has a higher percentage of people who are dependent than compared to Scotland, particularly as a consequence of our increasing ageing population. • The Borders population is growing but there will be a proportional decrease in the working age population from 62% to 52% between 2010 and 2035. • The Borders has a net outflow of commuters. • Increases in acquisitive crime are significantly higher than at the national level, increasing by 10% in the 3 years to 2012/12 compared to 1% increase at a national level. Trends which are likely to continue as budget cuts hit and further job losses occur.
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Overview

National Drivers	<ul style="list-style-type: none"> • Continued Economic Downturn and slow recovery. • Scottish Government Economic Strategy (2011) • Scottish Youth Employment Strategy (inc “Opportunities for All”) and new Youth Employment fund • Waverly Railway (Scotland) Act 2006 • Welfare Reform Act 2012 • A Low Carbon Economic Strategy for Scotland: Scotland - A Low Carbon Society (2010) • Curriculum for Excellence (3-18 curriculum in Scotland)
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Local Policy Framework	<ul style="list-style-type: none"> • Scottish Borders Economic Strategy 2020 (draft) • Business Relocation - Inward Investment Project. • Business Gateway move in house to Scottish Borders Council • South of Scotland Competitiveness Strategy. • South of Scotland next Generation Broadband project • Skills Development Scotland Service Delivery Agreement and Youth Employment Plan • Scottish Borders Welfare Reform Programme (inc Pathways to Employment project) •
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Key data and analysis

1. Working age demography (including dependency ratio) ● (LOI 1 and 2)
2. Employment rate (working age) ▲ (LOI 5)
3. Unemployment 16+ ▲
4. Claimant Count ▲ (LOI 11)
5. Economic inactivity rate (working age) ▲
6. Jobs density ▲
7. Earnings – workplace based (median FTE gross weekly) ● (LOI 9)
8. Earnings – residence based (median FTE gross weekly) ▲ (LOI 8)
9. Commuting by place of residence and place of work ▲
10. Acquisitive Crime rates ●

National Outcome

3. We are better educated, more skilled and more successful, renowned for our research and innovation

Summary of Borders Situation	<ul style="list-style-type: none"> • The business structure continues to adversely affect productivity and GVA per employee is significantly less than Scottish levels. • The workforce in the Borders performs similarly in terms of qualifications when compared to national rates. • The proportion of Scottish Borders school leavers in positive destinations is higher than the Scottish average, particularly in the Further Education sector, and this trend is continuing to improve, with a lower proportion than average going into unintentional unemployment. However, <i>there is lack of evidence about longer term sustainability</i> • The Borders has a high percentage of business start-ups and has outperformed the national three year survival rate for start-ups each year since 2002 up until the most recent figures for 2007 (to 2010) where Scottish Borders fell behind. • The high percentage of 16+ who are self employed indicates a strong entrepreneurial workforce. • Agriculture, forestry and fishing continue to be wealth generators.
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Overview

National Drivers	<ul style="list-style-type: none"> • Scottish Government Economic Strategy 2010 • Refreshed 'Skills for Scotland' Skills Strategy • Scotland's Youth Employment Strategy (inc "Opportunities for All", 2012)- including recent funding announcement (March 2013) • Achieving our Full Potential framework • Scottish Funding Council Budget Reductions • UK Coalition Government Policy on student fees • Curriculum for Excellence (3-18 curriculum) • Looked After Children and Young People: We Can and Must Do Better (Corporate Parenting Approach), 2007
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Local Policy Framework	<ul style="list-style-type: none"> • Scottish Borders Economic Strategy 2020 (draft) • Scottish Borders Skills Priorities • South of Scotland Competitiveness Strategy • Curriculum for Excellence- local implementation • SBC Corporate Parenting Strategy
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
Key data and analysis

Skills/education

1. Qualification levels of workforce 
2. % of people with low or no qualifications  (LOI 14)
3. Destination of school leavers  (LOI 15)

Enterprise

4. Regional GVA  (LOI 4)
5. Business structure by broad industry and employment size 
6. VAT registrations  (LOI 3)
7. New Business accounts 
8. Business demography – survival rates 
9. Proportion of 16+ who are self employed 

National Outcome	
4. Our young people are successful learners, confident individuals, effective contributors, and responsible citizens	
Summary of Borders Situation	<ul style="list-style-type: none"> • Attainment in the Scottish Borders has, and continues to, compare favourably to the Scottish average. • Young people are generally satisfied with life in the Borders, feel safe, and have confidence in service provision. • A greater proportion of Scottish Borders school leavers went on to positive destinations in 2010-11 than the Scottish average. • Overall, there are a lower proportion of <i>looked after</i> children going into positive destination both in the Borders and Scotland. • A higher proportion of all claimants of Jobseekers Allowance in Scottish Borders are aged 16 to 24 compared with the Scottish average, showing that the unemployment burden on Scottish Borders jobseekers is falling disproportionately onto the 16 to 24 age group
Overview	
National Drivers	<ul style="list-style-type: none"> • Getting It Right For Every Child (GIRFEC) • Impending Children and Young People Bill • Scotland's Youth Employment Strategy (inc "Opportunities for All", 2012) • Curriculum for Excellence (3-18 curriculum) • Early Years Framework (2009) and Early Years Collaborative • Equally Well • United Nations Convention on the Rights of the Children • Children (Scotland) Act • Teaching Scotland future- report of a review of teacher education in Scotland (2011) • Additional Support for Learning Act 2009
Local Policy Framework	<ul style="list-style-type: none"> • Children and Young People's Planning Partnership <ul style="list-style-type: none"> ◦ Scottish Borders Children and Young People's Services Plan 2012-2015 ◦ Involved: Participation of Children and Young People in the Scottish Borders 2012-15 • Youth Work Strategy – Youth Work Futures Project • Opportunities for All implementation • Scottish Borders Young Carers Strategy • Curriculum for Excellence – Attainment and Achievement • Scottish Borders Child and Young Person's Mental Health Strategy • Scottish Borders Early Years Strategy 2012- 2015 • Corporate Parenting – Looked After and Accommodated Children
Key data and analysis	
<ol style="list-style-type: none"> 1. School Attainment  (LOI 17, 18, 19) 2. School Attendance  3. School Exclusions  4. Involvement  5. Perceptions (including safety)  6. School Leaver Destinations  (LOI 15) 7. Looked after children school leaver destinations  (LOI 16) 8. Young people claiming Job Seekers Allowance (JSA)  (LOI 7) 	

National Outcome
















5. Our children have the best start in life and are ready to succeed

Summary of Borders Situation	<ul style="list-style-type: none"> • Whilst Borders child poverty rates are below the Scottish average, there are areas in the Scottish Borders with child poverty rates significantly above the Scottish average. • There do not appear to be particular areas of significant concern for the Scottish Borders but areas to 'keep an eye on' include: low birth weights, breastfeeding rates, smoking at booking, young mothers, children's dental health and actively travel to school. • Childhood obesity and immunisation rates have improved. • Child protection, domestic abuse where children are present and parental substance misuse still need to be monitored.
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Overview
























National Drivers	<ul style="list-style-type: none"> • Early Years Framework and Early Years Collaborative • Curriculum for Excellence (3-18) • Getting it Right for Every Child (GIRFEC) • LTS National Guidance - Pre-Birth to three • Equally Well • United Nations Convention on the Rights of the Children • Children (Scotland) Act 1995 • Children and Youth People Bill (proposed 2012) • Literacy Action Plan (published 27/10/2010) • National Domestic Abuse Delivery Plan for Children & Young People • Welfare Reform Act
Local Policy Framework	<ul style="list-style-type: none"> • Scottish Borders Early Years Strategy 2012-2015 • Violence Against Women Partnership Strategic Priorities 2012-2015 • Early Years Collaborative- Home and Away teams • PASPE Strategy

Key data and analysis

<ol style="list-style-type: none"> 1. Child demography  (LOI 1) 2. Pregnancy rates 13-15 year olds  (LOI 25) 3. % of first time mothers U19/O35  4. Immunisation rates  5. Breastfeeding rates  (LOI 22) 6. Low weight singleton birth rate  (LOI 21) 7. Smoking at booking  8. Child dental health  (LOI 24) 9. Childhood obesity  (LOI 23) 10. Children living in poverty  (LOI13) 11. Numbers on the Child Protection Register  12. Number of child neglect offences  13. Sexual crimes against children  14. Children in households where domestic abuse is recorded  15. Parental Substance misuse 
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National Outcome	
6. We live longer healthier lives	
Summary of Borders Situation	<ul style="list-style-type: none"> • Scottish Borders has an increasing number and proportion of elderly people. • Life expectancy remains good • There are indications that lifestyles in the Borders are increasingly contributing to ill-health (including CHD and Stroke), and in relation to alcohol, obesity and smoking. • Male suicide rates are of concern, being above the Scottish average and showing fluctuations. • The sexual health of young women in the Borders is showing worrying trends but is being addressed by service provision. • There is less respite support for carers in the Scottish Borders compared to Scotland • There is a higher rate of Self Directed Support users in the Scottish Borders compared to Scotland.
Overview	
National Drivers	<ul style="list-style-type: none"> • Better Health, Better care- national health framework • “Equally Well” framework • Healthcare Quality Strategy (Scottish Gvt / NHS Scotland) • Let’s Make Scotland More Active and the Commonwealth Games Legacy Plan • NHS Health Scotland “Keep Well” (anticipatory care programme) • Meeting the Shared Challenge- addressing the community-led health agenda • Mental Health Strategy 2012 -15 • National Strategy and Action Plan to Prevent Suicide new strategy due 2013 • Social Care (Self-directed support) (Scotland) Bill 2012 • Integration of Adult Health & Social Care Integration Bill (consultation 2012) • Scottish Government Preventing Overweight and Obesity in Scotland. A Route map towards Healthy Weight 2011 • Refreshed Maternity Care Framework • Framework for Maternal and Infant Nutrition • Sexual Health and BBV Framework • Changing Scotland’s Relationship with Alcohol: A Framework for Action, March 2009 • The Road to Recovery: A New Approach to Tackling Scotland's
Local Policy Framework	<ul style="list-style-type: none"> • Physical Activity, Sports and Physical Education Strategy (PASPE) • Redesigned anticipatory care services incorporating Keep Well, the Lifestyle Advisor Service and Counterweight • Healthy Living Network • Refreshed Tackling Poverty and Financial Inclusion strategy • Suicide Prevention Action Plan • Scottish Borders Promoting Healthy Weight Action Plan • Children and Young People’s Services Plan • Joint Early Years Strategy • Integrated Maternity Care action plan • Alcohol and Drugs Partnership Strategy and Delivery Plan • Tobacco Prevention Action Plan • Sexual Health Strategy • Strategy for the Management of Long Term Conditions, Scottish Borders Community Health and Care Partnership, 2008-2013

Key data and analysis

1. Demographics (LOI 1)
 - 1a) older population 
 - 1b) dependency ratio 
2. Morbidity/life expectancy  (LOI 27)
 - 2a) Male Life Expectancy 
 - 2b) Female Life Expectancy 
3. Self assessed health  (LOI 26)
4. Mortality rate under 75 (LOI 29)
 - 4a) Cancer : death rate  hospital admissions 
 - 4b) Stroke: hospital admissions 
 - 4c) CHD: death rate , hospital admissions 
5. Lifestyles
 - 5a) alcohol  (LOI 31)
 - 5b) drugs 
 - 5c) smoking  (LOI 28)
 - 5d) exercise/ sports participation  (LOI 32 and LOI 61)
6. Mental Health (LOI 20- *data not yet available*)
 - 6a) Numbers of Claimants of Incapacity Benefit 
 - 6b) Suicide Rate 
7. Sexual Health
 - 7a) Sexually Transmitted diseased 
 - 7b) Teenage pregnancy 
 - 7c) Abortion rates 
8. Dental Health 
9. Carers 
10. Self Directed Support 

National Outcome

7. We have tackled the significant inequalities in Scottish society












<p>Summary of Borders Situation</p>	<ul style="list-style-type: none"> • Deprivation is showing signs of increasing, as is dependency on benefits and free school meals. • Median house prices are generally stronger than average but have been affected by the recession. • Net migration from elsewhere in Scotland/ UK is healthy (with a concentration of migrants from Eastern Europe) but there are signs that more overseas migrants are leaving than arriving. • Reported incidents of hate-crime are low and decreasing. • Scottish Borders appears to be seen as an attractive place for civil partnerships. • Homelessness rates are low • People with disabilities in Scottish Borders are more likely to receive the financial support and employment opportunities they need to allow them to live a normal working life than on Scottish average, although there is room for improvement. • There has been an increase in the reported incidents of domestic violence • Changes in the funding for social sector housing is having an impact on the number of completions, with an obvious impact on affordable housing • A lower proportion of social housing stock in the Scottish Borders meet the Scottish Housing Quality Standard compared to Scotland. • There are more households in fuel poverty in the Scottish Borders compared to Scotland. • Most households in the Scottish Borders have a bank account and savings • Percentage of council employees in top 5% of earners that are women is lower than the Scottish average
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Overview

<p>National Drivers</p>	<ul style="list-style-type: none"> • Achieving our Full Potential framework • Welfare Reform Act 2012 • Equality Act 2010 • Hidden in Plain Sight- Equality and Human Rights Commission 2012
<p>Local Policy Framework</p>	<ul style="list-style-type: none"> • Scottish Borders Welfare Reform Programme • Tackling Poverty and Financial Inclusion Strategy- update 2013 • Violence Against Women Partnership Strategic Priorities 2012-2015 • SBC Equalities Mainstreaming approach and CPP equality outcomes • Living Well with a Disability- Future services for people with a physical disability, March 2013 (SBC, NHS Borders, BVCCF) • SBC Physical Disability Strategy

Key data and analysis

<ol style="list-style-type: none"> 1. Median house prices 2. Health deprivation 3. Income deprivation (LOI 12) 4. Employment deprivation 5. % working age population on key benefits (by age) <ol style="list-style-type: none"> a) Working-age benefits dependency b) Trends in working-age benefits dependency 6. Children receiving free school meals 7. Number of Migrants 8. Hate Crimes (CS =) 9. Civil Partnerships 10. Homelessness rates (LOI 51 and 52)

11. Employment rates for people with disabilities  (LOI 6)
12. Gender-based violence 
13. Highest paid 2%&5% of earners (council employees) that are women (LOI 10)
 - a) Percentage of council employees in top 2% of earners that are women 
 - b) Percentage of council employees in top 5% of earners that are women 
14. Number of social housing completions  (LOI 48)
15. Proportion of housing stock in social rented sector meeting the Scottish Housing Quality Standard  (LOI 49)
16. Percentage of adults rating the condition of their house or flat as good  (LOI 50)
17. Fuel poverty  (LOI 62)
18. Percentage of households where respondent or partner has a bank, building society or credit union account  (LOI 54)
19. Proportion of households that have some savings  (LOI 55)
20. Proportion of households that are coping well or very well financially  (LOI 56)

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National Outcome	
8. We have improved the life chances for children, young people, and families at risk	
Summary of Borders Situation	<ul style="list-style-type: none"> • Emergency hospital admissions as a result of an unintentional injury are above the Scottish average for Scottish Borders children • Whilst Borders child poverty rates are below the Scottish average, there are areas in the Scottish Borders with child poverty rates significantly above the Scottish average. • Numbers on the child protection register, and number of child neglect offences have decreased • Although the numbers are very low, numbers of sexual crimes against children has increased. • Increased awareness raising and service provision has seen domestic abuse rates increase. • Over the past three years youth disorder incidents decreased by 38% and youth offences by 54% • Overall, there are a lower proportion of looked after children going into positive destination both in the Borders and Scotland.
Overview	
National Drivers	<ul style="list-style-type: none"> • Getting it Right for Every Child (GIRFEC) • Early Years Framework and Early Years Collaborative • Safer Lives: Changed Lives: A shared approach to tackling violence against women in Scotland. • Protection of Vulnerable Groups (PVG) (Scotland) Act 2007 • Looked After Children and Young People: We Can and Must Do Better (Corporate Parenting Approach), 2007
Local Policy Framework	<ul style="list-style-type: none"> • Critical Services Oversight Group (CSOG) • Scottish Borders Early Years Strategy 2012-15 • Violence Against Women Partnership Strategic Priorities 2012-2015 • SBC Corporate Parenting Strategy
Key data and analysis	
<ol style="list-style-type: none"> 1. Children under 15 – Unintentional Injuries 2. Children living in Poverty (LOI 13) 3. Numbers on the Child Protection Register 4. Number of child neglect offences 5. Sexual crimes against children 6. Children in households where domestic abuse is recorded 7. Domestic Abuse rates 8. Youth Offending (CS=) 9. Adult Protection Activity (n/a) 10. Number of Looked after and accommodated Children (n/a) 11. Looked after children school leaver destinations (LOI 16) 	

National Outcome

9. We live our lives safe from crime, disorder and danger

Summary of Borders Situation	<ul style="list-style-type: none"> Continued decreases in crime rates are encouraging, particularly given the current economic climate. Information gaps surrounding gender based violence has been highlighted as an issue with under-reporting on domestic violence estimated at as much as 63% and no information being available on other types of gender based violence. Inroads are now being made with the introduction of the Pathway project. While inroads have been made in achieving national targets for fatal and seriously injured road casualties, this is still proving to be a challenge. Unintentional injuries, particularly falls within the home, are a concern given the high proportion of elderly residents. Continued downward trends in ASB are encouraging.
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Overview

National Drivers	<ul style="list-style-type: none"> Introduction of single Police Service of Scotland Sexual Offences Scotland Act 2009 National Strategy for Public Space CCTV in Scotland Scotland's Road Safety Framework to 2020 (national road safety targets) Introduction of Minimum Pricing of Alcohol Introduction of the Welfare Reform Bill Population demographics – increase in elderly population Restoration of the Waverley Line Introduction of Whole Systems Approach for youth offending Court Reform (Scotland) – Restructure of civil and summary criminal cases Redesign of community justice system Introduction of the Victims and Witnesses (Scotland) Bill Becoming a Survivor Phase 2 Funding
Local Policy Framework	<ul style="list-style-type: none"> Integrated Safer Communities team Violence Against Women Partnership Local Licensing activity Preventative Spending

Key data and analysis

- Perceptions of Community Safety
- Crime Rates
- Crimes Solved Rate
- Violence
- Gender Based Violence
- Sexual Crimes
- Antisocial Behaviour
- Road Traffic Accidents (CS =)
- Accidents in the Home
- Hate Crime (CS =)
- Vandalism and Fire-raising
- Accidental dwelling fires (LOI 41 and 42)
- Youth Offending/Disorder (CS =)
- Serious and Organised Crime (CS =)
- One year reconviction frequency rate

National Outcome

10. We live in well-designed, sustainable places where we are able to access the amenities and services we need

Summary of Borders Situation	<ul style="list-style-type: none"> Continued support for town centres and retailers is essential if retail vacancy rates are to be reduced and services maintained. Increasing fuel costs has increased cost per pupil for school transport, and are most probably impacting negatively on town centre footfall Accessibility of key services (retail and recreational) is highly dependent on car ownership Attendance at our sports venues is consistent with the Scottish average, but attendance at cultural events and libraries are lower.
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Overview

National Drivers	<ul style="list-style-type: none"> National Planning Framework Getting the best from our land - A land use strategy for Scotland (2011 Housing) Community Empowerment and Renewal Bill (2012) Equality Act (2010) Strategic Development Plan (SDP) for the Edinburgh and South East Scotland area Scottish Government Regeneration Strategy Scottish Town Centre Review
Local Policy Framework	<ul style="list-style-type: none"> Scottish Borders Local Development Plan (2013 draft) Scottish Borders Council Local Housing Strategy 2012-17 Scottish Borders Council Asset Transfer Policy Scottish Borders Economic Strategy 2020 (draft)

Key data and analysis

1.	Satisfaction with Council Services	
2.	Retail vacancy rates	
3.	Town centre footfall	
4.	Accessibility of local services	
5.	Drive times to local services	
6.	Car ownership / Road travel	
7.	Access to sports facilities	
8.	a) Satisfaction with cultural & recreational activities & venues	
	b) Attendance at cultural events and visiting places of culture (LOI 46)	
9.	Attendance at sport facilities and libraries	
	a) Attendance pools	
	b) Attendance at other indoor sports and leisure facilities	
	c) Library visits	
10.	School Transport – number of pupils and cost	

National Outcome

11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others








Summary of Borders Situation	<ul style="list-style-type: none">• The Borders has a strong and well supported voluntary and community sector but could be adversely affected by reducing public sector budgets, and is already being affected by reduced private sector funding.• People in the Borders are generally satisfied with the Borders as a place to live• Downward trends in anti-social behaviour are encouraging• Vandalism rates are significantly below the national average.• The percentage of adults agreeing that they can influence decisions affecting their local area is similar to the national average.
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Overview

National Drivers	<ul style="list-style-type: none">• Strategic Guidance for Community Planning Partnerships: Community Learning and Development, 2012• Community Empowerment and Renewal Bill (2012)• Scottish Regeneration Strategy
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Local Policy Framework	<ul style="list-style-type: none">• SBC Community Asset Transfer Policy
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Key data and analysis

1. Volunteering  (LOI 44)
2. Capacity building 
3. Lottery funding and Community Grant Scheme 
4. Satisfaction with neighbourhood  (LOI 43)
5. Anti-social behaviour 
6. Vandalism 
7. Percentage of adults agreeing that they can influence decisions affecting their local area 

National Outcome	
12. We value and enjoy our built and natural environment and protect it and enhance it for future generations	
Summary of Borders Situation	<ul style="list-style-type: none"> • Borders has a higher % of Category A listed buildings on the Buildings at Risk Register than in Scotland as a whole, placing a burden on the Council • Scottish Borders is well-represented with Gardens and Designed Landscapes but somewhat under-represented in terms of land area of other SNH natural heritage sites. • Scottish Borders has higher rates of Carbon Dioxide emissions than Scottish average, with a particular need to monitor road traffic pollution • Wildlife crime remains relatively low in Scottish Borders • Scottish Borders has a similar cleanliness index to the Scottish average.
Overview	
National Drivers	<ul style="list-style-type: none"> • Climate Change (Scotland) Act (2009) • National Planning Framework • Getting the best from our land - A land use strategy for Scotland (2011)
Local Policy Framework	<ul style="list-style-type: none"> • Scottish Borders Low Carbon Economic Strategy (draft 2013) • Local Biodiversity Action Plan • Scottish Borders Local Development Plan
Key data and analysis	
<ol style="list-style-type: none"> 1. Monuments  2. SNH sites / Habitats  3. Water Quality  4. Air quality  5. Wildlife Crime  6. Cleanliness Index  	

National Outcome	
13. We take pride in a strong, fair and inclusive national identity	
Summary of Borders Situation	<ul style="list-style-type: none"> • Scottish Borders is an important destination for both the UK and overseas market, and the industry is less seasonal than elsewhere in Scotland • Scottish Borders has a number of high quality visitor attractions, particularly facilities for off-road cycling, ancient monuments, country houses, gardens, designed landscapes • Visits to and usages of museums and libraries has declined and are well below the Scottish average. • Scottish Borders continues to be a safe place to live with overall crime at a relatively low level but there are pockets of concern at residential level. • There is a higher level of satisfaction with the Local Authority and other public services in Scottish Borders than elsewhere but there are concerns with public transport.
Overview	
National Drivers	<ul style="list-style-type: none"> • Scottish Government Economic Strategy 2011 • Tourism Scotland 2020- The Future of our Industry in our Hands • Waverley Railway (Scotland) Act 2006
Local Policy Framework	<ul style="list-style-type: none"> • Scottish Borders Economic Strategy 2013 (draft) • Scottish Borders Tourism Strategy 2013 (draft) • Physical Activity, Sport & Physical Education (PASPE) Strategy 2011 • Scottish Border Events Strategy
Key data and analysis	
<ol style="list-style-type: none"> 1. Tourism 2. Visitor attractions 3. <ol style="list-style-type: none"> a) Visits to /usages of museums b) Visits to /usages of libraries 4. Cultural/ sporting activities 5. Perceptions of safety (LOI 40 and 39) 6. Perceptions of neighbourhood 7. Public satisfaction with public services 	

National Outcome	
14. We reduce the local and global environmental impact of our consumption and production	
Summary of Borders Situation	<ul style="list-style-type: none"> • Recycling rates are above-average for Scotland and have risen year on year • The total amount of waste going to landfill has reduced year on year • Energy consumption (domestic & business) is around the Scottish average, although domestic electricity sales are slightly higher • Wind is still the most significant renewable energy sector in the Borders but in terms of renewables in general, Borders industry, communities & employment has not yet seen significant gains or benefits from this sector • There is a higher rate of carbon dioxide emission in the Scottish Borders compared to Scotland.
Overview	
National Drivers	<ul style="list-style-type: none"> • A Low Carbon Economic Strategy for Scotland: Scotland - A Low Carbon Society (2010) • Climate Change (Scotland) Act (2009) • Zero Waste Plan- Waste (Scotland) Regulations 2012
Local Policy Framework	<ul style="list-style-type: none"> • Scottish Borders Low Carbon Economic Strategy 2013 (draft) • Development of an Integrated Waste Strategy
Key data and analysis	
<ol style="list-style-type: none"> 1. Recycling rates  (LOI 67) 2. Volume of Waste collected  (LOI 65) 3. Amount of waste going to Landfill  (LOI 66) 4. Biodegradable municipal waste as a % of Landfill Allowance Scheme  5. Schools with Eco-Schools "Green Flag" Status  6. Energy consumption  7. Renewable energy production n/a 8. Wind Farm Community Benefit n/a 9. Employment in Renewable Energy  10. SBC Carbon output Levels  11. CO2 emissions per capita (LOI 63)  	

National Outcome	
15. Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it	
Summary of Borders Situation	<ul style="list-style-type: none"> • The proportion of older people with intensive care needs who are cared for at home is similar to the Scottish level. • A greater proportion of people aged 75+ have a telecare package in the Scottish Borders compared to Scotland • In 2012 there was only 1 incident of a patient waiting more than 6 weeks to be discharged from hospital to an appropriate setting. • Respite care for older people is still well below the level for Scotland.
Overview	
National Drivers	<ul style="list-style-type: none"> • Re-shaping Care for Older People – A Programme for Change 2011-2021 • Commission on the Future Delivery of Public Services (Christie Report) • Integration of Adult Health & Social Care in Scotland (2012) • Social Care (Self-Directed Support Bill) (Scotland) Bill (2012) • 2020 Vision (2011) • Scotland’s National Dementia Strategy (2010) • Co-ordinated, Integrated & Fit for Purpose (Rehab-delivery framework) (2007) • Better Health, Better Care (2007)
Local Policy Framework	<ul style="list-style-type: none"> • Older Peoples Joint Commissioning Strategy (draft) 2013 • Transforming Older Peoples Services Implementation Plan (2010) • Integrated Health Strategy (2009) • Scottish Borders Corporate Plan (draft) 2013 • Borders Dementia Strategy (2011) • Living Well with Long Term Conditions (2008) • Annual Public Health Report
Key data and analysis	
<ol style="list-style-type: none"> 1. Percentage of time in the last 6 months of life spent at home or in a community setting (LOI 33) 2. Percentage of adults needing care receiving personal care at home or direct payments for personal care (LOI 34) 3. Number of patients waiting more than 6 weeks for discharge to appropriate setting (LOI 35) 4. Proportion of people aged 75+ with telecare package 5. % of people aged 65+ with high levels of care needs who are cared for at home 6. Respite care for older people per 1,000 population 	

National Outcome	
16. Our public services are high quality, continually improving, efficient and responsive to local people's needs	
Summary of Borders Situation	<ul style="list-style-type: none"> • SBC total net expenditure is similar to the Scottish Local Authority median • Income generated from Council Tax has been frozen since 2007/08, where it was below the Scottish median • Planning performance is consistently below the Scottish median • 38% of the Council's spend is with local suppliers. • Public satisfaction with SBC is similar to that for Scottish Local Authorities • The age profile of Council staff does not reflect the working age population of the Scottish Borders.
Overview	
National Drivers	<ul style="list-style-type: none"> • Report on the Future Delivery of Public Services by the Commission chaired by Dr Campbell Christie (2011) • Equality Act 2010 • Community Empowerment and Renewal Bill (2012) • Scottish Government Response to the McClelland Review of ICT Infrastructure in the Public Sector in Scotland (2011) • Scottish Government's Digital Strategy and Local Government's IT Strategy • Integration of Adult Health & Social Care Integration Bill (consultation 2012) • Social Care (Self-directed Support) (Scotland) Bill (2012) • Ongoing Financial Pressures (Capital and revenue) • Establishment of Single Police and Fire Services • Audit Scotland- Audit of Community Planning Partnerships
Local Policy Framework	<ul style="list-style-type: none"> • Scottish Borders Council Corporate Plan, and Capital Finance Plan • Partner Corporate Plans • Audit Scotland Improvement Plan (in response to CPP report)
Key data and analysis	
<ol style="list-style-type: none"> 1. Spending (Rating Review Actuals and Estimates) ▲ 2. Council Performance ▲ 3. Public satisfaction ▲ includes: (LOI 45) 4. Procurement ✓ 5. Key issues for residents ▲ 6. Council Workforce Reflecting Scottish Borders Population ● 	

**SCOTTISH BORDERS
LOW CARBON STRATEGY
2012 – 2032**

DRAFT

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1. Why do we need a Low Carbon Economic Strategy?

1.1 Low Carbon Economy - Drivers

Climate change is the greatest environmental challenge that we face and the scientific consensus and growing political will to address the issue is gathering pace to change the global context in which business operates. Moving to a low carbon economy not only addresses an environmental imperative, it makes business sense.

The Stern Review states that if the world fails to stabilise emissions in a relatively short space of time, it could lead to problems on a scale similar to those associated with the world wars and the economic depression of the first half of the twentieth century. A general message is that early action will cost the World's economies less in the long run than putting off such action. It suggested that developed economies should reasonably sacrifice just over 1% of current GDP to mitigation activities now, to avoid higher GDP losses in the future. As a rough approximation, this currently equates to around £900 million per year in Scotland.

According to the Stern Review the cost of doing nothing to address climate change is far greater than the cost of acting. The Review estimates that 'if we don't act, the overall costs and risks of climate change will be equivalent to losing at least 5% of global *GDP* each year, now and forever. If a wider range of risks and impacts is taken into account, the estimates of damage could rise to 20% of *GDP* or more. In contrast, the costs of action - reducing greenhouse gas emissions to avoid the worst impacts of climate change - can be limited to around 1-2% of global *GDP* each year'⁸, in other words we cannot afford not to take action. A more recent study by the Climate Change Committee identified that adapting businesses to climate change now may reduce the damage from future climate change by about 50%⁹.

Climate change presents major challenges for Scotland's land using industries, but a well planned and coordinated adaptation response can reduce the negative impacts and highlight potential opportunities.

The Government sees that reducing greenhouse gas emissions and transitioning to a low carbon economy will help create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

The Climate Change (Scotland) Act 2009 received Royal Assent on August 4 2009. The Act sets ambitious targets for emissions reductions, and its key objectives are set out below.

- The Act sets an interim 42 per cent emissions reduction target for 2020, and an 80 per cent reduction target for 2050
- Contains provisions which will allow the Scottish Ministers to establish a Scottish Committee on Climate Change
- It places duties on the Scottish Ministers requiring that they report regularly to the Scottish Parliament on Scotland's emissions
- It places climate change duties on Scottish public bodies and contains powers to enable the Scottish Ministers to impose further duties on public bodies in relation to climate change.
- It includes provisions for adaptation, forestry, energy efficiency and waste reduction, with public engagement being a significant feature in all areas.

1.2 Definition of a Low Carbon Economy.

A 'low carbon economy' must be seen as a clear objective for all sectors within a local economy, not as a restricted list of certain industries or services. A reduction in the carbon intensity of all activities across an area is key to the success of this transition. This, along with a strategic approach to the attraction of new low carbon enterprises which can access an appropriately skilled and committed workforce, will drive this essential change and deliver increased energy security and resilience in an increasingly unpredictable future.

The characteristics of a local low-carbon economy, as defined by IDeA¹, include "Clean, secure and affordable sources of energy; low carbon infrastructure, buildings, products and services; accessible, efficient, low-carbon transport; high waste recycling and has the necessary local infrastructure to do so; innovative economies with diverse employment; high skills-development infrastructure for the current and future workforce."

A Low Carbon Economy will integrate all aspects of the economy from its manufacturing, agriculture, transportation, and power-generation, etc. around technologies that produce energy and materials with little greenhouse gas (GHG) emissions, and, thus, around populations, buildings, machines, and devices that use those energies and materials efficiently, and, dispose of or recycle its wastes so as to have a minimal output of GHGs.

Furthermore, it has been proposed that to make the transition to an LCE more economically viable in the shorter term we will have to attribute a cost (per unit output) to GHG emissions through means such as emissions trading and/or a carbon taxation. This is already having an impact on a number of organisations in the form of budgeting for the Climate Change Levy and Carbon Reduction Commitment.

A Low Carbon Economy is a key feature of the European, United Kingdom and Scottish Parliaments' policy framework and the development of a Low Carbon Economic Strategy by Scottish Borders Council is crucial to the future economy of the area.

1.3 Scottish Borders Economy

The draft Economic Strategy for the Scottish Borders 2011-20 sets out a series of challenges for the area. 76% of working age people in the Scottish Borders are economically active, just below the Scottish average, average earnings are also lower, operating over 5% lower than the Scottish level.

The demography of the Scottish Borders is one of under-representation of young adults compared to Scotland, and a higher proportion of people aged 65 and over compared to Scotland. To address the continued out-migration of young people, the area must offer attractive work options which can encourage people to stay in the area, new people to locate to the area, and/or raise the value of employment on offer. This is seen as a key issue for the future of the local economy.

The Scottish Borders economy must focus on areas where it has a level of competitive advantage, niche manufacturing (in textiles particularly), tourism, construction, farming and production, processing and retail of food and drink. We must add to this list a range of low carbon opportunities, especially in some of the key renewable energy sectors such as woodfuel and small scale hydro. We must also pursue the benefits of low carbon processes within all business sectors if they are to maintain any competitive advantage in an era of spiralling energy costs and likely issues around food security and local supply.

¹ Improvement and Development Agency 2005
Scottish Borders
DRAFT Low Carbon Economic Strategy

In developing a low carbon economic strategy, we can generate demand for new skills thus supporting increased employment opportunities.

The Economic Strategy also notes that 'the concept of a 'place' is fundamental to competitiveness, not only providing the physical, social and cultural infrastructure for businesses, it attracts and retains a workforce for the future. This concept of place should be developed into one of a dynamic, forward thinking, low carbon area, offering increased resilience to future challenges.

1.4 The Rural Dimension

Ambitious targets have been set by the Scottish Government for the reduction of greenhouse gas emissions, however there is as yet no single approach to developing a route to a low carbon rural economy. There is also limited understanding of how the contributions required by rural areas to these reduction targets can be quantified and delivered effectively, and how best to progress the transition to a low carbon rural economy ensuring that the benefits of such a move will benefit rather than disadvantage rural areas.

The Scottish Government has commissioned a 5 year research programme on 'Developing a 'low carbon rural economy'', to be undertaken by the Scottish Agricultural College and the James Hutton Institute. This is part of a larger programme of work exploring the theme of economic adaption, and more specifically a rural economy resilient to global and local change. Case study areas will be used in a number of rural areas including Dumfries and Galloway.

1.5 Scottish Government Objectives

The UK and Scottish Governments are both committed to developing a low carbon economy, and key legislation in the form of the Climate Change (Scotland) Act 2009 is now in place. The Scottish Government launched a specific 'Low Carbon Economic Strategy' in November 2010 demonstrating its strong commitment towards transforming the Scottish economy into a world leading low carbon economy. Its new 'Government Economic Strategy', launched in October 2011, establishes a new Strategic Priority - Transition to a Low Carbon Economy. This reflects the significant opportunity that Scotland has to secure investment and jobs from this growing sector and to ensure that the benefits of this transformational change are shared across the economy and our communities.

The stated Scottish Government aspiration for a Scottish Low Carbon Economy is:

'The transition to a low carbon economy heralds an exciting but challenging economic and social transformation. By 2020, and certainly by 2050, Scotland will have a highly sustainable and prosperous economy where Scotland is a major player and beneficiary in the development of global low carbon markets.'

The Scottish Government believes that this transition presents a range of low carbon global market opportunities, not just in the renewables industry but in every sector and business across Scotland, exploiting natural and intellectual assets. Key issues to consider are:

- the strategic priorities and mechanisms to help realise the scale of potential market opportunities in a national and global context;
- the challenges and opportunities of helping existing firms and sectors adapt to a changing climate;
- how to increase the support in innovation, investment and skills necessary to drive change;
- the need to assist behavioural changes among businesses and individuals; and
- the need for a strategic and coherent approach across the public sector.

Many of the impacts and changes envisaged by the Scottish Government will be local impacts, but felt in all parts of Scotland, by all businesses and communities. The economic and competitive future of the Scottish Borders depends on how well our businesses and communities respond to this challenge. It is therefore crucial that we develop a clear approach and plan around how we will respond at a local level to help the transition to a low carbon economy.

The focus of central and local government and wider public sector activity will be directed at areas where most added value can be achieved. This is outlined in the strategic objectives and immediate actions for government and the wider public sector contained within the Scottish Government Low Carbon Economic Strategy.

Scottish Government Strategic Objectives

1. Transformation Across the Whole Economy
2. Transforming the Energy Sector
3. Transforming the Built Environment
4. Decarbonising Transport
5. Scotland's Resources

Supporting this, Scottish Enterprise has set out its view of business opportunities offered by a low carbon approach:

- Scotland's economy could gain significant productivity improvements through better management of energy, water, waste and natural resources; and
- The continued rapid development of environmental and clean technologies across all sectors could form over 10% of the Scottish economy by 2015.

2. Scottish Borders Low Carbon Vision and Objectives

2.1 Vision

The suggested vision for a Scottish Borders low carbon future is:

'The future direction of the Scottish Borders will be that of a resilient, low carbon economy, offering a thriving and forward thinking region to its residents and businesses.'

The new Environment and Infrastructure Department of Scottish Borders Council has set out as series of five priorities, one of which is to *'Champion a Low Carbon Economy - we will think and operate in a way that minimises carbon emissions and delivers economic growth and quality of life improvements.'* This Priority has been developed in response to clear national strategies, as well as the duties for Local Authorities that the Climate Change (Scotland) Act 2009 has put in place.

The Scottish Borders Economic Strategy recognises the need for a Low Carbon Economic Strategy. This strategy would support the future competitiveness of our economy and provide a clear approach for the Council in fulfilling its roles as a Leader, Operator and Regulator for local low carbon issues.

The economic benefits of development of a low carbon approach are potentially considerable, and can offer long term opportunities. The Scottish Borders cannot delay in preparing for the inevitable move towards less carbon intensive activity, and must position itself to take advantage of this as an early adopter.

The outcomes of this approach could be in terms of:

- The Borders is a location of choice for renewable energy businesses and contribute to the low carbon economy of the area.
- Businesses locate in the Borders because all electricity is generated from local renewable sources
- A re-skilled workforce is able to take advantage of new business opportunities
- Opportunities for academic linkages in Research and Development are taken forward
- Wind, hydro, biomass, ground source, energy from waste and solar energy are all appropriately used without damaging the landscape
- Local communities are more self-sufficient and sustainable through the benefits of renewable energy schemes.
- Farms are instrumental in promoting and using renewable energy
- Community renewable energy and waste reduction projects are commonplace
- The Broadband and communications infrastructure enables flexible working practices and enables new business opportunities.

2.2 Scottish Borders Low Carbon Aims and Objectives

The Council wishes to 'Champion a Low Carbon Economy - we will think and operate in a way that minimises carbon emissions and delivers economic growth and quality of life improvements.'

Along with Community Planning Partners, we will aim to:

- Support residents to access assistance to reduce their personal carbon footprint including home energy efficiency, sustainable resource use and waste reduction;
- Support businesses in their move to become less carbon intensive in their operations, and also assistance to exploit low carbon business opportunities for instance in supply chains and new markets;
- Encourage a low carbon built environment that will reduce carbon emission through all phases of the building process;
- Reduce the need for travel and encouraging a shift to low carbon forms of transport;
- Ensure joined up development across the policy landscape, for example assisting health and social care to deliver carbon reductions.

To deliver these aims the following objectives are proposed.

Objective 1: Carbon Reduction Support to Individuals

Existing support is available from a range of sources across direct energy efficiency advice and support for waste reduction and recycling. A range of financial support schemes have been available to domestic clients. Funding mechanisms are due to change from October 2012 when the Green Deal and the associated Energy Company Obligation is launched.

Objective 2: Carbon Reduction Support to Businesses

As above, existing support is available from a range of sources to business clients, however financial support schemes have been limited to some renewable energy grant schemes and loan funds. Funding through the Green Deal will be available to commercial enterprises.

Objective 3: Develop Renewable Energy Sector

The Scottish Borders has yet to develop a strategic approach to the delivery of all scales of renewable energy schemes. Huge renewable potential exists in the area which is rich in woodfuel and small scale hydro resources. The development of such initiatives has been limited and consequently the economic benefit has not been delivered in terms of reduced fuel costs and support for local skills and employment. A strategic assessment of potential schemes alongside pilot projects for demonstration purposes is essential in the short term.

Objective 4: Low Carbon Buildings - Sustainable Places

Scottish Building standards have been substantially reformed over the last two decades. However, the built environment still accounts for more than 40% of our carbon emissions, generated through the heating, lighting and running of buildings. Clearly it represents a major focus for efforts to reduce emissions and change behaviours and an area where there are both low carbon opportunities and challenges for businesses, investors and householders.

Improvements in the performance of existing buildings through upgrading and retrofitting as well as improved performance of new build will be essential to meet emissions reduction targets. This objective is therefore split into two sections -

4a. New Build and

4b. Retrofit to Existing Buildings

Objective 5: Transport & Infrastructure

The Passenger Transport Service within Scottish Borders Council is charged to achieve one of the local outcomes in the Single Outcome Agreement 2009-2012, to ensure that “The Borders has an inclusive public transport infrastructure that integrates locally, nationally, internationally.”

The provision of good quality transport services is vital for the residents of the Scottish Borders, as recognised by the new Council Administration in its Partnership Agreement document, Ambitious for the Borders 2012. To be efficient, effective and affordable, these services need to be designed to be sustainable in the longer term, with greater use of partnership working between the Council, the NHS/Scottish Ambulance Service and the voluntary sector, as recommended in the Audit Scotland Transport for Health and Social Care report, August 2011. We also have to ensure that the services meet all of the changing needs of our residents. Bus services in particular can also contribute to climate change/low carbon economy objectives if more of our residents can be encouraged to use them in preference to the private car.

Objective 6: Skills and Education

Looking forward to 2016, job opportunities are likely to have come from food and drink businesses expanding; a resurgence in construction sector activity; opportunities that have developed around renewable energy; the continued growth of tourism in the area; new creative sector businesses starting up in the Borders; and also increasing demand from the care sector. Textiles and agriculture, whilst not expanding, will continue to provide employment opportunities.

These growing businesses will be looking for an adaptable, multi-skilled workforce with a strong work ethic, good interpersonal skills, sound technology skills and a commitment to lifelong learning.

Learning and Skills Partnership Strategy – Extract from ‘Meeting the Challenge’

‘We are clear that we have a need to develop the skills of all individuals, at all levels of employment, and to contribute to the improved performance and productivity of all businesses. We aim to raise the aspirations of our young people, our current workforce and our businesses. We want to ensure that our economy is dynamic and provides opportunities for everyone.’

Of particular relevance to a low carbon transition is **Theme Four: Workforce Development of Meeting the Challenge**

- A. We will develop an integrated and more coherent approach to engagement with local businesses and other employers
- B. We will improve the dialogue between agencies and providers and local businesses to ensure that training opportunities are relevant to the needs of our local industries

- C. We will work in partnership with local employers to improve the level and utilisation of skills in our local workforce
- D. We will provide access to a range of appropriate learning and training opportunities which meet the development needs of the existing workforce.
- E. We will work with public sector partners to establish workforce development plans which meet the needs of our community.

Objective 7: Adaptation and Resilience

In the future, Scotland's climate is likely to be warmer and wetter in winter, and drier and hotter in summer than it is now.

Scotland has a number of social, economic and environmental characteristics that will increase its vulnerability to some of the damaging impacts of a changing climate. These include an uneven spread of population across the country, an ageing and elderly people more vulnerable to the impacts of extreme weather, very remote communities that are vulnerable to transport disruption and interruption to critical services, and deprived communities which will become increasingly vulnerable to the adverse effects of a changing climate. These issues are all of clear importance to the Scottish Borders with its huge geographic area, vulnerable transport network and dispersed rural population.

3. Who is the Strategy Aimed at?

A Scottish Borders Low Carbon Economic Strategy is aimed at any organisation operating in the Scottish Borders which wishes to take part in the transition to a low carbon area. It is hoped that these partners will encompass government bodies, businesses, community and voluntary organisations and individuals.

The strategy process is also aimed at informing the public of what these partners intend to do, with a view to enabling the public to influence the activity of partners and to realise the benefits of a low carbon future.

Scottish Borders Council is leading the development of this strategy and sees itself as having a multiple role in the low carbon transition.

Leader

The Council will lead by example: changing our own decision-making and behaviour in order to adopt best practice in relation to carbon reduction and to continually improve our environmental performance.

Operator

The Council will co-ordinate our work with partners: integrating our policies, planning and operations, both within and between organisations, to identify low carbon opportunities across all of our service areas.

Regulator

The Council will use its influencing role: informing, advising and educating to ensure that carbon reduction is central to day-to-day behaviour and decision-making, from major organisations through to individual members of the public.

The LCES will form a key part of the refreshed Community Plan in the Scottish Borders, aligned to the Economy and Infrastructure theme.

The strategic objective for the community plan is:

'To work in partnership with other key public, voluntary and private bodies together with communities and businesses to maintain and improve the quality of life and meet the needs of Borders residents and their communities through the delivery of high quality public services, projects, advocacy and other actions'

The LCES is also a mechanism for enabling the local implementation of national and international strategies and agreements, and achieving the targets contained therein.

4. What is happening already?

The existing strategic and policy landscape of the Scottish Borders is already laying the foundations of a low carbon transition, with a range of strategic planning processes in place or being developed. These are then complemented by a series of project areas around local landscape and habitat management, town centre regeneration, placemaking and design and major transport and infrastructure initiatives. Examples of strategic processes which will be key to underpinning the movement to a low carbon future are the Local Development Plan and the Economic Blueprint.

4.1 Local Development Plan

Vision – In 2024 the Scottish Borders will continue to be an excellent place in which to live and work, with improved job opportunities, housing availability and connectivity. Development will be sustainable and meet the challenges of a changing climate. The built and natural environment will continue to be high quality and support economic development and provide for recreational and leisure activities.

Inherent within the overall vision and aims of the Local Development Plan is a clear recognition of the need to move towards a low carbon future.

‘The need to mitigate the causes of climate change and the need to adapt to its short and long term impacts should be taken into account in all decisions throughout the planning process. Climate change touches upon a wide range of matters including flood risk and drainage, the water environment, green networks, sustainable design, water, air and soil management, carbon storage, energy infrastructure and production, sustainable travel and waste planning.’

4.2 Ambitious for the Borders & Economic Strategy

As noted in section 1.3, it is intended that the Economic Blueprint will be delivered over a 10-year period to 2020, however this approach has been modified to some extent by the ‘Ambitious for the Borders’ commitments made by the new Council administration in May 2012. The partnership agreement for the current programme of local government sets out a range of priorities which support a localised and therefore low carbon approach to service delivery.

The key low carbon priorities are:

- Providing sustainable transport links including demand responsive transport
- Investigating proposals for public energy enterprises based on community and rural renewables

4.3 Zero Waste Plan for Scotland

The Scottish Zero Waste Plan is intended to create a stable framework that will provide confidence for the investment necessary to deliver a zero waste Scotland over the next 10 years. It does this by setting out a Mission and Vision for the long term. Within that context the Plan sets strategic directions in the key areas of activity for the medium term up to 5 years, with specific actions setting out immediate priorities.

A zero waste Scotland has many benefits. New waste facilities mean new investment and jobs. As businesses become more resource efficient, costs are reduced and a competitive advantage is gained. A stronger market for recycled material is promoted through separate collections, both householders and businesses will continue to be encouraged not only to recycle as much as possible in order to meet future targets but, in accordance with the Waste Hierarchy, reduce waste arisings in the first place, then consider re-use and repair before then considering recycling. In addition, education and awareness raising activity will continue to be a key priority with a view to having a positive effect on buying habits in the Borders.

How will this be achieved?

- Regulations to support separate collections and treatment of resources to provide opportunities for businesses to invest in reuse, recycling and recovery.

- Investigation into ‘take back’ schemes and other obligations on the producers of certain types of waste.
- Collect and recycle more plastics by developing facilities in Scotland.
- Encourage the public and private sector to buy products made from recycled waste.

4.4 Land Management - agriculture & forestry

In a Forward Strategy for Scottish Agriculture: Next Steps, published in March 2006, it was recognised that there was mounting evidence about the prospect of significant climate change. Noting that the agriculture industry could make a contribution towards mitigating climate change, and that also there were potential business opportunities, it recommended that a stakeholder group should be established to evaluate and monitor agriculture’s response to climate change, through mitigation and adaptation.

The Agriculture and Climate Change Stakeholder Group (ACCSG) was formed in November 2006 to consider the implications of climate change for Scottish agriculture. The group produced a report of their findings in 2008, which had a recurring theme of the need for greater consistency and co-ordination across different land use policies, such as agriculture, forestry, flooding, biodiversity and landscape but also food and energy security and rural development.

A key outcome of the above work was the establishment of Farming for a Better Climate (FFBC), a programme focussing on 5 priority areas for farmers and land managers to address carbon reduction.

1. Using energy and fuels efficiently
2. Developing renewable energy
3. Locking carbon into the soil and vegetation
4. Optimising the application of fertiliser and manures
5. Optimising livestock management and storage of waste

Adapting Agriculture to Climate Change

Most analysis suggests that given adoption of appropriate farming practices and new technologies, agriculture in higher latitude countries such as Scotland can adapt to climate change and potentially benefit from new market opportunities.

It is thought that in many cases, adaptation at the individual farm level will come about automatically as farmers and land managers alter practices to meet a range of changing circumstances, environmental and economic, including wide ranging factors such as CAP reform.

4.5 Domestic Energy Advice - Tackling Fuel Poverty

The Scottish Borders is recognised as having a low wage economy and average weekly wages are 22% lower than the average weekly wage in Scotland as a whole. Latest Scottish Housing Condition Survey findings show that 31% (16,000) households in the Scottish Borders are fuel poor. This is a higher proportion than Scotland (25%) and a substantial deterioration since the 2002 SHCS when 17% (8,000) households were fuel poor in the Borders. However, the Scottish Borders also has a slightly higher proportion of dwellings rated ‘poor’ (7%) than the rest of Scotland (5%). Overall only a third of private dwellings have a good NHER rating (i.e. 8 to 10) which is lower than the rest of Scotland (45%).

Tackling fuel poverty specifically is integral across many aspects of the recently adopted Local Housing Strategy with commitments and actions set out in the Fuel Poverty Implementation Plan 2009-2014.

The objectives of the strategy are:

- To improve the understanding of fuel poverty in the Scottish Borders in order that the Council can improve targeting of services

- Provide ongoing fuel poverty advice and information to households in all tenures
- Increase energy and fuel efficiency of housing in all tenures
- Reduce the number of low income households living in fuel poverty
- Work with partner organisations to reduce the number of households in the Scottish Borders living in fuel poverty.

It is estimated that around three-quarters of savings required to deliver Scottish carbon reduction targets could be delivered from housing – this requires substantial behavioural change as well as increasing home energy efficiency and moving to low carbon heat. The energy efficiency measures required to make a difference to the emissions targets require a step change in insulation of domestic buildings, including the insulation of all suitable cavity walls in Scotland and enhancement of all loft insulation. Given the type and quality of the majority of the existing housing stock in the area, finding new and feasible ways to substantially increase energy efficiency, which is also attractive to the householder will be a challenging, yet critically important task for a low carbon strategy.

Currently free energy advice is available to Borders residents from the Council Home Energy Adviser, the Energy Saving Scotland Advice Centre (Changeworks), the Energy Saving Trust, utility companies and the Registered Social Landlords. This advice helps clients to access funding to support a range of energy efficiency support, some of which is free dependent on circumstances.

4.6 Renewable Energy Generation & Borders Energy Agency

Renewable energy generation figures for 2010 and 2011 showed that renewable installed capacity in Scotland reached a record high of 4.3 gigawatts (GW) over the year, and that Scotland continued to be a net exporter of electricity in 2010, exporting 21 per cent of electricity generated.

Although national and local policy support and guidance exists to encourage the appropriate installation of renewable energy technologies, the Scottish Borders has yet to develop a strategic approach to the delivery of schemes. Much renewable potential exists in the area which is rich in woodfuel and small scale hydro resources. Hitherto the development of such potential has been limited and consequently the economic benefit has not been delivered in terms of reduced fuel costs and support for local skills and employment.

Need for a Borders Energy Agency

During a Council review of Renewable Energy – the Challenges and Opportunities for the Borders², the need for a source of independent support and advice to communities was identified as a priority. The review also concluded that although many different organisations were involved in delivering services directly related to renewable energy there were significant gaps in service provision and a lack of co-ordination.

Purpose

The Borders Energy Agency (BEA) was registered as a Scottish Charitable Incorporate Organisation in February 2012, and is seeking funding to become the first 'one-stop shop' for renewable energy, energy management and energy conservation services in the Scottish Borders.

Although there are national and local organisations delivering some related services, at present services are not integrated and there are major gaps in provision, resulting in lost opportunities. BEA will not only address these gaps but provide, directly or indirectly, through existing agencies, companies and partners, a much broader range of services to a wide range of customers

4.7 Scottish Enterprise Low Carbon Implementation Plan 2012-13

² Scottish Borders Council January 2011
 Scottish Borders
 DRAFT Low Carbon Economic Strategy

By helping to accelerate the move to a low carbon economy, Scottish Enterprise (SE) are supporting Scottish companies to become more profitable by reducing costs and exploiting new low carbon market opportunities.

The SE Low Carbon Implementation Plan summarises planned actions for 2012/13. It provides a comprehensive overview of the actions being taken to help deliver sustainable, low carbon economic development.

Key actions include:

1. SE will promote and maximise new economic opportunities from a low carbon economy in support to growing companies, sectors and the wider business environment.
2. SE will help companies realise the business benefits of sustainable business practices and resource efficiency through the strategic discussions with growth companies.
3. SE have embedded a low carbon approach into its Business Plan and will undertake carbon assessments of all projects and programmes to maximise opportunities and minimise emissions.
4. SE will reduce CO₂ emissions by 42% by 2020 from a 2009/10 baseline, and work with partners to promote good practice.

An example of specific support to the construction sector is the Low Carbon Built Environment (LCBE) Expert Service. This is a free service which prepares construction companies for the low carbon market by offering:

- Practical advice on commercialisation issues such as design or prototype development
- Advice on collaborative innovation between companies, academia and other organisations
- Funding opportunities and advice on relevant Scottish Enterprise products

5. What actions do we need to take?

The framework of actions required is set out in the attached action plan which spans three phases:

- **Short Term Actions 2012-15**
- **Medium Term Actions 2015-2022**
- **Longer Term Actions 2022-2032**

6. How can we make it happen?

6.1 Delivery & Resources

As noted in section 3, the LCES is a key priority for the Scottish Borders Community Planning Partnership, and is a key priority within the Economy and Infrastructure strategic theme, and Programme Delivery team for this theme is chaired by Rob Dickson. A report to SBC Executive Committee on 30th August 2012 states 'It is proposed that a joint programme of work is developed under each of the 4 strategic policy themes. A Programme Delivery Team, involving partners and officers of the Council, would be established for each theme and would co-ordinate a structured programme of work, influenced by SBC's and partners' corporate vision and priorities. Much of the work within these programmes builds on existing joint activities that are being taken forward by partnerships.' These proposals around community planning were approved on the 30th August 2012.

It will be important that the recently formed Borders Energy Agency is positioned to take advantage of the changing role of the Council as an enabler rather than a direct service provider, and can

support much of the delivery of actions within the LCES. The establishment of a Borders Energy Agency will support a range of Council objectives, and it is intended that although the organisation is wholly independent, it is important that the Council and key partners recognise, support and empower the Borders Energy Agency. There are specific service areas which are currently under consideration for future joint delivery.

6.2 Monitoring & Reporting

To ensure effective delivery of the actions which will be agreed within the LCES Action Plans, a set of clear indicators will be required, which will be reported against to the Theme leads and to the Community Planning Strategic Board.

7. Consultation with Partners

A consultation programme will be detailed, including:

- Discussion programme with key stakeholders
- Open meetings linked to partner events
- Consultation through the Community Planning structure

SCOTTISH BORDERS

LOW CARBON ECONOMIC STRATEGY

APPENDIX A: ACTION PLAN

Proposals for action relating to each of the themes and actions introduced in **Sections 2 & 5** are shown below.

The actions are seen as priority first steps in the move to a low carbon economy, although it is accepted that not all actions will be initiated and delivered within the first 3 years of the strategy.

Indicators are identified to enable progress to be measured and monitored in terms of outputs, or activity, and in terms of their estimated carbon savings

Objectives

1. **Carbon Reduction Support to Individuals**
2. **Carbon Reduction Support to Businesses**
3. **Develop the Renewable Energy Sector**
4. **Low Carbon Buildings – Sustainable Places**
5. **Transport and Infrastructure**
6. **Skills and Education**
7. **Adaptation and Resilience**

The current consultation exercise is intended to produce agreement between the key partners across the Scottish Borders as to the immediate priority actions and to secure commitment to their delivery.

Timescale

The following timings are suggested to assist in delivery and resource planning.

- Short:** 1-3 years
Medium: 3-10 years
Long: 10-20 years

OBJECTIVE 1: CARBON REDUCTION SUPPORT TO INDIVIDUALS

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
1.1 Develop broadly based Fuel Poverty strategy which will deliver reductions on fuel poverty levels	S by Mar 2014	SBC (Housing Strategy Team)	Fuel Poverty Strategy produced	Reduction in levels of fuel poverty in the Scottish Borders
1.1.2 Agree resourced implementation plan for strategy	S by Jun 2014	SBC (Housing Strategy Team)	Action plan implemented	
1.2 Develop co-ordinated Borders based home energy advice service (which includes objectives of Zero Waste Scotland Plan.)	S by 2014	SBC (Housing Strategy Team /Energy Economics)	Establishment of process for delivery of advice.	Increase in uptake of advice and number of clients helped.
1.2.1 Review of existing support offered by providers	S by June 2013	(Housing Strategy Team /Energy Economics)		
1.2.2 Assess/analyse role of EST/ESSAC/SBC in accessing Energy Company Obligation	S by March 2013	(Housing Strategy Team /Energy Economics)		
1.2.3 Establish sub-group of New Borders Alliance (housing network) to address ee/GD/ECO planning/delivery	S by March 2013	SBC (Housing Strategy Team)		

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
<p>1.3 Draw down maximum S Govt funding to support home energy advice</p> <p>1.3.2 Develop pilot project to assess a sample of specific house types, to identify bespoke technical solutions for energy conservation linked to placemaking and heritage objectives.</p>	<p>S by Nov 2013</p> <p>S by June 2013</p>	<p>SBC (Housing Strategy Team /Energy Economics Team)/Registered Social Landlords</p> <p>SBC (Heritage and Design Team)</p>	<p>Development of programme agreed with S Govt to deliver increased level of dedicated support to Scottish Borders</p>	<p>Increase in level of resource coming to Borders and number of clients helped.</p>
<p>1.4 Maximise Green Deal (GD) and Energy Company Obligation (ECO) opportunities by developing effective local programme</p> <p>1.4.1 Assess key property issues/types for GD measures as above in 1.3.2</p> <p>1.4.2 Maximise ECO funding available to Scottish Borders by linking with S Govt National Retrofit Strategy and other possible funding sources</p>	<p>S by Oct 2013</p> <p>S by June 2013</p> <p>S by Dec 2013</p>	<p>SBC (Housing Strategy Team /Energy Economics Team)/Registered Social Landlords</p>	<p>Programme with targets for number of homes with appropriate measures installed</p> <p>Production of targeted strategy to secure maximum ECO funding</p>	<p>Increase in number of appropriate energy efficiency and renewable installations</p> <p>Increase in number of homes supported to increase energy efficiency</p>

OBJECTIVE 2: CARBON REDUCTION SUPPORT TO BUSINESSES

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
<p>2.1 Extend and refocus business support services to adopt low carbon activity including waste reduction and recycling activity.</p> <p>a) Build on Scot Enterprise current programmes increase targets by 10% pa</p> <p>b) Build support on carbon reduction issues into Business Gateway services</p> <p>c) Build standard requirement on carbon reduction support into tourism, regeneration, events advice/facilitation.</p>	<p>S by Sept 2013</p> <p>S by Dec 2013</p> <p>S by Mar 2014</p> <p>S by Mar 2015</p>	<p>SBC (Economic Development Team)/Scottish Enterprise</p> <p>Scottish Enterprise</p> <p>SBC (Economic Development/Business Gateway)</p> <p>SBC (Economic Development)/VisitScotland</p>	<p>Integration of low carbon advice into business support as standard</p>	<p>Increase in number of businesses adopting low carbon practices, reducing their carbon footprint and therefore costs.</p>
<p>2.2 Develop pilot business loan scheme to incentivise commitment to carbon reduction and wider sustainability goals</p> <p>2.2.1 Consider feasibility of additional small capital grant to install measures for priority small businesses</p>	<p>S by Mar 2014</p> <p>S by Jan 2014</p>	<p>SBC (Economic Development/Business Gateway)</p> <p>SBC (Economic Development/Business Gateway)</p>	<p>Integration of low carbon objectives into financial support mechanisms to local businesses.</p>	<p>Number of grant applicants taking forward low carbon actions.</p>

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
<p>2.3 Increase knowledge of low carbon options and support among local business</p> <p>2.3.1 Develop directory of case studies of good practice</p> <p>2.3.2 Develop 'green' business support network/'buddy' system supported by SBC Economic Development Team.</p> <p>2.3.3 Deliver programme of 'carbon conversations' for local businesses supported by SBC/SE</p>	<p>S by Dec 2013</p> <p>S by Mar 2014</p> <p>S by June 2013</p>	<p>SBC (Economic Development/Business Gateway)/Chamber of Commerce/Scottish Enterprise</p>	<p>Integration of low carbon objectives into all support mechanisms to local businesses. Development of programme support mechanisms.</p>	<p>Increase in number of local businesses taking part in support activities and pursuing low carbon business models.</p>

OBJECTIVE 3: DEVELOP THE RENEWABLE ENERGY SECTOR

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
<p>3.1 Support development of the Borders Energy Agency (BEA)</p> <p>3.1.1 Commission BEA to develop renewables strategy for the Borders for communities, individuals, business and public sector.</p>	S by June 2013	SBC (Economic Development Team)/Scottish Enterprise/BEA/Community Energy Scotland	BEA will have accessed funding to allow project delivery.	Actions/projects delivered by BEA and carbon footprint of Borders reduced.
<p>3.2 Pursue establishment of Scottish Borders Woodfuel Forum</p> <p>3.2.1 Work with Forestry Commission to extend activity of SoS Woodfuel Forum as precursor to establishment of separate Borders Forum</p>	S by Mar 2014 S by June 2013	SBC (Econ Dev Team/Countryside and Heritage Team)/Forestry Commission/BEA	Borders Woodfuel Forum established and local support activities delivered.	Existence of Borders Woodfuel Forum and increase in information and networking activity in Scottish Borders
<p>3.3 Encourage supply chain by prioritising local woodfuel suppliers and technology installers for business support advice</p>	S by Dec 2013	SBC (Economic Development/Business Gateway)/Chamber of Commerce/Scottish Enterprise	Increase in value of woodfuel supply chain activity.	Number of local woodfuel businesses supported.

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
3.3.1 Linked to 2.3 – support advice to woodfuel businesses to increase access to markets/customers, target and prioritise.	S by Dec 2013		Increase in value of woodfuel supply chain activity.	Number of local woodfuel businesses supported.
3.3.2 Consider opportunities to add value to existing timber resources through provision of kiln drying facilities.	S by March 2014		Pursue feasibility study for kiln drying opportunities.	Completion of feasibility study.
3.4 Develop joint action with partner agencies, e.g. Scottish Water to develop new technologies and systems to reduce carbon intensity in processes	S by Mar 2015	SBC/SE	Development of series of joint initiatives resulting in reduced carbon emissions.	Number of new low carbon processes developed and feasibility tested.
3.5 Identify key industry partner to develop series of priority small scale hydro energy schemes. Schemes to act as demonstration opportunities, attracting further investment in additional sites across the area.	S by Mar 2015	SBC (Economic Development Team/Energy Economics Team)/Scottish Enterprise	Agreement with industry partner and establishment of targeted series of small scale schemes.	Number of hydro schemes identified and progressed.
3.6 Develop local strategy for delivery of district heating schemes.	S by Mar 2015	SBC (Forward Planning Team/Energy Economics Team)/Borders Energy Agency	Agree local strategy for installation of local schemes.	Number of district heating schemes installed.

OBJECTIVE 4: LOW CARBON BUILDINGS - SUSTAINABLE PLACES
4A: NEW BUILD

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
4a.1 Include energy efficiency as a key criteria in annual Design Awards assessment, and promote buildings which have achieved high Building Regulations ratings for energy efficiency/low carbon.	S by Dec 2012	SBC (Countryside and Heritage Team)	Addition of energy criteria to Design Awards and promotion of good practice.	Number of submissions demonstrating good practice in low carbon building.
4a.2 SBC to publicise local examples of low/zero carbon demonstration developments in partnership with developer. To include examples of SBC commissioned / delivered projects / Eildon HA & private sector to show range of opportunities	M by Mar 2016	SBC (Development Management Team)	Publication of good design practice.	Number of examples of low carbon case studies identified.
4a.3 Provide programme of CPD events for design and construction professionals using key demonstration sites identified above.	S by Mar 2014	Borders Energy Agency /SBC (Development Management Team)	Delivery of training sessions	Number of training sessions delivered.
4a.4 Agree SBC approach to low carbon developments in relation to application of Building Regulations to deliver improved performance.	S by Mar 2014	SBC (Development Management Team)	Production of SBC Advice Note	Number of applications submitted with reduced carbon impact.

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
4a.5 Ensure implementation of above approach through provision of information and guidance to public/applicants/developers on low carbon construction and design. Incentives will be required to make this work e.g. priority assessment of Building Standards applications if proposal exceeds minimum requirements.	S by Dec 2013	SBC (Development Management Team)	Standard advice provided by SBC planning Officers	Number of applications submitted with reduced carbon impact.
4a.6 Provide programme of training and awareness raising on low carbon building for officers, Elected Members and community partners This is especially important for SBC Client groups / decision makers / Finance to ensure a clear understanding of requirements for additional time & budget at design stage if this is Action is to be successful.	S by Mar 2014	SBC (Development Management Team)/Energy Economics Team	Delivery of training sessions.	Number of delegates trained.
4a.7 Create a demonstration project of a small sustainable business park to attract inward development aimed at attracting micro-energy businesses.	M by Mar 2015	SBC (Economic Development / Architects)	Energy efficient / sustainable units available for rent	Creation of facility
4a.8 Create a demonstration project of private ownership low carbon housing (12 units) with the purpose of demonstrating commercial viability for the mainstream market.	M by Mar 2016	SBC (Economic Development / Architects / Local Developer	Energy efficient housing for sale at an affordable price that looks like mainstream housing.	Creation of facility

OBJECTIVE 4: LOW CARBON BUILDINGS - SUSTAINABLE PLACES
4B: RETROFIT TO EXISTING BUILDINGS

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
4b.1 Develop effective programme of Green Deal delivery for the Scottish Borders (Link to 1.4)	S by Dec 2013	SBC (Housing Strategy Team /Energy Economics Team)/Registered Social Landlords	Programme with targets for number of homes with appropriate measures installed	Increase in number of appropriate energy efficiency and renewable installations
4b.2 Develop pilot project to assess a sample of specific house types in the Borders, to identify bespoke technical solutions for energy conservation linked to placemaking and heritage objectives. (Link to 1.4)	S by Jan 2013	SBC (Housing Strategy Team /Energy Economics Team / Architects)/Registered Social Landlords	Delivery of pilot project	Number of bespoke applications developed.
4b.3 (Link to 3.6) Promote inclusion of local heat networks within appropriately sized new housing/business developments through planning policy and implementation process.	S by Dec 2013 (LDP timetable)	SBC (Forward Planning Team/Energy Economics Team)/Borders Energy Agency	Agree local strategy for installation of local schemes.	Number of district heating schemes installed.

OBJECTIVE 5: TRANSPORT & INFRASTRUCTURE

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
<p>5.1 Development of a sustainable and combined transport services project for the Scottish Borders</p> <p>5.1.1 Appointment of project manager and development of Project Initiation Document</p> <p>5.1.2 Development of partnership solutions.</p>	<p>S by March 2013</p> <p>M by March 2014</p>	SBC Chief Executives Office on behalf of Community Planning Joint Delivery Team	<p>Range of innovative, integrated, value for money transport options for Scottish Borders residents.</p> <p>Integrated transport solutions for older people accessing health and social care services.</p> <p>Simple, efficient and environmentally friendly onward journey options from Stow, Galashiels and Tweedbank stations.</p>	<p>Increased satisfaction with public transport (Scottish Household Survey).</p> <p>Increase in percentage of journeys to work made by public or active travel.</p>
5.2 Review Scottish Borders Local Transport Strategy in 2013.	S by Dec 2013	SBC (Forward Planning Team)	Updated LTS produced.	LTS produced.
5.3 Plan for expanded 'safe cycling' route network	S by Mar 2015	SBC (Passenger Transport Team)	Plan produced.	Increase in number of proposed routes.
5.4 Develop joint programme of personal travel planning support for SBC & NHS staff	S by Mar 2015	SBC (Passenger Transport Team)/NHS Borders	Travel plan produced.	Increase in number of staff implementing personal travel plans

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
5.5 Increase promotion and awareness of car sharing for staff	S by Mar 2013	SBC (Treadlightly Team/NHS Borders)	Delivery of promotional materials and awareness sessions.	Increase in number of staff who car share
5.6 Access fuel efficient driving advice for Community Councils.	S by Dec 2013	SBC (Community Engagement Officer)/Community Councils	Delivery of training sessions	Number of CCs which have accessed training
5.7 Provide next generation broadband services to the Scottish Borders	M by 2020	SBC/S Govt/Community Planning Partners	Broadband infrastructure in place	Percentage of premises with access to next generation broadband
5.8 Ensure sufficient recharging points across the Borders for electric vehicles	M by Mar 2018	SBC (Fleet Management Team)	Installation of points	Number of recharging points installed
5.9 Investigate options for public transport shuttles between major employers and key towns	S by Dec 2013	SBC (Passenger Transport Team)	Assessment of options and produce recommendations	Recommendations implemented

OBJECTIVE 6: SKILLS AND EDUCATION

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
6.1 Support delivery of programme of low carbon training opportunities with Borders College	S by Sept 2013	Borders College /SBC (Economic Development Team)/Scottish Enterprise	Training courses delivered and increase in number of trained individuals.	Increase in number of individuals having completed training courses.
6.1.1 Assess current training opportunities/provision which include low carbon/energy management skills	S by Dec 2013	Borders College /SBC (Economic Development Team)/Scottish Enterprise	Assessment complete	Recommendations for development/uptake of courses
6.1.2 Assess opportunities for peer support between businesses through low carbon networks/'buddy' systems.	S by Mar 2014	SBC (Economic Development Team)/Chamber of Commerce	Development of programme support mechanisms.	Increase in number of local businesses taking part in support activities and pursuing low carbon business models.
6.1.3 Develop delivery of programme for workshops with secondary schools as part of Curriculum for Excellence	S by Aug 1014	SBC (ELL)	Programme available for implementation	Programme delivered.
6.2 Develop and resource programme of community capacity building delivering local resilience and low carbon skills	S-M by Mar 2015	SBC (Community Engagement Officer /Registered Social Landlords	Development of resourced programme of support	Number of community groups with increased capacity and skills as a result of training etc.

6.3 Work with Skills Development Scotland on low carbon apprenticeships – set annual targets for number of apprenticeships	S by Mar 2015	SBC (Economic Development Team/Borders College /SDS	Agreed programme of apprentice support	Number of apprenticeships created
Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
6.4 Investigate support required to allow local businesses to train staff on energy efficiency skills (energy assessment, installation, etc)	S by Dec 2013	SBC (Economic Development Team/Scottish Enterprise/ Chamber of Commerce / BCIF if still in existence	Identify support required and sources of funding	Number of local businesses which have diversified into low carbon skills.
6.5 Deliver Theme 4 above of Learning and Skills Partnership Plan – ‘Workforce Development of Meeting the Challenge’ 6.5.1 Develop action plan, targets and process for L & S Partnership to address priorities noted – key to low carbon skills development.	S by Mar 2014	SBC (Economic Development Team)/Borders College /Scottish Enterprise /Chamber of Commerce	Production of action plan.	Delivery of priority actions within action plan.

OBJECTIVE 7: ADAPTATION AND RESILIENCE

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
7.1 Full risk assessment process for climate change risks within SBC as lead partner within Community Plan	S by Dec 2013	SBC (Properties and Facilities Management Tea/Major Projects Team/Emergency Planning Team/Adaptation Scotland	Risk assessment complete	Reduced exposure to CC risks and increased capacity to respond
7.2 Support/extend community resilience planning to include all extreme weather events response	S by Dec 2013	SBC (Emergency Planning Team)/NHS/police	Extended resilience plan approved	Number of communities supported
7.3 Support development of community resilience action plans, to cover transportation, essential supplies, medical needs, etc.	S by Dec 2013	SBC (Emergency Planning Team)/NHS/police	Extended resilience plan approved	Number of communities supported
7.4 Undertake scenario planning for extreme weather events using SCLIP models 7.4.1. Use CC impact to plan for likely emergency/adverse weather events. (link to 7.2) 7.4.2 Work with key partners to address forward planning issues, esp. NHS.	S by Mar 2014 S by Dec 2013 S by Mar 2014	SBC (Emergency Planning Team)/NHS/police	Deliver scenario planning exercise/project	Reduced exposure to CC risks and increased capacity to respond

Proposed Actions	Timescale (Short, medium, long)	Lead Partner	Output	Indicator
<p>7.5 SBC to develop Adaptation Plan for all SBC infrastructure</p> <p>7.5.1 Scope plan and agree process for development.</p>	S by Dec 2014	SBC (Properties and Facilities Management Tea/Major Projects Team/Emergency Planning Team/Adaptation Scotland	Adaptation plan produced	Improved ability to predict climate change impacts and plan/resource response

Scottish Border Community Planning Joint Delivery Team
(SBC Corporate Management Team and Partners)

Wednesday 13th March, 2013, 2:00-4:00pm
Committee Room

Present: SBC:
Rob Dickson, Director of Environment & Infrastructure (chair)
Glenn Rodger, Director of Education and Lifelong Learning
Jenny Wilkinson, Clerk to the Council
David Cressey, Head of Strategic Policy
Eric Baijal, Joint Director of Public Health
Andrew Lowe, Director of Social Work Services

Partners: Morag Walker, Executive Officer, The Bridge
Liz McIntyre, Borders College
David Rennie, Scottish Enterprise
William Allison, Chief Fire Officer, Lothian Fire & Rescue

In Attendance: SBC: Douglas Scott, Shona Smith, Sarah Glendinning

Apologies: Tracey Logan, Chief Executive
Calum Campbell, Chief Executive, NHS Borders
Helen Forsyth, Chief Executive, Berwickshire Housing Association
Julia Mulloy, Chief Executive, SBHA
Nile Istephan, Chief Executive, Eildon Housing Association
Andy Clark, Chief Inspector, Lothian and Borders Police
Margaret Ross, Chief Executive, Waverly Housing
David Robertson, Chief Financial Officer

Summary of Discussions

1. Welcome and Apologies

RD welcomed everyone to the meeting and noted the apologies (above).

2. Minute of last meeting and matters arising

The minute was approved as a true record of the meeting.

Matters arising:

Item 6: SG raised the issued of partner input to the agenda, as discussed at the last meeting She had emailed partners for any items or papers to note but nothing had been received. Many items and papers come through the theme groups but there may be some very clear issues that need a wider discussion or that cut across more than one theme.

Item 7: a date of 15th April has been set for the ADKAR Change management training

ACTION

- **SG to prompt partners for items/papers in advance of meeting**
- **Theme leads to consider items that need to be escalated to the Joint Delivery Team**

- **SG to circulate information on the ADKAR training**

3. Theme updates

It was agreed that a common reporting template should be used for themes in the future

Early Intervention and prevention – AL said that the last meeting had been cancelled due to snow. Focus for the theme at the moment is on key indicators and on where we can add value by working in partnership

Economy and Infrastructure

- RD said that the Low Carbon Economic Strategy is currently out for consultation (until end April). There are partner actions in the plan so important to get responses.
- Poverty - Strategy is being refreshed and will go out for consultation soon. £1m funding targeted at reducing fuel poverty through insulation just announced. Ties into the Low Carbon agenda and will focus on deprived wards. Plan being developed for the Borders at the moment, involving the RSLs and will be submitted to the Gvt. LMcl said that Low carbon had been discussed at the South of Scotland Economic Forum (SOSEF), where there was enthusiasm for low carbon but need to clarify the delivery mechanisms.
- Visit Scotland spatial plan- SBC comments approved at Council last week. Tourism Strategy being developed by the Area Tourism Partners and will be owned by them.
- Railway - internal meeting, high number of actions, next E&I meeting there will be a discuss on how partners want to play in. There has been a supplier session run by BAM Nuttall, attended by 400 people. Scale of businesses in the Borders is a problem, need support for collaboration, in order to meet criteria e.g. round Health and Safety. RD said that second and third events planned (dates TBC) are looking at accessibility for small business- SBC is very aware of these issues.

Place and Communities

- Whole town plan progressing in Eyemouth, next stage is a community meeting, 27th March then conclusions and discussions on model. GR said that we don't want to go out to community with a blank sheet of paper but present partner priorities, establish community priorities and work with the community, to explore opportunities, funding etc.
- Increase in numbers of community resilience plans. Eyemouth High School work, involving pupils is gaining national recognition. Mobile phone coverage still an issue, pilot project to support resilient communities
- Community safety - focus on Cold caller legislation, unwanted fire signals, road casualty figures, domestic abuse, youth /ASB. Interim Police Plan/ward plans have been published
- WA gave an update on Fire Structures- Mid and East, still have a local senior officer, Jock Mallin or WA, next level down still to be confirmed. Police's new HQ has been confirmed as Dalkeith

GR then gave an update on the Early Years Collaborative - paper attached. Jane Davidson, NHS Borders is the lead role in Borders for the Leadership strand. Scalable model, adapt for other purposes (developed within hospital infections). DR asked whether or not these are stretch targets in the Borders. GR said that we can be more ambitious, national push on Early Years is welcome. LMcl asked about the training and workforce development requirements linked to this, Borders College can digitize things, need appropriately qualified people in early years settings, and work based programmes. GR said that the Children's Plan should identify our joint workforce

development issues, for both training existing staff and creating a new breed of staff. What do we need to deliver to 16 year olds now?

ACTION

- **SG to circulate Early Years collaborative paper (see Appendix 1)**
- **SG/SS/DS to develop common reporting template for themes**

4. Strategic Assessment and SOA update

SG gave an overview of the Strategic Assessment process that SBC is currently leading, with input from Police and NHS Borders. It will be complete early April and then need to go out to theme leads before it is then presented at the Strategic Board on 18th April 2013, in order to distill it down for presentation. It should be used as a tool for helping the Strategic Board to establish its priorities, based on a strong evidence base. GR suggested that we need to get to the point where we establish the following:

- a) based on the objective analysis of the evidence available, what do we have to do?
- b) based on the national drivers, what do we have to do?
- c) what local flexibility do we then have and where is the partnership going to make the biggest difference and focus its efforts?

We also need to establish the evidence that is not there, as well as assess any opportunities that we want to take, and any associated risks

SG also discussed the SOA and a possible approach to our Prevention Plan within the new SOA and a document was tabled (attached). A discussion followed on how to capture resources against each of the Scottish Government's 6 policy priorities and that it might be better to show an indicative % of budget e.g. 60% of Education and Lifelong Learning budget. There is no national guidance in how to approach this so no "wrong" answer. It will be necessary to have a piece of narrative next to "resources".

(See Appendix 2)

SG will pull together a draft SOA for Government, making it clear that it is a Work in Progress and that we will be basing our final SOA on the Strategic Assessment

ACTION

- **Strategic Assessment to theme leads as soon as it's available**
- **DS/SS/SG to consider how best to present this to the Strategic board in April**

Note: Items taken out of order

5. Scottish Borders Household Survey

Clare Master, SBC, informed the group that Scottish Borders Council has undertaken an annual 12 page Household Survey in its current format since November 2006. Following the issuing of the final report for the 2010/2011 Survey it was agreed to change this to a biennial survey. At its meeting on 12 December 2012 Corporate Management Team agreed that the Survey should be taken forward jointly with Partners. The Survey is a vital tool for gathering information to populate the Corporate Plan and Single Outcome Agreement, and to gauge public perception of Scottish Borders Council and the services it delivers. Questions need to be finalised in the next week so the survey will be circulated immediately.

DC raised concerns around Q53 on domestic abuse and the leading nature of some of them. He would take this up with Clare after the meeting.

ACTION

- **SG to circulate to team (actioned)**

6. Scottish Borders Council's petitions process

JW outlined the new SBC petitions process. People can submit a petition to SBC about issues which relate to matters within its responsibility or that affect the general well-being of residents of the Borders. This may well involve the work that partners are involved with and she said that it would be helpful to have partners attend the committee dependent upon the nature of the petition, but this is not compulsory. To date, no petitions have been submitted so it is not anticipated that this will be a huge burden. Partners agreed that where appropriate, this would be a good idea.

7. Press release for Audit Scotland report

A first draft had been circulated and a number of comments had been received from partners, the main one being that it should be more partnership oriented and that quotes from partners would be considered necessary.

MW asked when we can share the report with partners. SS said that the official press release would go out on 20th March.

ACTION

- **SS to collate partner input for press release (actioned)**

8. Papers for noting

Nothing to report

ACTION

n/a

9. AOCB

MW papered a table on co-production (attached) and asked for CPP support for an event, aimed at CP partners and the wider Third sector. All were supportive of this. AL said that given the demographic pressure that we are facing, co-production will be vital. GR said that the Bullying Commission work, where young people were involved in key decision making, was a good example of co-production.

(See Appendix 3)

MW also said that she was planning an event in May in order to energise the Third Sector forum and to ensure the necessary understanding of and involvement across the CPP about Strategic Assessment and SOA. DS and SG will support this event

The Joint Director of Public Health annual report had been circulated in advance of the meeting. Any comments to Meriel Smith meriel.smith@borders.scot.nhs.uk

ACTION

- **MW to keep partners informed about co-production event.**
- **SG and DS to work with MW on Third Sector Forum event**

Date of next meeting – Wednesday 1st May 2-4pm, Committee Room 2, SBC.

Note that there is a correction to be made on the Calendar of meeting. The Joint Delivery Team will meet on **19th JUNE** (marked in July in error, on the final calendar)

Early Years Collaborative Structure in the Scottish Borders.

The Scottish Government describe their early years Collaborative work as outlined below.

‘The objective of our joint early years change programme and our emerging work on the Early Years Collaborative is to accelerate the conversion of the high level principles set out in the Early Years Framework into practical action. This must:

- Deliver tangible improvement in outcomes and reduce inequalities for Scotland’s vulnerable children.
- Put Scotland squarely on course to shifting the balance of public services towards early intervention and prevention by 2016.
- Sustain this change to 2018 and beyond.’

The early years collaborative has three stretch aims:

1. To ensure that women experience positive pregnancies which result in the birth of more healthy babies as evidenced by a reduction of 15% in the rates of stillbirths (from 4.9 per 1,000 births in 2010 to 4.3 per 1,000 births in 2015) and infant mortality (from 3.7 per 1,000 live births in 2010 to 3.1 per 1,000 live births in 2015).
2. To ensure that 85% of all children within each Community Planning Partnership have reached all of the expected developmental milestones at the time of the child’s 27 - 30 month child health review, by end - 2016.
3. To ensure that 90% of all children within each Community Planning Partnership have reached all of the expected developmental milestones at the time the child starts primary school, by end - 2017.

The early years collaborative structure within Scottish Borders consists of an ‘away’ team and ‘home’ team.

The ‘away’ team is the membership of the **Strategic Early Years Group** with the addition of executive lead representation from agencies and CPP. There are also some senior practioners who have also been asked to join the ‘away’ team.

Away Team

The Early Years Collaborative consists of four work stream each of which have an identified work stream lead:

Work stream 1 Conception to 1 year	Work stream 2 1 year to 30 months	Work stream 3 30 months to start of primary school	Work stream 4 Leadership
Allyson McCollam (work stream lead)	Mandy Brotherstone (work stream lead)	Stella Everingham, (work stream lead)	Glenn Rodger (work stream lead)
Elaine Cockburn	Cynthia Wise	Anne Scott	Jane Davidson
Linda Davidson	Margaret Smail	Elaine Peace	Andrew Lowe
Rebecca Wade	Gareth Stott	Oonagh McGarry	

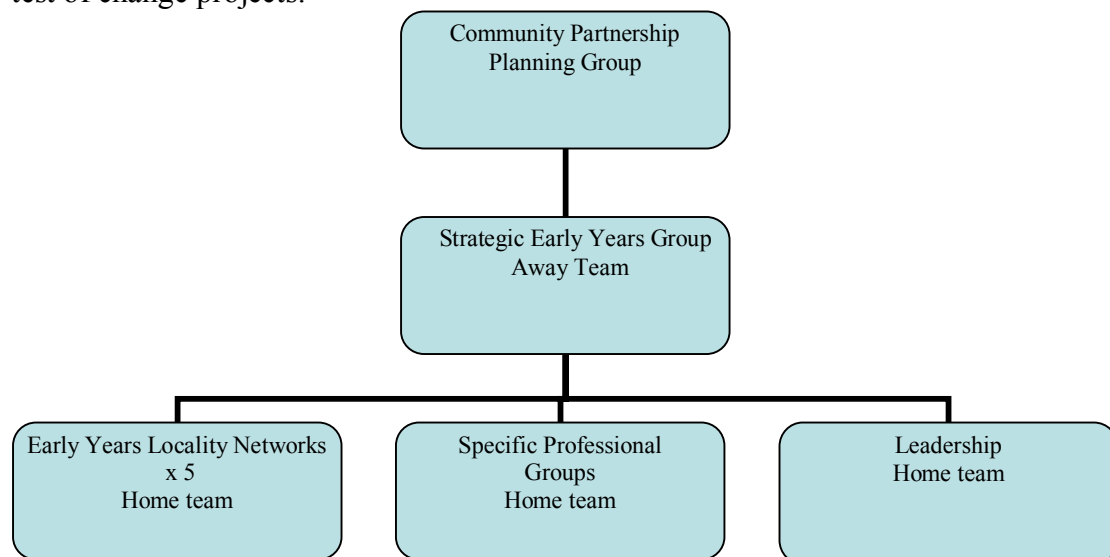
Mark Holroyd	Marjorie Hutton	Ed Taylor	
		Vicky Currie	
		Susan Sutherland	
		DS Lisa Dagleish	

The 'away' team members have to be able to commit to attending all three early year Collaborative learning dates during 2013.

The **work stream leads** are responsible for pulling the groups together and coordinating the pre learning work for their work stream prior to the learning sessions. They are also taking a lead in organising the small Tests of Change (PDSA) that are expected by the Collaborative. These are around undertaking small changes of practice to test out how to improve quality of provision.

The 'away' team will then go back to the 'home' team to work with them to help them undertake small test of change.

It is proposed that the **'home' team** will consist of the five early years locality networks these are already established and will allow for practitioner based activity. There is also a leadership group and agency specific groups which can identify small test of change projects.



A member of the 'away' team will be nominated as the **'early years collaborative link'** person for each of these groups and will support them through the improvement methodology process.

The Strategic Early Group will have the early years collaborative as a standing item on its agenda and will report directly to the CPP as to its progress and will also inform the CYPPP and the Community Planning and Delivery Group.

Mandy Brotherstone
Head of Children's Services

Stella Everingham
Head of Integrated Children's Services

February 2013

PREVENTION

Each new SOA should:

Set out the CPP's understanding of what partners are collectively doing and spending on prevention across all services including, but not only, particular detail in relation to the six policy priorities and considering the following key questions:

- Are we as a partnership clear about what activities will improve outcomes and reduce future demand in our communities?
- Are we evidencing success in improving outcomes and reducing future need?
- Are we controlling costs and releasing savings?

Describe how the CPP intends to make a decisive shift to prevention. This could include, for example, structures and activities aimed at driving a shift in resources and culture such as joint strategic commissioning plans or support for managers and frontline staff to work collaboratively with service users and across organisations in developing and delivering preventative approaches; and

Describe how the partnership intends to evidence progress in improving outcomes, reducing future need, controlling costs and releasing savings.

	Economic recovery and growth	Employment	Early years
Borders Strategic Framework	Scottish Borders Economic Strategy 2020 (DRAFT)	Scottish Borders Economic Strategy 2020 (DRAFT) SDS Youth Employment Plan Welfare Reform- pathways to employment project	Scottish Borders Early Years Strategy 2012-15
Vision	<i>By 2020 the Scottish Borders will be amongst the best performing and most productive rural economies in Scotland. By supporting existing businesses and encouraging higher value economic activity our quality of life will increase. The Borders will become a location of choice for growing businesses and for people to live and work.</i>		<i>Our vision is to break the cycles of poverty, inequality and poor outcomes in and through the early years for children and families within the Scottish Borders.</i>
Sub-outcomes		<i>To bring more young people and other job seekers into employment</i>	
Outcome Indicators (from national menu of Local Outcome Indicators)	<ul style="list-style-type: none"> ○ VAT/PAYE registered businesses per 10,000 adults ○ Gross value added (GVA) 	<ul style="list-style-type: none"> ○ Employment rate ○ Disabled employability ○ Youth Claimant Count ○ Median earnings (£s) for residents living in the local authority area who are employed ○ Median earnings (£s) for workforce based in the local authority area ○ Gender pay gap ○ Percentage of the population (aged 16 to 64 years) in receipt of out of work benefits ○ Percentage of the population (aged 16 to 64 years) with low or no qualifications ○ Percentage of school leavers in positive and sustained destinations ○ Percentage of looked after children school leavers in positive and sustained destination 	<ul style="list-style-type: none"> ○ Percentage of children in poverty ○ Percentage of babies with a healthy birth weight ○ Percentage of new born children exclusively breastfed at 6-8 weeks ○ Estimated percentage of children with a healthy weight in primary 1 ○ Percentage of children in primary 1 with no obvious dental decay experience ○ Life expectancy at birth
Other Indicators			
Key activity			<p>Early Years Collaborative Away Team</p> <ul style="list-style-type: none"> ○ Conception to 1 year ○ 1 year to 30 months ○ 30 months to start of primary school ○ Leadership <p>Early Years Home Team</p> <ul style="list-style-type: none"> ○ 5 Early Years Locality Networks ○ Agency specific groups

	Economic recovery and growth	Employment	Early years
			<ul style="list-style-type: none"> ○ Leadership group Early Years ○ Redesign Services ○ Early Years Networks ○ Workforce Development GIRFEC ○ Named person role ○ Roll out National Practice Model ○ Review IAF ○ Development of Learning Programme ○ Early Years Framework ○ Review SBC GIRFEC manual ○ Review Learning Community Boards <ul style="list-style-type: none"> ○ Strengthen links with Regional GIRFEC group
£			<p>Early Years Change Fund:</p> <ul style="list-style-type: none"> ○ NHS 413k ○ SBC 399k (12/13) 693k (13/14) and 989k (14/15). <p>Approx 20% of SW budget (£16m – 10/11) is spent on Children & Families.</p>

	Safer and stronger communities, and reducing offending	Health inequalities and physical activity	Outcomes for older people
Borders Strategic Framework	Safer Communities Plan 2012-2015	Healthy Living Network Programme Borders PASPE Strategy 2011	Reshaping Care for Older People Programme
Vision	<i>The Scottish Borders is the safest place to live, work and visit in mainland Scotland.</i>	<p><i>Address inequalities and those with the poorest health outcome and create environments that promote health</i></p> <p><i>The Scottish Borders is a place where individuals and communities can get involved in a range of purposeful physical activities for enjoyment, health and well being, and they stay involved to reach their full potential'.</i></p>	<i>Improving services for the over 75s to optimise independence and wellbeing for older people at home or in a homely setting.</i>
Sub-outcomes			
Outcome Indicators	<ul style="list-style-type: none"> ○ Number of persons killed or seriously injured in road accidents ○ Rate of recorded crimes and offences per 10,000 	<ul style="list-style-type: none"> ○ Average score on the short version of the Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS) ○ Percentage of babies with a healthy birth weight 	<ul style="list-style-type: none"> ○ Percentage of time in the last 6 months of life spent at home or in a community setting ○ Percentage of adults needing care receiving

	Safer and stronger communities, and reducing offending	Health inequalities and physical activity	Outcomes for older people
(from national menu of Local Outcome Indicators)	<ul style="list-style-type: none"> ○ population ○ One year reconviction frequency rate ○ Perceptions of local drug dealing/drug use in neighbourhoods ○ Percentage of adult residents stating they feel 'very safe' or 'fairly safe' when at home alone at night AND 'very safe' or 'fairly safe' when walking alone in the local neighbourhood after dark ○ Deliberate fires per 100,000 population ○ Accidental dwelling fires per 100,000 population ○ Percentage of adult residents stating their neighbourhood as a 'very good' place to live 	<ul style="list-style-type: none"> ○ Percentage of new born children exclusively breastfed at 6-8 weeks ○ Estimated percentage of children with a healthy weight in primary 1 ○ Percentage of children in primary 1 with no obvious dental decay experience ○ Self-assessed health ○ Life expectancy at birth ○ Percentage of adult population who smoke ○ Mortality rates per 100,000 for people aged under 75 in Scotland ○ Emergency hospital admissions per 100,000 population ○ Rate of alcohol related hospital admissions per 100,000 population ○ Sporting participation ○ Number of persons killed or seriously injured in road accidents ○ Percentage of children walking or cycling to school ○ Percentage of journeys to work made by public or active transport ○ The proportion of adults making one or more visits to the outdoors per week 	<ul style="list-style-type: none"> ○ personal care at home or direct payments for personal care ○ Number of patients waiting more than 6 weeks for discharge to appropriate setting
Other Indicators			
Key activity	<ul style="list-style-type: none"> ○ Whole ○ Substance Misuse ○ Children affected by Parental Substance Misuse ○ Legal Highs ○ Investment Review Action Plan ○ Alcohol Profile ○ Alcohol Brief Interventions in Criminal Justice settings 	<ul style="list-style-type: none"> ○ Promoting Healthy Weight ○ Healthy Living Network 	<ul style="list-style-type: none"> ○ Older Peoples Reshaping Care Programme ○ Well Elderly ○ Telehealthcare ○ Pharmaceutical Care ○ Housing with Care ○ Living Well with Dementia ○ Prevention of Falls ○ Anticipatory Care ○ Adult Support & Protection
£			

Report to the Community Planning Joint Delivery Team by the Third Sector Interface on behalf of the Third Sector Forum

Raising awareness and getting buy-in for co-production in the Scottish Borders

Purpose of Briefing Paper

The purpose of this report is to highlight the potential benefits to Community Planning Partners of embedding co-production and community capacity building approaches in the planning and delivery of services in the Scottish Borders, and to gain approval for a half-day awareness raising event in April/May 2013 .

Why co-production and community capacity building matter for the Scottish Borders

Current pressures upon all service providers to achieve efficiencies while continuing to deliver excellent services which meet the changing needs of the population require the adoption of new and innovative approaches to service planning and delivery. Achieving this requires that Community Planning Partners must work increasingly more closely, not only together, but with service users and the wider Scottish Borders community, for whom the current range of services have become an expected reality, in order to identify priorities for investment, avoid duplication, and maximise collective resources. Doing so requires that citizens are seen as equal partners in service planning and delivery. The linked approaches of co-production and capacity building provide useful frameworks for achieving this.

What is co-production?

Co-production means that the people who use services are equally involved alongside professionals, in planning and delivering services. It has been described as: *...delivering public services in an equal and reciprocal relationship between professionals, people using services, their families and their neighbours. Where activities are co-produced in this way, both services and neighbourhoods become far more effective agents of change.*

For *Governance International* co-production is about “*public services and citizens making better use of each other's assets and resources to achieve better outcomes or improved efficiency*”.



The *Co-Production Star* developed by *Governance International* demonstrates different ways of involving users and communities in public services.

They include:

- **Co-commissioning public services** - shifting the focus from services that councils think people need to outcomes that local people themselves believe to be priorities, e.g. through *neighbourhood budgeting in Govanhill*.
- **Co-designing public services** - using the *customer journey approach* to look at how the service process can be improved from the user's point of view. The outcomes and efficiency savings from [the re-design of the Stockport social care website 'My Care, My Choice'](#) show how powerful co-design can be.
- **Co-delivering public services** - identifying who is willing to do what and how, e.g. through [community asset-mapping in NW Kilmarnock](#) and service user *capability assessments in social services in Walsall Council*.
- **Co-assessing public services** – involving citizens in service inspections and scrutiny, often through the use of social media or online ratings. The [case study of citizen-led inspections in West Lothian Council](#) shows that citizens have an important role to play alongside professional inspectors.

What is community capacity building?

Community capacity building is defined as: *... a way of working with people to develop their ability to jointly influence what happens in their community. This can involve developing confidence, skills, structures and knowledge, to increase the opportunities communities have to make a real difference to the services, activities, activities and changes that take place in their area.*

What co-production and community capacity building will mean for the Scottish Borders

Embedding these approaches in service areas where they are not well understood will involve learning and change both in culture and practice for elected members, managers and frontline staff. There are, in addition, significant challenges to implementing the approaches with service users in respect of the willingness and ability they have to invest time in the public services they are accustomed to receiving. A realistic understanding of the time and resources required to enable users, providers and decision makers to engage effectively in this process is therefore required.

However, the benefits which could accrue from adopting these approaches are significant. For example; community members gain a better understanding of the complexities and practicalities of service design and delivery, develop skills and knowledge in these areas and as a result tend to be more satisfied. There is also a reduced chance that services will be wasteful or ineffective. Overall, it has been demonstrated that where challenges can be overcome the involvement of communities can result in services which are delivered in ways that are more cost-effective, fit-for-purpose and sustainable.

The reciprocal benefits to services from embedding co-production and community capacity building approaches as part of service provision therefore are that services are more likely to be successful because they are better informed and influenced by service users and their families and communities, since those affected by the services are directly involved in delivering the change and therefore 'own' them.

Additional benefits include:

- Resources are better targeted to deliver services that are needed.
- Reduced dependence on the statutory sector delivering needs-led services (i.e. supporting preventative spend).
- Opportunity for individuals, families and communities to flourish as they are empowered to their improve quality of life.

The long-term aim of embedding co-production and capacity building approaches is to better utilise resources both by preventing costly problems within communities (through, for example, improving health and community safety) and, where realistic, by outsourcing the provision of certain services to

sustainable third sector providers and social enterprises. These savings, however, will only be achieved over a longer term scale.

Policy Drivers

Adopting co-production and capacity building approaches is compatible with high level Scottish Government policy. In particular, it fits with the recommendations of the report of the *Commission on the Future Delivery of Public Services (Christie Report) 2011*. This report calls for a greater role for community-led organisations and greater involvement of service users in the design and delivery of services.

The Way Forward

Increased investment in community capacity building and in service delivery models involving co-production is key to the future delivery of effective and efficient public services in Scottish Borders. However, this involves both investment and commitment on the part of public sector organisations to working in an open and equal relationship with members of community, including people who use services. The development of these relationships must be seen as a long-term aim, though one which will ultimately enable both savings and the delivery of more effective and satisfying services for Scottish Borders communities.

It is recommended that a half -day awareness raising event is organised for the Community Planning Partnership. This will enable partners to understand what co-production means for their organisations and partnerships within the Borders area. In order to ensure that the learning at the event will be sustainable and lead to action, a brief summary will be provided which will highlight issues which require further discussion and the next steps needed to move the co-production agenda forward in the Borders.

The half-day Co-Production Workshop will be highly interactive and be facilitated by Gerry Power (*Joint Improvement Team*) and Elke Loeffler (*Governance International*) with contributions from Annette Lang of Midlothian Council.

In order to make the learning at the Workshop sustainable and to disseminate the learning outcome it is intended that brief summary of the outcomes from the awareness raising event are produced.

All participants will be provided with briefing material and will be given online access to wider resources on co-production and community capacity building on the Governance International resource pages.

The case studies presented at the Workshop will focus on the following services and outcomes:

- Social inclusion, community engagement and development
- Social care, health and well-being
- Housing

- Community safety

Draft Programme (indicative timings only)

9:00-9:15	Introductions and welcome
9:15-9:30	Ice-breaker and feedback to participants on 'Your Views on Co-Production' survey
9:30-9:45	<i>What co-production is and isn't and why it matters for the Community Planning Partners of the Scottish Borders</i>
9:45-10:45	<i>How co-production works in practice: Presentation of good practice cases from Scottish Borders, Midlothian and Europe</i>
10.45-11.00	<i>Break</i>
11:00-12:00	<i>Benefits, risks and limits of co-production for the Scottish Borders</i>
12:00-12:30	Next steps to move co-production in the Scottish Borders forward