

SCOTTISH BORDERS
COMMUNITY PLANNING STRATEGIC BOARD

MINUTE of MEETING of the COMMUNITY PLANNING STRATEGIC BOARD held in Council Headquarters, Newtown St Boswells on 18 April 2013 at 2.30 p.m.

Present:- Councillor J. Brown (Chairman), Councillor S. Bell, Councillor C. Bhatia, Mr P. Heath (Scottish Fire and Rescue Service), Mr A. Herd (Border Community Development Co.), Mr R. Licence (SBHA), Mr I. Lindley (Berwickshire Housing Association), Chief Superintendent J. McDiarmid (Scottish Police), Mr J. Raine (NHS Borders), Mrs R. Stenhouse (Waverley Housing), Mr J. Wright (Borders College).

Apologies:- Councillor M. Cook, Ms H. Cuckow (Eildon Housing Association), Ms C. Duthie (NHS Borders), Mr A. McKinnon (Scottish Enterprise), Councillor D. Parker.

In Attendance:- Dr E. Baijal (Joint Director of Public Health), Mr R. Dickson (Director of Environment & Infrastructure, SBC), Ms T. Logan (Chief Executive, SBC), Mr D. Cressey (Head of Strategic Policy, SBC), Clerk to Council.

CHAIRMAN

1. In the absence of the Chairman, Councillor Brown chaired the meeting.

MINUTE

2. The Minute of Meeting of 14 February 2013 had been circulated. With reference to paragraphs 5 to 7 of the Minute, Councillor Bell advised that he had referred to the need for prioritisation and the inclusion of timeframes in a number of the updates on projects being taken forward under the Strategic Themes and Work Programmes and that these references should be included within the Minute. With reference to the second sentence of paragraph 3(a) of the Minute, Community Planning Partners should have read Community Planning Partnership. With reference to paragraph 1 in the private section summary of the Minute, in response to a question, Councillor Bell was advised that the draft Action Plan stemming from the Community Planning Partnership Audit report would be brought to the June meeting of the Partnership Board when the Auditors would be present.

DECISION

APPROVED the Minute, including the above amendments, for signature by the Chairman.

SINGLE OUTCOME AGREEMENT – STRATEGIC ASSESSMENT

3. With reference to paragraph 10 of the Minute of 14 February 2013, the Chairman referred to the context for the Strategic Assessment, in particular of Scottish Government guidance on the Single Outcome Agreement(SOA) whereby each SOA should demonstrate a clear and evidence-based understanding of place and communities, including the inequalities facing different areas and population groups; the need to draw strategic conclusions from the evidence and data; setting out clear and agreed priorities for improving local outcomes; and showing what would be different for communities in 10 years time. The Community Planning Partnership audit in March 2013 had recommended that the Partnership identify what their improvement priorities were for the Scottish Borders and where community

planning could make an impact. It would be necessary for the Partnership to show that it had really considered the evidence available and understood the key issues that faced the Borders' communities.

4. SBC Head of Strategic Policy, David Cressey, gave a presentation on the task ahead, which – based on an examination of evidence – would establish the shared priorities and a clear vision for the Scottish Borders Community Planning Partnership. The Key Findings from the Strategic Assessment were an underperforming economy, with low productivity, persistently low wages, and a rise in long term unemployment, especially amongst 16 – 24 year olds; poor connectivity in terms of mobile, digital and physical; and long standing pockets of deprivation in health, opportunity, child poverty, fuel poverty and attainment. The consequential effects of these showed a downward spiral and could also cause further deprivation such as a rise in acquisitive crime, domestic abuse, decline in town centres, etc. The Partnership needed to focus on reversing this downward spiral with shared problems and shared solutions. An example given at the meeting of how one big idea could make a huge difference to a community was that of Kingston Communications (<http://www.kcomplc.com/about-us/our-history/>) which was started by Hull City Council in 1882 to run a local telephone service and in 1999 was floated on the London Stock Exchange, still with the City Council retaining a 44.9% stake, increasing its residential and business customers with various acquisitions and agreements and delivering superfast broadband across the area.
5. The members of the Strategic Board then broke into three smaller groups to come up with at least 3 big ideas that could help tackle the key challenges faced in the Borders. These ideas had to be truly transformational and not incremental and require a partnership approach, with the potential for significant impact, addressing multiple issues. The groups then reported back to the meeting.
6. Mr Lindley summarised Group 1's ideas, which would provide multiple benefits -
 - (a) Training – bring together the demand side from companies struggling to find the skill sets required in the Borders with local training providers struggling to provide courses/certification. Some companies eg in the renewable energy (wind turbine erection/maintenance) sector, could offer sponsorship of training. By bringing together expertise, a centre of excellence could be created involving road construction, maintenance, site erection and apprenticeship schemes.
 - (b) Energy saving programmes in deprived areas – building fabrics, windows and walls in the housing stock could be improved through a re-cladding project, using local labour and resources, to stop heat loss, thus having an impact on the economy, fuel poverty, health inequalities, etc. Other renewables such as solar panels and wind turbines could also be considered.
 - (c) Local heat networks – energy from waste (Easter Langlee) and wood biomass plant (Charlesfield) could be developed. Proposals with planning consent required a demand for the product so that they could be built. This would provide a sustained supply of local energy from local resources with a local supply chain, helping to alleviate fuel poverty, contributing to carbon reduction targets and creating local employment. Any excess could be sold to the National Grid.
7. Councillor Bell reported on Group 2's ideas, which were aimed specifically at Langlee (Galashiels) and Burnfoot (Hawick) as the two most deprived areas in the Borders, and would tackle persistent inequalities there -

- (a) Apprenticeship/Job Guarantee Schemes – set up Hawick and Galashiels apprenticeship/job guarantee schemes in both public and private sector, using the ‘Edinburgh Guarantee’ as an example.
 - (b) 100% targets - while there may be 90% Borders wide targets, for these two areas there should be 100% targets in health, education, Healthy Living Network, early years, drugs and alcohol.
 - (c) Co-ordination of provision of public services around school hub – this would provide focus for the two areas and have community schools operating exactly as that, including during school holiday times and after school hours.
 - (d) 100% target in Fuel Poverty – loft and cavity wall insulation in the two areas.
8. Mr Douglas Scott reported on Group 3’s ideas -
- (a) Inward Investment – major opportunities existed for building on the Borders’ level of attainment of pupils, natural resources, tourism attractions, etc.
 - (b) Multi-agency team for Burnfoot and Langlee – this team could tackle environmental problems, young people, unemployment and support social enterprise. There could be a focus on, and a holistic approach to, “difficult” families with the provision of advice and support.
 - (c) Making the Most of an Aging Population – in terms of volunteering, advice and support, making the most of their life skills.
 - (d) Place based support for Town Centres – tackling empty shops and supporting business and enterprise.
 - (e) “Oyster” card equivalent – for integrated public transport service.
9. The Board considered the various ideas which had been suggested and questioned whether the Scottish national indices of deprivation truly took into account rural areas. Resources and capacity could be an issue in taking forward the ideas and while it may be possible for things not to cost more, resources would need to be spread more wisely. To provide further funding for the ideas, ways would need to be found to grow the Borders economy. The datasets held by each of the Partners could inform each other eg less bronchial conditions to treat if homes were better heated. Communities also needed to be incentivised to do things for themselves, with the example of Walkerburn health initiative. It was recognised that some of the ideas were long term aims which would take time to come to fruition but milestones could be added in to check on progress. The ideas would need to be distilled down and benefits mapped out.

DECISION

AGREED that the ideas be circulated round the Partnership for feedback, prior to the completion of the Single Outcome Agreement.

LOW CARBON ECONOMIC STRATEGY

10. There had been circulated copies of the Draft Low Carbon Economic Strategy and Action Plan. The Board was advised that consultation on the Strategy and Action Plan was open to 25 April 2013 and all organisations were being urged to respond. Ms Glendinning, SBC Business Consultant, requested that if anyone had any private sector company contacts, could these be passed on so that the Strategy and Action Plan could be sent out to them. Mr Raine highlighted that this was a Council policy, the assumption being that other

organisations would have similar policies and suggested that these also be brought forward to this forum to see where added value could be made. Mr Lindley suggested that while the action plan was comprehensive, it was not in depth, and should be taken down to one or two steps which all the Partners could buy into.

**DECISION
NOTED.**

COMMUNITY PLANNING STRATEGIC THEMES AND WORK PROGRAMMES

11. There were no updates on any issues.

**DECISION
NOTED.**

JOINT DELIVERY TEAM

12. There had been circulated copies of the Minute of Meeting of the Joint Delivery Team held on 13 March 2013.

**DECISION
NOTED.**

URGENT BUSINESS

13. Under Section 50B(4)(b) of the Local Government (Scotland) Act 1973, the Chairman was of the opinion that the item dealt with in the following paragraph should be considered at the meeting as a matter of urgency, in view of the need to make an early decision.

A VISION FOR THE BORDERS

14. The following suggestions were made for a Vision for the Partnership -

- (a) *By working in partnership, we will ensure that:*
- *Our communities are strong and inclusive*
 - *Our economy is dynamic and provides opportunities for everyone*
 - *Our precious environment is respected, protected and enhanced.*
- (b) *We will seek the best quality of life for all the people in the Scottish Borders, prosperity for our businesses and good health and resilience for all our communities.*
- (c) *Health is improving, healthcare is safe, high quality and best value.*
- (d) *By 2020, quality of life will have improved for those who are currently living within our most deprived communities, through a stronger economy and through targeted partnership action.*

DECISION

AGREED that the Vision at (d) “By 2020, quality of life will have improved for those who are currently living within our most deprived communities, through a stronger economy and through targeted partnership action” be adopted by the Partnership, although should anyone have any comments or an alternative Vision to propose, after further consideration, then they send these to Mr David Cressey, SBC Head of Strategic Policy.

PRIVATE BUSINESS

15. **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. **Minute**

The private section of the Minute of Meeting of 14 February 2013 was approved. Members noted that a draft improvement plan following the audit of the Community Planning Partnership would be considered at the next meeting.

The meeting concluded at 4.10 p.m.

THE FINDINGS OF THE COMMUNITY PLANNING PARTNERSHIP AUDIT IN SCOTTISH BORDERS

Report by The Chief Executive, Scottish Borders Council

Community Planning Partnership Strategic Board

13 June 2013

1 PURPOSE AND SUMMARY

- 1.1 **This reports present to the Scottish Borders Community Planning Strategic Board the findings of the Accounts Commission in respect of the Community Planning Partnership Audit in Scottish Borders, and the improvement plan addressing these findings.**
- 1.2 Aberdeen, North Ayrshire and the Scottish Borders Community Planning Partnerships agreed at the end of June 2012 to participate in three early audits to assist the Accounts Commission and the Auditor General for Scotland test the CPP Audit Framework. The audit process commenced in July 2012 and the final report was published in March 2013.
- 1.3 The recommendations and areas of improvement contained within the report are consistent with the outcomes of the review which was undertaken by the Community Planning Partnership in 2011 and are detailed at Appendix A under five key strategic headings:
- Strategic direction and leadership
 - Performance management
 - Use of resources
 - Governance and accountability
 - Community engagement

2 RECOMMENDATIONS

- 2.1 **I recommend that the Strategic Board:-**
- a) **Accepts the Account Commissions findings of the Community Planning Partnership Audit in Scottish Borders**
 - b) **Approves the improvement plan addressing the findings and areas of improvement identified in the audit and agrees that this improvement plan is implemented.**

3 BACKGROUND

3.1 Community Planning was given a statutory basis by the Local Government in Scotland Act 2003 (the Act). Under the Act:

- a) Councils have a duty to initiate, facilitate and maintain community planning
- b) NHS boards, the police, the fire and rescue services and the enterprise agencies (Scottish Enterprise and Highland and Islands Enterprise) have a duty to participate in community planning. This duty was later extended to Regional Transport Partnerships
- c) Community Planning Partnerships (CPPs) are required to engage with communities, report on progress, and publish information on how they have implemented their duties and how outcomes have improved as a result
- d) Scottish ministers, through the Scottish Government and its agencies, have a duty to promote and encourage community planning
- e) They can invite other bodies such as colleges, higher education institutions, business groups, voluntary organisations and community groups to take part in community planning, although these are not statutory partners
- f) All councils are required to establish a CPP to lead and manage community planning in their area. CPPs are not statutory committees of a council, or public bodies in their own right. They do not directly employ staff or deliver public services. Under Section 19 of the Act, it is possible for the CPP to establish the partnership as a legally distinct corporate body
- g) The structures of CPPs and the areas they cover varies considerably, depending on the size and geography of the council area, social-demographic factors, the local economy and local political priorities

4 THE CHRISTIE COMMISSION AND THE SCOTTISH GOVERNMENT AND COSLA REVIEW OF COMMUNITY PLANNING

4.1 The Christie Commission report on the future of public services highlighted the need for a new, more radical collaborative culture throughout Scotland's public services. It called for a much stronger emphasis on tackling the deep-rooted persistent social problems in communities across the country to enable public bodies to respond effectively to the future financial challenges.

4.2 The Scottish Government's response to the Christie Commission included a commitment to review community planning. That review led to the publication of a Statement of Ambition for community planning which stated that effective community planning arrangements will be at the core of public service reform.

4.3 CPPs will drive the pace of service integration, increase the focus on prevention and continuously improve public service delivery to achieve better outcomes for communities. The Statement of Ambition also emphasises the need for all partners to have collective accountability for delivering services. This includes being accountable for their own contribution to community planning.

5 THE AUDIT OF COMMUNITY PLANNING PARTNERSHIPS

- 5.1 The role of community planning in improving Scotland's public services has become increasingly important. The Scottish Government therefore asked the Accounts Commission to lead development work to prepare an audit framework on how external audit and inspection might hold CPPs to account for their performance and assist them in delivering better outcomes.
- 5.2 The Commission and the Auditor General for Scotland worked with their scrutiny partners (Education Scotland, Care Inspectorate, Her Majesty's Inspectorate of Constabulary for Scotland (HMICS), the Scottish Housing Regulator (SHR) and Healthcare Improvement Scotland as well as the Convention of Scottish Local Authorities (COSLA), the Society of Local Authority Chief Executives (SOLACE) and the Scottish Government to develop a CPP Audit Framework.
- 5.3 Aberdeen, North Ayrshire and the Scottish Borders Community Planning Partnerships agreed at the end of June 2012 to participate in three early audits to assist the Accounts Commission and the Auditor General for Scotland test the CPP Audit Framework.
- 5.4 The audit process started in July 2012. The following broadly sets out the timetable and process followed:
- Discussion with Scottish Borders CPP to share draft audit scope in July 2012
 - Draft interview schedule agreed at the beginning of August 2012
 - Detailed on site audit work commences at the end of August 2012 and continues through September 2012
 - Emerging findings presented by Audit Scotland to Scottish Borders CPP in October 2012
 - Draft report received in December 2012
 - Factual accuracy checking and discussion on draft report takes place in January 2013
 - Final report considered by Accounts Commission 14 February 2013
 - Audit report published 20 March 2013
- 5.5 As a statutory requirement under the Local Government (Scotland) Acts, Scottish Borders Council is required to consider the Accounts Commission's findings at a meeting of the Council within three months of receiving them or within such longer period as the Commission may specify in writing. These findings must be considered by the full Council and not by a committee, sub-committee or officer. However, the Accounts Commission has agreed a longer period in order to gain approval of the findings and the action plan by the CPP Strategic Board.
- 5.6 The formal procedural requirements of the audit process are set out under section 102 of the Local Government (Scotland) Acts but do not apply to our Community Planning Partners, who have their own legislation.
- 5.7 Following the Council meeting, the Accounts Commission must be advised of the Council's response. A draft summary of the response, approved by the Commission, must then be published in a local newspaper circulating in the area of the Council.

6 THE FINDINGS OF THE ACCOUNTS COMMISSION

- 6.1 The findings of the Accounts Commission are contained in the final Audit Report. Overall, the report acknowledges that the partnership has shown a good level of self-awareness and has made many significant changes in

recent months and now has many of the fundamental structures and processes in place.

- 6.2 However, the audit also states that the partnership has set itself a demanding improvement agenda and much still needs to be fully established before it can demonstrate clearly how it is improving outcomes for its communities.
- 6.3 The report identifies a number of recommendations and areas where improvement is required by the Scottish Borders CPP, and will be taken forward by the Partnership as follows:
- 6.4 **Strategic direction** – lead by Tracey Logan, CEO Scottish Borders Council. New governance arrangements and accountability arrangements have been established for the Partnership, with an ambitious vision which builds on the good outcomes already in place. The partnership has now identified key priority areas for the Scottish Borders, and the delivery teams can now start to consider how to best demonstrate the resources and budget that are aligned to these priorities.
- 6.5 **Governance and accountability** – lead by Liz McIntyre, Principal, Borders College. Work is already underway to ensure partners have a clear understanding of their roles and responsibilities, and to clarify and agree the mechanics through which partnership decisions will be reflected in the formal governance arrangements of partner organisations.
- 6.6 **Performance management** – lead by Calum Campbell, CEO, NHS Borders. Performance management arrangements will now be strengthened to enable the Community Planning Partnership to evidence and monitor performance and outcomes against the identified key priority areas, and to drive and demonstrate continuous improvement.
- 6.7 **Use of resources** – lead by David Robertson, CFO, Scottish Borders Council. A group has now been established to consider a methodology for identifying and realigning resources including revenue and capital budget to the agreed SOA outcomes.
- 6.8 **Community engagement** – lead by Morag Walker, Third Sector Representative, Chief Inspector Andrew Clark, Local Area Commander for the Scottish Borders, Police Scotland and John Mallin, Local Senior Officer, Lothian and Borders Fire and Rescue Service. The audit had acknowledged that there is a strong commitment to engaging with local communities but the Community Planning Partnership now needs to strengthen this approach and clarify how this helps to inform communities.
- 6.9 These areas of improvement are consistent with the Community Planning Partnership's own identified areas of improvement following a review of community planning in 2011, and are detailed within **Appendix A**.
- 6.10 In light of the above, it is considered that the Scottish Borders CPP Strategic Board accepts the finding of the Accounts Commission in full.

7 RISK COMMENTARY

- 7.4 There is a risk if the Scottish Borders CPP does not fully address the findings and areas of improvement then it will not fulfil its duty to initiate, facilitate and maintain community planning.

8 SUMMARY

- 8.4 This report presents to the Scottish Borders CPP for consideration the findings of the Accounts Commission in relation to the audit of Community Planning in Scottish Borders.

Attached: Appendix A

Approved by: David Cressey, Head of Strategic Policy, Strategic Policy Unit

Author: Shona Smith, Project Manager, Strategic Policy Unit

Background documents:

Community Planning in Scottish Borders: Audit Scotland, March 2013

Community Planning Partnership Audit – June 2013

Specific Audit Recommendations and additional areas for improvement

<p>Strategic direction and leadership</p> <p>New governance and accountability arrangements have been established for the Partnership, but these need to be reflected in partner organisations own governance structures.</p> <p>The council will need to manage its leadership role carefully to create a new culture of shared leadership.</p>	<p>Executive Sponsor:</p> <p>Tracey Logan (SBC)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
<p>1. Set an ambitious vision for the partnership which should build on the good outcomes already in place and focus on addressing the key challenges for the area, particularly in reducing inequalities</p>		<p>The Strategic Board agreed it's vision on 18th April 2013 -</p> <p>“By 2023, quality of life will have improved for those who are currently living within our most deprived communities, though a stronger economy and through targeted partnership action”</p>
<p>2. The partnership aligns priorities with the vision and translates it into a jointly agreed SOA</p>		<p>The jointly agreed SOA will be submitted to the Scottish Government in June 2013</p>
<p>3. Maintain oversight of all joint working initiatives and</p>		<p>The joint delivery team will be asked to present their</p>

ensure all partnership arrangements are reflected in the SOA		key initiatives to the Strategic Board on an annual basis.
4. The partnership needs to identify key priorities where community planning can make an impact and realign resources and budget to these key priorities		<p>Using the Strategic Assessment, the Strategic Board agreed on 18th April 2013 to focus on three key areas for the Scottish Borders</p> <ul style="list-style-type: none"> • Reduce inequalities (targeted approach) • Grow our economy (inward investment focus, railway, tourism) • Maximise the impact from the renewable sector (on economic growth and employment, income, health, fuel poverty) <p>The delivery teams can now start to consider how to best demonstrate the resources and budget that are aligned to these key priorities.</p>
5. Provide a clearer distinction between setting the vision and scrutinising its delivery through the Strategic Board		Performance management arrangements will be strengthened to enable the Strategic Board to scrutinise the delivery of the vision.
6. SBC has a statutory duty to lead the process, but it must do so in the spirit of true partnership		SBC will continue to strive for stronger partnership working. The new governance arrangements including the Strategic Board will enable partners to contribute more fully in the decision making process and implementation of joint working initiatives.
7. Ensure that the agenda of the partnership reflects all partner engagement		Although SBC provide the administrative function for setting the agenda, partners are encouraged to bring items to the agenda.
8. The partnership needs to monitor the implementation of		A review of the governance arrangements is

<p>the new arrangements carefully to ensure that it delivers shared effective leadership of partnership working</p>		<p>scheduled for June 2014.</p>
<p>9. Leadership should be carried out by the organisation best placed to perform this role and that partners should be encouraged to lead on appropriate themes, projects and programmes</p>		<p>Partners are leading in a number of areas including the CPP Audit Action Plan. The Joint Delivery Team may wish to consider rotating the chairmanship of the Delivery Team.</p>
<p>Performance Management</p> <p>A robust performance management framework is required to enable the CPP to evidence and monitor performance and outcomes, and to drive and demonstrate continuous improvement.</p> <p>The Partnership need to identify key priorities, develop sufficiently challenging targets and monitor their progress.</p>	<p>Executive Sponsor:</p> <p>Calum Campbell (NHS)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
<p>1. Ambitious, but achievable targets</p>		<p>A Performance Management Group will be established to:</p> <ul style="list-style-type: none"> • Agree with the Strategic Board and the Joint Delivery Team the actions that are required to deliver the key priorities • Develop with the Strategic Board and the Joint Delivery Team the key targets and measures that will demonstrate successful outcomes and performance

		<ul style="list-style-type: none"> • Monitor and evaluate progress using an agreed Performance Management Framework <p>This work will cover items 2, 3, 4 and 5 below</p>
2. Scrutiny of performance reports		As above
3. Reporting on performance and progress publicly		As above
4. Key indicators and measurements to evidence successful outcomes, performance and the impact of partnership working		As above
5. A jointly agreed delivery plan that sets clear improvement goals, and has clear timescales and ownership		As above
6. Progress on the SOA which must be reported to the Joint Delivery Team and Strategic Board		This will be carried out as part of the implementation of the SOA
7. Progress on the themes must be reported to the Joint Delivery Team and Strategic Board		Regular highlight reports are being presented to the Joint Delivery Team and the Strategic Board
8. Strengthening linkages between partner's strategies and the SOA		Partner strategy links have been included and highlighted in the SOA
9. Performance data that is presented in a user friendly way		The Theme Delivery Teams are taking a proactive approach in developing user friendly performance data
10. Consistent information at data zone level to measure progress towards reducing outcome gaps		This work is being developed from the Scottish Borders Community Planning Partnership's Strategic Assessment in relation to deprived areas

11. Activities require to be costed and budgets established		The joint programmes will include budget information
12. Rationalise activity to ensure resources are being used effectively		This will form part of the remit of the recommendations considered by the Use of Resources Group
13. Realign resources and budget to identified key partnership priorities		This will form part of the remit of the recommendations considered by the Use of Resources Group
14. Use SIMD data to identify key priorities within the Strategic Assessment		This has been carried out as part of the revised Strategic Assessment and will continue to be used across the Partnership
15. Clearly identifies and prioritises actions/work to improve inequalities		This has been identified as part of the prioritisation work of the Scottish Borders Community Planning Partnership
<p>Use of Resources</p> <p>The partnership has not identified the overall resources available to it, or how individual partner's resources can be aligned to deliver the agreed SOA outcomes</p>	<p>Executive Sponsor</p> <p>David Robertson (SBC)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
1. Realign resources and budget to identified key partnership priorities and SOA outcomes		Work has commenced in considering a methodology for identifying and realigning resources including revenue and capital budget
2. Ensure the partnership has the skills and abilities to deliver the strategic change agenda		This need requirement will be assessed as part of the work of realigning resources
3. Prepare a cross-sector Workforce Development		The preparation of this Strategy will follow on from the

Strategy which includes a joint resourcing plan and supports the key strategic priorities and objectives		work of identifying and realigning resources and budget
4. Understand the total resources available as well as the contribution by each partner		This will be included in the work undertaken at item 1
5. Scrutinise contributions by all partners		The scrutiny process will follow the identifying and realigning resources and budget task at item 1
6. Identify and address resource and capacity issues		This will be undertaken as part of the scrutiny process as detailed at item 5
<p>Governance and accountability</p> <p>The partnership needs to ensure partners have a clear understanding of their roles and responsibilities.</p> <p>The Partnership needs to clarify and agree the mechanics through which partnership decisions will be reflected in the formal governance arrangements of partner organisations.</p>	<p>Executive Sponsor</p> <p>Liz McIntyre (Borders College)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
1. Ensure partners have a clear understanding of their roles and responsibilities		A Memo of Understanding to be created which formalises the spirit of the partnership, agrees levels of responsibility and includes specific areas of responsibility
2. Review governance arrangements of the CPP after 18 months including a review of roles and responsibilities		Mapping exercise to be undertaken to baseline current governance arrangements of partnership and groups which report into the CPP

<p>3. Clarify and agree the mechanics through which partnership decisions will be reflected in the formal governance arrangements of partner organisations</p>		<p>Partners will be asked to submit an annual report which details the extent of how CPP decisions are reflected within their own organisations, and to evaluate the effectiveness of these decisions</p>
<p>4. Enable and support partners to make a full contribution to community planning eg. agenda item for all Teams and Strategic Board – spotlight and updates from partners</p>		<p>Consider an Industry Update type report from each of our partners</p>
<p>5. Consider representation from the private sector</p>		<ul style="list-style-type: none"> • Create a register of interests and skills of the Strategic Board • Assess the register and consider if representation from the Private Sector is required
<p>6. Consider the governance of the Health & Social Care Integration Programme</p>		<p>This will be considered within the Integration Programme and proposals/recommendations brought to the Strategic Board</p>
<p>7. Clarify the arrangement between the area forums and local planning and service delivery by partners</p>		<p>Overview and information regarding the Area Forums to be presented to the Strategic Board</p>
<p>Community Engagement</p> <p>There is a strong commitment to engaging with local communities but it is not clear how this helps inform communities.</p>	<p>Executive Sponsors:</p> <p>Morag Walker (Vol Sector)</p> <p>John Mallin (Fire & Rescue)</p> <p>Andy Clark</p>	<p>How we will take these recommendations and areas of improvement forward</p>

	(Police Scotland)	
1. Effectively co-ordinate community consultation		An audit of existing Community Engagement approaches will be undertaken to assess how the partnership can improve the co-ordination of community engagement activity. Establish a calendar of events that will allow greater collaboration within the partnership to involve local communities.
2. Involve local communities in initiatives to tackle health inequalities		The partnership needs to ensure that it engages with deprived communities to take steps to reduce health inequalities.
3. Engage and consult on key partnership priorities		<p>Using the Strategic Assessment, the Strategic Board agreed on 18th April 2013 to focus on three key areas for the Scottish Borders</p> <ul style="list-style-type: none"> • Reduce inequalities (targeted approach) • Grow our economy (inward investment focus, railway, tourism) • Maximise the impact from the renewable sector (on economic growth and employment, income, health, fuel poverty) <p>A Voluntary Sector event was held on the 16th May to raise awareness of the CPP structure, its priorities and how these relate to the Single Outcome Agreement, and highlighting the need for voluntary sector involvement</p> <p>The delivery teams can now start to consider how to best demonstrate the resources and budget that are aligned to these key priorities.</p>

DRAFT Single Outcome Agreement for the Scottish Borders June 2013 (V8)

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1. Purpose and Scope of SOA

The purpose of the Single Outcome Agreement is to specify the improvement priorities that have been identified for the Scottish Borders Community Planning Partnership and which focus the partnership on delivering better outcomes for the people of the Scottish Borders and Scotland. Through specific commitments made by Scottish Borders Council (SBC), Community Planning Partners (CPP) and the Scottish Government (SG), it sets out our joint commitment to the delivery of an agreed set of priority outcomes, based on the strategic conclusions from our Strategic Assessment undertaken in early 2013 and presents a range of outcome indicators that can be used to assess the impact of our actions and measure performance.

Whilst the focus of this Agreement is only on those National Outcomes that have been identified as a priority for the Scottish Borders CPP at this time, Section 4 shows how our key strategies and community planning themes contribute across the 16 National Outcomes.

Each community planning partner in the agreement is mutually accountable for the delivery of the agreed outcomes and will:

- jointly take ownership and responsibility for their respective contributions to the agreed outcomes; and
- be able to hold each other to account for the delivery of specific commitments they make to enable the delivery of the agreed outcomes.

The agreement reflects a developing relationship between the Scottish Government and Local Government, as articulated in the “Statement of Ambition”.

Partners in the agreement confirm their commitment to fulfil legal and policy obligations upon them in relation to Community Planning, Best Value, equalities and sustainable development.

It builds upon key joint plans and strategies that exist within and between partner organisations and therefore reflects extensive consultation with stakeholders and partner involvement. However, the Council and community planning partners recognise the need to continually engage and involve a range of partners, paying particular cognisance to equalities and hard to reach groups, and our recently revised community planning arrangements enable us to do this more effectively.

Strategic Board Signatory Page TBC

2. Scottish Borders - our understanding of place

Our approach

In order to ensure that Community Planning partners based their priorities on a robust evidence base, we undertook a *Strategic Assessment* (Appendix 1) 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 (the last was in 2010). It was 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.

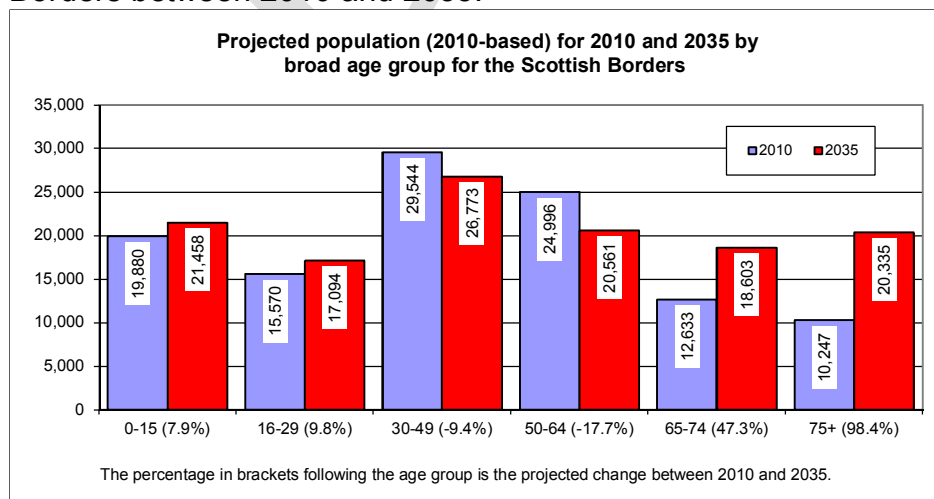
The data collection and analysis was undertaken under each of the 16 national outcomes in the Scottish Government's National Performance Framework. Data relevant to each outcome was collected and analysed, and a traffic light system used to highlight risk e.g. if the trend is positive and we compare favourably to the national average, then a green light was used. Where data relates to more than one outcome, it was repeated. As well as presenting the data that relates to each outcome, "National Drivers" and the "Local Policy Framework" were examined.

This approach puts key data and analysis in one place for decision makers and helps a range of partners to engage with the prioritisation of outcomes for the Scottish Borders. It allows the Scottish Government to see that as a CPP, we are committed to using data and evidence effectively to establish our priorities, a key principle of both Community Planning and Best Value.

Scottish Borders Area Profile

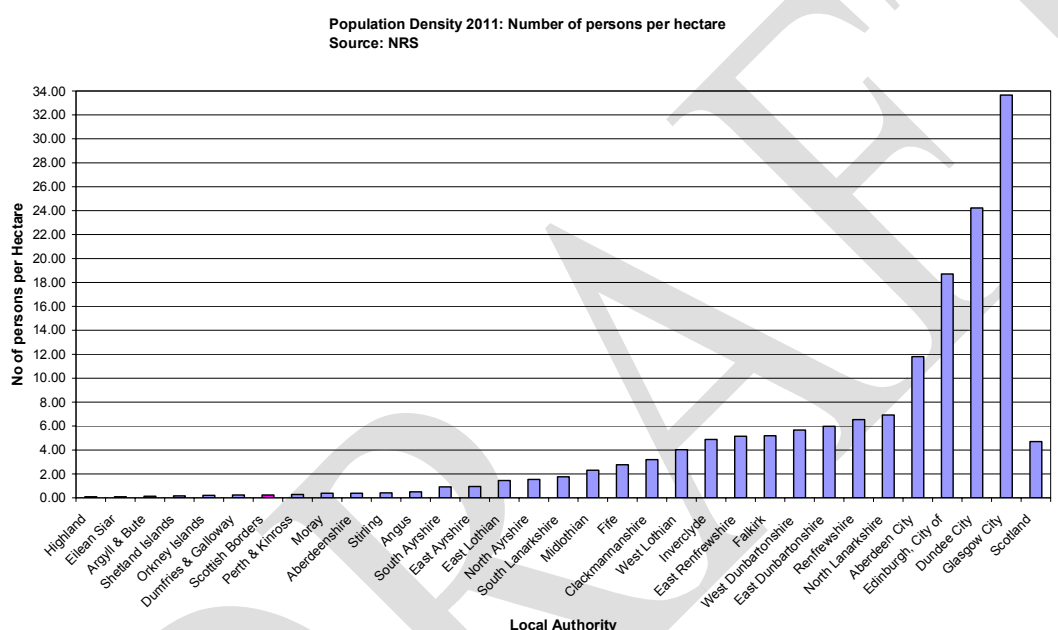
The Scottish Borders area is 473,614 hectares (1,827 square miles); located in the South East of Scotland. It has Edinburgh and the Lothians to the North, Northumberland to the South and Dumfries and Galloway to the West. It is a rural local authority with only two towns, Galashiels and Hawick, with 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. For example, our Older Peoples Joint Commissioning Strategy 2013-2023 proposes an approach to dealing with the future delivery of services given the challenges of a growing elderly population, including an increase in long term conditions, in a way that is consistent with what older people want.

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.



Summary of the Borders situation

The conclusions from the Strategic Assessment, and backed up by Audit Scotland in its recent Audit of Community Planning, are that Scottish Borders is generally a good place to live.

- The general population, including our young people, are satisfied with the Borders as a place to live and feel safe
- Crime rates are low
- Life expectancy is higher than the national average, as are a number of other health indicators.
- School attainment is higher than the national average and the majority of our young people go on to positive destinations on leaving school
- Economically, we have an entrepreneurial workforce and a high percentage of business start ups each year, with a 3 year survival rate comparable to the Scottish average
- Our high quality natural environment is a key asset and tourism is a strong, valuable sector, although is showing signs that it is being negatively impacted by the wider economic climate.
- However, the business structure (small businesses, traditional sectors, reliance on the public sector) 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)
- The Borders has a lower percentage of its population who are of working age, compared to the Scottish average and outward migration of 16 to 29-year-olds contributes to this, given the limited Higher and Further Education and job opportunities
- The rate of JSA claimants in the 18-24 yr old bracket is now slightly higher than the Scottish average and there are worrying trends emerging in terms of long term unemployment (over 12 months), especially amongst younger people
- Digital connectivity continues to be poor and will require public sector intervention to compensate for market failure. Our road and public transport network require attention to improve the attractiveness of the area to potential investors, as well as safety
- There are pockets of persistent deprivation particularly in the largest towns of Hawick and Galashiels where five data zones are among the poorest in Scotland. There are significant disparities between the most and least deprived neighbourhoods in terms of health, income, child poverty, employment, benefit claimants, crime rates and educational attainment. This is covered in more detail below.

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

The Scottish Index of Multiple Deprivation (SIMD) 2012 identifies small area concentrations of multiple deprivation in Scotland. The SIMD uses data zones as the geographic areas. There are 6,505 data zones in Scotland, 130 of which are in the Scottish Borders. Each data zone is ranked relative to each other where the most deprived data zone is ranked 1 and the least deprived data zone is ranked 6,505. It is important to note that “The SIMD cannot be used to determine 'how much' more deprived one data zone is than another e.g. it is not possible to say that data zone X, ranked 50, is twice as deprived as data zone Y, ranked 100.”¹

The limitations of SIMD are acknowledged in a rural area, where deprivation can be hidden more easily. Because data is averaged for an area, SIMD can hide what is happening in a rural community. Within an urban area, clusters are closer together and deprived communities can be recognised more easily. However, what is presented later in this section points clearly to areas of deprivation in two of our larger towns that need to be addressed.

The 2012 SIMD combines 38 indicators across 7 domains. The overall index is a weighted sum of the seven domain scores: income (28%), employment (28%), health (14%), education (14%), geographic access (9%), crime (5%) and housing (2%). Results from the 2012 SIMD show that most of Scottish Borders' datazones are found in the middle rankings, when seen in context with Scotland overall. This is similar to the pattern in 2009 and shows that most of Scottish Borders does not suffer from multiple deprivation.

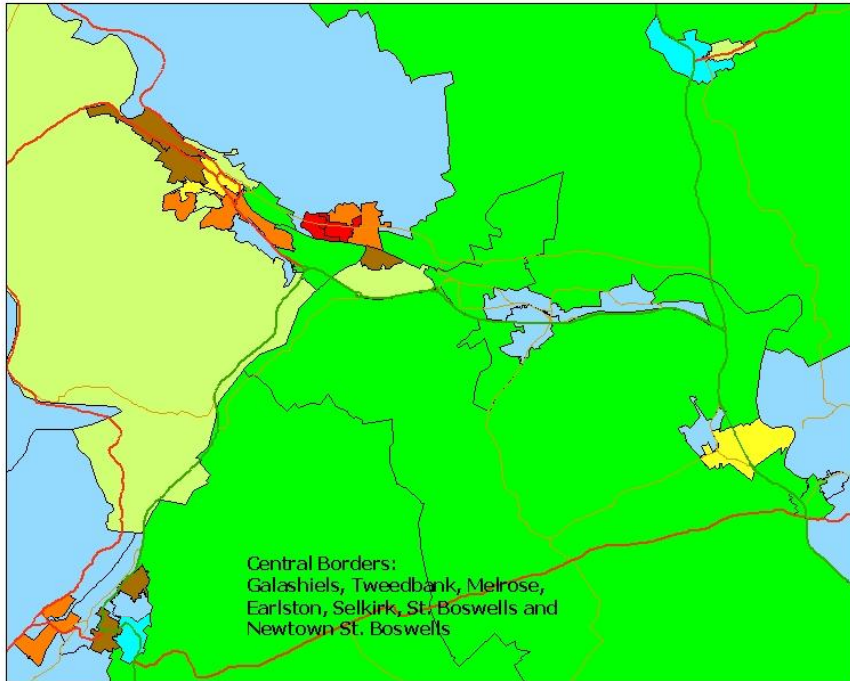
However, SIMD 2012 also shows that the more deprived areas in Scottish Borders are no better than they were in 2009 and have steadily got worse since the SIMD started in 2002. In 2012, Scottish Borders had 5 (or 0.5%) of Scotland's “most-deprived 15%” datazones, compared with 5 (0.5%) in 2009, 3 (0.3%)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

The most deprived datazone in Scottish Borders is still S01005382 (Central Burnfoot, Hawick). The other 4 “15% most deprived in Scotland” datazones in Scottish Borders are also in Burnfoot, Hawick and in Langlee, Galashiels. This was the same in 2009.

The table below lists the 5 data zones in the Scottish Borders that are recognised by Scottish Government as being amongst the 15% most deprived in Scotland. These 5 datazones

¹ Scottish Executive SIMD <http://www.scotland.gov.uk/Topics/Statistics/SIMD/BackgroundMethodology>

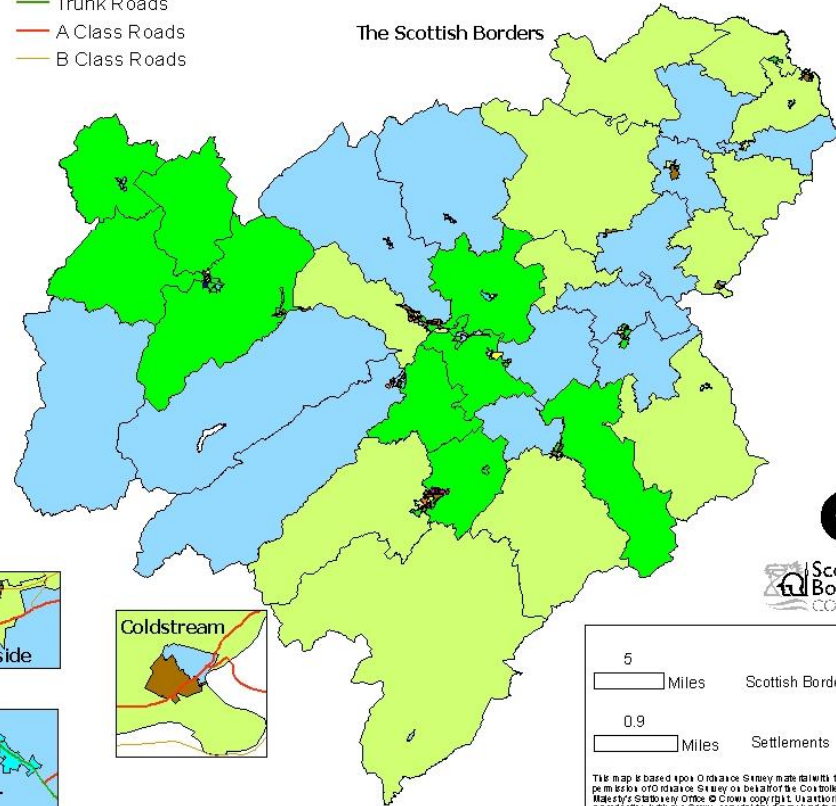
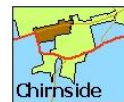
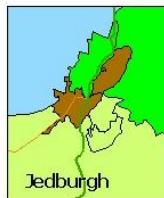
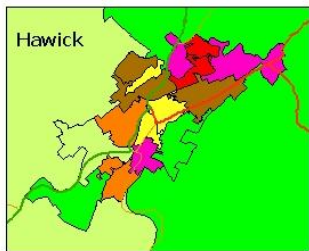
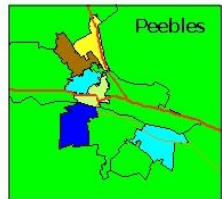
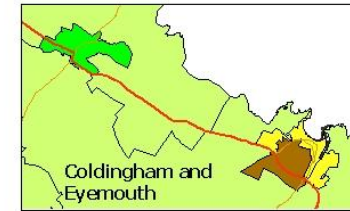
Scottish Borders Datazones by Deprivation Decile, 2012



2012 Scottish Index of Multiple Deprivation

- 1 (Amongst the most-deprived 10% in Scotland)
- 2 (most-deprived 20%)
- 3 (most-deprived 30%)
- 4 (most-deprived 40%)
- 5 (middle decile)
- 6 (middle decile)
- 7 (least-deprived 40%)
- 8 (least-deprived 30%)
- 9 (least-deprived 20%)
- 10 (Amongst the least-deprived 10% in Scotland)

- Trunk Roads
- A Class Roads
- B Class Roads



Scottish
Borders
COUNCIL

5 Miles Scottish Borders

0.9 Miles Settlements

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Source: SIMD 2012

3. Our Vision, Priorities and Performance Measures

At its April 2013 meeting, the Community Planning Strategic Board considered the Scottish Borders Strategic Assessment 2013 which drew some strategic conclusions about the priorities for the Borders and helped the Board to coalesce around a focused vision:

“By 2023, quality of life will have improved for those who are currently living within our most deprived communities, through a stronger economy and through targeted partnership action”.

The Strategic Assessment can be viewed at

http://www.scotborders.gov.uk/info/591/council_and_government/1222/community_planning_in_the_scottish_borders

The Board is clear that in order to achieve this ambitious vision, the CPP needs to focus on 3 priorities that clearly contribute to a range of National Outcomes, as shown below:

Scottish Borders priorities	National Outcomes
Grow our economy	01. We live in a Scotland that is the most attractive place to do business in Europe 02. We realise our full economic potential with more and better employment opportunities for our people
Reduce inequalities	05. Our children have the best start in life and are ready to succeed 07. We have tackled the significant inequalities in Scottish society 08. We have improved the life chances for young people and families at risk
Maximise the impact from the low carbon agenda	14. We reduce the local and global environmental impact of our consumption and production

Grow our economy

The CPP is clear that a strong regional economy will have a positive impact for everyone, not just those living in our most deprived areas. Within our new Economic Strategy 2023, our Economic Profile shows that our economy faces a number of key challenges:

- Low Gross-Value Added (GVA) with an over-reliance on traditional (e.g. manufacturing, agriculture), health and public sectors, and lower than average levels of employment in financial, professional and business support service sectors;
- Falling levels of economic activity, against the national trend where Scottish economic activity has been consistent over the same period;
- Average earnings are lower in the Scottish Borders, operating consistently below the Scottish average. Since 2001, wages for people working in the Borders have increased by only 5%, compared to an increase of almost 38% at the Scottish level;
- We have proportionately less young adults and more people over 65 than the rest of Scotland. This identifies a common challenge for rural areas with high levels of out migration of young people and an increasingly ageing population;
- The unemployment claimant count rate has been rising and although it remains below Scottish levels, there are now more than 2,102 people in the Scottish Borders claiming unemployment benefit. Within this, there is a significant growth in youth and long-term (6 months and 12 months) unemployment. In the short-term, the challenge is to attract all types of jobs, and capitalise on the dynamism of the economy and its ability to create businesses that can survive;
- To make the Scottish Borders a more attractive place to live and work and arrest the out-migration of our young people, the area needs to offer alternative options to stay in the area; locate to the area; and/ or raise the value of employment on offer – this is a key challenge looking forward to 2023.

However, our Economic Strategy 2023 focuses on making the most of our competitive advantage – including niche manufacturing (in textiles particularly), tourism, construction, creative industries, farming and retail of food and drink. Within these key sectors, our opportunity is to grow their value – in terms of wealth and employment creation, and in generating revenues from export sales (exploiting in the short term the weak exchange rate for sterling). In doing so, the economy will generate demand for higher skills as demand for value increases.

We need to support further diversification in the economy, support opportunities for higher value employment, encourage entrepreneurial activity and inward investment and capitalise on our location.

The Community Planning Strategic Board is clear that it wishes to see stretching targets set in relation to the economy and aligned activity that supports business growth, inward investment, tourism and that maximises the benefits of the Borders Railway.

Our vision for the economy:

“By 2023 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”. (Scottish Borders Economic Strategy 2023)

Performance measures:

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
Gross Value Added (NUTS3 Regions Per worker	£29,000 =66% of Scottish average	£44,000	Office for National Statistics (ONS) 2011	68%	70%	72%	75% of Scottish average
Gross Weekly Earnings: Residents Earnings	£449.5 =90% of Scottish average	£498.3	Annual survey of Hours and Earnings (ASHE), 2012	91%	91%	93%	95% of Scottish average
Gross Weekly Earnings: Workplace earnings	£402.7 =81% of Scottish average	£497.6	Annual survey of Hours and Earnings (ASHE), 2012	82%	83%	84%	85% of Scottish average
Employment Rate	73.1%	70.7%	Nomis ONS, 2011	74%	75%	76%	78%
Business Stock per 10,000 population age 16-64	564	368	SNS, 2012	564	564	564	564
Number of New Business Starts (rate from SLAED TBC)	315	15530	ONS, 2010	315	315	315	315
3 year Business Survival Rate	64%	66%	ONS, 2010	65%	66%	67%	68%
Percentage population aged 16-64 claiming Out of Work Benefits*	10%	13.3%	Nomis Nov 2012	9.6%	9.4%	9.2%	9.0%
JSA Claimants 16-64	3.0%	4.0%	Nomis, April 2013	2.8%	2.6%	2.4%	2.0%
JSA Claimants 18-24**	7.7%	7.2%	Nomis, April 2013	7.5	7.0%	6.5%	6.0%
Working age Population with Low/No Qualifications (%)	12	14	ONS, 2011	12	12	12	12
Town Centre vacancy rates	11%	Not available yet	SBC, Dec 2012	11%	10%	9%	8%

*not the same as SNS/Local Outcome indicator which looks at **Key** Benefits

** note that SNS uses 16-24 and we have focused on **18-24** (due to the current Borders figures)

Reduce inequalities

Whilst many of the indicators we use to assess quality of life show that the Borders is generally a good place to live, we have seen little improvement in outcomes for people within our most deprived areas over the last 10 years, despite significant interventions and additional resources being deployed in these areas by public sector partners. Many of our Borders-wide indicators e.g. for breastfeeding, smoking during pregnancy, attainment, are above the Scottish average but when examined at local level, large disparities exist between our most and our least deprived areas.

For example, whilst rates of child poverty in the Scottish Borders are lower than Scotland as a whole (12.8% compared to 18.6% in Scotland), rates are as high as 41% in our most deprived areas.

The Community Planning Strategic Board wishes to see a targeted approach to partnership activity in the Burnfoot area of Hawick and the Langlee area of Galashiels in order that outcomes are improved over the long term (see evidence in Section 2). This will not necessarily involve putting *more* money into these areas but will involve examining what is done with the resources we all deploy currently and examining why it is only having a limited impact. There is also a desire to see that work done through the Early Years Collaborative has a particular benefit to those in our most deprived areas, ensuring that children in these areas do indeed get the best start in life.

Performance measures (to be confirmed for end June)

	Scottish Borders latest position	Scottish average	Most deprived areas (lowest 15%)	Least deprived areas (highest 15%)	Gap	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
% of Children in poverty	12.8%	18.6%	38.6% (36%-41.6%)	4.9% (0-10.6%)	33.7%	DWP SNS, 2010				
% of the population who are "income-deprived"	10%	12.6%	30.2% (27%-36%)	5.1% (3%-7%)	25.1%	"SIMD 2012" – SNS, 2011				
% of the working-age population who are "employment-deprived"	10%	13%	24.2% (21-30%)	4.6% (3-6%)	19.6%	"SIMD 2012" – SNS, 2011				
Comparative illness rate* per 100,000 population	9,507	12,286	16,052	6,679	9,373	"SIMD 2012" – SNS, 2010				
% of the population aged 60 + claiming the Guaranteed Element of Pension Credit	11.5%	15.6%	25.6% (16.2%-32.3%)	8.4% (1.4%-13.2%)	17.2%	SNS 2012 Q3				
% of the working age population claiming "key benefits"	12.6%	16.3%	32.6% (25.6% - 35.4%)	6.7% (5% - 8.6%)	25.9%	SNS Aug 2012				
Smoking during pregnancy (at booking)- 3 yr average	22.8%	19.3%	43.5% (37.7-51.9%)	11.5% (0-29.2%)	32.0%	SNS 2009-11				

	Scottish Borders latest position	Scottish average	Most deprived areas (lowest 15%)	Least deprived areas (highest 15%)	Gap	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
% of first time mothers under 19	11.8%	12.9%	37.6% (24.1%-53.8%)	2.4% (0-11.1%)	35.2%	SNS, 2009-11				
% of first time mothers over 35	14.6%	12.9%	5.3% (0-10.3%)	27.4% (11%-57.1%)	22.1%	SNS, 2009-11				
Booking of ante-natal appointments at 10-12 weeks gestation**			86.6% (Scotland = 58.7)	84.7% (Scotland = 62.4%)	1.9% (Scotland 3.7%)	ISD, March 2011	90%			
Low birth weight: % of live singleton births	2.25%	2.04%	3.6% (0-7.1%)	3.7%(0-18.2%)	0.1%	SNS 2009-11				
% of newborns exclusively breastfed at 6-8 weeks	32.4%	26.2%	21.8% (0-40%)	67.1% (40-100%)	45.3%	SNS 2011/12				
% children with a health weight in P1	80%	77%	schools info from Public Health	schools info from Public Health		ISD 2010/11				
% children in P1 with no obvious dental decay experience***	69.2%	67.6%				2011-12 NDIP survey				
S4: Percentage of pupils with 5 awards at SCQF level 5 and above	40.5%	36.5%	12.8% (0-22.2%)	65.4% (46.2-85.7%)	52.6%	2010-11				
S5: Percentage of pupils with 5 awards at SCQF Level 6 and above	16.6%	14.6%	0	28.4%	28.4%	SNS 2010-11				
S6: Percentage of pupils with 5 awards at SCQF level 6 and above	46.3%	42.9%	21.9% (0-75%)	65.2% (40-85.7%)	43.3%	SNS 2010-11				
% of school leavers going into HE	34.8%	35.8%	7.5% (0-21.4%)	56.1% (30-85%)	48.6%	SNS 2010-11				
% of school leavers going into FE	33.7%	27.1%	54.7% (42.9-80%)	25.2% (11.1-57.1%)	29.5%	SNS 2010-11				
% of all school leavers in a Positive Destination 6 months on	90.6%	87.2%	84.3% (72.7-100%)	93.6% (71.4-100%)	9.3%	SNS 2010-11				
Positive Destinations (6 mnths): Looked after children	57%	52%	n/a	n/a	Gap to Borders average = 33.6%	SNS 2010-11				

	Scottish Borders latest position	Scottish average	Most deprived areas (lowest 15%)	Least deprived areas (highest 15%)	Gap	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
Percentage of the population aged 16-24 claiming JSA	5.9%	6.4%	12.4% (5.9-20.8%)	2.2% (0-8.6%)	10.2%	SNS 2012 Q3				
Percentage of the population aged 16-64 claiming JSA	2.8%	4%	8.5% (5.1-10.5%)	1.4% (0-2.5%)	7.1%	SNS 2012 Q3				
Rate of recorded crime per 10,000 pop	1276	1633	Not available at data zone	Not available at data zone	n/a	SNS, 2011/12				
SIMD: selected recorded offences per 10,000 pop	281	453	625 (334-780)	45 (0-90)	580	SIMD 2012				
Affordable Housing Completions	83	Not yet available for same period				Scottish Gvt 2012/13	103	103 (strategy up to 2017)		
% of homeless households assessed as priority homeless	97.5	Not yet available for same period				SNS, 2011/12				
Rate of Emergency Admissions to hospital per 100,000 (both sexes, all ages)	12,163	10,232	17,286 (14,555-20,901)	10,793 (7,891-13,752)	6494	SNS, 2011				
Rate of Emergency Admissions to hospital per 100,000 for 65+	26,408	25,763	37,925 (35,484-40,506)	29,891 (16,062-44,248)	8028	SNS, 2011				
Rate of Emergency Admissions to hospital per 100,000 for 75+	TBC	TBC	TBC	TBC		ISD				
Rate of Alcohol related hospital Admissions	573	710	TBC by end June	TBC by end June		ISD, SMR01 (2009/10-2011/12)				
Rate of Drug related hospital Admissions										

* those on health related benefits

** data calculated using SIMD Quintiles (20% most and least deprived)

*** data collected by primary school but unable to publish

Maximise the impact from the low carbon agenda (on the economy and on reducing inequalities)

There was a general consensus from the Strategic Board that by really focusing on the low carbon agenda, there were many ways in which the Scottish Borders could benefit.

The rural nature of the Scottish Borders presents challenges in terms of meeting the ambitious targets have been set by the Scottish Government for the reduction of greenhouse gas emissions:

- The dispersed nature of our population, with small towns and sparsely populated rural hinterlands, means that we have a high dependency on road transport, for commuting and the movement of goods, resulting in higher than average CO2 emissions per capita;
- Many households have no access to mains gas supplies, and alternative heating systems are more expensive to run; such as electric storage heaters and oil and LPG central heating systems;
- The type of housing, combined with the high proportion of elderly households, and our low wage economy contributes to higher levels of fuel poverty than the Scottish average;
- There is more pre-1919 housing than the national average, so cavity wall insulation, one of the most cost-effective grant-supported energy efficiency measures, is not a viable option for many households;
- Economically, the region has not yet benefited from employment in the renewable energy sector. For example, only 17 companies are registered with www.microgenerationcertification.org;
- Because of limited demand, training uptake in the sector is low;
- Large scale projects such as wind-farms have not benefited the local economy, with companies from out with the region being used for manufacturing, construction and maintenance;
- Community benefit from wind farms is, in many cases, unknown and inconsistent.

The Community Planning Strategic Board believes that these combined factors point to opportunities to grow our economy and improve quality of life for our most deprived communities and wish to see some tangible projects emerge that link low carbon ideas together and deliver benefits for our communities, both socially and economically.

Performance measures

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
CO2 emissions per capita	8.4 tonnes	7.1 tonnes	SNS 2010	8	7.8	7.6	7.5
Energy Consumption: Commercial Electricity per consumer	40,209 KWh	73,035 KWh	DECC 2009				
Energy Consumption: Household Electricity per consumer	4,429 KWh	4,185 KWh	DECC 2009				
Energy consumption	16,719 tonnes		SBC, Environment	94%	90%	86%	80%

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
in SBC premises	(back to 100% of 07/08 baseline, after a few years of increase)		and Infrastructure 2011/12				
Employment in renewables	17 registered companies	2083 in Scotland	Microgeneration certification.org	25	30	35	45 (based on Scottish figures)
Generating capacity from small scale renewables (50-500KW)- hydro, PV, wind etc	Baseline to be established						
Number of Borders students training in renewable installation	Baseline to be established						
Proportion of households in Fuel Poverty	36.1	29.3	Scottish House Conditions Survey	34%	32%	30%	29%
% of social sector dwellings that pass the SHQS	39%	40%	SNS, 2009-11	100%	100%	100%	100%
Proportion of household who are coping well or very well financially	49.9%	49.7%	Scottish Household Survey, 2009-10	50%	50%	50%	50%

To be confirmed for end June

Linking the priorities to our Community Planning themes

Much of the work already going on in our community planning themes addresses the priorities identified by our Board, has a preventative focus and should have a positive impact on the performance measures. For example:

- Work on maximising the benefits from the *Borders Railway* within our “Economy and Infrastructure” theme is a key part of growing our economy ;
- A focus on *Early Years* within the “Early Intervention and Prevention” theme will ensure that inequalities of outcomes for our children are addressed;
- The ongoing development of our *Scottish Borders Police, Fire and Rescue and Safer Communities Board* within the “Place and Communities” theme will ensure that residents within our most deprived areas feel as safe as residents in other areas of the region and that their lives are not adversely affected by crime and disorder;

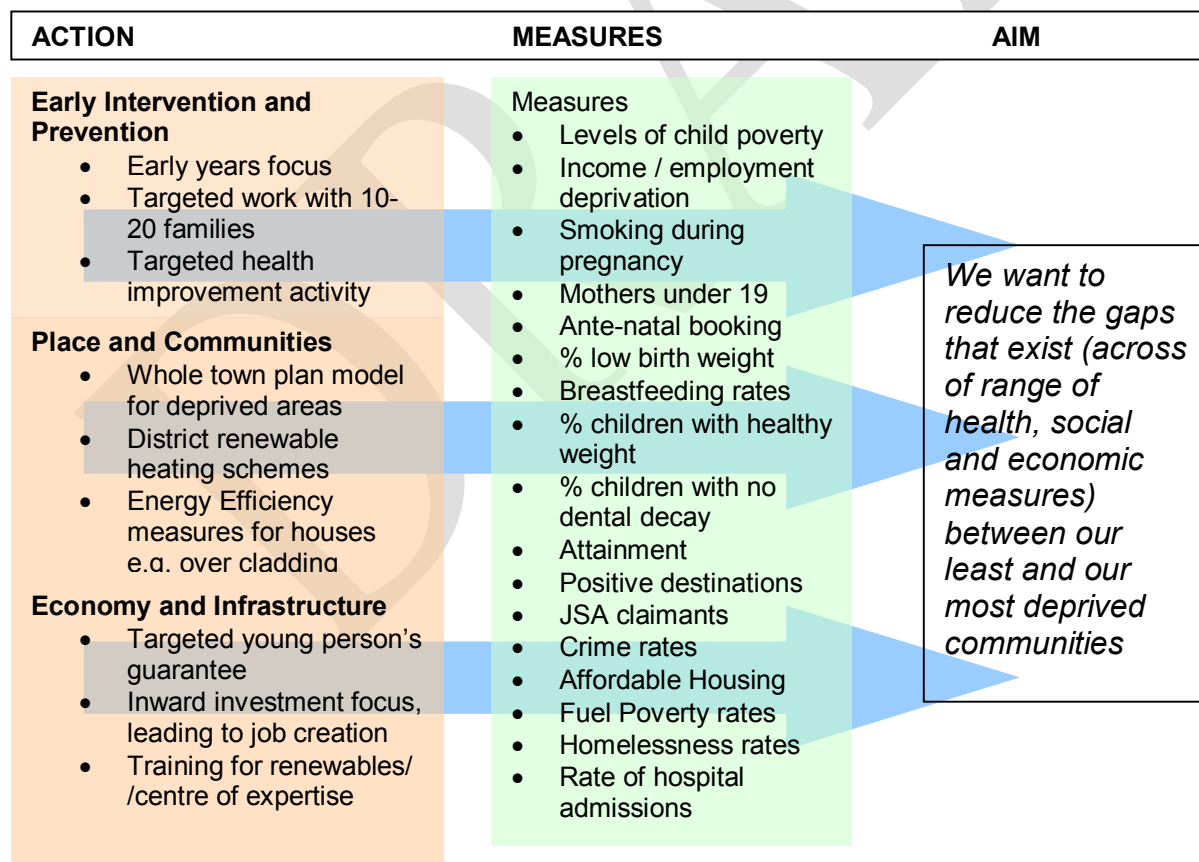
- Cross cutting programmes like *Welfare Reform* within the “Future Model of Public Service” theme will help mitigate the effect of reforms for our most vulnerable residents
 - As identified in the national Welfare Reform Update, Audit Scotland May 2013, SBC has integrated its welfare reform programme into the local community planning process under the theme of 'Future model of public service delivery'. This theme is managed by a joint delivery team comprising of senior executives from partner organisations and the council's Chief Executive.
 - Taking the community planning approach to tackling welfare reform is resulting a range of successful actions that mitigate against and help prevent the most damaging aspects of welfare reform having a negative impact on our most vulnerable communities. More details of our approach will be presented within the final Prevention Plan (Section 5)

The table below presents the key programmes that currently sit under each of our themes and will have a positive impact on the outcomes we are focusing on:

Community Planning Theme	Key programmes
Early Intervention and Prevention Chair: Andrew Lowe, Director of Social Work (SBC)	<ul style="list-style-type: none"> • Early Years- redesign of the Locality Model for Early Years Services, including workforce development, and development of networks. Now includes Early Years Collaborative • GIRFEC- to fully roll out the Getting It Right For Every Child model with multi-agency partners in the Scottish Borders: • Adult Support and Protection- research into the prevention of harm to “at risk” adults living in the Scottish Borders. • Older People Reshaping Care- improving services for the over 75s to optimise independence and wellbeing for older people at home or in a homely setting. • Health Improvement- focus on alcohol and drugs, Healthy Living Network, suicide prevention, healthy weight • Physical Disability Strategy- development of a joint strategy to provide quality services that support the health and well-being of people with a physical disability
Place and Communities Chair: Glenn Rodger, Director of Education and Lifelong learning, (SBC)	<ul style="list-style-type: none"> • Whole Town plans- development of a model to bring together public bodies, communities, voluntary bodies and businesses to discuss and enhance the vitality and viability of towns and town centres in the Scottish Borders. • Community Safety- establishment of the Police, Fire and Rescue, and Community Safety Board to oversee local delivery, monitor progress and to scrutinise local plans • Community Resilience- three year programme which hopes to achieve a target of 50%, or 33 community councils, having Resilient Community Plans in place by October 2014. • Community Engagement/Development- development of a joint, strategic approach for more effective and meaningful engagement and capacity building
Economy and Infrastructure Chair: Rob Dickson, Director of Environment and Infrastructure, SBC	<ul style="list-style-type: none"> • Scottish Borders Economic Strategy 2023- development of a joint strategy and action plan • Low Carbon Economy- development of a joint strategy and action plan • Poverty and Social Exclusion- refresh of strategy • Land use and Strategic Infrastructure planning- ensure that the right infrastructure is in place to support future economic development and growth, as well as future housing and transport requirements. • Borders Railway- ensuring that economic impact of the railway is realised • Tourism Strategy- ensure growth in a key sector • Broadband- delivery of next generation broadband across the Scottish Borders including within rural communities • Positive destinations and tackling youth unemployment- development of coordinated skills pipeline and maximisation of opportunities for young people.

Community Planning Theme	Key programmes
<p>Future Model of Public Service Delivery Chair: Tracey Logan, CEO SBC</p> <p><i>Note that this role is taken on by the Joint Delivery Team (explained further in Section 6)</i></p>	<ul style="list-style-type: none"> • Development of Third Sector and Communities- strengthen the involvement of the voluntary sector in the Scottish Borders Community Planning process and applicable programmes under each of the themes • Joint Resource Planning- determine the requirements of SBC and partners in order to establish joint resource planning, and redesign the way we work to provide more flexible responses and access to our services. • Joint Asset Planning- explore the delivery of a range of public services from one location that improves collaboration opportunities, and to determine the requirements of Community Planning Partners in order to provide appropriate accommodation for co-location purposes. • Welfare Reform- partnership programme to mitigate against the most damaging effects of welfare reforms for people in the Scottish Borders • Sustainable Transport- development of a range of innovative, integrated, value for money transport options for Scottish Borders residents, including links to Railway • Integration of Health and Social Care- ensure effective arrangements for local integration in the context of the Bill • Self Directed Support- ensure effective local delivery given this significant change, enabling people who are eligible for social care support to make choices about the support that they receive to achieve their identified outcomes.

The Community Planning Strategic Board wishes to ensure that the work within each theme addresses its 3 key priorities and that this work is targeted on specific geographic areas where we know that outcomes for people are poor. The Board discussed a number of initiatives that it wishes to build upon in order that outcomes are improved for our most deprived areas and these have been presented below, adapting the Early Years Collaborative Improvement model



It is now the responsibility of theme leads to ensure that the necessary project mandates, with a clear focus on reducing inequalities, are prepared to turn these ideas into action on the ground that has a positive impact on people's lives, and that this impact is evidenced using the performance measures presented earlier in this SOA.

Performance Management

The Council, with community planning partners, is reviewing and building upon performance management arrangements so that effective performance management is applied in support of their commitments under this Agreement and in full accordance with the principles of Best Value. The need to develop and deliver on outcomes is seen by the Council and its community planning partners as the next stage in the evolution of performance management around community planning and has been highlighted as an improvement action within Audit Scotland's recent early Audit of Scottish Borders Community Planning (March 2013). The development of SOA3 provides a welcome opportunity for us to continue to drive this forward. As per the last SOA, SBC will co-ordinate the collation of performance information using its Covalent system.

Twice yearly reporting of progress within the Council and community planning partners will be a key part of our arrangements, which will allow us take corrective action throughout the year to ensure delivery of outcomes.

As well as the performance measures proposed under each of the 3 priorities, each community planning theme has its own set of performance measures that are used to track progress e.g. within the *Scottish Borders Police, Fire and Rescue and Safer Communities Board*, within the Welfare Reform programme and within the Early Years Collaborative. Some of these may be common to the performance measures within this SOA.

4. Local context for the National Outcomes and Scottish Government Priorities

As stated in Sections 1 and 3 of this SOA, we have decided to focus the efforts of the CPP at this time on a limited set of National Outcomes where we believe we can make a significant difference. However, there is a range of other well established strategic work ongoing that addresses the other National Outcomes and the Scottish Government's Policy priorities, as shown in the table below:

National Outcome	Scottish Government Policy Priority	Community Planning Strategic themes	Community Planning Local Outcomes (from current/developing strategies)
<p>O1: We live in a Scotland that is the most attractive place for doing business in Europe</p> <p>O2: We realise our full economic potential with more and better employment opportunities for our people</p> <p>O3: We are better educated, more skilled and more successful, renowned for our research and innovation</p>	<p>Economic Growth and Recovery</p> <p>Employment</p>	<p><i>Economy and Infrastructure</i></p>	<p>Scottish Borders Economic Strategy 2023 By 2023 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.</p> <p>Low Carbon Economic Strategy(2013 draft) 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.</p> <p>Scottish Borders Skills Priorities 2011 Everyone in our area has the opportunity to become an effective contributor to our economy and to our society. We will ensure that relevant and appropriate skills are developed in our young people and in our workforce and that these skills are productively used by our businesses and employers.</p>
<p>O4: Our young people are successful learners, confident individuals, effective contributors and responsible citizens</p>		<p><i>Economy and Infrastructure</i></p>	<p>Scottish Borders Children and Young People's Services Plan 2012-2015 We will equally encourage children and young people to be ambitious for themselves. We will keep children and young people at the centre of everything we do and we will develop</p>

National Outcome	Scottish Government Policy Priority	Community Planning Strategic themes	Community Planning Local Outcomes (from current/developing strategies)
			<p>our services to support and empower them becoming:-</p> <ul style="list-style-type: none"> • Confident individuals • Effective contributors • Successful learners • Responsible citizens
<p>O5: Our children have the best start in life and are ready to succeed</p> <p>O6: We live longer, healthier lives</p> <p>O7: We have tackled the significant inequalities in Scottish society</p> <p>O8: We have improved the life chances for children, young people and families at risk</p> <p>O15: Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it</p>	<p>Early Years</p> <p>Outcomes for Older People</p> <p>Health Inequalities</p>	<p><i>Early Intervention and Prevention</i></p>	<p>Scottish Borders Early Years Strategy 2012-15 <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></p> <p>Healthy Living Network Programme (ongoing) <i>Address inequalities and those with the poorest health outcome and create environments that promote health</i></p> <p>Borders Physical Activity, Sport & Physical Education (PASPE) Strategy 2011 <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> <p>Borders Alcohol and Drug Partnership Strategy 2012-2015 <i>A commitment to tackling drug and alcohol related problems in Border ensuring an emphasis on prevention and early intervention (including children affected by parental substance misuse) and strengthening of recovery orientated care for those already experiencing problems.</i></p> <p>Scottish Borders Council Local Housing Strategy 2012-17 <i>Every person in the Scottish Borders has a home which is secure, affordable, in good condition, energy efficient, where they can live independently and be part of a vibrant community</i></p> <p>Fuel Poverty Delivery Plan 2013-2016 <i>Tackle issues of Fuel Poverty to alleviate issues of fuel poverty wherever possible.</i></p> <p>Tackling Poverty & Financial Inclusion Strategy 2013-2018 (draft) <i>Address issues of both financial exclusion and poverty of opportunity to assist those most disadvantaged.</i></p> <p>Scottish Borders Employment Support Strategy <i>Tackles and addresses issues for those individuals furthest from the employment market to access paid sustainable employment.</i></p> <p>SBC Equalities Scheme and Outcomes(2013 draft) <i>We seek to embed equality, diversity and human rights into all Scottish Borders Council services, functions and business, enabling the organisation to demonstrate its explicit commitment to equality, diversity and human rights and the positive actions associated.</i></p> <p>NHS Borders Single Equality Scheme and mainstreaming implementation plan (draft) <i>We are committed to tackling health inequalities and mainstreaming equality, diversity and human rights through NHS Borders policies, services and functions. This will be done in partnership through the community planning process where appropriate.</i></p> <p>Reshaping care for older people programme (ongoing) <i>Improving services for the over 75's to optimise independence and wellbeing for older people at home or in a homely setting.</i></p> <p>Older Peoples Joint Commissioning Strategy 2013-2023 <i>The strategy proposes an approach to dealing with the future delivery of services given the challenges of a growing</i></p>

National Outcome	Scottish Government Policy Priority	Community Planning Strategic themes	Community Planning Local Outcomes (from current/developing strategies)
			<i>elderly population, including an increase in long term conditions, in a way that is consistent with what older people want.</i>
<p>O9: We live our lives safe from crime, disorder and danger</p> <p>O10: We live in well-designed, sustainable places where we are able to access the amenities and services we need</p> <p>O11: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others</p> <p>O12: We value and enjoy our built and natural environment and protect it and enhance it for future generations</p> <p>O13: We take pride in a strong, fair and inclusive national identity</p> <p>O14: We reduce the local and global environmental impact of our consumption and production</p>	Safer Communities and offending	<i>Place and Communities</i>	<p>Safer Communities Plan 2012-2015 <i>The Scottish Borders is the safest place to live, work and visit in mainland Scotland.</i></p> <p>Scottish Borders Local Development Plan(2013 draft) <i>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</i></p> <p>Scottish Borders Council Local Housing Strategy 2012-17 <i>Every person in the Scottish Borders has a home which is secure, affordable, in good condition, energy efficient, where they can live independently and be part of a vibrant community</i></p> <p>Scottish Borders Economic Strategy 2023 <i>(As previous)</i></p> <p>Local Biodiversity Action Plan <i>Our vision of the future landscape includes the restoration of habitats and species recently lost from the Scottish Borders. Where intensive land management has been particularly damaging to biodiversity, the patterns and methods of management will have been adapted to allow wildlife to return. Native species lost through habitat deterioration or destruction will have been re-introduced where possible.</i></p> <p>Low Carbon Economic Strategy(2013 draft) <i>(as previous)</i></p>
O16: Our public services are high quality, continually improving, efficient and responsive to local people's needs	Christie Commission Report-recommendations Audit Scotland Report on Community Planning	Future model of Public Service Delivery	<p>Scottish Borders Council Corporate Plan 2012/13 – 2017/18</p> <p>NHS Borders Local Delivery Plan 2013</p> <p>Scottish Borders Community Planning Audit-Improvement Plan</p> <p>Police Scotland Scottish Borders Local Policing Plan 2013-14</p> <p>Scottish Borders Local Fire and Rescue Plan 2012</p> <p>Other Partner Corporate and Business plans</p>

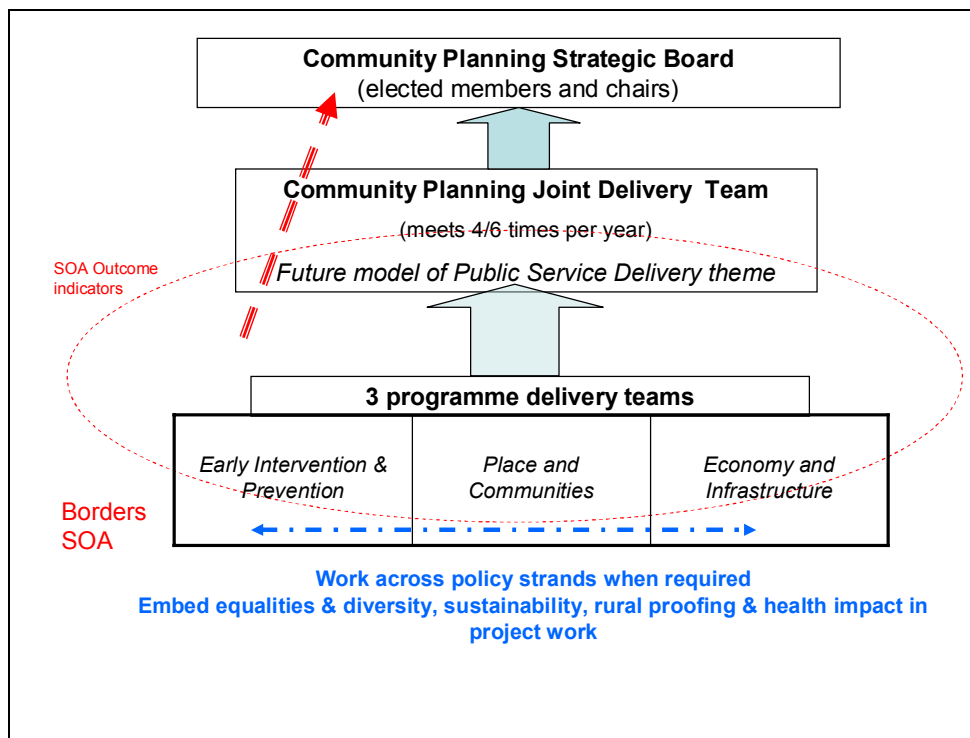
5. Prevention

The SOA Guidance clearly states that SOAs should include a specific plan for prevention which “demonstrates commitment to the approach extending beyond the Change Funds” and quantifies resources allocated to prevention. Through our community planning arrangements and the “Early Intervention and Prevention” theme we have demonstrated that we are absolutely committed to this agenda but appreciate that the Scottish Government wants to see a clear understanding of what partners are collectively *doing* and *spending* on prevention.

In addition to the focused approach we have presented in Section 3 of this SOA, the Community Planning Joint Delivery Team has instigated a piece of work which firstly focuses on the 6 Scottish Government policy priorities and is collecting a range of prevention activity across the 6 policy priorities. A table is being prepared for each of the 6 policy priorities, along with additional performance measures where applicable e.g. in relation to Older People, Community Safety, Early Years etc. **A working draft is attached at Annex 1 and will be finalised for end June.**

6. Our Governance and Community Planning Partnership arrangements

The Community Planning Partnership has recently undergone a significant review and believes it is now better placed to deliver on outcomes for communities. A clear focus has now been placed on four strategic themes (each led by a director of Scottish Borders Council) and a Chief Officers' Joint Delivery Team will ensure that work is progressing and any blockages are addressed. A Community Planning Strategic Board has been formed and is now a formal part of the Council's Scheme of Administration and partners have been encouraged to consider similar governance arrangements. Our revised community planning arrangements are shown below. The Strategic Board will be responsible for signing off the SOA.



Ongoing development of the CPP

We believe that this first draft is an important step in taking a much more focused approach to our partnership priorities. However, the successful delivery of the Agreement is dependent on ensuring that:

- our priorities are shared across the partnership; and
- our resources are then focussed around its outcomes.

The final SOA will be a key part of our performance management and financial planning processes over the coming years.

We are also preparing an Improvement Plan in response to the recent Audit Scotland report on Community Planning and see this as an important part of our ongoing development and improvement agenda. The Improvement Plan is structured under 5 headings, each being sponsored by a chief officer from within the CPP:

- Strategic direction and leadership: Tracey Logan Scottish Borders Council
- Performance Management: Calum Campbell, NHS Borders
- Use of Resources: David Robertson, Scottish Borders Council
- Governance and accountability: Liz McIntyre, Borders College
- Community Engagement: Morag Walker (Third Sector), John Mallin (Scottish Fire and Rescue), Andy Clark (Police Scotland)

7. Public Reporting

The Council and its community planning partners will publish annually a comprehensive report on the delivery of the outcomes within the Agreement. This will be supplemented by in depth focussed reporting throughout the year on particular aspects of the Agreement. Our public reporting on the Agreement will have full regard of the requirements under the Equalities Act. We will also use the Council and partner website to report on SOA progress.

8. Equalities and Diversity

Equality and Diversity is seen as an integral component within our new community planning structure. Our Community Planning Partners include NHS Borders, Police Scotland, Borders College, Scottish Fire and Rescue Service and the Third Sector.

Equality Leads from across the partners have come together to form a Community Planning Partnership Equality Group. Under the new structure the Equality Group support and scrutinise the programmes of work within the Community Planning themes. This will ensure that equalities work is being mainstreamed, progress towards equality outcomes is being made and equalities best practice is being shared across the programme boards. The Group will also raise equality and diversity issues to the programme boards as appropriate.

The Community Planning partners have agreed to share a mutual set of Equality Outcomes- see table below. This is in recognition that we share common, issues and aims and that through working together to achieve our outcomes we are more likely to make a greater difference for the communities we serve. SBC has developed a set of Performance indicators for these outcomes and can be viewed at

http://www.scotborders.gov.uk/downloads/download/1712/equality_report_and_outcomes_2013-2017

Our Equality Outcomes	
1. We are seen as an inclusive and equal opportunities employer where all members of staff feel valued and respected and our workforce reflects our community.	5. Our citizens have the freedom to make their own choices and are able to lead independent, healthy lives as responsible citizens.
2. Our services meet the needs of and are accessible to all members of our community and our staff treat all service users, clients and colleagues with dignity and respect.	6. The difference in rates of employment between the general population and those from under represented groups is improved.
3. Everyone has the opportunity to participate in public life and the democratic process.	7. The difference in educational attainment between those who are from an equality group and those who are not is improved.
4. We work in partnership with other agencies and stakeholders to ensure that our communities are cohesive and there are fewer people living in poverty.	8. We have appropriate accommodation which meets the requirements of our diverse community.

9. Community Engagement

To ensure that our priorities are agreed as a result of wide engagement, we are currently engaging with community planning partners, various CPP theme groups, and the third sector on the priorities, using the evidence presented in the Strategic Assessment. This should ensure that priorities are shared across the CPP, something we believe to be extremely important if the SOA is to be meaningful to us.

Each of the key joint strategies presented in Section 4 have been consulted on widely during their evolution and are the result of effective partnership working. The Scottish Borders Economic Strategy 2023 is currently in the final stages of consultation involving a range of partners including the private sector.

A Third Sector Community Planning Event was held on Thursday 16th May which gave the CPP an opportunity to discuss our CPP arrangements in detail, the strategic assessment and the priorities and the Third Sector's contribution to these priorities. This is the first stage in a process that will be developed through the "Community Engagement/Development" programme within our Place and Communities theme, and the "Development of Third Sector and Communities" programme within our Future Model of Public Service Delivery theme (see Section 6).

For more details in relation to this SOA, contact:

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Scottish Borders Council
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Annex 1: Scottish Borders Prevention Plan

As part of SOA 3, the Scottish Government requires us to produce a Prevention Plan. It was agreed at the Joint Delivery Team that this should include the activities of all partners, as many of us are doing work that has a really important preventative effect.

In this context, prevention activity is defined as follows:

“Actions which prevent problems and ease future demand on services by intervening early, thereby delivering better outcomes and value for money”. (Scottish Gvt SOA guidance, Dec 2012)

Whilst many of our universal services do indeed prevent problems from occurring, we should limit their inclusion to those aspects of the universal service that have a truly preventative effect and are aimed at those individuals who we believe will require future input if we don't undertake the prevention activity.

The Scottish Government has asked CPPs to

- 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
- Describe how the CPP intends to make a decisive shift to prevention.
- Describe how the partnership intends to evidence progress in improving outcomes, reducing future need, controlling costs and releasing savings.

The tables below are our first attempt to capture both the partnership and the individual organisational activity that we believe contributes to the six Scottish Government policy priorities. A table has also been included at the end for “other” priorities e.g. Welfare Reform (that don't neatly fall under one of the 6 other priorities)

Economic Growth and Recovery

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary) R= Revenue C= Capital
Business Gateway start up and Growth Advisory services	SBC (with input from Scottish Enterprise)	Helping new businesses and existing businesses to grow will lead to job creation and ease future demand on the welfare system	£282k R
Business Support and Business Gateway Local Services- loans and grants	SBC	As above	£400k + additional ERDF investment R
South of Scotland Competitiveness Project	SBC	As above, with focus on tourism, food and drink, rural businesses and renewables	£600k over 3 years R
Borders Strategic Employment Land Project (Coldstream, Lauder, Duns and Hawick)	SBC	By providing employment land, businesses can be attracted to the area, creating jobs	£2.9m (inc ERDF investment) C
Rollout of NGA to broadband	SBC/South of Scotland Alliance/Scottish Gvt	By providing high speed broadband, businesses can be attracted to the area, creating jobs. This infrastructure will also support Welfare Reforms (digital by default), telecare, e-learning and access to public services.	£8.4m C £130k per annum for SoS team R
Tourism support	SBC/ Visit Scotland/Area Tourism Partnership (+ events organiser)	Promoting the local area, marketing and supporting events will increase tourism and create jobs	£495k R
Borders Railway	SBC/ CPP	As stakeholder and roads/planning authority, work with Network Rail and contractor BAM to deliver the Borders Railway in 2015. Develop and monitor SBC's economic action plan for railway	

		<p>services, including transport integration, community, employment and training opportunities</p> <p>By providing a rail link, businesses can be attracted to the area, creating jobs and inward investment. Local residents will have easier access to employment opportunities in the city region</p>	
SBC Low Carbon Strategy	SBC	By realising the opportunities that this agenda presents, not only can jobs be created but fuel poverty can be addressed, impacting positively on other inequalities e.g. health	£55K per annum R (Officer & oncosts)
Hawick Housing Strategy	SBHA, Scottish Borders Council and Waverley Housing	SBHA: By delivering the regeneration of 131 existing hard to let homes and building 52 new homes in Hawick – 58 lettable homes have been delivered to date. The project involves a £10 million investment in construction, the redesign of open spaces and the development of communities. The project seeks to maximise local employment opportunities.	SBHA £10 million Scottish Government – TBC Waverley Housing – TBC SBC - TBC
TOTAL RESOURCES			

INDICATORS (not in main SOA)

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
<u>Business Support:</u>							
Businesses supported by Local Authority activities			SLAED OP1				
Business supported by Business Gateway			SLAED OP1				
Businesses supported to trade out-with Scotland			SLAED OP1				
Jobs supported by Inward Investment projects			SLAED OP3				
Availability of Employment Land			SLAED OP4				
Leverage of			SLAED A1				

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
External Funding							
ROI of campaigns purchased through VS			SLAED A2				
ROI for VICs			SLAED A3				

To be finalised as part of SLAED work

Employability

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary)
Employment Support Service	SBC	By bringing together the employability support offered by SBC into the Chief Executives' department, there will be a greater corporate focus and well as more efficient employer engagement. By focusing on finding employment for those furthest removed from the labour market, a host of other costs can be avoided in the future	Approx £400K per annum
Youth Employment Scotland- employer recruitment incentive	SBC, on behalf of CPP	Long term unemployment, and the associated costs and negative impacts, will be avoided if Scottish Borders Council can work with employers to create partially funded job opportunities within the private sector.	£240k
Opportunities for All	SBC	This programme part of CfE senior phase supports those identified as having the biggest challenge attaining a positive destination after leaving school. The programme works across all nine secondary schools and specifically offers Activity Agreements for the most vulnerable	£120,897 made up from SG grant of £109,907 and SBC contribution of £10,990
Schools Plus project	SBC	Working in partnership with Borders College this programme enables young people to engage in programme of learning within the FE sector prior to officially leaving school	£36,512
Apprenticeship programme	SBC, E&I	Opportunities for potential long term unemployed, school leavers or assisted employment by providing apprentice jobs including training & development leading to skilled permanent roles. Commitment to employ 6 apprentices each year for 5 years.	Annual cost of 6 Apprentices at Grade 2G - £112K
Stronger Together for young people in Eyemouth Training scheme developing skills in Tourism and Diversification from fishing	Seton Care/Anglo Scottish Fishermens association		Coastal communities fund and People and communities fund

Employability Support service	SBHA DWP	To provide tenants with employability skills to access employment opportunities – developing skills, confidence building and training. Opportunities to be offered both within and outwith SBHA.	Application for funding submitted to Peoples and Communities Fund for 2 years PC - £45,443 DWP - £15,480
“Next Steps” programme in the High Schools in Berwickshire	BHA	To work with the 15 year olds likely to seek independent housing on leaving school or not sure what their next step will be. Courses run regularly to work with students with training and mentoring to offer support and help.	None
Delivery of Employment Programmes Funded by SDS	Borders College	Programmes are targeted at either long-term unemployed individuals or young people who are deemed to require additional support to enter employment or further vocational training.	Contract 13/14 £165,800
Delivery of Modern Apprenticeship Programmes	Borders College	Programmes are targeted at key sector industries enabling employed individuals to gain skills which will promote business prosperity and growth and prevent future unemployment.	Contract 13/14 £220,233
Delivery of vocational training and education	Borders College	Provision of vocational training and education for young people, unemployed individuals, adult returners and members of the existing workforce. This work enables individuals to develop vocational and employability skills relevant to key sectors within our economy ensuring that when employment opportunities arise matching skills are available. This may prevent individuals from becoming unemployed or may significantly reduce the length of the period of unemployment.	SFC Allocation 13/14 Teaching Grant £6,770,028
We Care Pre-Employment Programme	NHS/SBC	A collaborative approach with NHS Borders, SBC, BC Consultants and Access to Industry. Includes an 8 week training programme which supports the development of the knowledge and skills required to access employment within the Health and Care sector plus a 4 week clinical work placement.	
Youth Employment	NHS Borders	Collaboration with Borders College to address 16-19 year olds accessing employment. Offering placements and supporting future employability.	
Sector Based Academy approach to Employability	NHS Borders	NHS Borders are working with Job Centre Plus, Borders College, Skills Development Scotland and other relevant 3 rd Sector organisations to establish a sector based academy	

		<p>approach to employability. This will utilise effective elements of the We Care pre employment programme and transfer to the 6 week Train for Work Programme for Care-the 3 essential elements of which are training, work experience and a guaranteed interview on completion– including a guaranteed interview for Nurse Bank. Train for Work will be offered for groups of 12. The training delivery will be Borders College/NHS Borders collaboration.</p> <p>Modern apprenticeships will be offered as an element of the Sector Based Academy.</p>	
Student Placements/supports to support Employability	NHS Borders	This partnership focuses on “hard to place” students. Testing is currently underway (commenced April 2013 – focussing on gardening and Customer Care roles) this will support students to undertake 8 week placements whilst gaining support in areas of employability.	
Apprenticeships	SBHA	By continuing the long established in-house apprenticeship programme, alongside a continued programme of work experience and placements, enhancing local employment, training and work experience opportunities, particularly in the construction industry. In addition, building similar commitments into significant procurement projects.	TBC for apprenticeships directly employed by SBHA
TOTAL RESOURCES			

INDICATORS (not in main SOA)

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
Unemployed people assisted into employment from Employability and Skills programmes			SLAED OP2				
Unemployed people participated in Employability and skills programmes			SLAED A4				

Early Years

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary)
Early Years (inc Early Years Collaborative)	Strategic Early Years Group	Remodelling the way early years service are delivered to effect transformational change and make the shift to preventative spend. This will be done by <ul style="list-style-type: none"> • delivering effective early intervention for children and families using evidence based approaches, • developing of individual, family and community capacity, • driving out cost savings by reducing need for acute services, • developing the workforce 	12/13 = £5.533m 13/14 = £5.989m 14/15 = £5.821m
Free School Meals	SBC	Free school meals help to ensure that children from the lowest-income families receive warm, nutritious food in the middle of the day. Evidence suggests that eating a nutritious meal at lunchtime has important health and educational benefits for children. Currently entitlement to FSM in most deprived primary schools sits at approximately 45% of the school roll in comparison to approximately 6% in more affluent areas.	Approx £570,000 per annum
Schools deprivation fund	SBC	Additional money to schools identified as having the highest level of pupils from deprived areas. This programme aims to ensure that schools narrow the attainment gap and provide pro-active activities. 13 primary schools and three secondary schools are currently funded	£1,059,307
Play Parks	SBC E&I	Provision of play parks within towns	£201,00 R
Breakfast club and nurture in club in Eyemouth Primary	Eyemouth Primary School	By supporting children and their parents, performance at school should improve, avoiding the need for more costly interventions in the future	At present receiving funding from BHA tenant volunteers community fund with a commitment from BHA to seek further funding.
Day nursery in Duns	BHA	The day nursery is exploring ways to work with vulnerable	To be sought

		children and their parents and give them spaces and sessions to develop parenting skills.	
Early Years Collaborative	CPP	By supporting service change, using improvement methodologies, to improve maternal and child health and increase number of children who achieve developmental milestones	
Childsmile	NHS Borders	By promoting oral health from early age and by preventing dental caries	
Maternal and Infant Nutrition	NHS Borders	By promoting breastfeeding and healthy weaning through awareness raising, training and support By promoting nutrition and healthy weight in during pregnancy and thereafter	
Antenatal parenting education	NHS Borders	Developing the local antenatal parenting education programme in line with the new NES syllabus to maintain early engagement with pregnant women and families Building capacity among community services in contact with pregnant women to promote consistent messages and support maternal health, with particular focus on services in contact with vulnerable women during pregnancy.	
Early Years Assessment Team	SBC & NHS Borders	Targeting intensive support provided to 12% of babies born each year, from antenatally to aged 2. Securing engagement with services, co-ordination of support for those at risk of poor outcomes and enabling permanency planning for babies who cannot stay with birth parent(s).	
Tobacco prevention: Smoke Free Homes	Joint Health Improvement Team for NHS Borders and SBC	Encouraging families to sign up to Smoke Free Homes and prevent exposure of children to second hand smoke, which is risk factor for a range of illnesses	
Smoking Cessation in Pregnancy	Joint Health Improvement Team for NHS Borders and SBC	Smoking in pregnancy is a key risk for infant health.	
Early Years Networks	SBC and NHS Borders Chaired by NHS Borders	Networks facilitate communication and co-ordination of services and activity in localities to support individual families. Networks promote integrated working and better use of resources to meet identified local need and prevent problem escalation	
Breakfast club and	BHA	By supporting children and their parents, performance at school	

nurture in club in Eyemouth Primary		should improve, avoiding the need for more costly interventions in the future	
Child Healthy Weight in early years and primary school settings	Joint Health Improvement Team for NHS Borders and SBC	Improving nutrition and physical activity in childhood will reduce health problems associated with obesity.	
Addaction Families Service	ADP/CYPPP	This service links closely with Children's Services to ensure that substance misusing parents are intensively supported with parenting skills/boundaries etc. Although the work is directly with parents the aim is to reduce the current and future negative impacts of substance misuse on Children Affected	£117,575
TOTAL RESOURCES			

INDICATORS (not in main SOA)

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2015	Target by 2016	Target by 2018	Target by 2020	Target by 2023
Still births per 1,000 births	5.4	5.1	Scottish Gvt statistics, 2011	15% reduction				
Infant mortality per 1000 total births	0.9	2.7	Scottish Gvt statistics, 2011	15% reduction				
27-30 month – expected developmental milestone met	Baseline to be established				85%			
Start of P1- expected developmental milestones met	Baseline to be established				2017: 90%			
Pregnancies rates 13-15yrs, per 1000 girls	5.1	7.4	SNS 2008-10					
School Meal uptake	48.2%	52.1%	SBC					
Non uptake of FSM among those entitled and present in school	1.6%	2.3%	SBC					

Safer and stronger communities and reducing offending

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary)
Resilient Communities	SBC	By ensuring that communities are empowered and supported to respond during severe weather, communities can become more self reliant. This model has the potential to address other issues in communities too, and to involve a wide range of partners	£33K R 2013/14
Violence Against Women	VAWP/SCT/Police/NHS	The Pathway Project will be the main delivery vehicle for effecting long term change. This project seeks to provide victims with a credible and supportive infrastructure, encouraging early engagement and reducing long term support from statutory resources. Further primary and secondary prevention activities will support cultural change and a reduction in gender inequality.	
Place and Communities Whole Town Plans	SBC, on behalf of CPP	By developing a model for whole town planning, the public sector, communities and business can work more effectively together in using existing resources and developing sustainable solutions for their towns	Within existing resources
Selkirk CARS town centre regeneration project	SBC	By investing in town centres, local businesses can thrive and create jobs, and communities have spaces to value and enjoy	£1.2m (inc Historic Scotland investment) C
Kelso Town Centre Business Hub	SBC	As above	£800k (inc ERDF investment) C
LEADER programme	LEADER Local Action Group SBC	By supporting local rural development projects, communities becomes stronger, jobs can be created and rural economies can grow	£4.5m R (inc EAFRD investment)
European Fisheries Fund (Axis 4) programme	Fisheries Local Action Group SBC	As above supporting economy diversification projects (with focus on tourism, food and drink, renewables)	£800k (inc EFF investment) R
Safer Communities team	SBC/Police	Integrated community safety	£394,459 R

Antisocial Behaviour	SCT/Police	SCT will work progressively with partners to identify, at an early stage, those who are causing alarm and distress in their local communities. Early interventions have shown to be the most effective means of changing and addressing inappropriate behaviour. This in turn will deliver considerable staff savings across a range of public bodies.	£218,000 R
Road Safety	Police/ SBC/ SCT/Fire	Problems solving and partnership working will look to co-ordinate resources to ensure maximum return on investment. The key aim of the work is to reduce the number of accidents and those injured in line with national targets, therefore presenting clear savings for front-line services. Prevention activities will be focussed on key at risk groups i.e. motorcyclists and young drivers.	£2.43m C £371k R
Accident Prevention Schemes	SBC	Investigation of accident cluster sites and introduction of preventative measures to minimise the likelihood of repeat incidences thereby reducing the impact on the council and emergency services.	£50K Capital funding
Cycling, Walking & safer streets	SBC	Promotion and introduction of measures to encourage more sustainable transport modes; particularly walking and cycling to ease the impact of vehicular transport in terms of congestion. In addition to promote healthier lifestyle choices and help tackle obesity and inactivity levels in the area.	£121K Capital funding
Planned Preventative patching	SBC	Through an Asset Management approach plan investment in road patching works which repair and reduce surface failures(potholes/edge deterioration) leading to reduction in numbers of third party claims and reducing future maintenance expenditure	£440K Capital funding
Surface dressing to prevent road deterioration	SBC	Through an Asset Management approach plan investment in surface dressing works which prevent further deterioration in road surfaces, extend the life of the road and reduce future maintenance expenditure	£570K Capital funding
Street Lighting Preventative maintenance	SBC	Through an Asset Management approach inspect the electrical and visual condition of street lighting on a 6 yearly cycle that identifies future works programmes that maintains the asset in its current overall condition.	£279K Capital funding
CCTV - maintenance	SBC	Through an Asset Management approach carry out routine	£41K per annum

to help reduce crime		and cyclic maintenance of CCTV systems to ensure good working order and that allows the Police to investigate issues of anti social behaviour & crime.	
Flood Prevention/Protection	SBC	Inspection & prioritisation of cyclic and reactive works on the cleaning and clearing of watercourses and flood grills, together with the provision of sandbags for the prevention of flooding to properties. Reduce the impact of flood events on homes and properties within the Scottish Borders Major Flood projects in Selkirk, Galashiels, Hawick and Jedburgh target over 2000 properties reducing their risk of flooding. Such measures reduce our responsibilities under flood contingency and other emergency planning. The number of properties at risk will be reduced by nearly 50% from 4500 to 2500, enhancing & safeguarding communities.	£153K Revenue funding & £3.2M Capital Funding
SB Wardens	SBC	Maximising the skill base of all Neighbourhood staff in the relevant locality areas will see staff continuing to work closely with partners to ensure quality of life issues are dealt with effectively and efficiently, thereby enhancing community wellbeing.	£218K as part of Neighbourhood Services budget
Gully emptying to prevent flooding on roads	SBC	A yearly programme operates to empty over 20,000 gullies. Known flood areas are regularly targeted 3 times per year or after localised flooding to improve safety on public roads.	£180K as part of Neighbourhood Services budget
Drainage schemes to prevent & alleviate flood risks	SBC	Specific schemes identified and works carried out to improve safety on public roads	£150K per annum
Kelso Traffic Management Scheme	SBC	Resolve long standing congestion, parking and pedestrian safety issues. There is improved, rationalised vehicular movement within Kelso town centre with the introduction of the one way system. A transport hub has been created leading to improved public transport facilities. Overall scheme has reduced pedestrian and vehicular conflict and improved public safety. Future general infrastructure maintenance costs will be reduced.	£793K Capital funding
Alcohol and Drugs	ADP/ Safer Communities	Proactive work which seeks to identify trends in new psychoactive drugs via data collection and information sharing, new trends and invoke prevention strategies prior to there	Perhaps better reflected in the health section?

		being entrenched/habitual use established. Savings expected to be delivered against statutory and voluntary agencies.	
Reducing Reoffending	SBC	The majority of this budget is focussed on the management of offenders through a variety of measures, including unpaid work and supervision orders. Whilst there is preventative work, it is not possible to separate out the resources devoted to this from the core functions of managing offenders through the sentences issued by courts.	2013/14 from CJA/Scottish Government £1,228k
Enhanced Home Fire Safety Programme	Scottish Fire and Rescue Service	Where an individual is identified as being at an increased risk from fire the Fire and Rescue Service will, in conjunction with other agencies, conduct an Enhanced Home Fire Safety assessment. Following this assessment additional safeguards can be introduced to reduce the risks of fire. These safeguards might include specialist fire alarms systems tailored to individual needs, a fire alarm system linked to an alarm receiving centre or in more extreme cases the installation of a domestic sprinkler system.	£25k
TOTAL RESOURCES			

INDICATORS (not in main SOA)

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
Number of Reported Incidents of Domestic Abuse - Adults	789		SCT, Police Scotland (2 year Average 2010/11-2011/12)				
Percentage of Repeat Victim Incidents dealt with by Lothian and Borders Police	48%		SCT, Police Scotland (2011/12)				
Number of referrals to			DAAS				

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
specialist Support Service							
Number of recorded ASB incidents per 1,000 population	134		SCT (ASBU) (2 year Average 2010/11-2011/12)				
Number of Early interventions made by ASB Partners	918		SCT (ASBU) (2010/2011)				
Number of Road Users Killed	11		Police Scotland (5 Year Average 2006/7-2010/11)				
Number of Road Users Seriously Injured	86		Police Scotland (5 Year Average 2006/7 – 2010/11)				
Number of Children Killed or Seriously Injured in a Road Crash	9		Police Scotland (5 Year Average 2006/7 – 2010/11)				
One Year reconvictions frequency rate (%)	46.6	54	SNS (2009-10)		45.6		44.6

Health inequalities and physical activity

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary)
Management Fees & Grants to Sport and Leisure Trusts	SBC	Physical Activity is a major strand of the delivery of sport and leisure services. Service outcomes are provided through programmes that enhance participation and widen opportunities across the full demographic spectrum. Target groups are also supported for access to services.	£2,336,298 (Includes Sports Facilities, Active Schools, and Sports development provision)
Outdoor Education & Adventure Sport	SBC	The service operates within both the curricular education service and the community. Strong links are advocated to develop sustainable outdoor learning experiences across a range of activities that impact on lifestyle behaviours	£156,948 (Includes Outdoor Facilities, Licenced Adventure Sport and Outdoor Experiences and Activities)
Healthy Living Network	Joint Health Improvement Team for NHS Borders and SBC	Targeted work with deprived communities and disadvantaged groups builds capacity for community led health improvement and provides community with knowledge, skills and resources to improve own health and wellbeing	
Healthy Weight Action Plan	Joint Health Improvement Team for NHS Borders and SBC	Partners are taking range of actions to provide opportunities and conditions for and reduce barriers to healthy eating and physical activity. Work is taking place in a range of settings to maximise reach – schools; workplaces; communities, social care services etc.	
Lifestyle Advisory Support Service	NHS Borders	Individuals at risk of ill health associated with CVD, diabetes and stroke are supported to make sustainable lifestyle changes. Service uses motivational interviewing techniques. Programmes on offer - Keep Well (hard to reach groups) and Counterweight (weight management) and Lifestyle advice - provide a person centred approach.	
Physical Activity Pathways from	NHS Borders	Patients are screened to identify low levels of physical activity and signposted to information, support and opportunities relevant.	

Primary Care and from Acute Care			
Sexual Health Strategy	NHSB / SBC	Building capacity in partner organisations and educating young people and other target groups about healthy relationships and prevention of STIs / HIV and unwanted pregnancy means that demands on public sector will be reduced in the long term.	
Violence Against Women training	NHSB	Building capacity in partner organisations and communities by raising awareness will enable the early identification of domestic abuse and other forms of VAW, appropriate signposting and support thus reducing public sector costs in the long term.	
Targeted interventions for protected characteristic groups (Equality Act 2010)	NHSB	Positive action to address particular health inequalities and real or perceived accessibility issues faced by groups of people with protected characteristics under the Equality Act (2010) will ensure that demands on public sector will be reduced in the long term	
Health inequalities programme: people with learning disability	Joint Health Improvement Team for NHS Borders and SBC	By raising awareness and improving knowledge and skills among people with LD, staff, carers on range of health issues including: nutrition and physical activity; relationships and sexual health	
Health Promoting Health service	NHS Borders	Routine health care contacts in hospital settings are significant opportunities to promote health behaviour change, as secondary prevention.	
Alcohol – whole population approach	NHS Borders	Delivery of Alcohol Brief Interventions in priority areas, Criminal Justice Social Work and Police Custody settings. Plan to roll-out to wider Social Work settings and to improve performance in any GP practices in relatively deprived areas where current performance is low.	£50,000
TOTAL RESOURCES			

INDICATORS (not in main SOA)

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
% of adults saying drug misuse or dealing is very or fairly common	7.6	11	SNS 2010				

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
% of 15 year old pupils who used illicit drugs in the last month	6	11	National ADP indicators from SALSUS 2010				
HEAT: Alcohol Brief Interventions	2727	61081	ADP Data collection 2011/12				
Number of families referred to Addaction Family Service	67	n/a	ADP Data collection 2011/12	210 (2013-16)			
Sporting participation	47.7	51	SNS 2009-10				
% of adult population who smoke	19.9	24.2	SNS 2009-10				
% of children walking or cycling to school	51.5	51	SNS 2009-10				
% journeys to work made by public or active transport	28	30.4	SNS 2009-10				
Proportion of adults making one or more visits to the outdoors per week	64	47	SNS 2009-11				

Outcomes for older people

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary)
Older Peoples Joint Commissioning Strategy 2013-2023	Reshaping Care for Older People Partnership (NHS, SBC, Voluntary and Independent sector)	The strategy proposes an approach to dealing with the future delivery of services given the challenges of a growing elderly population, including an increase in long term conditions, in a way that is consistent with what older people want.	Currently identified £31m= SBC Older People's Services £47m= NHS hospital resources £TBC = NHS Community Services
Reshaping Care Change Fund	Reshaping care Board and CHCP	The policy goal of this programme is to optimise the independence and wellbeing of older people at home or in a homely setting.	13/14 = £3.2m 14/15 = £1.3m
Volunteer Scheme to support older people in their homes (informal activities or help)	BHA	This scheme available to older people in Berwickshire is available through Seton Care to offer a wide range of informal support or social support to those who have become isolated.	Funded by Comic Relief for three years
Nutrition training	Joint Health Improvement Team: SBC & NHS	Equipping community staff and volunteers with knowledge and skills in nutrition of older people to enhance provision of food and fluids in social care settings and own homes	
Rutherford Square	SBHA and SBC Social Work	Re-modelling and future proofing of a low homes to enable on site provision of a care team to frail older people.	SBHA - £850,000 SBC to be confirmed SBC- ongoing placement of clients
Community Transport	SBC	The community transport and social car scheme provides transport to those who experience difficulties using mainstream public transport, ensuring they can continue to access facilities and helping sustain them to live in their own homes for longer.	£52K per annum
TOTAL RESOURCES			

INDICATORS (not in main SOA)

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
Dependency ratio	61.39	52.35	SNS 2011				
% of time in the last 6 months spent at home or in a community setting	91.4	90.7	SNS 2009/10				
% of adults needing care receiving personal care at home or direct payment for personal care	67.6	60.4	SNS 2011/12				
Number of patients waiting more than 6 weeks for discharge to appropriate setting	1	94	SNS 2009/Q4				
75+ patients living at home with Anticipatory Care Plan	86		SBC SW Nov 2012				
65+ patients with fall diagnosis conveyed to A&E	85		SBC SW Dec 2011				
% service users feeling safe	79.1		SBC SW Dec 2012				
Proportion of people aged 75+ with Telecare package	26.9	18.3	Scottish Gvt Statistics 2012				
Total occupied bed days of delayed discharge patients in month							
Emergency IP bed days for people 75 +							

Other Prevention Priorities within Scottish Borders

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary)
Welfare Reform Programme	SBC/Strategic Partnership Against Poverty	By mitigating the impact of welfare reforms, and ensuring that those affected by the changes can access the advice and support they require, the CPP will prevent more costly interventions in the future e.g. homelessness, child poverty, mental ill-health etc.	Within resources 2012/13 = £14k 13/14= 0.5 FTE Grade 9
Health Promoting Palliative Care	NHS Borders	By supporting more open discussion about death, dying and bereavement, people will be better able to prepare for these experiences and to support those affected.	
Mental health improvement: effective responses to common mental health problems	Joint Health Improvement Team for NHS Borders and SBC	By improving co-ordination and links between community based services and raising awareness about the range of resources that offer support with mental health, partners will prevent problems escalating and build community capacity. SBC- the vast majority of this budget is core work with clients which is primarily focussed on support and enablement of healthy lives, rather than preventative measures.	SBC 2013/14 budget £2,269k
Suicide Prevention	Joint Health Improvement Team for NHS Borders and SBC	By improving how systems and services respond to those in crisis. By developing targeting approaches to build engagement and provide support for groups known to be at risk eg men with low mood, carers, those with money worries.	
Health protection	NHS Borders	Screening and immunisation programmes protect population health and reduce demand on health care. Includes Detecting Cancer Early Programme with specific actions around raising awareness of symptoms, reducing risks, and promoting access to screening amongst deprived communities and vulnerable groups.	National DCE programme funding.
Transitions Project	SBHA	By providing accommodation and skills development support to looked after young people seeking to live independently. The project provides housing options and employability support, sustains tenancies and	Big Lottery funding - £347,000 2012

		provides outreach support to young people moving on to permanent homes	to 2016 Match funding SBC contribution £179,784 for concierge service at Albert Place over 4 years SBHA contribution £106,485 for Tenancy Support Officer post over 4 years
Transitions project	BHA	Using the model developed by SBHA and the local authority BHA plan to develop a similar resource in Eyemouth	BHA are seeking grant funding
Help with Money	SBHA, Waverley Housing and BHA	Provision of financial inclusion services, supporting tenants with financial difficulties to manage their money and address multiple debt. The new project will build on addressing fuel poverty support.	BIG Lottery funding application for £606,191 at Stage 2.
Commissioning of early intervention and prevention services for children and families	CPP through CYPPP	A range of services focused on early intervention and prevention are commissioned by CYPPP as part of the Scottish Borders Children and Young Person's Services Plan. These are detailed below	£1,008, 266
TOTAL RESOURCES			

INDICATORS (not in main SOA)

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
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	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023

SCOTTISH BORDERS ECONOMIC STRATEGY 2023

Report by The Chief Executive, Scottish Borders Council

COMMUNITY PLANNING PARTNERSHIP STRATEGIC BOARD

13 JUNE 2013

1 PURPOSE AND SUMMARY

- 1.1 This report presents the draft Scottish Borders Economic Strategy 2023 and seeks approval for the Strategy on the basis that it appropriately reflects the Community Planning Partnership's economic development priorities.**
- 1.2 The Economic Strategy has been prepared in order to set direction for the activity of the Council, but also for our Community Planning Partners. The Strategy consists of three documents, an Economic Profile, an Economic Strategy document and an Action Plan. The Strategy sets out the vision, strategic aims and objectives that will provide the focus for our efforts to ensure sustainable economic growth for the Scottish Borders.
- 1.3 The four strategic aims are: Creating the conditions for businesses to compete; Building on our assets; Developing the workforce of the future; and Providing leadership. The Community Planning Partnership will track the progress of the strategy and a range of indicators are set out in the Strategy to enable this.

2 RECOMMENDATIONS

- 2.1 I recommend that the Strategic Board:-**
- (a) agrees that the Community Planning Partnership's economic development priorities are appropriately highlighted in the Draft Scottish Borders Economic Strategy 2023 and approves the Strategy;**
 - (b) notes that the financial implications of the associated Action Plan will require to be assessed alongside other priorities before inclusion in future capital and revenue plans; and**
 - (c) notes that limitations on future public spending may place constraints upon the delivery of the Action Plan.**

3 ECONOMIC STRATEGY

- 3.1 The Draft Scottish Borders Economic Strategy 2023 has been prepared based on discussions at Economic Development Group meetings and at the Economy and Infrastructure Programme Delivery Team. A range of business representatives also helped inform the development of the strategy.
- 3.2 There are three key documents that make up the Draft Scottish Borders Economic Strategy 2023. The Economic Profile (which will be available on the Council's website) sets out the evidence base for the current state of the economy. It provides an analysis of that economic snapshot and highlights a range of challenges and opportunities that need to be addressed in the Economic Strategy.
- 3.3 The Economic Strategy (Appendix 1) sets out the vision, strategic aims and objectives that will provide the focus for our efforts to ensure sustainable economic growth for the Scottish Borders. A separate Action Plan (Appendix 2) sets out the detailed actions that need to be implemented in order to deliver our objectives. As well as actions that are already under way, the Action Plan also identifies possible actions that can be delivered if the resources can be identified. The development and make-up of these documents has been informed by the Scottish Local Authorities Economic Development - Improvement Guide 2011.
- 3.4 At the heart of the Strategy are the vision, the four strategic aims and a range of objectives that relate to each of these. The vision that is set out was agreed by the Economic Development Group and the Programme Delivery Team earlier this year, and is:
- "By 2023 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."
- 3.5 The four strategic aims are derived from the analysis in the Economic Profile and reflect the particular opportunities and challenges that the economy of the Scottish Borders faces. The four strategic aims are:
- 1. Creating the conditions for businesses to compete** - reflecting our entrepreneurial strength and the need to create the conditions for businesses to grow, and/ or to attract entrepreneurial people;
 - 2. Building on our assets** - attracting and retaining people and growing businesses will be helped by what the Scottish Borders as a place has to offer and by our ability to maximise our assets;
 - 3. Developing the workforce of the future** - fundamental to future prosperity and competitiveness is the supply of, and demand for, a skilled workforce. As there are fewer jobs available here than residents in work, people are travelling outside the area for work and this means economic performance is lower;
 - 4. Providing leadership** - essential for successful economic development to be achieved, leadership will also help deliver other policy and organisational priorities too – around education, health, and the public good.

4 PROGRESS AND PERFORMANCE INDICATORS

- 4.1 The Programme Delivery Team will track the progress of the strategy in three main ways; monitoring progress against the Single Outcome Agreement indicators; measuring the economic wellbeing of residents and businesses; and assessing the impact of our activities against key high level performance indicators. A range of indicators is set out in the Strategy document, and these have been aligned with nationally agreed indicators developed by the SLAED network (Scottish Local Authorities Economic Development). They also align with the Single Outcome Agreement.
- 4.2 It is intended that the indicators in the Strategy (and also any additional indicators that appear in the Council's Corporate plan) will form the basis of reports to the Economy & Infrastructure Programme Delivery Team. Progress update will also be fed back to the Strategic Board.

5 IMPLICATIONS

5.1 Financial

- a) The business plans of the Community Planning Partners include resources that will contribute to achievement of some of the objectives of the Scottish Borders Economic Strategy 2023, for example, transition to a Low Carbon Economy and South of Scotland Next Generation Broadband. The Action Plan (Appendix 2) has been laid out to highlight which projects are currently resourced (those highlighted by a tint) and which are currently in the 'Project Pipeline' (no tint) and are not currently funded.
- b) At this stage, it is only possible to provide broad cost estimates for the projects that are in the Project Pipeline (see Appendix 2). The Community Planning Partners will need to decide which of the actions identified in the Project Pipeline will be of a high enough priority to justify targeting resources towards them. The financial implications of the Action Plan will require to be considered alongside other priorities and be reflected in future capital and revenue plans. It should be noted that limitations on future public spending may place constraints on the delivery of the Action Plan. In view of this it is expected that the Action Plan will be reviewed and updated annually to allow it to reflect shifting priorities and resources.

5.2 Risk and Mitigations

There is a risk to the Community Planning Partnership of not ensuring there is an up to date Economic Strategy in place for the Scottish Borders because it helps guide the activity of the Community Planning Partners. It also provides a strong basis for future lobbying and funding bids to various external sources. This risk is mitigated by approving, and regularly reviewing the proposed strategy.

5.3 Equalities

The Scottish Borders Economic Strategy 2023 is undergoing an Equality Impact Assessment.

5.4 Acting Sustainably

The Scottish Borders Economic Strategy 2023 has sustainable economic growth at its core. It also highlights the development of a Low Carbon

Economic Strategy as one of its Objectives, supporting one of the key Scottish Government targets over the long term. As a key strategy for the Scottish Borders the document has been considered in relation to the Strategic Environmental Assessment regulations.

5.5 Rural Proofing

The Scottish Borders Economic Strategy 2023 will not have an adverse impact on the rural area. The strategy has been informed by the work and knowledge base of the 'A Working Countryside' partnership.

Approved by

Chief Executive

Signature

Author(s)

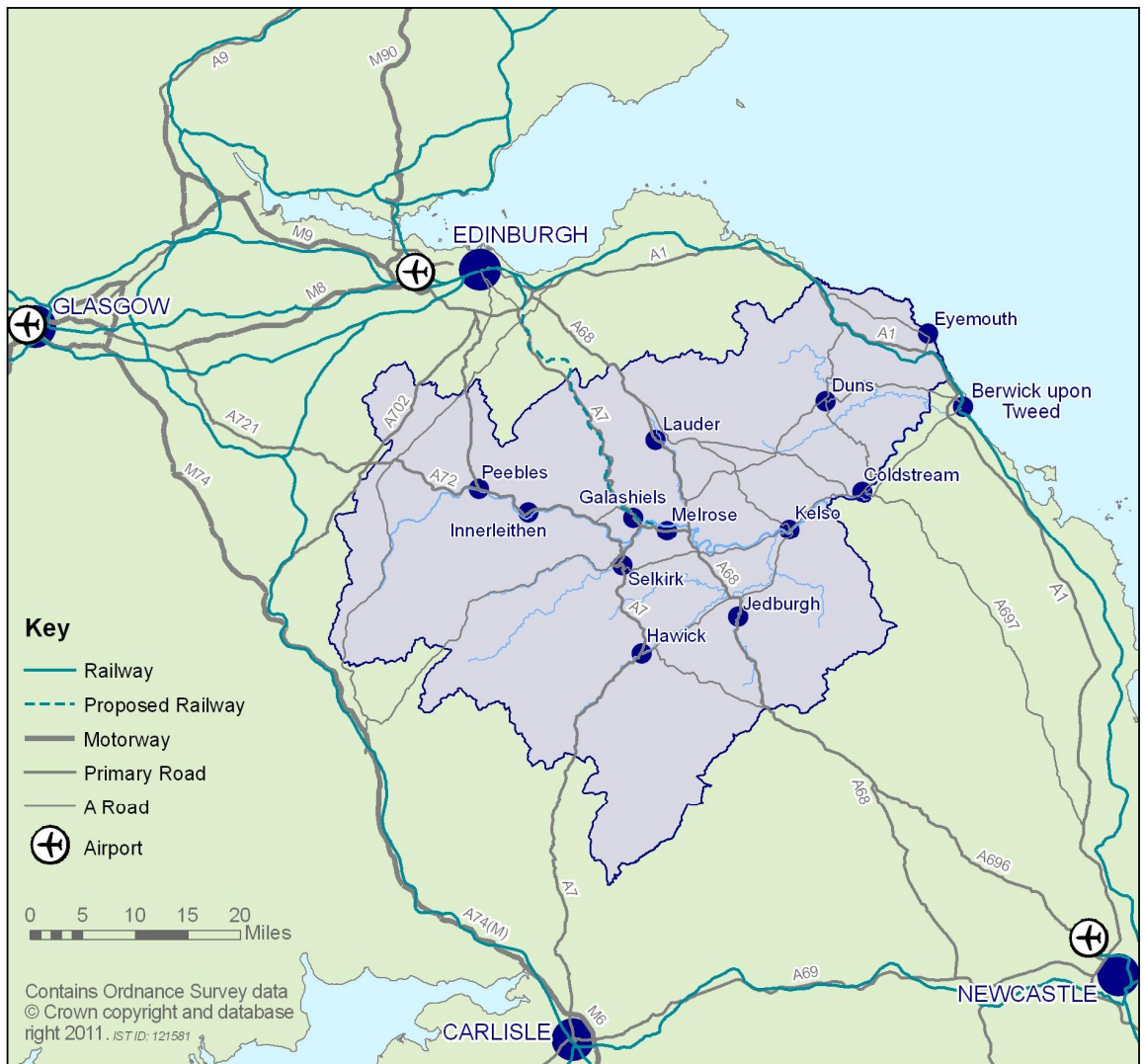
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Background Papers: None

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Jacqueline Whitelaw can also give information on other language translations as well as providing additional copies.

Contact us at Jacqueline Whitelaw, Environment and Infrastructure, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 01835 825431, Fax 01835 825071, email eitranslationrequest@scotborders.gov.uk.

Draft Scottish Borders Economic Strategy 2023



June 2013

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Foreword

Executive Member for Economic Development

Scottish Borders Council has put Economic Development at the heart of the Council's purpose. We are prioritising the economic development of the area and this is reflected in the Council's priorities and our single outcome agreements with the Scottish Government.

This document sets out the Council's, and its Community Planning Partners', vision for a prosperous economy in the Scottish Borders and our strategic approach to the development of the economy – through development and implementation of infrastructure, support to business, increasing employment, the facilitation of external funding and European investment, and national, UK and European lobbying.

In doing this we are being ambitious for the Borders. The Economic Strategy offers a long term view and will link Scottish Borders Council's priorities and Corporate Plan, and the Economy and Infrastructure theme of the new Community Planning Partnership. It provides a plan for the development of programmes and projects to 2023. It also links to the Local Development Plan that facilitates development by land use allocation. The Strategy has been produced in the context of challenging local economic conditions and the need to provide new investment, jobs and opportunities for our communities.

Delivery of the Strategy will be achieved by continuing collaboration and commitment with key partners including Scottish Enterprise, VisitScotland, Skills Development Scotland, Borders College, Heriot Watt University, EventsScotland, Forestry Commission Scotland, Scottish Development International, JobCentrePlus and other public and private sector partners.

Working with local businesses is key to success, and for this I'm grateful for our positive working relationships with organisations such as the Scottish Borders Chamber of Commerce, Federation of Small Businesses, Exporters Association, NFUS and many others.

The vision for the Scottish Borders economy is that by 2023 we will be amongst the best and most productive rural economies in Scotland.

I hope you will join me in working towards that vision.

Councillor Stuart Bell
June 2013

1 Why We Need an Economic Strategy

1.1 The position today

There is a greater momentum behind economic development in the Scottish Borders – generated by recession and economic downturn, company closures, rising unemployment and increasing pressures on public sector investment. These changes highlight the need for a new economic strategy, so that the direction and influence on economic development is in the hands of businesses and key public sector agencies.

The development of the Scottish Borders Economic Strategy 2023 reflects the broad policy areas currently emerging from the European Commission, UK Government, Scottish Government and the South of Scotland Alliance, as well as locally in the Scottish Borders:

- Improving SME competitiveness (raising innovation, increasing exporting, promoting enterprise and business, supporting agriculture & fisheries);
- Increasing employment (raising skills levels – employability and workforce development);
- Promoting low carbon – moving towards a low carbon economy;
- Focusing on key sectors of the economy – both traditional and new opportunities;
- Improving connectivity, including ICT and Borders Railway;
- Improving business infrastructure, including land and premises;
- Maximising European funding and national investment opportunities;
- Maximising the place – town centres, activity tourism and location; and
- Working in partnership across the public sector and with business.

1.2 The challenges

The 2013 Economic Profile highlights a number of key challenges:

- i. The Scottish Borders economy performed relatively well before 2007, with economic output – or *Gross Value Added (GVA)* – expanding by on average just under 4% in the 10-year period ending in 2009. Year-on-year, GVA in the Borders was increasing, but in line with the economic downturn the rate of change went from just under 6% in 2007 to 1% in 2008, and has experienced a negative change of around 4% in 2009.
- ii. While 73% of working age people are economically active, just above the Scotland average, the level of economic activity in the Scottish Borders has fallen. This is against the national trend where Scottish economic activity has been consistent over the same period.

- iii. Average earnings are lower in the Scottish Borders, operating consistently below the Scottish average. Since 2001, wages for people working in the Borders have increased by only 5%, compared to an increase of almost 38% at the Scottish level.
- iv. Compared to Scotland, we have a higher reliance in employment terms on wholesale/retail, manufacturing, health and public sector activity, and lower than average levels of employment in financial, professional and business support service sectors. We also have a higher proportion of employment in managerial and senior occupations, indicative of the reliance, in employment terms, on the public sector for employment – for both the Scottish Borders and Scotland as a whole.
- v. The demography of the Scottish Borders shows we have proportionately less young adults and more people over 65 than the rest of Scotland. This identifies a common challenge for rural areas with high levels of out migration of young people and an increasingly ageing population.
- vi. The unemployment claimant count rate has been rising and although it remains below Scottish levels, there are now more than 2,102 people in the Scottish Borders claiming unemployment benefit. Within this, there is a significant growth in youth and long-term (6 months and 12 months) unemployment.
- vii. To make the Scottish Borders a more attractive place to live and work and arrest the out-migration of our young people, the area needs to offer alternative options to stay in the area; locate to the area; and/ or raise the value of employment on offer – this is a key challenge looking forward to 2023. In the short-term, the challenge is to attract all types of jobs, and capitalise on the dynamism of the economy and its ability to create businesses that can survive.

1.3 The opportunities

The 2013 Economic Profile also highlights a number of opportunities:

- i. **Focusing on our competitive advantage** – including niche manufacturing (particularly in textiles), tourism, construction, creative industries, farming and food and drink. Within these key sectors, our opportunity is to grow their value – in terms of wealth and employment creation, and in generating revenues from export sales (exploiting in the short term the comparatively weak exchange rate for sterling). In doing so, the economy will generate demand for higher skills as demand for value increases.
- ii. **Supporting further diversification in the economy** – building on early signs of adjustment towards a more diverse economy. Since 2008 the Scottish Enterprise ‘priority sectors’ have performed relatively well across the region. The Scottish Borders has a reasonably sized employment base in the areas of tourism, creative industries, food and drink, and financial and business services.
- iii. **Supporting opportunities for higher value employment** - particularly in ‘Knowledge Intensive Business Services’ to shift the reliance for employment from the public to the private sector. This will play a key role in driving the Scottish Borders’ economy. The

Borders Railway will have a catalytic effect, and along with associated infrastructure, will help facilitate this shift.

- iv. **Encouraging entrepreneurial activity and inward investment** - although the business base continues to be dominated by SMEs (and particularly micro-businesses), in comparison with other regions the Borders historically has a high level of new business start up and survival rates.
- v. **Capitalising on our location** - the concept of 'place' being fundamental to competitiveness. The place not only provides the physical, social and cultural infrastructure for businesses, it attracts and retains a workforce for the future. We must maintain and enhance the quality and vibrancy of our places to continue to attract residents and visitors to use them.

1.4 Looking forward

The major question for improving the economic outlook of the Scottish Borders is how the economy can recover and grow from the economic downturn. The Strategy focuses on higher value activity and the resulting productivity gains to business and the economy. However, it also reflects the need to protect our natural assets and the environment that helps attract people and businesses to live and work here.

In growing the value of the economy, we will maximise our location at the hub of economic activity in the Carlisle-Edinburgh-Newcastle triangle of city regions. **We will strive to offer the best environment for businesses - a mix of an attractive physical environment for workers, higher specification industrial and business premises with appropriate ICT infrastructure, transport connectivity and an appropriately skilled labour pool.**

If we achieve this, our rural economy can prosper in the higher value 21st Century economy. High-value jobs only form a small proportion of total jobs and generating large numbers of these jobs in a rural economy is a medium to long-term aim. As rising travel costs outweigh any wage gains to be had from out-commuting, the delivery of quality employment opportunities within easy access for local communities is also a priority for the Strategy.

2 The Council's Priorities

2.1 The Ambition

In May 2012 Scottish Borders Council's new Administration launched 'Ambitious for the Borders', the partnership agreement for the Programme of Local Government. This provides a high level commitment to put economic development at the heart of the Council's purpose:

'We will ensure economic development is the key driver for the new Council Administration'.

The Council is committed to achieving this ambition through a number of key Economic Development priorities:

- Setting up a business loan fund to provide financial support for business.
- Reforming procurement to facilitate local suppliers.
- Working with partners including the South of Scotland Alliance, and the Scottish Government to ensure next-generation broadband and mobile phone coverage.
- Using the European Fisheries Fund, Coastal Communities Fund, and European Regional and Rural Development Funds to the best advantage of our communities.
- Developing plans to revitalise our high streets.
- Supporting our communities through a focused programme of regeneration and rural development with an emphasis on working with the Scottish Government.
- Continuing support for the Borders creative arts industries.
- Strengthening our targeted marketing strategy to attract businesses into the Scottish Borders and building on the opportunities provided by the Borders Railway.
- Working with businesses to identify and resolve barriers to growth and development.

2.2 Working in Partnership

From the consultation process outlined in the Economic Profile, the Strategy proposes the following mission (purpose) the Community Planning Partnership (CPP) 'Economy and Infrastructure' theme group which will lead the delivery of the Economic Strategy:

We will be ambitious for the Scottish Borders, deploying our resources around a single vision to develop the economy by attracting investors and meeting the needs of our businesses and communities.

2.3 Working Across Council Services

The Council's approach is to deliver integrated activity across Council services aligned to the Economic Strategy. All of the Council's services have a role to play in, or a link to, the local economy. The Council is shifting its focus and priorities to ensure that it supports the economy wherever possible, and that each service understands how it can have a positive impact on economic outcomes.

3 The Strategy

3.1 Vision to 2023

From the evidence and consultation process outlined in the Economic Profile, the Strategy proposes the following vision:

By 2023 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.

3.2 Strategic Aims

The Economic Strategy will be delivered over a 10 year period to 2023. In meeting the short and medium term challenges facing our economy and capitalising on our location and environment, it focuses activity around four interlinked ‘strategic aims’. These have been developed through consultation, in response to the challenges identified and to achieve the proposed Vision for the economy:

- **Creating the conditions for businesses to compete** - reflecting our entrepreneurial strength and the need to create the conditions for businesses to grow, and/ or to attract entrepreneurial people;
- **Building on our assets** - attracting and retaining people and growing businesses will be helped by what the Scottish Borders as a place has to offer and by our ability to maximise our assets;
- **Developing the workforce of the future** - fundamental to future prosperity and competitiveness is the supply of, and demand for, a skilled workforce. As there are fewer jobs available here than residents in work, people are travelling outside the area for work and this means economic performance is lower;
- **Providing leadership** - essential for successful economic development to be achieved, leadership will also help deliver other policy and organisational priorities too – around education, health, and the public good.

These emphasise the potential of ‘the place’, its attractiveness and its assets; and, at the same time, respond to the fragile nature of the economy and its vulnerability in the medium to longer term – due to its relatively lower value and skills base and its reliance on public sector employment.

The Scottish Borders operates within a wider sphere of economic activity – the Edinburgh-Newcastle-Carlisle triangle. The area is at ‘the centre of things’, its roads enabling relatively easy access to these cities, good rail links on the East and West Coast Main Lines (from Berwick-Upon-Tweed and Carlisle respectively) and the Scottish Borders Railway linking to Edinburgh Waverley by 2015. Similarly it is within easy distance of major airports and the network of international destinations they offer.

Connectivity will be enhanced further from a longer term goal to make sure that advances in broadband and next generation broadband (NGB) technologies benefit the area and enhance its reputation as a highly competitive location for business.

3.3 Objectives

A.) Creating the Conditions for Businesses to Compete

The following objectives reflect the entrepreneurial strength of the Scottish Borders’ economy and the needs of businesses. They are focused on creating the conditions for businesses to grow – increasing turnover, profitability, becoming more productive and increasing levels of employment.

A key focus is to attract and generate entrepreneurial people who can start a new business or ‘bring one with them’ when they relocate to the Scottish Borders; increasing market share export sales of existing firms and/ or cost reduction, for example around energy efficiency.

As well as labour, businesses need infrastructure. The location of the Scottish Borders means it should be well connected to its neighbouring regions. Its transport infrastructure will benefit from the Borders Railway and will provide a basis for economic and population growth. In creating the conditions for businesses to compete, activities must ensure the supply of 21st century connectivity, premises and sites, maximising the opportunity from the Railway. Existing businesses will also seek high-quality estates, premises and facilities if they are to choose the Scottish Borders over other parts of Cumbria, Northumbria or Scotland. Marketing and PR activity needs to highlight the Scottish Borders’ location advantages amongst other factors.

The key objectives are:

- 1. To encourage and support new business start-ups, and the growth of existing businesses.**
- 2. To ensure that new land and premises are developed to allow businesses to grow and relocate.**
- 3. To ensure that businesses have cost effective access to Next Generation Broadband, a good road network and other key infrastructure.**

- 4. To sustain or grow activity in key local sectors including textiles, tourism, food & drink, renewables and creative.**
- 5. To maximise recreational, retail and cultural opportunities.**
- 6. To attract new businesses to the Scottish Borders.**

B.) Building on Our Assets

Attracting and retaining people, and indeed businesses, will be helped or hindered by what the Scottish Borders as a 'place' has to offer.

Therefore the following objectives recognise the quality of life and environment on offer, and the important role that these strengths play in attracting people and businesses. Environmental assets, and rural towns and areas, are an attraction for residents and visitors. The cultural, retail, leisure and 'night-time economy' offers will all have a role in driving the economic wealth and health of the Scottish Borders and the larger towns is where residents will gravitate towards for their immediate needs. But the surrounding towns must have an even greater role in the future economic prosperity and competitiveness of the Scottish Borders as each of them will add to the variety on offer. Ultimately towns and housing will be crucial in attracting skilled people of a working age to locate to the Scottish Borders and attracting people to visit. What is good for attracting tourists also helps attract people to relocate.

The tourism sector also provides opportunities for economic diversification and developing the rural economy further is an important activity in the place programme - making the Scottish Borders a location that people want to visit, want to live in, want to work in and want to do business in.

The key objectives are:

- 1. To maximise the economic development potential of the Borders Railway.**
- 2. To develop business-FE / HE links around the Scottish Borders Campus.**
- 3. To support vibrant town centres by reducing vacancy rates and increasing footfall from tourism and leisure visitors.**
- 4. To encourage integrated and multi-purpose land-use, including modern land and asset management practices.**
- 5. To provide a framework which allows communities to contribute to economic growth.**

C.) Developing the Workforce of the Future

Skills are fundamental to future economic prosperity and therefore a priority for the Strategy. Future proofing the local economy depends on skilled and talented people living and working in the Scottish Borders, starting businesses and fostering the entrepreneurial culture of the area. Skills are vital for the future competitiveness of our economy.

The following objectives are focused around attainment and workforce development. These will enable employers to attract and retain skilled people and develop their workforces, and, where higher skills are needed, will attract higher-value businesses and raise workplace earnings. From a supply-side perspective, the activities will deliver the appropriate skills that are needed in key sectors of the economy.

Heriot Watt University and Borders College, through the co-location at the Scottish Borders Campus in Galashiels, and schools are important players in the skills theme. Ultimately the Strategy will rely on links between the education sector and employers that are mutually beneficial to both.

The key objectives are:

- 1. To bring more young people and other job seekers into employment.**
- 2. To support employers to address skills deficiencies in response to current and future need.**
- 3. To attract talented and entrepreneurial people who place a high value on access and quality of life.**
- 4. To encourage people to develop new entrepreneurial and business skills.**

D.) Providing Leadership

The process of delivering economic development will in itself help deliver wider policy priorities. The ingredients required to secure the economic future of the Scottish Borders needs to be gathered from areas that cut across a range of local and national partners and Council Departments. The critical path to achieving delivery of activities, outputs and impacts requires intervention and activity across a range of inter-linking areas, across different organisational boundaries, and over a long period of time. Within the Scottish Borders there are different levels of market failure and therefore different levels of public sector-led activity. Yet in the short term, employment is important; education and training is important in the short and medium terms; and physical infrastructure and development of the place is vital for longer term economic success and competitiveness.

Over the ten-year life of the Strategy and Action Plan, strong leadership will be required to deliver actions and demonstrate that real progress is being made towards them. This will necessitate a genuine collaboration, with business at the centre so that robust economic

foundations are put in place. It is this partnership that will deliver the actions and activities in the Action Plan.

The key objectives are:

- 1. To encourage and support the transition to a low carbon economy.**
- 2. To provide political leadership and promote the case for the Scottish Borders at Scottish, UK and EU levels.**
- 3. To coordinate and collaborate across activities and budgets.**
- 4. To ensure that spending by Community Planning Partners has a positive impact on the economy.**

VISION:	By 2023 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.			
STRATEGIC AIMS:	A. Creating the conditions for business to compete	B. Building on our assets	C. Developing the workforce of the future	D. Providing leadership
OBJECTIVES	(1) To encourage and support new business start-ups, and the growth of existing businesses	(1) To maximise the economic development potential of the Borders Railway	(1) To bring more young people and other job seekers into employment	(1) To encourage and support the transition to a low carbon economy
	(2) To ensure that new land and premises are developed to allow businesses to grow and relocate	(2) To develop business-FE/ HE links around the Scottish Borders Campus	(2) To support employers to address skills deficiencies in response to current and future need	(2) To provide political leadership and promote the case for the Scottish Borders at Scottish, UK and EU levels
	(3) To ensure that businesses have cost effective access to Next Generation Broadband, a good road network and other key infrastructure	(3) To support vibrant town centres by reducing vacancy rates and increasing footfall from tourism and leisure visitors	(3) To attract talented and entrepreneurial people who place a high value on access and quality of life	(3) To coordinate and collaborate across activities and budgets
	(4) To sustain or grow activity in key local sectors including textiles, tourism, food & drink, renewables and creative	(4) To encourage integrated and multi-purpose land-use, including modern land and asset management practices	(4) To encourage people to develop new entrepreneurial and business skills	(4) To ensure that spending by Community Planning Partners has a positive impact on the economy
	(5) To maximise recreational, retail and cultural opportunities	(5) To provide a framework which allows communities to contribute to economic growth		
	(6) To attract new businesses to the Scottish Borders			
IMPLEMENTATION:	<u>THE ACTION PLAN</u>			

4 Tracking Our Progress

The Community Planning Partnership will track the progress of the strategy in two main ways; monitoring progress against longer term Single Outcome Agreement indicators; and assessing the short term impact of our actions against ‘activity’ and ‘output’ indicators using the agreed Scottish Local Authorities (SLAED) performance framework. In doing this, the CPP will assess the impact of our activities against three key high level targets:

- Support the creation or safeguarding of 2000 jobs in the Scottish Borders
- Support £200 million of investment and development in the Scottish Borders
- Support 1000 people to move into work or learning

To monitor the performance of the local economy as part of delivering the Single Outcome Agreement the Scottish Borders Community Planning Partnership and the Council are committed to **encouraging sustainable economic growth**. This is one of the key priorities for the Community Planning Partnership and the Council.

Over its 10-year life, leadership will be required to deliver the Strategy and Action Plan and to demonstrate that progress is being made towards its objectives and targets – the Community Planning Partnership provides an obvious vehicle to assume this responsibility.

The Community Planning Partnership will ‘own’ the Economic Strategy and Action Plan. The Economy & Infrastructure Delivery Team will regularly monitor progress in relation to the Action Plan and against the outcome indicators.

The CPP will seek to refresh the Action Plan on an annual basis to ensure it reflects changes in the economy and shifts in the resources available to support interventions.

SLAED National Economic Performance Indicators

Activity Indicators

Ref	Indicator & Description
A1	Leverage of External Funding
A2	ROI of Campaigns Purchased Through VisitScotland
A3	ROI for Visitor Information Centres
A4	Unemployed People Participating in Employability & Skills Programmes

Output Indicators

Ref	Indicator & Description
OP1	Business Support <ul style="list-style-type: none"> • Businesses supported by Local Authority activities • Businesses supported by Business Gateway activities • Businesses assisted to trade out-with Scotland
OP2	Unemployed People Assisted into Employment from Employability & Skills Programmes
OP3	Jobs Supported by Inward Investment Projects
OP4	Availability of Employment Land

Outcome Indicators

Ref	Indicator
OC1	Gross Value Added (NUTS3 Regions)
OC2	Gross Weekly Earnings <ul style="list-style-type: none"> • Residents earnings • Workplace earnings
OC3	Employment Rate
OC4	New Business Starts
OC5	Business Survival Rate
OC6	Claimants in Receipt of Out-of-Work Benefits
OC7	Working Age Population with Low/No Qualifications
OC8	Carbon Dioxide Emissions per Capita
OC9	Town Vacancy Rates

DRAFT Scottish Borders Economic Strategy - The Action Plan

A. Creating the conditions for business to compete

Action	Resource	Who	3-year Target/ Measure	Timescale	Notes
1. DESIRED OUTCOME – Business Start-Up and Growth is encouraged & supported					
Business Gateway Start Up Service (Underway)	£141,000 (annual average) 6 FTE advisers (Revenue)	Business Gateway	660 start up businesses are trading 3 year survival rate % of these businesses	2013/14 to 2015/16	
Business Gateway/ Scottish Enterprise Growth Advisory Services (Underway)	£141,000 (annual average) 6 FTE advisers Additional ERDF investment (Revenue)	Business Gateway Scottish Enterprise	No. businesses assisted % turnover growth Innovation Exporting Key sectors 100 Companies are account managed	2013/14 to 2015/16	Increased focus on growth and key sectors - £200k growth support entry threshold needs to be lowered to £100k to increase Growth Pipeline
Business Support & Business Gateway Local Services (Underway)	£300,000 pilot loan fund £100,000 business grant fund (annual) Additional ERDF investment (Revenue)	Business Gateway SBC Economic Development	35 target loans/ grants per annum – number and leverage 100 'expert help' assists	2013/2014 to 2015/16	Local Advisory Services includes business support through advice for loans & grants, expert help

Action	Resource	Who	3-year Target/ Measure	Timescale	Notes
Deliver the South of Scotland Business Competitiveness Project (Underway)	£600,000 (3 years) including ERDF investment (Revenue)	SBC Economic Development Business Gateway	200 businesses assisted 63 FTE jobs created in assisted businesses	2013/14 to June 2014	Focus on tourism, food & drink, rural businesses and renewables
Supplier Development Programme – improve SME capacity to compete for any public sector contracts (Underway)	£6,000 (annual) (Revenue)	SBC Economic Development SBC Procurement	6 ‘meet the buyer’ events per annum No. of businesses tendering for public sector contracts No. of new contracts	2013/14 to 2015/16	
2. DESIRED OUTCOME – There is a supply of immediately available land and premises for business expansion and inward investment					
Ensure Local Development Plan has adequate supply of employment land (Underway)	No direct cost	SBC Forward Plans	Ha. of available employment land	2013/14 to 2015/16	
Deliver the Borders Strategic Employment Land Project (Coldstream, Lauder, Duns & Hawick) (Underway)	£2.9m including ERDF investment (Capital)	SBC Economic Development	Ha. serviced sites	2013/14 to June 2014	

Action	Resource	Who	3-year Target/ Measure	Timescale	Notes
Project Pipeline – Resources Required					
Marketing of Scottish Borders Employment Land sites (existing property portfolio and serviced land sites)	£10,000 (Revenue)	SBC Economic Development	No. of Enquiries % Occupancy Rate	2013/14 to June 2014	Linked to Inward Investment activity
Develop 'Central Borders Business Park' (land acquisition and phased refurbishment)	Market dependent (Capital)	Private sector SBC Economic Development Scottish Enterprise	Ha. serviced sites	2013/14 to June 2015	Linked to maximising Borders Railway benefits
Facilitate development of Eyemouth 'Seafood Technology Park'	Market dependent (Capital)	Private sector SBC Economic Development SBC Estates	Ha. serviced sites	2013/14 to June 2015	Linked to Eyemouth Harbour Road master plan
Caerlee Mill Redevelopment	Market dependent (Capital)	SBC Estates SBC Economic Development SBC Built & Natural Heritage Historic Scotland	Occupancy Rates No. of Jobs created	2013/14 to 2015/16	Needs developer interest

Action	Resource	Who	3-year Target/ Measure	Timescale	Notes
3. DESIRED OUTCOME - Businesses have cost effective access to key infrastructure					
Rollout of NGA to broadband in South of Scotland. (Underway)	£8.4m additional SBC investment £130k per annum on South of Scotland Broadband team (Capital & Revenue)	Scottish Government South of Scotland Alliance SBC Economic Development Community Broadband Scotland	85% premises in Borders get NGA 100% basic access	2013/14 to December 2015	<u>CPP Priority Programme</u>
Project Pipeline – Resources Required					
Improvement of key Roads Infrastructure – A1 / A68 / A7 as well as key local routes like A72 and A6105.	Options appraisal required (Capital)	Scottish Government SBC E&I	Km of road upgraded	2013/14 to 2015/16	
Flood Prevention Schemes – Hawick, Selkirk, Galashiels – to provide future protection for business investment in key commercial and industrial locations.	Bids to Scottish Government SBC (Capital)	SBC Engineering & Infrastructure	Schemes clearly programmed with resources	2013/14 - 2015/16	
Lobby for improvement of Mobile telecoms coverage – 3G and 4G access. Link to tourism as well as emergency/safety.	Feasibility/ demand stimulation required (Revenue)	SBC MPs/MSPs Private sector	100% 3G coverage Significant 4G coverage	2013/14 to 2015/16	

Action	Resource	Who	3-year Target/ Measure	Timescale	Notes
Reston Station – Continue to lobby for a new local service on the East Coast mainline.	Feasibility / business case (Revenue)	SBC MPs/MSPs	New station in Network Rail programme	2015/16	
4. DESIRED OUTCOME – Activity is increased in key local sectors including textiles, tourism, food & drink					
Promote and market 7stanes and ‘Cycle Scottish Borders’ product (Underway)	£120k £80k (Revenue)	7stanes CIC Recreational Cycling Group	No. of marketing campaigns No. of additional visitors % increase in average stay % increase in revenue	2013/14 to 2015/16, then self-sustaining	Baseline visitor numbers, average stay, revenue
Project Pipeline – Resources Required					
Develop Scottish Borders Textiles Enterprise Initiative	£100k (Revenue)	Scottish Government Scottish Enterprise SBC Economic Development	Net additional investment in textile companies New markets entered	2013/14 to 2015/16	Employment by key sector
Creative Sector Support Programme	£75k per annum (Revenue)	SBC Economic Development SBC Arts Development Business Gateway (Business Advisors) Creative Scotland	Programme delivered No of businesses assisted	2013/14 to 2015/16	Baseline – business stock (SIC) by key sector Location Quotient by key sector Employment by key sector

Action	Resource	Who	3-year Target/ Measure	Timescale	Notes
5. DESIRED OUTCOME - Recreational, retail and cultural opportunities are maximised					
Events Support Programme (Underway)	£100,000 per annum (Revenue)	SBC Economic Development SBC SAG EventScotland	No of National & International events No of Event Attendances	2013/14 to 2015/16	Baseline/ economic impact evaluation per event
Homecoming 2014 (Underway)	£80,000 (Revenue)	Event organisers VisitScotland/ EventScotland SBC Economic Development	3 homecoming projects delivered Marketing activity No of Event Attendances	2013/14 to 2014/15	Baseline/ economic impact per event
Tourism marketing & promotion and information (Underway)	£115,000 (Revenue) Additional ERDF	VisitScotland Area Tourism Partnership SBC Economic Development	ROI of Campaigns Purchased Through VisitScotland ROI for Visitor Information Centres	2013/14	STEAM 2012 baseline
Textiles tourism trail (Underway)	No additional cost	Private Sector Textile cluster SBC Economic Development VisitScotland	Increased footfall in textile attractions	2013/14 to 2014/15	Footfall in town centres Tourist volume/ value

Action	Resource	Who	3-year Target/ Measure	Timescale	Notes
Project Pipeline – Resources Required					
Borders Railway marketing with links to Walter Scott and Abbotsford House	£50,000 (Revenue)	Area Tourism Partnership VisitScotland SBC Economic Development	Marketing campaigns Additional visitors per annum to key attractions	2014/15 to 2015/16	Building on Borders Railway & Abbotsford House investment Linked to maximising Borders Railway benefits
6. DESIRED OUCTOME – New business and enterprise is attracted to the Borders					
Project Pipeline – Resources Required					
Inward Investment Programme - building on “Our Scottish Borders” and “Best move of your life” campaigns	£75,000 (Revenue)	SBC Economic Development Scottish Enterprise/ SDI	Website traffic Enquiries Jobs supported by Inward Investment Projects	2014/15 to 2016/17	Linked to maximising Borders Railway benefits Potential for collaboration with E.Loathian/ W.Loathian and Edinurgh city – invest in ‘City Region’

B. Building on our assets

Action	Resource	Who	3-year Target Measure	Timescale	Notes
1. DESIRED OUTCOME – The economic development potential of the Borders Railway is maximised					
Implement plan to maximise the Economic opportunities of the Borders Railway. To ensure the opportunity is capitalised on and information disseminated across key sectors of the economy (Procurement, Construction etc) (Underway)	Use existing staff resource to support this priority area.	SBC Economic Development Business Gateway SE (Commercial property) Network Rail (Procurement) Borders College, BCIF (Training) Scottish Borders Tourism Partnership	From Action Plan	2013/14-2015	<u>CPP Priority Programme</u>
Deliver Transport Interchange and Galashiels Inner- Relief Road projects (Underway)	£3.7m+ Including ERDF investment (Capital)	SBC E&I	Sq m of business space No of businesses assisted	2015	Linked to maximising Borders Railway benefits

Action	Resource	Who	3-year Target Measure	Timescale	Notes
2. DESIRED OUTCOME – FE/HE links with business are developed at the Scottish Borders Campus					
Build new relationships with Heriot-Watt University locally and at main Riccarton Campus.	No additional resource	SBC Economic Development	Regular communication between HWU and CPP	2013/14	
3. DESIRD OUTCOME – Vibrant Town Centres					
Deliver Selkirk CARS town centre regeneration project (Underway)	£1.2million including Historic Scotland investment (Capital)	SBC Built & Natural Heritage SBC Economic Development Selkirk Regeneration Company	Sq m of business space No of businesses assisted Occupancy Footfall Visitor Numbers	2017	
Deliver Kelso Town Centre Business Hub (Underway)	£800,000 including ERDF investment (Capital)	SBC Built & Natural Heritage SBC Economic Development Future Kelso	Sq m of business space No of businesses assisted Occupancy Footfall Visitor Numbers	2015	

Action	Resource	Who	3-year Target Measure	Timescale	Notes
Review Town Centre Retail Policy (Underway)	No additional cost	SBC Forward Plans	Policy updated to encourage retail and non-retail uses Increased investment in town centres Increased town centre footfall	Ongoing	Linked to new Local Development Plan
4. DESIRED OUTCOME – Rural land-use is integrated					
Undertake Scottish Government pilot Regional Land Use Strategy (Underway)	£215,000 Scottish Govt grant (Revenue)	SBC Built and Natural Heritage Tweed Forum A Working Countryside	Plan in place	2013/14 – 2015/16	Baseline needed – Government measures
Project Pipeline – Resources Required					
Deliver Innerleithen Aim Up Bike Park Project	£5.5m (Capital)	AIM Up (Management) FCS SBC Economic Development Scottish Enterprise VisitScotland Potential Lottery and SRDP investment SportScotland	Bike Park development Marketing actions Visitor Numbers	2015	Business Plan in place

Action	Resource	Who	3-year Target Measure	Timescale	Notes
5. DESIRED OUTCOME – A framework is provided for communities to contribute to economic growth					
Deliver 2007-2013 LEADER Programme (Underway)	£4.5 million EAFRD investment (Revenue)	SBC Economic Development A Working Countryside	70 local rural development projects supported	2014/15- 2015/16	Local development strategy Programme evaluation
Deliver Fisheries Local Action Group (EFF Axis 4 funding) Programme (Underway)	£800,000 Including EFF investment (Revenue)	Fisheries Local Action Group (FLAG) Private sector	No of projects supported in Berwickshire Coast	2013/14 to 2015	Strategic focus on Tourism, Food & Drink and Renewables
Develop Newtown St Boswells Development Framework (Underway)	No additional cost	SBC Plans & Research	Supplementary Planning Guidance in place	2013/14-2015/15	Linked to redeveloped Auction Mart site
Develop Eyemouth Harbour Development Framework (Underway)	The actions identified as part of the Framework will require additional resources	SBC Plans & Research	Supplementary Planning Guidance in place	2013/14-2015/15	Linked to development of Eyemouth Seafood Technology Park
Deliver 'Whole Town Plans' (Underway)	No additional cost	CPP partners Local town centre regeneration organisations	Delivery of Action Plans for each key centre – following Eyemouth pilot Retail footfall Town Centre vacancy rates	2013/14 – 2013/14	<u>CPP Priority Programme</u> SBC Economic Development

Action	Resource	Who	3-year Target Measure	Timescale	Notes
Project Pipeline – Resources Required					
Develop new Scottish Borders LEADER Programme 2014 - 2020	EAFRD investment Match funding required (Revenue)	SBC Economic Development A Working Countryside	New Programme approved by Scottish Government	2013/14	

C. Developing the workforce of the future

Action	Resource	Who	3-year Target Measure	Timescale	Notes
1. DESIRED OUTCOME – Increase young people and other job seekers are supported into employment					
Develop Employability Support Pipeline (Underway)	No additional cost (Supported by national Employability Fund)	Skills Development Scotland Job Centre Plus FE/HI Institutions SBC ELL	Unemployed People Participating in Employability & Skills Programmes Unemployed People Assisted into Employment	2014/15	Youth Employment Action Plan – employability mapping due for completion July 2013 Targets to reduce 18-24 unemployment rate
Deliver 'Youth Employment Scotland' funded local employment recruitment incentive (Underway)	£250,000 including ESF/ Scottish Government funding	SBC Economic Development Business Gateway	Unemployed People Assisted into Employment (80 work placements target)	2014/15 – 2015/16	To complement existing SDS and JCP employer recruitment incentives
Project Pipeline – Resources Required					
Develop a Local Skills Plan – with effective links between skills supply and demand	No additional cost	Borders Learning and Skills Partnership Skills Development Scotland Job Centre Plus FE/HI Institutions SBC ELL	There is a clear plan outlining demand for skills	2013/14- 2014/15	Skills Plan to identify gaps and opportunities

Action	Resource	Who	3-year Target Measure	Timescale	Notes
Prepare school leavers for world of work, linked to Curriculum for Excellence	Additional costs (Revenue)	SBC ELL Skills Development Scotland	Increased levels of youth employment Increased proportion of 'positive' leaver destinations (current target 90%)	2014/15- 2015/16	Young people leaving school are 'ready for work' and local employers invest in them Explore Academy model developed in East & Mid Lothian
Improve access to learning and skills opportunities for young people in the Eyemouth/East Berwickshire area	Additional costs (Revenue)	Borders Learning and Skills Partnership Skills Development Scotland FE Institutions	Increased access to appropriate vocational skills	2013/14- 2015/16	
'Scottish Borders Guarantee' – apprenticeships, internships and graduate placements for young people	£100,000 (Revenue)	CPP partners Job Centre Plus Skills Development Scotland FE/HE Institutions	Unemployed People Participating in Employability & Skills Programmes Unemployed People Assisted into Employment	2014/15- 2015/16	Baseline existing public sector led apprenticeships/ placements etc

2. DESIRED OUTCOME – Employers are supported to address skills deficiencies in response to current and future need

Action	Resource	Who	3-year Target Measure	Timescale	Notes
Engage with employers to identify workforce development training needs in key sectors – land based industries, textiles, tourism and food and drink sectors (linked to Local Skills Plan)	£250,000 (Revenue)	Skills Development Scotland Sector Skills Councils Borders College Business Gateway Job Centre Plus	Sectoral programmes developed (new and existing) - Scottish Qualifications Framework-accredited Informed by Textiles Pilot Modern Apprenticeship (MA) evaluation	2014/15- 2015/16	Key sectors can recruit, retain and develop employees Key sectors are seen as a career of choice from learners There is a match between FE/ HE supply and employer and learner demand
3. DESIRED OUTCOME – Talented and entrepreneurial people who place high value on access and quality of life are attracted to the Borders					
4. DESIRED OUTCOME – New entrepreneurial and business skills are developed					
Business Gateway and Inward Investment Actions contribute to delivering these Objectives					

D. Providing leadership

Action	Resource	Who	3-year Target Measure	Timescale	Notes
1. DESIRED OUTCOME – Transition to a low carbon economy is encouraged and supported					
Develop a Low Carbon Economic Strategy for the Scottish Borders (Underway)	No additional cost	SBC Economic Development CPP Partners	Approved Low Carbon Economic Strategy	2013/14	
Project Pipeline – Resources Required					
Energy efficiency skills development programme for businesses	£50,000 (Revenue)	SBC Economic Development Private sector Business Gateway Borders College SDS	No. of businesses assisted Increase in Profitability	2014/15- 2015/16	Increasing skills to develop low carbon economy
Development of renewable energy demonstration projects. Focus on farm scale renewables in the first instance	£tbc (Capital)	SBC Economic Development Borders Environment Agency Borders College Private sector	Increase in renewables sector GVA	2014/15- 2015/16	Increasing demand & skills in heating engineering, forestry and biomass/ solar/ wind sources

Action	Resource	Who	3-year Target Measure	Timescale	Notes
2. DESIRED OUTCOME – The case for the Scottish Borders is promoted at Scottish, UK and EU levels					
Scottish Borders Business Forum is established formed by the business organisations, reflecting business leadership and priorities. (Underway)	£2,000 (Revenue)	Chambers of Commerce/ Federation of Small Businesses / Sector Groups SBC Economic Development	Delivery and support of a functioning business forum	2014/15	The Scottish Borders is recognised as having a coordinated and collaborative Business Forum that is well supported by businesses
Lobby for special assistance at NUTS3 level to overcome the disadvantage in attracting investment (Underway)	No additional cost	MPs MSPs	Regional Selective Assistance status	2014/15- 2015/16	The Scottish Borders can offer greater incentives for inward investment
Lobby to ensure representation of the area in Scotland and Europe (Underway)	No additional cost	MPs, MSPs South of Scotland Alliance Scottish Borders Council SBC Economic Development Scottish Enterprise	External funding leverage for economic development	2014/15- 2015/16	The Scottish Borders continues to punch above its weight in accessing external funding and support for development of its economy

Action	Resource	Who	3-year Target Measure	Timescale	Notes
3. DESIRED OUTCOME – Budgets and activities are coordinated with collaboration across CPP					
Project Pipeline – Resources Required					
The Scottish Borders develops a case internally and externally for match funding for priority projects to be funded under new 2014-2020 EU Programmes	£5m match fund (Revenue & Capital)	CPP – agencies Private sector	£ Leverage	2014/15	Match funding for key projects and programmes
Provide regular communication on developments in the Scottish Borders for a range of key stakeholder groups	No additional cost	SBC Economic Development SBC Communications team	Participation and buy in to Economic Strategy from all relevant stakeholders	Ongoing	
4. DESIRED OUTCOME – Spending by Community Planning Partners has a positive impact on the economy					
Public sector procurement reform	No additional cost	CPP agencies (Procurement sections): SBC NHS Borders College	% contracts delivered by local companies	2014/15- 2015/16	Baseline - 38% SBC spending via local suppliers

Scottish Border Community Planning Joint Delivery Team

**Wednesday 1st May, 2013
2:00-4:00pm
Committee Room 2**

Present: SBC:
Rob Dickson, Director of Environment & Infrastructure (chair)
Glenn Rodger, Director of Education and Lifelong Learning
Eric Baijal, Joint Director of Public Health
Andrew Lowe, Director of Social Work Services
David Robertson, Chief Financial Officer

Partners: Morag Walker, Executive Officer, The Bridge
Liz McIntyre, Principal, Borders College
David Rennie, Stakeholder and Partnerships, Scottish Enterprise
John Mallin, Group Commander (Borders Area), Scottish Fire and Rescue Service
Calum Campbell, Chief Executive, NHS Borders
Helen Forsyth, Chief Executive, Berwickshire Housing Association
Margaret Ross, Chief Executive, Waverly Housing
Nile Istephan, Chief Executive, Eildon Housing Association

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

Apologies: Tracey Logan, Chief Executive, SBC
Jenny Wilkinson, Clerk to the Council, SBC
David Cressey, Head of Strategic Policy, SBC
Julia Mulloy, Chief Executive, SBHA
Andy Clark, Local Police Commander (Scottish Borders), Scottish Police Service

Summary of Discussion

1. Welcome and Apologies

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

2. Minute of last meeting and matters arising

Approved as a true record of the meeting.

Item 3- SS/SG/DS to develop a common template for theme reporting for next meeting onward

All other items covered on agenda

3. Scottish Borders SOA3

SG covered the presentation that had been delivered at the Strategic Board on 18th April, and highlighted the key areas of consensus that had come from that meeting.



G:\Business
Improvement\Strateg

RD said that the Board had been very specific about tackling deprivation and targeting at its meeting, with feedback from all three groups focusing on this, based on the evidence presented. EB said that nationally, the concept of targeted universalism was gaining traction, and that we are already doing a lot of additional work and spending more money in these areas. However, GR said that we now need to look at what we are

doing and perhaps why it is having such a limited impact. There is a need to rethink our delivery to improve outcomes for people. RD added that we need to take the longer term view and this seemed to be the view of the Strategic board.

DRobertson said the “renewables” priority seemed very different to the others two priorities (Grow Economy and Reduce Inequalities) and felt that we need to have a real “place” focus for the work we do. GR said that we need to look at the things we are doing anyway e.g. within the Early Years Strategy and then how we do things in more specific ways within our most deprived communities in order to make progress. He mentioned an emerging national education focus on the 20% underperforming. HF cautioned against just pouring money into these areas as evidence from across Scotland suggested that we need to create more mixed communities. This related to the point that GR made about looking at what we do differently, not just pouring in more money.

RD said that we need to seize the moment in terms of renewables and benefit from the national interest in low carbon and various funding streams. MR raised concerns around investment opportunities within organisational plans and opportunities we may have missed in the past e.g. in relation to district heating. She also raised concerns about how flexible partner plans can be.

NI said that we need to be careful about the way we express things as you could over-clad people’s houses and reduce their fuel poverty, but they might still be living in income deprivation to the effects of Welfare reform or as costs rise.

GR said that within the Place and Communities theme, there was an Eyemouth pilot ongoing which we don’t want to lose the focus on, as well as looking for other opportunities that perhaps relate to funding (e.g. Kelso). However, it would also be good for the theme to start developing a model around Burnfoot and Langlee. HF asked to be included on the theme

In relation to the preparation of SOA3, there was a discussion on the performance measures presented and concern about small numbers in Borders and CC suggested using Funnel graphs to overcome this. EB asked that he meet with SG to discuss some of the measure proposed.

LMCl raised concerns around low uptake within the renewables market, therefore low demand for training. She also mentioned low aspirations within the business base, with many in related sectors unwilling or uninterested in growing and developing in this field. NI said that there are many compelling reasons for embracing this agenda and many national drivers. DRobertson highlighted the fact that within the public sector, we have a responsibility to spend our resources wisely and to support local opportunities e.g. around ground source heat/3G pitches and to spot opportunities. GR said that unfortunately, local contractors are just not there. LMCl said that it was a pity we no longer had the Borders Construction Industry Forum (BCIF) which had been a good way to engage the sector and try to prepare it for future opportunities.

DR mentioned some work that Alistair McKinnon will be sharing with the Economy and Infrastructure groups about how to coalesce around the low carbon agenda. It is unlikely to be one single project but rather a big jigsaw where we think laterally about opportunities.

RD concluded that what is now needed is discussions at theme level about what had been identified within the Strategic Assessment, a discussion on indicators and then a discussion at the Strategic Board. It was also necessary for partners to look at the priorities and see where they can support and re-align activity and then reflect this back to the Strategic Board

In relation to the preparation of SOA3, SG highlighted the need for a prevention plan for Borders around the 6 Scottish Government policy priorities. There is no national guidance on how this should be done which gives us flexibility. She also highlighted the Scottish Government’s forthcoming Quality Assurance of SOAs and said that our first draft had been a very preliminary draft and that a lot of work was still required based on the priorities set at the Strategic Board. Our Scottish Government Location Direction, Barbara Allison, is

aware of our approach and of the fact that we were undertaking a Strategic Assessment on which to base our priorities.

Partners all agreed that prevention needed to go much wider than the table presented within the presentation and that they would like to contribute what they are doing that would be classed as prevention.

ACTION

- **Themes to now consider the big ideas from the Strategic Board and what needs to happen differently or what projects need to be developed to respond- AL, GR, RD**
- **Partners to now consider the big ideas from the strategic Board and how they might re-align their activity.**
- **DS to invite Helen Forsyth to join Place and Communities theme**
- **SG to circulate a matrix that can help capture prevention activity of partners in order that this be presented within our SOA (attached)**
- **SG to meet with EB to discuss indicators in relation to health inequalities**

4. Community Planning Audit update

SS gave an update on the process to date. Based on the audit recommendations, she is currently putting an improvement plan together under 5 broad headings (see below) and she suggested that we seek an executive sponsor for each theme, from across the CPP. This person would oversee work in relation to the theme and work with SBC's Strategic Policy Unit to develop a robust plan in relation to the audit recommendations. The following was agreed:

- Strategic direction and leadership: Tracey Logan SBC
- Performance Management: Calum Campbell, NHS Borders
- Use of Resources: David Robertson, SBC
- Governance and accountability: Liz McIntyre
- Community Engagement: Morag Walker (Third Sector) and John Mallin (Fire)

Audit Scotland will come to the next meeting of the Strategic Board on the 13th June.

ACTION

- **SS to set up meetings for each theme and to clarify the role of the Executive Sponsor**

5. Early Years collaborative

AL introduced Amanda Cronin, SBC, to the team and she delivered a presentation on the national collaborative approach.



G:\Business
Improvement\Strateg

Amanda raised the issue of engagement with the Voluntary Sector, Police and Fire with the collaborative work.

CC said that NHS Borders are using the Plan, Do, Study, Act (PDSA) Model widely now and have developed an online training module that partners could use.

LMcI asked about the skills development aspect of the collaborative, and HF highlighted the important role of housing officers

ACTION

- **Partners to contact Amanda to engage with the collaborative work**
Amanda.Cronin@scotborders.gov.uk
- **Amanda to follow up contacts and possibility of partners using the NHS e-module**

6. Disabled Go

AL introduced Jane Robertson, SBC, who has the lead for the recently published Joint Disability Strategy. She has been approached by DisabledGo, an organisation that produces online access guides (and have been commissioned by a number of councils in Scotland to produce guides for local areas on accessibility of services, businesses, venues etc) to see if we could be interested in taking a similar approach in Borders. Whilst everyone agreed that it would be a good idea to have this sort of information available from an equalities perspective, there were concerns about it being taken on by a commercial organisation. A number of guides had been produced in the past within the Borders and had been done using various local groups, who had taken responsibility for the information in the guides. It would also be difficult to find additional funding for a project of this nature, especially when we are all bound by duties anyway in this field.

It was suggested that it would be good to see what a guide would look like and how it has benefited and been used by other Councils in Scotland. A town based approach was also suggested as a good way forward, linking the production of guides into the Whole Town Plan work through Place and Communities, building community capacity whilst producing guides at a local level.

ACTION

- **JR to contact another Scottish Council to speak with the Place and Communities theme about the guides**
- **DS to co-ordinate a presentation at Place and Communities**

7. Papers/Items for noting

SBC Corporate Plan- SG spoke to the plan that had been approved at Council on the 25th April. The plan shows clear links through to partnership work. It was agreed that other partners would share their plans with the group

Third Sector Community Planning event- MW said that this has been confirmed for 16th May in the Volunteer Hall and shared a draft programme. GR will open the event and DS, SS and SG will speak about the work of the themes, the Strategic Assessment, the SOA and the role of the voluntary sector across community planning. The aim of the day is to strengthen the Third Sector Forum and ensure good representation across the CPP.

Economic Strategy- RD said that the Economy and Infrastructure had been involved fully with this and that it would be going through Council and the Strategic Board during June. Sam Smith, SBC, is currently undertaking one to ones with partners to ensure and there is now a last call for feed in

ACTION

- **Partners to send corporate plan (or equivalent) or send a web link to their plan to SG for circulation to the Joint Delivery Team.**

8. AOCB

There was no other business

ACTION

Date of next meeting – Wednesday 19th June, 2-4pm, Committee Room 1, SBC.