

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

MINUTE of MEETING of the COMMUNITY  
PLANNING STRATEGIC BOARD held in  
Council Headquarters, Newtown St Boswells  
on 13 June 2013 at 2.00 p.m.

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Present:- Councillor D. Parker (Chairman), Councillor S. Bell, Councillor C. Bhatia, Councillor J. Brown, Councillor M. Cook, Superintendent Andrew Allan (Police Scotland), Ms H. Cuckow (Eildon Housing Association), Mr A. Herd (Scottish Borders Community Development Co.), Mr R. Licence (SBHA), Mr I. Lindley (Berwickshire Housing Association), Mr J. Mallin (Scottish Fire and Rescue Service), Mr A. McKinnon (Scottish Enterprise), Mr J. Raine (NHS Borders), Mrs R. Stenhouse (Waverley Housing).

Apologies:- Mr P. Heath (Scottish Fire and Rescue Service), Chief Superintendent J. McDiarmid (Police Scotland), Mr J. Wright (Borders College).

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

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**CHAIRMAN**

1. The Chairman gave a welcome to the meeting and asked for a round of introductions.

**MINUTE**

2. The Minute of Meeting of 18 April 2013 had been circulated. With reference to paragraph 6(a), Mr Lindley advised that the end of the passage should have read "Some companies e.g. in the renewable energy (wind turbine erection/maintenance) sector, could offer sponsorship of training and certification. By bringing together expertise, a centre of excellence could be created involving maintenance of renewables, site erection and apprenticeship schemes".

**DECISION**

**APPROVED the Minute, including the above amendment, for signature by the Chairman.**

**ACCOUNTS COMMISSION - THE COMMUNITY PLANNING PARTNERSHIP AUDIT IN SCOTTISH BORDERS**

3. Representing the Accounts Commission at the meeting were Douglas Sinclair (Deputy Chair), Mike Ash, Bill McQueen and Linda Pollock. Also present was Antony Clark, Assistant Director of Audit Scotland. Following the recent publication of the report "Community Planning in Scottish Borders" prepared by Audit Scotland for the Accounts Commission and the Auditor General for Scotland, Mr Sinclair explained that the Accounts Commission was interested to hear thoughts about the report and about the actions that the Strategic Board would plan to take in response. To facilitate this discussion the Accounts Commission representatives had a series of questions as follows:

- (a) Ms Pollock – one of the findings of the report was that there should be a clear understanding of the roles and responsibilities of each partner organisation. Was there the right number of appointments and level of commitment from all partners?

Councillor Bhatia believed that there was a commitment, particularly since the reinvigoration of community planning and the Board and the publication of the report, which was reflected by the attendance and partner representation at the meeting. NHS Borders Chairman, Mr Raine, understood from the report that the Board would be required to monitor two main areas: namely collective leadership and governance, and effective performance management. With regard to governance, although the Council had a statutory duty to initiate and lead the Community Planning Partnership (CPP), this was a partnership of equals; other partners needed to feel that they were an integral part. The involvement of non Executive members also needed to be examined, including at Board level. SBC Chief Executive, Tracey Logan, advised that this had been recognised and a spread of responsibility across partner members was included in the action plan, and a review date of 2014 built in as part of the review of Community Planning. Councillor Cook added that the Scottish Government recognised that, across the country, more commitment was required from partners. Although the local authority had the responsibility to lead there also had to be a collective responsibility within each CPP in respect of governance and performance. Performance monitoring and management needed to be taken forward against targets which would allow causality links to be established. Mr Sinclair noted that this would be kept under review.

- (b) Mr McQueen – with reference to the report's finding that performance targets in the Single Outcome Agreement (SOA) were not always ambitious, how would the Strategic Board be satisfied that the targets within the improvement plan were sufficiently challenging and what timescales were involved to set outcomes?

SBC Chief Executive, Tracey Logan, advised that the Board noted the report's findings and had already recognised that there was work to be done to take forward the SOA to the next level, with a focus on measuring outcomes and the next Board meeting was due to consider performance monitoring. NHS Borders Chief Executive, Calum Campbell, explained that performance monitoring relied on the Partnership knowing what it wanted to achieve. In this respect, there needed to be a short to medium term goal which would be signed off by the Board to ensure there would be added value in CPP. Councillor Cook explained that timescales for action were embodied within the SOA. Within the concept of performance management, work needed to be carried out on performance indicators with the recognition that some were not sufficiently fit for purpose.

- (c) Mr Ash – with regard to Community Engagement to what extent could the CPP involve communities or would this have to develop from communities themselves?

Senior Consultant, Douglas Scott, explained that this was an evolving process. A Community Planning Event had been held with the voluntary sector which gave the CPP an opportunity to discuss CPP arrangements and the "Place and Communities" strategic theme within the SOA. Mr Lindley advised that the Council had developed pilots within which communities and RSLs could work in parallel, within which for example Berwickshire Housing Association was active. As a further example Councillor Cook gave an outline of the whole town approach towards issues being taken in Eyemouth. The process would take time and was just beginning with the construction of a plan but he commented that there was a different feeling and expectation about the type of discussions taking place.

- (d) Mr Ash – were there views or aspirations about how individual partner resources could be aligned to deliver the agreed SOA outcomes?

SBC Head of Strategic Policy, David Cressey, explained that the group set up to identify and re-align resources would be led by the Council's Chief Financial Officer, David Robertson. This was recognised to be a challenging area across Scotland and there was discussion about the use of total resources to deliver priorities.

Mr McKinnon gave as an example from an economic opportunity perspective the potential work to be carried out by Scottish Enterprise with Business Gateway and the Harbour Trust in Eyemouth to turn opportunities into reality in respect of the offshore wind energy project. In relation to timescales, Chairman of SBHA, Ray Licence, explained that while resources could be seen as a stumbling block, a number of targets were already in place so the impact could be noticeable within 2 to 3 years e.g. low carbon.

- (e) Mr Sinclair – could members of the Board suggest what the Scottish Government could do to make Community Planning more successful?

Councillor Bell maintained that as well as the element of realism there should be simplicity and clarity in the messages conveyed, to ensure engagement from the public and the alignment of minds between community partners. If CPP could not be made real to people then they could not be expected to engage. There was general support from the Board for the view that the Scottish Government's role should be to facilitate community planning and not to create obstacles in the form of ministerial powers. It needed to be recognised that discussion could be enough, without having to define everything in detail on paper. Scottish Government should also recognise that Community Planning at the proposed level was a different and new concept. As such it had to be given a long enough period of time to develop and evolve effectively: generational change was the aspiration.

- (f) Mr Sinclair – how was the audit process and did you feel your views were reflected in the audit and report?

SBC Chief Executive, Tracey Logan, believed that the partners had given comprehensive feedback which had been taken into account; at the beginning of the process there was too much emphasis on the historical position but as the audit progressed this became less so; although within the report's findings there appeared to be heavy reliance on evidence rather than taking into account the outcomes that had been demonstrated. Overall members thought the Board had been given a fair hearing and that key areas had been recognised within the report.

4. In conclusion, Mr Sinclair expressed his thanks to the Board and intimated that he and his colleagues had been impressed by the responses and discussion, acknowledging the commitment and enthusiasm of members. After being thanked by the Chairman, the Accounts Commission and Audit Scotland representatives left the meeting.

**DECISION  
NOTED.**

**REPORT ON THE FINDINGS OF THE ACCOUNTS COMMISSION - THE COMMUNITY  
PLANNING PARTNERSHIP AUDIT IN SCOTTISH BORDERS**

5. There had been circulated copies of a report by the Chief Executive, SBC, presenting to the Strategic Board the findings of the Accounts Commission in respect of the CCP Audit in Scottish Borders, and the improvement plan addressing these findings. Head of Strategic Policy, David Cressey, welcomed the findings of the report which validated the outcomes of

an internal review undertaken by the CPP in 2011. These were detailed in Appendix A to the report under five strategic headings: strategic direction and leadership; performance management; use of resources; governance and accountability; and community engagement. Mr Cressey further advised that the Scottish Borders improvement plan would be incorporated within the Single Outcome Agreement.

6. The report went on to summarise work being carried out within each of the five headings. Under Strategic Direction led by Tracey Logan, Chief Executive SBC, new governance and accountability arrangements had been established with an ambitious vision that built on the good outcomes already in place. The partnership would align priorities with the vision and translate it into a jointly agreed SOA. Performance Management would be led by NHS Borders Chief Executive, Calum Campbell. Arrangements would 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. With regard to the Use of Resources heading, a group had been established, under SBC Chief Financial Officer David Robertson, to consider a methodology for identifying and realigning resources, including revenue and capital budget, to the agreed SOA outcomes.
7. Principal of Borders College, Liz McIntyre, would lead the group looking at governance and accountability. Work was already underway to ensure partners had a clear understanding of their roles and responsibilities, and to clarify and agree the mechanics through which partnership decisions would be reflected in the formal governance arrangements of partner organisations. Community engagement would be led by third sector representative, Morag Walker, Chief Inspector Andrew Clark, Local Area Commander for the Scottish Borders, and John Mallin, Local Senior Officer, Lothian and Borders Fire and Rescue Service. The audit had acknowledged that there was a strong commitment to engaging with local communities but the CPP now needed to strengthen this approach. Work would be done to improve the co-ordination of community consultation; to involve local communities in initiatives to tackle health inequalities; and to engage and consult on key partnership priorities. After further discussion it was agreed that the CPP Strategic Board should accept the findings of the Accounts Commission in full and approve the improvement plan which addressed these findings, and the implementation of this said plan.

## **DECISION**

### **AGREED:-**

- (a) to accept the Account Commissions findings of the Community Planning Partnership Audit in Scottish Borders;**
- (b) to approve the improvement plan addressing the findings and areas of improvement identified in the audit; and**
- (c) that the improvement plan be implemented.**

## **DRAFT SINGLE OUTCOME AGREEMENT AND PREVENTION PLAN**

8. With reference to paragraph 10 of the Minute of 14 February 2013 and paragraphs 3 to 9 of the Minute of 18 April 2013, there had been circulated copies of the draft Single Outcome Agreement (SOA). Mr Cressey emphasised that the purpose of the SOA was to focus on the partnership's improvement priorities that had been identified by the Scottish Borders CCP to deliver better outcomes for the people of the Scottish Borders and Scotland. He referred to the vision for the partnership which had been agreed at the last meeting and proceeded to highlight the main parts of the draft SOA. Identified in a table, with their associated national outcomes, were the three priorities needed to achieve this ambitious vision, namely: to grow our economy; reduce inequalities; and to maximise the impact from

the low carbon agenda. With regard to the priority need to reduce inequalities, it was pointed out that many of the indicators used to assess quality of life show the Borders (as a whole) to be above the Scottish average. However at local level there were large disparities between the most and least deprived areas. The draft set out that the Board wished to see a targeted approach to partnership activity in the most deprived areas in order that outcomes were improved over the long term. Also detailed in the document were the key programmes currently sitting under each of the Community Planning Themes.

9. The ensuing discussion on the draft SOA focused on performance measures and the difficulty of identifying performance indicators. In particular the need was recognised to set ambitious targets that were also realistic. There was some concern that targets for Gross Value Added (GVA) were a subject for debate at national level and that those set for the Scottish Borders may not be achievable. It was pointed out that GVA may be difficult to influence, being closely related to industrial make-up and the size of businesses, rather the number of small businesses and start-ups which the CPP would want to encourage. Members were advised that the indicators used within the SOA had been agreed by SLAED (the Scottish Local Authority Economic Development Group) but that these were more in the form of monitoring measures and would be supplemented by output measures locally. The point was made by several members of the Board that within the SOA there should be a focus locally on a limited number of key issues. Once identified, joint activities could be developed around these issues and budgets aligned to deliver local measures for action. It was generally agreed that resources should be tailored towards reducing the gap between the most and least deprived areas and specifically on measures to reduce child poverty. The discussion moved on to look at the link between the low carbon agenda, the growth of the economy and reduction of inequalities. The Board was advised that the set of indicators relating to the Low Carbon agenda were within the national framework and at present were the least well developed. Mr Cressey went on to refer to the Scottish Borders Prevention Plan which was attached to the SOA as Annex 1. He explained that this included the activities of all partners. It needed refinement and was work in progress.

#### **DECISION**

**AGREED to approve the draft Single Outcome Agreement and Prevention Plan, noting that this was work in progress and that more information would be brought back to the Board in due course.**

#### **SCOTTISH BORDERS ECONOMIC STRATEGY 2023**

10. There had been circulated copies of a report by the Chief Executive, Scottish Borders Council, presenting the draft Scottish Borders Economic Strategy 2023. The report sought approval for the Strategy on the basis that it appropriately reflected the CPP's economic development priority. SBC Head of Economic Development, Bryan McGrath, explained that the Economic Strategy had been prepared in order to set direction for the activity of the Council, but also for the Council's Community Planning Partners. The Strategy consisted of three documents- an Economic Profile, an Economic Strategy document and an Action Plan. The Economic Profile, which would be available on the Council's website, set out the evidence base for the current state of the economy. The Strategy, attached as Appendix 1 to the report, set out the vision, strategic aims and objectives that would provide the focus for efforts to ensure sustainable economic growth for the Scottish Borders. A separate Action Plan, attached as Appendix 2 to the report, was a live document and set out the detailed actions that needed to be implemented in order to deliver the objectives. The four strategic aims within the Strategy were: creating the conditions for businesses to compete; building on our assets; developing the workforce of the future; and providing leadership. The Community Planning Partnership would track the progress of the strategy and a range of indicators were set out in the Strategy to enable this.

11. Councillor Bell, Executive Member for Economic Development, endorsed the Strategy documents. He advised that there had been a considerable level of consultation to identify the objectives listed within the four strategic aims but that further input from community partners would be welcome. Mr Lindley felt that renewable energy should be included within the economic opportunities referred to in Section 1.3 of the Strategy. He added that there should be clear alignment to reflect the CPP, the SOA and the Economic Strategy. The next step should be discussions on taking forward a joint action plan. It was agreed that any further observations from partners on the Strategy and Action Plan be directed to Mr McGrath.

**DECISION**

**(a) AGREED:-**

- (i) that the Community Planning Partnership's economic development priorities were appropriately highlighted in the Draft Scottish Borders Economic Strategy 2023;**
- (ii) to approve the Strategy; and,**
- (iii) that any comments or observations on the Strategy and Action Plan be sent to SBC Head of Economic Development.**

**(b) NOTED that:-**

- (i) the financial implications of the associated Action Plan would require to be assessed alongside other priorities before inclusion in future capital and revenue plans; and**
- (ii) limitations on future public spending may place constraints upon the delivery of the Action Plan.**

**JOINT DELIVERY TEAM**

12. There had been circulated copies of the Minute of Meeting of the Joint Delivery Team held on 1 May 2013.

**DECISION**

**NOTED.**

*The meeting concluded at 3.55 pm*